

**Services Marketing & Sports Management
International MBA Seminar – IMT Ghaziabad
Course Code: IMS-M6-MKT-01-E-L-MRS**

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CLASSROOM(S)	See Campus Virtuel
COURSE HOURS	See Campus Virtuel

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Final exam	October 18, 2017	100%

Course Description & Objectives

I. Services Marketing

This course offers students a look at customer satisfaction in services, service design and standards, customer co-production of services, employee and customer empowerment, customer experience, digital impact on services, service recovery, and customer loyalty. The objective of this course is for students to gain a comprehensive understanding of how firms can achieve sustainable competitive advantage from expert management of services.

Specifically, this course has the following aims:

1. To develop a foundation of knowledge and skills in services marketing and management
2. To gain an appreciation for the challenges inherent in marketing, managing and delivering high quality service
3. To learn strategies and tools to overcome these challenges
4. To develop a philosophy of respect, nurturing and empowerment of both internal and external customers in the pursuit of meeting needs profitably
5. To become a better manager by understanding the complexities of service design, delivery, and communication.

II. Sports Management:

This course is designed to provide students with systematic means to analyze and develop marketing strategies using concepts and theories from general marketing and apply them 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 business in general and in sports business firms more specifically
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.

Course Contribution to Application of Critical Thinking

The course will be taught combining theory and practice. In the several case studies, students will act as managers to make decisions and have to take into consideration multiple parameters, such as culture and context, into account. The aim is to acquire by study and research the necessary capabilities for analytic thought and mature decisions.

COURSE MATERIAL

Detailed class files are provided in class. They contain slides for class presentation, cases or articles to read and prepare for class meetings.

SUPPLEMENTARY READINGS

List of References

I. List of references for Services Marketing

Carù A., Cova B. (2015), "Co-creating the collective service experience", *Journal of Service Management*, 26 (2), 276-294.

Carù A., Cova B., Pace S. (2014), "Combining Qualitative Methods in Practice: A contextualized account of the evolution of consumer studies", *Management Decision*, Vol. 52, Issue 4, 777-793.

Carù A., Cova B. (2008), "Small versus big stories in framing consumption experiences" *Qualitative Market Research: An International Journal*, 11, 2, 166-176 .

Carù A., Cova B. (2006), "How to Facilitate Immersion in a Consumption Experience: Appropriation Operations and Service Elements", *Journal of Consumer Behavior*, 2006, Vol. 5, n. 1, pp. 4-14.

Carù A., Cova B. (2005), "The Impact of Services Elements on the Artistic Experience - The Case of Classical Music Concerts" *International Journal of Arts Management*, Vol. 7, n. 2, Winter.

Carù A., Cova B. (2004) "How Can Services Elements Help the Consumer in Immersing Himself in the Experience? The Case of Auditorium - Giuseppe Verdi Milan Symphony Orchestra", *Finanza Marketing e Produzione*, n. 2..

Carù A., Cova B. (2003) "Revisiting Consumption Experience: A More Humble but Complete View of the Concept", *Marketing Theory*, vol. 3 (2).

Cova, Bernard, Stefano Pace, Per Skålén (2015) Brand volunteering: Value co-creation with unpaid consumers, *Marketing Theory* 2015, Vol. 15(4) 465–485

Cova, Bernard, Stefano Pace, Per Skalen (2015) Marketing with working consumers: The case of a carmaker and its brand community, *Organization*, Vol. 22(5) 682–701

Skålén, Per, Stefano Pace Bernard Cova , (2015), "Firm-brand community value co-creation as alignment of practices", *European Journal of Marketing*, Vol. 49 Iss 3/4 pp. 596 – 620

II. List of references for Sports Management

Pons, F. and Maltese, L. (2015). « Brand Activation in Sports Organizations »In Simon Chadwick, Michel Desbordes et Nicolas Chavanat (Ed.), *Handbook of Sports Marketing*. Routledge.

Pons, F. Giroux, M. and Maltese, L. (2015). « Sports Marketing »In Trevor Slack (Ed.), *Understanding Sport Organizations*. Washington: Human Kinetics.

Maltese, L., Pons, F., Prévot, F. (2017) Managing e-reputation and key stakeholders in the context of sport expressive organizations, *International Studies of Management and Organization*, 47, 1, p. 88-105

Cova, Bernard, Cayla Julien and Maltese Lionel (2013), Party Time: Recreation Rituals in the World of BtoB, *Journal of Marketing Management*, 29: 11/12, pp. 1394-1421.

Maltese Lionel and Lucien Veran (2013), Managing and modelling the combination of resources in international sporting events, *International Journal of Business and Globalisation*, 11 :1, pp. 19-44.

COURSE CONTENTS & TIMETABLE

Session	Date	Time	Classroom	Topic	Professor	Key takeaways
1	03/10/2017	10:30 - 12:30	A209	Customer Empowerment and Co-Creation	Dr. Stefano Pace	<ul style="list-style-type: none"> The move from customer as a target to customers as empower co-creator of services Cultural trends and roots of customer
2	04/10/2017	10:00 - 12:00	A209	Customer Experience		<ul style="list-style-type: none"> What is the Customer Experience Cultural implications and ramifications Managerial models of customer experience
3	05/10/2017	10:00 - 12:00	A209	Digital impact on services		<ul style="list-style-type: none"> Digital as business model revolution in services and advancement of customer co-creation Tools available to managers
4	09/10/2017	14:00 - 17:00	A211	Net Promoter Score (NPS)	Professor Oilid Mountassar	<ul style="list-style-type: none"> The Dynamics of Customer Experience Measuring the Customer Experience Introduction to NPS
5	10/10/2017	14:00 - 18:00	A211	Service Mapping		<ul style="list-style-type: none"> Viewing Business Processes through the lens of the customer How to influence/ impact the Customer Experience
6	12/10/2017	10:00 - 12:00	C 076	Celebrity Endorsement 1/2	Dr. Jean-Philippe Danglade	<ul style="list-style-type: none"> How to define celebrity? How celebrities engender value? What is endorsement?
7	12/10/2017	14:00 - 16:00	C 076	Celebrity Endorsement 2/2		<ul style="list-style-type: none"> Marketing objectives of endorsement Main drawbacks of endorsement.
8	13/06/2017	09:30 – 12:30	A 208	Customer Activations in the Sports Business	Dr. Lionel Maltese	<ul style="list-style-type: none"> What are sponsorship activations? How to connect fans and brands using sporting events
9	17/10/2017	14:00 - 16:00	A 209	Celebrity Branding	Dr. Jean-Philippe Danglade	<ul style="list-style-type: none"> What are the main characteristics of celebrity branding? What are the main strategies?

10	18/10/2017	09:30 – 12:30	A 209	Customer Engagement in the Sports Business	Dr. Lionel Maltese	<ul style="list-style-type: none"> • How to implement fan experience and engagement • Measuring reputational Return On Investment
11	18/10/2017	13:30 – 15:30	A 209	Final Exam	Proctor	Final Exam

TEACHING APPROACH/ INSTRUCTIONAL METHODS

We will assess the way you'll use the course's concepts and ideas to answer particular management issues.

EVALUATION OF STUDENT PERFORMANCE

Final exam	100%
TOTAL	100 %

Final Exam

The Exam is individual and will be in the form of multiple choice questions, mapping exercises and short answer questions. The Exam will focus on: Designing a product/service in line with a desired Customer Experience, Mapping the Business Process following the Customer Experience, Fan Relationship Management and analysis of Business Models.

Evaluation Criteria:

	Exceeds expectations	Meets expectations	Below expectations
Understanding concepts (20%)	Excellent knowledge and deep understanding of business ethics concepts and Tools	Appropriate knowledge and understanding of business ethics concepts and tools	Limited and/or superficial knowledge of business ethics concepts and tools
Analysing managerial issues raised in the case study (20%)	Clear evidence of relevant application of business ethics concepts	Occasional relevant application of business ethics concepts	No evidence of relevant application of business ethics concepts
Finding solutions, practical perspective and implementation (30%)	Excellent knowledge and deep understanding of ethics techniques and outstanding practical solutions found	Appropriate knowledge and understanding of ethics techniques and interesting practical solutions found	Limited and/or superficial knowledge of ethics techniques and poor/irrelevant practical solutions developed
Relevance of analyses (20%)	Clear evidence of relevant application of theory, and/or empirical results, where applicable	Occasional relevant application of theory, and/or empirical results where applicable	No evidence of relevant application of theory and/or empirical results

Quality of composition and presentation (10%)	Excellent style and script, logically structured, using correct command of English	Well-structured document using correct command of English	Poor style script and command of English
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Biographical Sketch of the Faculty

Part I. – *Services Marketing*



Stefano Pace is Associate Professor of Marketing and Consumer Behaviour at KEDGE Business School. He obtained his PhD in Business Administration & Management at Bocconi University (Milan, Italy) where he was the Director of the Master's Program in Marketing & Communications. His research and teaching interests deal with Consumer Culture Theory. He is a member of the editorial board of international journals such as: *Industrial Marketing Management* and the *Journal of Innovation Management*. His publications include articles in peer-reviewed journals such as *Marketing Theory, Organization, Journal of Business Ethics, Marketing Letters, International Marketing Review, European Journal of Marketing, Group Decision and Negotiation*.

Oilid Mountassar is a graduate of the UPMC Sorbonne in Paris, holds a Bachelor degree in Robotics and a Master in Business. He is an experienced Strategy and International Channel Management specialist, 6 Sigma and Diversity Management consultant, trainer and speaker.



Previously, the regional manager for Cummins Inc. in the Middle East and Africa, Oilid was responsible for Sales and Marketing after holding positions linked to the Competitive Intelligence and Market Strategy for Europe, Middle East and Africa. His main area of expertise is international channel management, Competitive Intelligence and Strategy in international, multicultural markets.

He has more than 15 years' experience working in an international environment with a specific focus on European, Middle Eastern and African markets. He has managed projects and lived in a variety of cultures, including: the UK; USA; Libya; Saudi Arabia, and; Egypt (amongst others). He has professional experience with and diverse multinational organizations, interacting with senior executives across business sectors and from diverse cultural backgrounds including: Cummins; AMUNDI; USAID, and; Thales.

Oilid is highly engaged in the promotion of Diversity Management and is a member of *le Club de la Diversité de Marseille*. He has also co-developed the Holistic Diversity Certification® framework with the ENAR foundation, which aims at a business-oriented Diversity Management approach.

Part II. – Sports Management

Jean-Philippe DANGLADE is Assistant Professor of Marketing at Kedge Business School (Marseille, France) and head of the Marketing department at Kedge Business School. He holds a Master in Political Sciences (Sciences Po Aix-en-Provence), a Specialized Master in Sports Management (Kedge Business School, Marseille) and a Phd in marketing from University Paul Cézanne (Aix-en-Provence, France).



Before his academic career, Jean-Philippe worked for several sports companies including Dunlop Sports and Décathlon. While completing his Phd he also conducted consultancy activities for sports organizations including Olympique de Marseille and Open 13.

His research interests include branding strategies, CSR strategies and entertainment marketing. He is particularly interested in how brands communicate through emotional, entertaining objects such as sport, cinema or personalities. His research has appeared in such publications as the *Revue Française du Marketing* or *Revue Sciences de Gestion* and he has presented papers at more than 10 international conferences. He has also contributed to several books (Sport&CSR, Managing Services Innovations, and Watch Ambassadors) and published *Marketing des célébrités* (2013, Dunod ed., Paris).

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

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 Euromed Management 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, Euromed Management 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 Euromed Management'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 Euromed-Management, notwithstanding partner's decision.