

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

Strategic Management and sales & digital marketing in sports organizations

Semester 2, 2015 – 2016

COORDINATOR	Maltese Lionel
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OFFICE HOURS	Wednesdays 17:00-19:00 and by appointment

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Assignment 1 (Group)	Business Plan Presentation and Development	50 %
Assignment 2 (individual)	Participation and Individual case study	50%

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 discussed 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 integrates 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 an other e 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

(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 kedgets)

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

★BEECH, John, CHADWICK, Simon, *The Business of Sport Management*, Prentice Hall – Financial Times, Pearson education, 2004.

★BOWDIN, Glenn A.J., ALLEN Johnny, O'TOOLE William, HARRIS Robert, McDONNELL Ian, *Events Management*, Broché, 2006.

★CHALIP Laurence and MCGUIRTY Johanne, “Bundling sport events with the host destination”, *Journal of Sport Tourism*, 9(3), pp.267-282, 2004.

★★CORNWELL, T. Bettina, MAIGNAN, Isabelle, “An International Review of Sponsorship Research”, *Journal of Advertising*, 27 : 1, pp. 1-21, 1998.

★★COVELL Daniel, WALKER Sharienne and SICILIANO Julie, *Managing Sport Organizations : Responsibility for Performance*, Broché, Eds 2, 2007.

- ★FAHY, John, FARRELLY, Francis John, QUESTER, Pascale G., “Competitive advantage through sponsorship: A conceptual model and research propositions”, *European Journal of Marketing*, 38 : 8, pp. 1013-1030, 2004.
- ★FOMBRUN, Charles J., *Reputation. Realizing Value from the Corporate Image*, Harvard Business School Press, Boston, 1996.
- ★★FOMBRUN, Charles J., VAN RIEL, Cees B. M., “The Reputational Landscape”, *Corporate Reputation Review*, 1 : 1-2, pp. 5-13, 1997.
- ★★FOMBRUN, Charles J., VAN RIEL, Cees B. M., *Fame Fortune. How Successful Companies Build Winning Reputations*, Prentice Hall, New York, 2003.
- ★FOSTER, William M., MAUWS, Michael K., “One thing money can’t buy : A resource-based view of the National Hockey League (NHL)”, *Presentation for North American Society for Sport Management (NASSM), Colorado Springs, June , 2000..*
- ★GERRARD Bill, “A Resource-Utilisation Model of Organizational Efficiency in Professional Sports Teams”, *Journal of Sport Management*, 19:2, pp.143-169, 2005.
- ★GETZ Donald, *Event Management & Event Tourism*, Cognizant Communication Corp-Broché, 1997.
- ★★HOWARD Dennis R. and CROMPTON John L., “Tactics used by sports organizations in the United States to increase ticket sales ”, *Managing Leisure*, 9, 87-98, April 2004.
- ★★KESENNE Stefan and PAUWELS Wilfried, “Club objectives and ticket pricing in professional team sports”, *Eastern Economic Journal*, Vol32, N°3, Summer 2006
- ★★Maltese, Lionel and Prevot, Frédéric, “Importing Sport Organisation Reputation in China : the Case of Olympique Lyonnais Football Club”, *Reputation Institute's 12th International Conference on Corporate Reputation, Brand, Identity and Competitiveness*, Beijing, 26 May - 1 Jun 2008.
- ★★Maltese, Lionel, “Managing assets in the field of sports special events : Proposal for a new methodological and analytical approach”, *International Journal of Sport Management and Marketing (IJSMM)*, Special Issue on: “Strategic Issues in the Management of Sport Firms and Organisations: Opportunities and Challenges” , 5 : 3, pp. 310-329, 2009.
- ★MASTERMAN Guy, *Strategic Sports Event Management An International Approach*, Elsevier, 2004
- ★RISHE Patrick and Michael MONDELLO, “Ticket Price Determination in Professional Sports : An Empirical Analysis of the NBA, NFL, NHL, and Major League Baseball”, *Sport Marketing Quarterly*, 13, pp. 104-112, 2004.
- ★SUPOVITZ Frank, *The Sports Event Management and Marketing Playbook*, John Wiley & Sons, 2004.
- ★ HOLCOMB T.R., HOLMES, R.M.JR. ET CONNELLY B.L. (2009), « MAKING THE MOST OF WHAT YOU HAVE: MANAGERIAL ABILITY AS A SOURCE OF RESOURCE VALUE CREATION », *STRATEGIC MANAGEMENT JOURNAL*, 30, 457-485.
- ★ IANSITI M. ET LEVIEN R. (2004), « STRATEGY AS ECOLOGY », *HARVARD BUSINESS REVIEW*, 82,3, 68-78.

★SIRMON D.J., HITT, M.A. ET IRELAND, R.D. (2007), « MANAGING FIRM RESOURCES IN DYNAMIC ENVIRONMENTS TO CREATE VALUE : LOOKING INSIDE THE BLACK BOX », ACADEMY OF MANAGEMENT REVIEW, 32, 1, 273-292.

★SIRMON D.J., GOVE, S. ET HITT M.A. (2009), « RESOURCE MANAGEMENT IN DYADIC COMPETITIVE RIVALRY: THE EFFECT OF RESOURCES BUNDLING AND DEPLOYMENT », ACADEMY OF MANAGEMENT JOURNAL, 51, 5, 919-935.

★★★ COVA B., CAYLA J. et MALTESE L. (2013), Party Time: Recreation Rituals in the World of BtoB, *Journal of Marketing Management*, 29, 11/12, 1394-1421.

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

★★★ Maltese, Lionel et Danglade, Jean-Philippe, Marketing du sport et événementiel sportif, Dunod, 226 pages, Juin 2014. Prix 2015 Académie des Sciences Commerciales

COURSE REFERENCES AND WEB LINKS: lionelmaltese.fr

Sales & digital marketing (Daniel Ladik)

SUPPLEMENTARY READINGS

Marketing Management

Shapiro, Benson P. (1988), "What the Hell is 'Market Oriented?'" *Harvard Business Review*, (Nov/Dec): 119-126.

De Swaan Arons, Marc, Frank van den Driest, and Keith Weed (2014), "The Ultimate Marketing Machine," *Harvard Business Review*, (July/Aug): 55-63.

Satisfaction/Loyalty & CRM

Reichheld, Frederick (2003), "The One Number You Need to Grow," *Harvard Business Review*, (Dec): 46-54.

Peppers, Don, Martha Rogers, and Bob Dorf (1999), "Is Your Company Ready for One-to-One Marketing?" *Harvard Business Review*, (Jan/Feb): 151-161.

Fournier, Susan, Susan Dobscha and David Glen Mick (1998), "Preventing the Premature Death of Relationship Marketing," *Harvard Business Review*, Vol. 76, Issue 1 (Jan/Feb): 42-50.

Rigby, Darrell K., Frederick Reichheld, and Phil Schefter (2002), "Avoid the Four Perils of CRM," *Harvard Business Review*, Vol. 80, Issue 2 (Feb): 101-108.

Kaplan, Andreas M. and Michael Haenlein (2011), "Two Hearts in Three-Quarter Time: How to Waltz the Social Media/Viral Marketing Dance," *Business Horizons*, 54: 253-263.

Kumar, V. J. Andrew Petersen, and Robert P. Leone (2007), "How Valuable is Word of Mouth?" *Harvard Business Review*, (October): 139-146.

Nunes, Joseph C. and Xavier Dreze (2006), "Your Loyalty Program is Betraying You," *Harvard Business Review*, (April): 124-131.

Avery, Jill, Susan Fournier, and John Wittenbraker (2014), "Unlocking the Mysteries of Your Customer Relationships," *Harvard Business Review*, (July-Aug): 72-81.

Branding/Experience

Holt, Douglas B. (2003), "What Becomes an Icon Most?" *Harvard Business Review*, (March): 43-49.

Pine, B. Joseph and James H. Gilmore (1998), "Welcome to the Experience Economy" *Harvard Business Review*, (July-Aug): 97-105.

Edelman, David C. (2010) "Branding in the Digital Age," *Harvard Business Review*, (December): 62-69.

Rawson, Alex, Ewan Duncan, and Conor Jones (2013), "The Truth About Customer Experience," *Harvard Business Review*, (Sept): 90-98.

Fournier, Susan and Lara Lee (2009), "Getting Brand Communities Right," *Harvard Business Review*, (April): 105-111.

Rigby, Darrell (2014), "Digital-Physical Mashups," *Harvard Business Review*, (Sept): 84-92.

E-Commerce

Giamanco, Barbara and Kent Gregoire (2012), "Tweet Me, Friend Me, Make Me Buy," *Harvard Business Review*, July-Aug): 88-93.

Simonson, Itamar and Emanuel Rosen (2014), "What Marketers Misunderstand About Online Reviews," *Harvard Business Review*, (Jan-Feb): 23-25.

Andre, Paul, Michael Bernstein and Kurt Luther (2012), "What Makes a Great Tweet," *Harvard Business Review*, (May): 36-37.

Sevitt, David and Alexandra Samuel (2013), "How Pinterest Puts People in Stores," *Harvard Business Review*, (July-Aug): 26-27.

Bryce, David J., Jeffery H. Dyer, and Nile W. Hatch (2011), "Competing Against Free," *Harvard Business Review*, (June): 104-111.

Kramer, Larry (2010), "How French Innovators are Putting the "Social" Back into Social Networking," *Harvard Business Review*, (Oct): 121-124.

Porter, Michael E. (2001), "Strategy and the Internet," *Harvard Business Review*, (March): 62-79.

Porter, Michael E and James E. Heppelmann (2014) "How Smart Connect Products are Transforming Competition," *Harvard Business Review*, (Nov): 65-88.

Iansiti, Marco and Karim R. Lakhani (2014), "Digital Ubiquity," *Harvard Business Review*, (Nov): 91-99.

Leadership

Locander, William B., (2005), "The Journey Begins," *Marketing Management*, Jan/Feb, Vol. 14 Issue 1: 44-46.

Goleman, Daniel (2000), "Leadership that Gets Results," *Harvard Business Review*, (Mar/April): 78-90.

Elberse, Anita (2013), "Ferguson's Formula," *Harvard Business Review*, (Oct): 116-125.

Corporate Social Responsibility/Ethics

Luo, Xueming and Shuili Du (2012), "Good Companies Launch More Good Products," *Harvard Business Review*, (April): 28.

Rangan, Kasturi, Lisa Chase, and Soheli Karim (2015) "The Truth About CSR," *Harvard Business Review*, (Jan/Feb): 41-49.

Besharat, Ali, Langan, Ryan, Ladik, Daniel and Carrillat, Francois (2015), "Marketing Ethics", in the forthcoming edition of *Encyclopedia of Public Administration and Public Policy*.

Beard, Allison and Richard Hornik (2011), "It's Hard to be Good," *Harvard Business Review*, (Nov): 88-96.

Co-Creation of Value/Crowd

Davenport, Thomas H., Leandro Dalle Mule, and John Lucker (2011), "Know What Your Customers Want Before They Do," *Harvard Business Review*, (December): 84-92.

Boudreau, Kevin J. and Karim R. Lakhani (2013), "Using the Crowd as an Innovation Partner," *Harvard Business Review*, (April): 61-69.

Gouillart, Francis and Douglas Billings (2013), "Community-Powered Problem Solving," *Harvard Business Review*, (April): 71-77.

Marketing Strategy

Ladik, Daniel M. and William B. Locander (2008) "CMO Leadership for the 21st Century" *Marketing Management*, Sept/Oct: 14-20.

Spencer, Patrick (2010) "Why You Need a New Media 'Ringmaster'" *Harvard Business Review*, (December): 78-79.

Dawar, Niraj (2013), "When Marketing is Strategy," *Harvard Business Review*, (Dec): 101-108.

Nicholes, Wes (2013), "Advertising Analytics 2.0," *Harvard Business Review*, (March): 60-68.

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Davenport, Thomas H. (2013), "Analytics 3.0," *Harvard Business Review*, (Dec): 64-72.

Brinker, Scott and Laura McLellan (2014), "The Rise of the Chief Marketing Technologist," *Harvard Business Review*, (July/Aug): 83-85.

COURSE CONTENTS AND TIMETABLE

SESSIONS	TOPIC	PRELIMINARY READING(S)	ADDITIONAL READING(S) AND ASSIGNMENTS
Lionel Maltese			
1	SPORT BUSINESS ECOSYSTEM Sport organizations (focus on events) – strategic management approaches & strategic marketing implementation	<p>- Mauws M.K., Mason D.S., Foster, W.M. (2003), “Thinking Strategically about Professional Sports”, <i>European Sport Management Quarterly</i>, 3:3, pp. 145-164.</p> <p>- Berman S.L., Down J., Hill C.W. L. (2002), “Tacit Knowledge as a Source of Competitive Advantage in the National Basketball Association”, <i>Academy of Management Journal</i>, 45:1, pp. 13-31.</p> <p>- Smart D.L., Wolfe R.A. (2000), “Examining Sustainable Competitive Advantage in Inter Collegiate Athletics: A Resource-Based View”, <i>Journal of Sport Management</i>, 14, p. 133-153.</p>	Video XERFI/CANAL World sports franchise business
2	SPORT BUSINESS MODELS Business plan & Business Model implementation for sport events organizations	<p><i>Lionel Maltese and Lucien Veran. Managing and Modeling the Combination of Resources in Professional Sporting Events. In S. Butenko, J. Gil-Lafuente, and P.M. Pardalos (Eds.), Optimal Strategies in Sports Economics and Management, pages 61-86. Springer, 2010.</i></p>	Case Studies : ATP World Tour MHR (Rugby Top14)
3	RELATIONAL BUSINESS	<i>COVA Bernard and MALTESE Lionel,</i>	Public and Private extra business case

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	<p>MODEL</p> <p>Managing your relational assets (Public Relations, Networking, Individual relationships) and stakeholders (private and public sponsors)</p>	<p>« <i>Rituals for managing extrabusiness relationships in international sports marketing : the case of Open13 tennis tournament, IMP Conference Sept 2010, Budapest .</i></p> <p>- Erickson G.S, Kushner R.J (1999), “<i>Public Event Networks : an Application of Marketing Theory to Sporting Events</i>”, <i>European Journal of Marketing</i>, 33, 348-359.</p> <p>- Amis J., Pant N., Slack T. (1997), “<i>Achieving a Sustainable Competitive Advantage : A Resource-Based View of Sport Sponsorship</i>”, <i>Journal of Sport Management</i>, 11, pp. 80-96</p>	<p>studies : Match Hospitality, Arsenal case</p>
4	<p>REPUTATIONAL BUSINESS MODEL</p> <p>The key for the success : Managing your Reputation – your Entertainment and Sustainable Development</p>	<p>- McGaughey S.L., Liesch P.W. (2002), “<i>The Global Sports-Media Nexus : Reflections on The “Super League Saga” in Australia</i>”, <i>Journal of Management Studies</i>, 39 : 3, pp.383-416.</p> <p>- Maltese, Lionel, Prévot, Frédéric and Pons Frank (2015), <i>Managing e-reputation and key stakeholders in the context of sport expressive organizations, International Studies of Management and Organization (ISMO 2015) – Special Issue</i></p> <p>- Maltese, Lionel and Prevot, Frédéric, “<i>Importing Sport Organisation Reputation in China : the Case of Olympique Lyonnais Football Club</i>”, <i>Reputation Institute's 12th International</i></p>	<p>Olympique Lyonnais in China French Soccer Team in South Africa Roland Garros and Tour de France NBA Authenticity</p>

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		<i>Conference on Corporate Reputation, Brand, Identity and Competitiveness, Beijing, 26 May - 1 Jun 2008.</i>	
5	CULTURAL BUSINESS MODEL Workshop : Business Plan projects presentations and questions to implement event marketing tools	Think Tank OM1899 : Do Think !	Montreal Canadians Olympique of Marseille Bundesliga analysis Group Work on Business Plan and Models
Daniel Ladik			
6	Introduction/History - Dr. Dan-o Overview Marketing Management Satisfaction/Loyalty/CRM	Shapiro, Benson P. (1988), "What the Hell is 'Market Oriented?'" Harvard Business Review, (Nov/Dec): 119-126. Reichheld, Frederick (2003), "The One Number You Need to Grow," Harvard Business Review, (Dec): 46-54.	Read
7	Branding & Experience E-Commerce	Holt, Douglas B. (2003), "What Becomes an Icon Most?" Harvard Business Review, (March): 43-49. Giamanco, Barbara and Kent Gregoire (2012), "Tweet Me, Friend Me, Make Me Buy," Harvard Business Review, July-Aug): 88-93. Simonson, Itamar and Emanuel Rosen (2014), "What Marketers Misunderstand	Read

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		<p>About Online Reviews,” Harvard Business Review, (Jan-Feb): 23-25.</p> <p>Andre, Paul, Michael Bernstein and Kurt Luther (2012), “What Makes a Great Tweet,” Harvard Business Review, (May): 36-37.</p> <p>Sevitt, David and Alexandra Samuel (2013), “How Pinterest Puts People in Stores,” Harvard Business Review, (July-Aug): 26-27.</p>	
8	<p>Leadership</p> <p>Corporate Social Responsibility</p> <p>Ethics</p>	<p>Locander, William B., (2005), “The Journey Begins,” Marketing Management, Jan/Feb, Vol. 14 Issue 1: 44-46.</p> <p>Luo, Xueming and Shuili Du (2012), “Good Companies Launch More Good Products,” Harvard Business Review, (April): 28.</p> <p>Rangan, Kasturi, Lisa Chase, and Sohail Karim (2015) “The Truth About CSR,” Harvard Business Review, (Jan/Feb): 41-49.</p>	<p>Read</p> <p>Blogging</p> <p>Micro-Blogging</p> <p>Social Networking</p> <p>Multimedia/Video</p>
9	<p>Co-Creation of Value</p> <p>Marketing Strategy</p>	<p>Davenport, Thomas H., Leandro Dalle Mole, and John Lucker (2011), “Know What Your Customers What Before They Do,” Harvard Business Review, (December): 84-92.</p> <p>Ladik, Daniel M. and William B. Locander (2008) “CMO Leadership for the 21st Century” Marketing</p>	<p>Read</p> <p>Reviews & Opinions</p> <p>Social media listening</p> <p>Wisdom of crowds</p> <p>SEO/SEM</p>

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		Management, Sept/Oct: 14-20. Spenner, Patrick (2010) "Why You Need a New Media 'Ringmaster'" Harvard Business Review, (December): 78-79.	
10	Final Exam Individual case study	Topic Talk Presentations	

Course title

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.

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Assignment 1 (Group)	Business Plan Presentation and Development	50 %
Assignment 2 (individual)	Individual case study	50%

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 :

Criteria	Marks
Form (presentation – slides – time)	3
Assets identification	2
Assets evaluation with the VRIO framework	2
Macro and Micro environment diagnostic	2
Linkages between resources and competences	2
Modelling resources combinations	2
Business model analysis and explanation	2
Sensesmaking in final marketing choices and innovation	5
Mark	/20

Daniel Ladik (50 %) [Sales & digital marketing]***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.

Topic Talk	10%
Case	60%
Participation	30%
TOTAL	100%

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.

Assistant Professor (Maître de Conférences), Aix Marseille University – IUT Marseille. Teaching in Strategic Management and Organization Behavior. Head of Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2.

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 excerpts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the excerpts;
- 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.