



Spain

Brand Book

Introduction

Spain is not merely a football team; it is the soul of a nation expressed through art, transparency, and unity. As La Roja, the brand stands as the world's most ambitious experiment in using sport to weave together a tapestry of distinct regions, languages, and loyalties into a single, passionate heartbeat. Its core purpose—to unite a diverse country through an elegant, possession-based philosophy and a radically open institution—gives it a moral and emotional authority unmatched in global sport. The brand's personality is that of a Transparent Custodian, a Passionate Heartbeat, and a Unifying Diplomat, speaking with a voice of Dignified Passion. Its value proposition rests on four pillars: a radical openness that builds unshakeable trust, an artistic ambition that defines winning beautifully, a boundless unity that makes every corner of Spain feel at home, and a rooted care that nurtures the entire football ecosystem. What makes Spain distinctive is its refusal to choose between institutional credibility and raw fan passion; instead, it fuses them into a coherent, design-led identity that turns every match into a national ritual and every transparency report into a reaffirmation of a sacred pact. For Spanish fans from Valencia to Berlin, from Seville to New York, La Roja is the tangible proof that what unites us is infinitely greater than what divides us. Its strategic spirit is encapsulated in an inspiring truth: when we move as one, guided by integrity and artistry, we do not just play football—we compose the symphony of a nation.

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Strategic Imperative: Why We Lead With Aligned Identity



In an age of fractured attention and eroded institutional faith, a football federation that merely administers the sport will die a slow death of public indifference. The Spanish market—and indeed the global audience—hungers for meaning. For Spain, purpose is not a marketing layer; it is the foundational architecture of a brand that must unify 17 autonomous communities under one flag, one style, one heartbeat. Without a clear, lived purpose, the RFEF risks being seen as just another out-of-touch bureaucracy, a fate that leads to fan disengagement, commercial underperformance, and a loss of soft power.

A purpose-driven alignment transforms every commercial decision into a mission act. When the Federation rotates home venues, it is not just logistics—it is a tangible manifestation of 'Lo que nos une'. When it publishes real-time transparency dashboards, it is not just compliance—it is earning the right to be the nation's sporting conscience. This focus creates an emotional moat that competitors cannot breach, driving ticket sales, merchandise loyalty, and digital engagement from a place of deep, rational trust fused with visceral pride. For example, a transparency-led fan trust index could directly correlate with sponsorship premiums, as brands seek to associate with an institution of unimpeachable integrity. Talent—from players to back-office innovators—flocks to a purpose that elevates their work into a national cause. This is the commercial power of being the soul of a nation, not just its football team.

Our Strategic Position: A SWOT Analysis



Strengths

- Profound unifying purpose that transcends football to become a cultural and emotional force across Spain's diverse regions, anchored in the iconic tiki-taka style.
- Institutional credibility built on radical transparency, with a public governance portal, whistleblower systems, and exhaustive archives that transform bureaucratic necessity into a trust moat.
- Sophisticated, design-led visual identity (multipleStudio partnership) that projects timeless elegance, coherence, and modernity, differentiating from loud, trend-chasing competitors.

Strategic Guidance: Leverage these strengths by amplifying the transparency narrative in all

stakeholder communications—make it the first point of contact for sponsors, fans, and public bodies. Use the design elegance to anchor a premium lifestyle brand extension that signals cultural authority. Package the unifying purpose as a case study for corporate entities seeking to build cohesive cultures, creating new consultation or partnership revenue streams.

Weaknesses

- Persistent tension between bureaucratic institutional weight and raw fan passion, risking the perception of over-formality that could alienate younger, digital-native audiences.
- The very complexity of managing 19 regional federations and multiple teams (senior, youth, women's, futsal) creates an operational gravity that can slow adaptive decision-making.
- Historical scrutiny and internal strife have left a residual trust deficit that requires constant, costly reassurance through transparency initiatives.

Strategic Guidance: Mitigate by actively balancing formality with intimacy—create a dedicated, casual-toned digital channel for fan culture that contrasts with institutional comms. Streamline decision-making by empowering a cross-functional brand council that can rapidly approve culture-led initiatives. Turn the trust deficit into a brand ritual: an annual “State of Integrity” event that publicly resets the relationship with fans.

Opportunities

- The global appetite for authenticity and purpose-driven brands allows Spain to lead the conversation on ethical governance in sport, attracting lucrative ESG-linked sponsorships.
- Under-served potential in the female fan and lifestyle markets, which can be captured through design-led, non-sport merchandise and participatory fan experiences like Casa España.
- Digital transformation, including AI-driven personalised storytelling and blockchain-verified transparency, can deepen fan intimacy and operational efficiency simultaneously.

Strategic Guidance: Actively pitch ESG-aligned partnerships by packaging transparency metrics as a brand asset—create a ‘Trust Alliance’ with global brands. Launch a women's-focused lifestyle collection co-designed with Spanish female artists, promoted via a dedicated social ecosystem.

Pilot a blockchain-based “fan trust token” that gives holders access to operational data and governance votes, turning transparency into engagement.

Threats

- Rising regional nationalism could weaponise football loyalty, turning local pride against the national team and eroding the unifying brand promise.
- Competitor federations (e.g., Germany’s data-driven competence, France’s fashion-forward collaborations) could outflank Spain on innovation or cultural cool if the brand becomes too staid.
- A major on-field failure or renewed institutional scandal could shatter the carefully constructed trust narrative overnight, undoing years of equity building.

Strategic Guidance: Defend by proactively embedding regional cultural ambassadors in every host city, tying match-day celebrations to local traditions to pre-empt negative polarisation. Monitor competitor moves through a dedicated brand intelligence function that tracks innovation and sentiment, ensuring Spain is a fast follower where needed. Develop a crisis blueprint that leverages the transparency infrastructure to respond with radical openness in the first 24 hours, turning potential trust collapse into a reinforcement of integrity.

The Competitive Field: Our Unique Position in the Market



The Competitive Players

German Football Association (DFB)

The DFB projects an image of supreme organisational competence and ethical rigour, marked by a corporate, data-driven formality. Their digital ecosystem is a utilitarian machine of statistical records, compliance frameworks, and grassroots governance.

- Their Playbook: Institutional authority through exhaustive structure, transparency as a compliance checkbox, and fan engagement built on membership formality.
- The Customer Compromise: Fans get a perfectly ordered, trustworthy machine, but at the cost

of emotional warmth, design flair, and a sense of intimate, passionate belonging—the bureaucratic chill leaves the heart wanting.

French Football Federation (FFF)

The FFF balances high-performance elitism with fashion-forward cultural dipping, weaving national pride into lifestyle collaborations (Jacquemus, Levi's) and digital storytelling. Their aesthetic is patriotic yet trend-savvy.

- Their Playbook: Cultural cool through designer partnerships, elite performance mystique, and a consumer-focused e-commerce experience that sells a national lifestyle.
- The Customer Compromise: Fans buy into a stylish, globally relevant brand, but the relentless focus on elite commercialism and Paris-centric chic can feel superficial and disconnected from the gritty, regional realities of everyday supporters—the price of cool is a diluted sense of authentic, communal ownership.

The Prevailing Customer Compromise

Across the competitive landscape, fans face a persistent choice: accept a football identity that is either structurally trustworthy but emotionally sterile (the German model) or culturally glamorous but authentically shallow (the French model). The DFB's bureaucratic orderliness solves for trust but leaves passion in the cold; the FFF's stylish patriotism solves for relevance but trades grassroots unity for elite sheen. In both cases, the fan is a recipient rather than a co-author of the brand. The prevailing compromise is a federation that administers or merchandises football effectively, but fails to make every fan feel like an essential, active participant in a living national story. This gap—the absence of a truly participatory, emotionally resonant, and regionally inclusive football brand—is precisely where Spain seizes its strategic advantage.

Our Differentiated Position

Spain rejects the DFB's impersonal institutionalism and the FFF's top-down chic. Against the DFB, Spain counters bureaucratic rigidity with a transparent governance that is not a compliance exercise but a passionate pact—a design-led, emotionally intelligent openness that invites fans inside the machinery. Against the FFF, Spain counters fashion-first elitism with a deeply rooted

participatory unity: rotating venues that make the brand a shared, regional ritual, fan walks and drumming cultivated as core assets, and a tiki-taka philosophy that is an art form belonging to all. Spain solves the prevailing compromise by becoming the only major federation that fuses radical institutional trust with visceral, co-created fan culture, making every supporter a protagonist in an elegant, authentic, and nationally unifying narrative. This is the unoccupied territory of the moral, emotional, and beautiful game.

Our North Star: Vision Statement



A Vision Statement is the brand's 'postcard from the future'—a vivid, ambitious picture of the world transformed by our purpose. For Spain, it defines the legacy we build not just in silverware, but in national fabric.

A Nation United in Pride, A World Inspired by Elegance

In the next decade, Spain will be the global benchmark for how football can unite a diverse nation and inspire the world through artistry and integrity.

- A Unified Nation: Every match, whether in a rotating stadium or a village plaza, will be a celebration of the shared identity that transcends regional boundaries. The 'marea roja' will

be a symbol not just of support, but of a country woven together by a common passion.

- A Timeless Philosophy: The tiki-taka legacy will evolve, not as a rigid system, but as a living philosophy of intelligent, collective play that is adapted and admired across generations. Spain will be the intellectual home of football's most beautiful ideas.
- A Trusted Institution: The Federation will be the most transparent and design-led governing body in sport, its every action reinforcing a bond of trust with the people it serves. Its integrity will be as celebrated as its trophies.
- A Global Cultural Force: The Spanish style—of play, of governance, of fan culture—will influence not just how the game is played, but how it is experienced, governed, and loved around the world.

This is the future Spain will build: a world where football is a force for unity, a canvas for elegance, and a foundation of trust.

This Vision must filter every capital allocation and external communication. When evaluating a new sponsorship, ask: "Does this partnership visibly advance our journey toward a unified, artistically dominant, and hyper-transparent Spain?" If not, refuse it. In C-suite messaging, frame every quarterly result as a step toward this postcard, linking today's operational rigor to tomorrow's enduring enterprise value—the strongest defense against short-termism.

Our Guiding Compass: Mission Statement



The Mission is the active, daily plan that makes the Vision a tangible reality. It answers exactly what we do, for whom, and how we create value today.

We are uniting Spain's diverse regions by bringing 'La Roja' to every corner of the nation, transforming each match into a shared ritual of collective pride and belonging. Through a radically transparent federation, we are earning the trust of 47 million fans by opening every operation to public scrutiny. By nurturing talent from grassroots academies to global champions, we are building a football ecosystem rooted in care, excellence, and the timeless artistry of tiki-taka. We are designing every fan experience—from the stadium walk to the digital screen—with the same elegance and coherence that defines our crest, making every interaction a moment of national celebration.

This translates directly into operational priorities: the venue rotation logistics are not a marketing stunt but a central KPI, measured by regional attendance diversity and sentiment. Product roadmaps must include a “Transparency Feature” in every digital update—for example, a real-time dashboard showing youth academy investments alongside match stats. The Mission sets the benchmark for care: social program reach and player welfare metrics become as critical as win rates in quarterly reviews.

Our Audience: The Protagonists of Our Story



The audience is not a target to sell to; they are the protagonists of Spain's ongoing story, co-creators of the national narrative. The brand exists to serve their journey and amplify their voices.

Rooted Raúl

A Narrative Sketch: Raúl is 54, a season ticket holder since his teens, and his life rhythms are syncopated to La Roja's match days. He lives in Valencia, works in a local logistics firm, and for him, football is a family heirloom—passed down in bars, plazas, and the same stadium seat. When the team plays, he feels a profound, quiet pride in being part of something massive yet intimate.

- **Goals & Motivations:** Wants to feel continuous, meaningful connection to the team beyond the

90 minutes; craves recognition of regional identity within national pride; desires affordable, accessible ways to pass his passion to his grandchildren.

- **Pain Points & Frustrations:** Feels alienated by corporate, Paris or Berlin-style football glamour; distrusts institutional noise and scandals; resents empty gestures that don't bring the team to his city.
- **Relationship with Brand:** A caring patriarch—he expects the Federation to be a trustworthy, dignified guardian of tradition that remembers where it came from and returns home often.

Cosmopolitan Carla

A Narrative Sketch: Carla is 32, a data scientist in Berlin, and fiercely proud of her Spanish roots. She streams matches at odd hours, wears a discreet, design-savvy RFEF scarf, and uses football to anchor her identity in a foreign city. For her, La Roja is a tether to home—intellectual, elegant, and modern.

- **Goals & Motivations:** Seeks stylish, culturally refined ways to express her heritage; wants deep, intelligent content (tactical analysis, behind-the-scenes art) that matches her sophistication; desires digital community with other expat fans.
- **Pain Points & Frustrations:** Stereotypical, brash football branding feels out of step with her identity; lacks time for superficial engagement; disconnects when the federation feels old-fashioned or bureaucratic.
- **Relationship with Brand:** A long-distance partner—she expects the brand to be intellectually stimulating, aesthetically beautiful, and constant, bridging distance with meaning.

Analytical Álvaro

A Narrative Sketch: Álvaro is 27, lives in Seville, and lives for tactical nuance. He runs a small blog dissecting formations, contributes to data forums, and sees tiki-taka as a philosophy to be studied, not just cheered. He buys kits for their design lineage and notices every typographic detail.

- **Goals & Motivations:** Craves privileged access to performance data, historical archives, and

tactical evolution stories; wants his knowledge to be respected and amplified by the official brand; desires merchandise that reflects design intelligence, not just mass-market logos.

- **Pain Points & Frustrations:** Dumbed-down marketing insults his intelligence; opaque governance makes him suspicious; generic fan engagement ignores his passion for the art of the game.
- **Relationship with Brand:** A fellow researcher—he expects the brand to be a transparent, intellectually honest partner that fuels his curiosity with open data and aesthetic rigor.

Synthesized Strategic Counsel: The golden thread across all three personas is a deep need for **authentic, intellectual, and participative connection**—they reject being sold to and instead seek a brand that respects their intelligence, mirrors their regional and personal identities, and makes them co-owners of the football experience. Messaging built on open data, design elegance, and regional storytelling will simultaneously satisfy Raúl's trust, Carla's aesthetic, and Álvaro's analytic hunger, creating a community bound by shared pride in the art and integrity of La Roja.

Our Character: The Personality of Spain



Brand Personality is the set of human characteristics that bring strategy to life, making an institution relatable and creating emotional memory. For Spain, these traits define a dignified, passionate, and unifying character.

- **Transparent Custodian:** It behaves with radical openness, making every operational facet visible. At customer touchpoints, this means publishing detailed governance portals, maintaining whistleblower systems, and proactively sharing data. It earns trust by having nothing to hide.
- **Passionate Heartbeat:** It feels deeply and expresses joy and pride with unfiltered warmth. In fan zones and on social media, it amplifies the 'marea roja', the rhythmic drumming, and the fan walks. It does not just observe passion; it cultivates it, turning collective emotion into a core brand asset.

- **Design-Obsessed Minimalist:** It is meticulous about aesthetics, believing that clarity and elegance are forms of respect. The custom ‘La Roja’ typeface, the consistent visual system across all teams, and the refined digital interfaces are expressions of a brand that values coherence and timeless beauty over trendy excess.
- **Unifying Diplomat:** It actively bridges regional divides by rotating home venues across dozens of cities, making the national team a traveling symbol of common ground. It uses inclusive language (‘nuestra selección’, ‘lo que nos une’) and celebrates local identities as parts of a proud whole.
- **Fierce Yet Nurturing Competitor:** It is relentlessly driven to win, but it wins through intelligence and artistry (tiki-taka). It also invests deeply in youth development, futsal, and social programs, showing that true strength lies in lifting others. It is a champion that cares for the entire ecosystem.

This personality builds an emotional moat that competitors cannot replicate. By being transparent and nurturing, Spain generates trust that turns customers into advocates; by being passionate and design-obsessed, it creates an aesthetic and emotional signature that is unmistakably Spanish. The character ensures that every interaction—from a whistleblower report to a victory dance—feels coherent and deeply human.

Personality DO	Personality DON'T
Publish real-time governance data that invites public scrutiny, as in a live ‘Integrity Dashboard’.	Bury compliance reports in PDFs under obscure menu tabs, or use legal jargon that obfuscates.
Rotate home venues across all regions consistently, and hype local cultural symbols during match weeks.	Anchor the team in Madrid for most qualifiers, or use generic, one-size-fits-all match-day productions.
Collaborate with local artists for limited-edition merchandise that reflects regional aesthetics within the master design system.	License generic, mass-produced fan gear that ignores the federation’s design standards.

Personality DO

Celebrate youth academy graduates and social program participants as central heroes of the brand story.

Personality DON'T

Only feature star players in marketing, neglecting the 'cantera' and community impact narratives.

Our Voice: How Our Character Speaks



Tone of Voice is the verbal expression of brand personality, making character tangible in every word. For Spain, it is a balance of dignified authority and intimate, passionate warmth.

Core Tone: Dignified Passion

The RFEF speaks with the authority of a century-old institution and the heart of a lifelong fan. Every word balances formal respect for the game with an intimate, emotional connection to the people who live it.

Do's

- Use precise, confident language that reflects institutional competence. Before: "We try to be

transparent."After: "We publish every operational detail because trust is earned through clarity."

- Weave national pride with personal stories.Before: "Spain won the match."After: "La Roja unites us. Tonight, a nation celebrates a victory built on collective spirit."
- Employ active, dynamic verbs to convey energy and forward motion.Before: "The team is playing well."After: "The team dominates possession, carves open defenses, and dictates the rhythm."
- Use inclusive and possessive pronouns ("nuestra", "nuestro") to foster shared ownership.Before: "The national team plays."After: "Nuestra selección takes the pitch, carrying our hopes."
- Respect history while looking forward. Honor legends, but speak of the future with excitement.Before: "We have a great history."After: "From Zamora to Casillas, from tiki-taka to tomorrow, we build on a legacy of excellence."
- Adapt formality by channel:Governance & institutional comms: Formal, structured, transparent. Use data and clear headings. (e.g., annual reports, compliance updates).Digital & social: Warm, intimate, enthusiastic. Use exclamation points, behind-the-scenes glimpses, vlog-style narration. (e.g., "The energy in the dressing room is electric!")Match commentary: Dramatic, rhythmic, emotional. Emphasize shared journey and pride. (e.g., "The crowd rises. The drums beat. This is our moment.")

Don'ts

- Avoid corporate jargon or bureaucratic stiffness.Before: "We are implementing a stakeholder engagement strategy."After: "We walk with fans, listen to communities, and build football together."
- Never use a condescending or overly casual tone. Maintain respect for the sport and its followers.Before: "Hey guys, check out this cool video!"After: "Experience the passion behind the victory in our latest behind-the-scenes story."
- Steer clear of overly complex or academic language. Be sophisticated, not obscure.Before: "The federation is leveraging synergistic paradigms to optimize outcomes."After: "We use

data and design to serve players and fans better.”

- Avoid generic praise or vague pride. Be specific about what makes Spain unique. Before: “We are proud of our team.” After: “We are proud of a style that combines artistry and discipline—our tiki-taka heritage.”
- Don’t suppress emotion in formal contexts. Even governance reports can reflect purpose and passion. Before: “The budget allocation is 12% for grassroots.” After: “Every euro invested in our grassroots programs plants seeds for Spain’s footballing future.”

This voice ensures that the brand is perceived as both a reliable authority and a beloved companion, making every message a reinforcement of the purpose-driven identity.

Voice DO	Voice DON'T
On social media, post a raw, heart-felt clip of fans drumming with the caption: “This rhythm—the heartbeat of Spain, echoing from Seville to Santiago. We are one.”	Post a generic, overly produced celebration video with a corporate tagline: “We capture the excitement of our fans.”
In a governance report, open with: “Our integrity is measured not in words but in the 1,247 decisions published this year—each open to your scrutiny.”	Begin a report with: “The Federation is committed to high standards of transparency and accountability.”
For a player announcement, use a story: “From kicking a ball in Murcia’s dusty streets to the roar of La Roja. Welcome home, [Name].”	Use a bland, stat-sheet welcome: “We are pleased to announce the signing of [Name], who brings experience.”
In a press release about a new facility, state: “This grass root centre in Bilbao is built not for stars, but for the eight-year-old who will be our future’s artist.”	State: “The new training facility represents a capital investment in youth development infrastructure.”

Our Creed: Core Values



Core Values are the non-negotiable principles that guide every decision when the playbook runs out. They are Spain's moral compass, ensuring alignment from the boardroom to the boot room.

- **Radical Openness:** We operate without shadows. Every decision, every number, every interaction is visible by design. This means publishing governance portals, whistleblower systems, and detailed archives not as obligations but as expressions of who we are. When faced with a choice, we ask: 'Would we be comfortable if every fan saw this tomorrow?' If the answer is no, we don't do it.
- **Artistic Ambition:** We pursue victory through intelligence, elegance, and collective artistry. Tiki-taka is not a tactic; it is a creed that demands precision, creativity, and respect for the

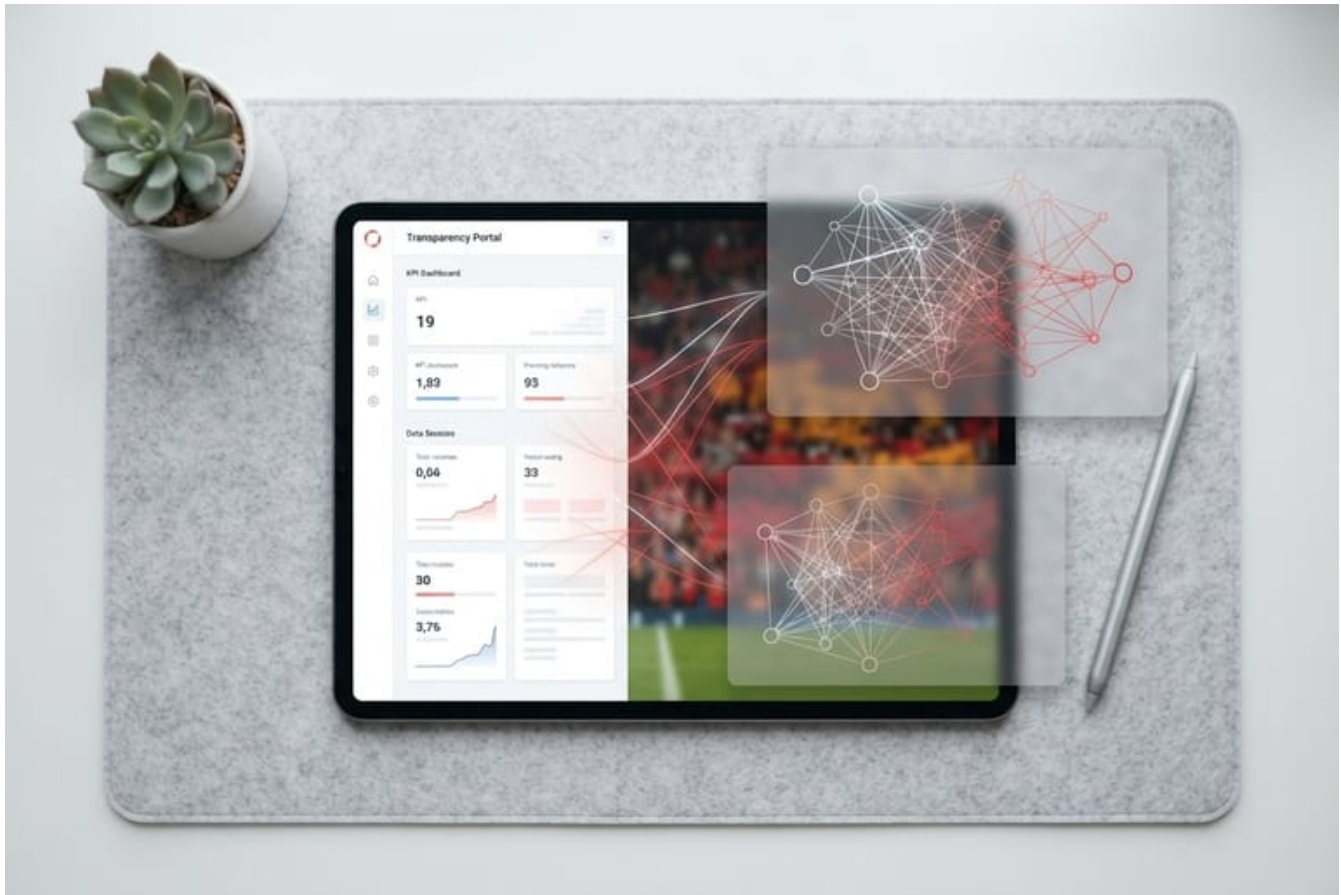


beautiful game. This value guides how we train, how we select players, and how we present ourselves visually. We reject shortcuts and brute force because the journey matters as much as the result.

- **Boundless Unity:** We are the bridge between regions, generations, and cultures. The national team belongs to every corner of Spain, which is why we rotate home venues across dozens of cities, celebrate local traditions, and use inclusive language like ‘nuestra selección.’ This principle ensures that no fan feels left out and that our brand is a force for cohesion, not division.
- **Rooted Care:** We nurture talent from the youngest aspirant to the seasoned professional, because the future of Spanish football depends on the soil we cultivate today. This value manifests in our investment in academies, futsal, beach soccer, and social programs like prison academies. It means measuring success not only by trophies but by the health of the entire football ecosystem.

Embedding these values into hiring means adding a ‘Values Interview’ focused on real scenarios: a candidate might be asked how they would handle a transparency vs. competitive advantage dilemma. In decision-making, every major proposal must carry a ‘Values Impact Statement’ that evaluates alignment with these four tenets. For instance, a lucrative sponsorship from a crypto exchange would be tested against Radical Openness and Rooted Care—if the industry’s opacity or harm to youth risks violates our creed, we walk away.

Our Rallying Cry: Elevator Pitch



The Elevator Pitch distills the brand into one compelling invitation any team member can deliver in under a minute, making the purpose instantly accessible.

La Roja unites Spain's diverse regions through a shared passion for football, with a playing style rooted in tiki-taka artistry and an institution built on radical transparency. For Spanish fans and global enthusiasts, we offer a brand that is design-led, emotionally charged, and relentlessly ethical. Join the marea roja and experience the pride of a nation moving as one.

Sales teams use this as a door-opener: "We're not just selling a sponsorship; we're inviting you to be part of the world's most credible unity story." HR integrates it into onboarding, so every new hire understands they're safeguarding a national trust. Investor relations frame the pitch as: "This is the

governance model that turns fan loyalty into a resilient, premium commercial engine—an institution where purpose drives predictability.”

Activation & Governance: Signature Brand Plays



A brand is not what it says—it's what it does. These signature plays are unique, memorable initiatives that only Spain could execute, authentically expressing personality and delivering real audience value.

Play Title: “La Ruta Roja” – The Travelling Festival of We

The Concept: A week before every home match, the host city transforms into a living festival. Local musicians, chefs, and artists create a ‘roja’ thread—red-lit streets, pop-up football art galleries, and open tactical forums led by former players. The festival culminates in a massive fan walk, led by a different regional legend each time, carrying a communal banner signed by fans from previous host cities. The event is produced as a documentary series, “La Ruta Roja,” airing on RFEF digital platforms.

Strategic Rationale: Directly manifests Boundless Unity and Passionate Heartbeat, turning venue rotation into an unmissable cultural moment that drives tourism, deepens regional buy-in, and generates premium content for the design-led digital ecosystem.

Play Title: “The Transparent Tunnel” – A Live Governance Portal Experience

The Concept: At Casa España fan zones and stadiums, an interactive tunnel installation displays real-time federation data—youth academy registrations, financial allocations, social program impacts—as fans walk through. Each visitor receives a personalised “trust score” based on their engagement with governance data, unlockable as an NFT badge. The tunnel is simultaneously an online portal where global fans can explore the same data, ask questions, and vote on minor community-fund allocations.

Strategic Rationale: Radical Openness becomes a visceral, gamified brand moment, turning transparency into a fan attraction that educates, builds trust, and provides PR-ready proof of integrity, directly differentiating from DFB’s dry compliance.

Play Title: “Art of the Pass” – A Global Thought-Leadership Platform

The Concept: An annual summit and digital hub where coaches, data scientists, designers, and cultural thinkers explore the philosophy of tiki-taka as a model for modern collective creativity—in business, art, and society. The event is live-streamed, featuring masterclasses from Spanish football legends and design leaders from multipleStudio, with white papers co-authored with universities.

Strategic Rationale: Elevates Artistic Ambition into intellectual property, positioning Spain as the global authority on beautiful, intelligently designed systems, attracting premium B2B partners and reinforcing Carla and Álvaro’s need for depth.

Activation & Governance: Leveraging the Brand as a Business Asset



A purpose-driven brand is a powerful economic engine. Here's how this blueprint directly enables Spain's business outcomes.

Financial Growth: The unifying purpose and design-led identity command premium pricing and open diverse revenue streams. Limited-edition, regionally co-designed merchandise can be sold at higher margins, and the "Transparent Tunnel" can attract sponsorship from ethical tech companies. The "Art of the Pass" summit becomes a paid thought-leadership franchise, while the trust narrative enables premium ticketing for "La Ruta Roja" experiences. Purpose turns fans into high-lifetime-value patrons.

Building Trust: Radical openness is the fastest track to deep trust. By making transparency a daily ritual (live data, public votes), Spain reduces reputational risk and creates a reservoir of goodwill that insulates against future crises. Trust translates into higher digital ad revenue, as data-partnered fans consent to more personalised experiences, and into stable political support for infrastructure projects.

Competitive Advantage: The fusion of transparency, artistic identity, and regional inclusivity is a moat that competitors cannot replicate because it's rooted in Spain's unique cultural complexity. While DFB refines data dashboards and FFF signs the next designer collab, Spain owns the intersection of moral authority and emotional artistry, making it the partner of choice for global brands seeking authentic, multi-generational engagement.

Talent Attraction: A clarifying purpose and values-driven culture attract not just players but top executives, designers, and technologists who want meaning in their work. The "Art of the Pass" platform reinforces Spain as an intellectual magnet. In a war for back-office talent, the opportunity to work for a transparent, design-obsessed, and socially impactful institution gives Spain a decisive edge in recruiting the best minds.

Operational Discipline: The brand values act as a governor on complexity. When every decision is filtered through Radical Openness and Rooted Care, wasteful bureaucracy is cut because activities that don't serve these values are eliminated. The design-led mindset forces integration—avoiding siloed, inconsistent communications—while the artistic ambition demands continuous improvement from coaching to customer service, lifting overall performance.

Activation & Governance: The Brand Decision Filter



This filter empowers every team member—from the board to the stadium usher—to be a brand guardian. Before any action, run it through these questions:

1. **Does this decision deepen the unity of our nation, or could it be perceived as favouring one region or interest over another?** (Boundless Unity)
2. **If we made this choice fully public tomorrow, would we be proud of its transparency and integrity?** (Radical Openness)
3. **Is this action an expression of artistic intelligence and beauty, or does it cut corners on elegance for expediency?** (Artistic Ambition)
4. **Does this nurture the long-term health of our football ecosystem, from grassroots to glory,**

or does it merely extract value? (Rooted Care)

5. Would Rooted Raúl, Cosmopolitan Carla, and Analytical Álvaro each feel respected and engaged by this move, or would it alienate one of them? (Audience-Centric Purpose)

Use this filter before launching a new feature, publishing content, entering a partnership, or even before a press conference answer. If the answer to any question is 'no' or 'uncertain', the initiative must be reworked or abandoned. This discipline prevents drift and ensures every action reinforces the purpose-driven identity, building the brand with integrity over time.

Visual Identity

Overall Visual Mood



Dignified Passion, Timeless Elegance

Visual Concept Statement

The Spain visual identity is an orchestration of heritage and modernity, a system where every element echoes the team's philosophy: **artful control, profound passion, and radical transparency**. Rooted in the nation's iconic colors and a refined typographic pairing, the identity speaks with quiet authority. It is a visual tiki-taka—precise, fluid, and meticulously crafted to unite a nation.

From the deep red of the jersey to the timeless elegance of Playfair Display, every choice is deliberate. Inter's clean geometry grounds the narrative in clarity, while the interplay of light and dark palettes ensures adaptability. This is a brand that commands respect not through noise, but through the confidence of its own coherence.

Brand Logos



Color Palettes

Light Theme



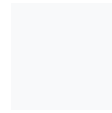
Primary
#C60B1E



Secondary
#1B2A4A



Accent
#FFC72C



Background
#F8F9FA



Foreground
#1A1A1A

Dark Theme



Primary
#E63946



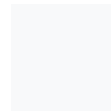
Secondary
#2C3E6B



Accent
#FFD166



Background
#0D1117



Foreground
#F8F9FA

Do's

- Use primary red (#C60B1E / #E63946) as the dominant brand signifier on key elements like the crest, primary CTAs, and hero headlines.
- Anchor layouts with secondary navy (#1B2A4A / #2C3E6B) in footers, governance documents, and as a dark background for light text.
- Reserve accent gold (#FFC72C / #FFD166) exclusively for high-value signals: championship stars, decorative flourishes, and limited-edition merchandise.
- Maintain a 60-30-10 ratio: 60% background, 30% secondary, 10% primary and accent combined for balanced, harmonious compositions.

Don'ts

- Never use primary red for large background areas; it overpowers the layout and undermines the identity's calm authority.
- Avoid pairing red with bright, saturated hues outside the palette; stick to navy, gold, and neutral tones to preserve the classic look.
- Do not use gold as a primary text color on light backgrounds; it lacks readability and should only appear in small decorative touches.
- Never introduce neon or fluorescent variants of the palette; the brand relies on rich, deep saturation for a timeless feel.
- Avoid using multiple accent colors; the gold is singular and purposeful—adding secondary accents dilutes its impact.

- In dark mode, ensure high contrast: light foreground (#F8F9FA) on dark background (#0D1117), with primary red for emphasis.

Typography

Strategic Rationale

Playfair Display is selected for its high-contrast, classical elegance, which mirrors the dramatic flair of tiki-taka and the sovereign authority of the RFEF. Its finely crafted serifs carry an editorial sophistication that speaks of a proud legacy, while its generous proportions command attention in large-scale applications. Inter, with its neutral, geometric clarity, provides the essential modern counterbalance. It ensures flawless legibility across digital interfaces and dense governance reports, embodying the brand's **radical transparency** and design-obsessed minimalism. Together, the pairing bridges the historical depth of Spanish football with a forward-looking, accessible modernity, creating a voice that is both authoritative and warmly human.

The Blueprint

- **Primary Typeface: Playfair Display** (headlines, hero text, ceremonial statements). Use its dramatic contrast and refined letterforms for matchday posters, event titles, and brand manifestos. Dominant weights: **Regular (400)** and **Bold (700)**.
- **Secondary Typeface: Inter** (body copy, UI elements, small sizes). Its minimal, highly readable design suits governance portals, mobile apps, and multilingual content. Use **Regular (400)** for text and **Bold (700)** for emphasis in subheadings or buttons.

Activation Guidance

- Set main website hero headings in Playfair Display Bold, 80pt / 1.1 line-height, on a clean background; pair with Inter Regular, 16pt / 1.6 line-height for introductory paragraphs.
- For social media event cards, use Playfair Display for the event name (32pt) and Inter for date and hashtag (14pt), keeping a tight vertical rhythm.

- In annual reports, set body copy exclusively in Inter Regular at 11pt with 1.5 line-height; reserve Playfair for section titles (28pt, 700 weight).
- Avoid using Playfair Display below 14pt; its high contrast degrades legibility at text sizes.
- For tabular data and financial disclosures, apply Inter exclusively, enabling its tabular figures and clear alignment for precision.

Font Samples

Primary Font: PlayfairDisplay

The quick brown fox jumps over the lazy dog

Secondary Font: Inter

The quick brown fox jumps over the lazy dog

Do's

- Use Playfair Display for all primary headlines above 24pt to leverage its dramatic contrast and editorial presence.
- Use Inter for body copy, captions, and UI elements to ensure crisp, modern readability across digital and print.
- Employ a strict typographic scale (e.g., 12px/14px/16px/20px/24px/32px/48px/64px), with Playfair reserved for larger sizes only.
- Apply subtle letter-spacing (-0.02em to 0.05em) to Playfair headlines for a refined, airy quality.
- In multilingual layouts, test Playfair's character set for accented characters to

Don'ts

- Never use Playfair Display for body text or below 14pt; its high contrast and fine serifs make it illegible at small sizes.
- Avoid using Inter Bold (700) for long-form reading; reserve it for headings or UI emphasis only.
- Do not introduce additional serif fonts; Playfair is the sole classic voice, and mixing serifs creates visual confusion.
- Avoid excessive font weights; limit to 400 and 700 for both typefaces to maintain simplicity and hierarchy.
- Never set Playfair Display in all-caps; it undermines its graceful proportions and

maintain elegance and consistency.

legibility.

Imagery Guidelines



Strategic Rationale

Imagery channels the brand's dual nature: the fierce, **passionate heartbeat** of the fans and the serene, **quiet authority** of a transparent institution. It captures unguarded moments of collective euphoria—the rhythmic drumming, the embracing crowd—alongside the focused intensity of players executing tiki-taka artistry. Every frame is composed with a designer's eye, transforming raw emotion into timeless, editorial visuals that reflect the brand's minimalism and coherence. The imagery style is not merely documentary; it is a curated lens through which the nation's pride and unity are elevated to an art form.

The Blueprint

- **Subject Matter:** Concentrate on the human scale of football's emotional spectrum: a player's steely gaze, the inclusive roar of the marea roja, a child clutching a flag. Complement these with abstract details—the wavy kit pattern, gold star on the crest, architectural lines of the Ciudad del Fútbol—to symbolize design-obsessed minimalism and transparency. Avoid generic stock; every image must feel **intentional and authored**.
- **Composition:** Employ asymmetrical balance and the rule of thirds. Place subjects off-center, allowing **generous negative space** to breathe. Use leading lines from stadium arches or flag waves to guide the eye. Frames remain uncluttered, distilling the scene to its emotional essence.
- **Lighting:** Favor natural, directional light—dramatic chiaroscuro for player portraits that carves out form, and soft golden-hour glow for fan gatherings that evokes warmth and nostalgia. Reject flat, studio-style lighting; aim for **atmospheric depth** reminiscent of Spanish baroque painting.
- **Color Grading:** Apply a consistent, cinematic grade that subtly pushes reds and golds while deepening blues into navy shadows. The overall palette remains rich and true to the brand, avoiding oversaturation. This creates a cohesive, instantly recognizable library.

Activation Guidance

- Commission behind-the-scenes photographers to shoot in a documentary style, then apply a shared preset that lifts reds and deepens blues.
- For social media, create a reusable Lightroom/Photoshop filter that enforces the brand color grade across all team and fan content.
- In governance reports, use metaphorical imagery: close-ups of natural textures and light on the crest to convey transparency and legacy.
- Always ensure diverse and inclusive representation—images should celebrate Spain's multi-regional unity, echoing the rotating home venues.

Do's

- Feature authentic, raw human emotion—joy, focus, unity—captured in natural light with

Don'ts

- Never use stock photography or overly posed shots; they contradict the brand's

dynamic compositions.

- Use shallow depth of field to isolate subjects against clean backgrounds, directing attention to expression and detail.
- Apply a consistent color grade that enriches reds and deepens blues, creating a cinematic, cohesive image library.
- Include abstract shots that celebrate design: close-ups of the crest, kit textures, and stadium architectural details.
- In campaign key visuals, overlay the wavy line pattern at low opacity to subtly embed brand texture.

authenticity and passionate, spontaneous character.

- Avoid cluttered compositions with multiple focal points; every image must have one clear hero subject.
- Do not overuse filters or trendy effects; the color grade should be subtle and enduring.
- Avoid harsh, direct flash that flattens depth and emotion; prefer natural or carefully controlled directional light.
- Never ignore diversity; imagery must represent Spain's multi-regional unity with inclusive, authentic portrayals.

Strategic Rationale

Layout embodies the brand's design-obsessed minimalism and **transparent competence**. Like tiki-taka, it relies on precise passes of whitespace, a disciplined grid, and a hierarchical rhythm that guides the eye with calm authority. This systematic approach builds trust; every alignment and proportion feels intentional, reinforcing the brand's promise of clarity and reliability. The layout is not a backdrop—it is an active participant in shaping perception, turning complexity into serene order.

The Blueprint

- **Grid System:** A **12-column modular grid** (desktop) scales to 4 columns on mobile, providing both flexibility and rigor. All elements snap to a 4px baseline grid for pixel-perfect alignment, mirroring the mathematical precision of possession play. Breakout full-bleed images are reserved for emotional high points, creating contrast through controlled disruption.
- **Whitespace Philosophy:** Whitespace is treated as an **active element**, not emptiness. Generous padding and margins (minimum 24px) isolate key messages, elevate imagery, and signal premium quality. In dense data views, whitespace organizes complexity, preventing visual overwhelm and reinforcing the transparent, uncluttered brand character.

- **Compositional Approach:** Establish a clear **typographic hierarchy**: Playfair Display for primary headlines (e.g., 72pt), Inter for all secondary text. Align elements to a strong left axis for most applications; centered compositions appear only in ceremonial or editorial spreads (e.g., museum exhibits). Use size contrast dramatically—a single, large headline against subdued body copy. Integrate the brand's diamond and wave patterns sparingly, at 5-10% opacity, as background textures.

Activation Guidance

- Begin every design by defining the grid and key margins; never place content first.
- For multi-language layouts, test Inter's line lengths to ensure comfortable reading (approx. 60-75 characters per line).
- In mobile UIs, increase touch targets to at least 44px and maintain generous spacing between interactive elements.
- Use the wave pattern as a full-bleed background at low opacity only on hero sections; avoid using it as a foreground divider.
- Always maintain the logo's clear space (minimum 1x the crest height) and never distort its aspect ratio.

Do's

- Start every design with a modular grid (12 columns desktop, 4 columns mobile) to enforce order and rhythmic alignment.
- Use generous whitespace as a framing device to elevate key messages and create a premium, uncluttered feel.
- Align elements to a strong left axis for most layouts; reserve centered compositions for editorial or ceremonial applications.
- Apply a clear visual hierarchy using size, weight, and color contrast, ensuring one dominant element per layout.

Don'ts

- Never sacrifice grid alignment for decorative flourishes; every element must snap to the underlying structure.
- Avoid crowded layouts with multiple calls-to-action; guide the eye through a single, logical flow per screen or page.
- Do not use the diamond pattern as a prominent foreground element; it must remain a subtle, secondary texture.
- Avoid mixing alignment types (left, right, center) in a single composition without clear, intentional purpose.

- Integrate the diamond and wave patterns as subtle background textures at 5-10% opacity for brand reinforcement.
- Never stretch or distort the logo; always maintain its aspect ratio and prescribed clear space.

Visual Identity Justification

Spain's visual identity is a masterclass in dignified passion. The deep red primary color, drawn from the national flag and the 'La Roja' nickname, anchors the brand with **visceral energy**, while navy secondary and gold accent lend authority and heritage. Against clean backgrounds of light gray or near-black, the palette achieves a **timeless, confident contrast**. Playfair Display's elegant, high-contrast serifs headline the narrative, echoing the drama and artistry of tiki-taka; its classical forms speak of a proud legacy. Inter, the secondary sans-serif, provides a modern, transparent counterpoint—its geometric neutrality ensuring clarity across governance portals, mobile apps, and stadium graphics. **Imagery captures the unguarded heartbeat of Spanish football:** the rhythmic drumming of fans, the focused intensity of players, always composed with a minimalist's eye for negative space and a cinematographer's sense of light. Layouts breathe with generous whitespace and rigorous grids, a visual translation of the team's possession-based precision. Every element, from the wavy pattern to the star above the crest, is deployed with restraint and intention. This is a system that does not shout; it **commands through coherence**, building trust with every pixel. In its union of fire and grace, it reflects a nation's soul.



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For questions or support, contact us at:

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