

Supporters as Heritage: Engaging Fans to Tell the Whole Story

Torcedores como patrimônio: envolvendo torcedores para contar a história por inteiro

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Abstract: This text provides an overview of the Manchester United Museum's size and scope, as well as a more in-depth look at how the museum's collections are managed. Visitor demographics and their interactions with collections are examined, as are the ways in which they form emotional connections with museum objects; recognising that visitors see themselves as standing within the club's history rather than outside it. The report takes into account best practice at other UK museums as well as guidelines and reports produced by the UK's Museums Association. These contextualise the ways in which the Manchester United Museum has worked to better engage with visitors, through public participation and community projects. The way oral history interviews are now being employed to gather stories about the club is also discussed, as well as the challenges faced when trying to find and record underrepresented demographics. Finally, the report briefly looks at how the museum is following the lead of other departments in the club moving towards achieving a greater online presence, in order to continue to engage with global fans in the face of an unprecedented pandemic.

Key-words: Co-curation. Narratives. Supporters. Visitor Engagement.

Resumo: Este texto apresenta um panorama geral sobre o Manchester United Museum no que se refere às suas características gerais, ao mesmo tempo em que analisa aspectos da gestão das coleções do museu. O perfil dos visitantes e as interações estabelecidas entre eles e coleções são examinadas, assim como as conexões emocionais que estes estabelecem com objetos do museu; reconhecendo que os visitantes se veem dentro da história do clube, e não fora dela. O texto apresenta o trabalho desenvolvido pela equipe do Museu do Manchester United em busca de maximizar o envolvimento dos visitantes e da comunidade, por meio da participação do público e de projetos comunitários e levando em consideração as melhores práticas estabelecidas em outros museus do Reino Unido, bem como diretrizes e relatórios produzidos pela Associação de Museus do Reino Unido. O emprego de entrevistas e o uso da história oral como fontes de informação sobre a história do clube são também discutidos, assim como são abordados os desafios enfrentados no sentido de localizar e registrar informações de grupos demográficos até então sub-representados. Analisa brevemente de que forma o museu segue a tendência de outros departamentos do clube em direção a uma maior presença online, com o objetivo de envolver fãs globais, face à uma pandemia sem precedentes.

Palavras-chave: Co-curadoria. Narrativas. Torcedores. Engajamento de visitantes.

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Although collecting sporting heritage has been alive and well for over 100 years, dedicated sports museums are a relatively new trend in the UK. For a long while, this appeared to bring to mind trophy rooms with one or two shirts for good measure. However, over the last two decades, sports museums have become a space to discuss social history. The context of sport's greatest moments, the backgrounds of sportspeople, and the histories of fans all help to build a picture of society. This text aims to examine how the Manchester United Museum manages its displays and collections, as well as how the staff have worked with supporters to better

Manchester United Museum

The Manchester United Museum opened in 1986 and now covers three floors within Old Trafford's Sir Alex Ferguson Stand. Welcoming around 330,000 visitors every year, the museum tells the story of the club; from its formation in 1878, through bankruptcy, tragedy and triumph to the present day. Visitors generally spend around an hour in the museum, before heading on a guided tour of the stadium which takes in areas such as the press lounge, dressing rooms and dugouts. Over 95% of tickets sold are for both the stadium tour and the museum.

Prior to the Covid-19 pandemic, we found that just 60% of our visitors came from within the United Kingdom¹. The remaining 40% was made up of a worldwide split. Most visitors from the UK have been to Old Trafford before; normally to attend a game, rather than a previous visit to the museum². For overseas guests, their visit to the Museum and Tour was likely to be their first experience of the ground. As such, UK visitors are likely to be match going fans, whilst tourists from overseas have made the decision to visit Old Trafford. Both will have certain expectations of the experience that need to be met.

Almost 70% of our visitors are aged between 18 and 45, a demographic mainly made up of young professionals or families³. In recent years, and following visitor feedback, we have made moves to live up to the expectations of our younger visitors, by adding interactivity into previously static displays. This has included physical interactives and games as well as technological offerings. In 2019 we added a 'choose your own adventure' style digital game, which asks visitors to make managerial decisions which

¹ According to club research and an analysis of Omicket data, 2019

² According to club survey results, February 2019

³ According to club survey results, February 2019

may (or may not) result in a trophy winning season. The game even includes the abstract concept of luck, which plays a large role in any sporting endeavor.

Through our audience research, we knew that many of our visitors did not arrange repeat visits, despite a programme of changing displays and updates. We recognised that many of our visitors are young professionals who are what the UK Audience Agency would refer to as 'Experience Seekers'⁴. As such we wanted to host more events which would make our museum feel like an interesting, social media-worthy, visit. In 2017, as part of a national *Museums at Night* campaign, we ran a pop-up exhibition looking at the work of local artist Stanley Chow⁵. The exhibition showcased a selection of his Manchester United-related portraits, and included a small artist's shop and competitions for attendees. Promoted on social media by both Chow and the club, the event was soon oversubscribed and tickets went to ballot. This pop-up exhibition represented a different kind of activity for us; an attempt to appeal to new visitors, as well as showing those who might have visited in the past that there is a reason to return.

The museum's permanent collection comprises around 40,000 objects, with a further 2,000 on loan from former players, staff and members of the public. To be properly accountable for the objects in our care, we work to the standards put in place by the UK's Collections Trust⁶. As well as ensuring that our collections are thoroughly researched and documented, this makes it easier to collaborate with other museums around the country. Within the last five years we have worked with local museums as well as nationals such as the V&A. We use the Modes collections management system⁷ to catalogue our objects, whilst also maintaining paper records. As per Collections Trust guidelines, we have clear collections management and conservation policies in place. These explain the themes we should be looking to collect, how we anticipate these objects will come to us, how items should be stored and what preventive conservation methods should be employed.

Our budgets are allocated by the football club itself, meaning that the museum is fortunately protected from many of the financial difficulties facing the culture sector. At a

⁴ An important part of the urban arts and culture scene, Experience Seekers are looking for new things to do, and have disposable income to spend. They are likely to share experiences through social media, providing experiences with free marketing. Available in: <<https://www.theaudienceagency.org/audience-spectrum/experience-seekers>> Access in: 23 sep. 2020.

⁵ Available in: <<https://www.facebook.com/BBCSport/videos/we-were-live-at-stanley-chow-illustration-manchester-united-exhibition-where-the/1611428632277497/>> Access in: 23 oct. 2020.

⁶ Available in: <<https://collectionstrust.org.uk/>> Access in: 23 oct. 2020. The Collections Trust offers standards and advice which give meaning to the objects in our collections, as well as ensuring that we are up to date with the best standards for their care.

⁷ <https://www.modes.org.uk/> One of the most popular collections management systems in the UK, the Modes database helps us to manage and search our collection.

time when other institutions have limited budgets, we have enjoyed a thriving collections policy that has, in the past few years, seen us able to acquire large collections relating to some of our most famous players. We recognise that this is a luxury and work with other museums where we can, gifting duplicate objects and loaning items for display.

I joined the club in 2014, in the same week as fan-favourite midfielder Juan Mata, although in somewhat different roles. I was soon struck by the emotional connection our visitors had with the displays and the museum's output. Despite having worked in a number of different museums, including institutions with a more local focus, I had never experienced such a deep connection to the subject matter. I began to realise that visitors to sports museums, and club museums specifically, have a different relationship with the objects on display and the topics covered. Almost every visitor, whether a tourist or a member of the local community, has a vested interest in their visit, they do not need to be convinced of an object's importance, as they might with a skeleton in a natural history museum. As fans, they already 'know' that the club they support is the best, and they come prepared to have these beliefs confirmed and bolstered.

The vast majority of our visitors come to the museum with a wealth of information. For many, this has been built up over years of supporting the club, attending games, and conducting their own research into the history. Every fan has a favourite player, a favourite shirt, and a match which means more to them than any other. Our supporters are the history of the club. Without the fans, the club would never have become the global institution it now is, and the need to represent this in the museum was clear. The big question we faced was 'how?'

We could see that industrial museums had faced the same difficulties. The histories they represent are tied to the actions of everyday people, who may hold more knowledge about the minutiae of machinery and processes than curatorial staff. We spoke to colleagues at the Museum of Making in Derby, England, who were beginning a 5-year £17million programme to regenerate the museum on the site of the world's first factory. Phase one of this redevelopment had been to audit their collections, and to give more context and information to the objects in their care. Curators and collections staff arranged workshops with members of the public and talked with them about their manufacturing pasts. Many of the people who became involved in the project had worked with the machinery in the museum's collection, and could shed new light on industry-specific items. Staff told me that they had found this help invaluable. An example included unknown tools being finally reconciled with clock making, along with an explanation of how they were used. This recognition that the institution is not the only

expert shows how blurring the lines between museum and public can create a helpful discourse.

We also took note of how other sporting museums were able to take the voices of supporters and turn them into an exhibition. In 2016, the National Football Museum, situated in Manchester, launched *The 1966 World Cup Exhibition* which celebrated the 50th anniversary of England's first and only FIFA World Cup victory. The exhibitions team worked closely with people who attended matches or worked for the tournament, to collect their stories and represent them within the history of the competition. On monitoring how visitors moved around the space, the contributions from members of the public are what fuelled the imagination most. The story of a clarinettist who realised that he had left his bandsman's uniform in Portsmouth only once he had arrived to play at the Wembley final, stuck in the mind. It helped to build a better-rounded story of an event which could too easily have become statistics and match reports.

The collecting policy at the Manchester United Museum does include the need to accumulate objects from supporters in order to represent our fans within displays. However, these ephemeral objects can be hard to come by. These items were often homemade and don't have the obvious 'this belongs in a museum' look that a medal or a football shirt might. In fact, for a lot of our fans, the phrase 'this belongs in the loft' was more likely to be the case. This makes them all the more precious.

An example of this disbelief came in 2019. A gentleman in his nineties contacted us to see whether we would like to accept a donation of memorabilia. This included a Bakelite badge from the 1930s; something we had only seen before in photographs. He had kept the badge since childhood and did not anticipate that we would want it. To him, this was 'just' a badge. We accepted the donation, and immediately added it to our *Supporters* display; one of the earliest examples of fan materials in the museum. To the donor, knowing that something he had owned was on display in the museum gave joy, and made him feel a more important part of the fabric of the club.

The Reds' Glory Trail '77 Exhibition

We decided to trial a version of what we had seen at the National Football Museum. In late-2016 we began planning *Reds' Glory Trail '77*, an exhibition launching the following year, which would focus on the 1977 FA Cup Final. The 1970s were a turbulent time for Manchester United. The 1968 European Cup winning team had disbanded, Sir Matt Busby had retired, and the club's fortunes in the league became a

rollercoaster. The one constant was the supporters. Upon speaking with the club's tour guides, many of whom are lifelong fans, we began to understand that supporting the club at this difficult time was a rite of passage. My colleagues and I appreciated that this emotive and exciting story could not be delivered third hand, as this would remove all feeling from the narrative. Instead, we developed a call to action, inviting supporters with stories to get in touch.

We used the club's match day programme, social media channels and dedicated television channel (MUTV) to promote the campaign and received a phenomenal response with supporters willing to share, not just their memories, but also their treasured possessions for the exhibition.

Many of these stories stood out for their emotional impact. One fan remembered being separated from his father during the game, but upon finding him again after United's triumph declared "*This is the best day of my life*". Another loaned us the decorated warehouseman's jacket his late father had worn to the game, along with family photographs. Other fans told us of their determination to attend, some taking leave from their army posts and travelling overnight from West Germany. One gentleman travelled from Ireland to Scotland by ferry and then down to London on the train, all without a ticket. The fan in question eventually bought a ticket for ten times face value and would find his adventures reported in the local newspaper; a clipping of which he loaned to us.

I took lots of photos of fans with my Kodak camera...The atmosphere in the ground was terrific, watching the pre match entertainment and just soaking everything in. The feeling when the final whistle went, watching The Cup being presented, was something else. (Peter Smith, United Supporter, 2016)

We incorporated as many stories as we could into the exhibition; on panels, as interpretation for objects and even a digital scrapbook where we could display some of the wonderful photographs and stories we had been sent.

At the opening for the exhibition, we were able to see first-hand the impact of using the reminiscences of our fans to tell a story. Those who had told us their personal histories never imagined that they would find their words and belongings in the club's museum, that their experiences would be treasured to this extent by the people seen as 'custodians' of the club's heritage. Their every-day objects gained a new significance, whilst items from the museum's collection regained their personal associations.



Figure 1- The opening of the exhibition gave supporters the chance to mingle with the players they had idolised and show them objects they had treasured for forty years. Image Ref: 1977 Exhibition Launch February 2017.

One contributor was bemused to see the handmade accessories he had worn to the final carefully mounted and interpreted next to a winner's medal. He told me that his wife had spent years begging him to throw the items away, and turned to her with an 'I told you so' gleam in his eye. These objects are now on permanent display in the *Supporters* gallery in the museum. The gentleman who had told us about the best day of his life, brought his father with him to the opening. At the end of the evening the pair left, tearful, sharing reminiscences of their day together forty years before.

When conducting visitor observations in the exhibition space, dwell time increased, and our visitors began to talk more about the objects on display. We regularly heard the phrase "I had one just like that" and we received increased numbers of donations from people who realised that their connection to United meant as much to the club as it did to them. Our supporters began to feel like a bigger part of our history and this was something we wanted to continue by recognising their expertise.

This emphasis on participatory practice has been promoted by the UK's Museums Association, who have long advised that museums cultivate a two-way relationship with their visitors. In 2018 they published *Empowering Collections*⁸ which made strong recommendations that museums should embark on strategic collecting with

⁸ Available in: <<https://www.museumsassociation.org/campaigns/collections/empowering-collections/#>> Access in: 13 oct. 2020.

communities and that they should use their collections to increase social impact. The Museum Association's *Museums Change Lives*⁹ campaign launched in 2017, and noted that museums have the opportunity to enhance quality of life, as well as improving our mental and physical health. Having seen the impact of working with our supporters, and the ways in which our displays were capable of promoting an emotional response which led to greater connections (both to the club and between our visitors), we wanted to explore ways to extend this further.

The museum's work with people living with dementia

At the launch of *Reds' Glory Trail '77*, we connected with a gentleman who works for the Alzheimer's Society. Speaking with him made us question whether we could be doing more with our objects and our knowledge than simply putting up displays. We began to work towards the launch of sessions for people living with dementia. The working group included representatives from the curatorial and learning teams, as well as assistance from the management and marketing teams. A number of us, including myself, had first-hand experience of dementia and the effect it can have on families. This was an opportunity to provide somewhere for people to get to know one another and to provide respite for carers who may not have support elsewhere.

We recognised that despite our enthusiasm, we were not experts in the field, so we set out to speak to people who were. This included established groups like Sporting Memories, Everton in the Community, and Burnley Football Club, who were able to give us practical advice. Meanwhile, professionals such as Professor John Keady at the University of Manchester and representatives of the Alzheimer's Society were able to give us more information about how to connect with individuals.

The sessions we launched have Manchester United at their core, and use a curated handling collection, images and footage to stimulate memories and discussion. Chants from the terraces also play a huge role in the sessions, with some participants launching into unexpected, but joyful, song. Despite the impact of dementia, within these sessions recollections are clear, detailed, and from a very early age; the association with the club spanning decades.

We are also fortunate that we are able to use the stadium itself as a prop. Although Old Trafford has continually grown and evolved, for many participants this

⁹ Available in: <<https://www.museumsassociation.org/campaigns/museums-change-lives/>> Access in: 13 oct. 2020.

represents the site of so many glorious moments within their own histories, that the changes seem not to matter. The group entered the stadium bowl with a tour guide who was there to provide information. However, the participants soon took over.

It was as if everyone was suddenly transported back to their youth... in an instant we heard about football matches from long ago and how they, as fans, considered themselves part of a tradition and a history (John Quinn, Stadium Tour Guide and Session Lead, 2020)

We had been advised that the lights and sounds used in the museum could be stressful for those living with dementia. In order to navigate this, we opened a separate entrance which leads more directly to the space set aside for sessions. Though attendees use this on arrival, they soon began to ask to walk through the museum on their way out. Far from being a distressing activity, this longer, busier route proved to be a high point in the sessions, as attendees can study the exhibits as they exit. Frequently this brings back happy memories and reaffirms participants' feelings that they are a part of the club.

Whilst the ecstatic highs and devastating lows of football provide a starting point for reminiscence, the way that sport permeates into people's everyday lives is shown by how the sessions can move 'off topic'. A talk about the club's 1968 European Cup final win can migrate into a conversation about the best venues for a celebratory night out in late-1960s Manchester. A discussion about terrace fashions might move to talk about the pros and cons of flares, whilst a session which began by talking about playing football at school resulted in two raucous and laughter-filled hours. However, for our supporters, this is not 'off topic'. Football was the starting point for many of their day-to-day experiences, and this needs to be represented by the activities and discussions we offer.

The sessions have had the impact we were hoping for. They have quickly become a space where participants can use their affiliation with the club to reminisce. Meanwhile their carers, usually family members, can relax in a non-judgmental, friendly atmosphere. One carer even told us *"I wish I could bring mum every day"*. The power of the football club, and its heritage is really at the fore during these sessions, and we are able to provide normality for people, if only for a couple of hours.

Obviously 2020 threw some challenges our way when it came to running group sessions for older, and potentially vulnerable fans. The Covid-19 pandemic left us unable to continue to run these sessions, which in turn meant that there was a gap in the activities of our participants. However, the team running the sessions worked to stay in

contact with the older people and their families; the club continuing to form a part of their lives. In the meantime, we established remote sessions, and connected with a local healthcare trust to expand our reach. We are now running online sessions for fans who have been referred to us by healthcare professionals, who have recognised that for isolated supporters, this contact could be invaluable. The healthcare trust have acknowledged that the link the fans have to the club will help to support them throughout this time, and will assist with their palliative care.

COVID-19 and online content development at the museum

Another challenge we faced during the UK's lockdowns, museum closures and behind closed door matches, was that the ways for fans to engage with the club had shrunk. Much of the emotional connection that our museum fosters is linked to fans being able to see, and in some cases interact with, objects.

We had seen other museums, including our neighbours the National Football Museum launch wonderful online content¹⁰. In recent years, sports clubs have begun to work with digital content in order to reach, and attract, new fans. In the pandemic-ravaged 2020, the Manchester United Museum also needed to make this transition to online, in order to maintain and strengthen the connection with fans and tourists.

In early November 2020, we launched *United Kit: Revisited*¹¹ an online exploration into the history of United's jerseys. The exhibition includes a mixture of content, from articles which talk about the club's first colours, to videos which tell the stories of special shirts. However, although we were thrilled with the content we had curated, we worried that the passive nature of an online exhibition could represent a return to the idea that the museum is the only expert. To combat this, we chose to include varied content, and voices. We asked 'personalities' to discuss their favourite shirts. Although this included current and former players, we also asked high profile fans to add their voices. We again approached local artist Stan Chow to record a video, as he is known for being a fan of the club. We also spoke with adidas senior designer, Inigo Turner, who grew up in Manchester, and is a lifelong supporter, as well as being responsible for designing our shirts in recent years. It was important that we represent diverse voices, rather than merely presenting what we had decided were the 'best' kits.

¹⁰ Available in: <<https://nationalfootballmuseumstrip.com/>>. Access in: 25 sep. 2020.

¹¹ Available in: <<https://www.manutd.com/en/visit-old-trafford/museum-stadium-tours/united-kit-revisited>> Access in: 23 nov. 2020.

In an effort to further include supporters, and for the exhibition to be more interactive, we added the facility for fans to add their own much loved shirts to the display. Visitors to the site can upload images and text to tell us about the memories they have of kits and of the club. This has proven to be very popular, with fans adding fantastic, and emotional stories, which show how connected they are to the club's heritage:

My favourite United shirt is the first one I ever owned, which also happens to be the one we won the first ever Premier League title in. My first ever memories of United were made with us wearing that shirt. I love it to bits and it'll always be my favourite. (DAEGAN, J., s/p 2020)¹²

This kind of interaction has even taken place on social media. When discussing historical issues, it can be difficult to keep the reactions to Facebook, Instagram or Twitter posts on topic. They often become somewhat disordered lists of favourite first team players, or who the club should aim to sign. However, the responses to *United Kit Revisited* content were different. Unprompted, fans posted emotional replies. Together, it became a kind of love letter which talked about beloved kits and the players who wore them. The history of the club is a unifying force and supporters from around the world were able to come together to discuss their most memorable moments.

Oral histories as a resource for a more diverse narrative

The memories and discussions on social media are ephemeral. They are difficult to collect and remain the copyright of the author. However, as we move towards including more supporter stories, we need to develop a system to collect and store some of these accounts for use in future. As such we have created a plan to collect oral histories from people who have worked for the club, as well as fans. This will aim to compliment a similar project from the late 1990s and early 2000s. We're hoping for this project to document the myriad of stories which make up Manchester United. To do this, we have needed to adapt and take a more targeted approach.

In the past, when we have produced a call to action and invited fans to contribute their stories, we have tended to find that the same demographics respond. These tend to be the types of people stereotypically associated with 'being a football fan'. Although these respondents have fantastic stories and memories, we want to ensure that less well-documented accounts of supporting the club are also represented. This includes women, BAME fans, disabled supporters and fans from the LGBT community. The

¹² Available in: <<https://www.manutd.com/memoryvault>> Access in: 23 nov. 2020.

museum is currently in the early stages of working with the club's supporter liaison team to find possible candidates and may look further afield to find participants who are no longer directly affiliated with the club. In 2021, we are hoping to work with Manchester Metropolitan University on a project collecting the stories of women who attended matches during the 1960s to the 1990s. All of our interviewees will sign a disclaimer allowing us to use their personal histories online, for research and for displays.

To ensure that we are conducting these interviews in the best and most ethical way, we have undertaken research and attended training sessions from the Oral History Society¹³. Our interviews will either be conducted in person or, depending on Covid-19 restrictions, remotely, using video conferencing tools. We want the interviewee to feel safe and able to tell us the details of their time supporting United. As this will be an official club initiative, I worry that participants may feel as though they have to sanitise their stories, in order to fit within what they view as a pre-approved narrative. This is not the case, there is no right or wrong history when it comes to supporting a sports team. This is something that we will need to be aware of as we move forward, to ensure that we are collecting real, unedited accounts.

Final considerations

In conducting these interviews, and inviting our fans to participate more, we are hoping to build a history of the club which is holistic. It is easy when talking about a sports club to focus on big names and trophy wins. But from my experience this would only tell half a story. The information we receive from fans gives us more than tales of success. They tell us about rites of passage, the realities of watching matches from the terraces and waiting outside for the team to arrive. As a custodian of the club's history, I feel it is important to collect and share these memories, or we risk editing down our past. Although we have more to learn about involving fans, and no project of this kind is ever truly complete, the first steps we have made are exciting. I am looking forward to working with our supporters and local communities as we move into the future.

¹³ Available in: <https://www.ohs.org.uk/advice/getting-started/> Access in: 23 nov. 2020.

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