

ISM-6-16-XX-01-F
COMMERCIAL BUSINESS STRATEGIES IN SPORT ORGANISATIONS

Semester 1, 2020 – 2021

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OFFICE HOURS	Wednesday 4 pm – 6 pm

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Group presentation Activations	Throughout the Course	50 %
Group homework: Business Case study Ticketing Strategy	Session 10	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

KEDGE BUSINESS SCHOOL

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COMMERCIAL BUSINESS STRATEGIES IN SPORT ORGANISATIONS

INTRODUCTION AND OBJECTIVES

Course Purpose & Objectives

This course presents a commercial approach for sports business organizations. After the identification of strategic business units of sports business companies, the main goal of this course is to implement sponsorship BtB activations programs and BtC commercial strategic plans.

« 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 practical 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.

Courses contribution to program objectives

With a focus on sales management, the students will work on sponsorship activations, ticketing strategic roadmap, retailing for sport organizations 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 Application of Critical Thinking (Optional)

Two main discussions will be integrated during the course:

- (1) The fans analysis to implement a specific marketing offer .
- (2) Retail and brand strategies
- (3) 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

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balance in sport organizations, that which exists between reputation and brand construction.

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 invivo workshops.

As the course is 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 marketing management, sponsorship activation, and retail 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.

Web link : lionelmaltese.fr

COURSE MATERIAL

Textbooks

Available on EBSCO (KedgeBS internal databases) and on demand with your professor.

*** 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.

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**COVELL Daniel, WALKER Sharianne 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., *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.

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COURSE CONTENTS AND TIMETABLE

SESSIONS	TOPIC	PRELIMINARY READING(S AND ASSIGNMENTS	ADDITIONAL READING(S) AND ASSIGNMENTS
1	Course presentation : Sport Business Ecosystem	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	Sponsorship Activation Strategies	Amis J., Pant N. & 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 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.	Case Studies : <ul style="list-style-type: none"> ➤ Coca Cola We all speak football FIFA WORLD CUP / Olympic Games ➤ Tour de France : SKODA ➤ NBA Europe
3	Activations case studies Cause Related Marketing	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.	Case Studies : ROLEX <ul style="list-style-type: none"> ➤ Emirates ➤ BNP Paribas : Ace du Coeur ➤ LiveStrong Tour de France, Guinness ➤ NBA Care ➤ Superbowl

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			ENGIE
4	Stadium Management – FRM strategy	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 <ul style="list-style-type: none"> ➤ Emirates Stadium ➤ PSG ➤ Manchester City ➤ Atlanta Mercedes Arena
5	Retail Strategies and sport equipment	Uhsport strategie and vision (internal document)	Case Study Uhsport / Hugo Lloris endorsement
6	Brand strategic management		Case Studies <ul style="list-style-type: none"> ➤ Spalding ➤ Kempa ➤ Canterbury / BLK
7	In Vivo Case study Ligue1 Conforama		Case Studies : ligue 1 soccer ball
	Brand Management / retailing	Spalding NBA: Hungaria Top14	Hungaria

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	Lean management	Start Up SHAPEHEART	Digital creation / sport retailing
8	Activation program presentations	Group activations	Oral Presentations in VIVO Olympique of Marseille and/or Formula 1 Grand Prix de France Le Castellet

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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.

Individual Assignments

Case Study and essay on creation or development of sports organizations:
Business Roadmap on ticketing – FRM strategy.

Group work

Group presentations about sponsorship activations for OM / GPFRANCE FORMULA1

EVALUATION OF STUDENT PERFORMANCE

DELIVERABLE	%
Activation	50%
Ticketing / FRM	50%

Methods Used to Evaluate Student Performance

Individual Assignments (50%)

Assessment Criteria

Section	Marks	Criteria
Sport Brand Organisation	3	Understanding brand pillars and attributes
Strategic Assets	3	Evaluation of internal Assets
Market analysis	2	Identification of markets opportunities
Consuming experience	2	Understanding the fan experience/engagement in

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analysis		sport
Implementing marketing tools	3	Ability to choose sensemaking marketing and communication tools and actions
Form	2	Quality of slides and final work using IT (Video, links...)
Innovation : connect the fan, to the brand	5	Explanation of activation process and ROO for FRM strategy
Mark	/20	Global Evaluation

Collective assessment (50%)

Criteria of evaluation

Section	Marks	Criteria
OM / GPF1 Brand analysis	3	Presenting the key singular brand attributes and core values
Selection of a new sponsor	4	Explanation of the choice including relational introduction and FIT
Implementing an activation program	6	Explanation of each VREE tools
Form	3	Time / Oral quality and slides
ROI/ROO	4	Production of ROI and/or ROO evaluation
Mark	20	Global evaluation on wooclap with experts

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BIOGRAPHY

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 Parc Auvergne Rhone Alpes – Lyon 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.

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Since February 2017, Lionel Maltese is member of the Executive Committee FFT – Roland Garros in charge of Economic Development

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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:

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- 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.