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Title: Football and its Communities: The Celebration of Manchester United FC's Ability Suite.

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Abstract

Manchester United FC (MUFC), in collaboration with their disabled supporters' organization MUDSA (Manchester United Disabled Supporters Association), has demonstrated a long-term organizational commitment and contribution to disability issues and promoting accessibility. The purpose of this 'case study' is to make theoretical sense of the origin, implementation and evaluation of an innovative and unconventional facility and service, the Ability Suite and analyze its effects on enhancing the customer service and experience for supporters with disabilities at MUFC on match and non-match days, as well as to the Manchester community over the period 2003 to 2013. Despite ad hoc improvements by some clubs, the Ability Suite remains a unique facility and service for supporters with disabilities which provides MUFC with a competitive advantage over most clubs within the main leagues in Europe. Findings show that the Ability Suite is an essential part of the club's commitment to inclusivity and accessibility that fully integrates accessibility in its daily operations and interactions with fans. This raises issues of leadership, shared vision and Corporate Social Responsibility (CSR) of all members of MUFC from middle and senior management to all the daily operational aspects of MUDSA as key factors to the effective implementation of this unique facility and service. The case concludes by forecasting how the Ability Suite will continue to serve the needs of disabled supporters in the near future and exploring how key findings from this case might be transferable to other clubs.

Keywords: Ability Suite, Manchester United FC, customer service and fan experience, supporters with disabilities, and leadership.

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Introduction

On 5 April 2003, a unique and distinctive facility and service for supporters with disabilities, the so-called *Ability Suite*, was officially launched by one of the top football clubs in the world, Manchester United FC (MUFC) in collaboration with their disabled supporters' organization MUDSA (Manchester United Disabled Supporters Association). This innovative facility and service for supporters with disabilities demonstrates the long-term organizational commitment of MUFC to diversity and inclusion that goes beyond rhetoric and legislation,¹ as well as illustrating the club's Corporate Social Responsibility (CSR) toward an important group of stakeholders.²

Most of disability legislation on access to sport facilities including stadia emphasizes 'minimum standards' based on quantitative aspects of services and facilities. This legislation typically has fundamental limitations as it does not take into account the quality of services and facilities for people with disabilities. Beyond that, this paper argues that providing high quality service as well as satisfying all customers, including the growing number of people with disabilities,³ should be part of the agenda of a wide range of service organizations.⁴ Past studies in the area of 'football, communities, and sustainability', as this special issue seeks to address, have not received sufficient attention to help understand the unique characteristics and demands from individuals with disabilities as sport consumers and spectators. In a recent special issue on 'Football and Inclusivity', Parnell and Richardson emphasized that 'the relationship between the

football club and the community has been inextricably linked. It is this relationship that ensures that, in order for football to continue to flourish, or even to exist, it will forever be indebted to its communities'.⁵ In addition they claimed the need to provide a high level of accessibility to football matches and stadia as well as to welcome a wider range of customers, including individuals with disabilities.

Yet, never before has any other club besides MUFC provided state-of-the-art services to spectators with disabilities (SwD), both to their own supporters and visitors, and their companions who gather at historic Old Trafford stadium on match and non-match days. The Ability Suite represents a significant 'benchmark' example of enhancing the quality service and experience for all types of fans with disabilities attending events at Old Trafford as well as demonstrating the club's approach to CSR. As an example of this paradigm shift in accessibility and disability, the Ability Suite offers an effective operational model that adds value in order to meet the current demands and expectations of people with disabilities attending matches regularly at Old Trafford and to help ensure they enjoy the same match day experience as able-bodied spectators receive.⁶ Analyzing the case of the Ability Suite also serves to offer a new way of conceptualizing accessibility and disability at football club level. Beyond that, since inception in 2000, MUFC was also one of the first football clubs in the Premier League to develop a comprehensive outreach programme to address the needs of school children and adults with disabilities across the Greater Manchester communities as part of their CSR policy.⁷

When MUFC's disabled supporters or supporters from other clubs were asked about their perceptions of the Ability Suite, as appears in *'Celebrating 10 years of the Ability Suite*

2003-2013',⁸ one of Manchester United's supporter summed up his overall satisfaction with the operation of the Ability Suite by staying:

I have seen the world as able-bodied and (now) have to live it as a disabled man. Going to the match has helped me to increase my self-confidence and belief. I'd give the Ability Suite 10 out of 10. I also think that because the club shows disabled fans respect by providing them with facilities as least as good as able-bodied fans, this has an impact on the attitudes and actions of the latter.⁹

Similar perceptions can be found in the following statement by a visiting club supporter travelling to Old Trafford to follow his team, Newcastle United:

The disabled facilities available at your ground (Old Trafford) are better than any venue I've ever been to- and I'm talking about everywhere from the fanciest restaurants to major shopping centres, airports and tourist venues around the world- and I've travelled!...It is with the utmost sincerity that I offer my thanks and congratulations in organizing such facilities and staffing them with such kind, friendly people.¹⁰

This study focuses on the analysis of the process that has facilitated such a highly regarded football club as is MUFC to provide an extensive range of high quality facilities, including the Ability Suite, to their own SwD which cover all types of disabilities and their companions as well as supporters from the opposing club. The purpose of this 'case study', therefore, is to make theoretical sense of the origin, implementation and evaluation of the Ability Suite and to examine its effects on enhancing the quality service and experience for SwD at club level on match and non-match days as well as to the

Manchester local community over the period 2003 to 2013. In our case study we sought to answer the following two research questions: (1) What kind of people in professional roles at MUFC have had input in the initial planning, design, implementation and management of the Ability Suite? and (2) What benefits (or potential detriments) has the Ability Suite provided to different stakeholders (such as the club itself, its fans with disabilities and the local community of Manchester) over the last ten years?

In order to address these two research questions this paper is divided into five parts which explain both the evolution of the Ability Suite and the key drivers behind its long-term success. The paper begins with an explanation of the embryonic stages of this unique facility and service. The second part explains who the instrumental ‘key players’ were in the initial planning, design and implementation of the Ability Suite. The third part examines the factors that facilitated MUFC’s support of this project. The fourth part reviews the management operations of this facility on non-match days and how this has influenced for people of the Manchester community. The paper concludes with some lessons learned and suggestions arising from this case that might inspire and convince other organizations to adopt the long-term successful approach to accessibility and disability implemented by MUFC and MUDSA.

Historical Background

At the time the Ability Suite was opened in April 2003, Manchester United FC was (and still is) one of the most successful professional football clubs in the world in terms of sporting performance (by the number of trophies at national and international level),¹¹

financial performance (by 2003 the total financial turnover of the club had reached a record of £173 m. and was the one of the wealthiest club anywhere in the world),¹² and national and international fan support over recent decades.¹³ Most of these developments have attracted the attention of academics, business schools and consultant companies.¹⁴ More recently, the long-term and successful management by Sir Alex Fergusson in the club over the last 26 years and his contribution to building a team as well as a club has received detailed analysis.¹⁵ The commitment and contribution of MUFC to disability issues as well as promoting accessibility for their supporters with disabilities has a long history and goes beyond and above legislation. Therefore, both issues have become part of Manchester United's business culture and their overall CSR over the last three decades. Bearing this in mind, the understanding and motivation about how and why accessibility of spectators with disabilities (SwD) and disability has become part of Manchester United's business culture and their overall CSR was recently analyzed through the lens of Corporate Social Responsibility (CSR).¹⁶

Despite extensive evidence of the benefits and services that the Ability Suite has catered to all types of disabled supporters and to Manchester's communities, as the following eloquent comment by a visiting disabled supporter illustrates, surprisingly it has yet to be emulated by many other clubs in Europe.¹⁷

I'm a Manchester City season ticket holder and have been to most PL (Premier League) grounds, including Old Trafford several times.The way you look after home and visiting disabled supporters I find incredible, and I'm compelled, implored even, to say what a dream it is to visit Old Trafford in a disabled capacity. Your whole operation is just so slick, organized and basically better than any I have

experienced before. The dedicated parking facility, dedicated entrance, dedicated concourse and toilet facilities, basically just removes all the stress one normally encounters when travelling to away grounds. You have plenty of staff on hand always... (and) your disability policy is first class. I'd like to thank the club for this, and please God your generous allocation of free tickets¹⁸ (again incredible) meets my criteria for next season, as win lose or draw, the experience I had all round, and the way your staff from the gate to the stewards to the PR people leaves the rest standing...Thanks again for taking disabled supporters as seriously as the rest, it means a lot and I can vouch that other disabled supporters feel the same way.¹⁹

Review of Literature

Service quality is becoming a significant area of research in sport facility management. As a result, analysis of how the planning and management of stadia and arenas during sporting events can impact on the customer experience and how this applies to ensure a high quality experience for customer in general or VIP guests in particular start to abound.²⁰ An examination of recent literature analyzing the unique needs of spectators with disabilities (SwD) attending stadia and arenas to follow sporting events, including professional football clubs, in Europe²¹ and in the United States²² reveals that there is more nuanced scholarship and analysis about this managerial issue. It can be argued that there are distinctly different approaches to providing accessibility and accommodation for people with disabilities in football venues throughout Europe and the United States. While American approaches are largely guided by the legal regulations that require facilities to be accessible, European perspectives stress that the event experience should always be at the core, which means putting the fans first.

Anecdotal evidence suggests that the match-day experience for a football fan with a disability still ranges from difficult to thoroughly unpleasant in many stadia in Europe.²³ Increasingly, as accessibility has become a major political issue for UEFA, some European Leagues such as the Premier League and Bundesliga and some individual clubs, notably Manchester United FC, Arsenal,²⁴ Manchester City and Bayern Munich, are responsive to the needs of this large group of fans and have incorporated accessibility and disability as part of their organization's culture and everyday business operations.²⁵ Indeed, satisfying all types of customers, including people with disabilities, should be a key component in the football industry as it happens in other service sectors,²⁶ but no other club besides MUFC has provided this level of extensive services to their fans with disabilities and their companions. The Ability Suite represents, therefore, a non-traditional and innovative way to meet the demands and expectations of SwD at the club level and to local communities.

When explaining the resistance of football clubs to implement other similar facilities at their stadia, it can be argued that while there are still a number of physical barriers to promoting stadium accessibility, there is also a notable resistance by top and middle managers to innovation and change,²⁷ to the implementation of a project on the same scale as the Ability Suite.²⁸ In this regard, one reason that might explain this resistance from those managers to the implementation of an inclusive business environment such as a football club's stadium may represent, as Scott-Parker and Zadek²⁹ clearly contend there is a prevailing feeling in the United Kingdom, that 'most managers, including many in

public sector and non-profit organizations, remain unconvinced that people with disabilities can enhance their overall business performance'. Similar sentiments were shared in the Australian tourism industry.³⁰ Paramio-Salcines et al. have recently sought to prove that fans with disabilities as well as older fans are two new markets segments of sport consumers that the football industry should value as one that makes good business case,³¹ but still there is scant empirical evidence to substantiate this aspect in the context of attending football matches as spectators in stadia.

The key issue is whether management theories proves useful in analyzing the process of design, implementation and operation management of the Ability Suite by MUFC and MUDSA and also they are useful to explain the factors that could facilitate or inhibit the diffusion of innovations as the Ability Suite represents. Institutional theory has been utilized to examine organizational changes in different sport organizations (e.g, diffusion or resistance of a particular process or structure).³² Several researchers have offered conceptual frameworks for promoting and managing innovation and changes in all types of organizations, suggesting that innovation as the Ability Suite represent, should be part of any organization's culture and everyday's business.³³

Method

In analyzing the efforts of MUFC and MUDSA to meet the needs of disabled supporters through the Ability Suite and its related services, adoption of a case study approach is justified. Case studies serve different purposes such as providing answers and explanations of an under-researched area³⁴ as well as understanding and interpreting

organizational practices like the implementation and operation of the Ability Suite. Trying to help diffuse this knowledge to other academics as well as practitioners, this exploratory study combines a mixed method approach with three layers: interviews and direct personal communications with Phil Downs, observation of the operation of the Ability Suite at Old Trafford during various sporting events and performing content analysis of documents.³⁵ In addition, there is much demand for academic-practitioner collaboration in sport organizations as well as in sport management scholarship.³⁶ As Edwards observes, ‘any attempt to conceptualize reflection on professional practice must incorporate the experience of practitioner’.³⁷

Before the analysis of this case was conducted, a continuous formal and informal dialogue between of all three researchers who have expertise in the areas of accessibility and disability issues over the last year has contributed to initially define and further refine the areas of interest of this particular case. This included formulation of the research questions, choosing issues that emphasize the uniqueness of the case, data collection and data analysis.

In the same iterative way, the three multilayer approach analysis as part of this reflective practice process was initially informed by and integrated the long-term practical knowledge of one of the authors, Phil Downs, who was instrumental in the vision, initial planning and implementation of this project from its conception as his role of secretary of MUDSA and in his current role as Disability Liaison Officer over the last three decades.³⁸ Apart from this, the paper incorporates his own reflection on his daily practice

(reflection on action) which has contributed to opening new venues for understanding the managerial implications of this project and help to understand why MUFC implemented the Ability Suite (reflection on action and reflection for action).³⁹ Moreover, all of the researchers have seen the operation of the Ability Suite at different types of events in recent years (including Old Trafford hosting football matches during the London 2012 Olympics). In addition, a content analysis was performed using a wide array of internal documents produced by the club, Manchester United Foundation and MUDSA, MUDSA's official magazine *Rollin' Reds* and MUDSA *Members' Handbook*, MUFC (<http://www.manutd.com/>) and MUDSA (<http://www.mudsa.org/>) websites as well as other documents related to the design and implementation of the Ability Suite for the last decade.⁴⁰

Findings

The multi-method data collection process produced a vast amount of rich data. In analyzing the data, several key themes emerged. Those include recognizing the origin of the facility and service, identifying those key individuals who were behind the initial planning and implementation of the Ability Suite, understanding the non-traditional uses of the Ability Suite on non-match days, and realizing the influence on MUFC's disabled fans and the local community. The following section seeks to offer an insight into the key (but not exhaustive) themes that emerged from the data, in order to address the key research questions of this paper.

Embryonic Stages of the Ability Suite

When looking in retrospect, it is important to explain key individuals that were behind the initial planning and implementation of this facility and service. Trying to explain the origin of this facility, it could be argued, as John Kay claims, that a successful project as the Ability Suite represents was ‘based on a mixture of calculation and opportunism, of vision and experiment’.⁴¹ What is more, though is critical to have a vision as the Ability Suite represents, but also a critical factor is, as Fischer and Rohde emphasize, implementing these ideas as ‘the implementation process is generally a project management effort’.⁴² The Ability Suite is illustrative of both principles.

Our exploratory research revealed that most of the people pointed to Phil Downs as one of the key people who had the vision, passion and personal commitment at the club level to initiate this innovative project. As stated previously, after the creation of MUDSA in December 1989, Downs has been at the forefront of the development of this organization which has been also instrumental in the preliminary planning, design, implementation and operation management of all services provided to fans with disabilities over the last three decades. Over the years, the partnership between MUDSA and MUFC has led to building increased confidence through a variety of formal and informal relationships with a continuous stakeholder dialogue between both sides having contributed to the involvement of MUDSA in decision-making processes affecting disabled supporters, such as the building of the Ability Suite. However, there were also other instrumental people in the club’s organizational board who made this facility a reality in 2003 and had

a personal commitment and responsibility to the project as is explained in the following section.

Manchester United FC has been a pioneer in offering new and enhanced services to all their fans, such as Manchester United satellite channel (MUTV), the launching of the club official website in August 1998 as well as exploring new commercial opportunities.⁴³ In relation to MUFC's approach to accessibility and disability, the Ability Suite can be considered a successful innovation and still a unique facility and service for fans with disabilities which provides the club a competitive advantage over most clubs within the main leagues in Europe.⁴⁴ When Phil Downs was asked if he was aware of similar approaches to the concept of the Ability Suite in other clubs' stadia during the early 2000s, Downs remarked:

Before the Ability Suite idea came into being some disabled fans had small areas to use on match days but they were very small, and not purpose-built and with no non-match day purpose. In other words, they were simply like small café's ... very small! The two I knew about were at Leeds United and Wolverhampton Wanderers but the Ability Suite idea wasn't going to be anything like those facilities at the other clubs...

It is important to also recognize and appreciate the state and level of facilities that MUFC offered to their fans with disabilities during the 1980s at Old Trafford (see table 1), which can be seen in the quote below:

Wheelchairs users at this time came into the ground through the staff entrance. They then journeyed along the tunnel that passed the players dressing rooms before emerging in front of the current dugout where Sir Alex Fergusson sat for many years. They then took a spot on a specially concreted platform onto which 15-20 wheelchairs were squeezed along with their helpers who stood throughout the match...Those in wheelchairs could not see the touchline on the North/Sir Alex Fergusson stand of the pitch, not the ball if it was below the player's knees on that side of the pitch...Refreshments facilities were non-existent and any chance of having a brew meant bringing it yourself! Toilets facilities consisted of the use of toilet in a tiny room used as storage space for cleaning materials. Such facilities were not especially, conducive to creating lasting friendships between disabled fans.⁴⁵

As mentioned previously, the idea behind the Ability Suite was 'based on a mixture of calculation and opportunism, of vision and experiment'.⁴⁶ This idea was reinforced by George Johnstone, the MUFC's Building Services Manager over the last fifteen years and the man who has overseen massive projects like the expansion of the East and West stands of Old Trafford stadium, the training ground development and, the focus of this paper, the building of the Ability Suite. About the construction process, he stated:

The Ability Suite wouldn't have happened if the old ticket office wasn't moving ... It was opportunism on my part when I discovered what was about to happen so I lobbied hard with the Group Properties Manager and of course David Gill (the then MUFC's CEO)...The main driver for the Ability Suite was obviously the opportunity in the first place but there was an operational need to move disabled

supporters from the concourse area where it was congested and also where the stadium police is!.⁴⁷

During the 1990s the situation changed slightly when the legal environment in most countries was becoming more orientated towards addressing the issues faced by people with disabilities. This included the United Kingdom's passage of the Disability Discrimination Act (DDA) in 1995. In the same way, the combination of the sporting performance of MUFC in the 1990s contributed to increase the popularity of the club and by extension this demand has facilitated the upgrading and expansion of certain areas of the stadium over the last two decades. This has also encouraged the longtime joint collaboration between MUDSA and MUFC, which was considered critical to support this unique facility. The emergence of all MUFC's highly regarded disabled supporters' facilities and services, including the Ability Suite, was due to two primary reasons as Downs explained:

Firstly, one of the main catalysts was the establishment of the first disabled supporters' association in Great Britain and probably in Europe, Manchester United Disabled Supporters Association (MUDSA) in 1989. Secondly, an important part of our study was the willingness of the senior managers of the club at that time to be advised by their disabled supporters in the development of a whole range of facilities and services that would allow disabled people a parity of match-day experience equal to that of those who are non-disabled (personal communication, April 10, 2013).

Before the official launch of the Ability Suite in April 2003, as mentioned above senior managers of MUFC had been reacting positively to Phil Downs and MUDSA's

recommendations and requests and showed their long-term commitment and positive, discretionary and responsive CSR approach to their wide range of services for disabled supporters and their companions. As part of this approach, the reader can value the historical evolution of the services for fans using wheelchairs and their companions at Old Trafford since the early 1980 to the present as is summarized in Table 1.

Table 1 around here

This collaborative work has continued since the early 1980s when Phil Downs initially joined the club.⁴⁸ The first event organized by what became MUDSA was the first Christmas Party in 1989 that allowed disabled fans to meet MUFC players and coaches, an idea first proposed by another influential actor, Sir Alex Fergusson's personal assistant Lyn Laffin;⁴⁹ an event has grown substantially in relevance over the last sixteen years (see table 2). As different key actors in the process coincided, the Ability Suite aimed to cover two objectives:

Firstly, a dedicated match-day lounge for disabled supporters which provides added benefits to disabled supporters plus frees up concourse congestion and secondly, a non-match day Learning Center forming part of the Manchester United FC's Corporate Social Responsibility (CSR) policy. For the latter, the Ability Suite is currently used on non-match days by a local college, Trafford College, in delivering basic skills courses on areas such as health, well-being, communication and confidence building. It is also used by the club to deliver internal training sessions, some focusing on disability awareness.⁵⁰

We felt there was a gap in provision for wheelchair supporters in inclement weather because on some occasions it was really unpleasant sitting on the platform. So, providing proper 'shelter', for want a better description, in those conditions was important because, looking at it operationally, having a lot of wheelchairs in the concourse area wasn't good because we've got the emergency services there and if something happened it could have caused problem. The Ability Suite provided a very good solution to keeping the concourse free, plus providing at its lowest level a 'shelter'. We went beyond that by providing what is effectively a lounge with all its facilities and the contribution we had from Vodafone with the assistive technology together with the idea of using it as a learning facility on non-match days.⁵¹

In sum, the ambition behind of the Ability Suite was not only to provide good standards of facilities and services for fans with disabilities but also to have the first truly 'VIP area' for disabled fans and their families and companions, exceeding clearly not only the legal requirements but also their needs and expectations and enhancing the quality experience of SwD. Today, the Ability Suite offers, among other services, a dedicated Ability Team's staff, an adapted kiosk with a low counter, space for approximately 80 wheelchairs fans and carers, two large TV screens and overall ten accessible toilets (see table 2).

Table 2 around here

In trying to identify who exerted influence and inspired that this facility came to be named the 'Ability Suite', rather than focusing on the possible negative connotation of the term of 'disability' as might be expected, this service was known as 'Ability Suite' which focuses instead on abilities. As Phil Downs pointed out:

The term ‘Ability Suite’ was credited to Manchester United representatives and Vodafone representatives agreeing that Ability Suite was the best option given that the emphasis was always going to be about defining around what people could do rather than what they couldn't do (personal communication, 11th March 2014).

The collaboration between MUFC and MUDSA have gone further over the last three decades and contributed to the implementation of new services and facilities in a continually evolving process of enhancing the level of service quality to their fans with disabilities. As such, in the early 1990s the East Stand redevelopment contributed to the building of an elevated viewing platform in the southeast corner of the stadium. In 2005 another extension of the stadium increased the overall capacity and fans with disabilities were clearly benefiting after the addition of second tiers to both northeast and northwest of the stadium, creating an additional sixteen wheelchairs spaces in the process as appears on table 1.

As most of legislation on stadium accessibility worldwide focuses on quantitative standards, MUFC, in partnership with MUDSA, has also been committed to a continuous and incremental approach to providing an equality of match experience to their SwD. As such, MUFC and MUDSA have gradually implemented other qualitative services and facilities like the Ability Suite, technological improvements like MUDSA's own website (www.mudsa.org) (2002), club's radio commentators, induction loop facilities (2006), flat screens at ground level and facilities for visually impaired fans (2007), architectural and managerial services like accessible VIP areas. This extensive level of services has also contributed to clearly enhance the service quality provided to their disabled fans (see

table 3). Today, the area for SwD currently accommodates 120 wheelchair places plus their carers, 42 seats with additional leg room for ambulant fans who have significant mobility issues but do not yet need to use a wheelchair and 36 pairs of tickets for those who simply require easy access seating due to moderate mobility difficulties.⁵²

Table 3 around here

The Suite Dream became a Reality. The Initial Planning, Design and Implementation of the Ability Suite

What was conceptualized as ‘Suite Dreams’ at that time, the Ability Suite became a reality in 2003 which also coincided with a coincidental development as the movement of the Old Ticket Office to its current location:

I (Phil Downs) asked Building Services Manager, George Johnstone about this, I could see that there may be potential for the idea to get off the ground because the concourse area leading into the viewing area directly above was always very congested before the match, especially in bad weather....The area which includes a small police station, is where the emergency services are located it meant that disabled fans might get in the way and be in danger if there was an emergency. So as well as providing a great facility for our members it felt it would be an advantage in an operational context for the club.⁵³

As one of the influential figures behind this project, Downs, pointed out different key people that were also quite influential in this decision in different ways. From the organization board perspective, the Ability Suite involved an extensive number of

departments' working together and also the commitment and support from senior to middle managers of MUFC as well as from other key figures in the club like Sir Alex Fergusson and his personal assistant, Lyn Laffin. At the top management level, David Gill, the former MUFC's Chief Executive at that time was critical for the success of this project.⁵⁴ And other figure was Ken Merreth, the then club secretary of MUFC who also approved the concept of the Ability Suite. Our findings also identified the continuous personal commitment and long-time support of Sir Alex Fergusson to all the actions of MUDSA, regarded as the greatest manager in history, including the official launch of the Ability Suite. This raises the issue of leadership as one of the main drivers that contributed to the long-term commitment of MUFC to these issues as part of their CSR approach. Also as different authors⁵⁵ emphasize that the support and personal commitment from top managers to the front line people, as the dedicated Ability Suite' team who interact with disabled supporters on match-days, have had a positive influence to the implementation of the Ability Suite. In particular, the former CEO of MUFC David Gill summarized what the Ability Suite has meant for disabled supporters at club level since its inception:

The Ability Suite provides a service by being able to pull together a group of people with various different kinds of disability and encouraging them to interact. This is a marvelous feeling and to see what has been created is a dream for disabled fans who, as a result, can experience the same level and enjoyment of the beautiful game as everyone else.⁵⁶

Once the whole concept was approved by senior managers as David Gill and Ken Merreth, as mentioned above the involvement of middle managers was identified as critical to facilitate the implementation of the Ability Suite. One of those was George

Johnstone,⁵⁷ the club's Building Services Manager. Johnstone described how the Ability Suite came to fruition:

We take particular pride in the Ability Suite. It was a facility we were crying out for and we had talked many times about how to improve things and the Ticket Office move finally gave us the opportunity.⁵⁸

The movement of the old Ticket Office outside of the main building of Old Trafford stadium was critical as it provided the right space to locate the Ability Suite. This unique concept in accommodating the needs of disabled supporters contributed to their safety, comfort and quality of service on match-days and also contributed from the operational side to provide additional space for those fans on match days and above all, on non-match days was probably the main distinctive feature of the operation of the Ability Suite. In terms of funding, the Ability Suite cost the remarkable figure of £150,000 (around \$238.095) to build.⁵⁹ Explaining what funds meant at that time, Downs remarks that

I think one of the most astonishing things to me was the cost because I really expected (the Ability) to cost a fortune and if I was going to hazard a guess in those days I would have thought £60,000 at the end of the day. In fact it cost £150,000 and the club and Vodafone (one of the main sponsors of the club until recently) jointly funded it. It was exceptional for the club to consider spending that amount of money for their disabled supporters.

When Johnstone was asked what this meant to the club in terms of financial support and level of commitment to supporters with disabilities, he mentioned that:

I honestly don't think it would have been seen as exceptional on the part of the club. I don't think they would feel they need to be congratulated for doing something out of the ordinary. I think there would have been the view that this is the right thing to do and right time to do it. Obviously we could have done a much cheaper job but we had a clear view of what could be achieved and we made sure we did it well and the Ability Suite we ended up creating is something which is truly exceptional.⁶⁰

The Ability Suite on non-match days and its influence on the Manchester Community

As mentioned above, one of the distinctive uses of the Ability Suite is its operation on non-match days and its influence on Manchester United's disabled fans and to the local community. In this endeavor, over the years this facility has been used as an education and learning facility on non-match days which has attracted different partners such as Learn Direct, Ability Net, South Trafford College, Heading for Success and Manchester Metropolitan University, who run a range of courses targeted toward Manchester's local people with disabilities (see table 2).

Looking back in retrospect, Learn Direct was the first organization which became involved in this collaborative project providing basic skills courses to local people with disabilities. This organization was funded by the Central Government to deliver these courses, but due to financial problems at that time, the Government decided to cut the funding which negatively affected to the viability of the courses. After that, another organization, the Ability Net, based in Liverpool, came on board offering services for

blind people. Later on, MUDSA and MUFC has moved onto a more in-depth partnership with the largest local college at Old Trafford, South Trafford College, who is using the Ability Suite most days of the week and delivers basic skills courses for those people wishing to back into education. This fall into the MUFC's CSR approach and to date it is unique within football in Great Britain. In addition, the Ability Suite is also used for MUFC's for internal meetings, delivering courses by the Foundation. This facility has become a small-medium size facility with a great flexibility that also allow to generate revenues that could assist to the operation of the facility.

Our findings also revealed that MUFC and MUDSA continue to be at the forefront of innovation by introducing speech 'Read-back' for visually impaired people on each web page and have internet search desks in the Ability Suite. MUDSA is benefiting from a partnership arrangement with a telecoms company who are sponsoring our Ability Suite and other projects that MUDSA has. For example, MUDSA is currently revamping their website, created on November 1 2002, to 'work smarter' with their members and provide them with more information more quickly. At the time of writing, the MUDSA website (see <http://www.mudsa.org/>) has been completely updated. The part of the relationship with the telecom partner that is of interest to them relates to 'Knowledge Transfer'. In this context 'knowledge transfer' will allow the telecoms company to link into a 'fast track' process where they can assist the football clubs that they are associated with in bringing together good facilities for disabled people in their country. Also, this particular company is heavily involved in developing a 'Humanitarian City' where all kinds of services are available to develop the abilities of disabled people.

What is more, it is worth noting the implementation of a comprehensive outreach programme to address the needs of school children and adults with disabilities in Greater Manchester communities as part of MUFC's CSR policy.⁶¹ Since its inception in 2000, Manchester United FC was the one of the first football clubs to develop a comprehensive outreach programme that has clearly benefitted an increasing number of children and adults with disabilities engaged in different disability programmes as Ability Counts in the club. Among others, in the 2013-2014 season, 159 disabled players were registered on this programme and 13,780 young children were involved in different programmes delivered by Manchester United Foundation aiming to facilitate their participation in sport, learn life skills and gain the qualifications and leadership experience that will help them into employment.⁶²

Future Developments and Lessons Learned from the Case of the Ability Suite.

Although the Ability Suite can be described as an innovative facility and service for people with disabilities and the local community, there are some relevant aspects of this case study that might inspire other sport organizations to follow and adapt the long-term commitment of MUFC and MUDSA to accessibility and disability. MUFC's 'Ability Suite' represents a significant 'benchmark' example of how a football club can strategically enhance not only the customer experience for a considerable number of fans with disabilities attending events at Old Trafford, but also provide an array of educational and learning opportunities to adults and children with disabilities from Manchester's local community demonstrating a greater commitment and contribution to their local community as part of the club's approach to Corporate Social Responsibility. Based on the findings of this study and consistent with the studies of Fischer and Rohde, Oke,

Johnson and Scholes and Ferlie, Fitzgerald, Wood and Hawkins, it is essential that managers at all levels in sport organizations share the vision as well as a strong personal commitment to any innovation, such as the innovative approach to treating supporters with disabilities.

A key finding of this case study is also that the Ability Suite is part of a long-term incremental approach to increasing inclusivity and accessibility within a CSR framework given the concerted actions taken by MUFC in collaboration with MUDSA over the years. As Phil Downs remarked, one of the key aspects in confronting resistance by managers at all levels in football clubs in Europe is that ‘there are no ‘quick fix’ solutions to the overall subject of disability. Each club or national association needs to consider advancements in this area as part of a strategy that is essentially ‘evolution not revolution’.⁶³ Another theoretical and practical implication of this case is that football venue managers must move beyond ‘minimum standards’ based on quantitative aspects of services and facilities, and start to consider how to truly enhance the level of service quality offered to their SwD to provide them with an experience equal to that of their able-bodied spectators.

There is a need to develop coherence in implementing and supporting this long-term commitment of senior and middle managers of MUFC in partnership with MUDSA to enhance the level of service quality provided to their SwD and, above all, as Johnson and Scholes remarked, the behavior of top managers to reinforce strategies to advocate for disability issues and promote accessibility. As noted by David Gill, in his new role as a

non-executive director of MUFC, he has stated his intention to continue his commitment to improving facilities for the club's SwD. 'The club remains committed to continuing its healthy, working relationship with MUDSA in order to improve facilities for disabled fans in the future'.⁶⁴ As part of the club's ongoing organizational commitment to SwD, MUFC has engaged in discussions about expanding the capacity of the Ability Suite and has approved a 'buggy service' which will transport supporters with walking difficulties from the coach parks to the footprint at Old Trafford. The expansion of the Ability Suite will involve a complete retrofit of an adjacent room which will represent a significant financial commitment in order to enhance the comfort of SwD. Whereas these steps clearly represent further commitment to SwD, it also demonstrates that the inclusive culture within Manchester United has seamlessly continued despite personnel changes at the highest levels of the club.

This case study research establishes theoretical relationships between leadership, shared vision, and CSR. This includes all the club's employees, from front line, middle to senior managers, as facilitators of the implementation of an innovative service for SwD at MUFC. The findings of this study indicate that the Ability Suite remains an innovative service for SwD which provides MUFC with a competitive advantage over most clubs within the main leagues in Europe. This exploratory study provides initial insights that might inspire other sport organizations to adapt MUFC's strategic approach to accessibility and disability.

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Notes

¹ Evidence of this issue in top organizations is provided by Groysberg and Connolly, ‘Twenty-four CEOs on Creating Diverse and Inclusive Organizations’. See also Fischer and Rohde. ‘Management Resistance to Innovation’; Johnson and Scholes, *Exploring Corporate Strategy*. Ferlie et al., ‘The Nonspread of Innovations: The Mediating Role of Professionals’.

² See more details at MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*; MUDSAb, *Members’ Handbook Summer 2014*; Downs, Paramio-Salcines, and Grady, ‘Celebrating 10 years of Manchester United’s Ability Suite: From Organizational Buy-In to Premium Patron Services’.

³ Paramio-Salcines, Grady and Downs, ‘Growing the Football Game: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European Football Industry’; Kitchin, ‘Planning and Managing the Stadium Experience’.

⁴ For a study that focuses on how to plan and manage the match-day experience of supporters with disabilities at Arsenal’s Emirates stadium, see Kitchin, ‘Planning and Managing the Stadium Experience’. See also Hudson and Hudson, *Customer Service for Hospitality and Tourism*.

⁵ Parnell and Richardson, ‘Introduction’, 823.

⁶ Downs and Paramio-Salcines, ‘Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies’; Paramio-Salcines, Grady and Downs, ‘Growing the Football Game: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European Football Industry’.

⁷ See more details of the impact and implications of this programme on children and adults with disabilities on different Manchester communities at Manchester United Foundation. *A Season Review. Taking Manchester United to the Heart of the Community. Impact Report 2012/13*; Manchester United Disabled Supporters Association (MUDSAb. *Members’ Handbook Summer 2014*).

⁸ See more details of the organization of the Ability Suite at MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*. Also Mark Metcalf, who is a football writer and was involved in the production of the above document, wrote a post ‘*Suite Dreams-Facilities for Disabled Fans at Old Trafford*’ which explained what this facility and service means for all fans with disabilities. The reader can find more comments on MUFC and MUDSA’s facilities at Level Playing Field. ‘Manchester United’.

⁹ This quote is taken from MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 10.

¹⁰ This quote is also taken from MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 17.

¹¹ As Elberse noted, it took Fergusson as a manager of MUFC four years to win the first trophy the Football Association Cup on May 12, 1990 and another three years to win the Premier League title on May 2, 1993. He left MUFC on May 2013 leaving behind a huge and lasting legacy on the club after winning 13 English Premier League titles along with 25 other domestic and international trophies.

¹² See more details of the financial performance of the club at 2003 on Perry, ‘Manchester United, Brand of Hope and Glory’. At the time of writing, Deloitte’s study ‘Captains of Industry Football Money League’ stressed that Manchester United is the third largest club in Europe as measured by financial turnover with €395.9 m. for the 2011/12 season.

¹³ Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'.

¹⁴ The analysis of Manchester United FC has been noted by a number of academics and practitioners, but particularly see Mellor, 'The Genesis of Manchester United as a National and International 'Super-Club', 1958-68'; Andrews, *Manchester United. A Thematic Study*; Szymanski, 'Why Manchester United is so Successful'; Johnson and Scholes. *Exploring Corporate Strategy*; Perry, 'Manchester United, Brand of Hope and Glory'; Brown, 'Not for Sale'? The Destruction and Reformation of Football Communities in the Glazer Takeover of Manchester United' explored the background, fan culture and opposition of club's fans to the corporate takeover of the club by the Glazer's family or Deloitte, 'Captains of Industry Football Money League'. In terms of fan support, Mellor suggested that level of national and global support of Manchester United that the club gained in the 1960s linked to their financial strength have been critical to understand their present recognition. On this issue, a global football survey carried out by market research agency, Kantar, reported that 659 million people follow Manchester United, regarded as the world's most popular club worldwide. As part of their global reach, 71 million are in America, 90 million are in Europe, 173 million are in Africa and the Middle East and finally 325 million are in Asia.

¹⁵ See a much detail analysis of the managerial implications on Sir Alex Fergusson's case on Elberse, 'Fergusson's Formula'.

¹⁶ Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'.

¹⁷ Only recently a Premier League club like Arsenal has tried to replicate the concept of the Ability Suite by offering a disabled supporter's lounge in the Learning Centre adjacent to the Emirates stadium before a match. See <http://www.arsenal.com/news/community-news/arsenal-fc-celebrates-equality-and-diversity>. Similarly, a League One club like Wolverhampton Wanderers officially opened a new Disabled Lounge on 31st July 2013 at their Molineux stadium.

¹⁸ With regard to the influence of offering free tickets on the experience of fans with disabilities, according to Phil Downs, 'any influence relating to the 'complimentary' tickets would be negligible in impact because the demand will always be there whether the club charge or not'. It is also worth noting that as the Centre for Access to Football in Europe (CAFÉ) recently stated, there is a lack of uniformity in the existing management systems for SwD when attending large sporting events across Europe. In the case of Manchester United and as part of their long-term commitment to their SwD there is a clear policy with respect to the ticketing management policy for their own SwD as well as for visiting supporters (see more details at 'Disabled Supporters' Information Booklet 2013/14').

¹⁹ This comment was sent by a Manchester City fan to MUDSA by email after the match between Manchester United FC and Manchester City, held on Tuesday 25th March 2014.

²⁰ For example, see Kitchin, 'Planning and Managing the Stadium Experience'.

²¹ See, for example, Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'; Kitchin, 'Planning and Managing the Stadium Experience'; Paramio-Salcines and Kitchin, 'Institutional Perspectives on the Implementation of Disability Legislation and Services for Spectators with Disabilities in European Professional Football'; Paramio, Campos and Buraimo, 'Promoting Accessibility for Fans with Disabilities to European Stadiums and Arenas: An Holistic Journey Sequence Approach'; Paramio-Salcines, Grady and Downs, 'Growing the Football Base: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European Football Industry'.

²² See, for example, a much more detailed discussion of different legislation on disability and accessibility in countries including Australia, the United States, United Kingdom, Germany and Spain and their impact on the stadium experience for those people with disabilities when attending all types of events on Grady and Paramio-Salcines, 'Global Disability Laws and their Impact on the Stadium Experience'; Grady and James, 'Understanding the Needs of Spectators with Disabilities Attending Sporting Events'.

²³ For a much detailed review of the existing level of accessibility at facilities and services provided by the main football stadia clubs in England, Germany and Spain, see Paramio, Campos and Buraimo, 'Promoting Accessibility for Fans with Disabilities to European Stadiums and Arenas: An Holistic Journey Sequence Approach'.

²⁴ For a fuller discussion of the approach of a club like Arsenal to their supporters with disabilities in their new Emirates stadium, see Kitchin, 'Planning and Managing the Stadium Experience'.

²⁵ Paramio-Salcines, Grady and Downs, 'Growing the Football Base: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European football Industry'.

²⁶ See Grady, 'Accessibility doesn't Happen by Itself: An Interview with Betty Siegel, J.D., Director of The Kennedy Center Accessibility Program' for a detailed analysis of how Betty Siegel, the Director on one of most relevant cultural art centers, the Kennedy Center, in the United States has incorporated the

accessibility to their business operations. Grady and Ohlin, 'Equal Access to Hospitality Services for Guests with Mobility Impairments under the Americans with Disabilities Act: Implications for the Hospitality Industry'; Hudson and Hudson, *Customer Service for Hospitality and Tourism* for a much detail analysis of how to provide quality service in hospitality and tourism services.

²⁷ For a review of the influence of top and middle managers on the implementation of strategies in organizations, see Fischer and Rohde, 'Management Resistance to Innovation'; Oke, 'Barriers to Innovation Management in Service Companies'; Johnson and Scholes. *Exploring Corporate Strategy*. Ferlie et al., 'The Nonspread of Innovations: The Mediating Role of Professionals'.

²⁸ See Downs and Paramio Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'; Paramio-Salcines, Grady and Downs, 'Growing the Football Game: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European Football Industry'.

²⁹ Scott-Parker and Zadek. 'Managing Diversity: A Key Factor in Improving Efficiency, Productivity, and Overall Business Success'.

³⁰ Rice, 'Universal Management: A Proposal to Change the Direction of Accessibility Management in the Australian Tourism Industry to create Benefits for all Australians and Visitors to Australia'; Patterson, Darcy and Mönninghoff, 'Attitudes and Experiences of Tourism Operators in Northern Australia towards People with Disabilities'.

³¹ Paramio-Salcines, Grady and Downs, 'Growing the Football Base: The Increasing Economic and Social Relevance of Older Fans and those with Disabilities in the European Football Industry'.

³² Authors like Washington and Patterson call for more frequent contributions between institutional theory and sport management studies. The reader can find more studies on the use of this theoretical framework on O'Brien and Slack, (analysis of the newly English Rugby Union); Southall et al., (analysis of the 2006 National Collegiate Athletic Association Division I Men's Basketball Tournament); Paramio-Salcines and Kitchin, (analysis of implementation of disability legislation and provision of disability services within the three main professional football leagues and their clubs in Europe).

³³ See, for example, Fischer and Rohde, 'Management Resistance to Innovation', 11; Oke, 'Barriers to Innovation Management in Service Companies'; Groysberg and Connolly, 'Twenty-Four CEOs on Creating Diverse and Inclusive Organizations'; Johnson and Scholes. *Exploring Corporate Strategy*. Ferlie et al., 'The Nonspread of Innovations: The Mediating Role of Professionals'.

³⁴ Yin, *Case Study Research: Design and Methods*; Stake, 'Case Studies'.

³⁵ For example, see Edwards and Skinner, *Qualitative Research in Sport Management*; Edwards, 'Reflective Practice in Sport Management'; Stake, 'Case Studies'; Yin, *Case Study Research: Design and Methods*; Veal and Darcy, *Sport Studies and Sport Management. A Practical Guide*.

³⁶ There are a plethora of authors that advocate this demanded collaboration between academics and practitioners in all types of organizations, including sports organizations. See, for instance, Bartunek, 'Academic-Practitioner Collaboration need not Require Joint or Relevant Research: Toward a Relational Scholarship of Integration'; Cohen, 'The Very Separate Worlds of Academic and Practitioners Publications in Human Resource Management: Reasons for the Divide and Concrete Solutions for Bridging the Gap'; Rynes, 'Let's Create a Tipping Point: What Academics and Practitioners can Do, Alone and Together'; Rynes, Giluk and Brown, 'The Very Separate Worlds of Academic and Practitioner Publications in Human Resource Management: Implications for Evidence-Based Management'. On the sport management area, some authors imply this collaboration, see Edwards, 'Reflective Practice in Sport Management'; Costa, 'The Status and Future of Sport Management: A Delphi Study'; Edwards and Skinner, *Qualitative Research in Sport Management*; Frisby et al. 'Putting "Participatory" into Participatory Forms of Action Research'.

³⁷ Edwards, 'Reflective Practice in Sport Management', 76.

³⁸ At this point, it is important to present to the reader a brief profile of one of the authors who is also one of the most relevant practitioners in the area of accessibility at football stadia in England. With almost 40 years of experience of wheelchair user in addition to 20 years of operational expertise at one of the largest stadium, Old Trafford, Phil Downs (Member of the British Empire, MBE, since 2004, for services to disabled people) is the Secretary of the Manchester United Disabled Supporters Association (MUDSA) and has served as the Disability Liaison Officer at Manchester United Football Club since 1989. In this professional role, he is responsible for day-to-day operations regarding accessibility at Old Trafford stadium. Considered a pioneer in the area of providing access for people with disabilities in England, Downs is the former Secretary of the National Association of Disabled Supporters (now Level Playing Field) and was instrumental in drafting England's 'Accessible Stadia' guide. See more details of his contribution to promote disability and accessibility at club level stadiums in England and in Europe on Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and

Organization as part of their CSR Policies'; Paramio, Campos and Buraimo, 'Promoting Accessibility for Fans with Disabilities to European Stadiums and Arenas: An Holistic Journey Sequence Approach'.

³⁹ See more details on this approach on Edwards, 'Reflective Practice in Sport Management'; Edwards and Skinner, *Qualitative Research in Sport Management*, 154.

⁴⁰ The reader may find more details on the following documents at MUDSA, 'For the Club. Phil chats with George Johnstone'; MUDSA, *Disability Supporters Information Booklet 2013/2014*; MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*; MUDSAb, *Members' Handbook Summer 2014*; Manchester United Foundation. *A Season Review. Taking Manchester United to the Heart of the Community. Impact Report 2012/13*; Downs, 'Joining Forces'.

⁴¹ Kay, *Foundations of Corporate Success*, 8.

⁴² Fischer and Rohde, 'Management Resistance to Innovation', 97. Also Westerbeck and Smith, *Business Leadership and the Lessons from Sport* emphasize that one of the lessons from sport that could be applied to any business environment is that teamwork is a critical factor for success.

⁴³ Perry, 'Manchester United, Brand of Hope and Glory'.

⁴⁴ Downs, 'Joining Forces'; Paramio, Campos and Buraimo, 'Promoting Accessibility for Fans with Disabilities to European Stadiums and Arenas: An Holistic Journey Sequence Approach'; Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'.

⁴⁵ MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 20.

⁴⁶ Kay, *Foundations of Corporate Success*, 8.

⁴⁷ MUDSA, 'For the Club. Phil chats with George Johnstone', 19.

⁴⁸ Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'; MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 20.

⁴⁹ MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 23.

⁵⁰ Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies', 140.

⁵¹ MUDSA, 'For the Club. Phil chats with George Johnstone', 20-21.

⁵² MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 30.

⁵³ See Phil Downs 'statement in MUDSA, *Celebrating 10 years of the Ability Suite 2003-2013*, 7.

⁵⁴ In the summer 2013, David Gill stepped down from the position of chief executive at Manchester United FC and chairman of Manchester United Foundation and was replaced by this deputy John Shiels.

⁵⁵ Fischer and Rohde, 'Management Resistance to Innovation'; Oke, 'Barriers to Innovation Management in Service Companies'; Johnson and Scholes. *Exploring Corporate Strategy*.

⁵⁶ MUDSA, *Celebrating 10 years of the Ability Suite 2003-2013*, 7.

⁵⁷ At the time of writing George Johnstone was retired from his duties at the club level.

⁵⁸ MUDSA, 'For the Club. Phil chats with George Johnstone', 19.

⁵⁹ Downs and Paramio-Salcines, 'Incorporating Accessibility and Disability in the Manchester United Culture and Organization as part of their CSR Policies'.

⁶⁰ MUDSA, 'For the Club. Phil chats with George Johnstone', 20.

⁶¹ As part of their CSR approach, the Premier League itself and football clubs at the Premier League as the case of MUFC are implementing programmes to make a positive social difference to the local communities in which the clubs are located. See Anagnostopoulos, 'Getting the Tactics Right. Implementing CSR in English Football'.

⁶² See more details of the impact and implications of this programme on children and adults with disabilities on different local communities at Manchester United Foundation. *A Season Review. Taking Manchester United to the Heart of the Community. Impact Report 2012/13*; MUDSAb, *Members' Handbook Summer 2014*.

⁶³ Paramio, Campos and Buraimo, 'Promoting Accessibility for Fans with Disabilities to European Stadiums and Arenas: An Holistic Journey Sequence Approach', 371.

⁶⁴ MUDSAa, *Celebrating 10 years of the Ability Suite 2003-2013*, 19.

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