



BARÇA INNOVATION HUB

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BARÇA – MORE THAN A CLUB

MEMBER OWNED CLUB

- ~145,000 socios elect club leadership
- Not-for-profit, democratic governance model

RICH HERITAGE & IDENTITY

- Founded in 1899, never relegated
- Symbol of Catalan pride & values

DISTINCT PLAYING STYLE

- 4P philosophy: Perception, Position, Possession, Pressure
- La Masia academy develops homegrown talent



LEGACY OF SPORTING EXCELLENCE



ON FIELD SUCCESS

- 34 major trophies (2003–2020)
- Champions League & La Liga dominance



LEADERSHIP ACROSS MULTIPLE SPORTS

- 14 sports, 120 teams globally
- 111 titles won by 2018



A POWERFUL GLOBAL BRAND

- 300 million fans worldwide
- Innovation needed to engage & lead

CATALYSTS FOR INNOVATION

1 GROWING OFF-FIELD COMPETITION

- Innovation essential to maintain edge
- Pressure in sports science + fan experience

2 UNTAPPED INTERNAL EXPERTISE

- 35+ Barça staff pursuing PhDs by mid-2010s
- Rich knowledge ready to harness

3 STRATEGIC VISION

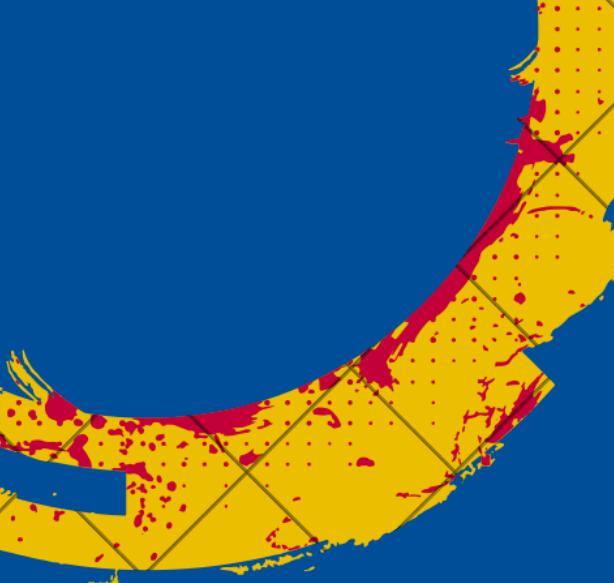
- Innovation added to 2015–17 club strategy
- Unified efforts under one global hub

4 ALIGNING WITH BARÇA'S IDENTITY

- Extend "More than a Club" ethos
- Lead in knowledge + tech sharing



barça



LAUNCH OF THE BARÇA INNOVATION HUB

FORMATION

BIHUB launched in 2017 as part of the club's strategic projects. It consolidated the club's Corporate University and ongoing research projects under one umbrella.

MISSION

BIHUB aims to be a global innovation hub connecting the sports ecosystem (clubs, startups, universities) sharing Barça's knowledge worldwide.

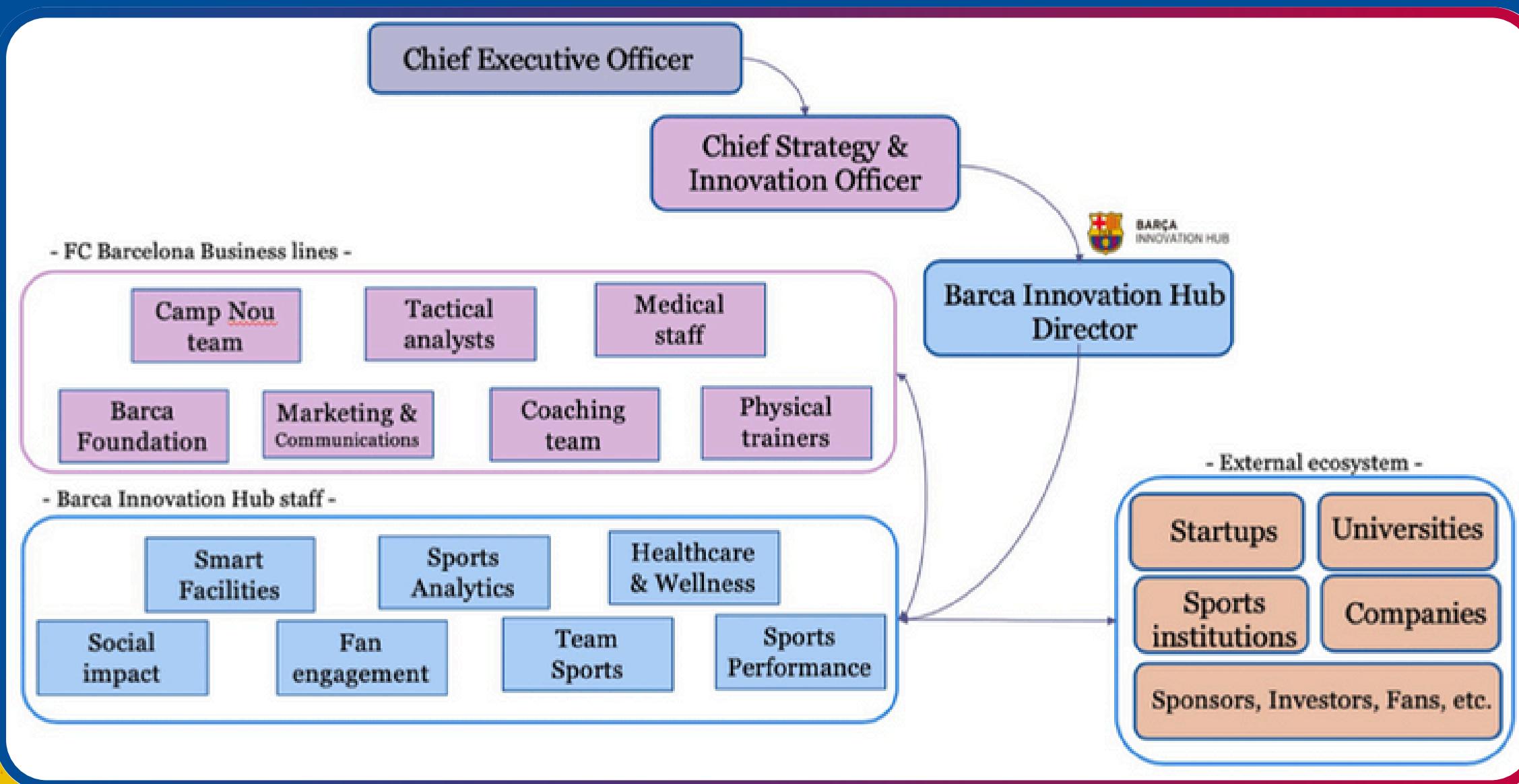
CLUB PILLAR

Innovation made a core brand pillar in Barça's strategy, alongside its teams and foundation, to show top-level commitment to innovation.

LEADERSHIP

Seasoned innovation expert - Albert Mundet was appointed as Director. He built a 14-member team to lead BIHUB's research, innovation, and outreach.

STRUCTURE FOR INNOVATION



LEAN TEAM & GOVERNANCE

- Small team led by BIHUB Director
- Autonomy with club oversight

KNOWLEDGE AREAS

- 7 key verticals driving innovation
- Specialists bridge tech and sport

UNIFIED PLATFORM

- Central hub avoids siloed projects
- Cross-pollination boosts idea sharing

ECOSYSTEM & PARTNERSHIPS

- Attracts startups, universities, companies
- Gateway for global collaborations

FREEDOM WITHIN FRAMEWORK

- Innovators have room to experiment
- Club athletes enable real testing

HUMAN FACTOR: PEOPLE, CULTURE, AND BRAND

LEADERSHIP

Leaders with sports and tech expertise ensure strategic alignment and credibility across the club and innovation ecosystem.

CROSS CLUB COLLABORATION

Coaches, staff, and players actively shape BiHub's work, making it deeply integrated across Barça's departments.

POWER OF THE BARCA BRAND

Barça's strong brand draws top partners like Gatorade and Allianz, amplifying the impact of co-developed innovations globally.

CULTURAL SHIFT

Barça is shifting from secrecy to a culture of openness, collaboration, and knowledge-sharing.



FORECASTED REVENUES AND COSTS - 2017-18

REVENUES

SOURCE	% OF TOTAL	AMOUNT (€ M)
Marketing	33%	€296 m
Transfers & Others	22%	€197.3 m
Stadium and Hospitality	22%	€197.3 m
Media Contracts	21%	€188.4 m
Total	100%	€897 m

COSTS

TYPE	% OF TOTAL	AMOUNT (€ M)
Sports Salaries	55%	€475.8 m
Management Costs	19%	€164.4 m
Amortization of Transfer Fees	13%	€112.5 m
Club Investment	2.7%	€25.3 m
Espai Barça Investment	5.8%	€54.6 m
Total (Operating + Investments)	100%	€945 m

INSIDE THE BIHUB LAB



Funnel for Innovation Projects

ROLE OF BIHUB LAB

- Engages Barça experts + external partners
- Shares knowledge for co-developing solutions

PROJECT SELECTION PROCESS

- Push-pull: annual challenges + scouting
- Proposals filtered by 7 vertical committees

RISK AND PROTECTION

- Test quietly with amateur teams first
- Only proven solutions reach first teams

COLLABORATIVE STARTUP MODEL

- No exclusivity; startups retain freedom
- BIHUB connects startups to investors

INNOVATION & EXCELLENCE

- Club culture pushes "no-failure" mindset
- Internal experts lead and own projects

FLAGSHIP INNOVATION - WIMU TRACKER

OVERVIEW

- Co-developed with Real Track Systems
- Tracks movement and muscle activation
- GPS wearables lacked precision and versatility

DEVELOPMENT & TESTING

- Built via open innovation model
- Tested with youth, used by pros
- Improved through coach and analyst feedback

IMPACT

- Provided data-driven training insights
- Enabled custom plans, injury prevention
- Adopted by elite global teams
- Drove Real Track's commercial success

WHY IT STANDS OUT?

- High on-field impact
- Strong commercial scalability
- Recognized as BIHUB's signature success



GATORADE SMART CAP

G^x DIGITAL PLATFORM

Secure, scalable cloud platform connects multiple devices and systems across a range of communication protocols

SMART CAP

Intake Tracking
and Guidance



MESSAGING

SMS/MMS Notifications
to Mobile Devices

CONNECTED PATCH

Athlete Sweat Testing



ATHLETE

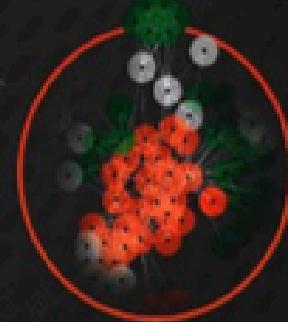
STATION

Fluid Balance Tracking
and Digital Scale



RECOMMENDATIONS

Individually Generated
Sports Fuel Strategy

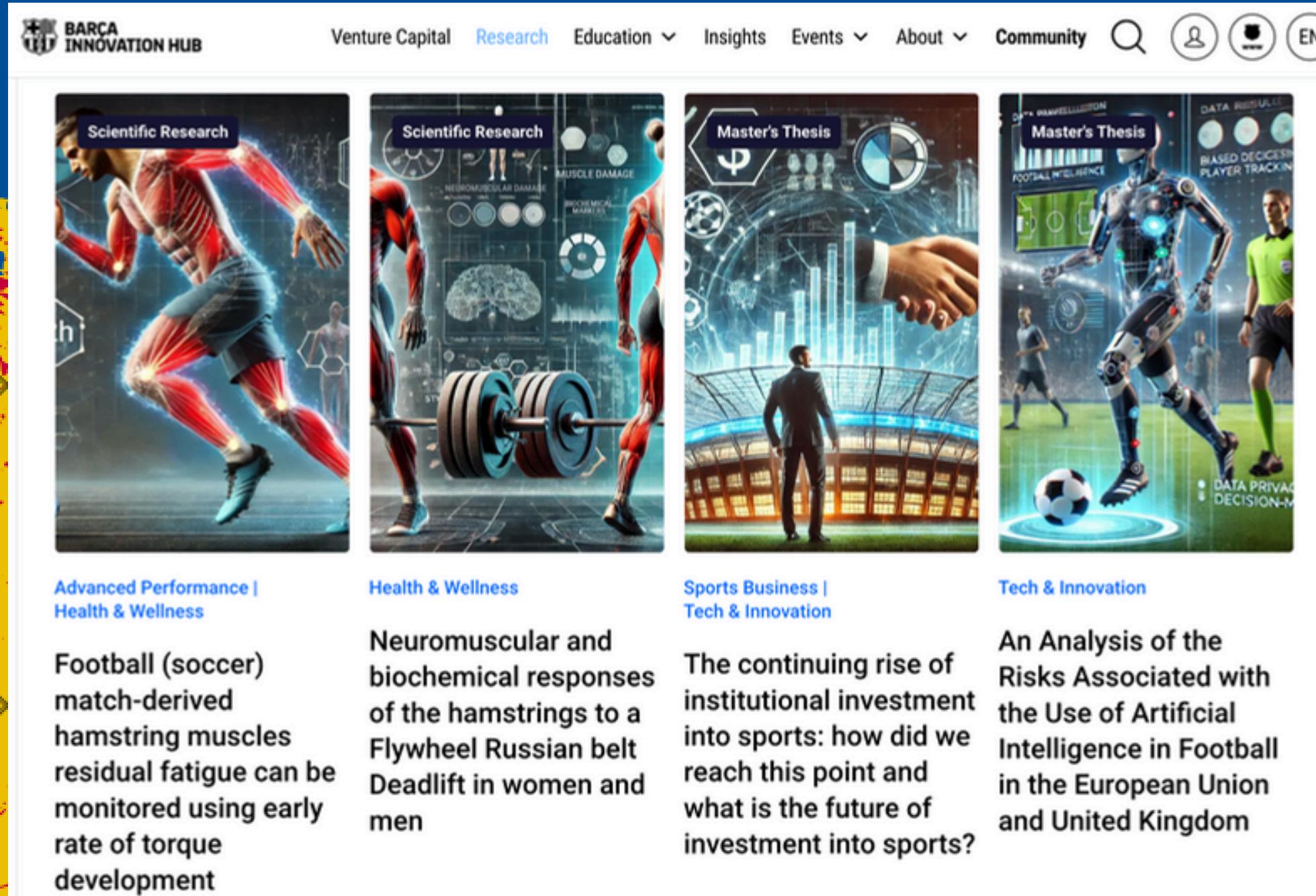


DIGITAL TOOLS

Platform Management and Analytics

METRICS

How does Barça measure BIHUB's success?



The screenshot displays the Barça Innovation Hub website with a navigation bar including links for Venture Capital, Research, Education, Insights, Events, About, and Community. Below the navigation is a search bar and language selection (EN). The main content area features five cards representing different research projects:

- Advanced Performance | Health & Wellness:** Football (soccer) match-derived hamstring muscles residual fatigue can be monitored using early rate of torque development.
- Health & Wellness:** Neuromuscular and biochemical responses of the hamstrings to a Flywheel Russian belt Deadlift in women and men.
- Sports Business | Tech & Innovation:** The continuing rise of institutional investment into sports: how did we reach this point and what is the future of investment into sports?
- Tech & Innovation:** An Analysis of the Risks Associated with the Use of Artificial Intelligence in Football in the European Union and United Kingdom.
- Tech & Innovation:** DATA PRIVACY DECISION-MAKING IN ARTIFICIAL INTELLIGENCE FOR FOOTBALL INFLUENCE.

01

RESEARCH & INNOVATION OUTPUT

- 70+ research projects
- 8 startup projects

02

KNOWLEDGE REACH

- 16,000 professionals
- 135 countries

03

INTERNAL IMPACT

- New training methods
- Injury prevention techniques

04

SUSTAINABILITY & SELF-FUNDING

- Sponsorships, training courses, medial deals
- Trading brand assets for equity in startups

05

INNOVATION CULTURE

- Are club staff more open to new ideas?
- Do they proactively seek BIHUB's help?

IS BARÇA'S INNOVATION MODEL EFFECTIVE?

- Positions Barça as global benchmark
 - Connects sports, science, and tech expertise
 - Expands Barça's brand beyond just football
 - Generates new revenue via education and startups
 - Drives thought leadership through global partnerships
-
- Hard to show direct short-term ROI
 - Possible friction with traditional football mindsets
 - Risk of innovation distracting from sport focus
 - Dependent on leadership's innovation commitment
 - Competitors can imitate innovations

ADVANTAGES

CHALLENGES

FUTURE ROADMAP

What should Barça do next?

EXPAND INNOVATION

- Co-host global innovation challenges
- Launch external sports tech fund



FANS AS CO-CREATORS

- Hackathons & idea competitions
- Fan tokens for voting & engagement



SCALE SUCCESS

- Track innovations with clear metrics
- Share wins to gain support



FAN ENGAGEMENT

- Use AI for personalization
- Create AR, VR match experiences
- Grow eSports and gaming presence



EMBRACE EMERGING TECH

- Explore AI, Web3, and immersive fan tech
- Prototype stadium and coaching innovations



KEY PARTNERS



STARTUP COLLABORATIONS

MADEOFGENES

| onalabs)

CeleBreak





MESSI
UN CLUB

THANK YOU

APPENDIX

REFERENCES

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