



BORUSSIA DORTMUND

BRANDING & INTERNATIONALIZATION



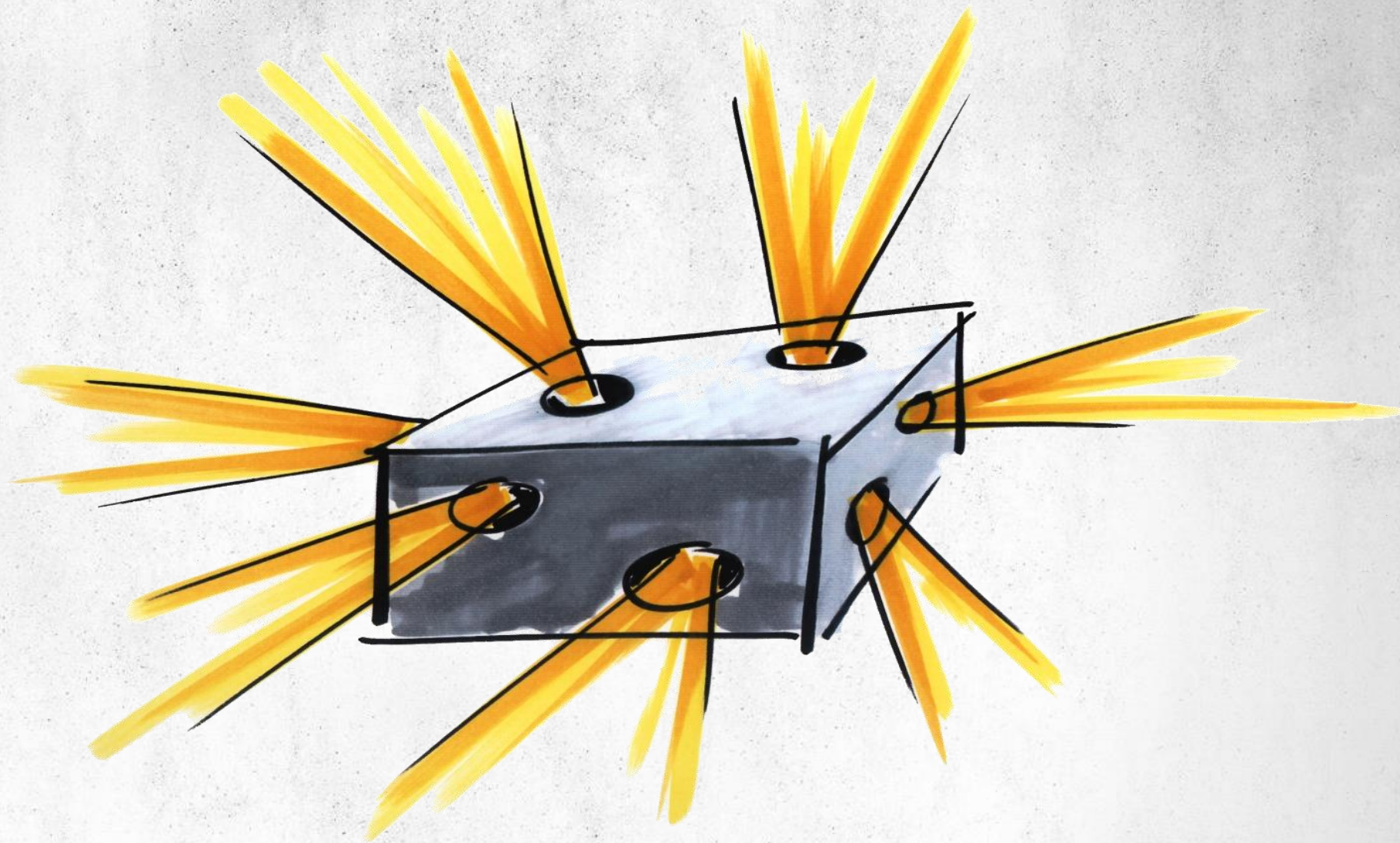


WE ARE
ONE OF MANY OTHER
TRADITIONAL FOOTBALL
CLUBS IN GERMANY
...but still a little different!

BORUSSIA BVB DORTMUND

SALES REVENUE: SEASON 2007/08

Group	in TEUR
Ticketing	22.591
Sponsoring	39.254
Broadcasting	26.024
Transfers	5.398
Catering, Licensing & others	45.059
total	105.326



SITUATION 2008

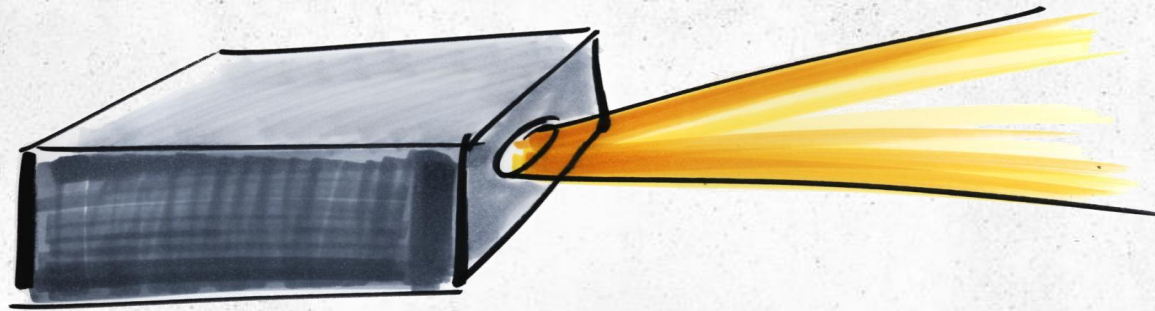


LACK OF COHERENCE IN BRAND IMAGE

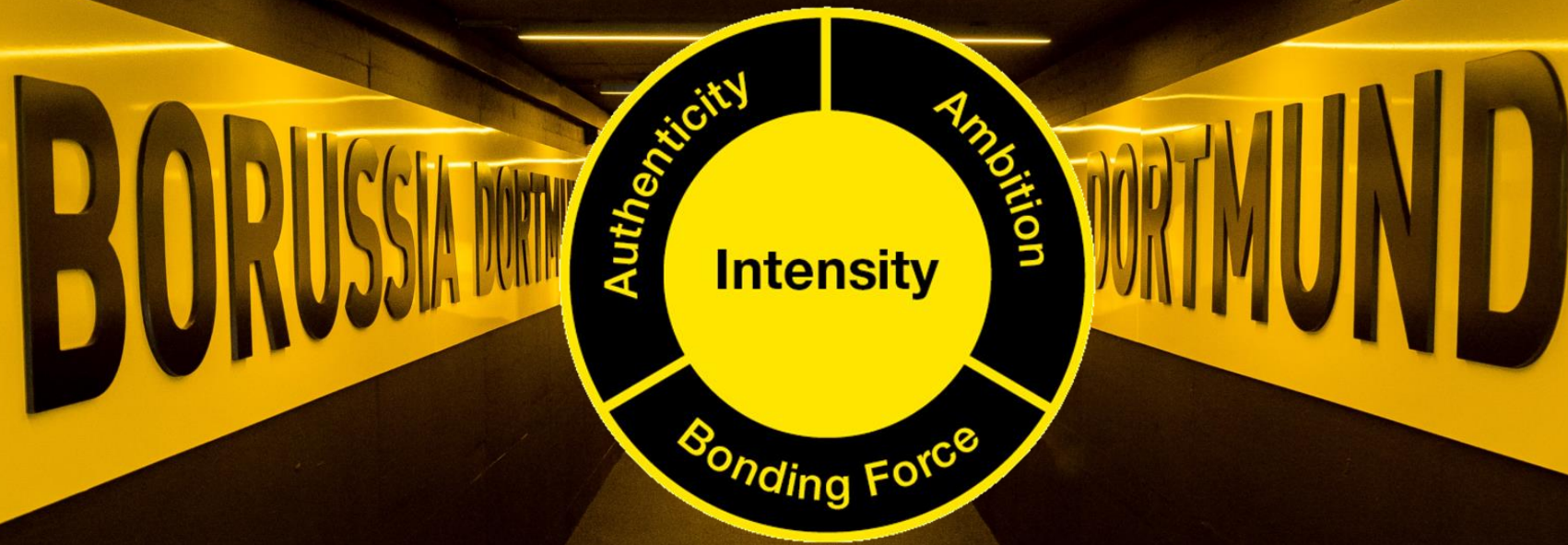


NO BRAND IDENTITY ESTABLISHED

STRATEGIC BRAND MANAGEMENT IS NOW PART OF THE CORPORATE MANAGEMENT



BVB BRAND STEERING WHEEL



TOTAL CORPORATE REVENUE

BORUSSIA DORTMUND GMBH & CO. KGAA

Covid-affected (without transfers)

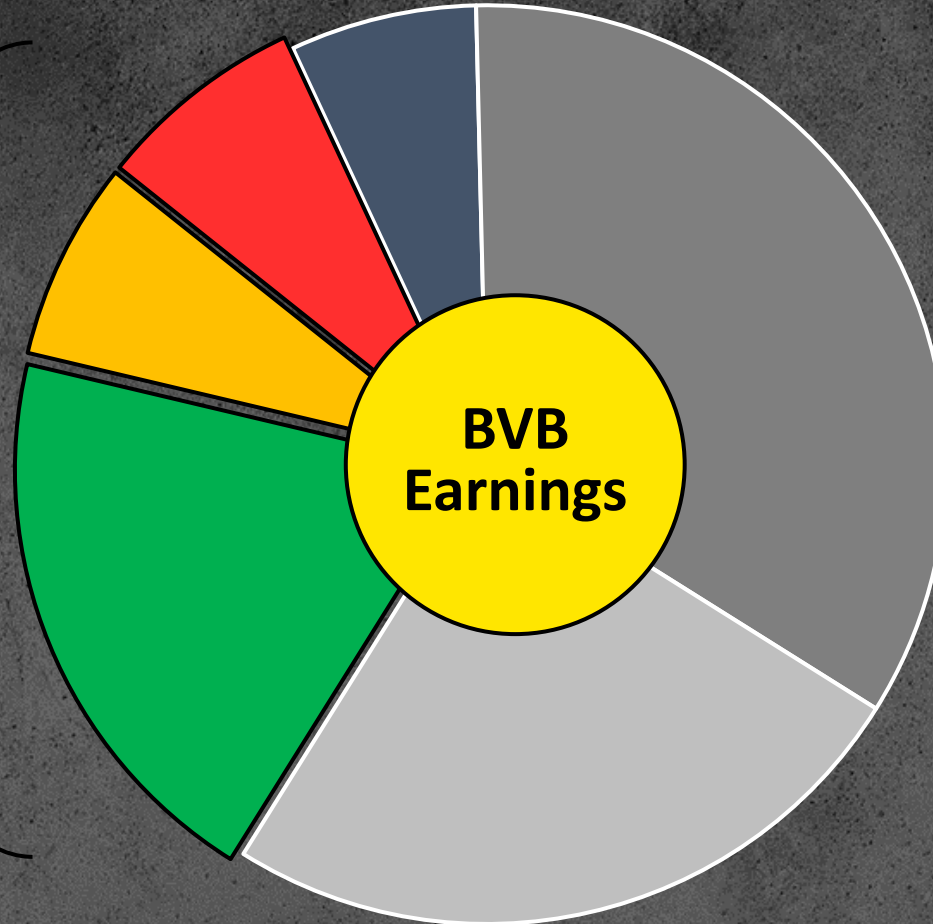
Bereich / in Mio. €	2019/20
Game operation	32,5
Advertising	98,0
Broadcasting	169,8
Merchandising	33,3
Conference/Catering/others	36,5
total	370,1

Covid-affected (without transfers)

Bereich / in Mio. €	2020/21
Game operation	0,5
Advertising	106,5
Broadcasting	186,6
Merchandising	32,6
Conference/Catering/others	7,7
total	334,1

Revenue Structure

Whats the logic behind
the revenue in
Sponsoring,
Merchandise,
others?



- Game Operations
- TV-Marketing
- Transfer
- Sponsoring
- Merchandise
- Conference, Catering, Sonstige




BORUSSIA DORTMUND GERMANY'S STRONGEST FOOTBALL BRAND



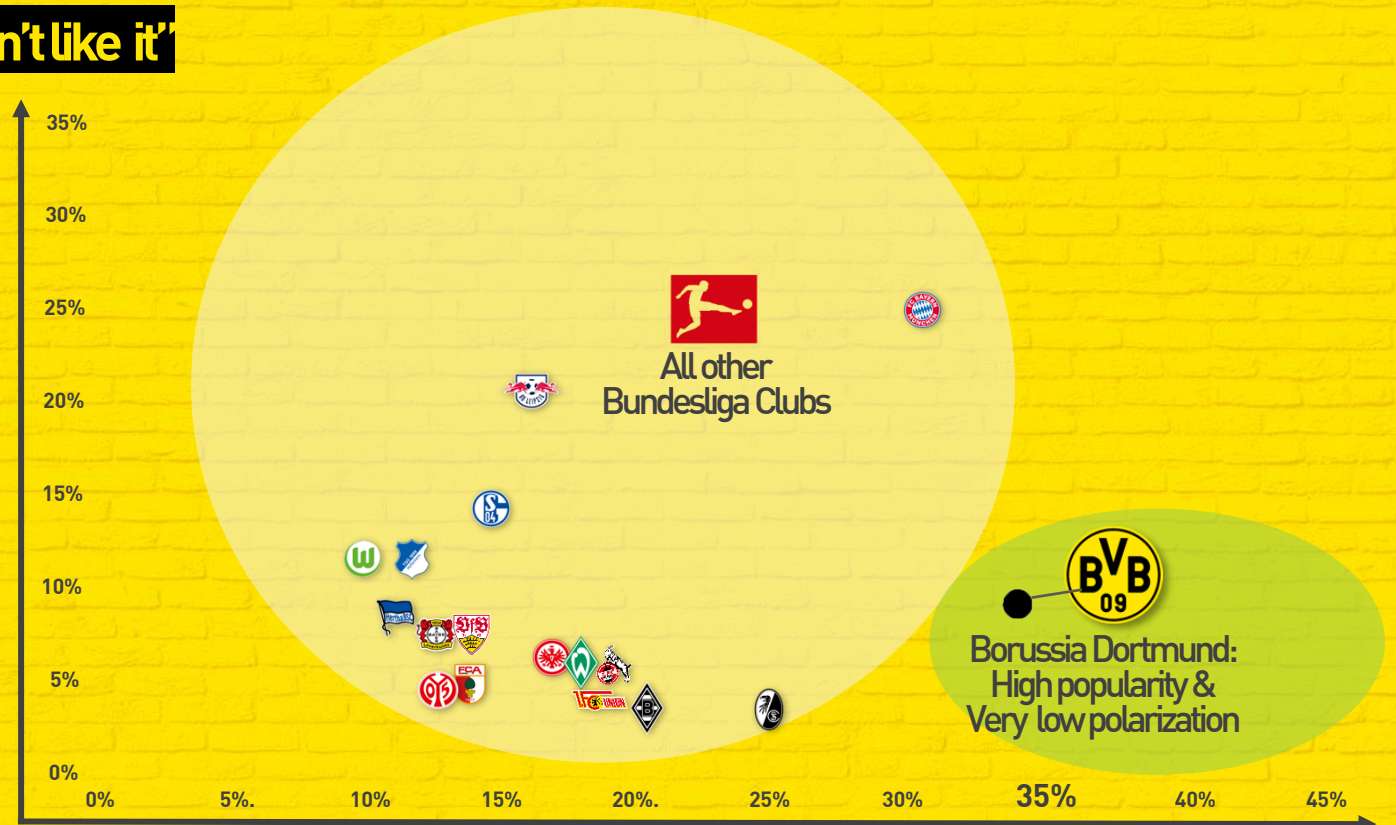
"I don't like it"



Brand Power

	Points	Rank
	61,24	1
	46,01	11
	43,00	19

Source: University Braunschweig Fußball Studie 2019



"I like it"



Source: Nielsen Fußball Monitor 2020; n=1000, 16-65J., fußballinteressiert

BVB'S 09 KEY TARGET MARKETS: FANS EXPERIENCE TRUE LOVE AROUND THE GLOBE



Expansion of markets, independent of annual summer tours



Technical infrastructure



Global fan exchange events



Greater involvement of fans around the world

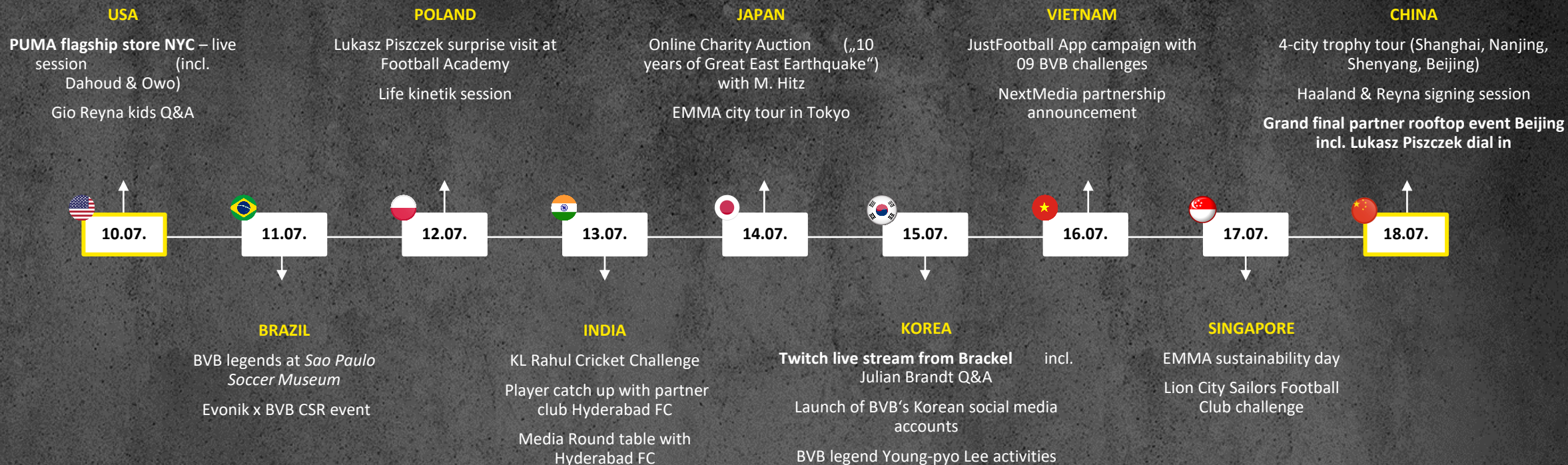


Joint market development with strong partners (e.g. Puma)



VIRTUAL TOUR 2021

09 DAYS AROUND THE WORLD - HIGHLIGHTS



BVB - A PEOPLE'S CLUB

GLOBAL FOLLOWERSHIP OF + 270 MILLION





SIGNAL IDUNA  PARK

**More than just
views & impressions in a highly
emotional enviroment.**

Data analysis
User Tests
Service

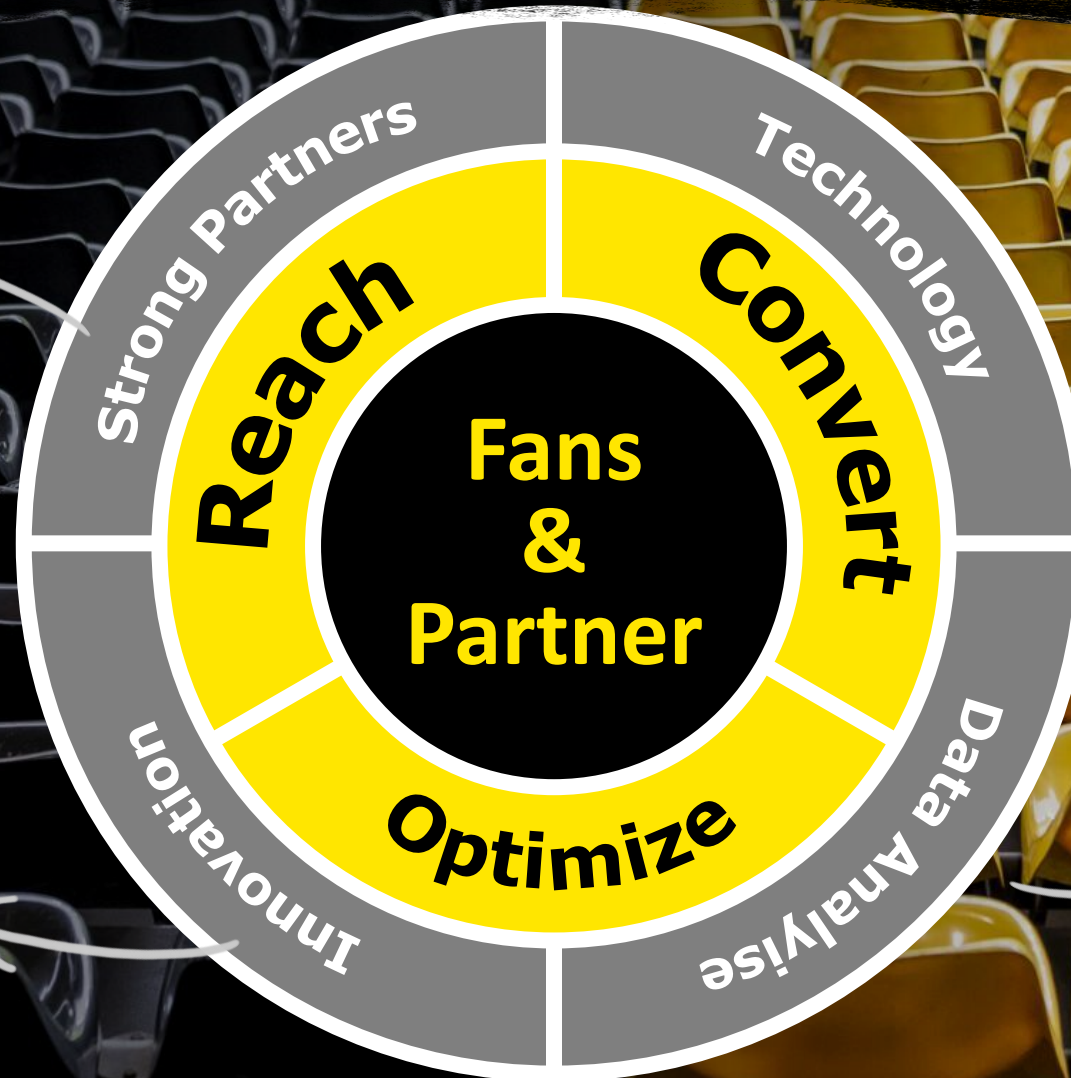
Registrations, Visits, App-
Installs, SoMe-Follower

Lead fans to our digital channels
Better understand their behaviours
To create added values:
for them and our club.

Personalised content
Relevant offers
Better User Experience

New options in club marketing
More Leads & Conversions
Higher Loyalty & Reach

Digital strategy



Interaction
=
Reach
=
B2B earnings

Reach
x
Conversion Rate
=
**B2C- & B2B2C-
Earnings**

Attraction
+
Relevanz
=
**Reach &
Conversion**

Cross-Selling
+
Retention
=
**Loyalty &
Conversion**

Thank you!

