



Football and economy: impact of the fans in the Pro league - serie a of Ecuador

Fútbol y economía: impacto de la afición en la liga Pro - serie A de Ecuador

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Abstract

Introduction: Football in Ecuador, particularly the LigaPro Serie A, is a phenomenon that combines sporting passion with significant economic and social impacts. The fans play a crucial role in the dynamics of this sport, influencing both the local economy and the cultural identity of the country. This article analyzed how the fans in the LigaPro Serie A positively affect the Ecuadorian economy and its impact on society.

Objective: The study aimed to explore how fans influence club revenues, the dynamization of related economic sectors and the role of football as a catalyst for local development.

Methodology: A quantitative approach was carried out based on official sources of the Pro League, financial information of the 16 Serie A 2024 football teams and bibliographic sources, normality tests such as Kolmogorov-Smirnov and the Friedman test were applied, in addition to a descriptive analysis of income generated by economic activities of football clubs. The results indicated that fans played a critical role in the financial stability of clubs, with average attendance per match being approximately 8,500 fans, a 10% increase compared to the previous season.

Discussion: The findings coincided with previous studies that highlight football as a dynamic agent of the local economy. However, differences were observed in the magnitude of the impact, suggesting that factors such as geographical location and club management influence results.

Conclusions: Professional football in Ecuador has established itself as a key element for economic development, both for the clubs and for the cities that host the matches.

Keywords

Economy; football; economic impact; Liga Pro; merchandising.

Resumen

Introducción: El fútbol en Ecuador, particularmente la LigaPro Serie A, es un fenómeno que combina la pasión deportiva con importantes impactos económicos y sociales. Los aficionados juegan un papel crucial en la dinámica de este deporte, influyendo tanto en la economía local como en la identidad cultural del país. En este artículo se analizó cómo los hinchas de la LigaPro Serie A afectan positivamente a la economía ecuatoriana y su impacto en la sociedad.

Objetivo: El estudio tuvo como objetivo explorar cómo los aficionados influyen en los ingresos de los clubes, la dinamización de los sectores económicos relacionados y el papel del fútbol como catalizador del desarrollo local.

Metodología: Se realizó un abordaje cuantitativo a partir de fuentes oficiales de la Pro League, informes financieros de los equipos de fútbol n=16 Serie A 2024 y fuentes bibliográficas, se aplicaron pruebas de normalidad como Kolmogorov-Smirnov y la prueba de Friedman, además de un análisis descriptivo de los ingresos generados por las actividades económicas de los clubes de fútbol. Los resultados indicaron que los aficionados desempeñaron un papel fundamental en la estabilidad financiera de los clubes, con una asistencia media por partido de aproximadamente 8.500 aficionados, un aumento del 10% en comparación con la temporada anterior.

Discusión: Los hallazgos coincidieron con estudios previos que destacan al fútbol como un agente dinámico de la economía local. Sin embargo, se observaron diferencias en la magnitud del impacto, lo que sugiere que factores como la ubicación geográfica y la gestión del club influyen en los resultados.

Conclusiones: El fútbol profesional en Ecuador se ha consolidado como un elemento clave para el desarrollo económico, tanto para los clubes como para las ciudades que albergan los partidos.

Palabras clave

Economía; fútbol; impacto económico; Liga Profesional; merchandising.

Introduction

Football is the most popular sport in Ecuador, with a passionate and loyal fan base. Ecuador's Liga Pro, established in 2019, has been an important catalyst for the professionalization and development of Football in the country. This article focuses on the relationship between fans and the Liga Pro economy, providing a detailed analysis of how fan engagement drives economic activity and contributes to the growth of Ecuadorian football. The research work will focus on the specific case of Ecuadorian football, so the data used to carry out the economic study will be related to teams in the Serie A of the Professional Football League, in a contextualized way, reference will be made to this sport from a global perspective, contrasting our reality with that of the rest of the world.

For (Carrión, 2006), sports competition is little more than a commercial competition developed under a completely centralized regulatory system and managed by the "invisible" hand of FIFA (International Federation of Association Football), a multinational monopolistic organization. Improvements in communication and technological advances are among the complex and varied factors that have become known as the "new economy". On the other hand, new technical possibilities have great potential to change the social and economic landscape, taking the lead in what producers and consumers do on a daily basis (García del Barrio and Francesc Pujol, 2007). The economy is not limited to professional football, but also to the multiple economic and social activities that football clubs originate. In addition, football also has an impact on the turnover of other sectors, such as clothing and footwear, transport, tourism, advertising and audiovisual content (Coremberg et al., 2016). The promotion and stimulation of an autonomous activity, football-game, for the direct benefit of social reproduction, that is, football as a correlative and complementary activity of the labor process in the capitalist mode of production (Aguilar Zinser, 2022).

Football is not only played in stadiums, but it is also played in economic areas, those countries that have not had a football tradition have managed to make money in this way, as in the case of Arab countries and Southeast Asia, who rode European football as owners or shareholders of teams (Brito Alvarado & Vayas Castro, 2022).

The concept of creating a "Professional Football League", similar to those that exist in other countries around the world. To launch this project, the help of the Spanish Football League was requested, which agreed to collaborate in its development; thus on October 20, 2018 it was decided to create the "Liga Profesional de Fútbol del Ecuador" with the 24 teams of the Serie A and B of Ecuador, which will be in charge of supervising and managing the Serie A football tournaments, as well as managing commercial rights, discipline, stadiums, the court of appeals and security (Liga Pro ec, 2024).

In this sense, for (Melo Morante & Paucar Martínez, 2023) global footballization, which makes the king of sports at the center of world crises. According to this statement, as citizens of the countries where we enjoy football, we make everything revolve around football, and it is believed that an economic crisis or political tension is going to be alleviated in a football championship.

Stadium Attendance

Stadium attendance is a key indicator of the economic impact of fans. Ticket revenues represent an important source of funding for clubs. In addition, the presence of fans at matches creates a vibrant environment that can attract sponsors and improve TV rights contracts. In the research (Andrade Matuk & Fajardo Peña, 2021) the set of income generated on match day, in addition to the social fee charged in clubs whose members are owners, is known as matchday.

Professional football organisations have various sources of income to match expenditure and produce profits in order to continue their existence in a high range of competition. Tickets, television rights and player sales, match day, tickets and stadium services are among the main sources of income. All these funds will allow the club to sustain itself in the face of high levels of competition (Lanas Karolys, 2020).

Football, a dynamic and high-energy sport, involves both direct participants (players) and fans who observe, judge, enjoy and experience the sport as spectators (San Lucas Vanegas, 2021).

Economic Impact



Fan spending is not limited to ticket purchases. Inside and outside the stadium, fans consume football-related products and services, such as food, beverages, and team merchandise. These additional expenses have a multiplier effect on the local economy, benefiting a variety of businesses.

For (Zaforteza Cerdá, 2023) clubs have become a reflection of public limited companies in recent years, as the sport has become more commercialized. With the global expansion of the football phenomenon, the time has come for the arrival of great business leaders in sport. Football in Ecuador is a source of excitement and a lucrative industry that moves millions of dollars. The last World Cup of 2022 demonstrated the interest of fans and companies in this activity, including full-day tours (which include accommodation, translations and tickets) to the stadiums where the Tricolor will play, as well as local benefits such as telephone raffles (El Comercio, 2022). Research carried out such as that of (Núñez Álvarez et al., 2024) expresses that, despite its socioeconomic importance, football in Ecuador faces significant financial difficulties, especially with regard to the lack of solvency of the clubs.

In Ecuador, the mission of the Liga Pro is the development of Ecuadorian professional football through the planning, organization, marketing, regulation and control of top-level football tournaments, ensuring fair and competitive tournaments (Liga Pro ec, 2024).

The championships of the Pro Seria A League (table 1) of Ecuador are made up of 16 teams, under the modality that they are promoted or relegated while remaining in the first 02 places or the last 02 places of the standings respectively (Club Registration Regulations for the Professional Football League of Ecuador, 2022).

Table 1. Serie A Football Teams 2024

Order	Name
01	Barcelona Sporting Club
02	Club Sport Emelec
03	Liga Deportiva Universitaria
04	Independiente del Valle
05	Sociedad Deportiva Aucas
06	Delfín Sporting Club
07	El Nacional
08	Club Deportivo Cuenca
09	Universidad Católica
10	Club Técnico Universitario
11	Macara Futbol Club
12	Mushuc Runa
13	Orense Sporting Club
14	Libertad Futbol Club
15	Cumbayá Futbol Club
16	Imbabura Futbol Club

Fountain: (Liga Pro ec, 2024)

Football fans

Passion and national pride are reflected in the football fans in Ecuador, which is an uninterrupted part of the country's culture. The life of Ecuadorian football depends on a valuable and dedicated fan base, who produce a unique and exciting atmosphere at every match. For (Luna Montalvo et al., 2022) in Ecuador, rivalries have undergone changes in recent years and have been dynamic throughout history, the classification of "classic" expanded and was never limited to a small number of matches, matches between Liga Deportiva Universitaria vs. Barcelona Sporting Club, currently considered the most representative because they are the most popular clubs in the country, leaders of the mountains and the Ecuadorian coast, it has been a game of bitter antagonism, added to the well-known Clásico del Astillero starring the neighborhood sister clubs such as Barcelona and Emelec.

In his research (Nieto Aguilar et al., 2020) he states that the interest created by football becomes a study of human behaviour that looks at sports as spectacles, either actively or passively, creating a link that is reflected in the imaginary of a society. Likewise, it is crucial to generate unforgettable and unique moments for enthusiasts, given that sports marketing experts have the ability to develop ways to make money for a football team (Lanas Karolys, Structural Model of Determinants of Intention to Attend Professional Football Stadiums: The Case of Ecuador's Serie A, 2020). The collective people who live in the



stands, Football seems to be designed to express extreme emotions and "illogical" feelings such as passion (Salazar López, 2021). (OneFootball, 2023) on its website states that men and women are distributed in a similar way, which also reflects the equality of the passion of both sexes for sport, but with a slightly higher prevalence of men (57% compared to 43% of women). Regarding age, the youngest are from twenty to twenty-four years old, followed by those who reach 30 years old. According to (Dobson & Goddard, 2001), a team's fans are one of the most valuable assets, since their loyalty guarantees recurring income, regardless of fluctuations in sports performance.

The pollster (Click Research Ec, 2024) measured the habits and preferences of Ecuadorians. Football represents a higher topic of conversation than politics and is a predominant sport. The journalist (Carrasco, 2024) on the website of the television channel Ecuavisa says that according to the results of the polling firm Click Research as of April 2024, the National Institute of Statistics and Census (INEC) says that the survey is carried out in March of 4,560 people in the most populated cities of the country. there are Quito, Guayaquil, Ambato, Cuenca, Durán, Ibarra, Loja, Machala, Manta, Portoviejo, Riobamba and Santo Domingo.

Table 2 details that in Ecuador, the Football team with the largest number of fans is Barcelona Sporting Club, represented by 32.14%, a result almost double the team that occupied second place, such as Liga de Quito with 16.23%; and very close to Club Sport Emelec with 14.25%, subsequently, Ecuadorian Football fans went to El Nacional, Deportivo Cuenca, Aucas and Independiente del Valle, while 6.65% of them go through other teams and 19.12% do not support any of them.

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09	They are not fans	19,12%

Source: polling firm Click Research

Football-related consumption

In addition to box office revenue, fans spend on merchandise, food and drink at stadiums, and transportation to events. Likewise, the food and transport industry experiences significant increases in sales during match days. The global Football market generates more than US\$ 300 billion annually. A lot of money in product sales, brand marketing, sponsorship, broadcast rights, and events. Much of all this was requested by great idols and sports fans (Somoggi, 2019). For (Zurera Gómez, 2018) fans are always looking to renew the clothes, scarf, flag and boots of their favorite team, as well as to carry the name of their idol on their back, this for them is to express to the world your pride in being part of something, of a club, that is moved by a feeling.

On the other hand, (La Nota Económica, 2020) tells us how streaming, a technology that completely changed the way we enjoy watching events, in particular football, the most searched sports sport on Google and YouTube, was boosted by the pandemic.

Television rights and sponsorships

The fans also influence the television rights and sponsorship contracts of the clubs. Teams with larger following numbers tend to secure more lucrative contracts, allowing them to improve their rosters and increase competitiveness in the league. Companies are willing to invest in sponsorships that guarantee them greater visibility, based on the number of followers of the sponsored team. For the (Johan Cruyff Institute, 2021) in terms of television product, sport is still considered the most profitable option, and football is the leader in that broad market. For a long time, leagues and promoters of sporting events have profited from having a flagship product to sell to television networks.



Articles 66 and 67 of the FIFA Statute (FIFA - Rules and Regulations, n.d.) state that the participating associations are the sole holders of all rights to the competitions, which include economic, recording and broadcasting rights for audiovisual, multimedia, promotional, marketing and marketing, as well as intangible rights, such as trademark and copyright rights.

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Method

This study used a quantitative approach to analyze fan attendance data, capacity of each of the stadiums where the Liga Pro Series A matches are held, and income generated by economic activities of Football clubs; and descriptive, since it seeks to characterize and analyze existing information without manipulating variables.

Participants

The data were collected from official sources of the Pro League, financial reports of the clubs and bibliographic sources, great difficulties were had in accessing statistics that could provide a sufficient amount of data to complete the present work. However, the evaluations, results and other information related to Football were found on the website of Transformarte, a page well known by Football fans, which includes a section focused on the statistics of the teams of the main leagues. It was possible to collect the necessary data to carry out the econometric analysis.

Procedure

First, we carry out a study of the main descriptive statistics of the variables and analyze them, these are mean, median, mode, maxima and minimum, standard deviation, asymmetry, principal quantiles (25th, 50th, 75th percentiles), coefficient of variation and kurtosis.

Instrument

The Kolmogorov-Smirnov test was used to examine the normality of the variables for independent non-parametric samples and with adjustment to the median and for the analysis of whether the variables appear to be close to normal, the Friedman test was applied.

Data analysis

Finally, a percentage descriptive analysis of the income generated by economic activities of football clubs was carried out.

Results

According to recent data, the average attendance at Pro League matches has shown an increasing trend. For example, in the 2022 season, the average attendance per game was approximately 8,500 fans, an increase of 10% compared to the previous season. This increase translates into higher income from ticket sales and greater consumption in the stadiums as described in (Table 5), where the data obtained with the cut-off date 06 of the current championship was considered (Núñez, Primicias, 2024).

Table 5. Average fan attendance per match

Order	Team	Fans per game	Stadium capacity
1	Emelec	16782	40000
2	El Nacional	9362	35258
3	Barcelona	8344	59283
4	Liga de Quito	7312	41575
5	Aucas	5461	18799
6	Macará	5049	16467
7	Técnico Universitario	4562	16467
8	Orense	3974	16456
9	Independiente del Valle	3532	12000
10	Deportivo Cuenca	2208	18749



11	Cumbayá	1854	35258
12	Libertad	1416	13359
13	Imbabura	1406	17260
14	Delfín	1048	22000
15	Universidad Católica	894	35258
16	Mushuc Rune	727	8200

Note. (Núñez, Primicias, 2024) cut 06 date of Liga Pro-2024

With the data obtained, the statistical analysis was performed as shown in (Table 6), reflecting that the second set of data shows greater variability, dispersion and range compared to the first set, which could indicate wider differences in the nature of the observations. Both distributions are skewed to the right, but the former shows a higher concentration of extreme values, while the latter has a flatter distribution. This suggests that while some stadiums may have a large capacity, not necessarily all matches have a high attendance, and the data shows an irregular distribution in both attendance and stadium capacity.

Table 6. Descriptive statistics fan attendance per match

	N	Rank	Minimal	Maximum	Sum	Media	Deviation	Variance	Asymmetry	Curtosis		
	Statistic.	Statistic.	Statistic.	Statistic.	Statistic.	Statistic.	Statistic.	Statistic.	Estadist.	Desv. Error	Statistic.	Desv. Error
Fan attendance per game	16	16055	727	16782	73931	4620,69	4241,644	17991547,163	1,715	,564	3,530	1,091
Stadium Capacity	16	51083	8200	59283	406389	25399,31	13999,989	195999679,696	1,016	,564	,515	1,091
N valid (per list)	16											

According to what is indicated in (Table 7), 16% of the observations have an attendance of less than 1004.88, 25% have an attendance of less than 1408.50, 50% (median) have an attendance of less than 3753.00 and 75% have an attendance of less than 6849.25. Percentiles suggest that the range of fan attendance and stadium capacity varies considerably, with some extreme values at the top of the distribution, which is logical, given that stadium capacities tend to be much higher than average attendance.

Table 7. Percentile Percentiles of fan attendance per game.

N	Fan attendance at stadiums		Stadium capacity
	Valid	Lost	
	16	0	16
			0
Asymmetry		1,715	1,016
Standard error of asymmetry		,564	,564
Percentiles	16	1004,88	12978,48
	25	1408,50	16458,75
	50	3753,00	18774,00
	75	6849,25	35258,00

The Friedman test in (Table 8), showed a significant difference between the elements or conditions evaluated, with a p-value of 0.000. This indicates that at least one of the conditions is significantly different from the others. The agreement between the subjects is moderate ($W = 0.518$), indicating that there is a degree of agreement in the classification of the elements, but it is not total. The variability between the elements is found to be considerably greater than the variability within the subjects, and the overall mean of 15010.00 provides a reference for the overall average of the data.

These results imply that there is a statistically significant difference between the conditions or treatments evaluated, and the magnitude of the differences is reflected in the coefficient of agreement.

Table 8. Friedman's test attendance of fans per game.

	Sum of squares	Gl	Quadratic mean	Friedman's chi-square	Itself
Inter subjects	2106350677,000	15	140423378,467		



	Between elements	ID: 3454010055,125A	1	3454010055,125	12,126	,000
Intra subjects	Residue	1103517725,875	15	73567848,392		
	Total	4557527781,000	16	284845486,313		
Total		6663878458,000	31	214963821,226		

Media global = 15010,00

to. Coefficient of agreement of W = .518.

Econometric analysis

After statistically analyzing the data, an econometric analysis was conducted. An attempt was made to describe each of the variables separately, considering their own characteristics, in the statistical analysis of this work. However, in order to draw conclusions about the importance of fan behavior based on these variables, it is crucial to examine how they perform compared to the other variables selected for the study.

Based on the results obtained in (Table 9), 25,399.31 the average capacity of the stadium is considerably higher than the average attendance, which is reasonable since stadiums usually have more capacity than is actually filled in many events.

The standard deviation of 13,999,989 reflects the dispersion of the data, the attendance has a moderate dispersion, while the capacity of the stadium presents a greater variability.

The maximum extreme differences in both cases, the positive difference for the capacity is greater than the negative one, which may suggest a greater concentration of data to one side of the distribution.

The test statistic obtained denotes that the attendance at stadiums was 0.179, while for the capacity of the stadium, 0.244 was obtained, a higher value which indicates that the data deviate more from a normal distribution.

The p-value in stadium attendance is greater than 0.05, indicating that there is not enough evidence to reject the null hypothesis of normality. This suggests that stadium attendance data does not deviate significantly from a normal distribution. For the stadium capacity, the p-value is less than 0.05, which indicates that there is enough evidence to reject the null hypothesis of normality. This suggests that the stadium capacity data does not follow a normal distribution.

Table 9. Test of Kolmogorov-Smirnov for a sample attendance of fans per match.

N		Stadium attendance	Stadium capacity
Normal parameters ^{ab}	Media	4620,69	25399,31
	Desv. Deviation	4241,644	13999,989
Maximum extreme differences	Absolute	,179	,244
	Positive	,171	,244
	Negative	-,179	-,134
Test statistician		,179	,244
Asymptotic sig. (bilateral)		,179 ^c	.012 ^c

b. It is calculated from data.

c. Correction of Lilliefors' meaning.

c. Correction of Lilliefors' meaning.

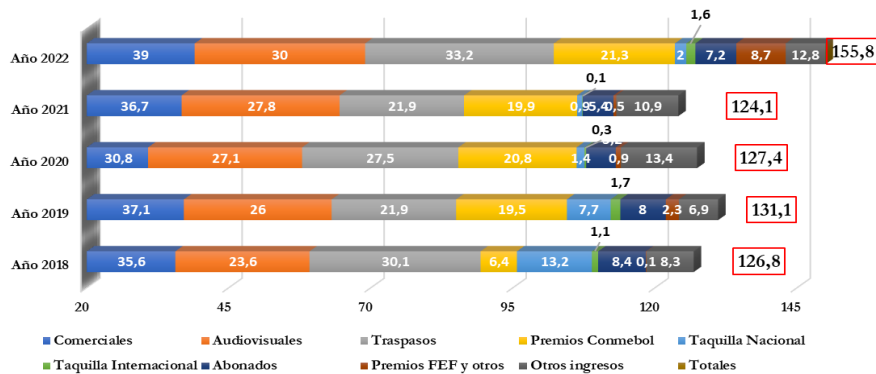
The (Figure 1) with data obtained from the years 2018 to 2022, it was evidenced that Football teams generate economic income not only through the sale of tickets and broadcasting rights, but also through various complementary activities, commercial sponsors are the main source of income, which includes Banking, Bookmaker, beverages, health, textile, etc. Despite the fall in 2020 due to the COVID 19 pandemic that affected the world, the club's commercial revenues have shown an upward trend, suggesting a robust recovery and increasing effectiveness in commercial strategies. (Informes economicos Liga pro, s.f.)

Conmebol transfers and prizes are another significant source of income, the box office, both domestic and international, has shown a low performance, especially from 2020, on the other hand, the FEF and other awards category had a notable increase, which may indicate a diversification in revenue sources.



Audiovisual revenues slowed down in 2021, the increase in 2022 suggests that the sector is on a positive path to expansion.

Figure 1. Economic income from the Clúbes of the Pro League of Ecuadorian Football.

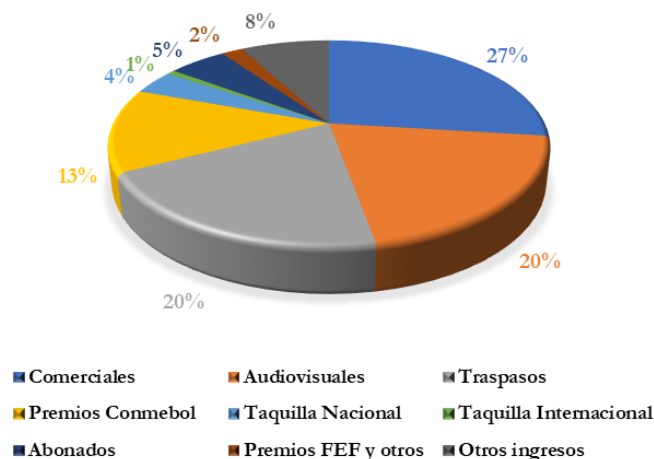


Source: Prepared by the authors based on data obtained from (Economic reports Liga pro, n.d.)

As demonstrated in (Figure 2), distribution from 2018 to 2022 reflected that commercials is the most significant income, representing 27% of the total suggests that marketing and commercial partnership strategies have been effective, broadcasting rights are another crucial source of income in Liga Pro teams, This 20% indicates a solid base in this aspect, which may indicate a strong interest of television stations in broadcasting matches, 20% indicate that income from the sale of players to other clubs is a significant part of the total, demonstrating that the organization has an effective strategy to develop and market talent.

Financial resources, from participation in competitions organized by Conmebol, such as the Copa Libertadores, with 13% evidenced the dependence on sports results in these competitions to ensure significant income.

Figure 2. Participation of economic income in the matches of the Pro League of Ecuadorian football.



Source: Prepared by the authors based on data obtained from (Economic reports Liga pro, n.d.)

Discussion

Ecuadorian football has experienced substantial growth in recent decades, consolidating itself as a central component of the country's cultural identity and an important driver of economic development. The results obtained in this study reveal that fan attendance exerts a significant influence on the financial sustainability of clubs and the dynamization of the local economy. The average attendance of 8,500 spectators per match—representing a 10% increase compared to the previous season—demonstrates that fan engagement directly correlates with club revenues derived from ticket sales, merchandising, and sponsorships. This finding confirms that spectators are not only consumers of the sporting event but also essential agents in sustaining the economic structure of Ecuadorian professional football.

The statistical evidence, such as the significant differences revealed by the Friedman test ($p < 0.001$), indicates heterogeneity among clubs regarding stadium attendance and capacity utilization. This reflects disparities in regional infrastructure, management efficiency, and fan loyalty. Clubs located in major cities such as Guayaquil and Quito, with larger stadiums and stronger brands, attract greater audiences and, consequently, higher revenues from both gate receipts and sponsorships. Conversely, clubs from smaller cities face structural constraints that limit their income potential, reinforcing the importance of strategic marketing and community engagement policies to balance competitiveness across the league.

From an economic perspective, the data align with the studies by Coremberg et al. (2016) and Castañeda Calvo & San Emeterio (2019), which emphasize football's multiplier effect on secondary sectors such as hospitality, transportation, advertising, and commerce. In Ecuador, match days generate increased activity in surrounding businesses, especially in bars, restaurants, and transport services, highlighting football's contribution as a catalyst for local economic circulation. The findings also support Mu Fan et al. (2023), who note that financial management and human capital investment are decisive in maintaining solvency; this is particularly relevant since over 70% of Ecuadorian clubs face liquidity problems despite fan support.

The econometric analysis shows that although stadium capacity averages 25,399 seats, the effective occupancy rate remains below 50%. This indicates untapped potential for revenue growth through improved fan engagement strategies. Marketing initiatives, enhanced stadium experiences, and digital fan interaction could bridge this gap. As noted by Fernández Torres (2024), the relationship between club solvency and sponsorship diversity is inverse: financially weaker clubs often have more local sponsors but fewer large-scale contracts, suggesting the need for a hybrid sponsorship model that combines regional and national partnerships.

At a macro level, football's contribution of approximately 0.8% to Ecuador's GDP underscores its economic relevance. Beyond the financial dimension, football serves as a social integrator, fostering national pride and collective identity. Fan loyalty sustains the emotional and financial equilibrium of clubs, echoing Dobson & Goddard (2001), who view supporters as the most valuable intangible asset of any sports organization.

Despite these advances, challenges persist. The unequal distribution of financial resources, the limited diversification of income sources, and the dependence on match-day revenues constrain long-term stability. Future research should focus on analyzing how digital platforms, streaming rights, and fan-based financing models (such as memberships or crowdfunding) could transform the current economic framework of Ecuadorian football.

Conclusions

According to the analysis of the impact of the fans in the Pro League - Serie A of Ecuador, the passion of the fans is not only an essential driver of the sporting spectacle, but also has significant economic effects. The fans of the Football teams of the Ecuadorian pro league contribute significantly to the generation of income through attendance at stadiums, commercials, audiovisuals and participation in international events and associated activities.



The multiplier impact of football on the local and national economy underlines the importance of continuing to develop strategies to engage fans and maximise the economic benefits of sport.

It is critical that clubs continue to innovate in their commercial approaches to sustain this growth and capitalize on the increase in fan engagement and sponsorship; Increasing investments in academia and in the development of young talent could potentially increase this income even more.

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