



CUCUTA DEPORTIVO



1926

STRATEGIC COMMUNICATION PLAN



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Summary

The project directed towards **Cúcuta Deportivo**, a Colombian football team, starts from the need to **recover the sense of belonging, heritage, and passion** among the team's supporters, which over the years has deteriorated due to administrative problems and performance issues in sports competitions.

What was once a heritage and symbol in the border city has become a shadow; this has led to seek, through a communication strategy, to **reignite fan passion and restore their emotional connection** with Cúcuta Deportivo. To achieve this, the plan will go back to the club's history, iconic moments, and the deep generational ties between the team and its fans.

Through this strategy, the goal is to revive what the red and black team once was, and although we cannot intervene or modify the organization, nor do we expect to be associated with it due to its reputation among the fans, everything will be directed towards the fans, family, and tradition that was no longer cultivated.

Based on the situation analysis, I can identify that the disconnection between the two parties involved is evident not only through stadium attendance but also in the lack of excitement in the streets before a match.

Additionally, digital engagement reflects this disengagement, as people express apathy through comments, voicing their dissatisfaction and disappointment towards what was once the pride of the city.



Supporters across generations

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SITUATION ANALYSIS

Cúcuta Deportivo is a Colombian soccer team founded on September 10, 1924. Its representative colors are red and black, and it is known as “Los Motilones”. This nickname originates from the fact that the department of Colombia it represents was once inhabited by the Motilón indigenous people. The team carries a rich history, serving as a symbol of the city and an integral part of its culture and identity.

Since its founding, Cúcuta Deportivo has faced multiple **financial crises**, at times even being liquidated due to poor administrative decisions. This was a devastating blow to the fanbase, who saw the team as more than just a sport. Additionally, they had to witness the team’s relegation on three occasions (1995, 1997, and 2013). Despite these setbacks, fans remained loyal, as their support extended beyond a mere hobby.

- In **2006**, with the coach **Jorge Luis Pinto**, the team achieved its **first and only championship title**, which is proudly displayed on its crest. This victory propelled Cúcuta Deportivo to international competition in 2007 (Copa Libertadores). Unfortunately, this moment of glory was short-lived



Jorge Luis Pinto and the team



Majority owner of the team

- By **2013**, **Jorge Augusto Cadena** became the owner and president of the team, promising to clear its debts and lead it to the top of the league. However, things didn't go as planned, and from that point onward, the team has struggled with **poor performance, financial instability, and a deteriorating relationship with its fans.**

SITUATION ANALYSIS

As a result, supporters have distanced themselves from **General Santander stadium**, which once welcomed nearly **42,000 spectators**, including entire families who had made attending games a tradition. Over time, **fans lost their sense of belonging and grew indifferent toward the club**, leading to the gradual erosion of its legacy and identity

Cúcuta Deportivo has always been known for its **passionate fanbase, standing by the team through both good and bad times**. The fans have been the backbone of the club, but due to the deteriorating relationship between the management and supporters, credibility and transparency have been lost, and the team's cultural roots have gradually faded.

Internally, the organization has shown little interest in maintaining its brand identity among fans. As a result, **the club has lost a significant portion of its supporters**, leading to declining ticket sales and a lack of interest from major sponsors who once sought to be part of the club's history.



General Santander Stadium
2013



General Santander Stadium
2025

SWOT ANALYSIS

The SWOT analysis was developed with the intention to identify factors that will help to address the campaign. **It was conducted through primary and secondary research** to gather information about the organization, Cúcuta Deportivo, identifying the internal strengths and weaknesses and external opportunities and threats.

The graphic below shows a summary of the findings.

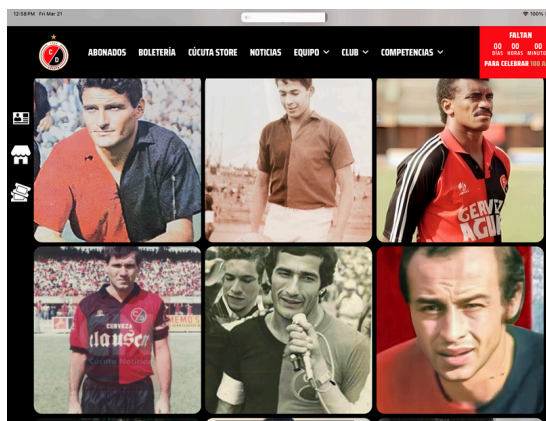
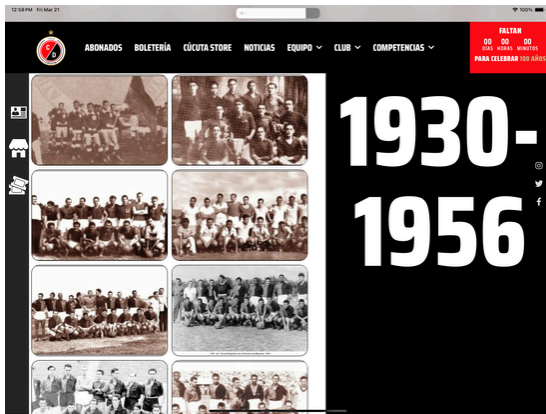


Fig.1. SWOT summary

FINDINGS

- **Lack of Emotional Connection with Fans**

The official website of Cúcuta Deportivo has a Club section featuring History, Idols, and Championships. While these sections once stirred deep emotions, today, they fail to engage fans due to the club's current poor sporting reality.



credit: website Cúcuta Deportivo

Many once-loyal supporters who proudly wore the jersey and passed down their heritage, have disengaged.

FINDINGS

- **Social Media Inspection**

Fans' disconnection is evident. Likes and comments express the disappointment, apathy and skepticism of the red and black fans.

Pura ilusión al principio y cuando ya esta todo servido la orden es bajar la guardia y caminar para continuar en las mismas... Directivos juegan con las ilusiones del incha rojo y negro

1d Like Reply

Están muy caras la boletas ya no se puede ir apoyar con la familia como si fuera un equipo de la A no señores respete. La afición señores

1h Like Reply

Translate to English:

- At first, it's all excitement, but then performance declines. The board is playing with the hopes of the red-and-black fans.
- Tickets are way too expensive. You can't even go support the team with your family anymore—like it's a top-division club or something. Show some respect to the fans.



Facebook Page of Cúcuta Deportivo

Followers: 175 K

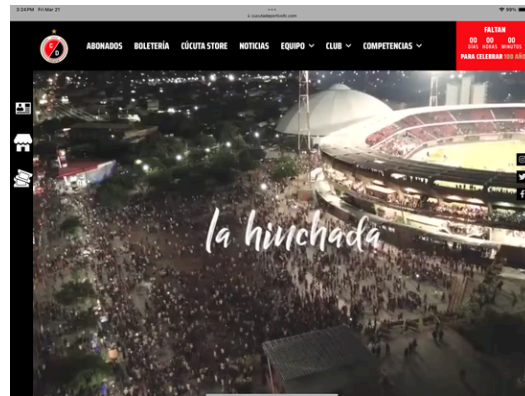
Likes: 147

We can notice the stadium empty and low interaction with the post based on the followers.

FINDINGS

- **Contradiction on the official website**

In the website there's a prominent phrase that says: 'Do you know why people recognize Cúcuta Deportivo?' And the answer is: 'Because of its fans'



Home page of the official website
Credit: website Cúcuta Deportivo

The fans have been the foundation and have played an important role in the team's recognition, but the reality today is the opposite of what is published on the website. The proud fans of Cúcuta Deportivo today cling only to the **memories** of a team that, in its moment, was a symbol of heritage and identity.

After hearing some of the team owner's statements about the current situation, we can identify a lack of interest in reestablishing communication with the fans. **Cúcuta Deportivo generates income from television rights**, which means that, despite the low participation and attendance at the stadium, José Augusto Cadena is not financially affected.

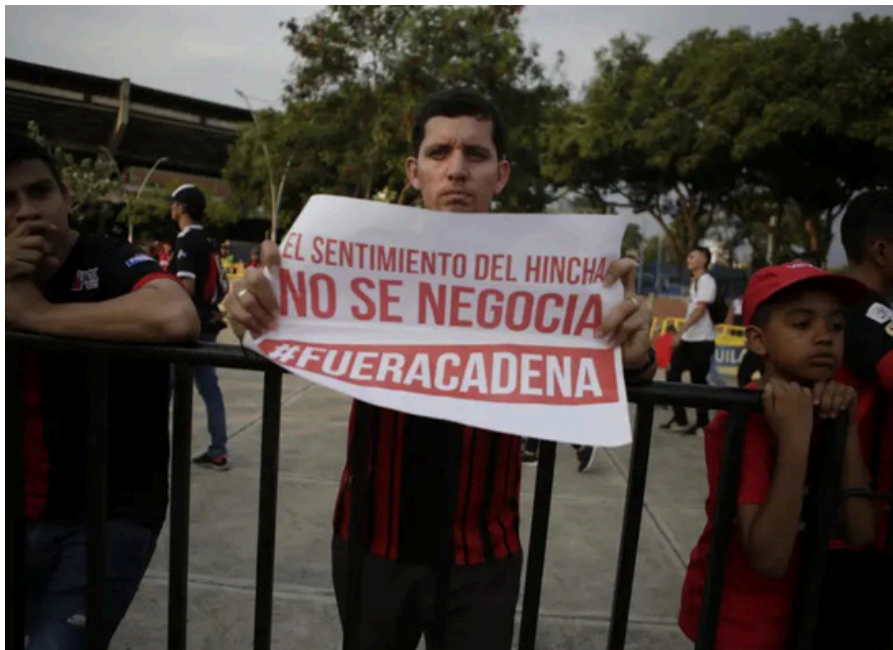
Financial security has reduced the urgency of reactivating the fan base, so reigniting passion is no longer a priority.

Findings Analysis

After immersing ourselves in the past and present of the sports organization, the analysis revealed that one of the main factors separating the fans from the team—in terms of emotion, passion, and tradition—is the low credibility the club’s leadership holds. This leads us to reaffirm that the campaign we are working on cannot be aligned with the organization itself.

The **poor reputation** that has developed among the team’s supporters has caused an **emotional disconnect and a lack of effective communication** between the two sides. Apathy is present, and although older generations still hold on to the pride and tradition of the city’s team, that sense of belonging no longer has a strong influence on the younger generations.

While it's understood that the organization is a business for the team’s owner, it’s important to remember that **Cúcuta is also a feeling. It goes beyond being just a football team—it’s the representation of a city, a tradition.**



Message from the protest campaign against Cadena

“ A fan’s passion is not up for negotiation ”

AUDIENCE ANALYSIS

Soccer is the most popular sport in Colombia, and the passion for it is lived with intense fervor. Past surveys have shown that **94% of Colombians consider soccer to be one of the most important aspects of national identity**.

The strategic communication plan will reignite the passion of Cúcuta's fans and restore the emotional connection with what Cúcuta means, as a **symbol of the city**. Focus on long time fans (primary audience), and children of current fans (secondary audience).

PRIMARY AUDIENCE

DEMOGRAPHICS

Gender



Age

- 10–27 years (Secondary audience)
- 28–80 years (Primary audience)

Income

- Low to high income

Occupation

- Professionals, informal workers, entrepreneur, retired.

LOCATION

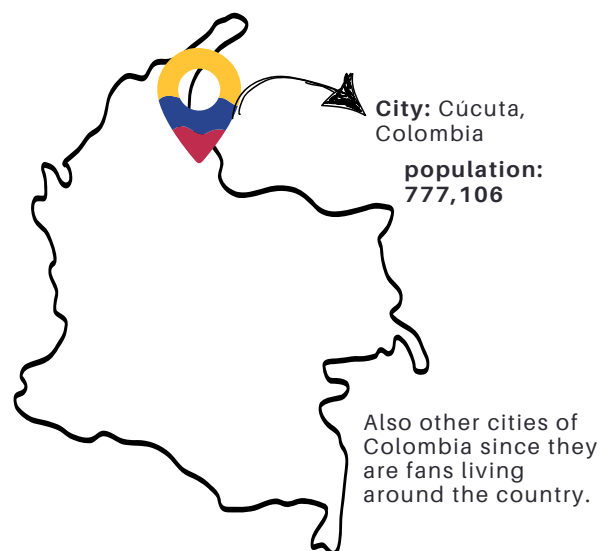


Fig.2. Demographic distribution of the primary audience.

AUDIENCE ANALYSIS

PSYCHOGRAPHIC

Values

Loyalty, tradition, heritage, passion, hope.

Interest

Soccer, culture, local news.

Motivation

Regional identity, emotional connection, history.

Issues

Frustration, disappointment.



This audience will be more likely to be persuaded by emotion, and that's why the campaign will highlight the team's past, the fans' memories, and the storytelling of players who lived through the golden years.

AUDIENCE ANALYSIS

Through the research and detailed follow-up on the current relationship between the fan and the organization, in this case Cúcuta Deportivo, it was possible to understand and identify both the **main audience, who are the current fans that adopted the feeling and passion from past generations**, and a **second audience, which include the new generation of fans who are who are in the process of connecting with the team** and beginning to inherit that passion.

I found that, for the current fans, the emotional connection and heritage is really important and valuable. The loyalty is strong, and the influence of past generations is still present, although perhaps not with the same euphoria as years ago.

I analyzed a couple of songs created by the fans, and the lyrics reflect the heritage, passion, and symbolic meaning of the team, setting aside the sporting part.

- **"Recuerdo viejo que un día dijiste, con este amor para toda la vida" - I remember, dad, that one day you said: with this love for life.**
- **"Mi equipo, mi ciudad, mi gente" - My team, my city, my people.**
- **"Rojo y negro los colores de un hombre con empeño" - Red and black are the colors of a man with determination.**

On the other hand, we gained a clearer understanding of the communication channels - such as Facebook, Instagram and local media-most used by fans to express their feelings of frustration and disbelief toward the organization. These platforms have been turned into a safe space to express and raise their voices and thoughts.

Based on this analysis, the campaign will focus on the nostalgic and heritage narrative of Cúcuta Deportivo. It will revive those moments that united an entire city, strengthening emotional and identity bonds.

The plan will use **social media (Facebook, Instagram)** to share memories through short videos of iconic games, storytelling, and pictures that stir the emotions of fans. Additionally, **flyers with emotive visuals** will be displayed in local businesses interested in being part of the campaign.

GOAL

Rebuild the sense of **belonging and pride** among Cúcuta Deportivo fans by bringing them closer to the club's history, legacy, and identity; reviving the passion and fervor that have been dismissed by years of poor management and sporting decline.



Euphoria of the fans at the General Santander stadium

“NOBLE, LEAL Y VALEROSA”
"NOBLE, LOYAL, AND BRAVE"

SLOGAN OF THE FANS

OBJECTIVES

This campaign has been developed based on the **Theory of Message frames (O'Keefe & Jensen, 2007; Quick & Bates, 2010)**. This theory focuses on how message are framed to promote a positive behavior, especially when the audience is resistant or holds a negative perception. In this case, Cúcuta Deportivo fans have a negative view of the team, having lost the emotional connection. The goal is to present persuasive message that can help generate a change in both the behavior and attitudes of Cucuta fans.

Objective 1

Reconnect fans with the emotional value they have lost over the time by reminding them of the invaluable moments that made them follow the team. This will be done by **posting videos on Facebook and Instagram** featuring memories that marked a before and after in their lives as fans. The goal is to increase **social media engagement by 5%** within three. months.

Objective 2

Reinforce Cúcuta Deportivo as a cultural and generational symbol of the city, beyond soccer, by showcasing its deep-rooted presence in local identity, family traditions, and regional pride. This will be achieved through a social event held on a specific day, and success will be measured by reaching at least 100 attendees and **reducing apathy toward the team by 5%**. Impact will be evaluated through post-event surveys.

Objective 3

Preserve the memories of Cúcuta Deportivo and its loyal fans by showcasing the team's history, songs, players, and coaches who have left a mark over time with the intention of keep the "rojinegro" identity alive across all generations through **printed publications**, increasing awareness of team by **10% in three months** among both long-time and new potential fans.



Translate: "We are not here for moments, we are here forever"

STRATEGIC & TACTICS

This strategy communication is developed based on the principles of **Social Identity Theory**, proposed by Henri Tajfel and John Turner. This theory explains how individuals identify with and feel part of a specific group, based on shared interests, values, and beliefs. When someone identifies with a group, in this case with a soccer team, their sense of belonging and emotions begin to revolve around what unites them.

“Social identity is the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership
Henri Tajfel (1978)”

Objective 1: Persuade Cúcuta Deportivo fans through Facebook and Instagram by delivering emotional video content and storytelling. The campaign will run for three months, with two videos posted each weekly. Success will be measured by reaching approximately **10,000 views, 500 shares, 1,000 likes, and positive comments.**

Objective 2: Awaken the memory of Cúcuta Deportivo fans through a special social event that could take place on “**El Día del Hinchta Rojinegro**” celebrating the team as a symbol of family traditions and heritage.

The event will feature iconic fans sharing their personal stories, a speech by the founder of the Museum of Sport, who is the owner of 252 original jerseys which has been collecting over the last 15 years, local business participation, and traditional cuisine.

Success will be measured by **100 attendance, five local sponsorships, and media coverage from three of the local channels/newspapers** The event will be promoted by Facebook and Instagram, and flyers

Objective 3: Inspire the fans of Cúcuta Deportivo and the new generations who are getting closer to the team through their family roots, using printed publications that transmit identity, memory, and pride in being a 'rojinero' fan.

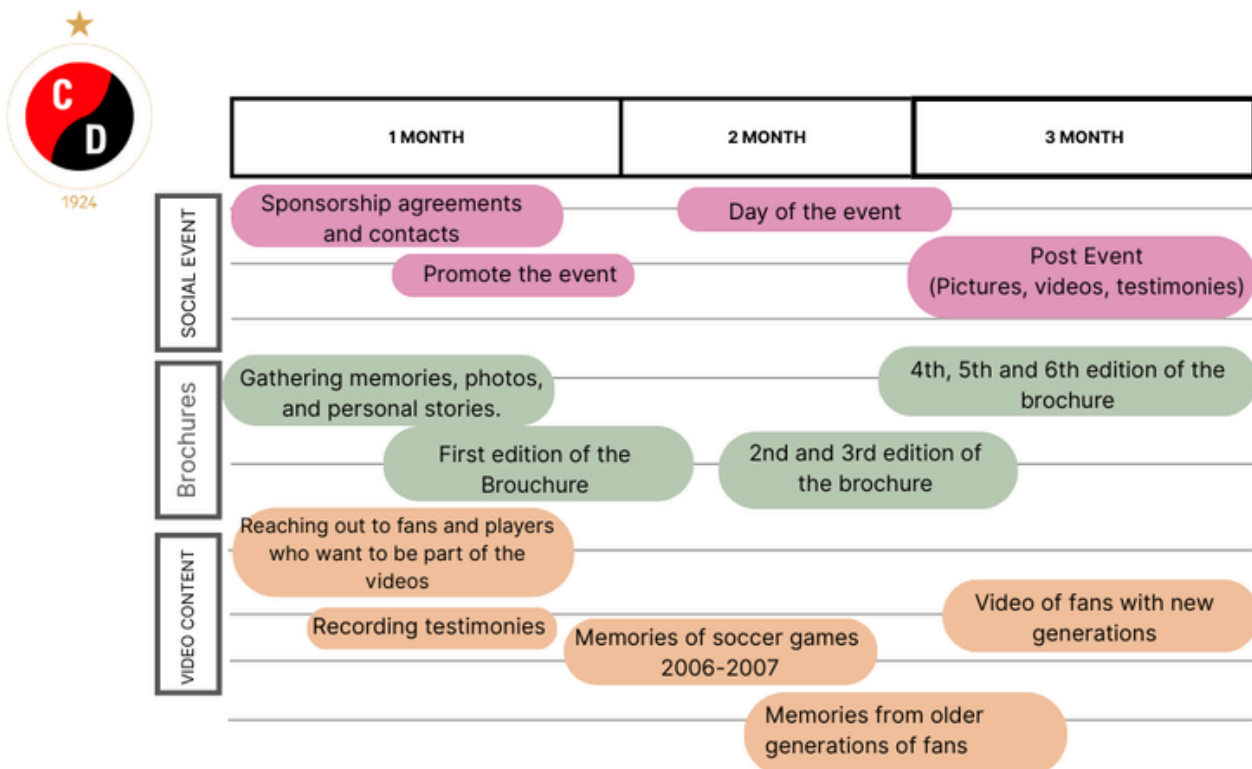
Brochures will be distributed among local businesses through the city and will include iconic phrases, fragments of team songs, photographs of the fans, matchday memories, and quotes that represent the feelings of the supporters.

Success will be measured by the number of copies distributed and requested by the public during the three-month campaign, with **new editions published every 15 days and 1,500 copies printed each time.**

TIMELINE

The strategic communication campaign will run for **three months**. The frequency of the video and brochure postings has been determined based on **Charles K. Atkin and Ronald E. Rice**, who discuss **strategic message dissemination**: “A substantial volume of stimuli helps attain adequate reach and frequency of exposure as well as comprehension, recognition, and image formation.” The level of repetition is expected to enhance the campaign’s effectiveness by generating a positive audience response and creating a strong impact.

Figure



BUDGET

The following chart is representing the cost for this campaign in COP and USD.

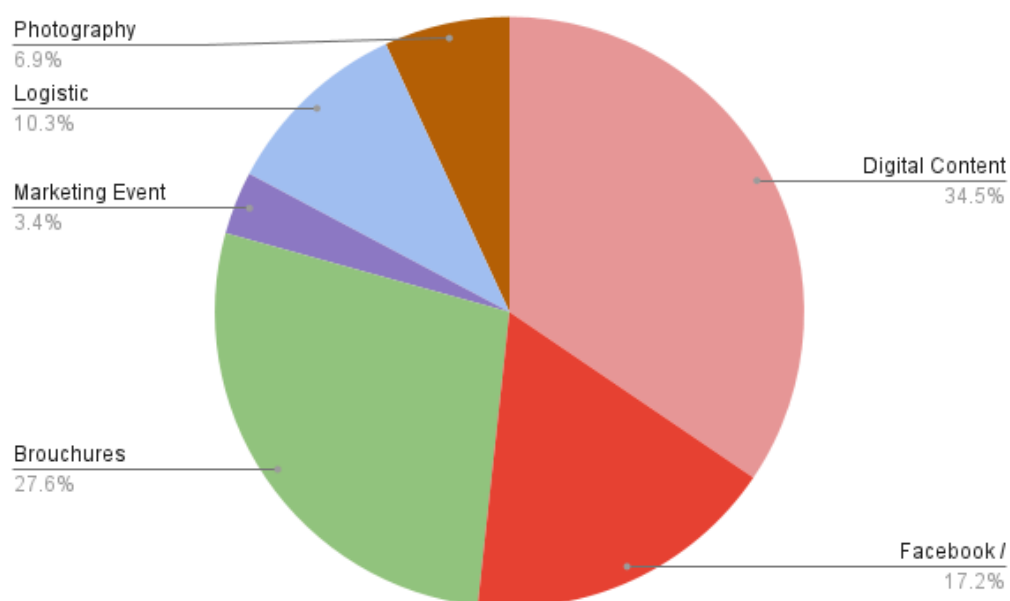


Figure.e. Percentage of Budget

Table.1. Strategic Communication Campaign Budget Breakdown

Tactic	COP	USD
Digital Content	10.000.000	\$2,359
Facebook / Instagram ads	5.000.000	\$1,179
Brouchures	8.000.000	\$1,887
Marketing Event	2.000.000	471
Logistic	3.000.000	707.00
Photography	2.000.000	471.00
	30.000.000 COP	\$7.074 USD

RISK

- **Low fan participation** due to the perception that the event supports the current owner and management of the club.
- The club's current reputation and the negative feelings toward it may affect how willing the audience is to **believe in the campaign** and in a hopeful future, both emotionally and in terms of sports performance.
- **Apathy** among younger generations towards the team, since it is not currently playing in the top division of Colombian football. This may lead to a **lack of interest** in the campaign or cause it to be completely ignored.

References

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A Team Full of History



Culture

Pedro Montes, a fan who represents the indigenous group with his clothing.



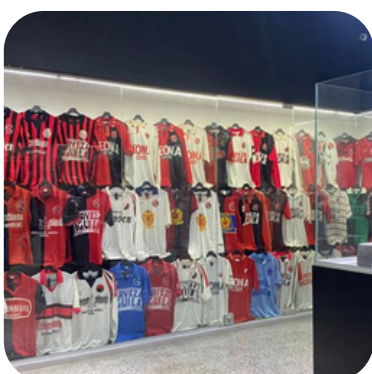
Culture

The "Bari" indigenous people known as the Motilones



Heritage

All the generations



Museum

252 jerseys of Cucuta



International competition

2007



Champions 2006

★ First start



Fans



Blas Perez

Legendary player



Champions B

2005



Let's bring
the feeling
back!

