



CHELSEA SUPPORTERS' TRUST 2017 MEMBERSHIP SURVEY

ABOUT THE SURVEY

The fifth annual Chelsea Supporters' Trust Membership survey was conducted from late May until the end of June. In addition to the Trust membership (voting and non-voting) the survey was made available to all Chelsea supporters with a consequent doubling of the number of responses received.

New questions have been included on a number of current topics, including away match ticketing, kick off times and ticketing and other aspects of the move to a temporary stadium and even looking further ahead to a rebuilt Stamford Bridge.

SUMMARY

The improvement of the team's fortunes on the field and the progress and concerns in respect of the redevelopment of Stamford Bridge have seen [stadium redevelopment](#) move ahead of [youth player development](#) as the most important overall issue. Satisfaction with the administration of the club has improved, and happiness with the team is unsurprisingly high with the reversal of last season's dismal showing.

Supporters were again asked to assess the three major stadia considered likely to host the team on a temporary basis; [Twickenham](#) remains the preferred option for almost half the respondents, with Wembley second and Stratford a distant third.

There remains a fear amongst supporters that the [time and money](#) spent going to and from games at the [temporary stadium](#) will increase, and problems are anticipated getting to [midweek games](#). Fans feel strongly that there should be sections where more boisterous and vocal support is permitted in the temporary stadium.

There is overwhelming support for the introduction of [Safe Standing](#) in the rebuilt stadium, and for the Club to take a leading role in its implementation in English football. The stadium should retain the Stamford Bridge name, as should the Shed and Matthew Harding ends.

The £30 cap on away ticket prices has been welcomed to a degree, but has accentuated the [frustration with away ticket](#) availability and the operation of the Loyalty Point system. There is a groundswell of opinion that more should be done to [reduce prices for home supporters](#), particularly for [younger fans](#).

In respect of kick off times, [Saturday afternoon is by far and away the most popular](#) time, with other Saturday times scoring reasonably; midweek kick offs for PL games are unpopular, [Monday night games being particularly unwelcome](#). More than half the respondents felt that [6 – 8 weeks notice](#) was the minimum for the moving of games for TV coverage.

Overseas fans highlighted the difficulty in obtaining loyalty points to enable them to acquire tickets in the second half of the season, and the grater difficulties they face when games are rescheduled.

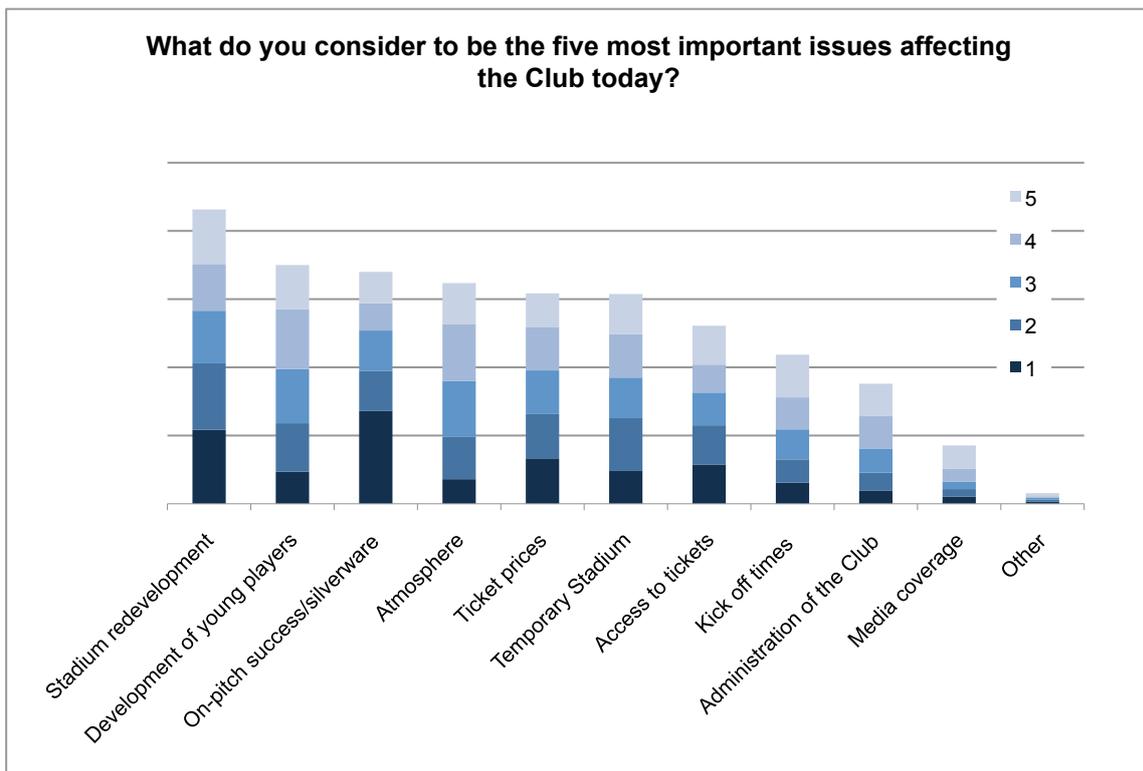
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1 KEY ISSUES

Members were asked to rank in order of importance what they considered to be the five most important issues. The rest of the survey explores these key issues in greater depth.

The issue voted as the most important was again **On-pitch success**, followed closely by **Stadium redevelopment**, then **Ticket prices** and **access**. Receiving the most votes overall were: **Stadium redevelopment** and then **Development of young players**, **On-pitch success** and **Atmosphere**.

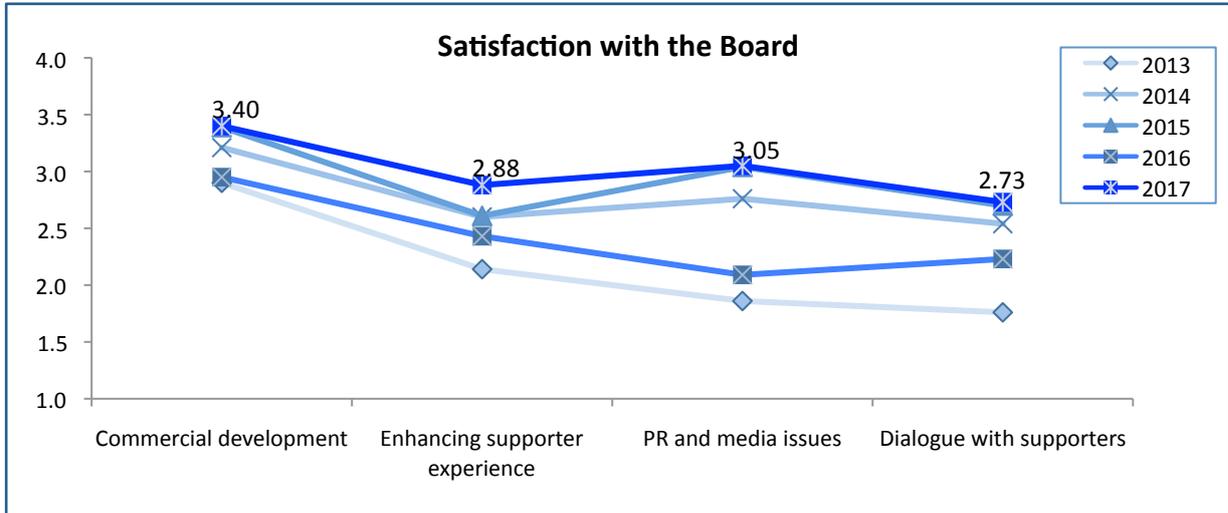


Amongst other issues raised were transfer policy and support for the manager; the issues facing international fans trying to get tickets; support for overseas fan groups; and the difficulty in obtaining season tickets.

Whilst the price of ticket remains a major concern and on pitch success continues to be the issue with the highest number of votes as top priority, the redevelopment of the stadium has now established itself as the issue commanding the most overall attention.

2 CLUB ADMINISTRATION

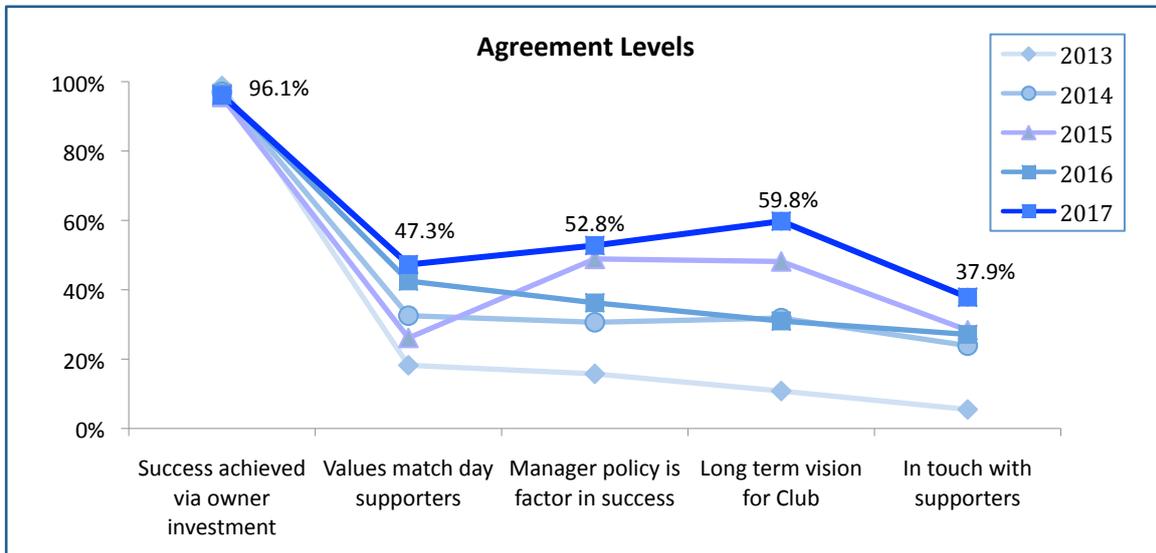
Members have been asked to rate their satisfaction with the Club Board over the last 5 years in relation to a number of issues; the higher the rating value (maximum 4), the greater the level of satisfaction.



Satisfaction levels largely returned to 2015 levels as the team’s on-field performance and atmosphere around the Club improved dramatically, with a marked improvement in enhancing the supporter experience over all previous years.

Club Policies

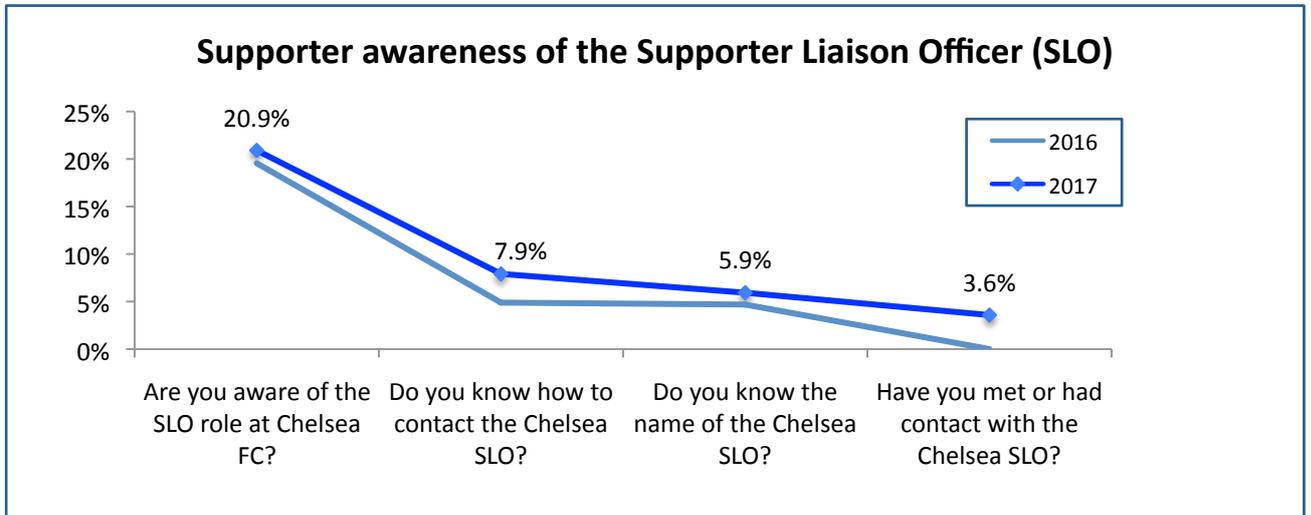
Members were asked to select their agreement with a number of statements:



Supporters continue to recognise the impact of the owner’s investment and its contribution to the Club’s success. The other policies surveyed show a considerable improvement, broadly tracking the on-field success of the team. The values in the survey this year were the highest recorded to date, with 60% of respondents feeling that there is a well-publicised long term vision for the Club. However fewer than 40% felt that the Club is in touch with supporters’ hopes and concerns.

2.1 Supporter Liaison Officer

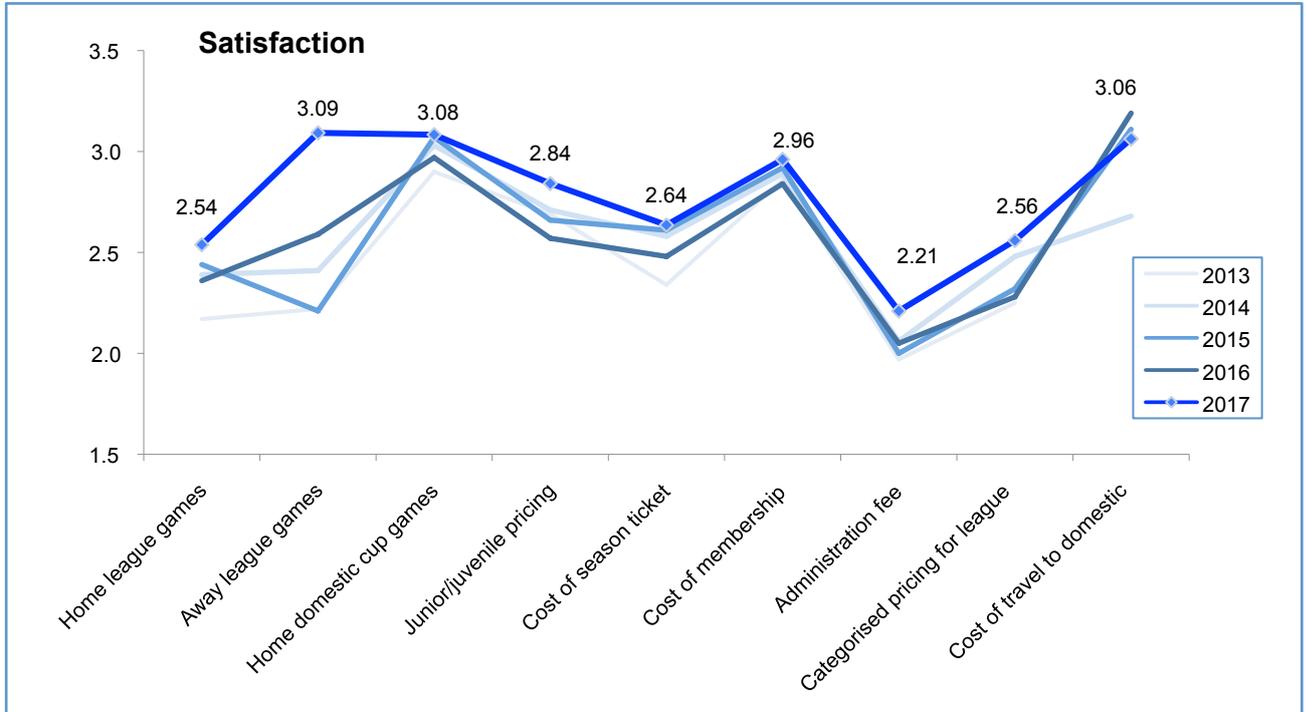
Respondents were asked to indicate their awareness of the role and identity of the Club’s appointed Supporter Liaison Officer (SLO).



Whilst marginally improved over the previous season, awareness of the SLO role is still disappointing. The Trust has already offered to assist the Club in raising the profile of the SLO over the coming season.

3 TICKET PRICES

Members were asked to rate their satisfaction with regard to the pricing of match tickets. The rating value ranges between 1 (Very Dissatisfied) to 4 (Very Satisfied):



Satisfaction levels remain broadly unchanged, although there was a significant jump in satisfaction with the price of away PL tickets following the introduction of the £30 cap. Respondents are satisfied with the price of away PL, home domestic cup ties, membership and away match travel; administration fees remain unsatisfactory.

Respondents were asked to add their own comments and a number of themes emerged:

Ticket Pricing. A significant number of respondents expressed their dissatisfaction with the current price levels for Chelsea matches, given the money coming into the game from TV companies, with many

“...it's way too expensive, especially considering how much money they get from other sources. I reckon no seat should cost more than £30...”

“The cost of home game tickets reduces the frequency of my attendance.”

expressing the opinion that the benefits of the away cap should be made available to all supporters by lowering prices for home supporters. Junior concession prices should be more readily available throughout the stadium for all matches.

Youth ticketing. There is a groundswell of opinion that more should be done to enable young adults to attend more easily, representing as they do the future of the Club’s fan base in addition to the perceived improvement in

“Half the lower West stand should be for 15-21 year olds... The tickets given to Thomas Cook should be stopped”

atmosphere that would result. Ideas included a new price category for 18 - 25 year olds.

“It is good that prices have been lowered because of the extra travel costs involved for most supporters. The bad point is that relatively low prices enable fans who have no intention of attending”

Away Tickets. The new away ticket price cap has received a mixed response; whilst the reduction in prices has largely been welcomed, the difficulties faced in obtaining such tickets are exacerbated by fears that tickets are being bought for the Loyalty Points rather than to attend the game.

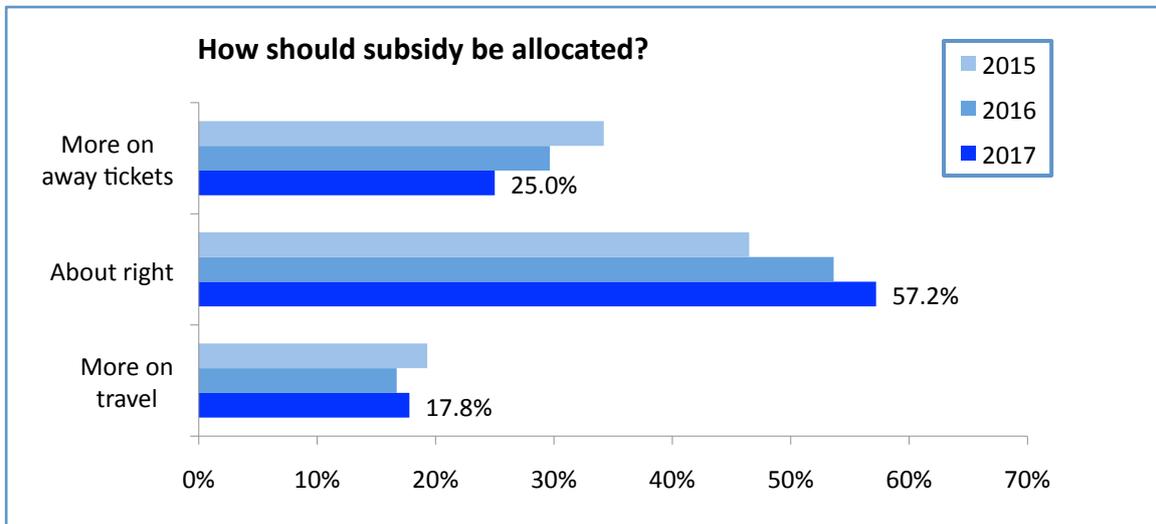
Dissatisfaction with availability of tickets to away games is a recurrent theme in the survey.

Booking Fees remain unpopular and frequently commented upon.

Other comments include: the idea of pricing by quality of view at a row level rather than by section, e.g. the front of the Shed Upper giving a better view than the West Upper so adjusting prices accordingly; frustration with the ticketing system; and the need for the club to arrange transport by train not coach for all long distance away trips.

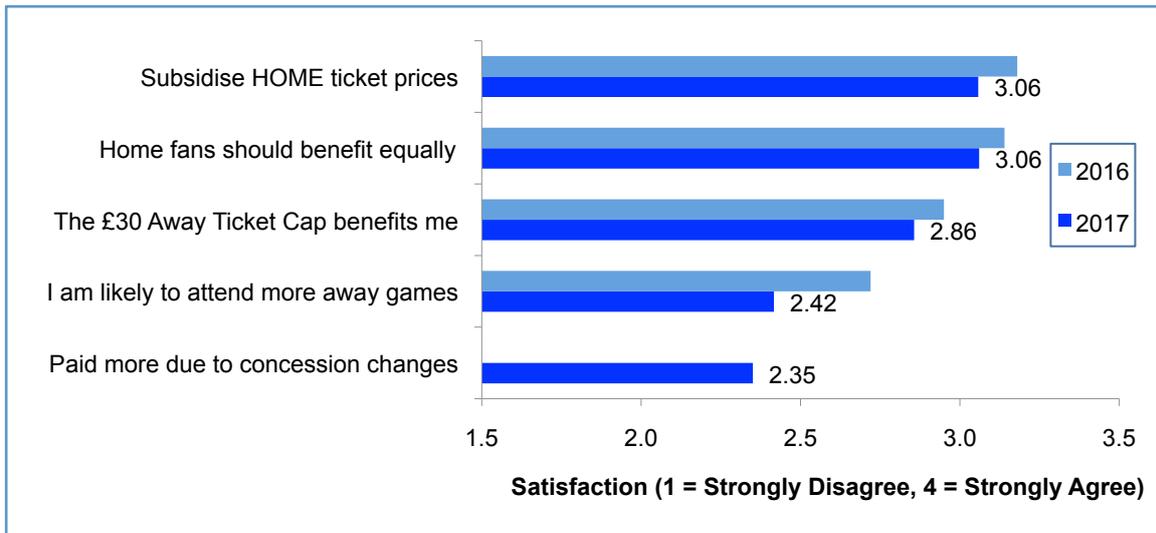
3.1 Supporter Subsidies

The survey also asked members their opinion about how monies provided by the Premier League and the Club to subsidise cost of supporter attendance at away games should be allocated.



Improving satisfaction with the way the money is allocated is evident.

We also asked for the level of agreement with some statements relating to the Away Ticket Cap:



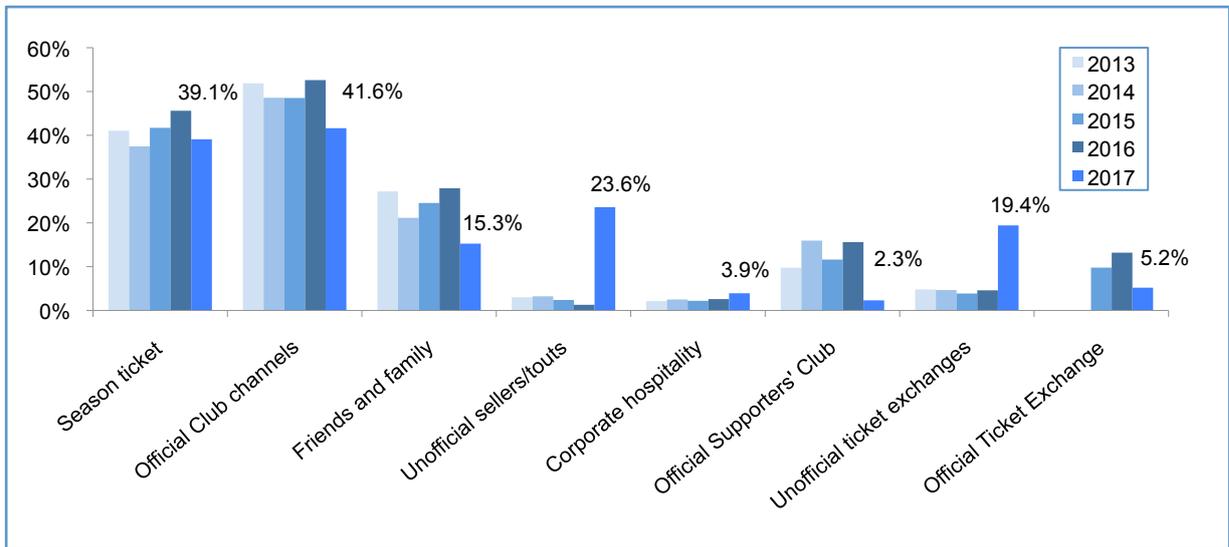
Although less strongly than last year, there is still agreement that more should be done to help home supporters as well as away fans. Whilst more people agree that the Away Ticket Cap has benefited them than disagree, the expectation that respondents will attend more away games has now dropped below the mid point.

Comments in response to this set of questions largely focussed on the need to lower all prices and admin fees, and to lower the cost of attendance for younger fans and families. Further subsidy of travel costs was also mentioned; in particular a number of fans wanted some way of subsidising the travel costs for fans who are not based around London.

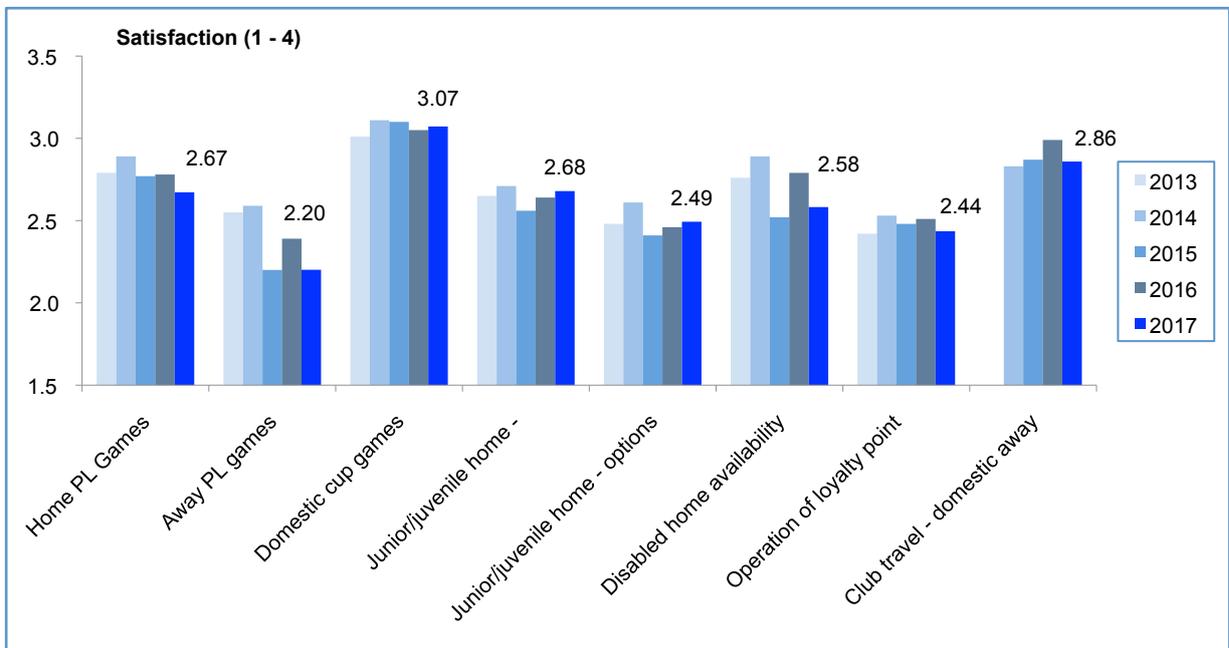
Some of the more imaginative comments included spending money on wider seats in the stadium; making wifi available to supporters; compensating fans when kick offs are moved; and free beer in the Club bars!

4 ACCESS TO TICKETS

Respondents were asked how they obtained their tickets, selecting all options that applied. It may well be reflective of the wider audience for this year’s survey that there has been a significant jump recorded in the fans buying tickets from unofficial sources, and drop in the proportion using official channels.



Respondents were again asked to rate their satisfaction with regard to acquiring tickets; the range of values is 1 (Very Dissatisfied) to 4 (Very Satisfied).



The most notable changes were the drop in satisfaction with access to away tickets, and access to tickets for disabled supporters at home games. Presumably a combination of improved performances on the field and cheaper ticket prices, a recurrent topic of discussion during the season and within the survey has been the difficulty in obtaining away tickets.

When asked to comment on the availability of tickets and ticketing issues, the perennial topic of **Loyalty Points** was very much to the fore, and the frustration with the current system was evident, although many different views were expressed.

“on holiday for 1st game of season, working for next one. That’s 2 lots of loyalty points missed, might as well write the rest of the season off”

A number of respondents complained of the difficulty in getting tickets if you miss out early in the season, and then have to play catch up for the rest of the season.

The resetting of the loyalty points each season was also commented on unfavourably by a number of people, with a feeling that the rolling of points over a number of years would be fairer to regular fans and ameliorate the impact of the ‘early season’ effect described above.

“Loyalty points should be on a 1 or 2 year rolling total rather than reset. If you miss out in the queue at the start of the season the effect can be cumulative”

A significant number felt that more or even all games should be sold via LPs, and the failure to use them for the late season trip to Everton was specifically mentioned by a few. Other suggestions included having a flat rate of 1 point per game, or a scheme that takes into account length of holding ST/membership as well as points. Some respondents also felt that people were buying tickets for LPs and reselling with no intention of going to the game, i.e. farming LPs.

Frustration with getting hold of **away match tickets** also highlighted the increased demand due to the price cap, and the agonies of the online ticketing system, especially the Virtual Waiting Room. Suggestions included some form of ballot system for give supporters more of a chance of getting to a game, and allocating points on a per-competition basis.

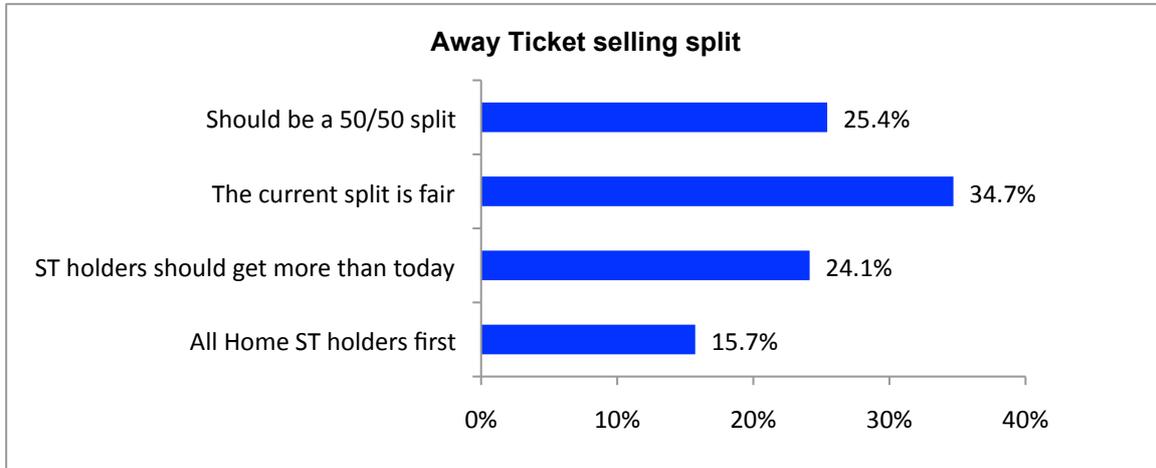
“Members should get an option to select three games a season where they enter a priority ballot for a ticket”

Overseas supporters feel that they have too many obstacles to overcome when trying to obtain tickets, including the challenge of shifting kick off times, with more than one admitting that they bought tickets for a ‘5 point’ game in order to be able to get tickets through their supporters group for a game in the second half of the season (where an additional 5 points are required), with no intention of going to the game. A number reported that they felt the operation of loyalty points was not appropriate to them, or that a separate overseas points scheme should be set up.

“The loyalty point system means it’s impossible for overseas fans to buy tickets for the big games”

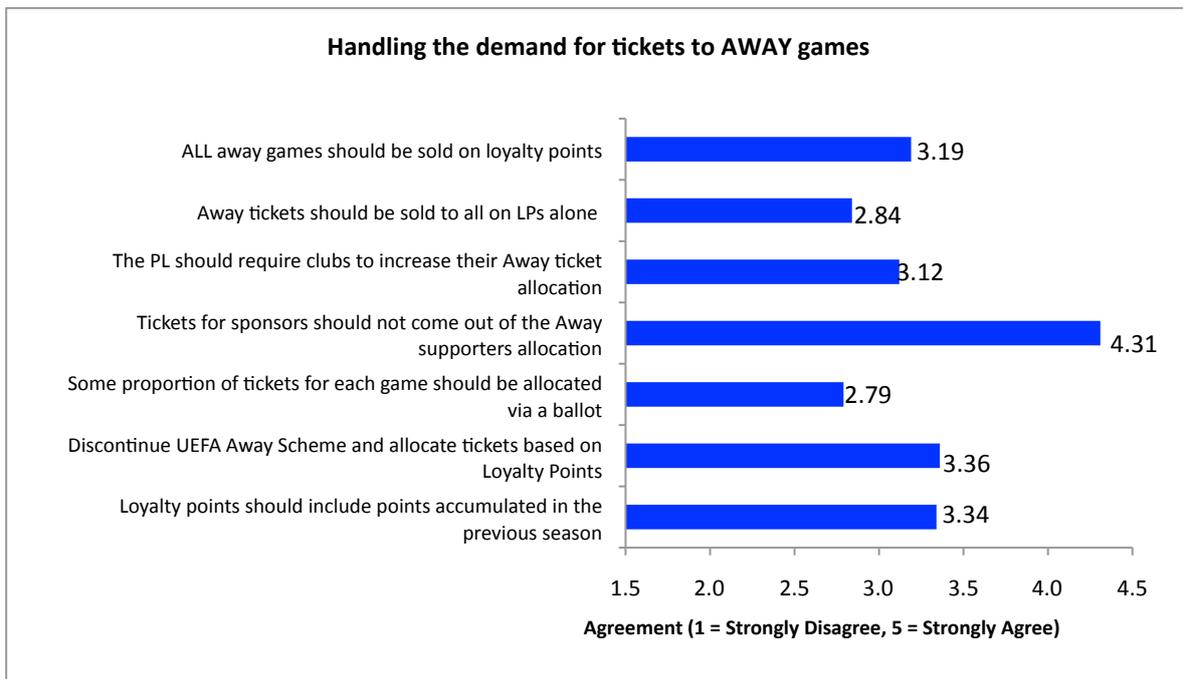
4.1 Away Match Tickets

A more detailed review of opinions on the distribution of away tickets was conducted. Firstly the current 60/40 split between season ticket holders and members was looked at. The following four options were presented:



Clearly opinion is divided on this issue, with the most popular option (35%) being the current arrangement although 40% of respondents favour a greater share going to season ticket holders.

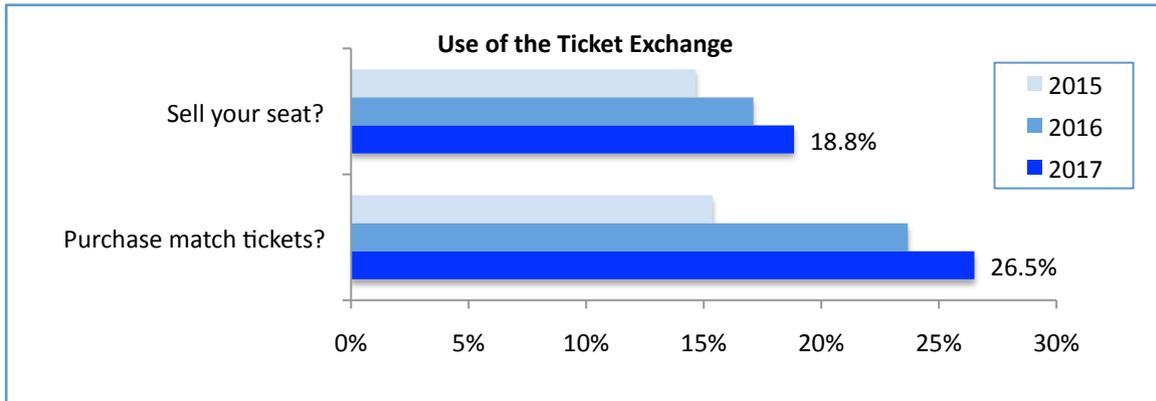
A range of suggestions for changes to the distribution of away tickets were then presented:



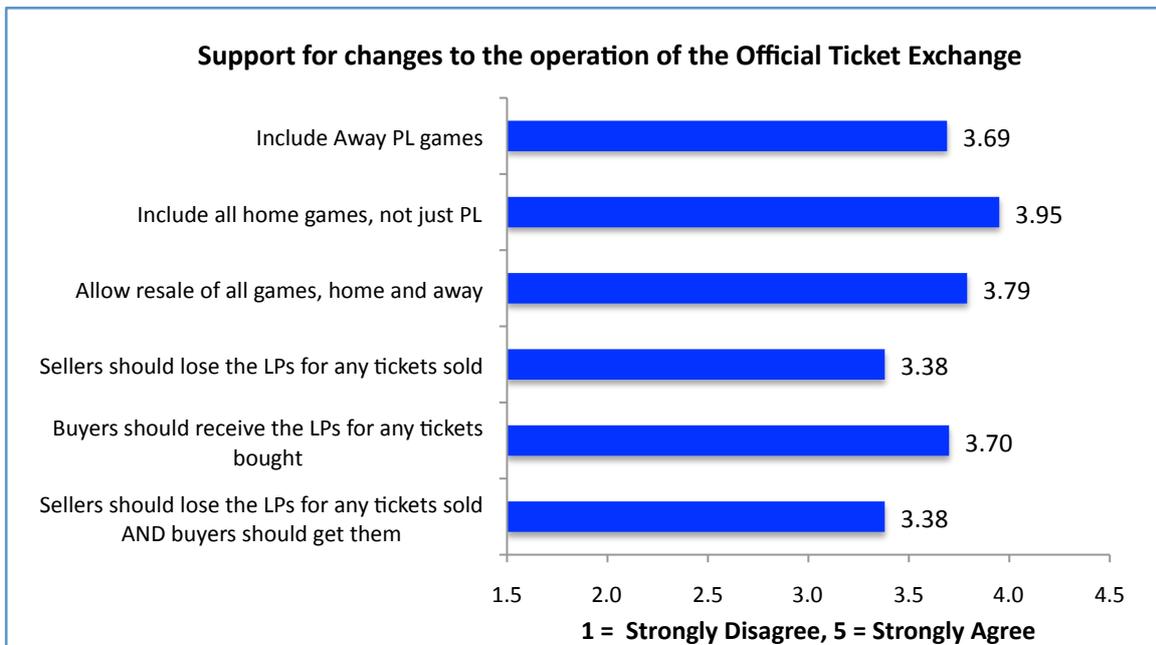
Other than a clear message that tickets for sponsors should not be provided from the away supporters allocation, there was little agreement on the measures suggested. Even the idea of rolling loyalty points, mentioned frequently in various comments, did not gain much support.

4.2 Official Ticket Exchange

The ticket exchange has now been operating for three seasons. We asked whether people have used the service and what they thought of it.

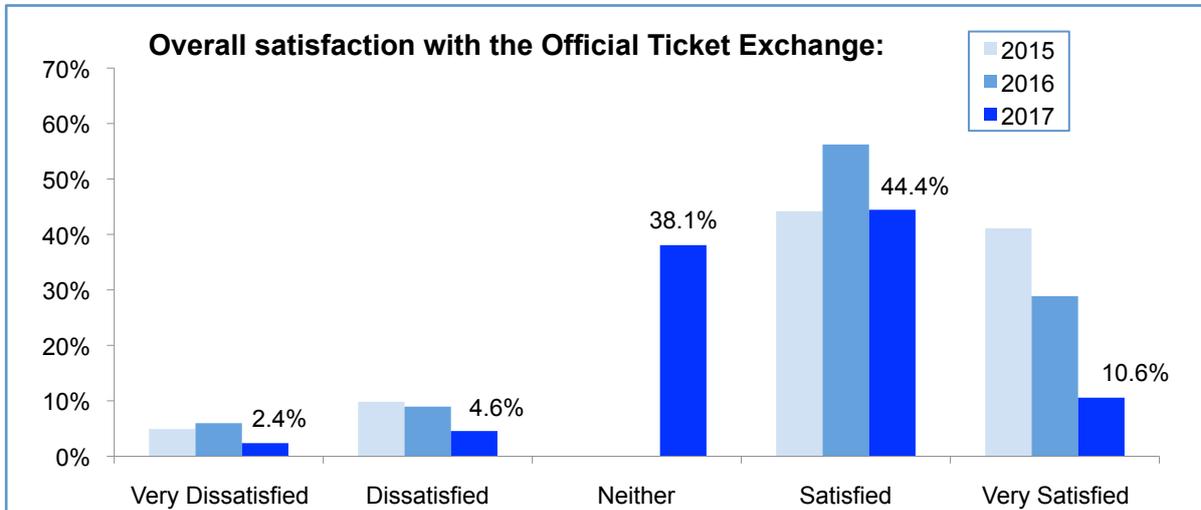


Use of the Exchange continues to grow. However there is an appetite for it to be used for more matches, and there is a feeling that the buyer should acquire the Loyalty Points for tickets sold through the exchange:



Whilst the extension of the system to cover games where tickets have been actively bought may seem unnecessary, a number of people have commented that late changes of plan do inevitably crop up and they would like a route to sell their tickets back. Were this to be the case, further accusations of loyalty point ‘farming’ might be made; these would presumably be eliminated were loyalty points to be reallocated.

We asked respondents to indicate their overall satisfaction with the Ticket Exchange, and the results are presented below along with a selection of comments:



There is a clear division to be observed, with most people recognising that purchasing tickets through an official site should carry a Loyalty Point reward, but at the same time that taking the points from the seller might restrict the supply.

"If buying from ticket exchange then the buys SHOULD get the loyalty points"

"If LPs are exchanged from seller to buyer, all games could be sold on exchange. At present, clear many STs attend few home games but enjoy LP benefits."

"Revoke points for those who sell tickets on the exchange to reduce people buying tickets simply to acquire points for later in the season. As a compromise to avoid them spinning these onto the third party market, issue them half points for the match if they bought a ticket but sell it, and therefore do not attend."

"With regard to the loyalty points questions above although as a buyer I would want to receive the loyalty points I think if the seller was to lose the loyalty points this would discourage someone from selling the ticket on through official channels."

"If you take LPs off seller on the exchange, they will sell outside the exchange. Many people buy tickets to build up LPs towards season tickets and sell everything on. Means the rest of us don't get a look in. Not sure what the solution is."

"A seat is a seat so anybody should be able to buy a concession ticket (senior, junior or teen) at the price that the member is entitled to buy it at. Stop single adult tickets being sold in the family section."

"They should monitor the number of times that a person re-sells tickets, in order to prevent the purchase of tickets purely to obtain loyalty points for use in the purchase of 'big game' tickets."

"I do see the same seats come up week after week. You should lose your season ticket unless you attend at least 50% of the games."

"Listing of tickets in blocks is required"

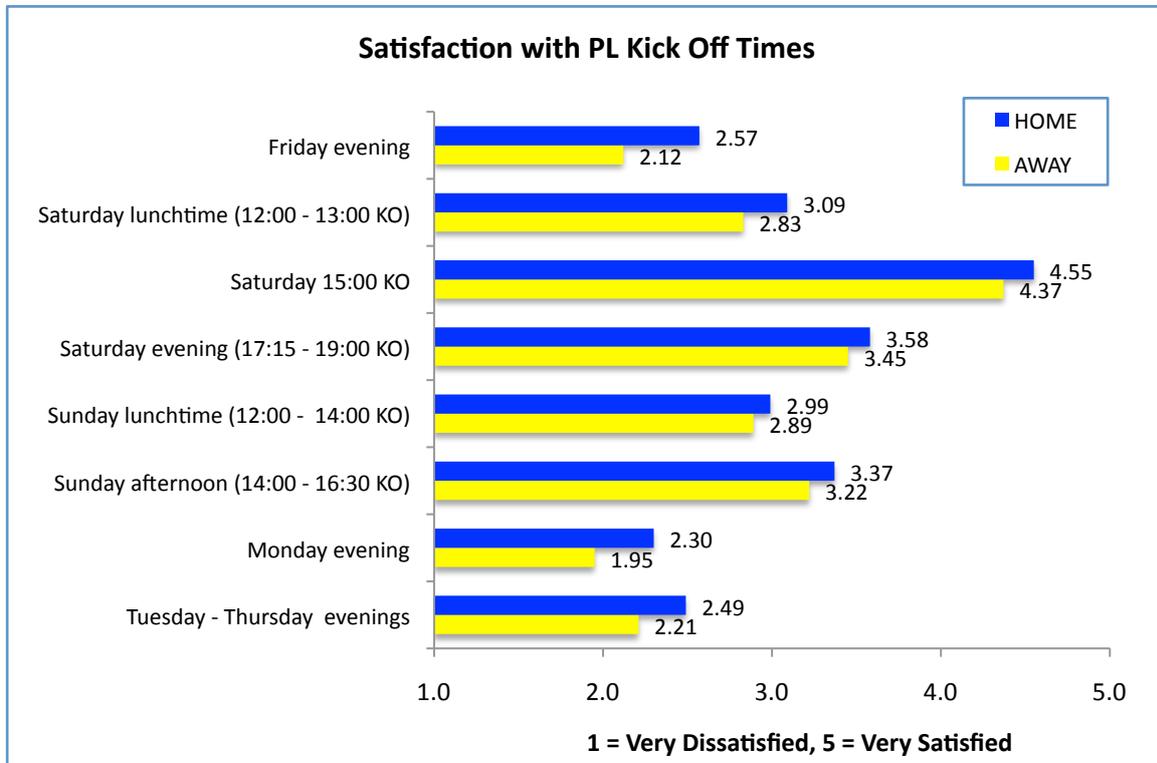
"Cup games should be added to season tickets after purchase eliminating the need for paper tickets."

"Leave as is. Ideas above are not realistic and will just force more tickets into black market."

"Option to upgrade concession tickets to full value when ST holders are unable to attend"

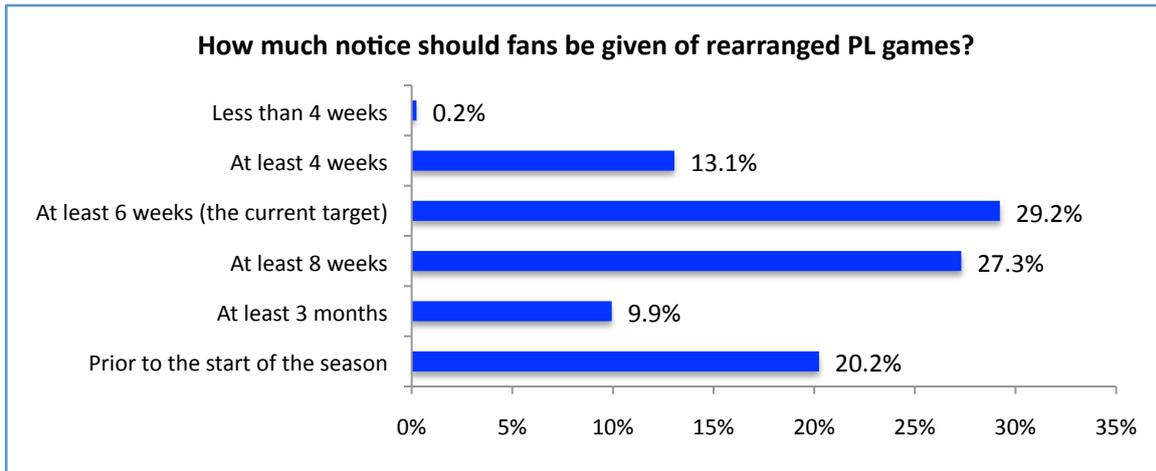
5 KICK OFF TIMES

The 2017 survey included a review of the attitudes to the various kick off times seen to date in the Premier League.



Unsurprisingly there is generally a very close correlation of opinions between home and away kick offs. There is an overwhelming desire to see more Saturday afternoon kick offs, the one KO time that scores higher than Satisfied (4). Of the rest, Saturday evening and Sunday afternoon score tolerably, in that they are above the midpoint.

Friday and Monday evenings score badly, especially away from home. This is probably at least in part due to the feeling that these games should be played at the weekend when originally scheduled. These games can involve additional time off work, reduced pre/post match socialising, travel during the weekday rush hour and additional public transport difficulties; in fact Monday night games can affect two working days for a long distance game.



The movement of kick off times to accommodate TV coverage also impacts supporters; the survey questioned how much notice of such changes was reasonable. The results below show that there is a desire for fans to be given more notice of fixture changes than the current target of 6 weeks.

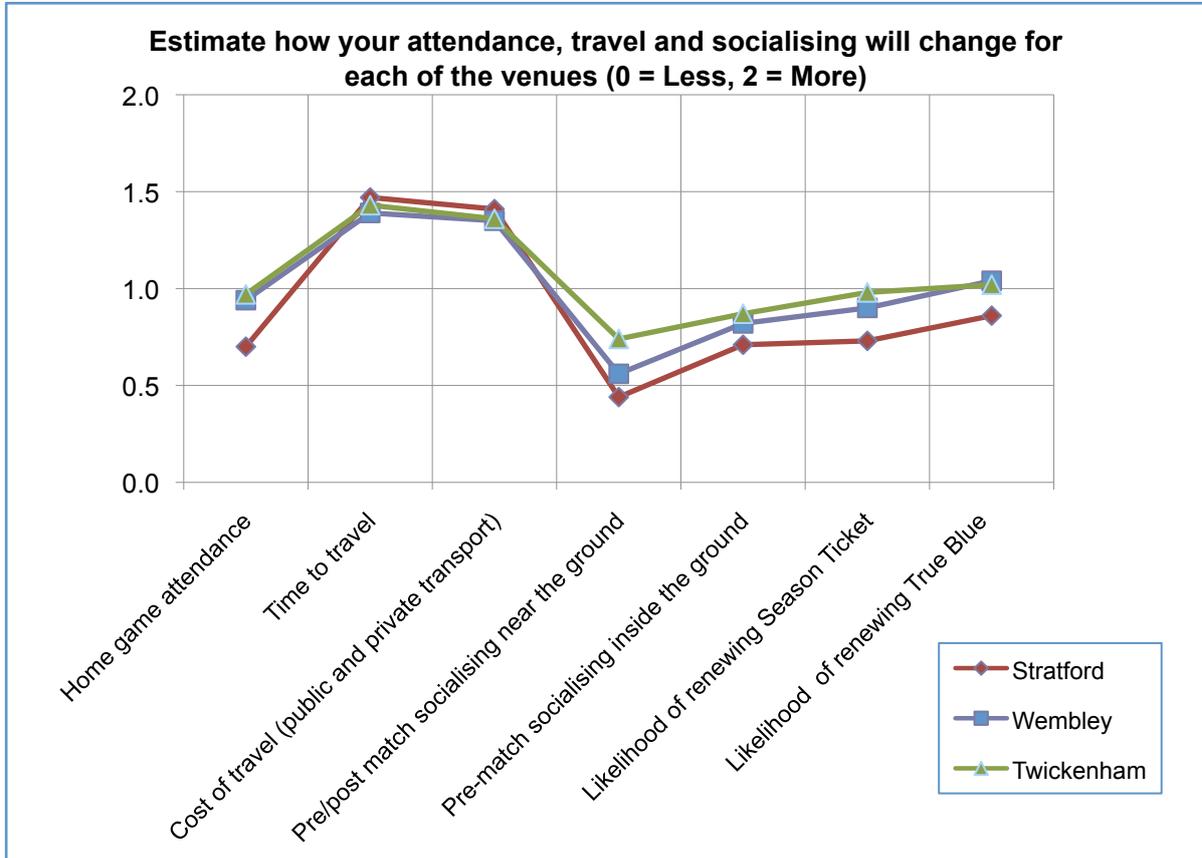
“At least 8 week apart from at the very end of the season, when it is fair to see what is happening”

“Matches rearranged for TV should have to consider the impact on travelling fans”

Whilst 13% of respondents support a shorter notice period than at present, 57% favour a longer period; a similar percentage favours 6 – 8 weeks notice.

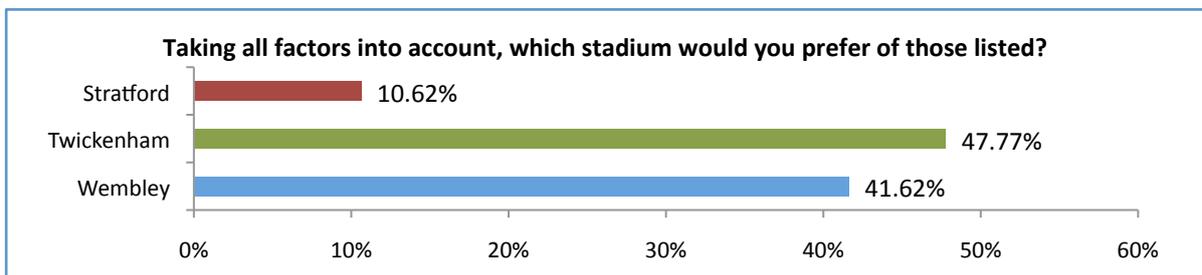
6 TEMPORARY STADIUM

The Trust again asked respondents how they thought their match day attendance and behaviour would be affected by the three venues currently featuring most strongly in speculation regarding the location of the home stadium whilst Stamford Bridge is being reconstructed. The following chart summarises the findings:



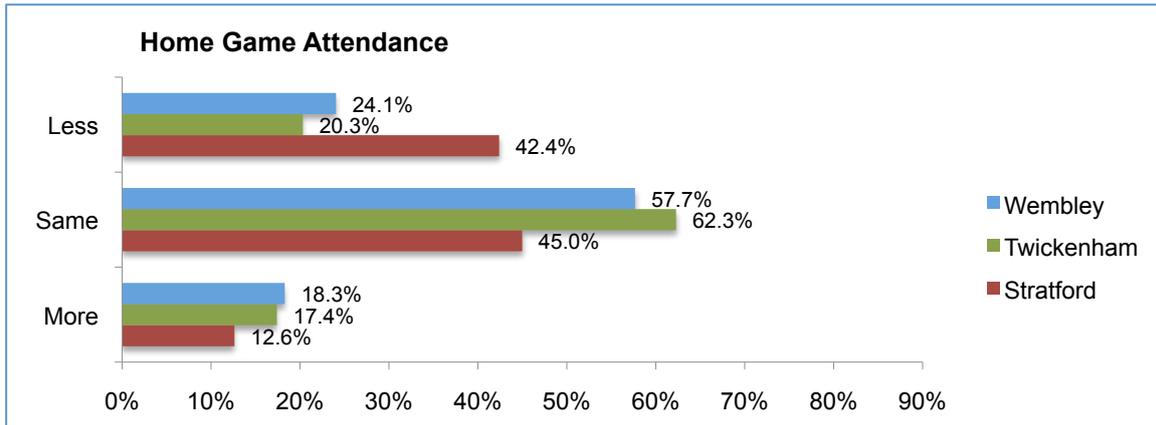
Broadly speaking the findings mirror the results of last year’s survey.

This year the Trust asked respondents to express a simple preference covering the three stadia listed:



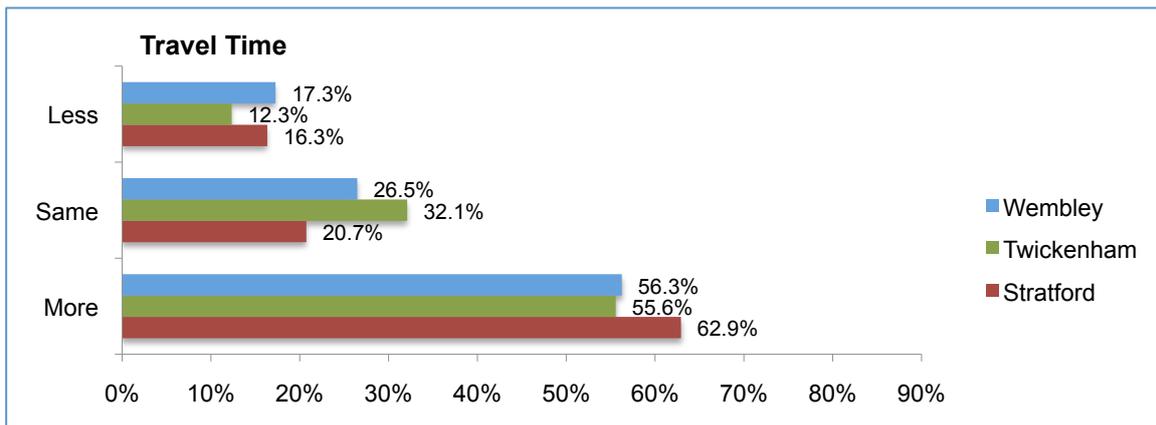
Twickenham is the preferred option, with Wembley being close behind and Stratford a distant third.

6.1 Attendance



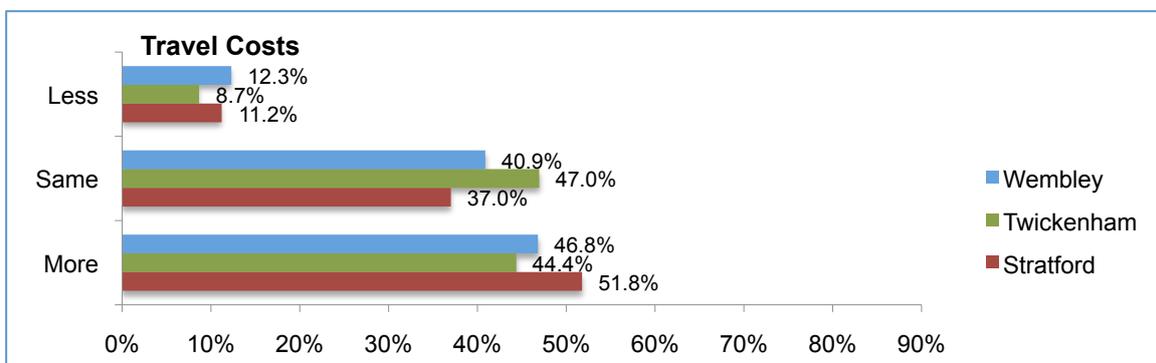
There is clearly an expectation that moving to a temporary stadium is going to impact match going patterns; 20% of fans would go less frequently to Twickenham with 42% in the case of Stratford. For all three venues, the number expecting to go more often was below the number going less often.

6.2 Travel Time



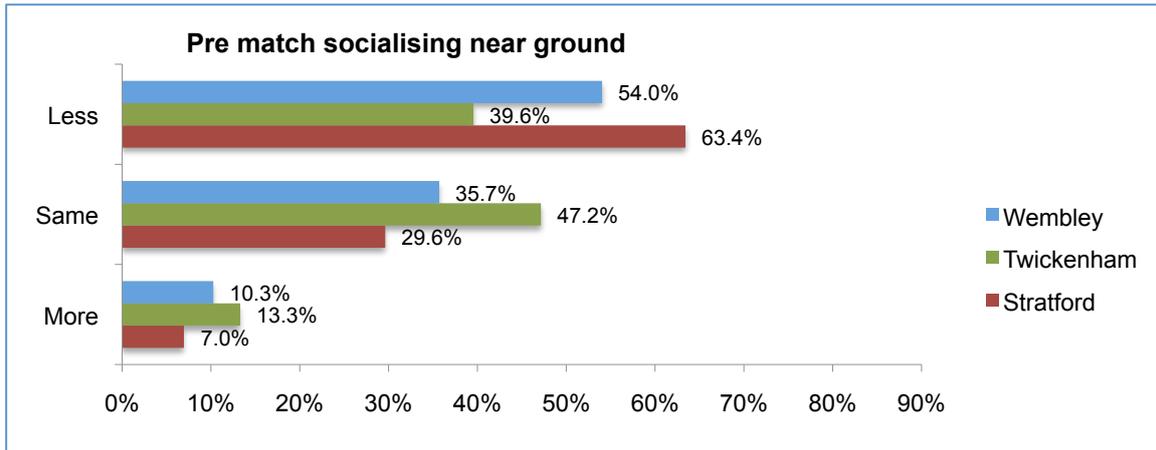
More than half the supporters anticipate an increase in time spent going to and from matches at the temporary stadium, with 12 – 17% anticipating a time saving.

6.3 Travel Costs

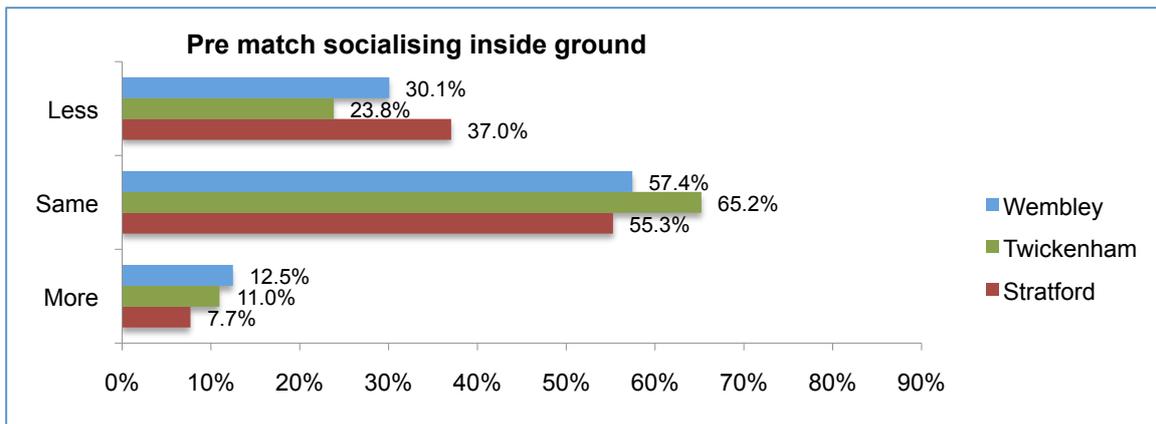


Few supporters, roughly 10%, will see a decrease in travelling costs at the temporary stadium whereas roughly half of supporters face an increase. Fans are facing increased costs in terms of time and money when we are away from Stamford Bridge.

6.4 Pre Match Socialising

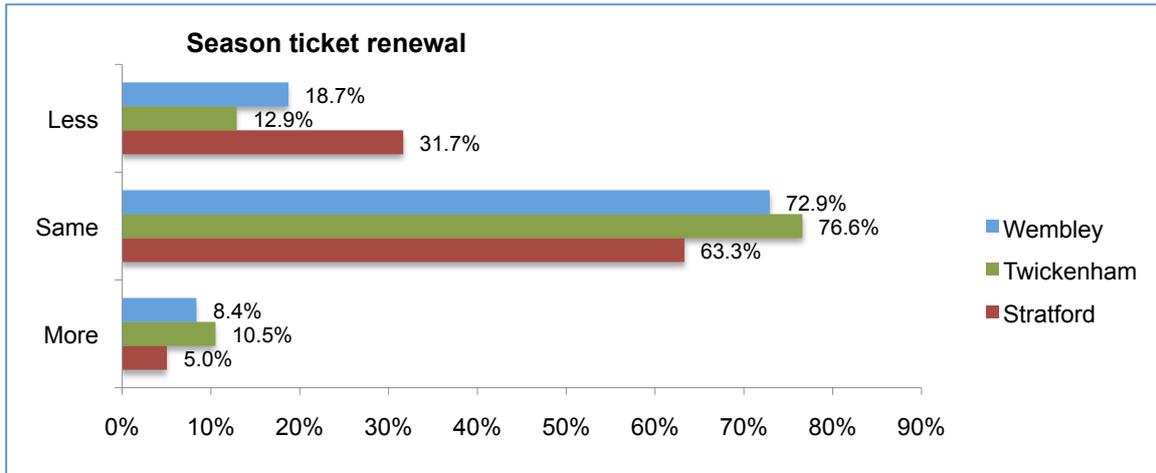


With the social side being an integral part of the match day experience for many supporters, the survey continues to reveal that this is expected to go down by many respondents. Twickenham is the only venue where more than 50% anticipate the same or more pre match socialising outside the ground, whereas almost two thirds expect to get together less should we move to Stratford.

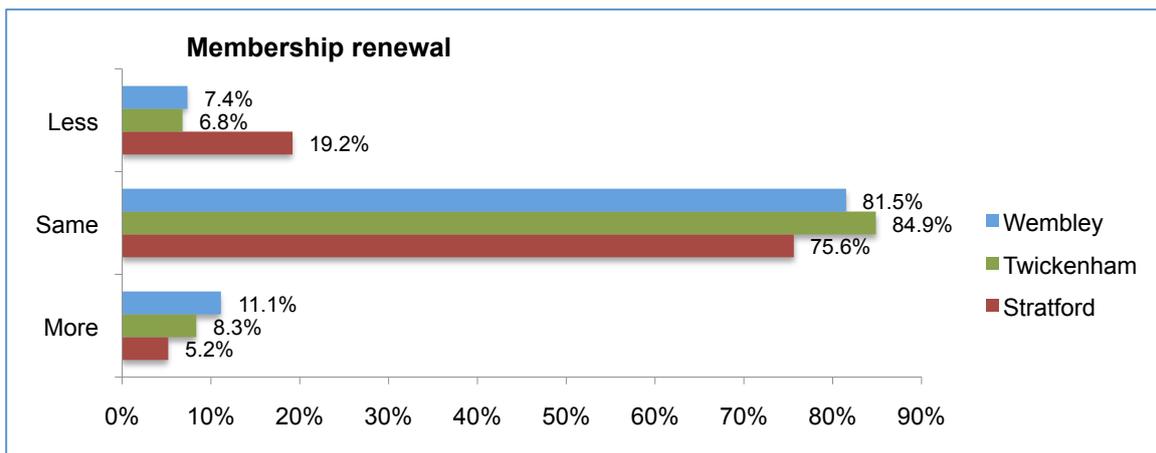


The situation is less drastic inside the stadium but a sizeable minority still anticipate that they will be enjoying the social side less at the temporary stadium.

6.5 Renewals



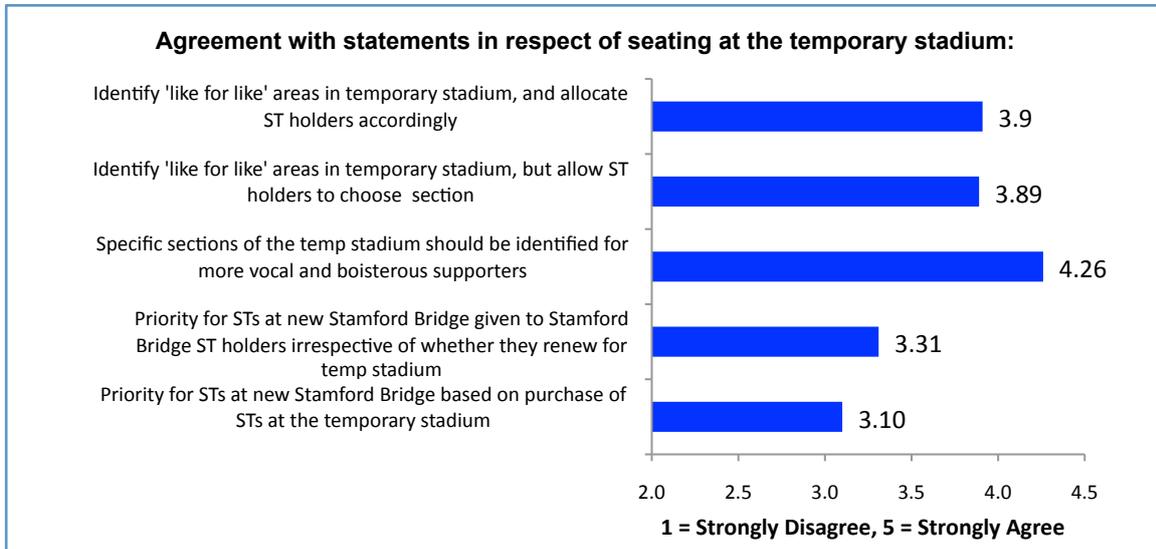
Whilst most season ticket holders are as likely or more likely to renew regardless of the location of the temporary stadium, a sizeable number are less likely to renew – 13% for Twickenham rising to a worrying 32% for Stratford.



In respect of membership renewals, it is not surprising that there is less impact than on season ticket holders given that the larger temporary stadium gives members more opportunity to attend games than at present; however a worrying 19% are less likely to renew if Stratford is the chosen venue.

6.6 Seating & Season Tickets

We asked the respondents to indicate their level of agreement with some statements on the issues of seat positioning in the temporary stadium and season tickets in the rebuilt Stamford Bridge:

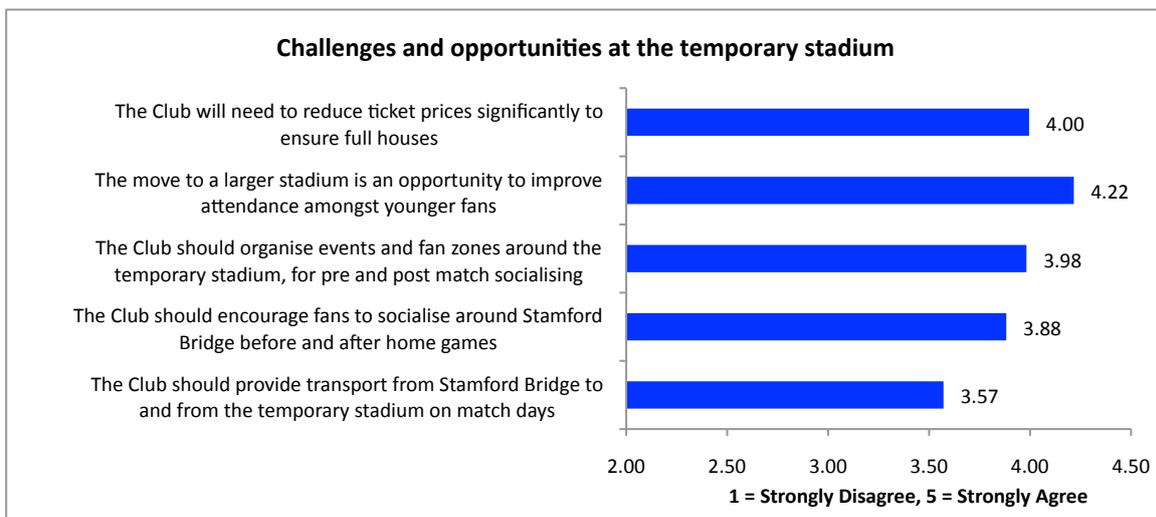


There is a clear indication from respondents that sections in the current ground should be mapped to equivalent areas of the temporary stadium. The most positive response was to the proposal that certain sections should be designated for more boisterous behaviour, which can reasonably interpreted as replicating the lassitude shown nowadays in the Matthew Harding Lower and Shed Lower at Stamford Bridge. Many supporters will have seen the problems caused when supporters of vastly differing expectations were scattered across the London Stadium in West Ham’s first season away from Upton Park.

There is a much wider spread of opinion in respect of the prioritisation in allocating season tickets at the rebuilt Stamford Bridge amongst respondents.

6.7 Miscellaneous Challenges

Moving a significant distance from Stamford Bridge for a minimum of three years will present a number of significant challenges and opportunities.



There was agreement with all the above statements. A recurrent theme in the survey has been the desire to help the younger fan base attend more games, and there is a strong recognition that moving to a larger stadium presents an opportunity to encourage these younger fans.

There is also agreement that, with ticket pricing being a regular concern, not to mention the additional costs and effort associated with getting to the temporary stadium, the pricing of match tickets should reflect the need to grow the match going fan base and ensure full houses week in, week out.

Club organised activities on match days around the temporary stadium and Stamford Bridge were popular ideas, although there was less support for the provision of transport from Stamford Bridge to the match.

6.8 Comments

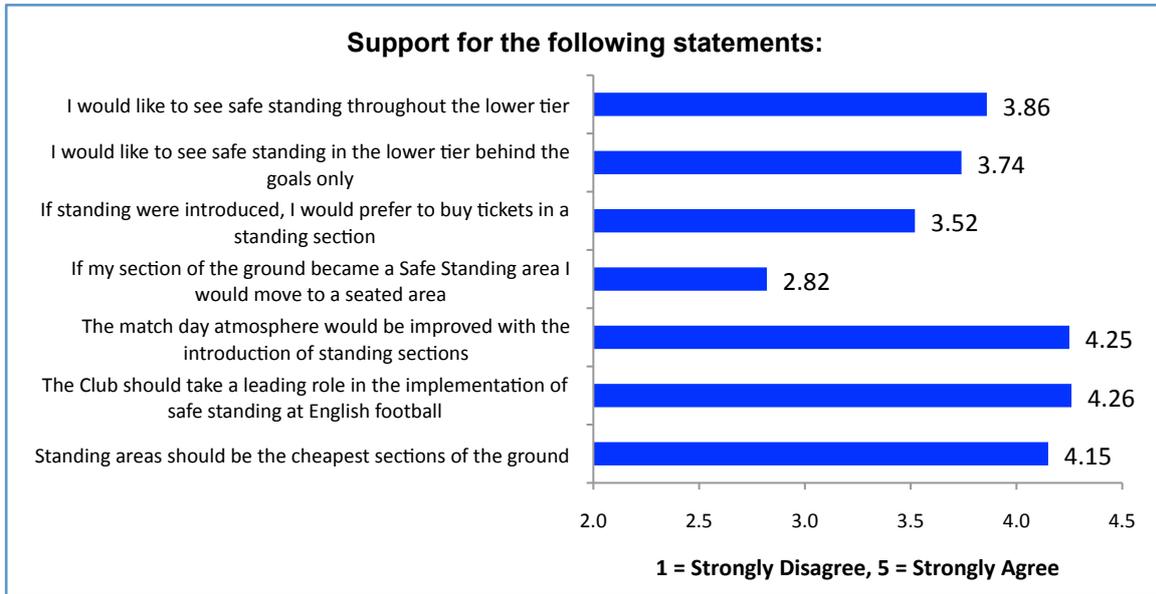
Concerns and ideas expressed included:

- Fears that the team will be affected by the move away from the Bridge, and the need to work with supporters groups to create a home atmosphere.
- A loss of identity with the Club leaving Stamford Bridge for a prolonged period, and the duration of the stay at the temporary ground.
- The difficulty in getting to midweek games at the proposed venues.
- Whilst a number of fans were worried about the impact on local businesses, restaurants and pubs, a couple of respondents felt that local pubs exploit fans and deserved no support.
- Concern was expressed about the move back to Stamford Bridge after spending a long time at a larger stadium, and the pressure on ticket availability that this might bring.
- A couple of supporters refuted the idea that the complete rebuild of Stamford Bridge is necessary, supporting the reconstruction of the Shed and Matthew Harding stands with the team remaining at the Bridge throughout.
- Strong opposition, for a range of reasons including safety fears, to a move to Stratford.

7 NEW STADIUM

7.1 Safe Standing

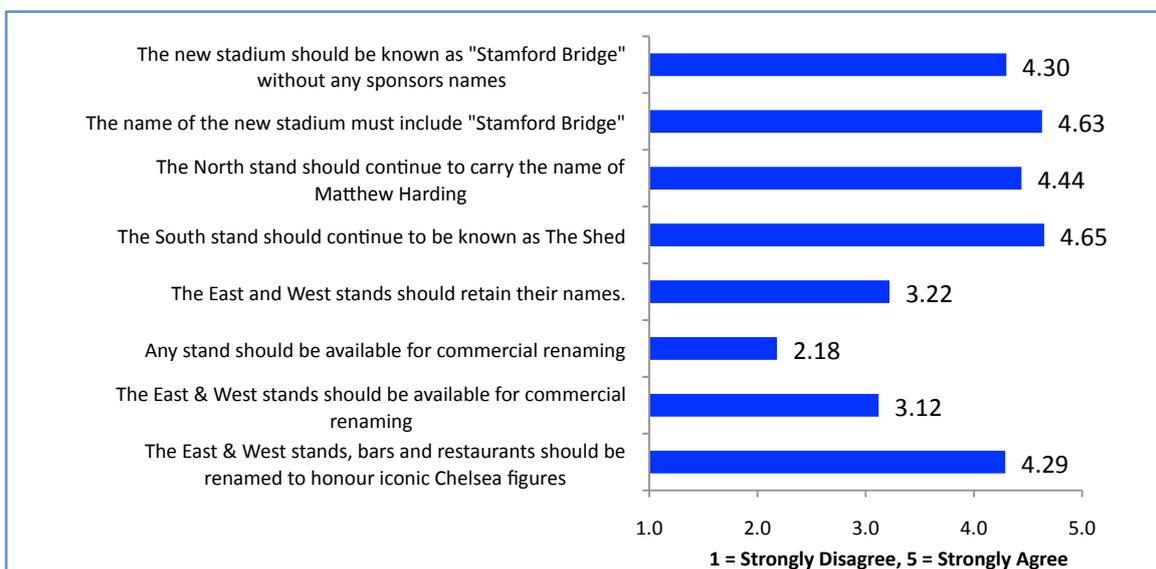
Whilst it is extremely unlikely that Safe Standing would be implemented in our remaining time at the current Stamford Bridge stadium, the new stadium has been designed so that the lower tier can be configured with Safe Standing rail seats. We asked how people felt about safe standing:



There is overall support for the introduction of Safe Standing in the lower tier at the rebuilt Stamford Bridge, and clearest agreement with the Club taking a leading role in the implementation of Safe Standing rather than waiting for others to lead the way. Respondents clearly feel that its introduction would improve the match day atmosphere, and that it represents an opportunity to remove some of the price barriers to attending games.

7.2 Naming Rights

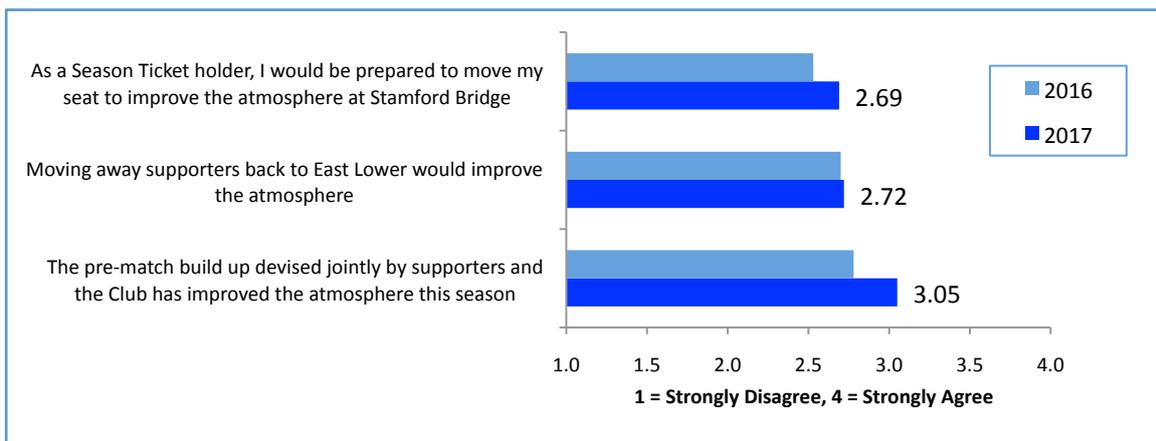
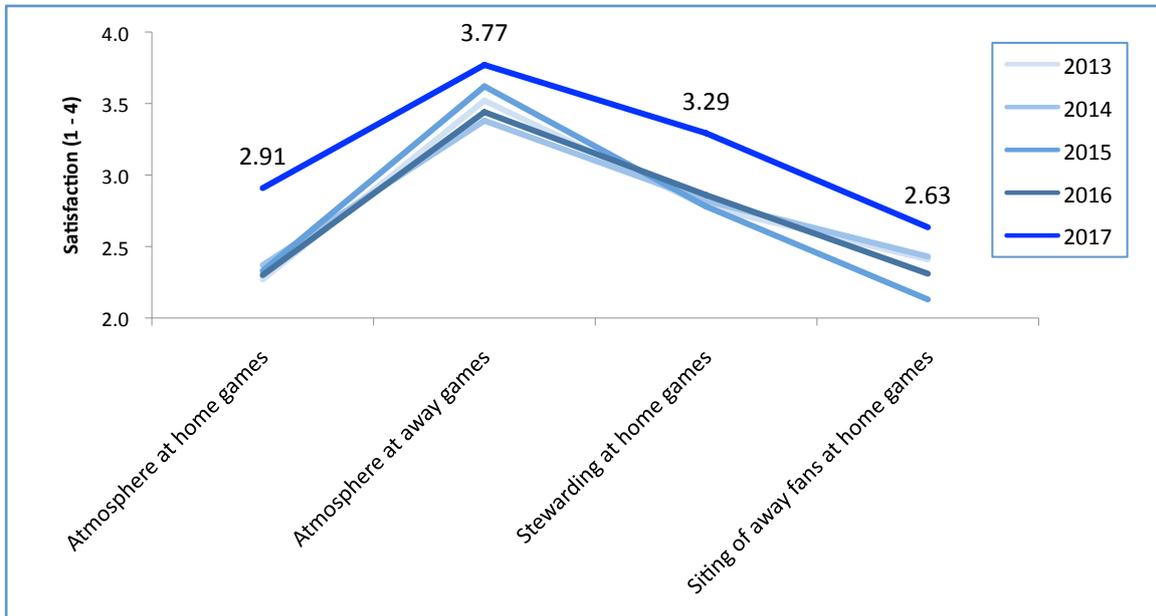
The new stadium will present both commercial opportunities and opportunities for the Club history to be cherished. Supporters were asked to respond to a number of statements:



It is very clear that the supporters want the new ground to retain its Stamford Bridge moniker in some form, which is understood to be the Club's stance as well. The Shed and Matthew Harding stands should also retain their names. Unsurprisingly, there is far less emotional investment in the naming of East and West stands; in fact one can conclude that there is an opportunity to honour more iconic figures from Chelsea's history from the results above.

8 ATMOSPHERE

The survey asked about satisfaction with the atmosphere at matches:



Satisfaction levels overall have improved and this is the first season surveyed where satisfaction with the atmosphere at home games has been recorded above the midpoint (2.5 for this question) and some comments attributed some credit for this to the atmosphere group *We Are The Shed*.

Stewarding at home matches also received a significantly improved rating, from which may be concluded that a more tolerant stewarding regime in the noisier areas of the ground has been appreciated by match going fans. The atmosphere at away games continues to receive the highest plaudits.

When asked how the atmosphere might be improved at Stamford Bridge, the most popular response was the introduction of Safe Standing. In a similar vein there was strong support for designated singing sections and many comments linked this to allowing supporters to stand.

There was also significant support for moving away fans from the Shed, with many suggesting moving them to the upper tiers of East or West stands although this would contradict the new Premier League edict on pitch side locations for away fans.

Lowering ticket prices and encouraging more young supporters to attend was a popular suggestion, with the feeling that teenagers and young adults are more likely to be more vocal. Selling fewer tickets to corporate attendees and tourists or moving them to the upper tiers of east and West stands was also mooted.

Other suggestions and comments included:

- More support for supporters groups, such as *We Are The Shed*, and encouraging the formation of such groups around the ground
- Unallocated seating sections to allow friends and likeminded supporters to sit together more easily
- More relaxed stewarding in noisier areas of the ground
- A few suggested having individual 'cheerleaders' to get songs going
- The idea of a drummer was mentioned both positively and negatively.

A selection of comments:

"...safe standing in the new Stamford Bridge, and some way of ensuring like minded supporters who want a whole stand dedicated to providing atmosphere at the ground."

"Allow supporters to stand in the Shed & Matthew Harding stands. Unallocated seating in one area of the ground so like minded supporters can gather together to generate an atmosphere"

"Make areas specifically for singing and persistent standing"

"Group all the hoodlums together if they want to scream and sing. Vital for everyone's sake."

"Atmosphere would improve if the Shed was entirely home support."

"...when away supporters are given the whole of the Shed End, the people who sit there for home games should instantly go in the West Stand as currently this stand has no atmosphere"

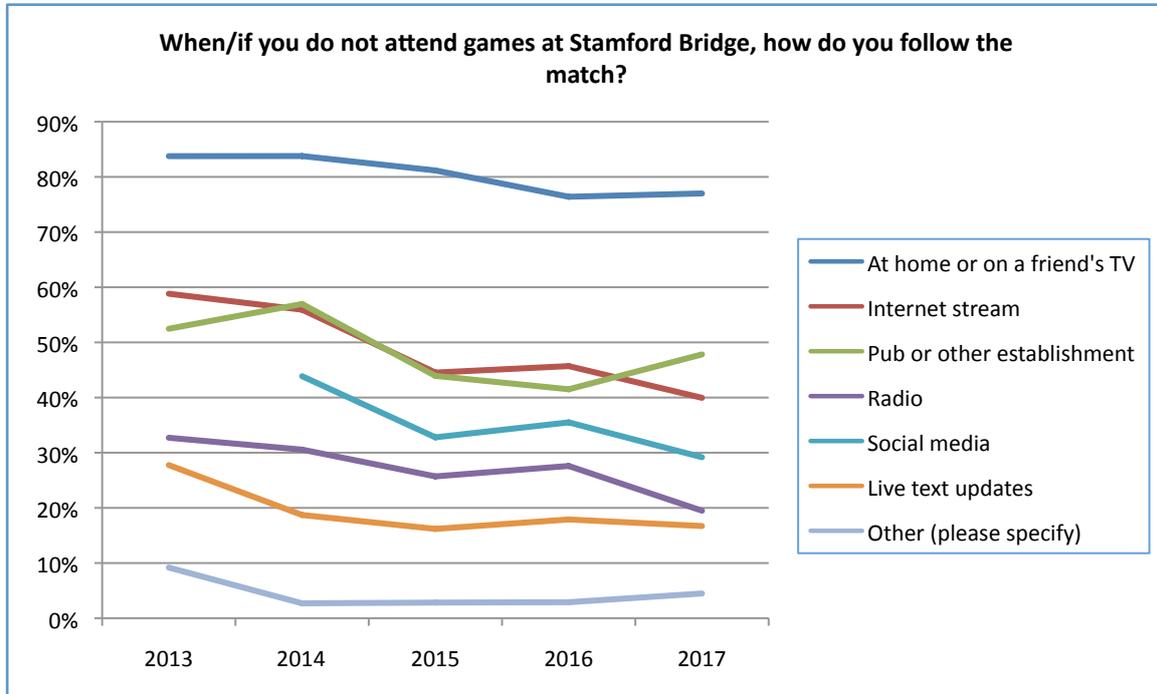
"Have areas sold as "singing" areas so the vocal supporters can be together, like the old days of the Shed where we would stand all together"

"...must be able to stand to sing (always do anyway, home and away) - Safe Standing would be MUCH MUCH safer!"

"15-21 year olds. Cheaper tickets for them. Dump Thomas Cook tourists."

9 FOLLOWING GAMES

The survey asked how people followed a game when they were not able to attend in person:

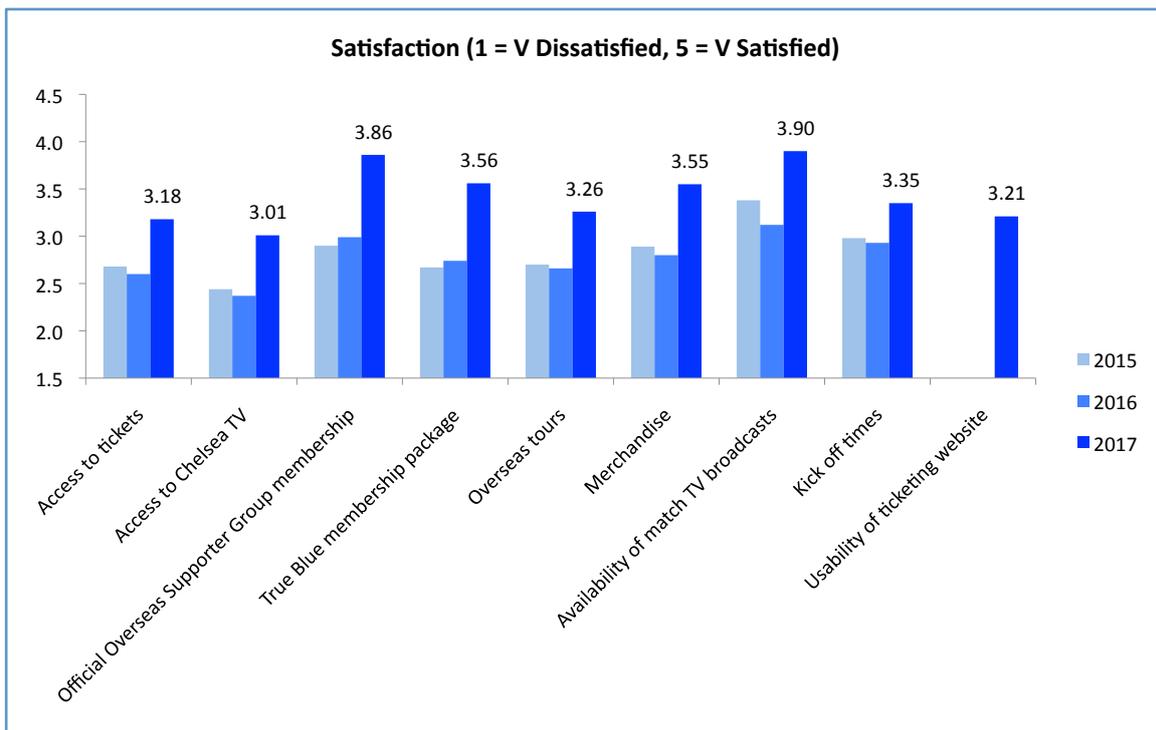
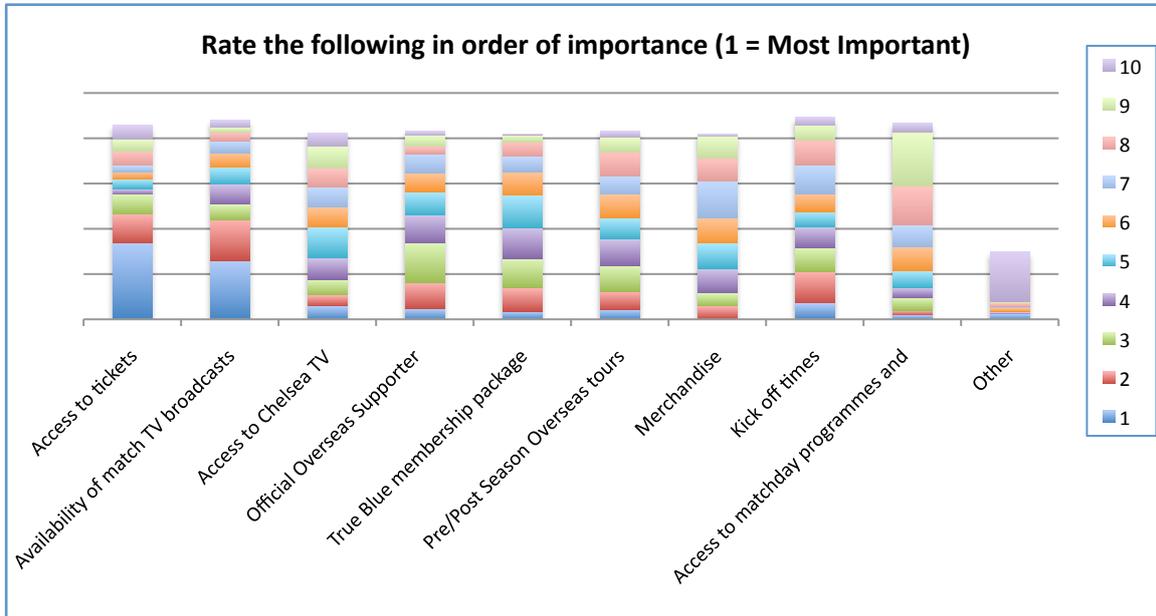


Notable changes this year were a decline in watching games via internet streams, via social media and on the radio, and an increase in people visiting the pub or similar venues to watch the game.

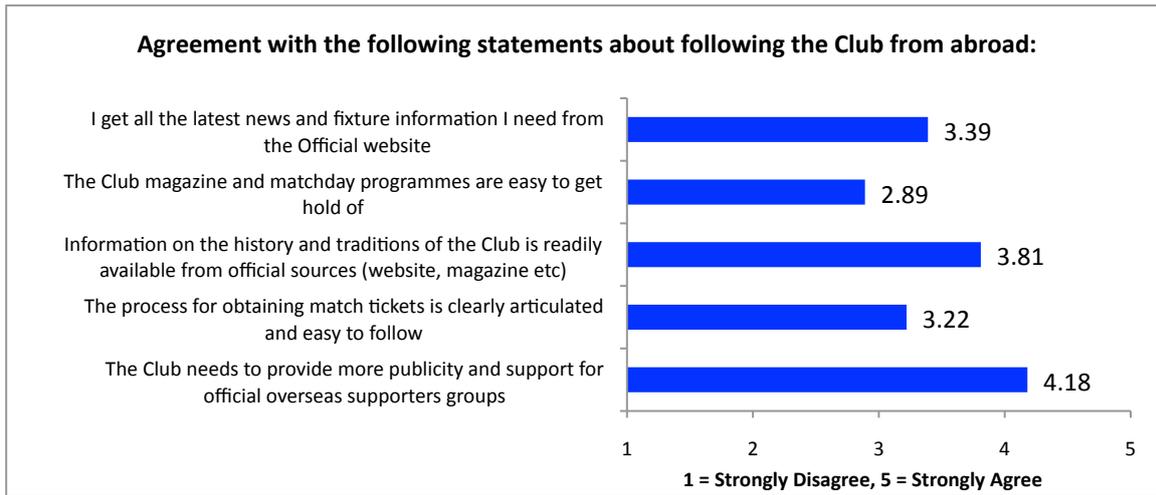
Of the Others, there were a few mentions for apps such as those provided by Guardian Sports and BBC Sport, Dan Levene’s twitter feed and watching the ‘lads in the studio’ watching the game on Chelsea TV.

10 OVERSEAS SUPPORTERS

We asked overseas supporters to rank and compare both importance and satisfaction with aspects that are unique to their situation.



This year access to match tickets became the most important issue ahead, slightly ahead of availability of TV broadcasts, these items clearly being the two most important to overseas supporters; it might be speculated that the burgeoning international TV coverage of Premier League football in particular has resulted in this being displaced by match ticket access in fans’ concerns.



There is a clear view that the Club needs to do more to support the official Overseas Supporters Groups.

The most persistent themes for international supporters throughout the survey have been the operation of the loyalty points system and the availability of tickets to overseas groups. As has already been

Near impossible to get tickets through official channels for overseas supporters”

mentioned, the requirement to have a certain number of loyalty points after December has led to a number of supporters admitting that they bought and wasted tickets for early season games in order

to have points to buy tickets for later in the season. There is a demand for tickets to ‘big’ games which international supporters find very difficult to obtain. Suggestions for LP reform include allowing overseas supporters to accrue points over seasons to enable them to earn enough points for matches sold on Loyalty Points.

If you fly from Australia, it's very hard when the club say "A grade game... No ticket for you!"

“...very difficult to help our members get tickets to matches. As fans from abroad, the loyalty points system is really problematic because some of our members can afford to travel for a game once or twice in a season. If they travel they want to watch a big game, the loyalty points system makes it impossible for us to get tickets to those games”

In respect of kick off times, these have an impact on fans around the world and a number commented how much they disliked weekend games being moved to Monday and Friday nights.

“In Mexico, most games are on TV but the weekday night games impossible to follow as they occur during work hours. Understand (for European competitions) that is not controllable, but premier league games on Mondays and Fridays need to stop.”

“The time difference is not an issue - but the late notice and irresponsible scheduling of certain matches on Monday/Friday impacts us as much as it does you.”

“...far too many Sunday games. Its difficult for us to get to matches when the kick-off is late Sunday or Monday because of travel and work ”

There was a feeling that the Club could do more to support the Overseas Supporters groups, including clearer explanation of how the ticketing process works. It was also observed by several respondents that the stay away from Stamford Bridge during the rebuilding period may well discourage fans from making their first trip to see Chelsea until the ground reopens, with a corresponding drop in their membership.

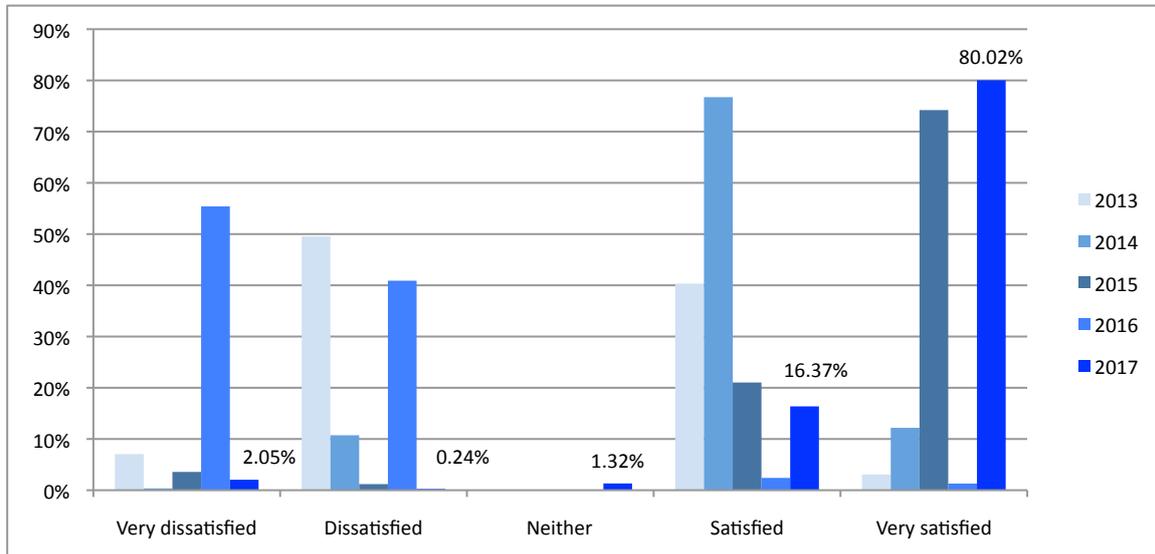
"I suspect many will put off their first-time travels (and not sign up/renew memberships)... and wait to sign up and have their trip when we move back to SW6."

"Could Canadians PLEASE have access to ordering in Canada"

11 ON FIELD PERFORMANCE

11.1 Team Performance

Participants were asked how satisfied they were with Chelsea's on-field performance in season 2016/17:



This year's result was as unsurprising as last year's, although thankfully in a good way! The recurrent themes from respondents' comments were:

- Support and praise for the new manager, from both a football and personality perspective.
- Winning the Premier League, and the fact it was so unexpected.
- Enjoyment of the style of football and the change in formation.
- Disappointment that we did not secure the League & Cup double.
- Desire to see young players come through to the first team.

"Liked the new formation of the side, room for improvement but the Manager improved motivation"

"After the chaos of 2015/16 season I expected it would take a new manager some time to settle the team so was delighted Antonio exceeded all expectations"

"Would have been very satisfied until they didn't turn up for the FA Cup final."

"Why don't we give our youth more of a chance. They need to play and learn or they will never advance."

"Conte is a magician to have turned the performance around. He should be given funds to strengthen the squad especially as we are in the CL."

"Antonio Conte has good man management skills, understands how to read the game and make master class substitutions. Most importantly, coach Conte showed the befitting passion for the game and carried the fans along"

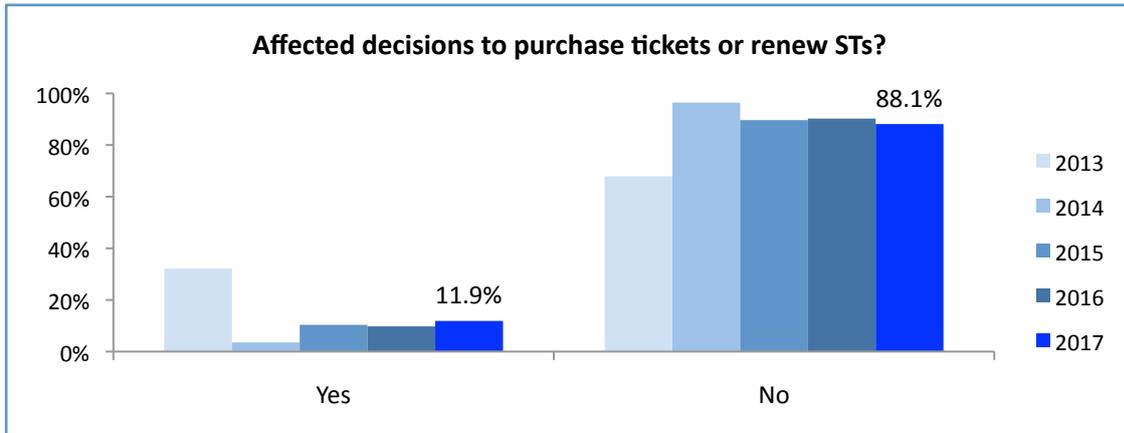
"Winning the Premier League regardless of anything other cup performance is an amazing season. Some outstanding football played also"

"There has been a renewed team spirit and a sense that the footballers are actually enjoying playing again. The change in formation has been a welcome addition and Conte has brought life back to the club at a time we needed it most."

"Champions!"

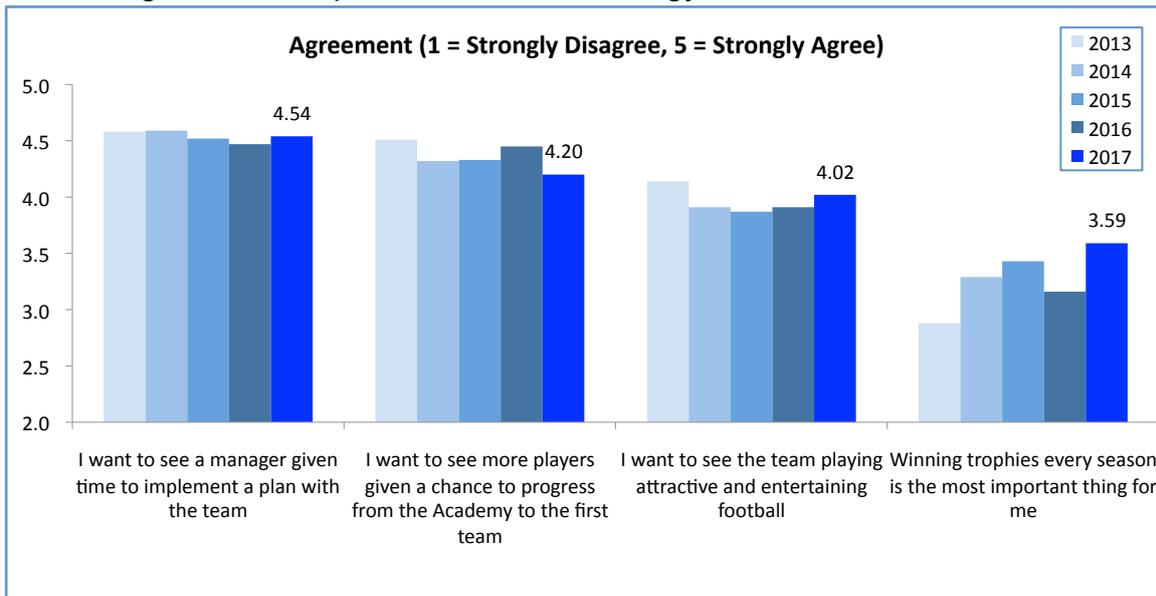
11.2 Renewal

Respondents were asked whether their feelings about the past season had affected their decision to purchase tickets to games or renew their season ticket:



The intention to buy tickets or renew season tickets has remained very static despite three very different seasons; only in 2013 did there appear to be a significant change in people’s intentions to change their match going.

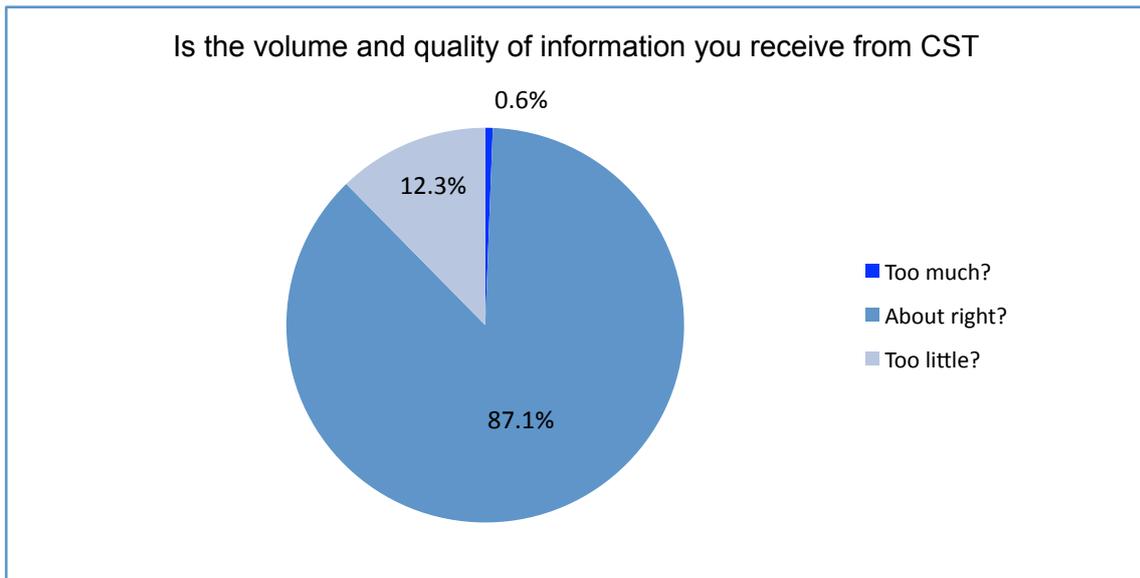
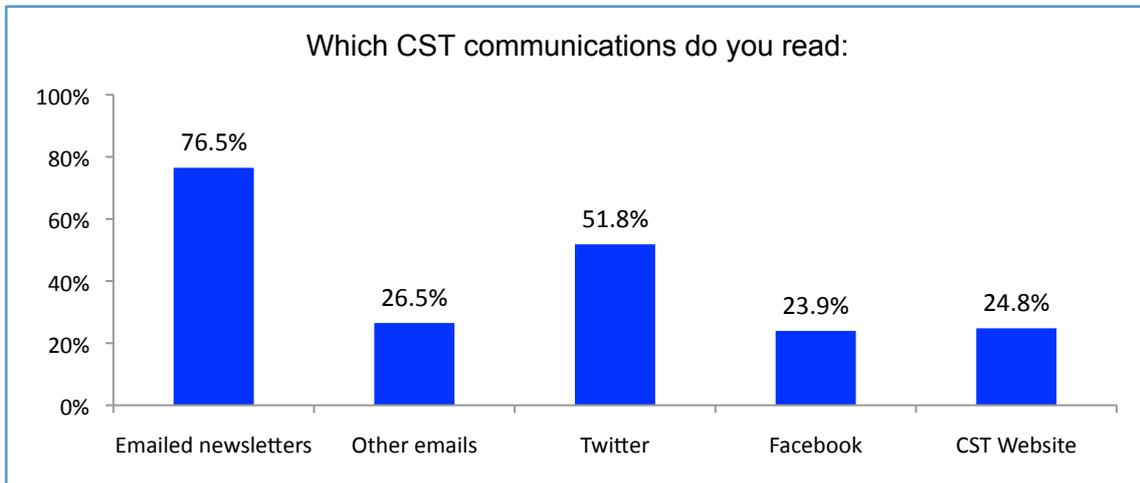
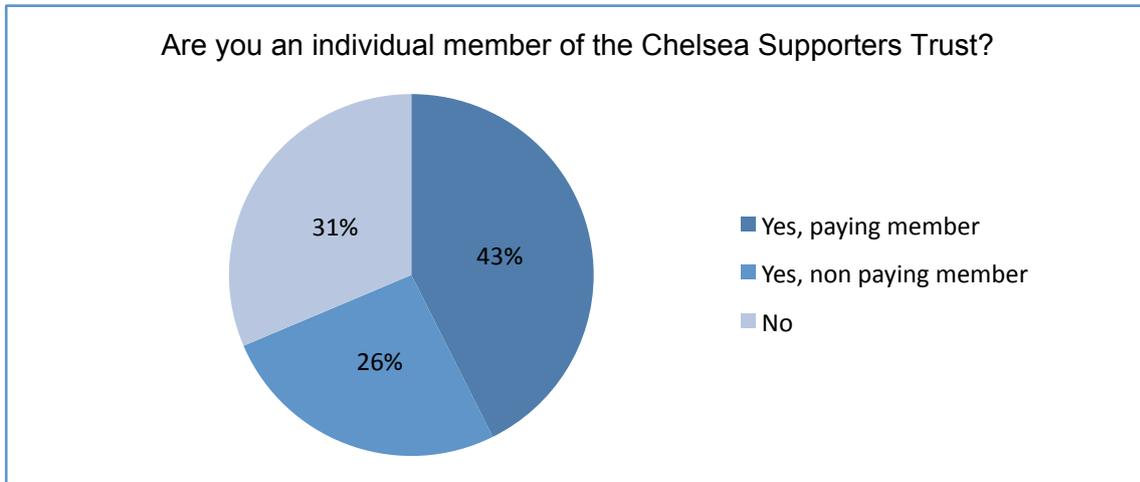
Participants were asked to indicate their agreement with a series of statements concerning the on field performance and strategy.

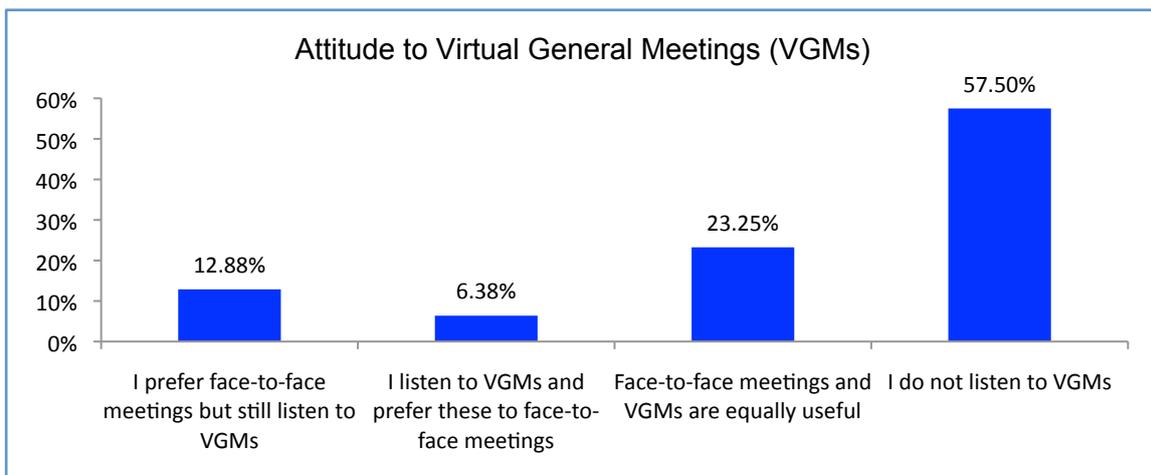
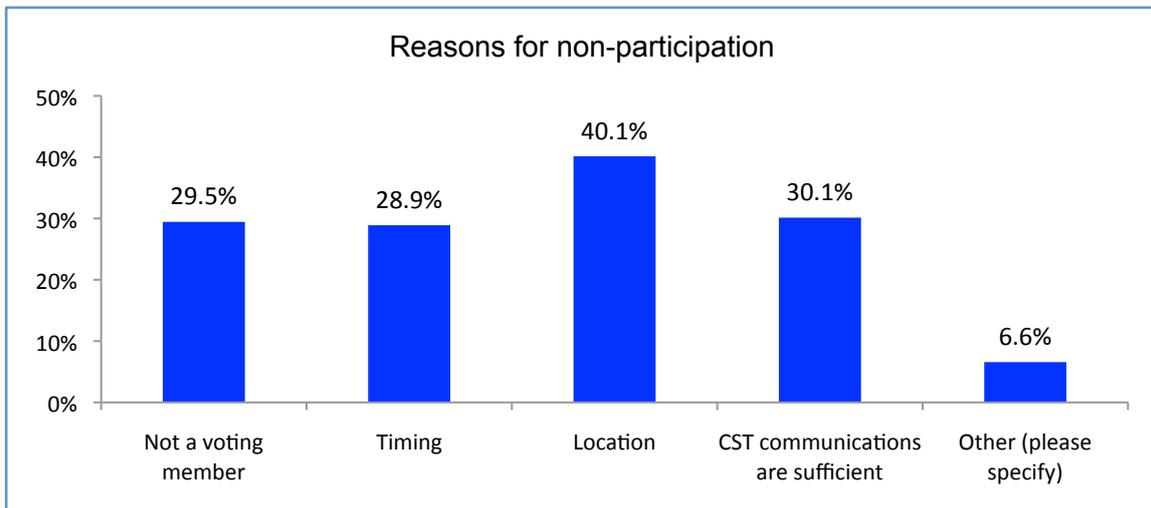
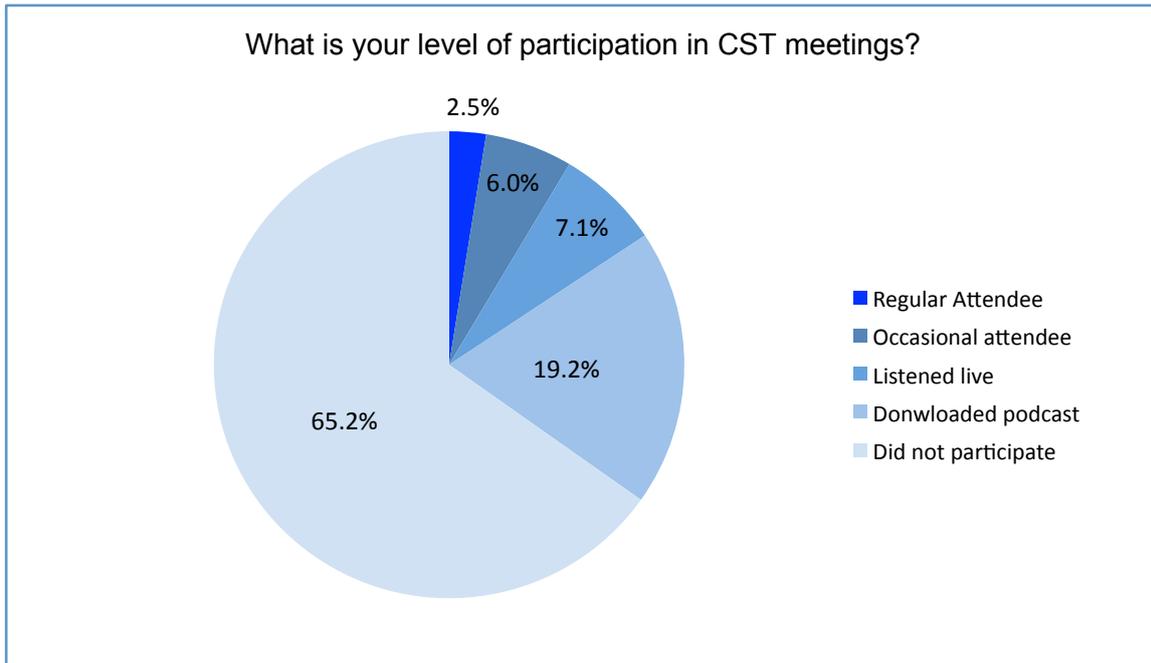


There was a small drop in the agreement with the desire to see the Club bring through young players from the Academy into the first team, although there is still firm agreement with this sentiment. The most significant change was the increase in agreement with the sentiment that ‘Winning trophies every year is the most important thing for me’ from 3.16 to 3.59 on the scale; there is now a significant level of agreement with this statement.

12 CHELSEA SUPPORTERS TRUST

With the broadening of the survey to non members this year, the respondent profile was as follows:





13 DEMOGRAPHICS

