

**Strategic Management & Advanced Marketing for Sport Organizations**

**Kedge Summer School 2017**

**Course Code: SUM-XX-MKT-01-E-L-MRS**

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<b>OFFICE HOURS</b>	Thursday 14:00 – 17:00
<b>CLASSROOM(S)</b>	Kedge Luminy Campus : A 204
<b>COURSE HOURS</b>	See Campus Virtuel

<b>COURSE DELIVERABLE</b>	<b>DUE DATE</b>	<b>WEIGHT ON FINAL GRADE</b>
Exercises and class participation on sponsorship activation	Throughout the Course	40 %
Final Exam: Business Plan Case study	Session 8	60 %

## INTRODUCTION AND OBJECTIVES

### *Course Purpose & Objectives*

This course presents a strategic model for sports events using a Resource-Based View approach. After the identification of strategic assets (sponsoring, reputation, relational and physical resources) and specific dynamic capabilities, various case analyses are discussed in the context of international sports events. The main goal of this course is to give a “sense making” 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 leadership and strategic skills in the sports marketing business context.

The course consists of lectures, exercises, article discussions, group work, 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.

### *Course contribution to Summer School objectives*

With a focus on strategic management, the students will work on business plans and models for sport organisations in order to innovate and construct strong commercial brands.

Marketing decisions on sports events and communication supports deployment will be at the heart of entrepreneurial choices to create sustainable performance for professional sport organizations.

### *Course contribution to the application of Critical Thinking*

Two main discussions will be integrated during the course:

- (1) The balance between resource-based (Intent) and classical competitive (Fit) approaches to study and analyse sport organisations.
- (2) The specificity of expressive and powerful sport brands associated to various, unstable key stakeholders with strong personalities (athletes, coaches, media, cities, sponsors, suppliers...). In this sense, one of the key questions will focus on another balance in sport organizations, that which exists between reputation and brand construction.

### ***Course 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.

As the course is both conceptual and applied to a given business context (Sport Industries), interactivity and sharing work results and experiences are key dimensions in this course. The instructor will provide concepts, theories, measurement tools and models in the area of strategic management, public relations, sponsorship activation, reputation and brand management. All of these materials need 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. There will be presentations of articles by the participants as part of the exercises, sharing knowledge and ideas during class.

This list of recommended articles and articles to be presented is given below. **The required readings for the class will be made available to participants at the beginning of the course. A copy of the slides presented in class will be made available to participants.**

### **COURSE MATERIAL**

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

### ***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.

## COURSE CONTENTS AND TIMETABLE

*Note: All Course sessions will be held at the Kedge Business School Luminy Campus, Room A 204 (\* Friday, 30 June – Classroom A211), and taught by Professor Lionel MALTESE.*

Session	Date	Time	Topic	Preliminary Readings	Additional Readings
1	19/06/2017	10:00 - 12:00	<b>Course presentation : Sport organizations (focus on events) – Strategic Management Approaches &amp; the Sport Business Ecosystem</b>	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”, <i>Strategic Management Journal</i> , 30, 457-485.	Video XERFI/CANAL World sports franchise business
2	20/06/2017	9:30 – 11:30	<b>Company Visit – Stade Velodrome</b>		
3	21/06/2017	9:30 - 13:30	<b>Business Plan &amp; Business Model Implementation for Sport Events Organizations</b>	Maltese L. & Veran L. “Managing and Modeling the Combination of Resources in Professional Sporting Events.” in Butenko S., J. Gil-Lafuente, and P.M. Pardalos (Eds.), <i>Optimal Strategies in Sports Economics and Management</i> , pgs 61-86. Springer, 2010.	Case Studies : ➤ ATP World Tour ➤ Open13 Case ➤ BNP Paribas Masters
4	21/06/2017	9:00 -13:00	<b>Managing Your Relational Assets (Public Relations, Networking, Individual Relationships)</b>	COVA B. & MALTESE L. “Rituals for Managing Extrabusiness Relationships in International Sports Marketing : The Case Of Open13 Tennis Tournament”, <i>IMP Conference</i> , Sept 2010, Budapest  Erickson G.S., Kushner R.J. (1999), “Public Event Networks: an Application of Marketing Theory to Sporting Events”, <i>European Journal of Marketing</i> , 33, 348-359.	Public and Private extra business case studies: ➤ BNP Paribas ➤ World Cup Hospitality ➤ Commercial Activations
5	26/06/2017	14:00 – 18:00	<b>Sponsorship Activation Strategies – Cause</b>	Erickson G.S., Kushner R.J. (1999), “Public Event Networks: an	Case Studies ➤ Emirates ➤ BNP Paribas ➤ LiveStrong

			<b>Related Marketing</b>	<p>Application of Marketing Theory to Sporting Events”, <i>European Journal of Marketing</i>, 33, 348-359.</p> <p>Amis J., Pant N. &amp; Slack T. (1997), “Achieving a Sustainable Competitive Advantage : A Resource-Based View of Sport Sponsorship”, <i>Journal of Sport Management</i>, 11, pp. 80-96</p> <p>Amis J. (2003), “Good Things Come to Those Wait : The Strategic Management of Image and Reputation at Guinness”, <i>European Sport Management Quarterly</i>, 3 : 3, pp.189-214.</p>	<p>Tour de France, Guinness</p> <ul style="list-style-type: none"> <li>➤ NBA Care</li> <li>➤ Superbowl</li> </ul>
6	28/06/2017	09:30 - 13:30	<b>The Key For Success: Managing Your Reputation</b>	<p>McGaughey S.L., Liesch P.W. (2002), “The Global Sports-Media Nexus : Reflections on The “Super League Saga” in Australia”, <i>Journal of Management Studies</i>, 39 : 3, pp.383-416.</p> <p>Parent Milena M. (2007), Foreman Peter O., “Organizational Image and Identity Management in Large-Scale Sporting Events”, <i>Journal of Sport Management</i>, 21, 15-40.</p> <p>Maltese, Lionel and Prevot, Frédéric, “Importing Sport Organisation Reputation in China : the Case of Olympique Lyonnais Football Club”, <i>Reputation Institute's 12th International Conference on</i></p>	<p>Case Studies</p> <ul style="list-style-type: none"> <li>➤ Olympique Lyonnais in China</li> <li>➤ French Soccer Team in South Africa</li> <li>➤ Roland Garros and Tour de France</li> <li>➤ Visit Stade Velodrome and OM case study</li> </ul>

				<i>Corporate Reputation, Brand, Identity and Competitiveness</i> , Beijing, 26 May - 1 Jun 2008.	
7	28/06/2017	09:00 - 13:00	<b>Don't Forget Your Public : Entertainment and Communication Strategies (Part 1)</b>	Babiak K., Wolfe R, (2006), "More than just a game. Corporate Social responsibility and Super Bowl XL", <i>Sport Marketing Quarterly</i> , 15, 214-222.  Apostolpoulou A., Clark J., Gladden J. M., (2006), " From H-Town to Mo-Town : The Importance of Super Bowl Entertainment," <i>Sport Marketing Quarterly</i> , 15, 223-231.	Case Studies ➤ BNP Paribas Masters ➤ NBA NFL Bundesliga – ➤ Oreca
8	29/06/2017	14:00 – 17:00	<b>Don't Forget Your Public : Entertainment and Communication Strategies (Part 2)</b>	Maltese, Lionel (2008), "Managing assets in the field of sports special events: Proposal for a new methodological and analytical approach", <i>International Journal of Sport Management and Marketing</i> (IJSMM), Special Issue on: "Strategic Issues in the Management of Sport Firms and Organisations: Opportunities and Challenges" , 5 : 3, pp. 310-329.	Case Studies ➤ BNP Paribas Masters ➤ NBA NFL Bundesliga – ➤ Oreca
9	30/06/2017	09:30 - 13:30	<b>Business Plan Project Presentations and Questions to Implement Event Marketing Tools</b>	NOTE: CLASSROOM A 211	Oral Presentations with GoPro video analysis

## TEACHING APPROACH/ INSTRUCTIONAL METHODS

### *A Word of Advice*

Students are advised to carefully prepare each session in order to be able to discuss and acquire the required competences.

### *Organization of the sessions*

Professors present the session's material and provide in-depth and practical explanation of the main concepts of the course content presented here above.

## EVALUATION OF STUDENT PERFORMANCE

DELIVERABLE	WEIGHT ON FINAL GRADE
Activation	40%
Business Plan Presentation	60%

### **Presentations (40 %) :**

- 20 % : Group presentations about sponsorship activations

### **Exam (60 %) :**

Case Study and essay on creation or development of sports organizations: Business Plan and Model

### *Evaluation grid: Methods Used to Evaluate Student Performance*

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



## ASSESSMENT RUBRIC

	<b>Criteria 1</b>	<b>Criteria 2</b>	<b>Criteria 3</b>	<b>Criteria 4</b>
	Identify strategic assets	Evaluate resources and competencies potential	Implement assets combinations to create sustainable performance	Sport marketing recommendations to innovate each season
<b>Superior</b>	Very good identification of the strategic assets	Very good evaluation of resources and competencies potential	Very good reporting in implementing assets combinations	Very good sensemaking and fit with the global analysis with the proposition of sport marketing recommendations
<b>Good enough</b>	Correct good identification of the strategic assets	Correct evaluation of resources and competencies potential	Good reporting in implementing assets combinations	Correct sensemaking and fit with the global analysis with the proposition of sport marketing recommendations
<b>Not good enough</b>	Some mistakes or oversights in the identification of the strategic assets	Bad understanding of evaluation of resources and competencies potential	Incomplete or false reporting of in implementing assets combinations	Non sensemaking and fit with the global analysis with the proposition of sport marketing recommendations

# BIOGRAPHY

## Lionel Maltese



Professor Lionel Maltese holds a PhD in Management Science from IAE Aix-en-Provence, Aix Marseille University (2004). He has been an Associate Professor at Kedge Business School, teaching and conducting research in Sport Event Management and Marketing since 2006.

He is also an Assistant Professor (Maître de Conférences) at Aix Marseille University – IUT Marseille, teaching in Strategic Management and Organizational Behaviour. He has been Head of the Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2.

His research focus is on Strategic Management and resource-based approaches, Reputation Management, Sponsorship Activation, Event Management, Sport Marketing and Management.

He is a consulting expert for BNP Paribas (Hospitality Business Marketing), and for French tennis ATP tournaments (Open13 Marseille – Open Nice Côte d'Azur - BNP Paribas Masters Paris FFT – WTA Bussels Open), advising on issues including:

- Event Organization
- Strategic Asset Management and Planning
- Entertainment & New Technologies Management
- Ticketing Strategy and Hospitality Management
- Sponsorship activations
- Cause Related Marketing

He has also worked as a Consulting expert for the professional football clubs, PSG, working on the Fan Experience and Marketing Strategy, and Olympic of Marseille, working on Business Marketing Assets.

Website: [lionelmaltese.fr](http://lionelmaltese.fr)

## 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](http://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 1<sup>st</sup> and 2<sup>nd</sup> 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 3<sup>rd</sup> and 4<sup>th</sup> 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 2<sup>nd</sup> 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 (3<sup>rd</sup> and 4<sup>th</sup> 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.