M-ISM-6-02-XX-02-E

Strategic Management and sales & digital marketing in sports organizations

Semester 2, 2015 – 2016

<table>
<thead>
<tr>
<th>COORDINATOR</th>
<th>Maltese Lionel</th>
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<tr>
<td>PROFESSORS</td>
<td>Maltese Lionel</td>
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<tr>
<td></td>
<td>Ladik Daniel</td>
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<td>OFFICE</td>
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<td>TELEPHONE</td>
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<tr>
<td>OFFICE HOURS</td>
<td>Wednesdays 17:00-19:00 and by appointment</td>
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<thead>
<tr>
<th>COURSE DELIVERABLE</th>
<th>DUE DATE</th>
<th>WEIGHT ON FINAL GRADE</th>
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</thead>
<tbody>
<tr>
<td>Assignment 1 (Group)</td>
<td>Business Plan Presentation and Development</td>
<td>50 %</td>
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<tr>
<td>Assignment 2 (individual)</td>
<td>Participation and Individual case study</td>
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Kedge Business School and its professors, encourage you to use your Pro-Acts, company projects and internships as privileged opportunities to apply the reflexions, theories, concepts and tools presented during this course.
INTRODUCTION AND OBJECTIVES

Course Purpose & Objectives

Strategic Management:

This course presents a strategic model for sports events using Resource-Based View approach. After the strategic assets identification (sponsoring, reputation, relational and physical resources) and specific dynamic capabilities, various cases analysis are discusses in the context of international sports events. The main goal of this course is to give a “sensemaking” approach to create, develop and maintain sustainable performance in sports event organizations.

"There is no separation between sports and entertainment... merge them together and create something unique". Robert Johnson (Owner Charlotte Bobcats)

This course is designed to provide students with systematic means to analyze and develop strategies using concepts and theories of marketing in a sports business context. More specifically, by the end of this course students will:

(1) develop an understanding of the strategic role of marketing in sports business firms and the importance of appropriate decision making
(2) develop skills necessary to utilize the course’s tools and frameworks, designed to identify revenue opportunities, and make strategic sports marketing decisions.
(3) develop responsible leader and strategic skills in the sports marketing business context.

The course consists of lectures, exercises, article discussions, groupwork, presentations and a brand project. The course content has relevance to students pursuing different career goals in virtually any type of organization linked to sports or leisure activities with a strong sport dimension.

Sales & digital marketing:

Regardless of what we call it (i.e., Interactive Marketing, Social Media Marketing, Digital Marketing, Relationship Marketing, One-to-One Marketing, Co-Creation of Value) this is one of the fastest growing avenues for targeting customers. This course explores the philosophies and strategies underlying this phenomenon leading to a greater understanding of consumer-firm co-creation of value.

Courses contribution to program objectives

With the aim of strategic and brand management, the students will work on sport organisations business plan and models in order to innovate and construct strong commercial brands.
Marketing decisions on brands and communication supports deployment will be in the heart of entrepreneurial choices to create sustainable performance for professional sport organizations.

Students will be able to:

1. To identify, introduce, and define key interactive marketing terminology (aka “buzz words”), concepts, and strategies.
2. To identify the consumption, cultural, and technological shifts that differentiate interactive marketing tools and platforms from traditional media and describe the challenges and opportunities this poses for businesses.

3. To introduce and evaluate different models for framing the social media strategy of businesses and analyze their strengths and weaknesses as frameworks for understanding the role of social media in the marketing strategy of firms.

4. To apply this new knowledge and create cutting-edge interactive strategies in the context of sports and fan retention.

Students will use both logic and creativity to arrive at effective solutions. At the end of the class, they should be able to analyze opportunities and alternatives in sports business in an open, honest manner. At the end of this class, students should be able to identify the customer and market segments in which they have chosen to compete in the sports business area. They should also relate products and service attributes, relationships, organizational image/reputation to those segments. Finally, they should be able to reach conclusions based on demonstrable evidence and analysis.

**Course Contribution to Application of Critical Thinking**

Two main discussions will be integrated during the course:

- The balance between resource-based (Intent) and classical competitive (Fit) approaches to study and analyse sport organizations.

- The specificity of expressive and powerful sport brands associated to various key instable stakeholders with high personality (athletes, coaches, media, cities, sponsors, suppliers…). In this sense, one of the key questions will focus on another balance between reputation and brand construction in sport organizations.

Students should demonstrate a responsible attitude with respect to society by adopting ethical behaviour in dealing with sports business issues or problems. They should be able to include ethics in the decision-making process and to determine whether a decision is acceptable.

**Courses description**

This course will use a variety of teaching methods including lectures, readings, exercises and presentations. Lectures will be highly interactive, demanding the participation of individuals in group work, discussions, and workshops.

Since the course is both conceptual and applied to a given business context (Sport Industries), interactivity and sharing work results and experience is a key dimension in this course. The instructor will provide concepts, theories, measurement and models in the area of strategic management, public relations, sponsorship activation, reputation and brand management. All this material needs to be applied to various sport industries
Strategic Management and sales & digital marketing in sports organizations

(manufacturers, events, sport teams) and this will essentially be done through the work of participants. Participants should be prepared to share their results and to learn from each other.

The other purpose of this course is to provide students with the knowledge and skills necessary to effectively analyze problems and make decisions related to marketing to individuals using interactive tools. Interactive marketing is an exploration and advanced study of the areas of business in which marketing of products and services is being dynamically transformed in an online environment that is highly dynamic and innovative. The course focuses on the nexus of two principal business realms: Marketing and Technology. The foundation of the course is in the traversing of the bridge between the domain of marketing knowledge and that of computer and communication networks. Advancing technologies, particularly network-related ones, are creating amplified means of creating, reaching and satisfying customers. Effective interactive marketing practices and techniques are crucial to the superior financial business performance in the market space being created by current and imminent technological innovations.

Analyze sports marketing situations and develop strategic decisions in sports marketing. Focus on consumer issues as well as product, distribution and pricing decisions.

COURSE MATERIAL (download using ebsco kedgebs)

Strategic Management (Lionel Maltese)

The required readings for the class will be made available to participants at the beginning of the seminar. A copy of the slides presented in class will be made available to participants.

EXHAUSTIVE BIBLIOGRAPHY

★★ : advised reading
★ : specific references


Strategic Management and sales & digital marketing in sports organizations


★ MASTERSMAN Guy, Strategic Sports Event Management An International Approach, Elsevier, 2004


Strategic Management and sales & digital marketing in sports organizations


★★ MCCORMACK M. (1984), WHAT THEY DON’T TEACH YOU AT HARVARD BUSINESS SCHOOL, BANTAM BOOKS, NEW YORK.


COURSE REFERENCES AND WEB LINKS: lionelmaltese.fr

Sales & digital marketing (Daniel Ladik)

SUPPLEMENTARY READINGS

Marketing Management


Satisfaction/Loyalty & CRM


**Branding/Experience**


**E-Commerce**


**Leadership**


**Corporate Social Responsibility/Ethics**


**Co-Creation of Value/Crowd**


**Marketing Strategy**


### COURSE CONTENTS AND TIMETABLE

<table>
<thead>
<tr>
<th>SESSIONS</th>
<th>TOPIC</th>
<th>PRELIMINARY READING(S)</th>
<th>ADDITIONAL READING(S) AND ASSIGNMENTS</th>
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<td>3</td>
<td>RELATIONAL BUSINESS</td>
<td>COVA Bernard and MALTESE Lionel, Public and Private extra business case</td>
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### MODEL

**Managing your relational assets (Public Relations, Networking, Individual relationships) and stakeholders (private and public sponsors)**


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### REPUTATIONAL BUSINESS MODEL

**The key for the success: Managing your Reputation – your Entertainment and Sustainable Development**


- Maltese, Lionel, Prévet, Frédéric and Pons Frank (2015), Managing e-reputation and key stakeholders in the context of sport expressive organizations. International Studies of Management and Organization (ISMO 2015) – Special Issue

- Maltese, Lionel and Prevot, Frédéric, “Importing Sport Organisation Reputation in China: the Case of Olympique Lyonnais Football Club”, Reputation Institute’s 12th International Olympic Lyonnais in China

French Soccer Team in South Africa

Roland Garros and Tour de France

NBA Authenticity
<table>
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<tr>
<th>5</th>
<th>CULTURAL BUSINESS MODEL</th>
<th>Montreal Canadians Olympic of Marseille Bundesliga analysis Group Work on Business Plan and Models</th>
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<td>Workshop: Business Plan projects presentations and questions to implement event marketing tools</td>
<td>Think Tank OM1899: Do Think!</td>
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<td>Final Exam</td>
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<td>Individual case study</td>
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<td>Topic Talk Presentations</td>
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TEACHING APPROACH/ INSTRUCTIONAL METHODS

One learns about branding by plunging into what is experienced by consumers. He/she needs to be familiar with the consumer’s feelings and inside states during the brand experience; with whatever it is that facilitates his/her access to moment of well-being or enjoyment; and with anything that might impede such access. In order to do so, the best suited method is to develop a reflexive thinking which allows to a type of self personal introspection. There the need for participants to become ‘self-reflexive’ individuals.

EVALUATION OF STUDENT PERFORMANCE

Methods Used to Evaluate Student Performance

The evaluation of this course emphasizes your understanding of the procedures for describing and analyzing data in a business environment.

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Lionel Maltese : 50 % [Strategic Management]

Presentations (40 %) : Groups presentations about on creation or development of sports organizations: Business Models

Final Exam (60 %) : Group work in linking business plans and strategic assets management

Evaluation grid:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>Form (presentation – slides – time)</td>
<td>3</td>
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<tr>
<td>Assets identification</td>
<td>2</td>
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<tr>
<td>Assets evaluation with the VRIO framework</td>
<td>2</td>
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<tr>
<td>Macro and Micro environment diagnostic</td>
<td>2</td>
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<tr>
<td>Linkages between resources and competences</td>
<td>2</td>
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<tr>
<td>Modelling resources combinations</td>
<td>2</td>
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<tr>
<td>Business model analysis and explanation</td>
<td>2</td>
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<tr>
<td>Sensemaking in final marketing choices and innovation</td>
<td>5</td>
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<tr>
<td>Mark</td>
<td>/20</td>
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</table>
Assignments
Course components include class participation, a topical update, a case, and a celebration of progress.

Topical Update
Each student will choose an interactive marketing topic (related to sport marketing of course) and discuss a short article about that topic taken from recent publication.

What you will do is print off or make a copy of the article, then type a one page (double spaced) summary in your own words of the key issues in the article and how they relate to the topic of that night. This will be an outstanding tool for us to discuss examples and applications of major issues related to this course.

Case
A case will be required and is a major part of your overall grade. Cases are to be typed/double-spaced and approximately 5 pages in length; you should fully cover all the pertinent issues presented. I will provide a list of questions to respond to for each case. No late cases will be accepted unless extenuating circumstances prevail. I will assign specific questions for each case that must be part of your case write-up.

Participation and Contribution to Discussion
As stated earlier, this course will be conducted in a topical "seminar" format via. Your own contribution to the discussion is a critical part of the success of the course for everyone. Note that 15 percent of your grade depends on your performance in this facet of the course. I expect informed, interesting, and insightful comments from individuals in the class. Be absolutely clear that quality of contribution rather than merely quantity is key.

Course Evaluation
Your grade is determined objectively from the accumulation of points acquired from the following assignments. There are no extra credit points available. Class participation and overall respect for the course are the best options for enhancing your grade. This class will employ a +/- grading system.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Topic Talk</td>
<td>10%</td>
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<tr>
<td>Case</td>
<td>60%</td>
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<tr>
<td>Participation</td>
<td>30%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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</table>
BIOGRAPHY

Lionel Maltese

Ph.D in Management Science, IAE Aix-en-Provence, Aix Marseille University (2004)
Associate Professor Kedge Business School, Teaching and Research Sport Event Management and Marketing since 2006.

His research focus on strategic management and resource-based approaches, reputation management, sponsorship activation, event management, sport marketing and management.

Consulting Expert for French tennis ATP tournaments (Open13 Marseille – Open Nice Côte d’Azur - BNP Paribas Masters Paris FFT – WTA Bussels Open ) :
- Event Organization
- Strategic Assets Management and planning
- Entertainment & New Technologies Management
- Ticketing strategy and hospitality management
- Sponsorship activations
- Cause Related Marketing

Consulting expert for PSG (Fan Experience Marketing Strategy) and BNP Paribas (Hospitality Business Marketing)

Website : lionelmaltese.fr
Daniel Ladik

Dr. Dan-o (AKA Daniel M. Ladik, Ph.D) is an Associate Professor of Marketing in the Stillman School of Business at Seton Hall University in northern NJ. His main teaching and research interests include marketing strategy, personal selling and sales management, servant leadership, and web 2.0/social media.

Prior to Seton Hall, Dr. Dan-o taught for seven years in the Sawyer Business School at Suffolk University in Boston. Dr. Dan-o earned his Ph.D. in marketing at the University of South Florida in Tampa and holds BS (economics), MA (international marketing) and MBA degrees from Saint Joseph’s University in Philadelphia.

Dr. Dan-o is married to his bonita chica Maggie and has two bright budding NASA astronauts Xavier and Leonardo. Besides marketing (and reading), Dr. Dan-o’s hobbies include playing guitar, following the Phillies (and Eagles), following the English Premier League, and collecting baseball cards.

Website: https://www.shu.edu/profiles/danielladik.cfm
Blog: http://dignuggetville.com/
ACADEMIC FRAUD

Definition

Academic fraud is a breach of ethics.

"Is achieved using unfair means or deception, to obtain material or undue moral advantage, or with the intent to avoid the enforcement of laws". (Translated from the original source: Dictionnaire Juridique des Lois, 2010, available at: www.dictionnaire-juridique.com/definition/fraude.php)

Plagiarism consists of attributing authorship by (partial or total) copying, imitation or misappropriation.

The act of fraud is committed by one or more students/participants when they:

- appropriate written or oral work to themselves when they are not the author (in whole or in part) of the work, by omitting any references or quotations to the author or to the owner of the work;
- present any data that has been falsified or invented in any way;
- use the identity of the author, attributing the contents of and/or a resource to him/her, but without explicitly mentioning that they are not the author;
- appropriate the creative work of someone else and present it as their own;
- acquire exerts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the exerts;
- summarise the original idea of an author by expressing it in their own words but omit quoting the source;
- cheat in an academic evaluation.

Plagiarism can occur in:

- an academic article or book;
- an exercise or a case study;
- a study or a report;
- a dissertation or a thesis;
- any document of which the student/participant is not, but purports to be the author.

Sanctions

Any student/participant having committed academic fraud, or having participated in it, will be sanctioned by the professor in charge of the course. The professor can apply 1st and 2nd level sanctions (detailed below). The professor will send a copy of the sanction to the student’s/participant’s programme. The student/participant will be informed/and or convoked by the programme director (or his/her representative) to a hearing prior to the possible convening of the Kedge Business School Disciplinary Council. In the case of a hearing of the Disciplinary Council, they can decide to apply 3rd and 4th level of sanctions.
Any student/participant guilty of academic fraud will receive one of the following sanctions:

- Applied by the professor in charge of the course, Kedge Business School faculty member (1st and 2nd level):
  - A grade of zero for the work concerned and a formal warning;
  - A grade of zero for the course or module concerned and a formal warning.

- Applied by Kedge Business School’s Disciplinary Council (3rd and 4th level):
  - Suspension from the programme for one or two semesters;
  - Exclusion from the programme.

N.B.: Plagiarism within a partner institution can result in these sanctions being applied by Kedge Business School, notwithstanding partner’s decision.