

# Strategic Management and Advanced for sports organizations

*Lecture 1*

## Summer School SPORT EVENT MANAGEMENT

Lionel Maltese

Maitre de Conférences Aix Marseille University – CERGAM IAE Aix-en-Provence - #OIMS Laval University Canada

Associate Professor Sport Business Management Kedge Business School

Senior consulting sport business management

Twitter : @lionelmaltese



# Information is key : you & me

**Last diploma** : a long time ago....

Phd Business Management IAE Aix en Provence 2004 -  
Econometrics Engineer Aix Marseille University 2001

**Last sport experience 2023** :

- ATP Marseille Strategy
- FIBA World Cup 3\*3 – 3xFestival
- Public Relations Audit for Clubs and Sponsors / Sodexo Live !

• **Sport Practice Fan...** :

- Tennis, Basket, Soccer, Rugby Seven, Paddle board...
- OM, Celtics, Juve, Warriors, Canadiens, Eagles, Seahawks, Fed, Stan, Jo, Liza, Ray Allen, Curry, Voller, ZZ, Slater, Bird, Wilko, Tatum....



Since  
2001

Research



Since 2005

Maître de Conférences

Aix Marseille University

Strategy & entrepreneurship

Since 2006

Associate Professor Kedge Business School



Since  
1999

Professional  
ATP & WTA  
Events  
management



Member of the Executive Committee 2017-20  
Economic Development – Circular Economy – Education



Consulting

Sport Business Strategy & Marketing





INEOS



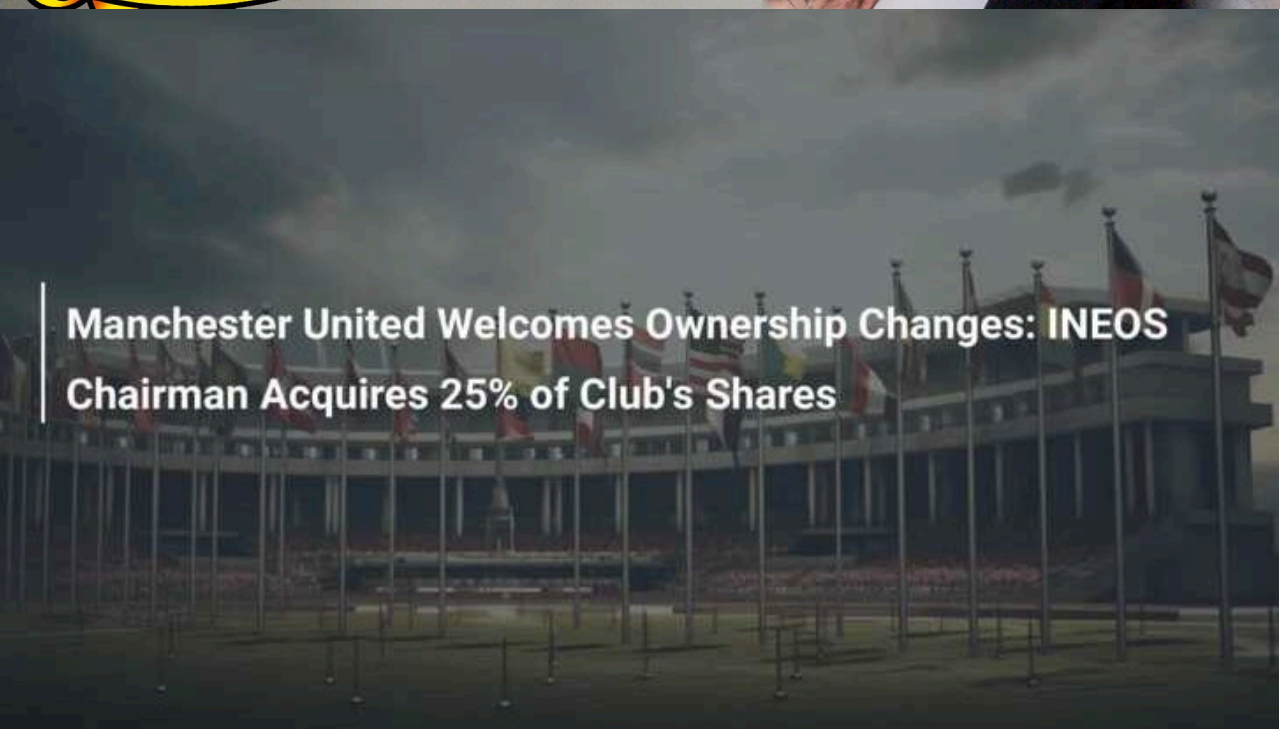
OFFICIAL PERFORMANCE PARTNER OF NEW ZEALAND RUGBY & THE ALL BLACKS



Sir Jim Ratcliffe, Chairman of INEOS said, "I am delighted to welcome Jean Claude as CEO of INEOS Sport with his many years of experience across different sports. We have high ambitions for all our sports teams with a particular ambition to raise our standards in football and Jean Claude will bring an entrepreneurial and innovative flair to all our teams."



**WHO IS  
JEAN-CLAUDE BLANC?**



Manchester United Welcomes Ownership Changes: INEOS  
Chairman Acquires 25% of Club's Shares



# THE SUPER LEAGUE

## European Super League New proposals

- Up to 80 teams
- Multi-divisional format
- No permanent members
- Minimum 14 matches per season

# THE SUPER LEAGUE

A22 × ONEFORALL

**FREE. FAIR. BETTER.**  
**FOR FOOTBALL.**

**MEN'S COMPETITION**

**A22**

**PROPOSED  
FORMAT**





“Without David Stern, the NBA  
would not be what it is today.”

Michael Jordan

**STERN TOOK LEAGUE  
TO NEW HEIGHTS**

**TIME IS A RESOURCE – TIMING IS A COMPETENCY**



*“The ability of an organization and its management to integrate, build, and reconfigure internal and external competences to address rapidly changing environments”*

- Teece et al., 1997



Guy Masterman



# Strategic Sports Event Management

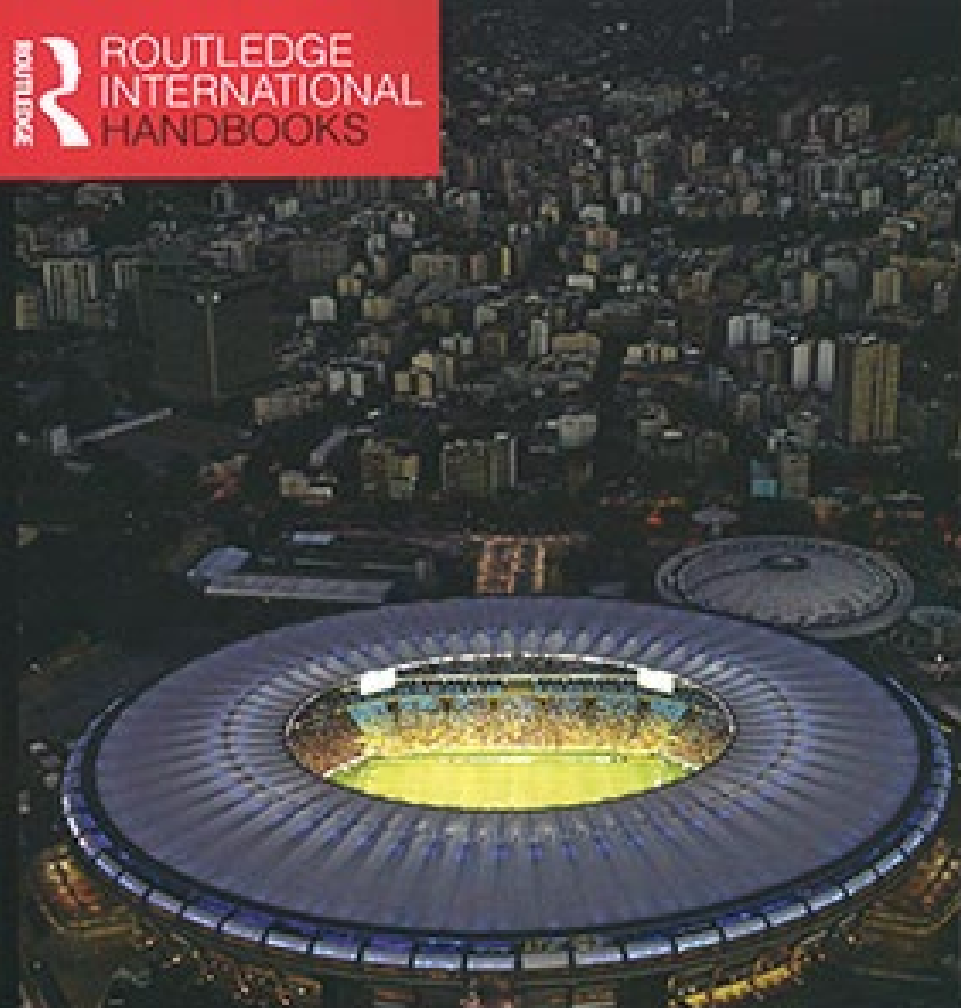
4th EDITION



ROUTLEDGE  
INTERNATIONAL  
HANDBOOKS

## Routledge Handbook of Sports Event Management

Edited by Milena M. Parent and Jean-Loup Chappelet





**EX3** *WORLD TOUR*

**TRAILER**

**MARSEILLE**

**#3x3WT**





EXE 2024 EVENTS

EXE  
2024

EXE  
2024

EXE  
2024

EXE  
2024

EXE  
2024

EXE  
2024



PALAIS DES EVENEMENTS

SR

THE COFFEE

SR

SR

SR

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SR

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SR











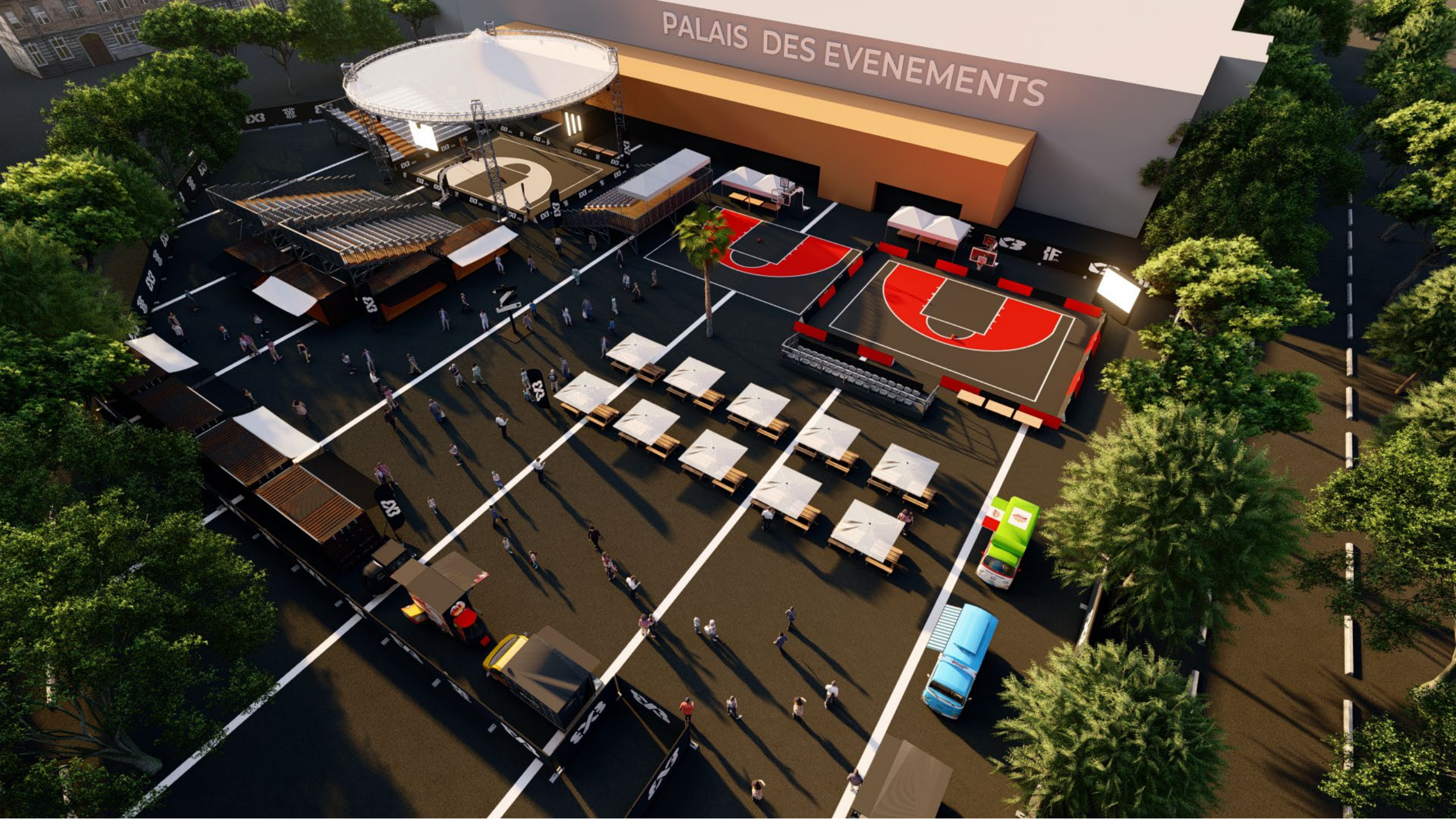


# PALAIS DES EVENEMENTS



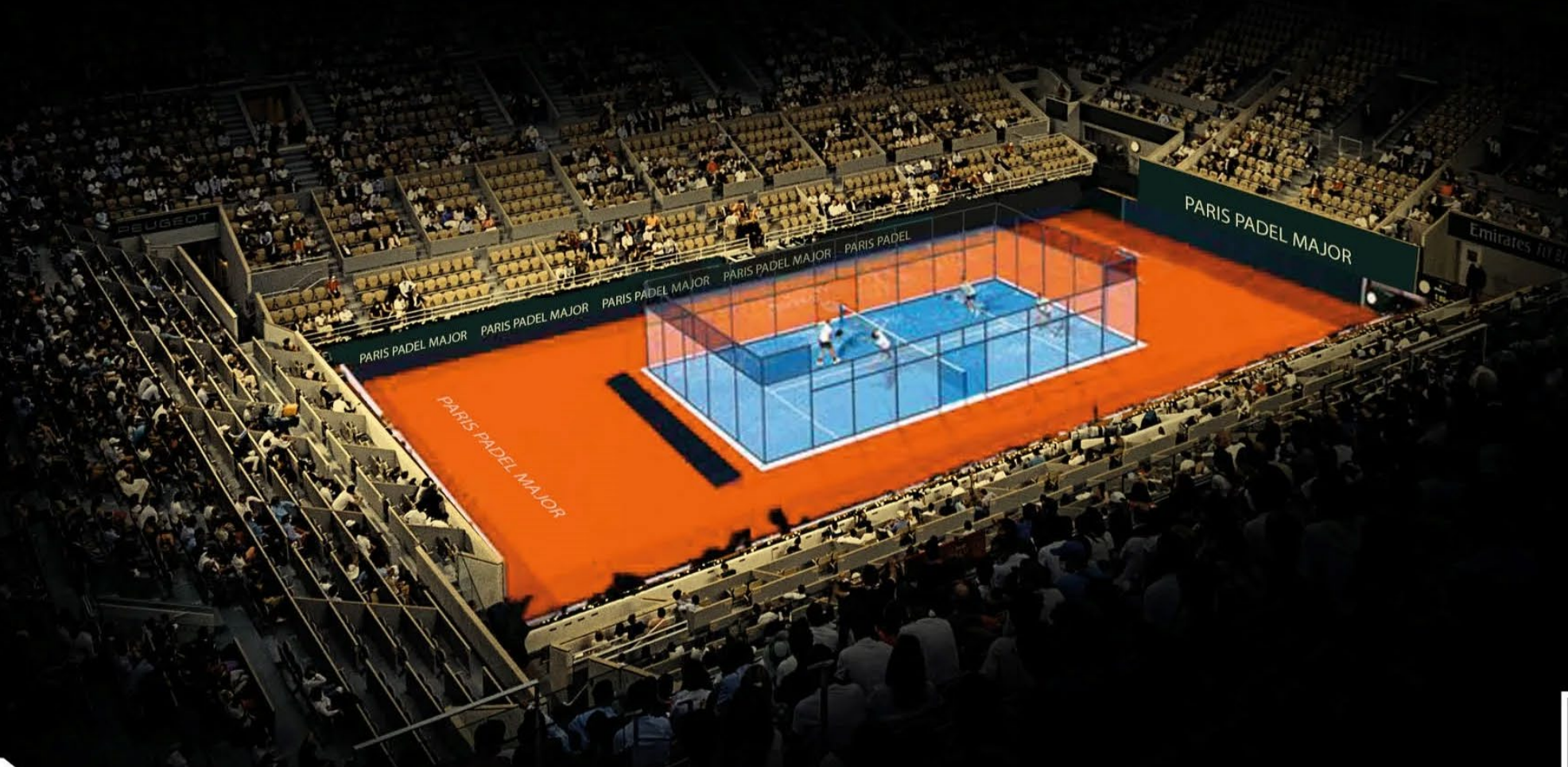


# PALAIS DES EVENEMENTS



# PARIS PREMIER PADEL MAJOR

DU 11 AU 17 JUILLET 2022



Fédération Française de Tennis en K€		Réel Exercice 2021	Budget Initial 2022	Réel Exercice 2022	Ecart Réel Exercice 2022 / Budget Initial 2022	
<b>PARIS PREMIER PADEL MAJOR</b>						
<b>PRODUITS</b>						
BILLETTERIE		0	0	298	298	NS
PARTENARIAT		0	0	851	851	NS
HOSPITALITES		0	0	177	177	NS
MEDIAS		0	0	21	21	NS
COMMUNICATION / EDITIONS		0	0	0	0	NS
OPERATIONS ANXES ET DIVERSES		0	0	30	30	NS
PRODUITS EXCEPTIONNELS		0	0	0	0	NS
REPRISES SUR PROVISIONS		0	0	0	0	NS
<b>Total Produits</b>		0	0	1 377	1 377	NS
<b>CHARGES</b>						
PRIX AUX JOUEURS		0	0	525	525	NS
CHARGES DE BILLETTERIE		0	0	51	51	NS
CHARGES DE PARTENARIAT		0	0	0	0	NS
CHARGES HOSPITALITES		0	0	106	106	NS
CHARGES MEDIAS		0	0	2	2	NS
CHARGES D'ORGANISATION		0	0	2 051	2 051	NS
CHARGES DE COMMUNICATION / EDITIONS		0	0	526	526	NS
OPERATIONS ANXES ET DIVERSES		0	0	0	0	NS
SALAIRES ET CHARGES SOCIALES		0	0	42	42	NS
CHARGES EXCEPTIONNELLES		0	0	0	0	NS
PROVISIONS		0	0	0	0	NS
AMORTISSEMENTS		0	0	8	8	NS
AMORTISSEMENTS Exceptionnels		0	0	0	0	NS
<b>Total Charges Directes</b>		0	0	3 311	3 311	NS
<b>Marge sur coûts directs</b>		0	0	-1 934	-1 934	NS

artificial.



**BUSINESS PROCESS**  
**MODEL**

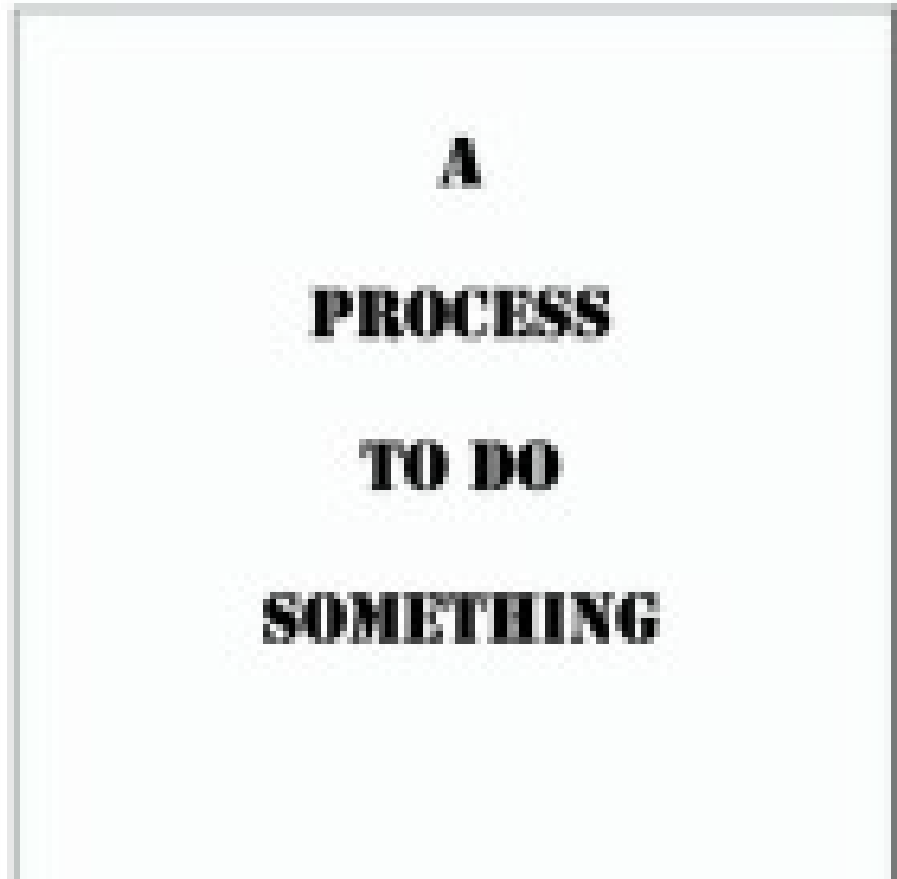
**INPUTS**

**TRANSFORMATION**  
**PROCESS**

**OUTPUTS**

**DEMAND**  
→

**RESOURCES**  
→



**PRODUCTS OR SERVICES**

→

**BY PRODUCTS**

→

**RETURN ON INVESTMENT**

→



ONLINE SESSION



“



**TENNIS HAS OVER A BILLION GLOBAL FANS** AND IMMENSE UPSIDE. ONEVISION IS OUR PLAN TO EXPLORE ITS FULL POTENTIAL AND REPOSITION OUR SPORT FOR THE DIGITAL AGE. IT'S TIME TO THINK BIG, WORK TOGETHER AND PUT THE **FANS FIRST.**

---

**ANDREA GAUDENZI**  
ATP CHAIRMAN

A handwritten signature in white ink, appearing to read 'A. Gaudenzi'.

”



# KEY BENEFITS

**ONE  
VISION**

**01**

**MORE ACTION AT THE BIG EVENTS**

**02**

**ENHANCED FAN EXPERIENCE**

**03**

**NEXT-LEVEL TOURNAMENTS**

**04**

**ALIGNED PLAYER & TOURNAMENT INTERESTS**

**05**

**ADVANCED LEADERSHIP & INTEGRITY**

**ATP  
TOUR**

**ATP**  
ONEVISION

**RECORD  
ATTENDANCE**

**5**

**MILLION FANS  
ONSITE**

IN 2023

**ATP**  
ONEVISION

**PERFORMANCE  
BONUS**

**\$11.5M → \$33.5M**

2022

2023

**1000  
BONUS**

**\$20M**

(+85%)

**500  
BONUS**

**\$1.3M**

(NEW!)

**PROFIT-  
SHARING**

**\$12.2M**

(NEW!)

PLAYERS ELIGIBLE

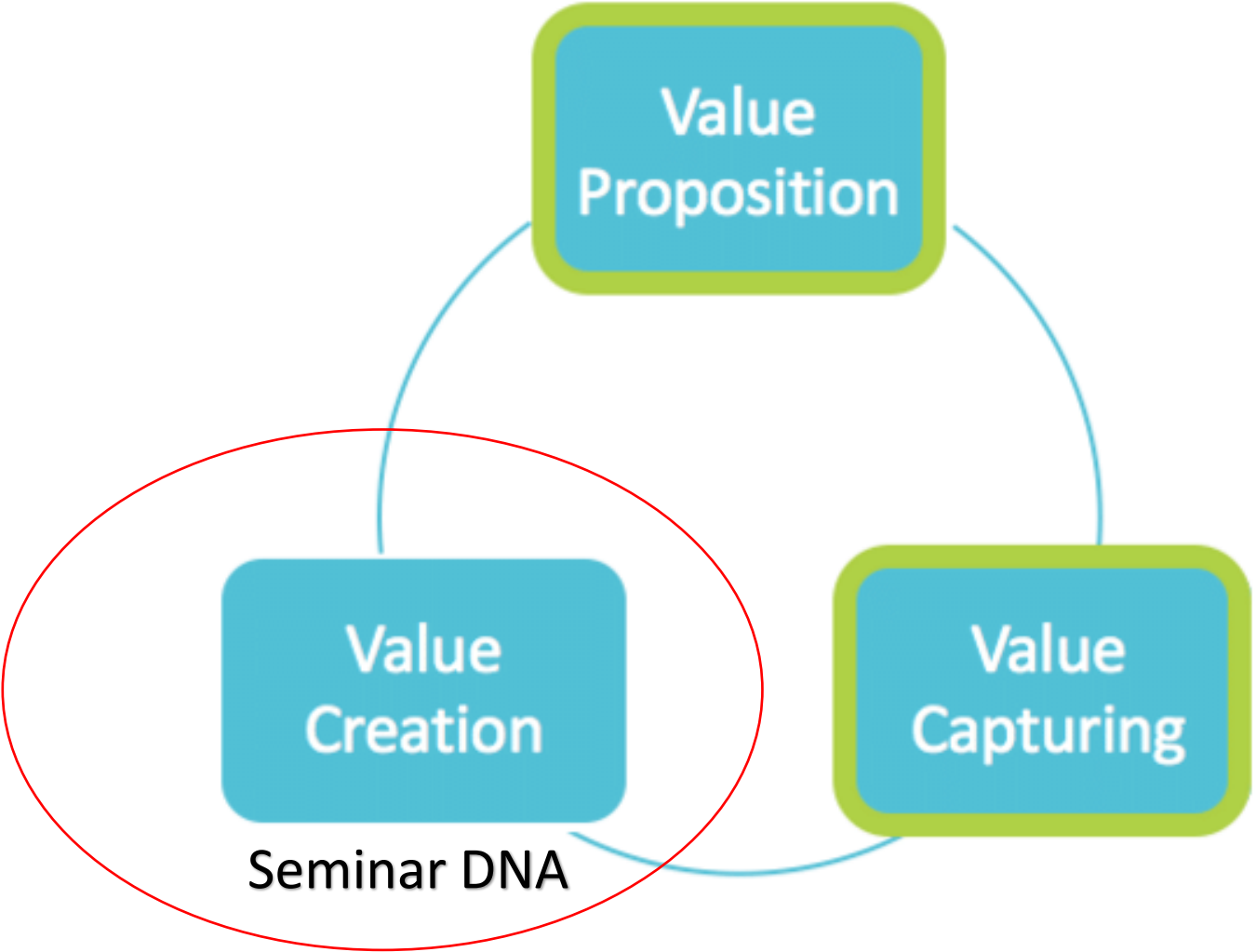
2022

**12**

→

**150**

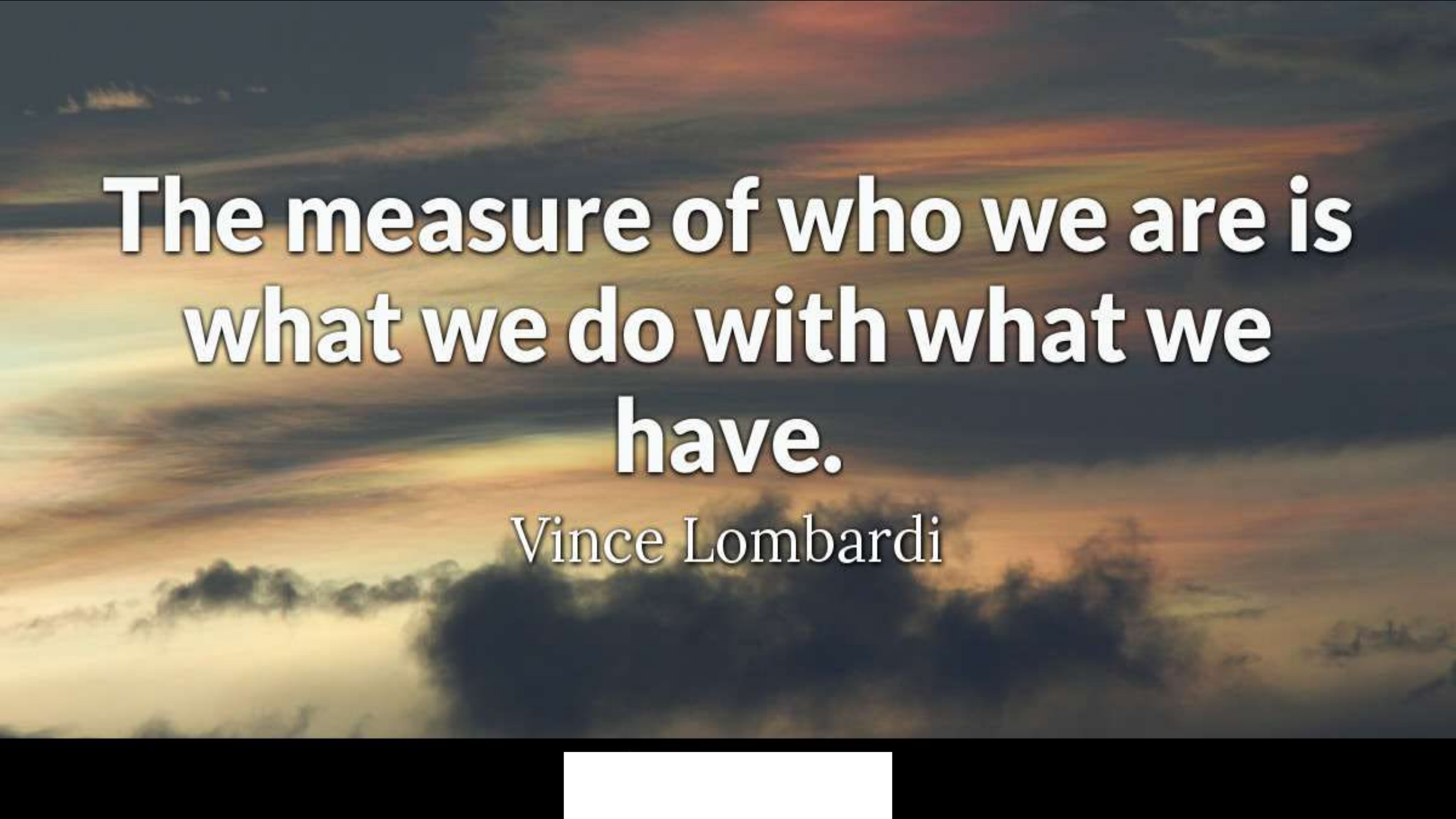
2023





COUNTRY  
*Allin*  
CLUB





**The measure of who we are is  
what we do with what we  
have.**

Vince Lombardi

Lionel Maltese • Jean-Philippe Danglade

## Marketing du Sport et événementiel sportif

Préface de Marshall Glickman

Quelles sont les stratégies marketing mises en œuvre autour de clubs sportifs comme le Paris Saint-Germain ou le Rugby Club Toulonnais, d'événements tels que le Vendée Globe ou l'Open 13, et de stades modernes à l'image de l'O2 Arena de Londres ?

À partir de l'analyse du business model des organisations sportives, cet ouvrage décrypte les usages et tendances marketing tels qu'ils sont pratiqués dans le sport business. Il aborde :

- le management des marques sportives (clubs et événements) et de leurs partenaires ;
- l'expérience du consommateur au cœur des spectacles, et le développement des services qui lui sont proposés dans les enceintes sportives (marketing des services et expérientiel) ;
- l'activation de parrainages sportifs et le développement des prestations de relations publiques (marketing relationnel) ;
- les enjeux et impacts territoriaux liés à l'implantation géographique des marques sportives (marketing territorial).

Illustré de nombreux exemples, ce livre propose une analyse large et précise du secteur aux professionnels et aux étudiants qui souhaitent se spécialiser.

« Cet ouvrage de référence marque l'avènement d'une nouvelle génération d'enseignants-chercheurs-professionnels dans le domaine du management et marketing du sport. Il deviendra probablement un outil incontournable pour l'ensemble du secteur. »

Alain Chibaud, fondateur et directeur associé de SportCarrière (1<sup>er</sup> cabinet de recrutement français et de conseils en ressources humaines Sports & Entertainment)



9 782100 713127

5688902  
ISBN 978-2-10-071312-7



Lionel MALTESE est maître de conférences à l'université d'Aix-Marseille, membre du CERGAM et professeur associé à Eudge Business School. Ses recherches portent sur le management stratégique et le marketing des organisations événementielles et sportives. Il exerce une activité de conseil sur le circuit ATP/WTA de tennis.



Jean-Philippe DANGLADE est docteur en sciences de gestion, professeur de marketing et conseiller scientifique des programmes Mac Marketing à Eudge Business School. Ses recherches portent sur l'étude de supports émotionnels de communication.



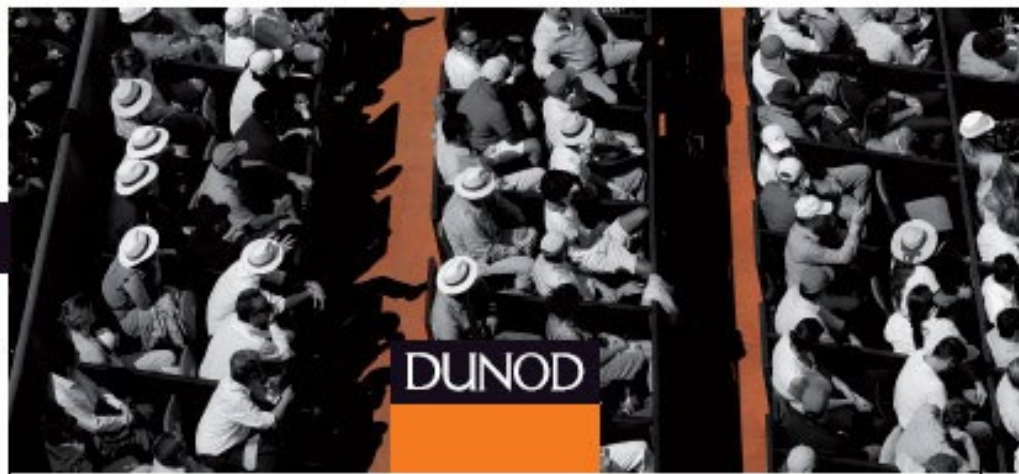
Marketing du Sport et événementiel sportif

Lionel Maltese  
Jean-Philippe Danglade



# Marketing du Sport et événementiel sportif

Lionel Maltese • Jean-Philippe Danglade





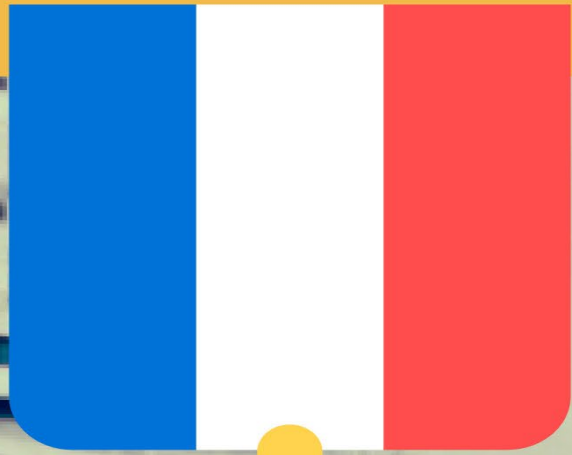
Strategy is about stretching limited resources to fit ambitious aspirations.

— C. K. Prahalad —

AZ QUOTES

What is strategy ?

- "Strategy is the **direction** and **scope** of an organisation over the **long-term**: which achieves **advantage** for the organisation through its **configuration of resources** within a challenging **environment**, to meet the needs of **markets** and to fulfil **stakeholder expectations**".

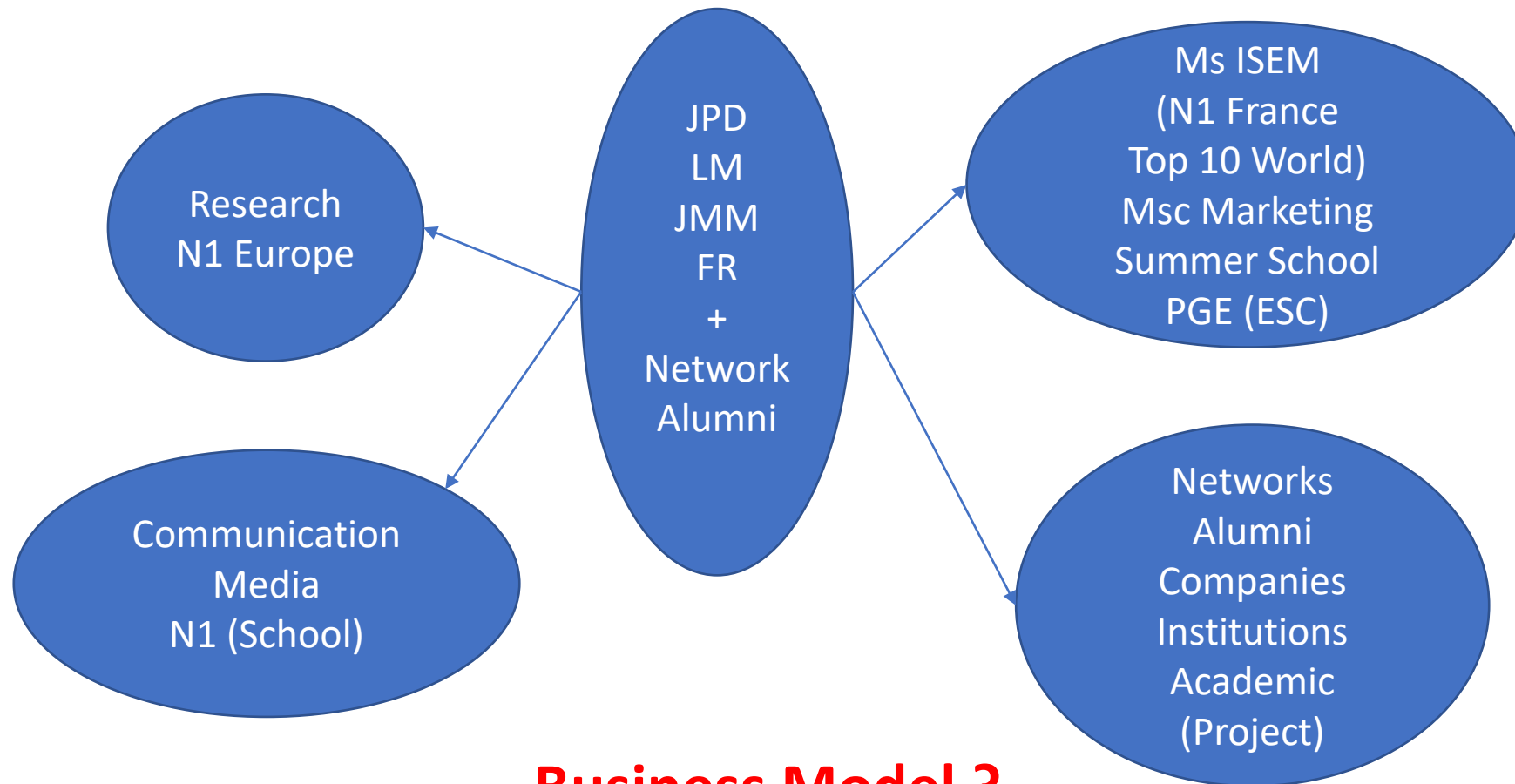


**KEDGE**  
BUSINESS SCHOOL

CREATED BY BEM & EUROMED MANAGEMENT

# Kedge Business School & Sport Business : strategy ?


**Resources & Competencies ?**





**Business Model ?**

# Resources & Competencies = Assets?



 Be **reputational** to promote you ! Professional & academic publications – business – networks - alumni

 Be relational : Attract **experts** both academics and professionals including alumni to transfer knowledge and competencies

 Be strategic : Students help for **selection**

 Be Efficient : ?

#1 USA Today Bestseller • #2 Wall Street Journal Bestseller  
 New York Times Bestseller

"I guarantee that you will see networking in a new light after reading this thoroughly engaging and highly entertaining book on what it means to network in today's competitive business climate."

—Bill Perez, former CEO of S.C. Johnson & Son, Nike, Inc., and Wm. Wrigley Jr. Company

# NETWORKING IS A CONTACT SPORT

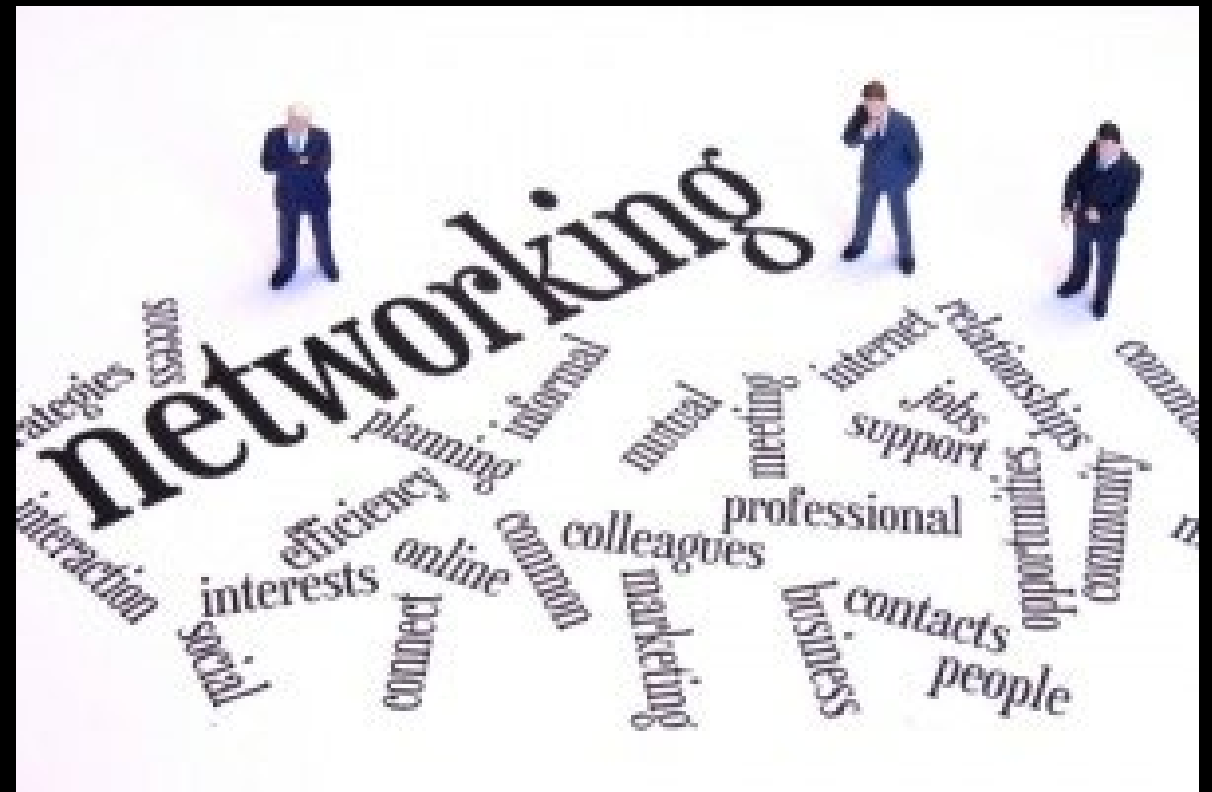
How Staying Connected and Serving Others Will Help You Grow  
 Your Business, Expand Your Influence—or Even Land Your Next Job



**JOE SWEENEY** WITH MIKE YORKEY

FOREWORD BY JACK CANFIELD, CO-CREATOR OF THE CHICKEN SOUP FOR THE SOUL SERIES

**Resources & Competencies :**  
**Value Proposition ?**  
**Value Creation ?**  
**Value Capturing ?**



# SPORTAIMENT BUSINESS

AUDIENCIES

PLACE  
& FOR **FANS**  
MOMENT

Resources & Competencies ?







**Inc.**

## ***Marshall Glickman***

***CEO EUROLEAGUE***, former president of the NBA's Portland Trail Blazers



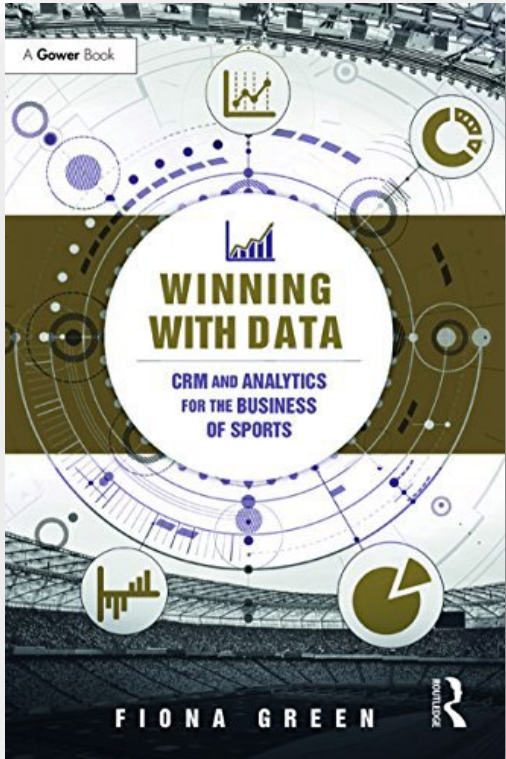
***Over the last four decades, sports in North America has evolved from pure competition to business...from game to entertainment. Although the quality of competition has remained the centerpiece, North American sports culture is primarily motivated by money.***

***In France, as in most European countries, the sports culture has historically been driven by the competitions themselves, so consumption trends are not comparable. That said, there is no question that economic reality is driving French sports organizations to become more professional and oriented to business and profits.***

***From the perspective of an American who has extensive experience working with European and French sports organizations, finding the right balance between economics and culture is precisely the right recipe for success.***

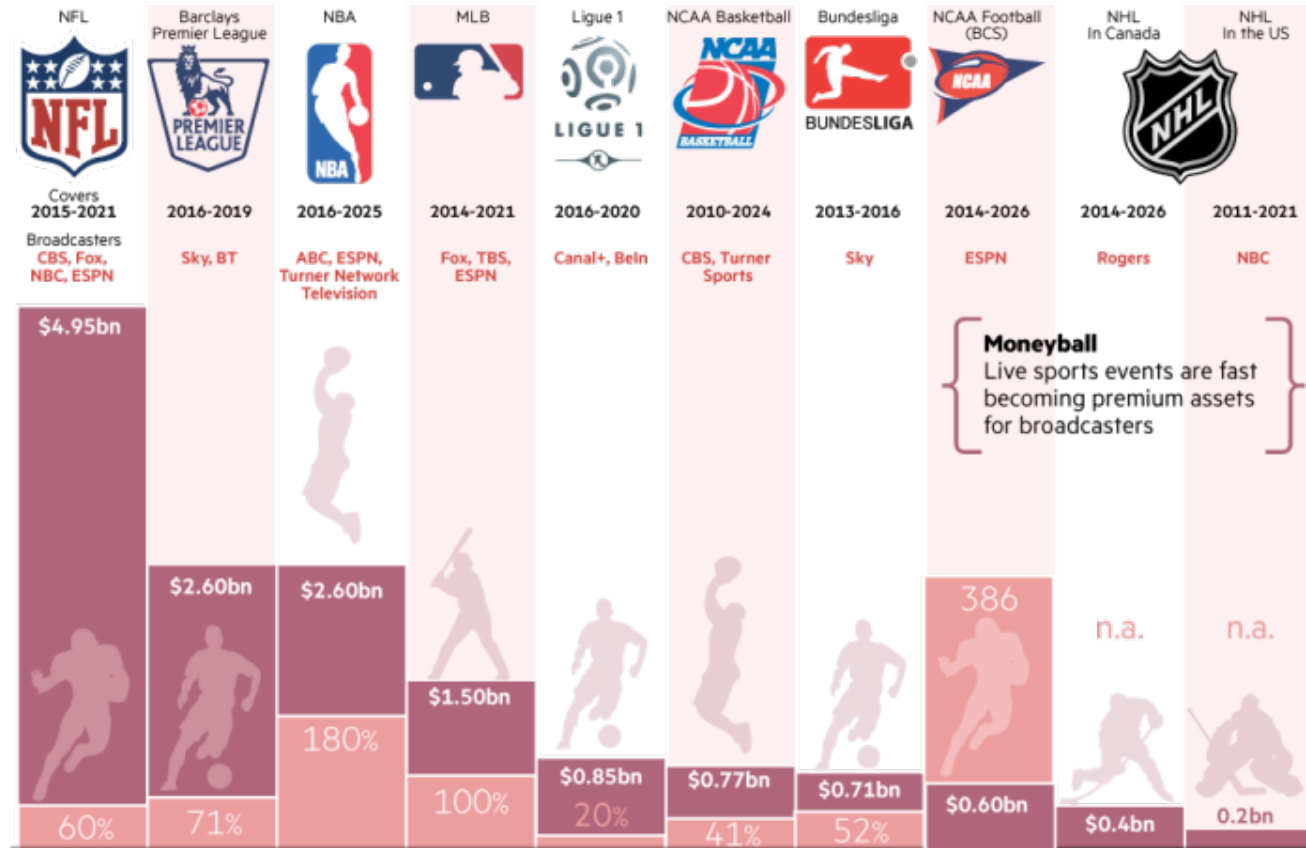


# New Sport Business model ?



## Domestic cost of television rights

Amount paid (per year) ■ Increase from previous deal (%) ■



Source: FT research

A NETFLIX LIVE SPORTS EVENT

# THE NETFLIX CUP



ALBON ✕ FOWLER ✕ GASLY  
HOMA ✕ MORIKAWA ✕ NORRIS  
SAINZ ✕ THOMAS

SWING TO SURVIVE

STREAMING LIVE ONLY ON **NETFLIX** | NOVEMBER 14 3P/6E

WYNN LAS VEGAS



# NADAL vs ALGARAZ

LIVE ON NETFLIX  
AT MICHELOB ULTRA ARENA



## THE NETFLIX SLAM

STREAMING LIVE ONLY ON **NETFLIX** | MARCH 3



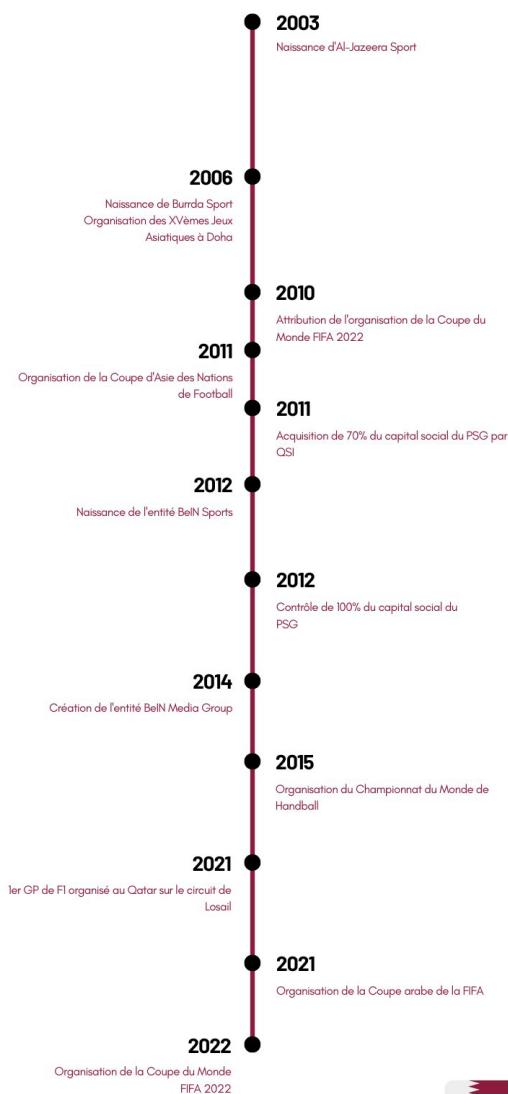


FIGURE 1

## Companies are paying record amounts to stream live sports

Notable recent live sports rights streaming deals

League	Sport	Company	Geography	Total deal value (value per year)	Deal length
<b>National Football League (Thursday Night Football)</b>	American football	Amazon	United States	US\$13.2B (US\$1.2B/year)	11 years 2022-2033
<b>Indian Premier League (Digital rights)</b>	Cricket	Viacom18	India	US\$3B (US\$600M/year)	5 years 2023-2027
<b>Premier League</b>	Football (soccer)	Viaplay	9 European countries	US\$2.7B (US\$450M/year)	6 years 2022-2028
<b>Serie A</b>	Football (soccer)	DAZN	Italy	US\$2.5B (US\$840M/year)	3 years 2021-2024
<b>Major League Soccer</b>	Football (soccer)	Apple	Global	US\$2.5B (US\$250M/year)	10 years 2023-2032
<b>LaLiga</b>	Football (soccer)	DAZN	Spain	US\$2.4B (US\$470M/year)	5 years 2022-2027
<b>Ligue 1</b>	Football (soccer)	Amazon	France	US\$750M (US\$250M/year)	3 years 2021-2024
<b>Major League Baseball (Friday Night Baseball)</b>	Baseball	Apple	8 countries currently	US\$595M (US\$85M/year)	7 years 2022-2029

Notes: Some deal values were converted from euros to US dollars at the September 20, 2022 exchange rate of 1.00 euro = 1.00 US dollar. Value per year is the deal value averaged across the duration of the contract.

Source: Multiple public sources.<sup>8</sup>



# Saudi Arabia Introduces New Opportunities in Sports and Athletics



**\$1.8 B**

Worth of Investments  
for the next five years



**\$650 M**

Support to 170 clubs  
in Saudi Arabia



**23%**

increase  
in mass participation  
and activity levels



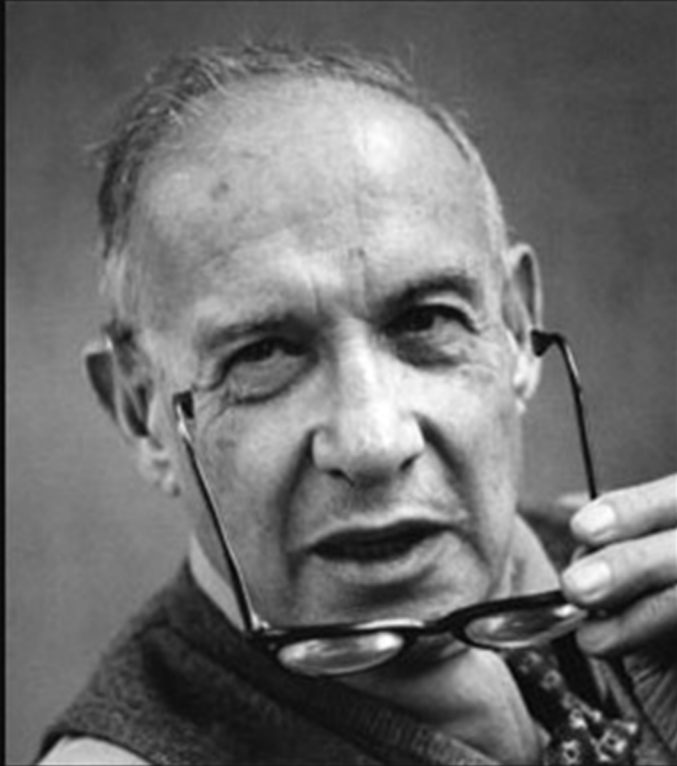






THE REALLY BIG BUSINESS  
OF SPORTS FAN ENGAGEMENT





Efficiency is doing things right; effectiveness is doing the right things.

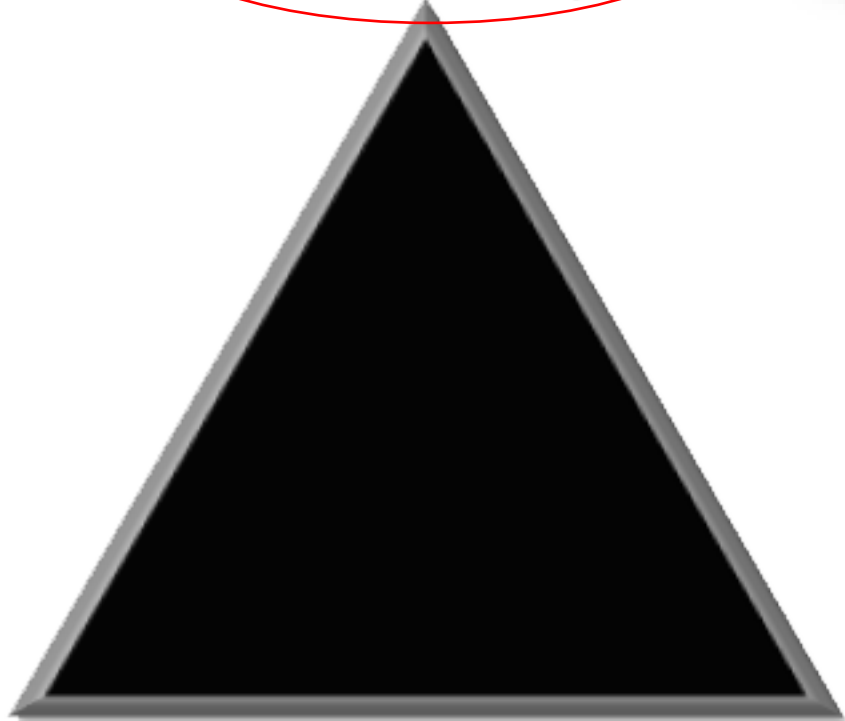
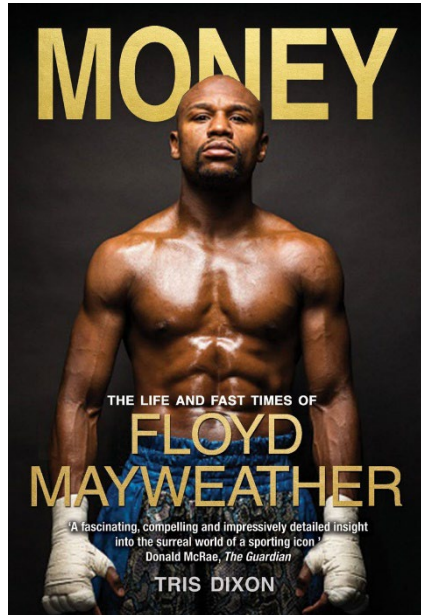
(Peter Drucker)

[izquotes.com](http://izquotes.com)

Assets Manager : the « road » for EFFICIENCY ?



The right effort allocation  
**Efficiency**



**Economy**

**Effectiveness**

Reducing costs of inputs

To achieve the goals



# TENNIS

FÉDÉRATION FRANÇAISE




**TENUP**  
AU CŒUR DU JEU



**RECHERCHER  
RÉSERVER, DÉFIER !**

Disponible sur l'App Store et Google Play.



**A NEW  
SETTING**

**NEW  
ROLAND  
GARROS**



Goals ?

Strategic vision ?

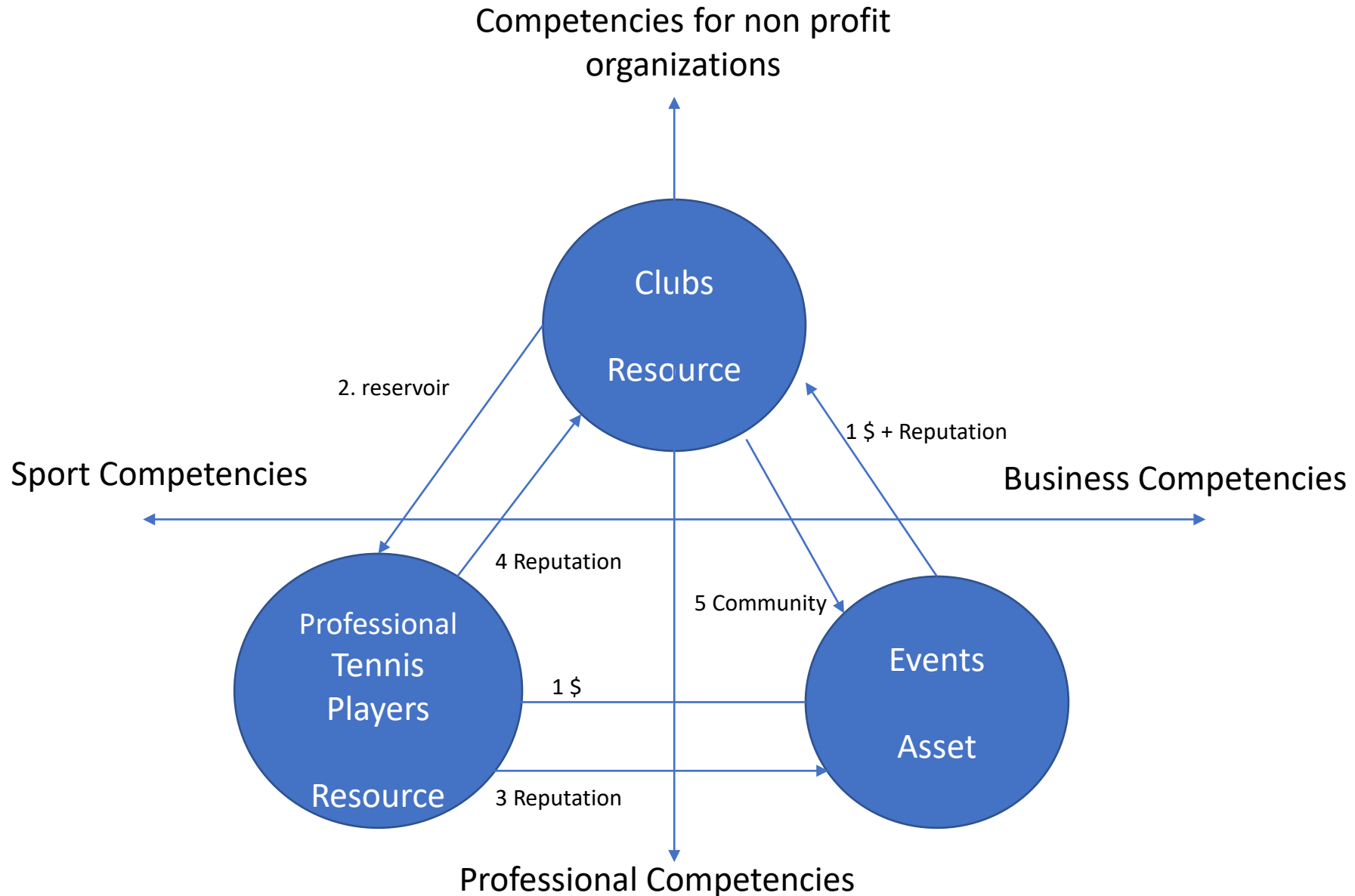
Efficiency ?

Actors ?

- Resource or asset ?
- Mission ?
- FFT action for key stakeholders ?
- Clients and Suppliers ?
- Value proposition from FFT ?

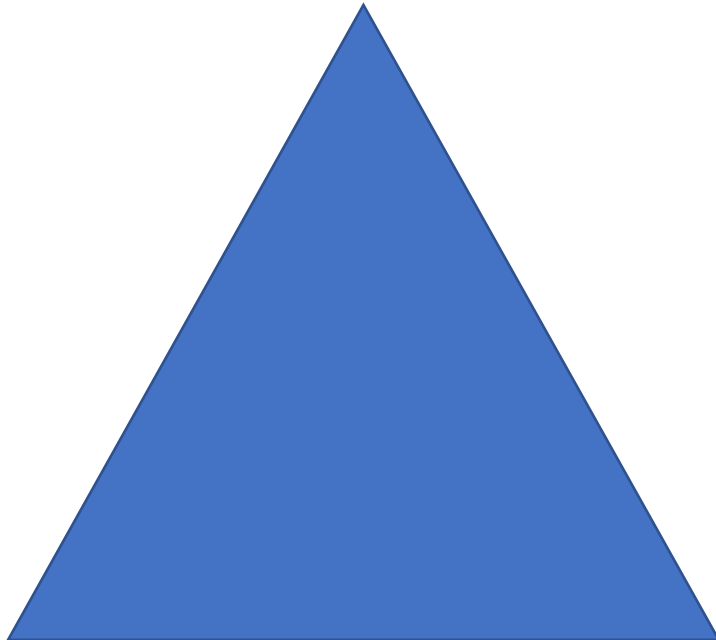


# Strategic triangle model



# Competencie ?

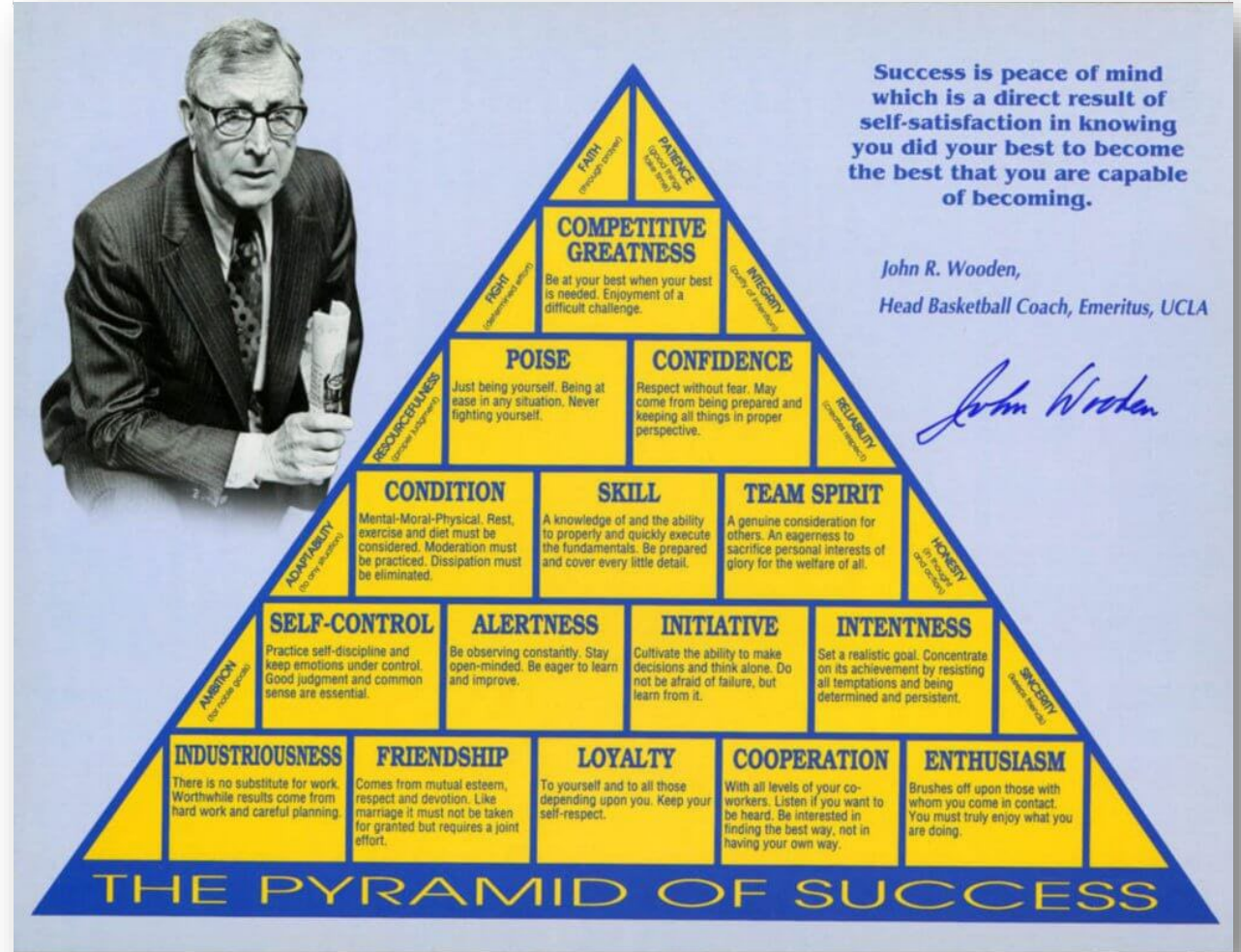
**EXPERIENCE**  
Knowledge



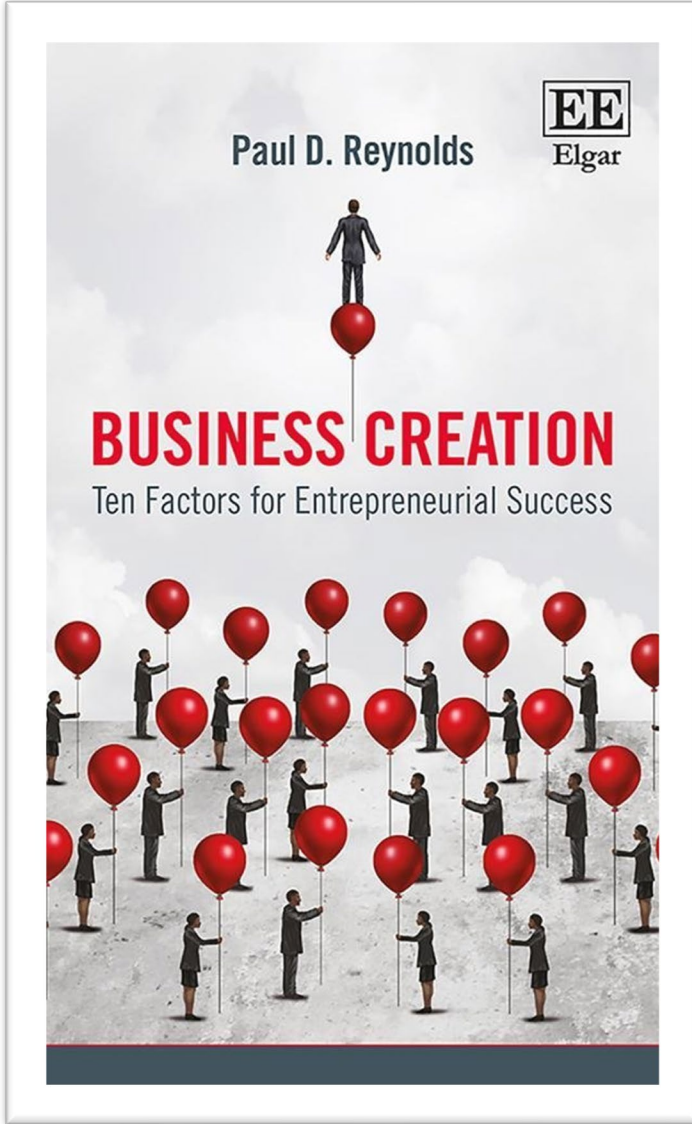
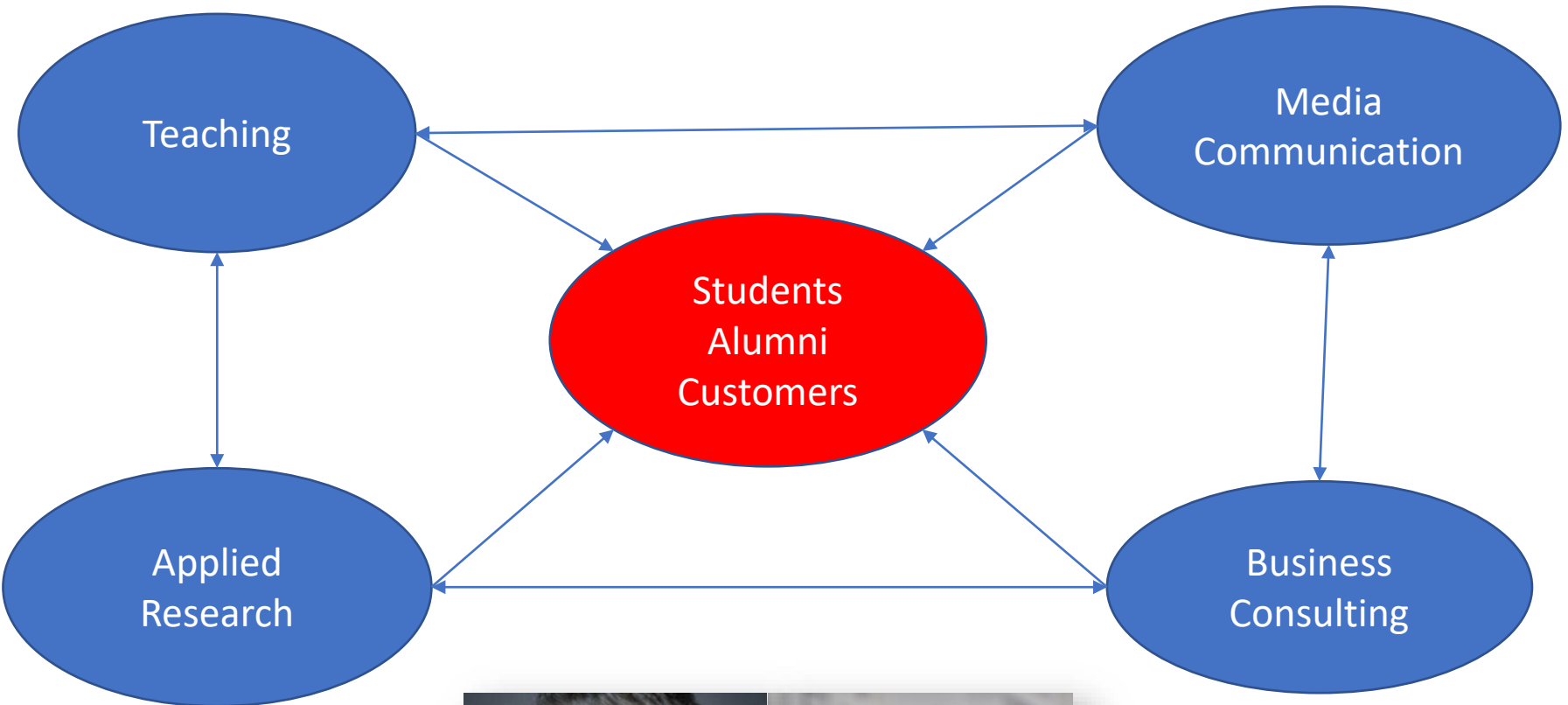
**EXPERTISE**  
Know-How

**TEAM**  
Being  
(know how to be)

Success comes from knowing that you did your best to become the best that you are capable of becoming. John Wooden



# My strategy : creating my ecosystem !





**webinarlionelmaltese**  
Apr 22 2020  
3:11



# WEBINAR DTN / CNE Avril - Mai 2020

## Introduction au Management stratégique & Marketing sportif appliqués aux joueuses & joueurs de tennis professionnels

Lionel Maltese

@lionelmaltese - lionelmaltese.fr

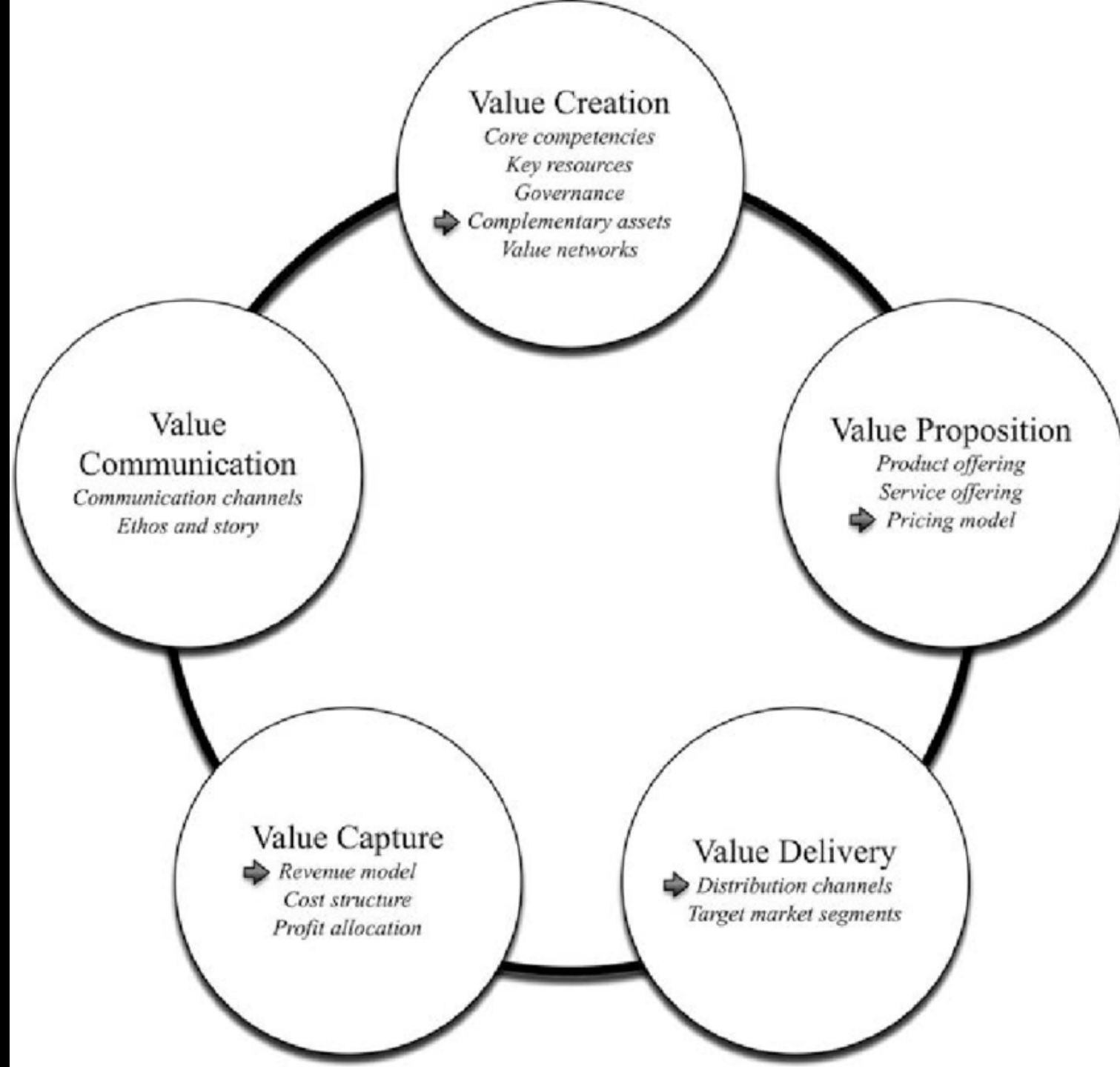
Maître de Conférences Aix Marseille Université – CERGAM IAE Aix-En-Provence

Professeur Associé Kedge Business School

Manager Délégué ATP WTA Events – Consultant Partner Sport Business Marketing

Membre du Comité Exécutif FFT – Développement Economique





Key words

**Strategy**

**Sport**

**Events / Clubs**

**Ecosystem**

**Assets**

**Business Model**

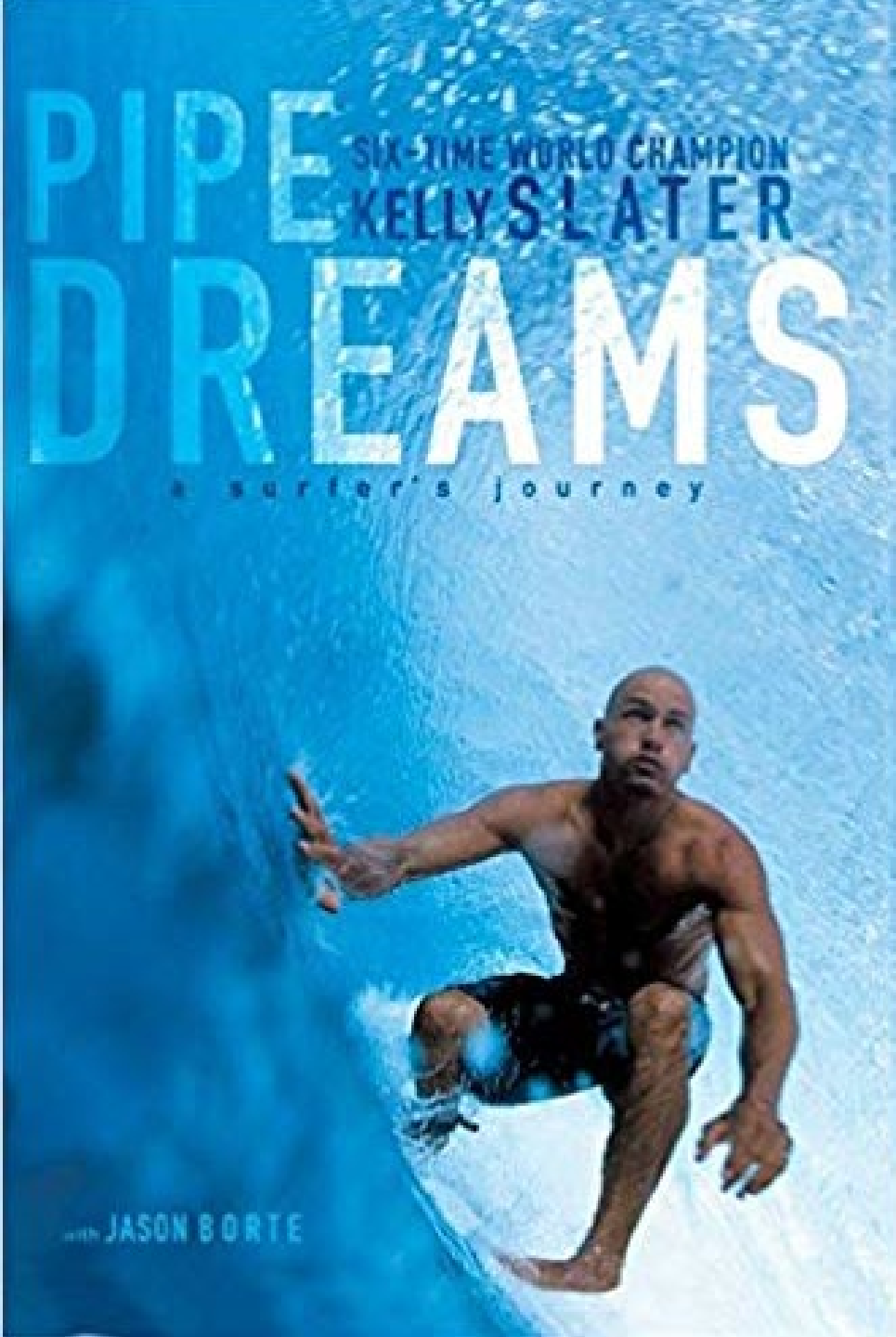
**Efficiency**

**Relations**

**Reputation**

**Fans**

**Culture**



# Personal reflexions...

---

- ❑ Sport Business = **SME** Market
- ❑ Business comes from **Media** for mega event and championships
- ❑ Stock of resources are often important but competencies not...
- ❑ Sport = unique communication platform but we can define it as **a moment and a place**
- ❑ Unicity in sports = **Emotion** as a marketing tool to attract customers and stakeholders
- ❑ Your Job : **understand the offer** and help to sell or market sport event products then be a sport manager

# Business Ecosystem (Moore, 1993)



“An economic community supported by a foundation of **interacting** organizations and individuals—the organisms of the business world. The economic community produces goods and services of value to customers, who are themselves members of the ecosystem. The member organisms also include suppliers, lead producers, competitors, and other stakeholders. Over time, they coevolve their capabilities and roles, and tend to align themselves with the directions set by one or more central companies”.



### *Clubs and Franchises :*

- **Contracts : transactions and salary**
- **Motivation : training, selection, financial premiums**
- **Athlete = "asset" for the managers**

### *Events :*

- **Fees (ATP, PGA for instance)**
- **No control of sport performance by the managers**
- **Dependency of the athletes (calendar for instance) and their professional associations (ATP, PGA, UCI...)**

**Professional athletes management and control**

# HBR.ORG Harvard Business Review

MARCH 2015

46 **The Big Idea**  
Reaching the  
Rich World's  
Poorest Customers  
Muhammad Yunus et al.

68 **Growth**  
Red Ocean Traps  
W. Chan Kim and Renée Mauborg

116 **Managing Yourself**  
Bridging  
Psychological Distar  
Rebecca Hamilton

## MAKING STRATEGY WORK

How to Avoid the  
Traps and  
Execute Brilliantly



## Main “goals” for this seminar !

Sports organizations [professional Events & Clubs] = management “stake” ?

Proposition of a new Strategic Management and Business Model for these organizations !

Understand & manage key factors of success (or failure) : sponsoring, public relations, reputation, physical (stadium) & local factors, managerial skills...

Develop your professional skills on : strategic analysis & formulate Sport Organizations Business Plan (ROADMAP) : **STRATEGIC PLANNER for sport organizations**

**PROJECT TO STRATEGIC ACTIONS !**



## Routledge Handbook of Sports Event Management

Edited by Milena M. Parent and Jean-Loup Chappelet

# Focus on “Event Concept”

---

In sports context, “event” is everywhere :

National Championships (every week ! : NBA, MLB, NFL, NHL, LNF, Top 14, Premier League...)

National and International Competitions (JO, World Cups...)

One shot events (every year) : Roland Garros, Tour de France, ATP, PGA, Superbowl, Formula 1... exhibitions...

...



Time



BALANCED SCORECARD

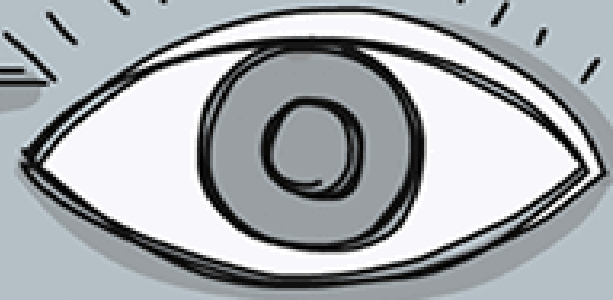


SCOPE

# PERFORMANCE MANAGEMENT



IMPROVEMENT





**Determining Value**

**HARVARD**  
BUSINESS REVIEW

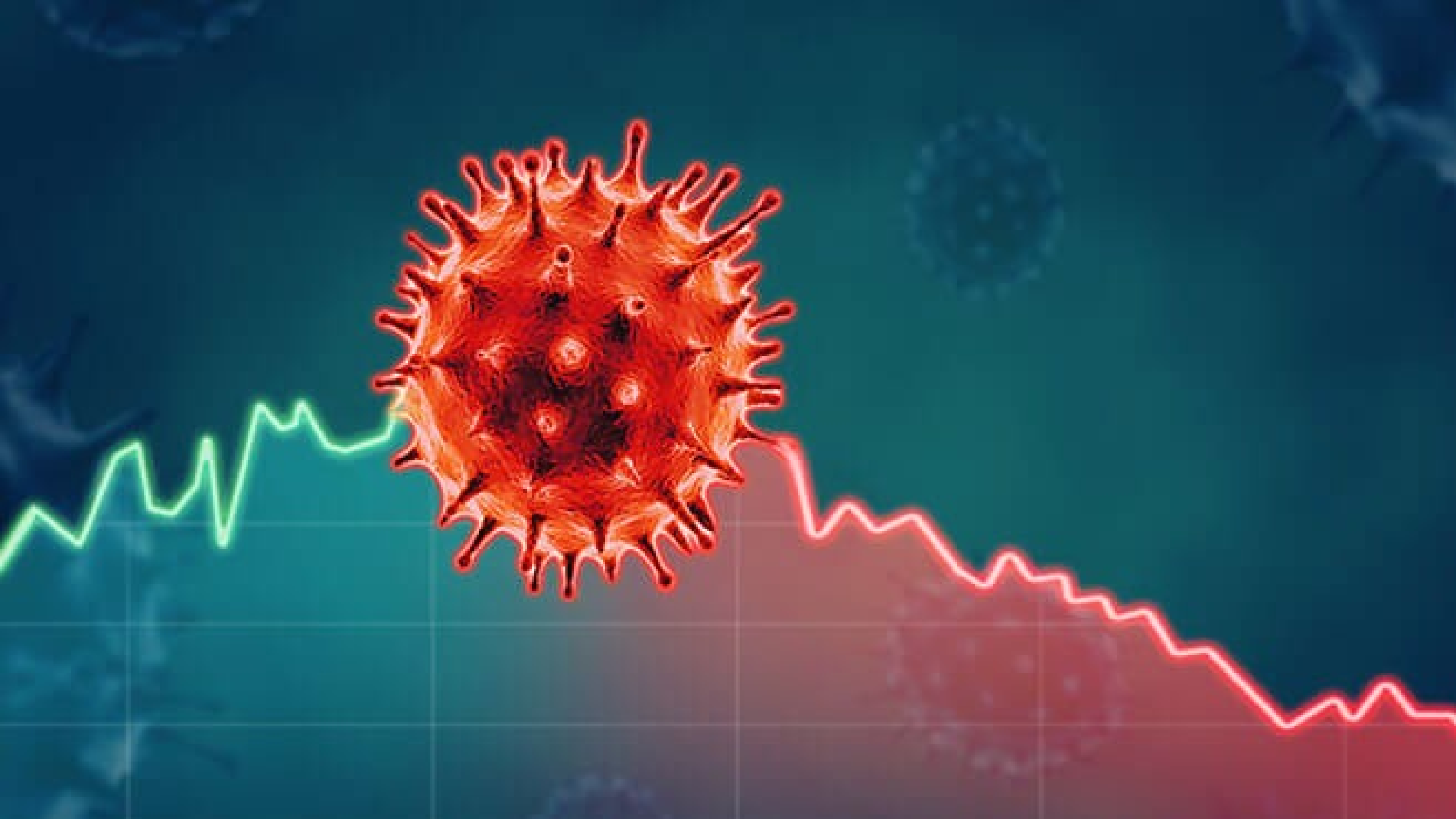
**Capture More  
Value**

# PERFORMANCE



GUILLAUME MARION  
CANET COTILLARD





# But... we need definitions (Covell and al., 2007)

- Organization : « Any group of people working together to achieve a common purpose or goals that could not be attained by individuals working separately »
- Management :
  - The coordination of human, material, technological, and financial resources needed for the organization to achieve its goals.
  - Responsibility for **performance**



# But : what is performance for sports organizations ?

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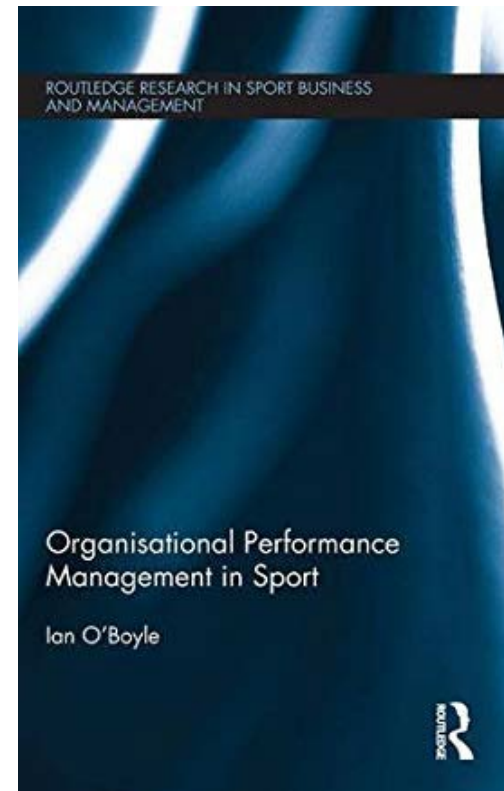
Performance indicators (Pis) give us an evaluation process that can provide objective and meaningful performance feedback to aid future decision making.

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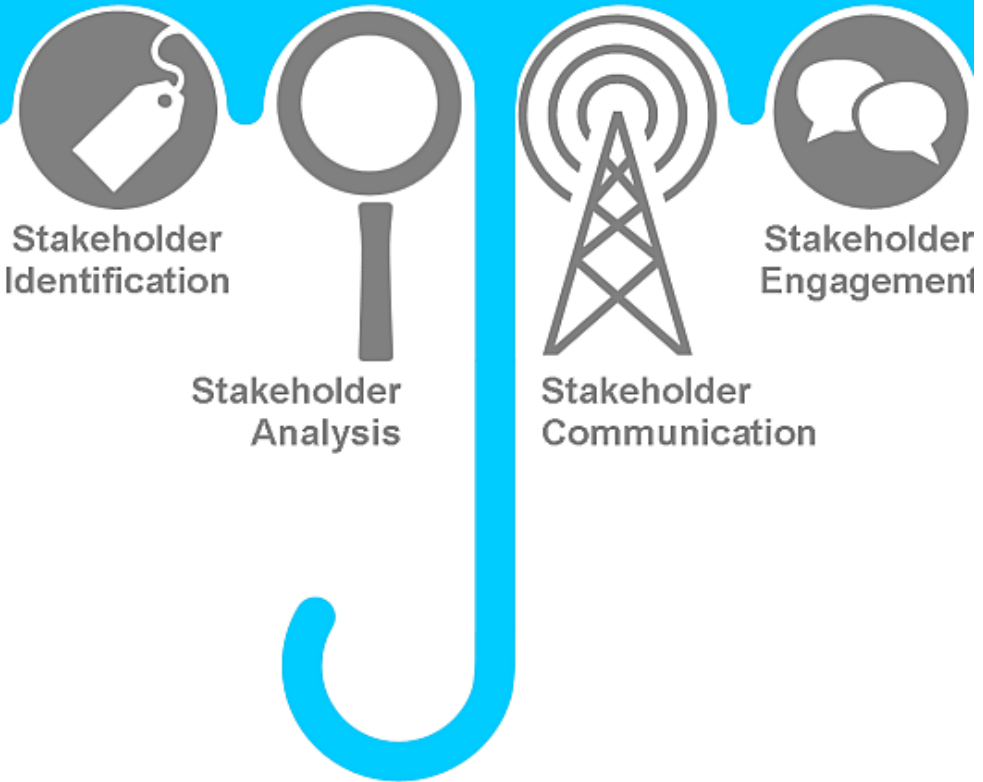
The methods of evaluation are both quantitative and qualitative but all the final results depend upon one or more manager' interpretation (judgement)

---

The key for sport organizations : your stakeholders analysis.



# Stakeholder Management



*Umbrella designed by Jardson Araújo, Tag designed by Stephen JB Thomas, Conversation designed by Takao Umehara, all from The Noun Project*

## Sport organizations – performance and stakeholders

You can evaluate returns for :

Media

Athletes

Sponsors

Institutions

Spectators

Cities

Suppliers

Owner

....

→ Various PIs for different objectives and multiple stakeholders...

Scale of impacts  
(attendance,  
media, profile,  
infrastructure,  
costs, benefits)

High

Low

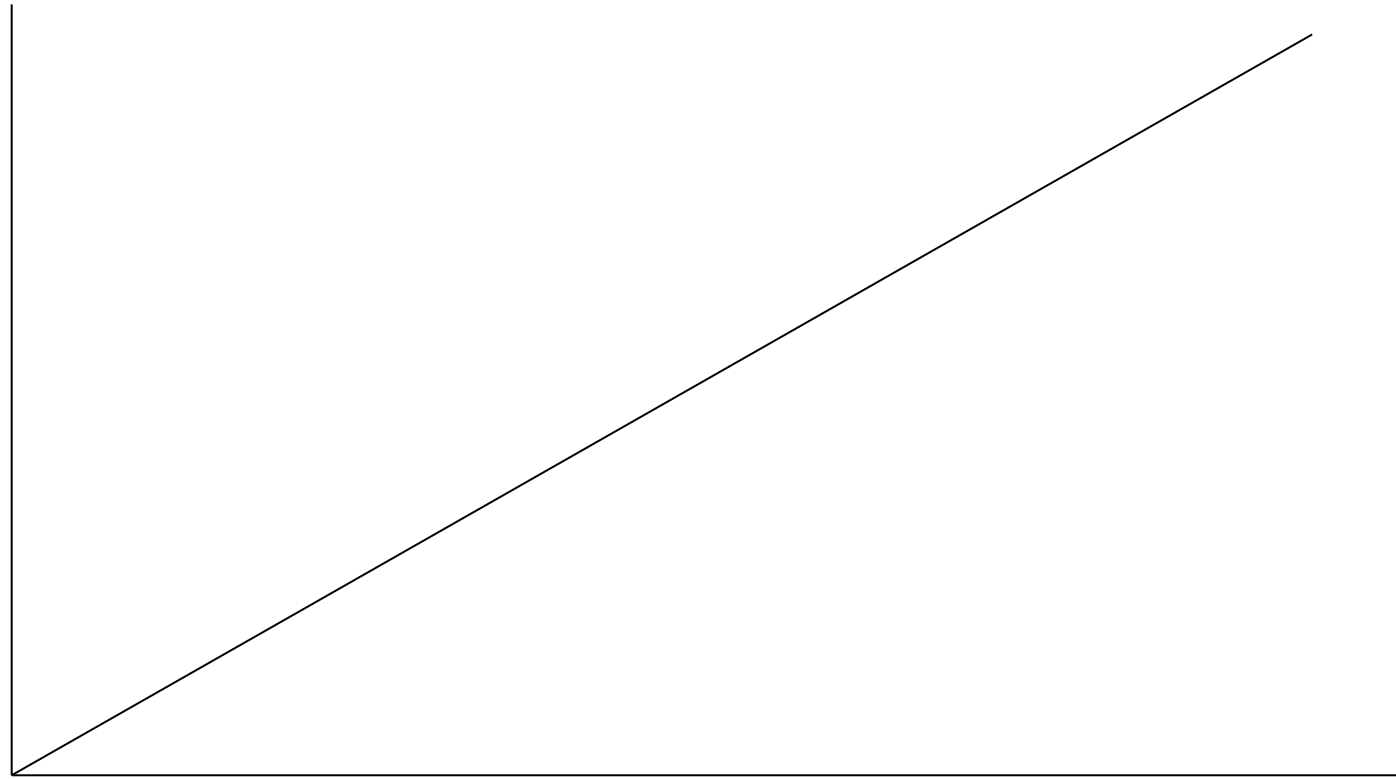
LOCAL

MAJOR

HALLMARK

MEGA-EVENT

Category of event







## Categorization of events

**Local or community events :**  
Local consumers (Beach events, Corrida, Snowboard & Surf contest, ATP International Series Tournaments, National Events...)

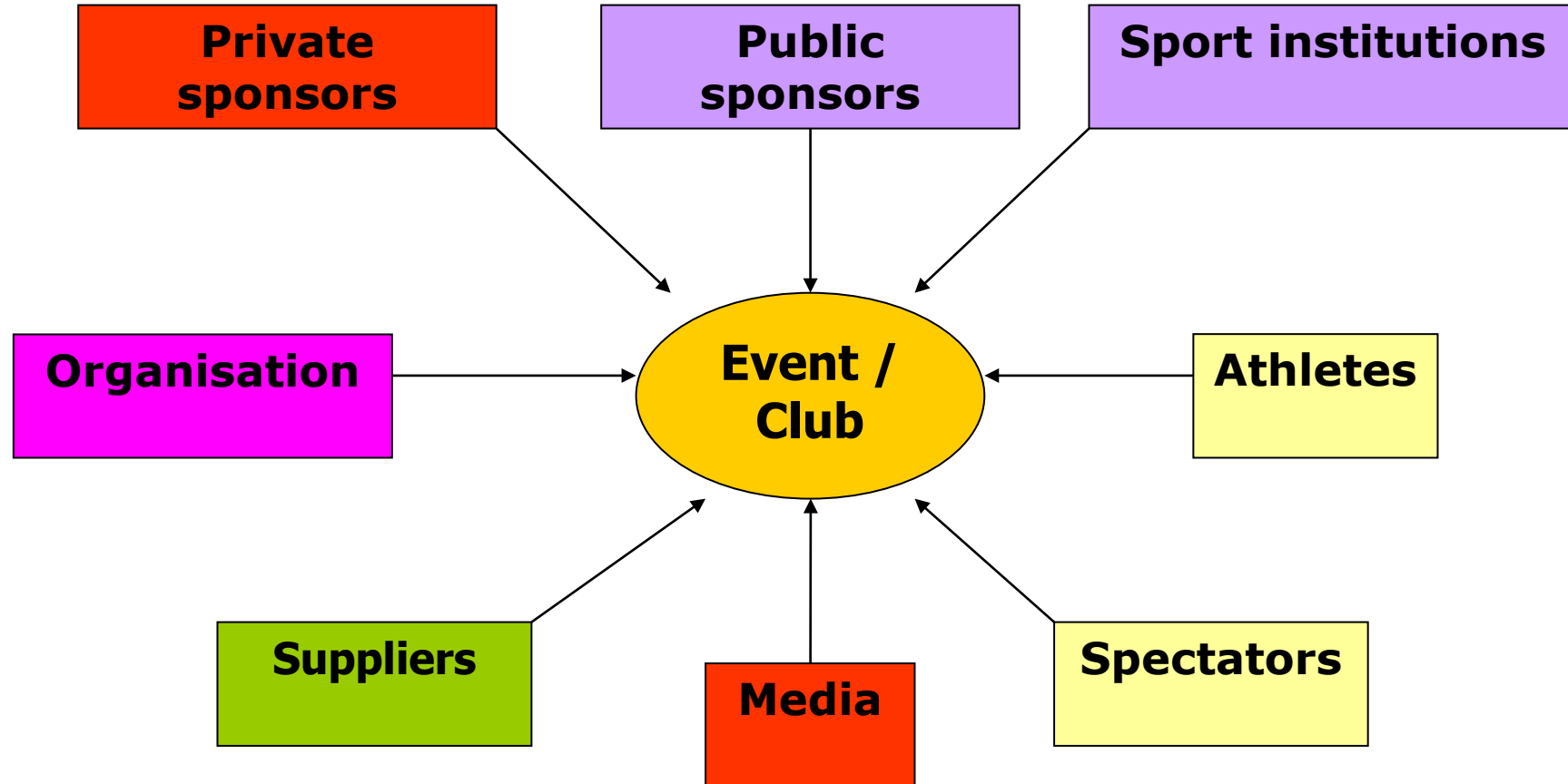
**Major events :** Media interest (coverage & benefits) and capability of attracting significant visitor numbers (Formula 1, Master Series ATP, PGA...)

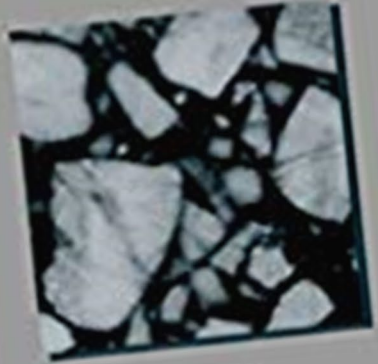


## Categorization of events

**Hallmark events** : identified with the spirit or ethos of a town, city or region (synonymous with the name of the place) & very traditional (Wimbledon is the best example, 24H du Man, Paris Dakar, Masters Evian...)

**Mega events** : so large that they affect whole economics and reverberate in the global media (Olympic Games, FIFA World Cup, IAAF World Championships, Superbowl, March Madness, NBA, MLB, NHL Finals...)





# The External Control of Organizations

A Resource Dependence Perspective

Jeffrey Pfeffer  
and Gerald R. Salancik

STANFORD BUSINESS CLASSICS

*How to control external environment  
(stakeholders) and how to be independent to  
perform, to develop and maintain ?*

---

Now before studying strategic analytic tools :

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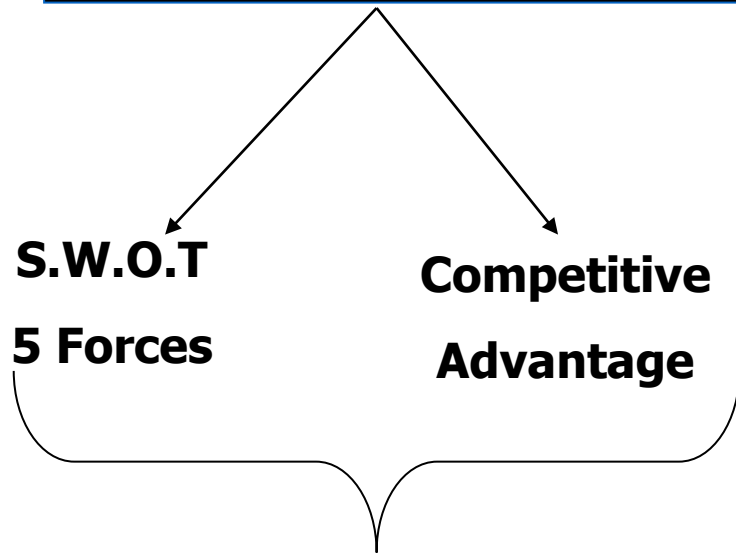
What is Strategy ?

---

What are the more “sensemaking” approaches to  
analyze a sports organizations and their stakeholders  
?



## POSITIONING

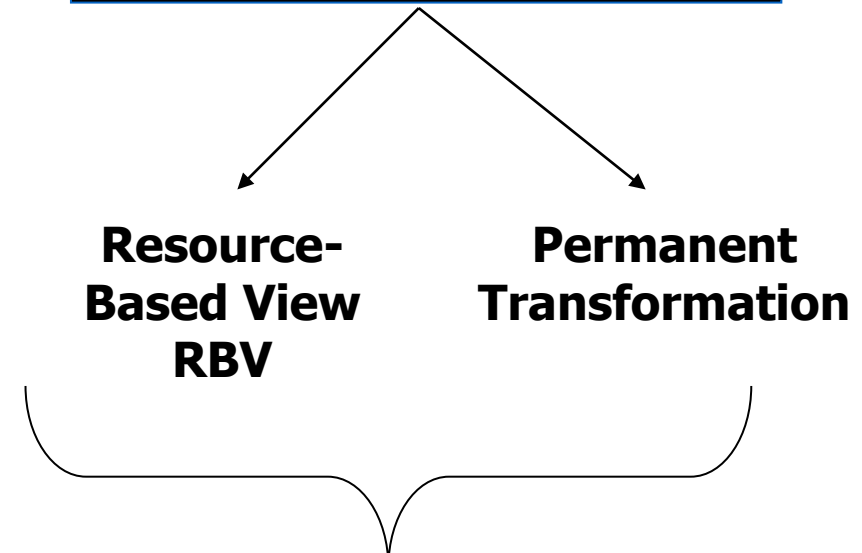


**STRATEGIC  
« FIT »**

*Michael Porter & Co*



## MOVEMENT



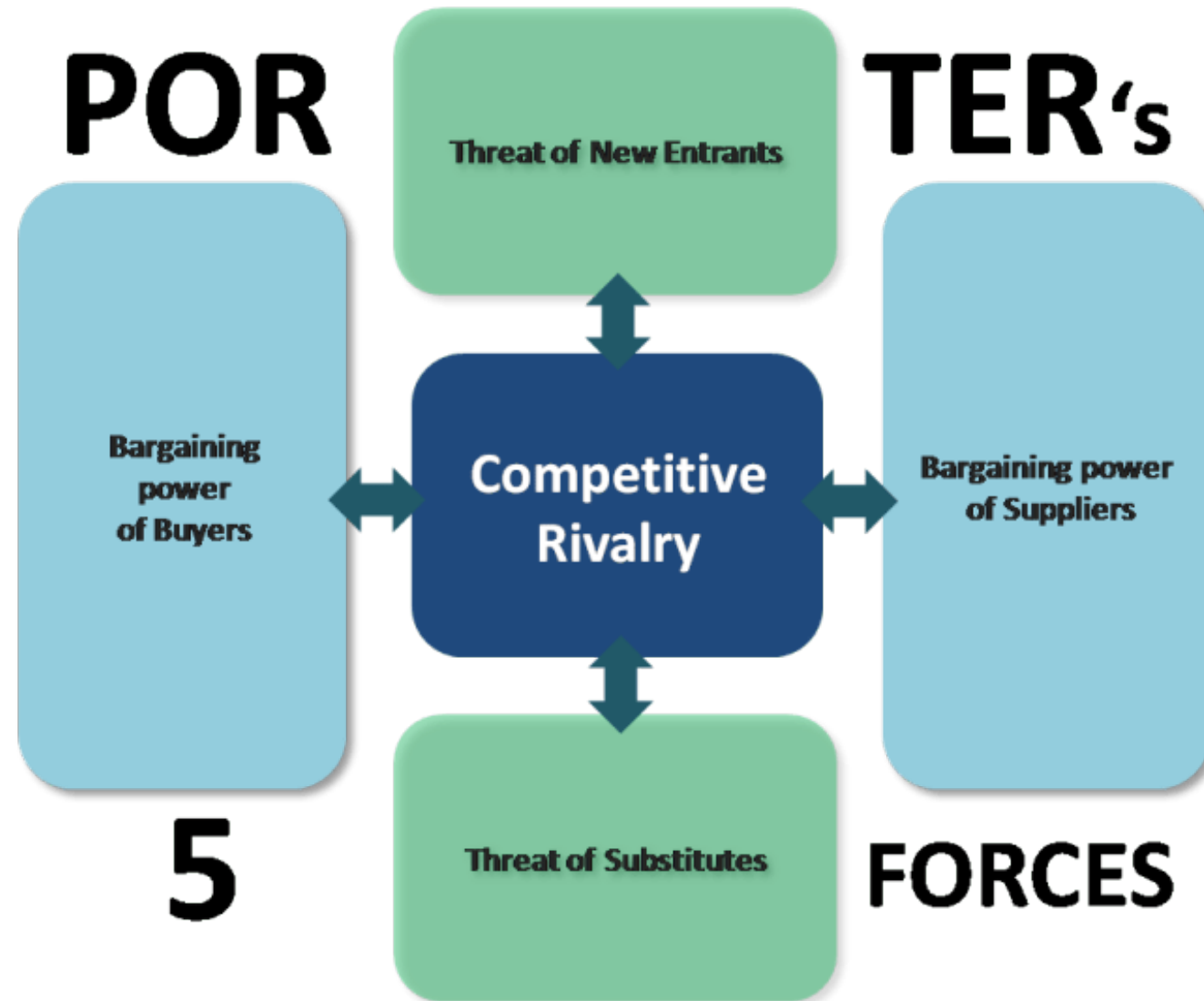
**STRATEGIC  
« INTENT »**

*Gary Hamel and C. K  
Prahalad & Co*

# FIT

---

- **What business are we in ?**
- S-C-P : Structure Conduct Performance
  - The **structure of the industry** will dictate the conduct of firms and thereby their performance (most popular : SWOT or “five-forces” model (Porter, 1979)).
- The big illustration is the 5 Forces Model (Porter, 1979).



# INTENT

---

What are we able to make with what we have ?

---

**RBV** (Resource-Based-View, Wernerfelt, 1984, Barney, 1991, Grant, 1991) : certain **assets** (resources and capabilities) with certain characteristics will lead to sustainable competitive advantage.

---

Strategy dictated by unique resources and capabilities of the firm (what can the firm do best?)



OXFORD

# The Theory of THE GROWTH OF THE FIRM

Fourth edition



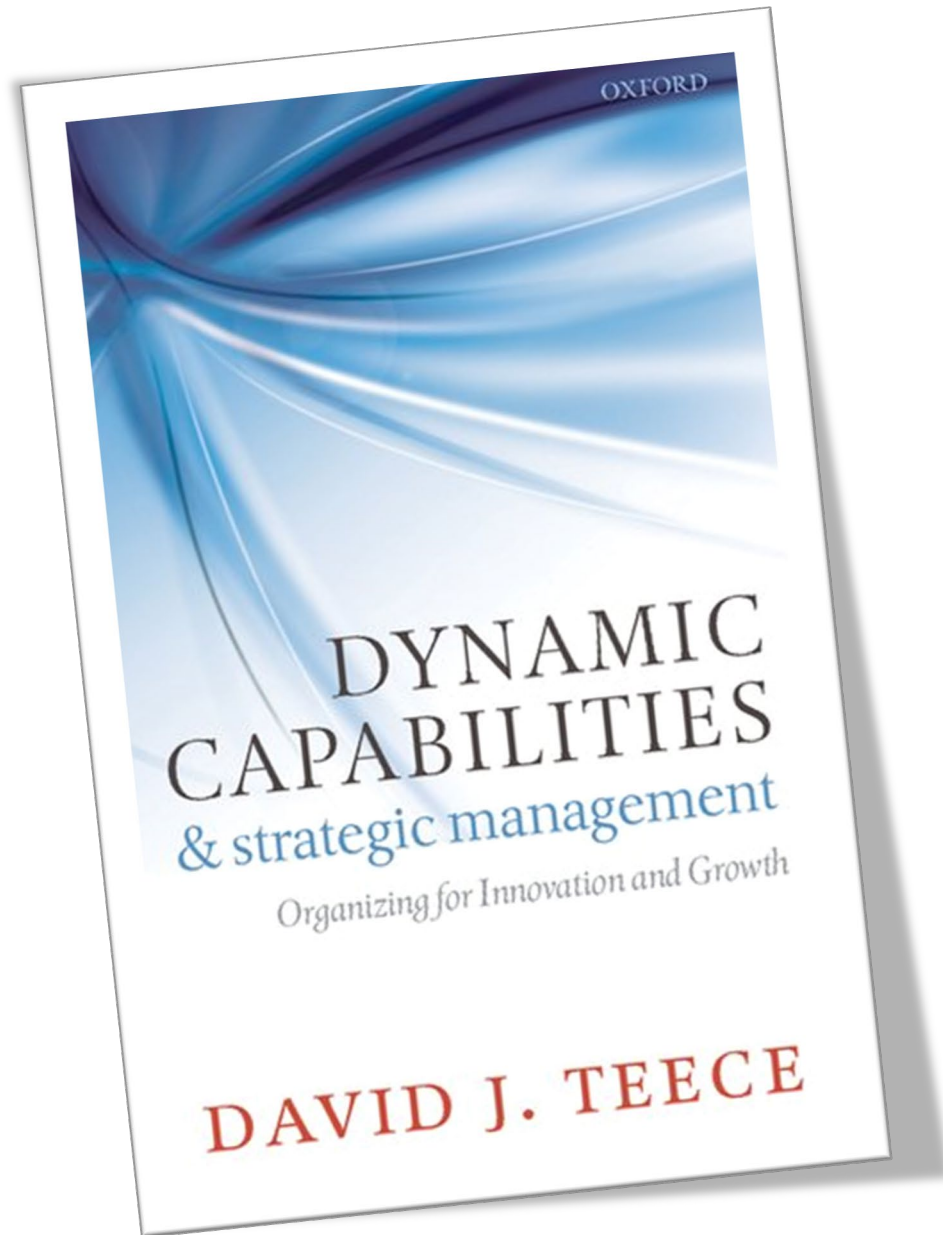
EDITH PENROSE

WITH A NEW INTRODUCTION BY CHRISTOS PITELLIS

## Concepts definitions

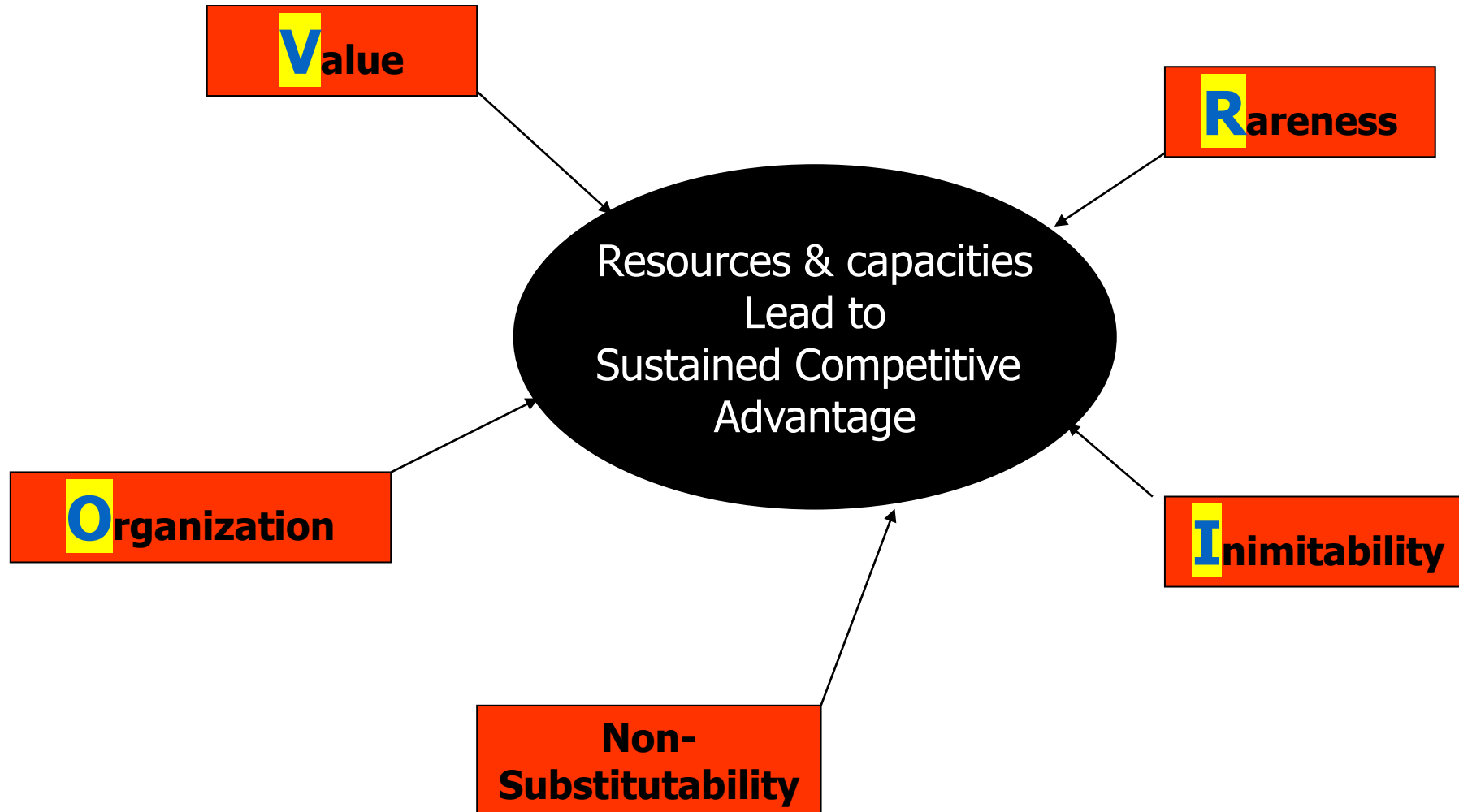
- ★ **Resources** : stocks of available factors that are owned or controlled by the firm (Amit and Schoemaker, 1993)
- ★ **Capabilities** : a firm's capacity to deploy resources, usually in combination, using organizational processes, to effect a desired end" (Amit and Schoemaker, 1993)
- ★ **Dynamic capabilities** : the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (David J. Teece, Gary Pisano, and Amy Shuen).
- ★ Dynamic capabilities can be distinguished from operational capabilities, which pertain to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposefully create, extend, or modify its resource base" (Helfat et al., 2007). The basic assumption of the dynamic capabilities framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.
- ★ **Asset** = resource + capability

# ASSET ORCHESTRATION

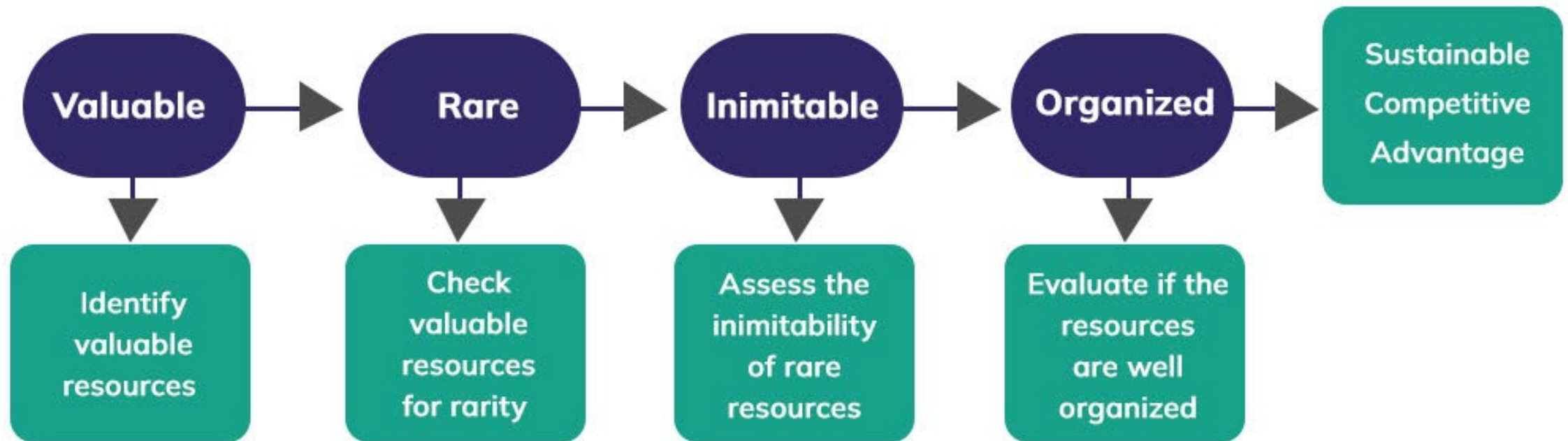


- If capabilities are dependent on co-specialized assets, it makes the coordination task of management particularly difficult.
- Managerial decisions should take the optimal configuration of assets into account.
- Asset orchestration refers to the managerial search, selection, and configuration of resources and capabilities.
- The term intends to convey that, in an optimal configuration of assets, the whole is more valuable than the sum of the parts.

## Resource Based-View : VRIO model (Barney, 1991)

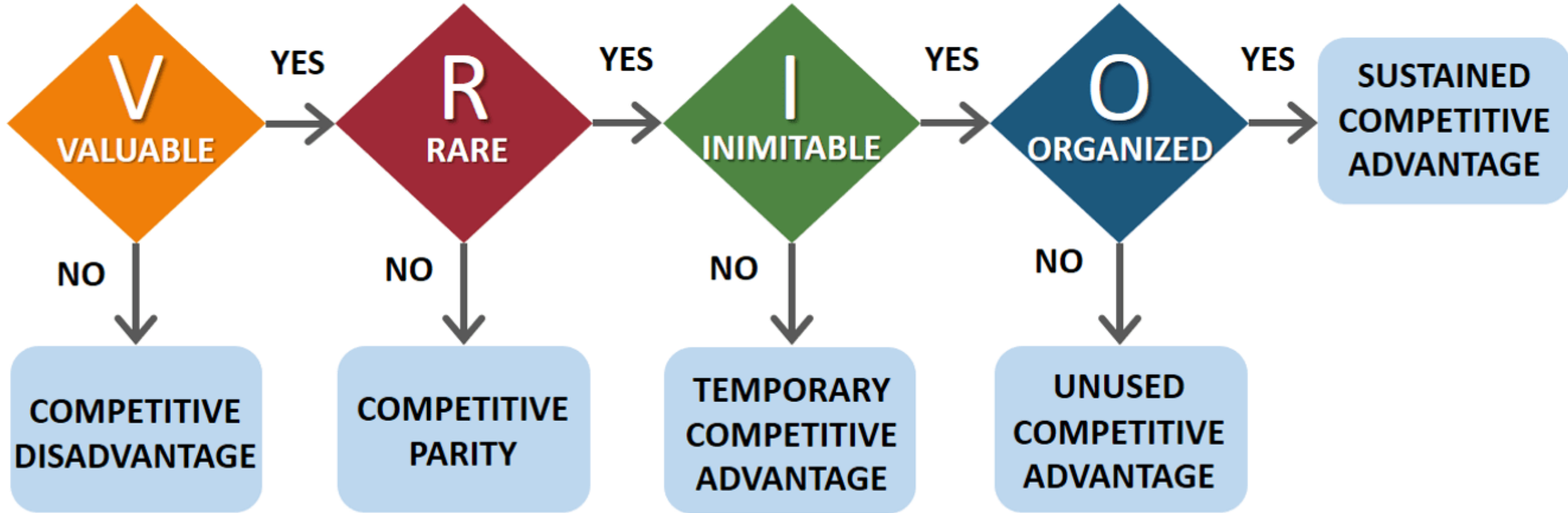


## Process to Conduct VRIO Analysis



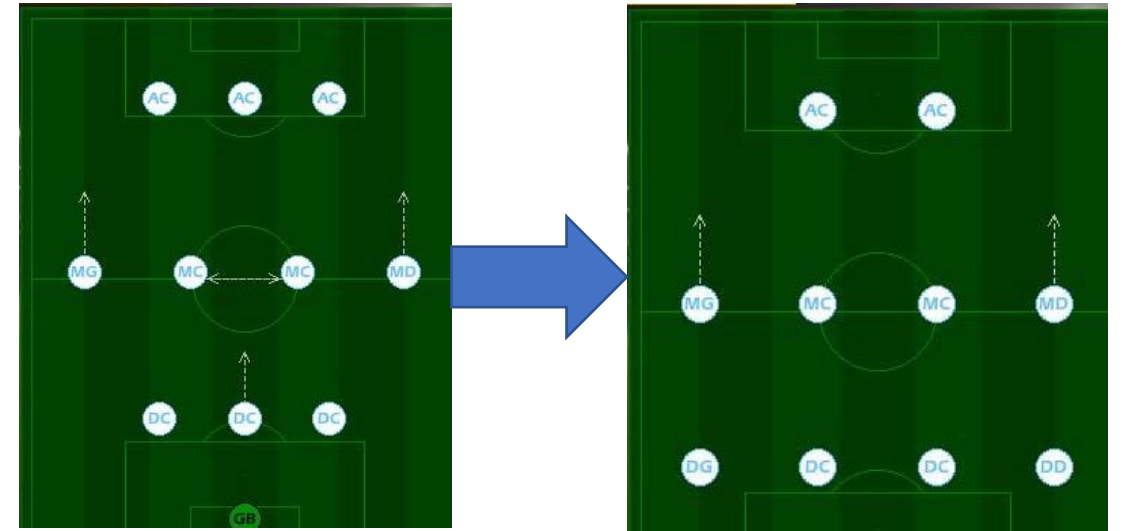
IS THE RESOURCE OR CAPABILITY...?

IS THE COMPANY WELL...?



The strategy (tactical) is a function of the external environment (rival teams : opportunities - threats).

The trainer has a tactic adapted to the adversary and the players (resources) adapt to this positioning (diagram of play).



The head coach "visionary" (or manager) has **resources (players)** and sets up a strategy (tactical) starting from these **forces and weaknesses (resources)**, in order to face to certain opportunities or threats of the environment (air play, speed, physical engagement)





How can we “implement” that ? It’s very theoretical !



Your and my job : to be able to construct a business plan (development) with a “specific RBV analysis” (your “sensemaking background”), and furthermore :

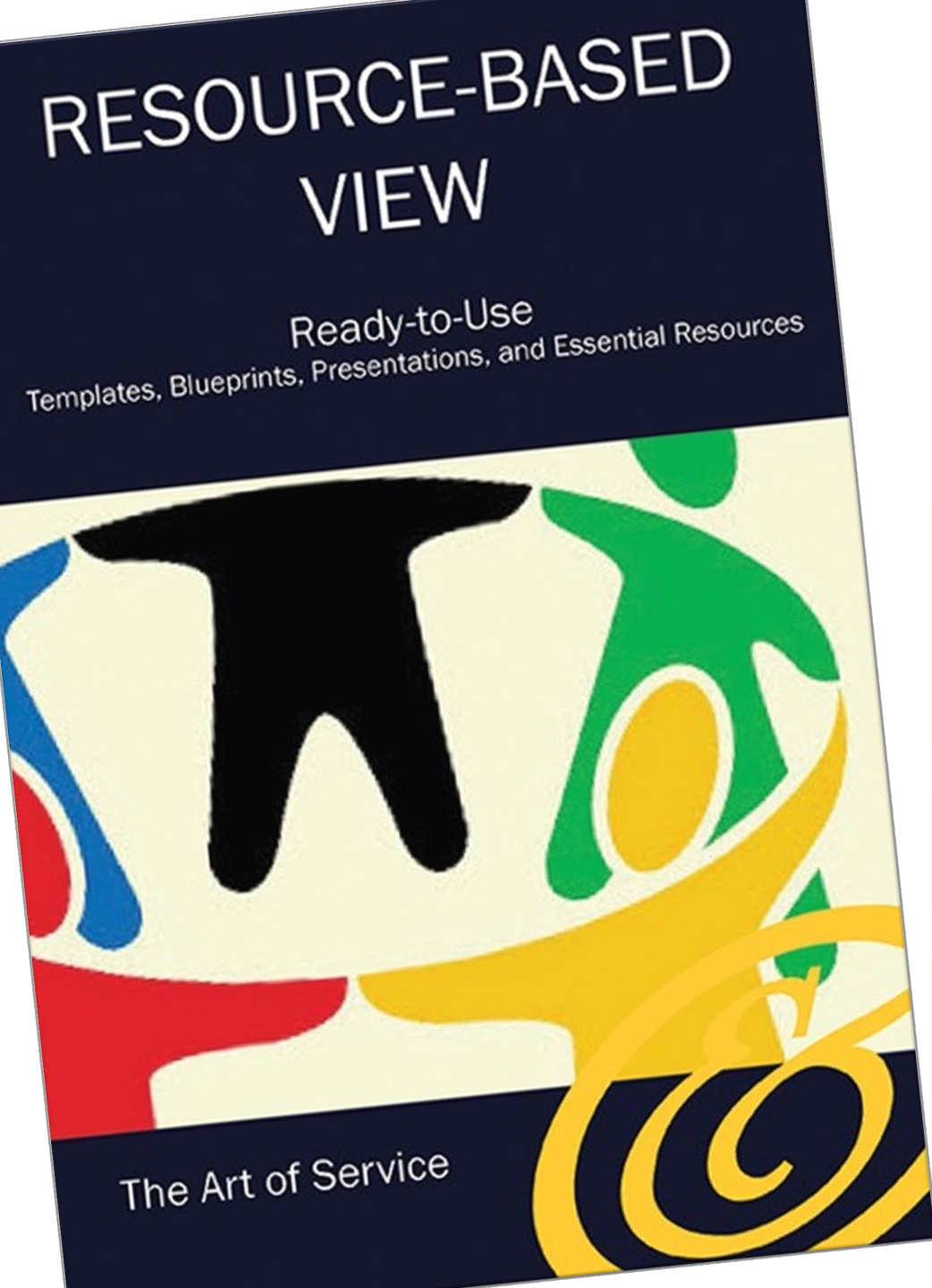
Persuade and control our stakeholders  
Maintain our performance  
To be “ready” for new opportunities and threats because of very instable sports environment...

## So What ?

Managing resources & capabilities = core competency of a “modern” CEO in sport organizations







# Categorizing resources

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## Barney (1991) : 3

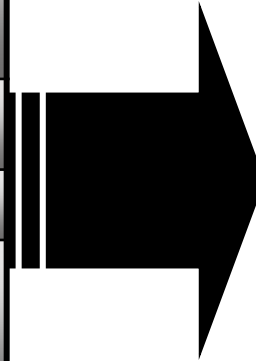
- Physical capital : technology, plants, equipment, geographical localization...
- Human capital : formation, experience, networks - relationships...
- Organizational capital : formal structure, control, routines, process, coordination systems...

## Grant (1991) : 6

- financial, physical, human, technological, organizational, reputation.

## Wernerfelt (1989) : 3

- Fixed assets : plants, equipment...
- "Blueprints" : patent, brand, reputation
- Teamwork "effects" : routines, habits, experience...

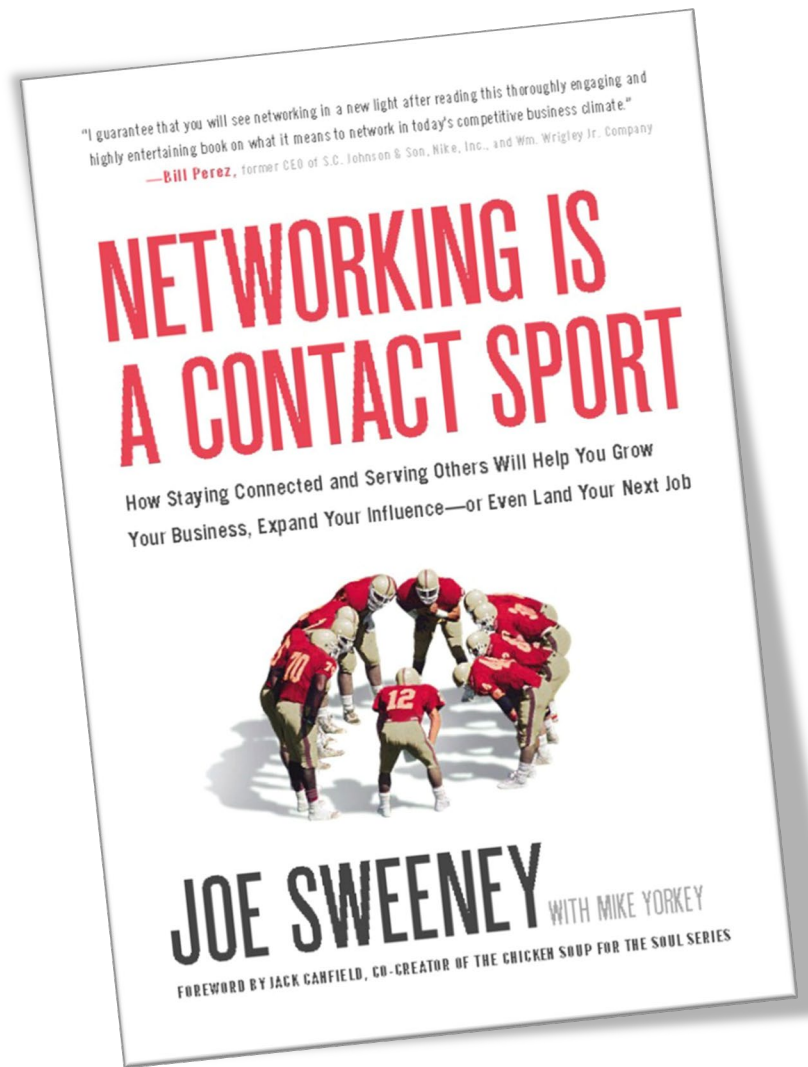
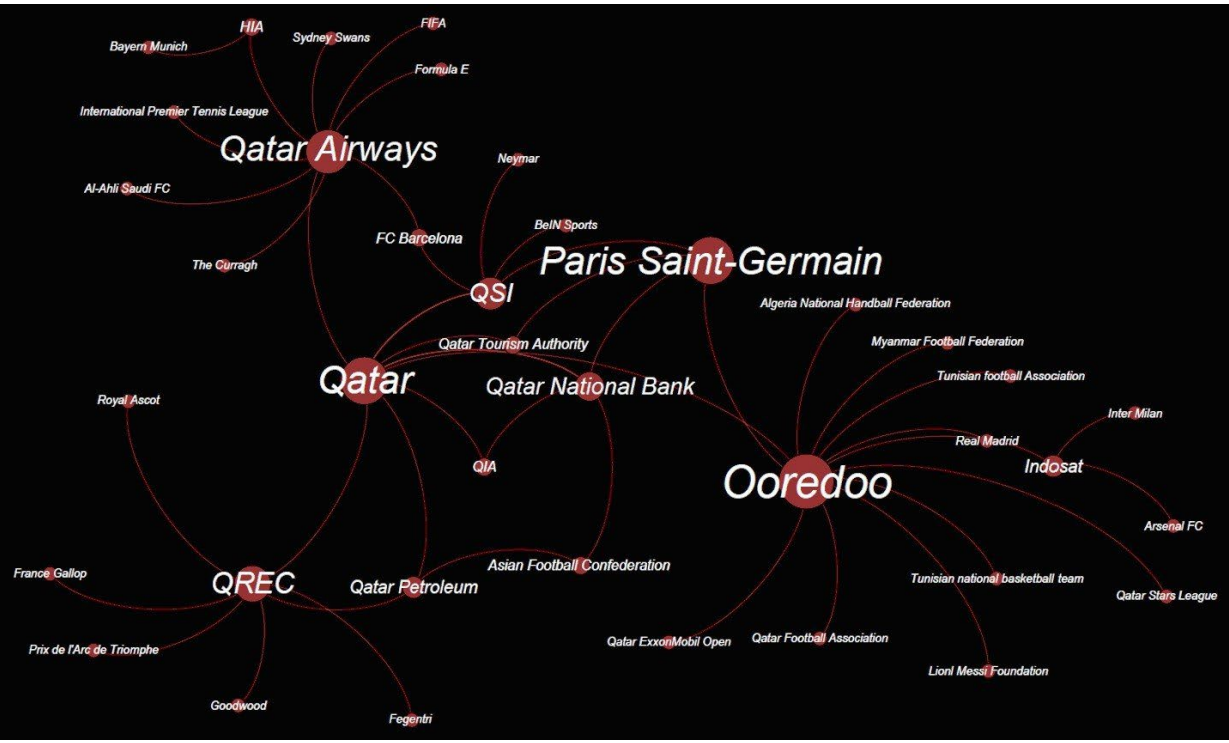


- Sponsoring : brand image, image transfer, notoriety, visibility, target specificity, TV...
  - Examples : BNP Paribas, Louis Vuitton, Rollex, Peugeot, Indesit, Adidas, Nike, Fedex, Coca-Cola, Philips, Renault, Mercedes...
- Leverage and activate !



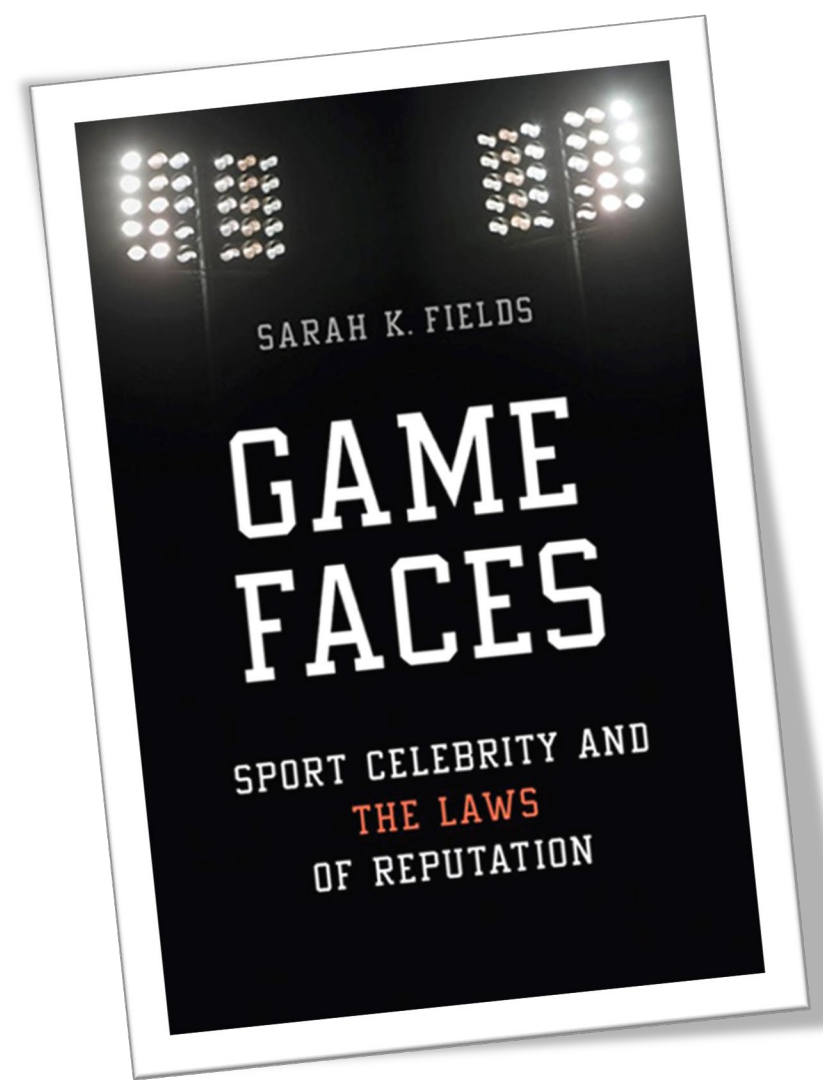
\$ = Commercial Sponsorship Contracts

- Event Manager's Social Capital
- Relational and business networks !



**\$ = Public Relations**

- Event legend and history : JO, America's Cup, Le Tour de France, Roland Garros, Wimbledon...
- Corporate Reputation



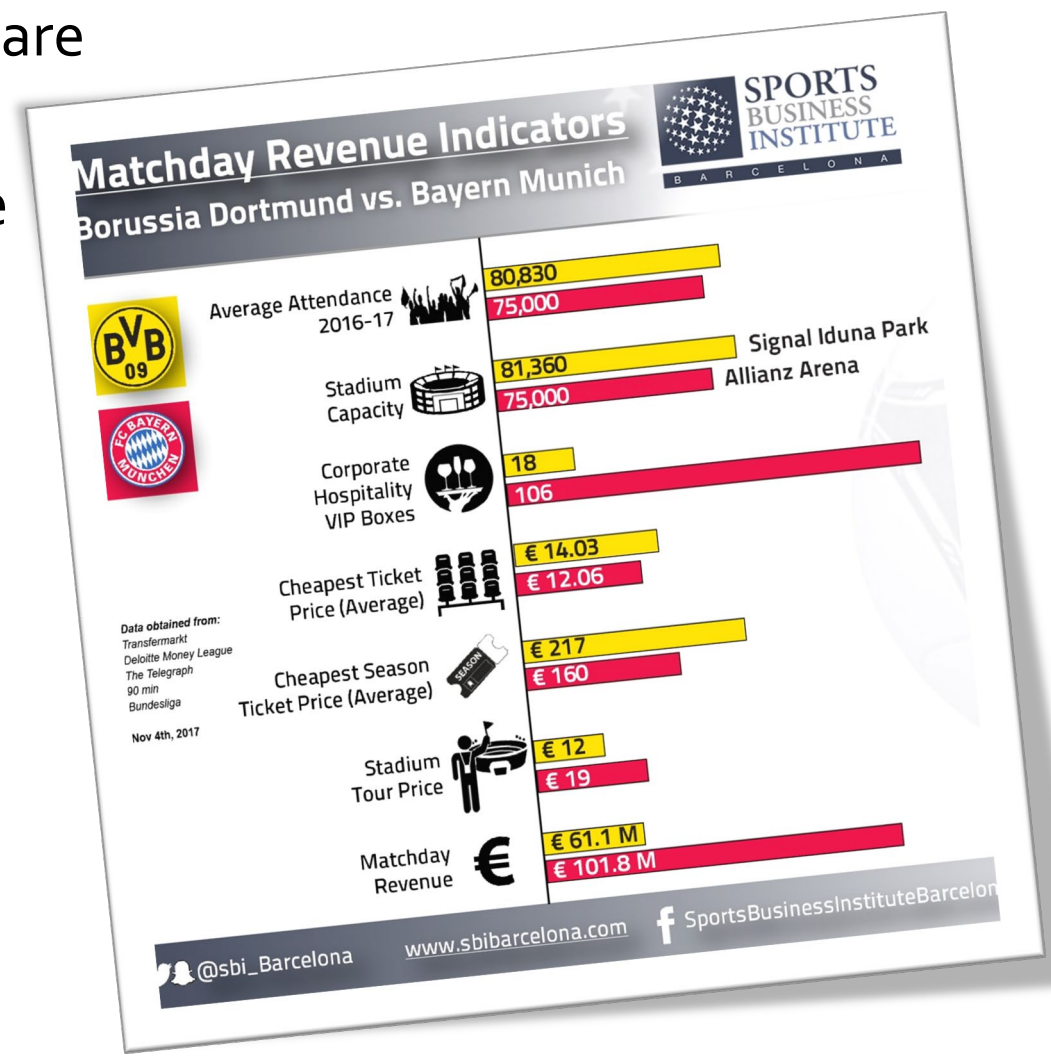
**\$ = Media Rights & commercial brands**

- Stadium : Wimbledon, Roland Garros, Madison Square Garden...
- Territory : Tour de France, F1, Rally & Tennis (Monte Carlo), 24 H Le Mans, Stade Toulousain....
- Facilities : training camps and conditions...



**Best Football Stadiums in the World  
- Top Fan Experiences -**

TIMES OF SPORTS



**\$ = Ticketing and merchandising**

# Dynamic Capabilities and Organization

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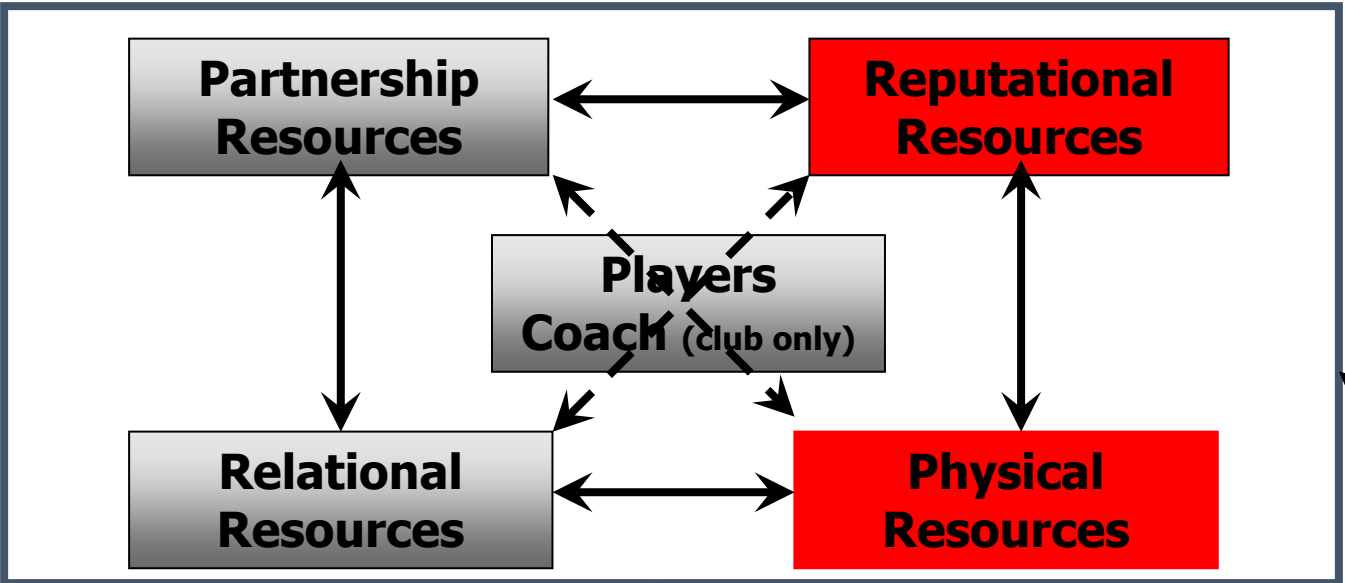
- Dynamic Capabilities : “processes to integrate, reconfigure, gain and release resources – to match and even create market change”
- Organizational capabilities : Project Management
- Most “organizational event” : Tour de France !



**Concepts**

**Resources**

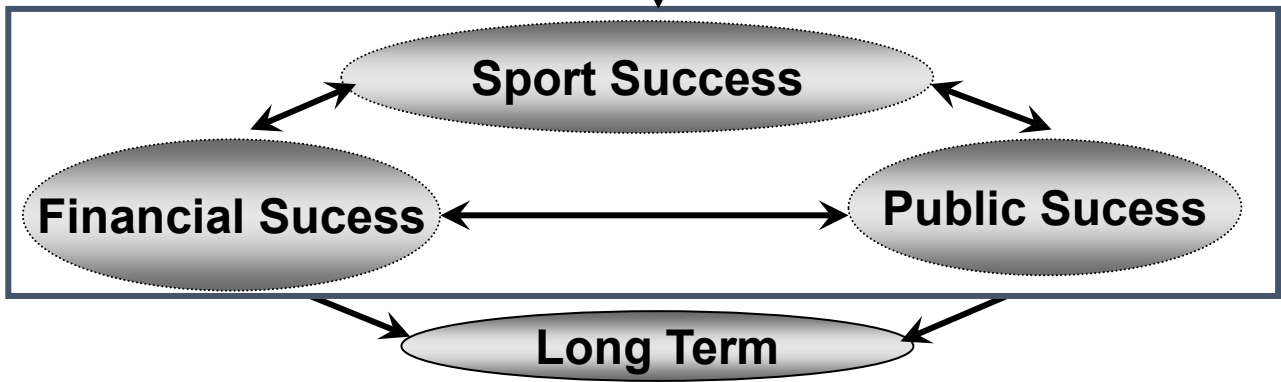
**portfolio**



**Core Competencies, Capabilities**

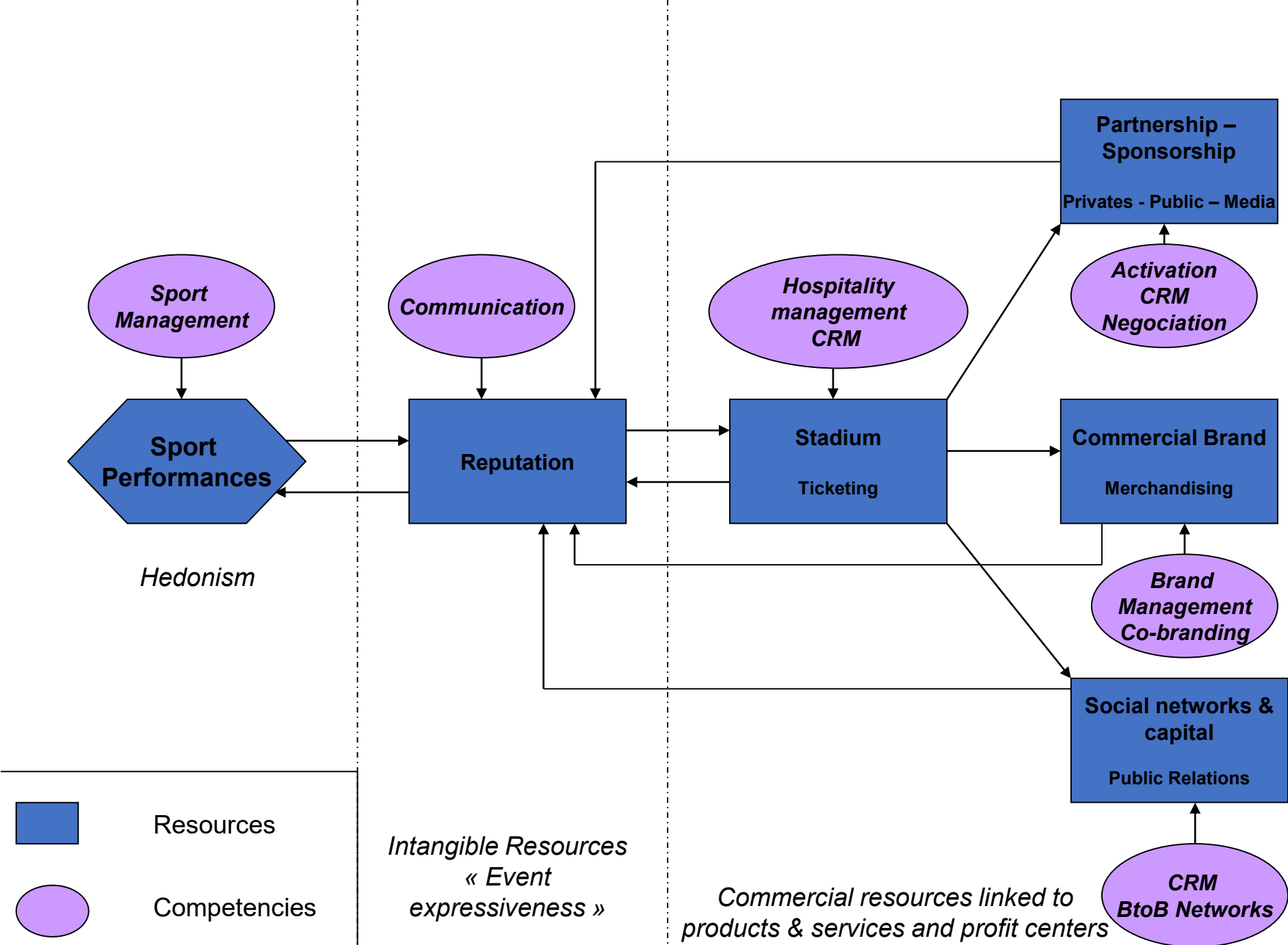


**Performance, Success**



**P  
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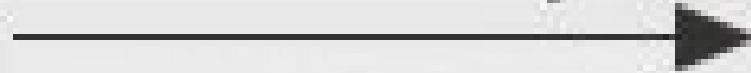




THE ESSENCE OF STRATEGY IS  
CHOOSING WHAT NOT TO DO

MICHAEL PORTER

Efficiency

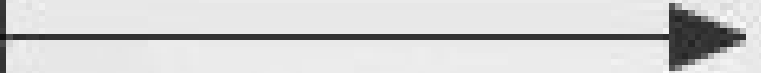


The amount of resources needed to execute the process



Process Machine Line

Effectiveness



The ratio between the actual and the theoretical output



Productivity

The ratio between efficiency and effectiveness



SERGIY BUTENKO  
JAIME GIL-LAFUENTE  
PANOS M. PARDALOS  
Editors

# Optimal Strategies in Sports Economics and Management

 Springer

# Seminar Program

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Lecture 1 : Sport Business Ecosystem

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Lecture 2 : Sport Business Models

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Lecture 3 : Relational Business Model

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Lecture 4 : Reputational Business Model

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Lecture 5 : FRM – Cultural Business Model

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Lecture 6 – 7 : Group Business Model Workshop

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Lecture 8 Oral - Exam