

Strategic Management and Advanced for sports organizations

Lecture 2

Summer School SPORT EVENT MANAGEMENT



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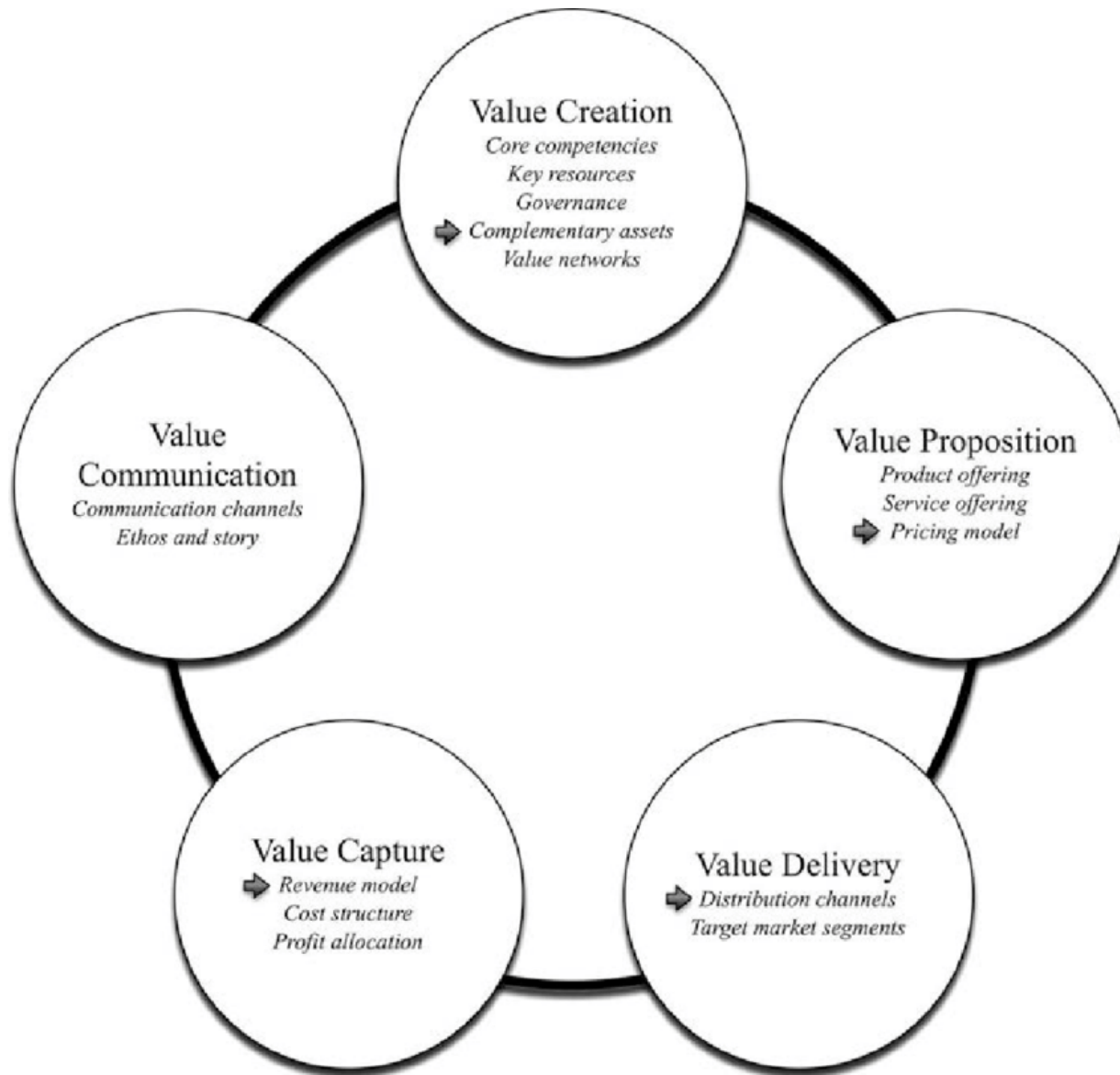
Business Model



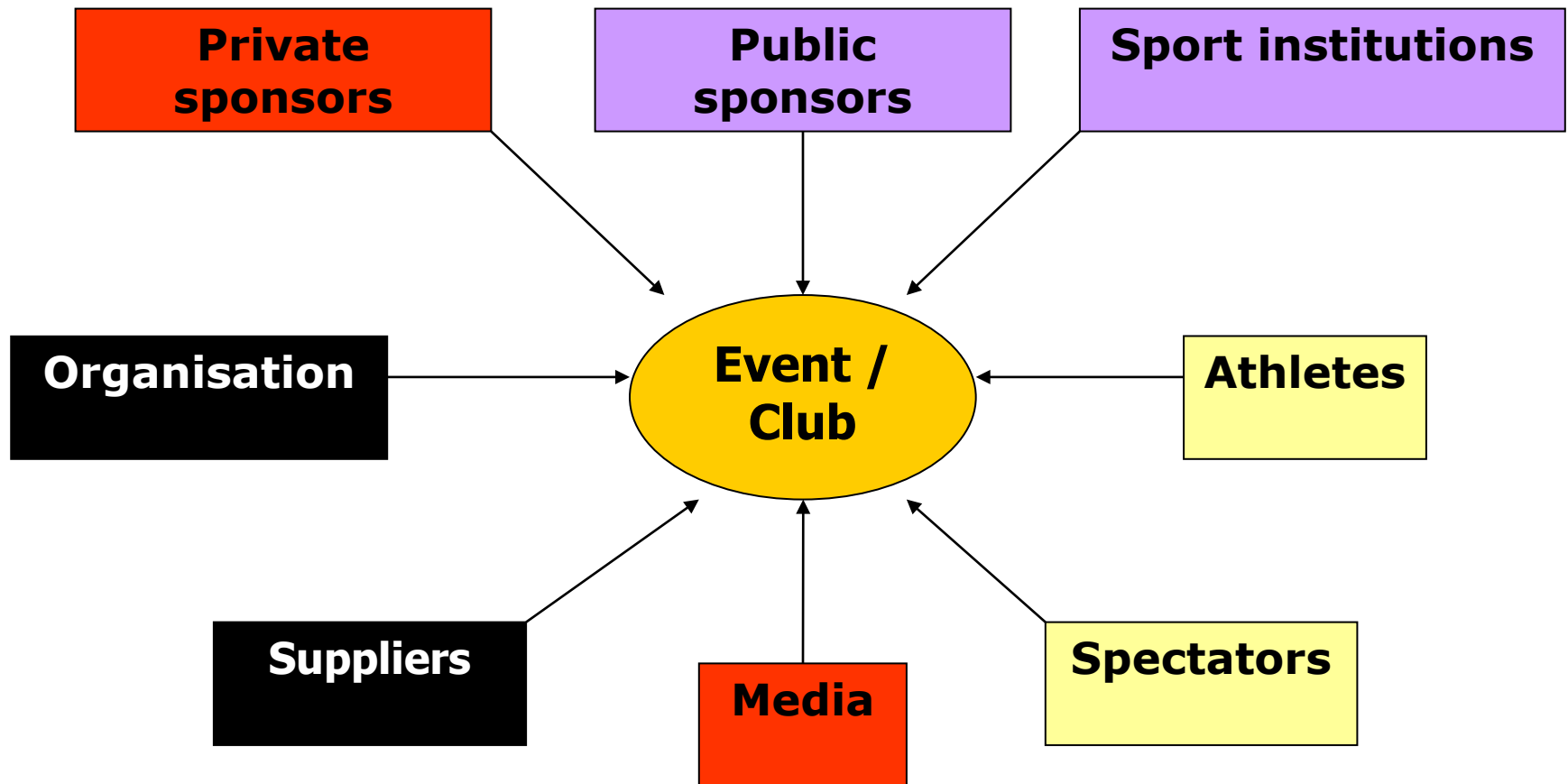


MUSIC of the SPHERES

WORLD TOUR



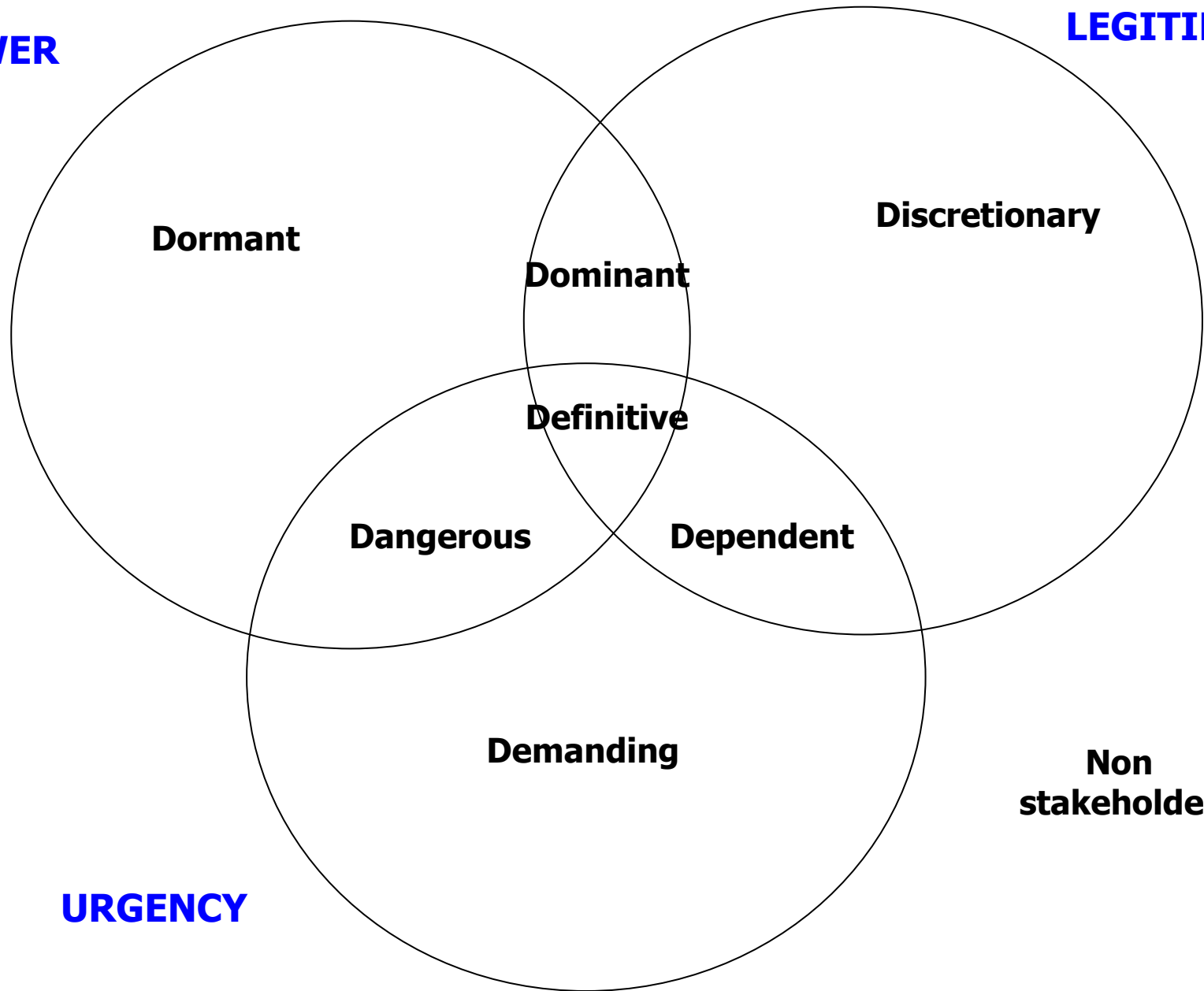
Strategic management of Stakeholders in sport organizations ecosystem



Identifying key stakeholders (Mitchell et al., 1997)

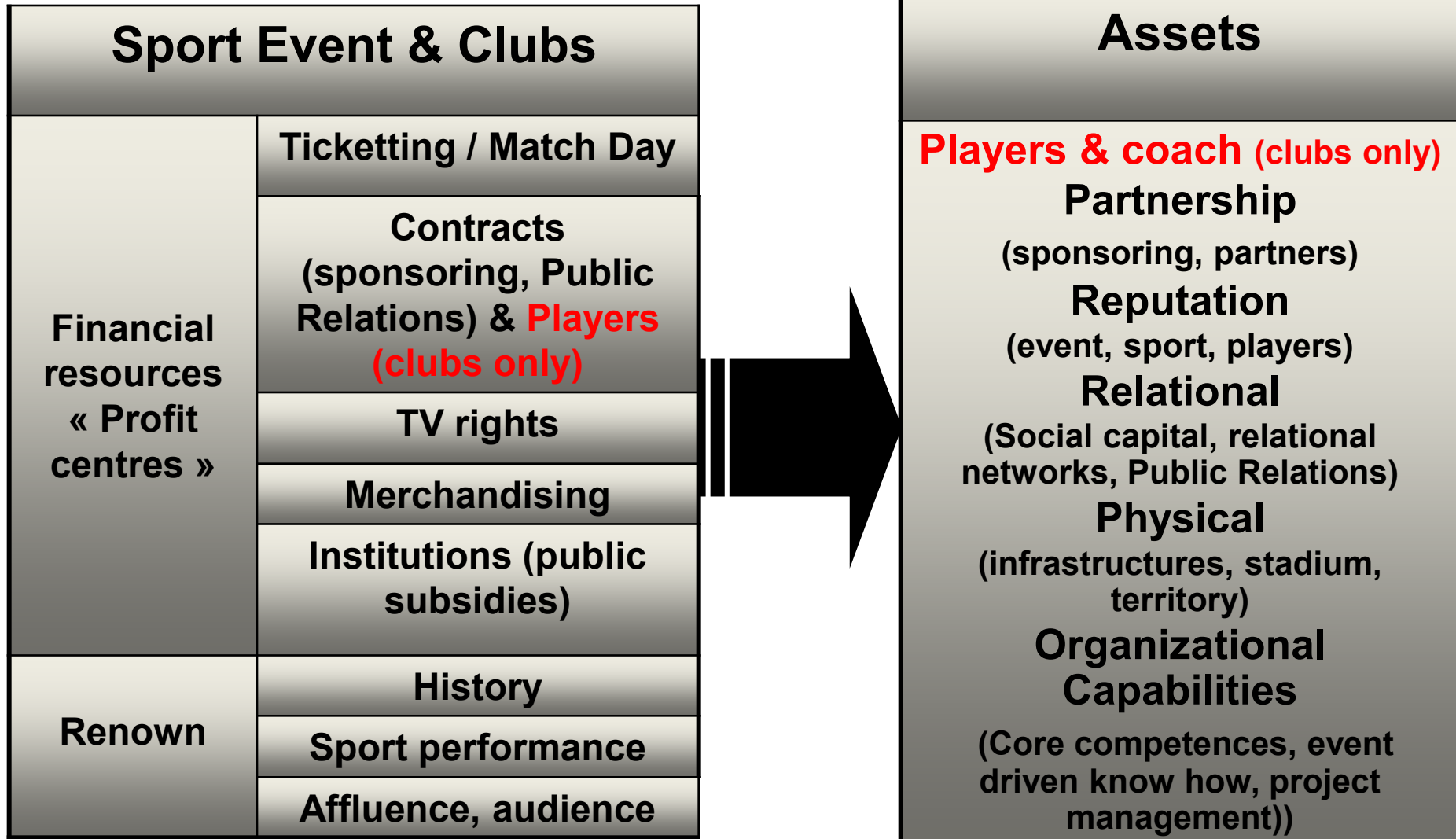
POWER

LEGITIMACY



URGENCY

Sport events & clubs : assets identification

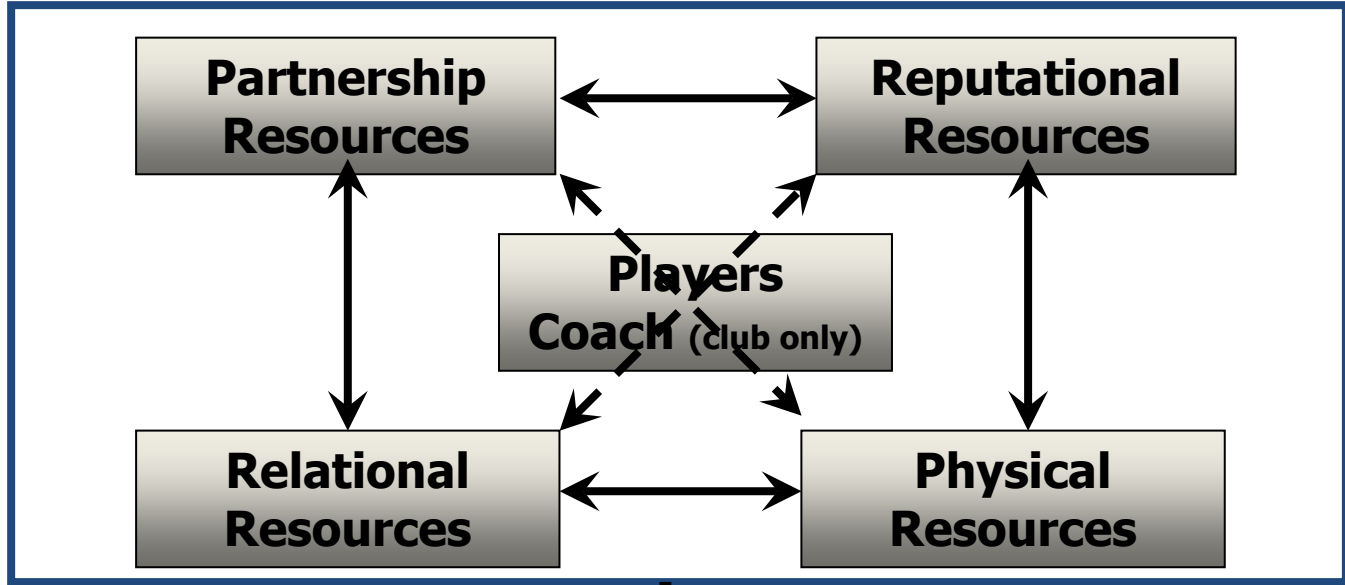


Concepts

RBV first model for a sport organization

Resources

portfolio

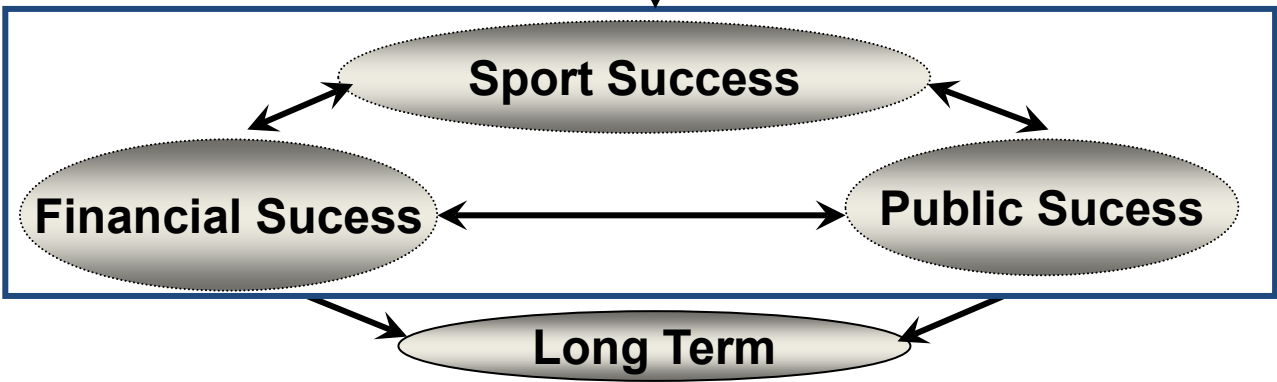


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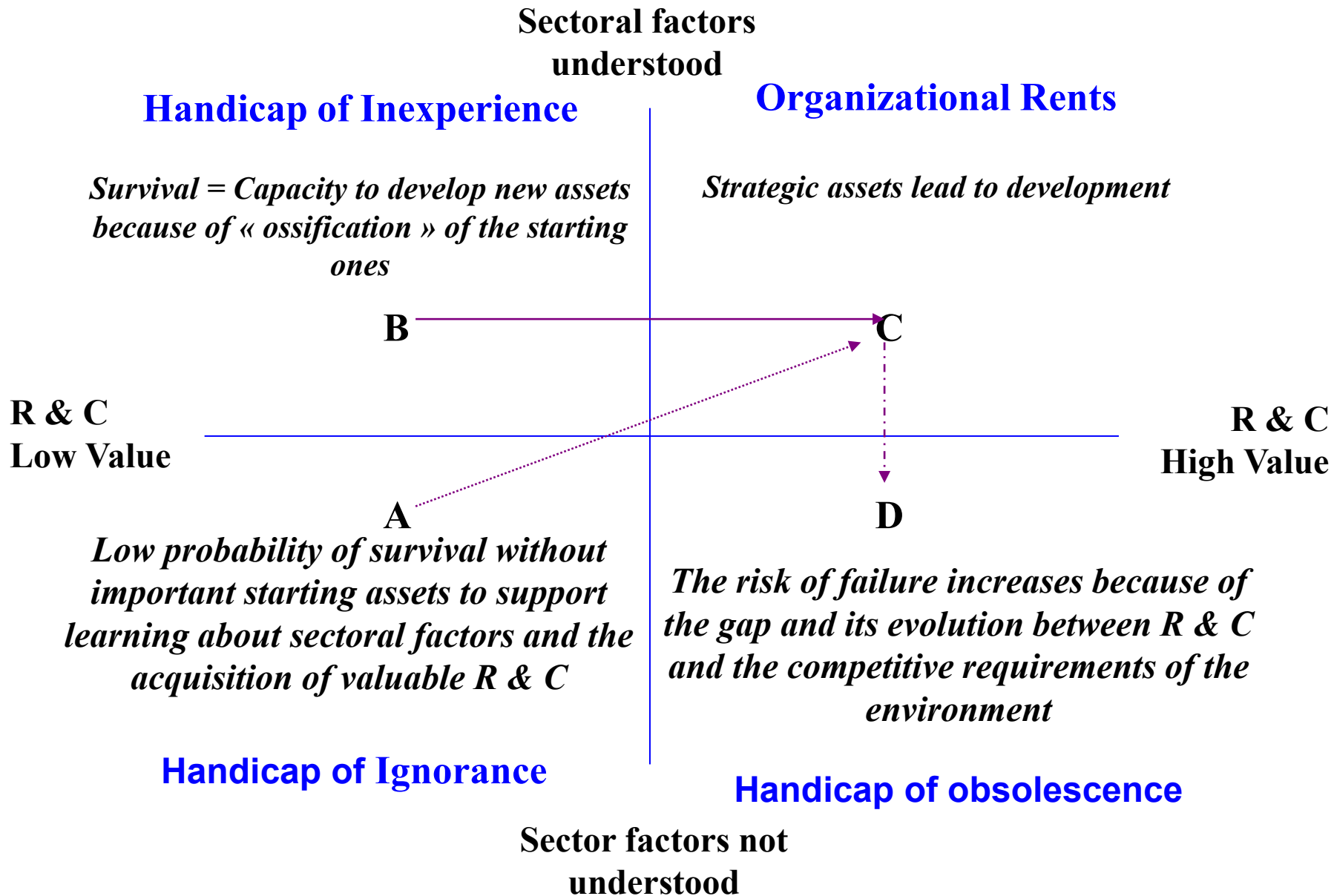
Core Competencies, Capabilities



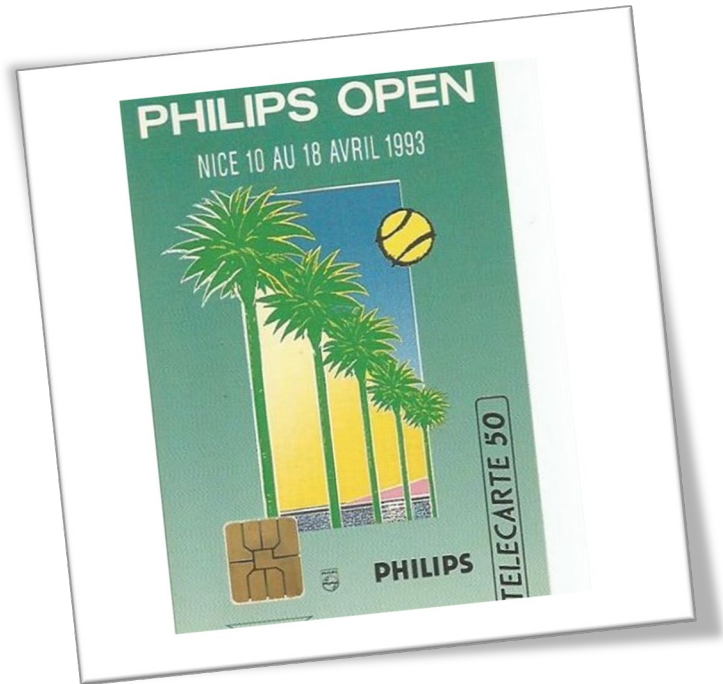
Performance, Success



Learning by failures on resources



Failure Case Study



ATP Tennis Tournament
Philips Open of Nice (1995)
“Honeymoon illusion”



History : Philips Open of Nice



Date : April – Outdoor (clay)



Tournament direction : ex ATP french players
(Pascal Portes and Dominique Bedel)



Ambush with Monte Carlo Tournament (TMS) :
important sport success (Sampras, Courier,
Bruguera...)



Creation of this event for Philips



Resources allocations → Focus on Philips
demand



Long term Vision ?

Understanding the failure

Philippe Open of Nice
Handicap of inexperience
« Honeymoon illusion » with Philips



Handicap of obsolescence :
Resources isolation



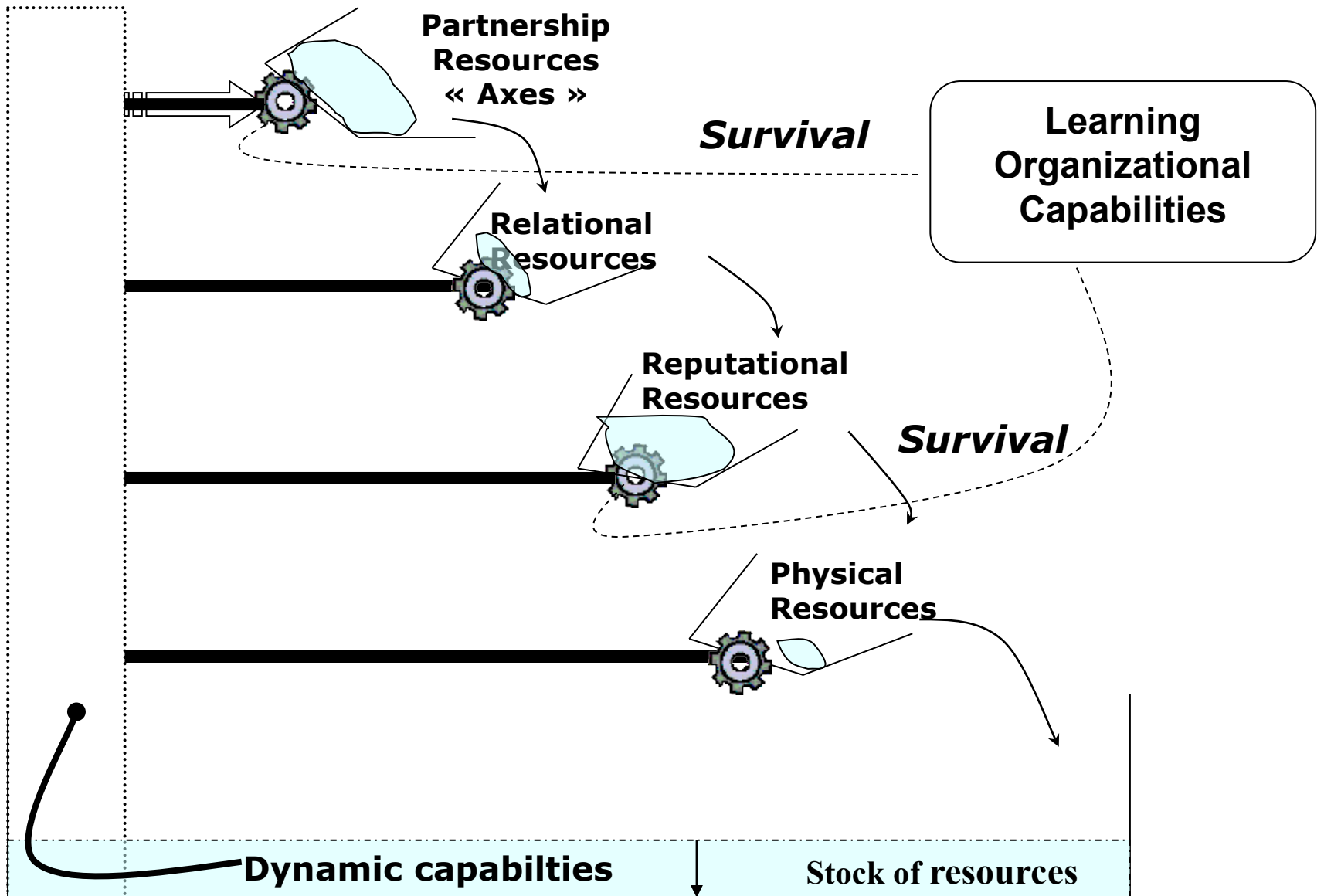
Failure of « axes » resources
&
Capabilities on survival sectors



Weakening of the stock of resources
&
Dynamism (mechanism) broken



Event failure



CA
EDF

MÉTROPOLE
NICE CÔTE D'AZUR

NICE C

MÉTROPOLE
NICE CÔTE D'AZUR



Open Nice Côte d'Azur - Positioning

Historical tournament and club of the french sporting inheritance

Favorable site towards player / fan proximity

High quality Public Relations

Customization of the offers and flexibility of the organization



Roland Garros ambushing

Last preparation for the French Open in the heat of the clay season

Last stop before a Grand Slam which entails broad international media coverage

Jean-François Caujolle, co-director

Melting pot between top french players and top 15 members of the ATP world tour

Dangers

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VEOLIA
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PEUGEOT



VILLES DE
NICE

Babolat



EDF

- No stadium
- No TV Rights
- Public sponsors dependency
- Relational Model = short term?



How to be
sustainable ?

With a relational model !

One solution for this case !



Creative Artists Agency (CAA) is a prominent entertainment and sports agency headquartered in Los Angeles. CAA represents A-list and emerging stars in movies, television, music, and sports. It is often cited as the leading talent agency and its clients include Meryl Streep, Brad Pitt, George Clooney, Sandra Bullock, Oprah Winfrey, Julia Roberts, Steven Spielberg, and David Letterman.

CAA Sports represents more than 650 of the world's best athletes in baseball, football, hockey, basketball, soccer, tennis, and golf,

Licensing, endorsements, speaking, philanthropy, video games, and the Internet.

broadcast rights, corporate marketing initiatives, and sports properties for sales/sponsorship opportunities.

CAA Football : Drew Brees, Peyton Manning, Eli Manning, Tony Romo, LaDainian Tomlinson, and Adrian Peterson, among many others.

CAA Basketball LeBron James, Chris Bosh, and Dwyane Wade, plus Carmelo Anthony, Tony Parker, Chris Paul, and many other stars.

CAA Baseball negotiated \$400 million in new guaranteed contracts within the past year (\$135 million more than the next closest agency), including three of the six largest contracts in the league (based on an average annual value.) Clients include Derek Jeter, Ryan Howard, Roy Halladay, Ryan Braun, and Ryan Zimmerman.

CAA Hockey Sidney Crosby, Henrik Sedin, Evgeni Malkin, Jonathan Toews, Daniel Briere, Patrick Kane, John Tavares, and Daniel Sedin, among many others.

CAA Tennis 3 Novak Djokovic and #4 Andy Murray, plus tennis legends Andre Agassi and Stefanie Graf.

Cristiano Ronaldo, renowned manager of Real Madrid José Mourinho, Chelsea FC's Deco, Manchester United stars Nani and Anderson, and along with CAA client Simon Fuller, represents David Beckham, for whom it orchestrated the landmark deal that brought him to Major League Soccer's Los Angeles Galaxy.

In 2009, CAA was the organizer of the *World Football Challenge*, a six-city round robin tournament which brought Chelsea FC, AC Milan, FC Internazionale Milano, and Club America to compete in the United States, and became the most watched international soccer exhibition matches to air on Spanish-language cable all year.

CAA Golf represents *Sports Illustrated's* "Individual Male Athlete of the Century" Jack Nicklaus and legendary champion Greg Norman, who spent seven years atop the world rankings and now heads a global enterprise.

The agency represents such superstar athletes as **action sports icons** Tony Hawk and Shaun White and four-time reigning NASCAR champion Jimmie Johnson.

CAA Sports won the highly-coveted assignments to sell major corporate partnerships for the new Yankee Stadium and the soon-to-be renovated Madison Square Garden, and has since closed nearly 20 deals.

Corporate clients also include FC Barcelona, Chelsea FC, Juventus FC, and StubHub, among many others.



Assets Construction !

Be efficient !





Hopman Cup to return in 2023

PRESS RELEASE

06 DEC 2022

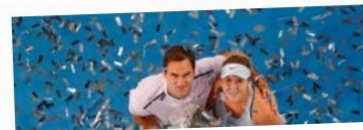
HOPMAN CUP TO RETURN IN NICE, FRANCE IN 2023

Hopman Cup

The International Tennis Federation has announced that the Hopman Cup, the ITF's official mixed team competition, will return for the 2023 tennis season.

The competition will be operated by Hopman Cup event promoter, Tennium, and hosted on clay in Nice, France on 19-23 July 2023.

Related Articles



NICE

Vie associative

Sports

"La Hopman Cup ne peut pas s'organiser dans un tel climat": les tensions au Nice LTC font partir le prestigieux tournoi

La Hopman Cup n'aura été disputée qu'une seule édition au Nice Lawn Tennis Club. Minée par les tensions faisant suite à la pétition, l'association est sur le point d'implorer.

🔒 Article réservé aux abonnés

Alexandre Ori • Publié le 26/09/2023 à 07:35, mis à jour le 25/09/2023 à 21:42



🕒 LE DIRE

15:00 🗸 Gil Alma, l'acteur de "Wagner" et "Nos voisins", en immersion en Namibie sur France

14:46 🗸 "Sans logement, on ne peut pas se connecter": comment cette aide aide les personnes

14:27 🗸 Plusieurs dizaines de sans-abri menacent de ne pas profiter d'un Noël grâce à ce

14:10 Patrick Buisson, ministre de la droite et ancien conseiller de Nicolas Sarkozy, est me

14:03 "Loin de Moscou, les Ukrainiens ont

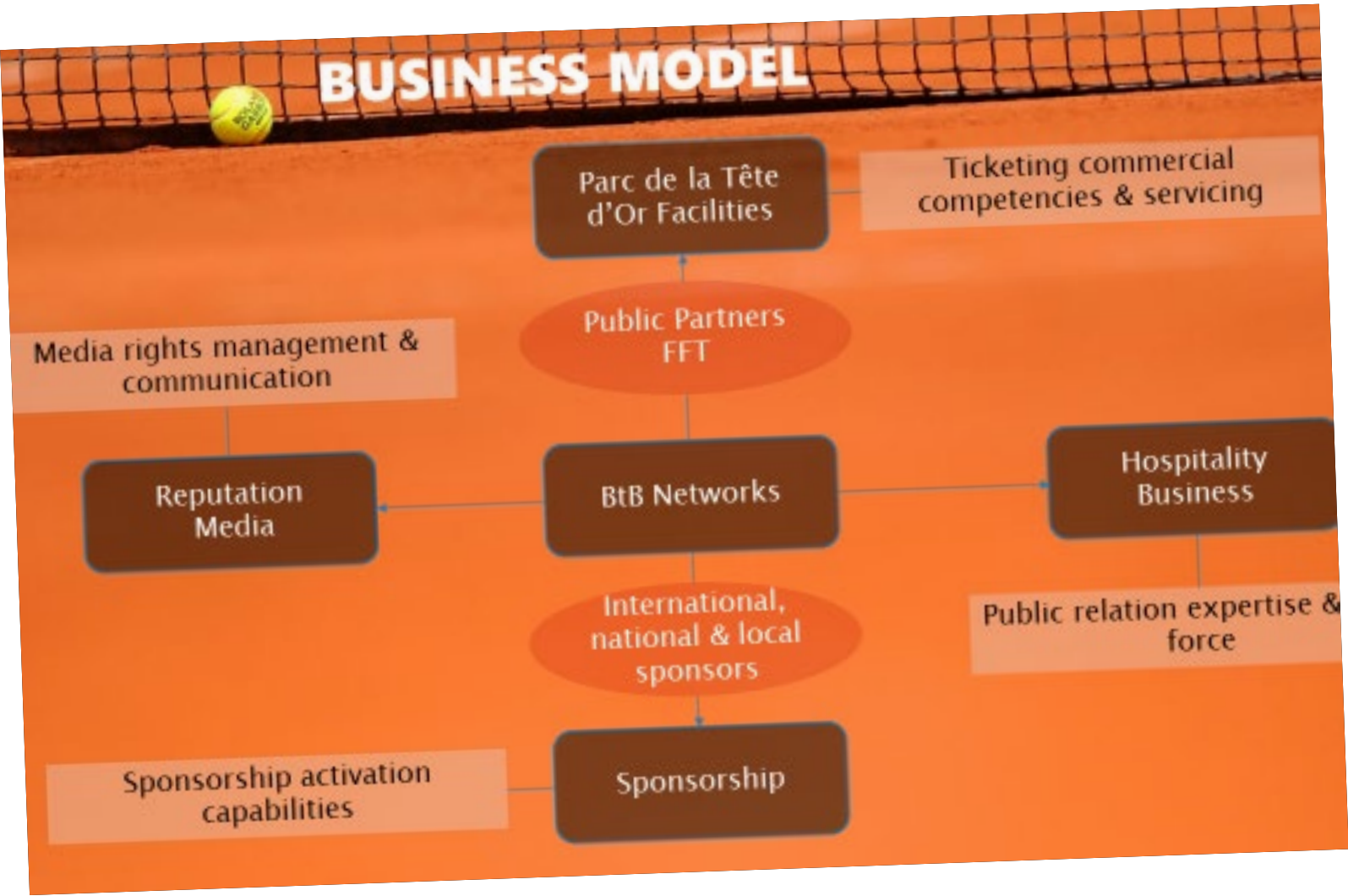


ATP 250 LYON



RhôneAlpes
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BUSINESS MODEL





NEXT Session Challenge

SUSTAINABLE BUSINESS MODELS

Innovation, Implementation and Success

EDITED BY
ANNABETH AAGAARD

PALGRAVE STUDIES IN SUSTAINABLE BUSINESS
In Association with Future Earth





Business Strategy & Model

From theory to practice !

Business Plan Roadmap

A **Business Plan** is a document that summarizes the operational and financial objectives of a business and contains the detailed plans and budgets showing how the objectives are to be realized.

A Business Plan includes :

Strategy formulation
and complete
description

Financial aspects
linking to the
project

Core Model
(Business Model) to
resume the link
between strategy
and financial returns

BUSINESS MODEL

A single diagram
of your business

VS

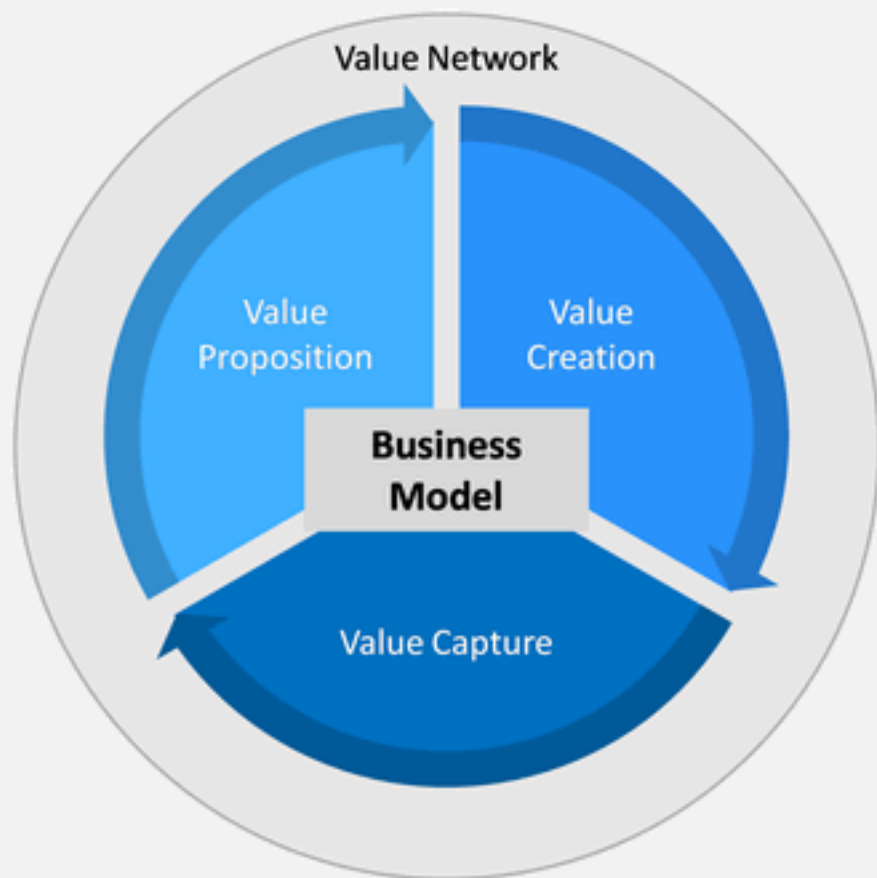
BUSINESS PLAN

A document investors
make you write that
they don't read

STARTUPS MODEL, COMPANIES PLAN

BUSINESS MODEL

The 4V's of a Business Model



Who are your customers and what do they value?

- Target Customers
- Solutions

How is the value chain configured?

- Production
- Distribution

What is the economic logic of making a return?

- Revenue and Cost Architecture
- Financing

What is the role in the value network?

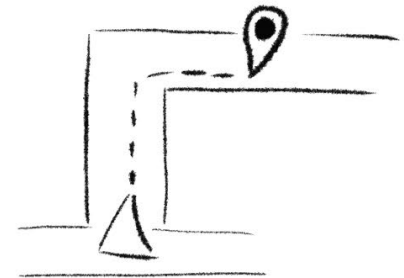
- Complementarities
- Partners



PRODUCT
VISION
the why



STRATEGIC
ROADMAP
the how



PRODUCT
BACKLOG
the what

The image features three target icons arranged horizontally. The leftmost target has a purple bullseye and is hit by three blue arrows. The middle target has a blue bullseye and is hit by three green arrows. The rightmost target has a green bullseye and is hit by three green arrows. A vertical white line is positioned between the middle and right targets. The background is a solid light gray.

FIX YOUR
GOALS 3-5
YEARS

Preamble

Business ROADMAP

For sport organizations → *specific “hybrid” approach* : RBV development at first and environment analysis as a kind support in a generic (classical) “background”

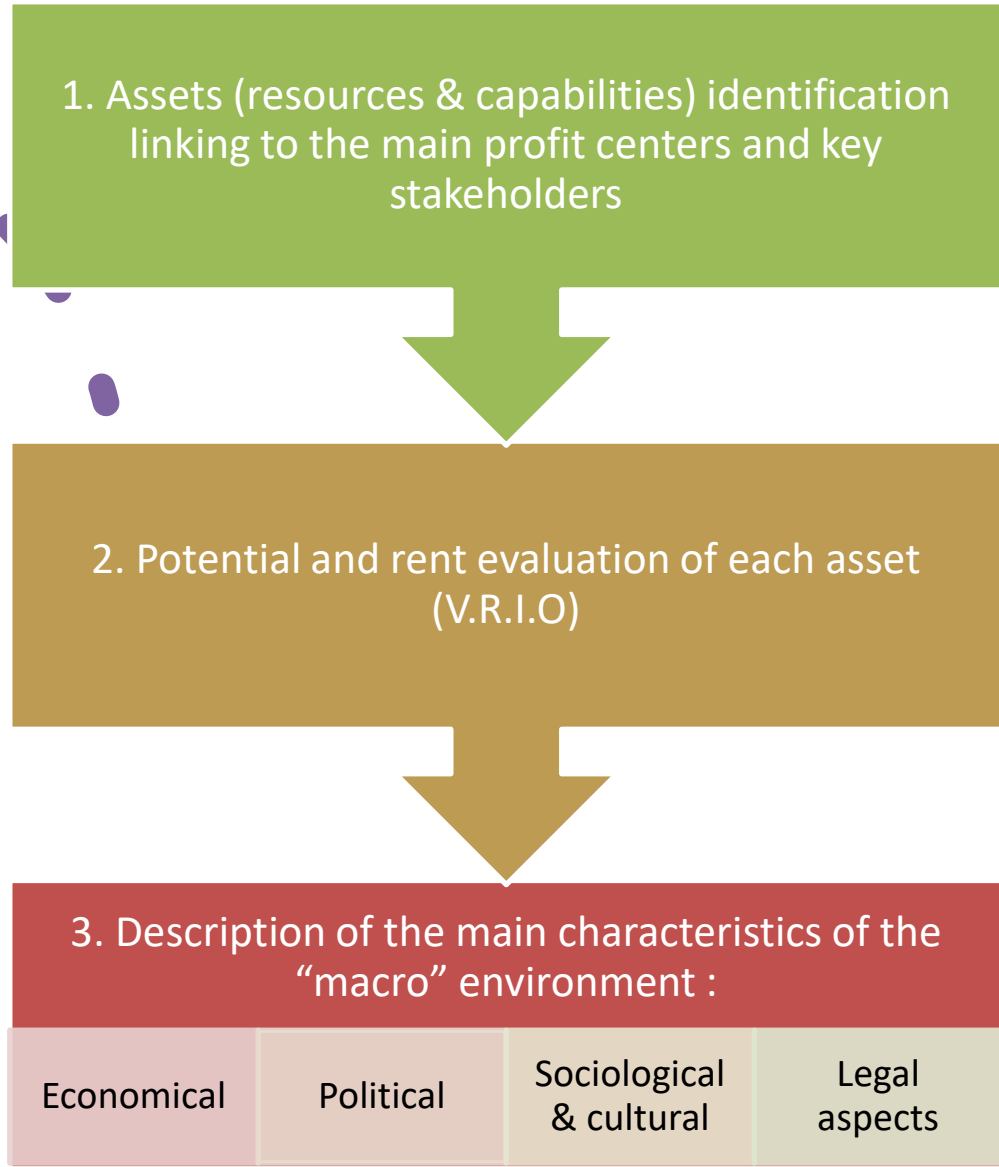
3 levels (chapters) :

Evaluation

Organization

Restitution

Evaluation step



Evaluation step

4. Description of the main characteristic of the “micro” environment (“5 forces model”) :

- Identification of your stakeholders linking to resources access and sharing : analyze your control and negotiating power !
- Customers (marketing segmentation) : analyze your control and negotiating power !
- Competitors (direct - substitutes – new entrants) analyze the threats

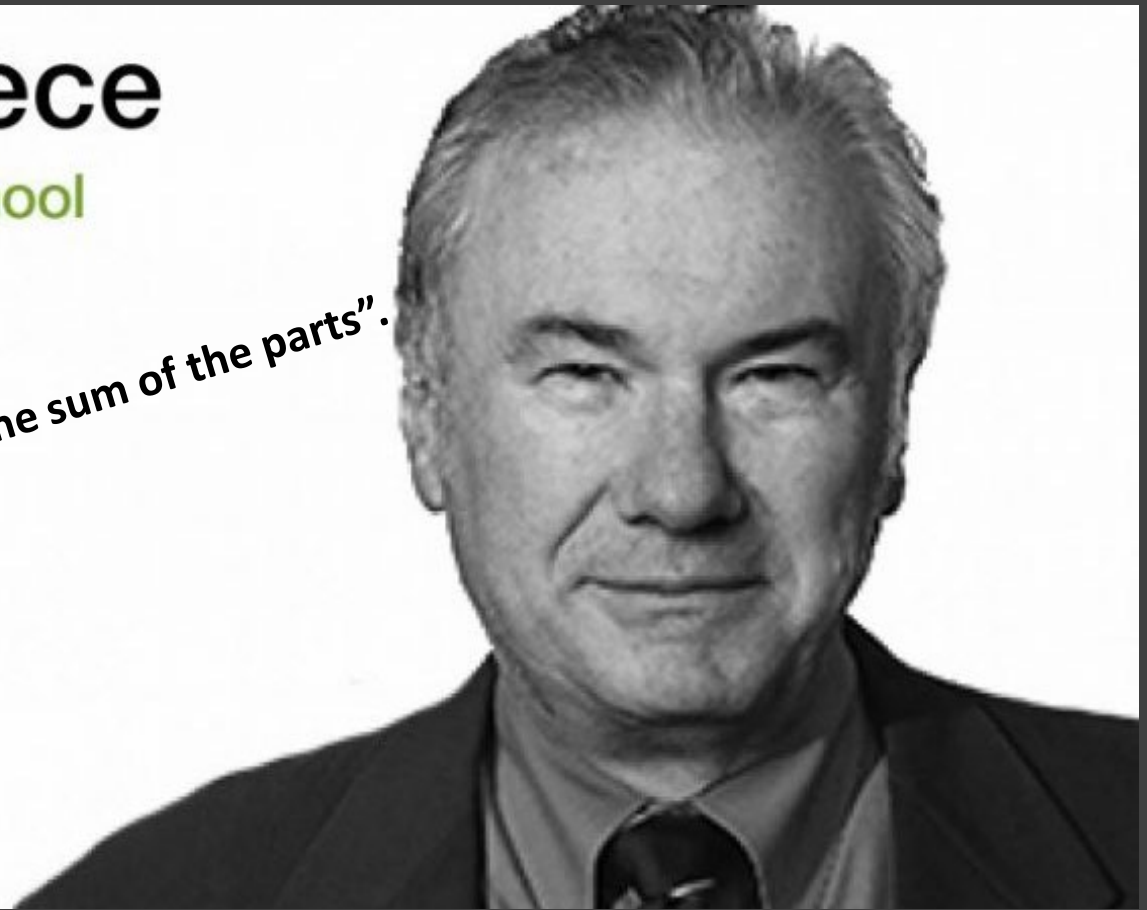
5. First summary :

- Financial needs : budget necessary to implement
- Human needs : competencies ?
Recruitment ? Formation ?
Placements ? Consulting agencies ?
- Global profitability of the development project
- First prices fixation : ticketing –
Public Relations – Communication supports - Merchandising...

David Teece

Berkeley Haas School
of Business

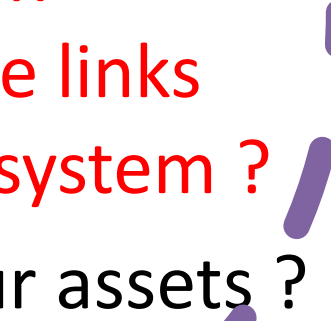
“The whole is more valuable than the sum of the parts”.



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.

Organizational
step
Value Creation
Assets
Orchestration

- ★ 1. Articulation and orchestration of resources with your capabilities : exploration and exploitation to optimize the whole potential of assets portofolio ?
 - ★ 2. Interactions between resources : analyze the links and the creation of a system ?
 - ★ 3. Renew or reject your assets ?
- 



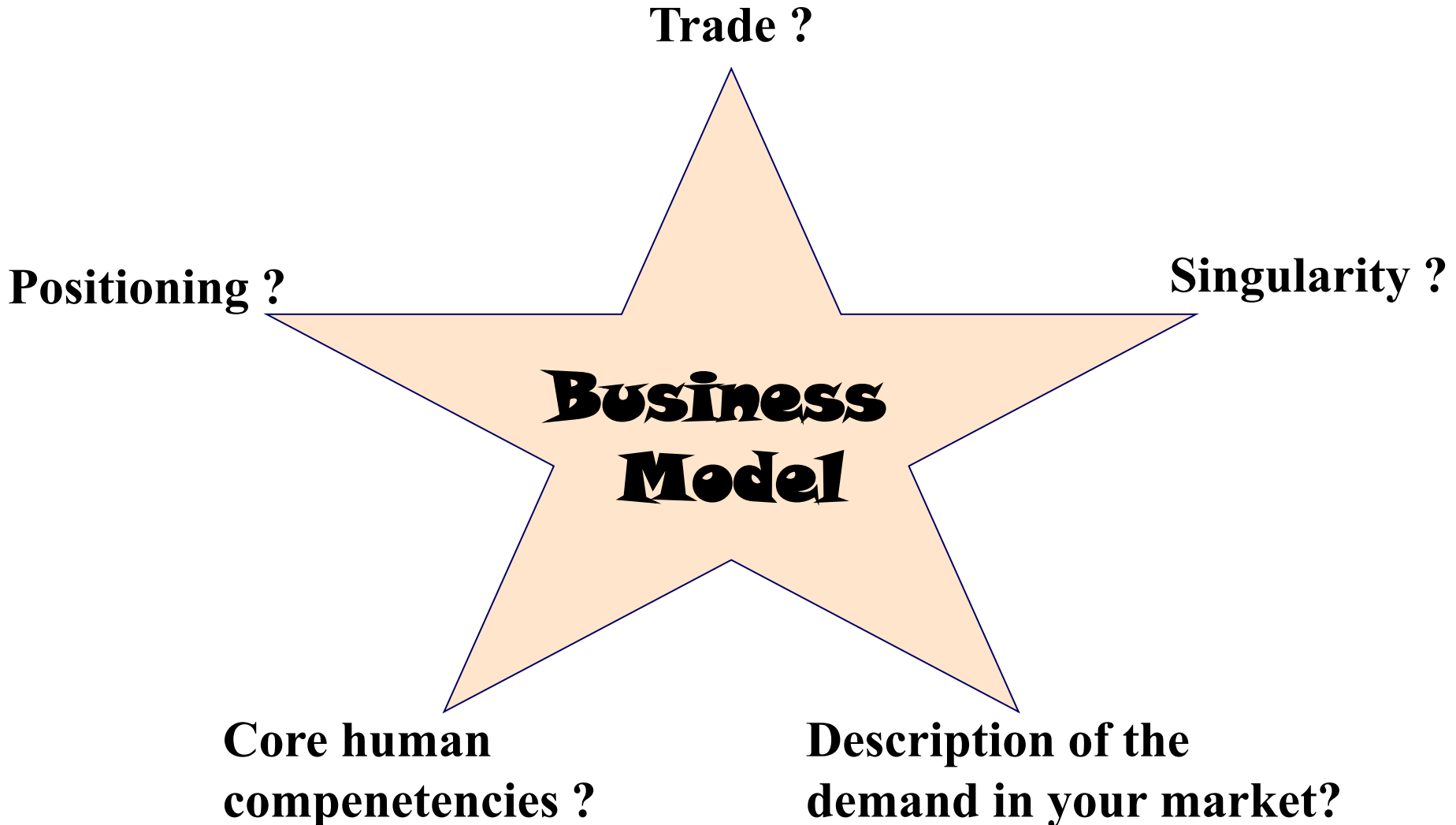
Resume “BUSINESS MODEL”

Definition : a sort of diagram
which explain how you can
generate profits (more
precisely your turnover)

Business Model ?

- ❑ « The essence of the idea is **‘how you get paid’, or ‘how you make money’** with a taxonomy of alternative mechanisms ». (Chesbrough et Rosembloom, 2002)
- ❑ « Business model refers to the core architecture of a firm, specifically how it deploys all relevant resources ». (Tapscott, 2001)

5 “keys” to explain for your Business Model





Example of Business Model : ZARA case

1. Creation (imitation in fact !), production (plants), distribution (ZARA shops) of fashion products with a large diffusion
2. Positioning in selling fashion products with relative low prices
3. Singularity : imitation of fashion actuality (most creative dressmakers) & new models in the shops every week !
4. Core competencies : control of all the process of the supply chain management (creation – production – logistic) → a just in time strategy very difficult to implement in this industry !
5. The demand is very high for this kind of “fashion” products with relative low prices...

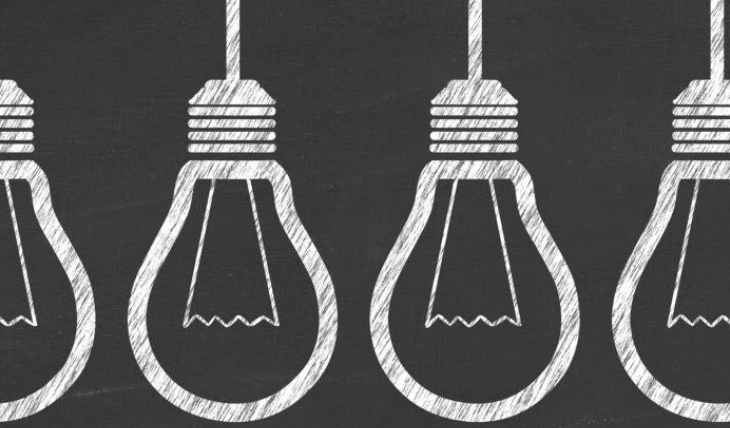
Pampelonne Organisation Business Model

- ★ Trade : Public Relations expert → implementation & activation
 - ★ Positioning : High level services coupling to rare sport experiences with the most prestigious events
 - ★ Core competences : relational networks exploitation – anticipation due to personal informations and “special” access to key actors...
 - ★ Singularity : contracts & agreement (Roland Garros – Stade de France...) – possession of an event (Open13) and direction of BNP Paribas Masters in Paris.
 - ★ The demand ? : Large firms communication (Public Relations) strategy (Total, Sodexho, BNP Paribas...) and important demand due to exceptional event (Rugby World Cup for instance...)
- 



Restitution step

- ★ Business and marketing actions :
 - ★ Stadia / Arena management (“Model based on Fans”) :
 - ★ hospitality
 - ★ CRM (Ticketing)
 - ★ Merge sport and Entertainment
 - ★ Sponsorship Activations
 - ★ CSR Strategy
 - ★ Reputation and Brand Management
 - ★ Sport area development : training – coaches – scout... : sport performance !



Final Restitution step

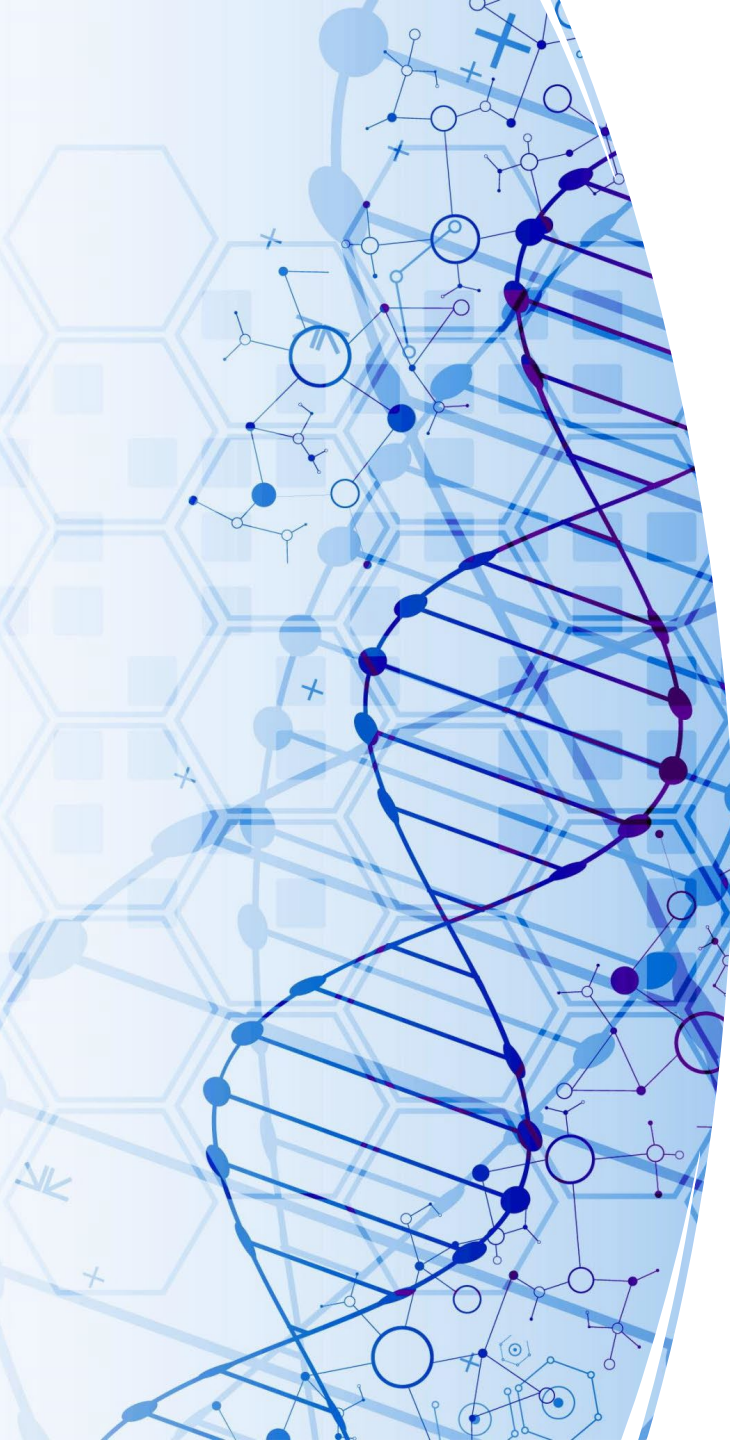
Proposition of development axes and
Marketing activities :

- Public Relations – Social Capital
- Partnership - Sponsorship Activation
- Communication
- Brand Management
- Merchandising
- Ticketing – CRM
- Stadia Management :
 - Experiential View B to B
 - Experiential View B to C
- ...



Be careful !

Be sensemaking in linking your final propositions (development axes and marketing activities) to your strategic analysis (evaluation + organization)



+ You have to be “sensemaking” and on the implementation of :

-
- Characterization of interconnections between resources (and not only VRIO) and their interaction with the environment indicates that the managerial aptitudes to manipulate assets within a single system are essential !
 - The objective is to create an unique combination of assets to exploit opportunities, face to threats and to develop sustainable performance.

Success case
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HIGHLIGHTS

TSITSIPAS CAPTURES MARSEILLE CROWN

ATP TOUR



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M. Youzhny

M. Llodra

R. Soderling

R. Gasquet

J. Melzer

E. Gulbis

T. Berdych

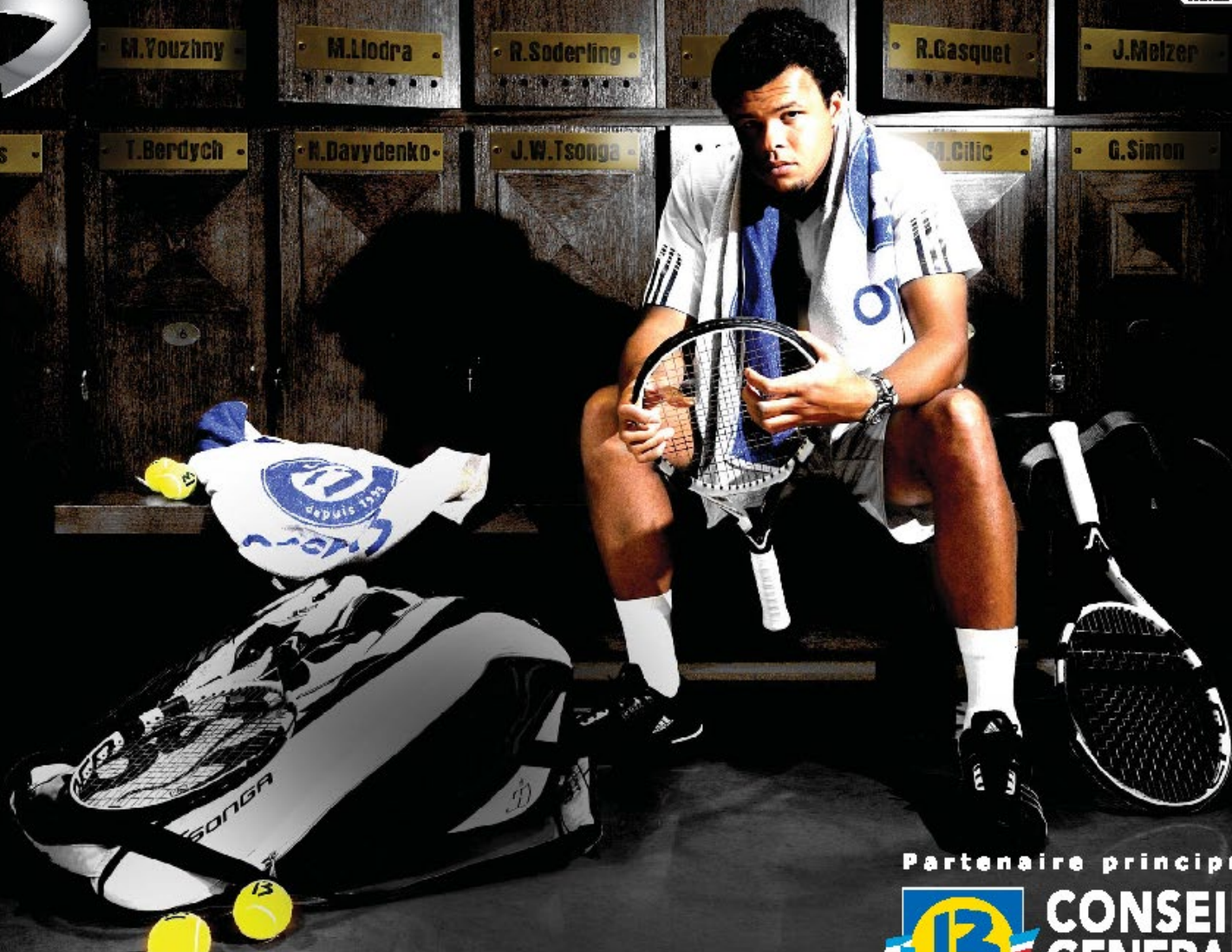
N. Davydenko

J.W. Tsonga

M. Cilic

G. Simon

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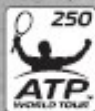
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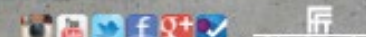
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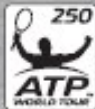
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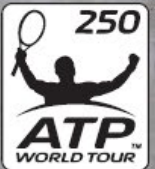
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TSONGA

WAWRINKA

BERDYCH

GASQUET

RAONIC

MONFILS



PALAIS DES SPORTS DE MARSEILLE - www.open13.fr



FÉDÉRATION FRANÇAISE DE TENNIS



Le Conseil Général des Bouches-du-Rhône présente



l'open 13



Tsonga, Wanrinka, Gasquet,
Raonic, Benneteau, Gubis, Simon...

16-22
février 2016



PALAIS DES SPORTS DE MARSEILLE - www.open13.fr



Le Conseil départemental des Bouches-du-Rhône présente



OPEN **B** PROVENCE

LE DEPARTEMENT
DEPUIS 1993, PARTENAIRE HISTORIQUE
DU TOURNOI

15-21 FÉVRIER 2016



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LE CONSEIL DÉPARTEMENTAL DES BOUCHES-DU-RHÔNE PRÉSENTE

OPEN **B** PROVENCE



20-26
FÉVRIER
2017

NICOLAS PÉQUEUR



DÉPARTEMENT
**BOUCHES
DU RHÔNE**



LE DÉPARTEMENT
DEPUIS 1993, PARTENAIRE HISTORIQUE
DU TOURNOI

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OPEN **B** PROVENCE



20-26
FÉVRIER
2017

NICK KYRGIOS



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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



19-25
FÉVRIER
2018

Partenaire principal



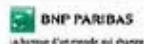
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BOUCHES
DU RHÔNE



LE DÉPARTEMENT
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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



« J'étais même pas né ! »
RUBLEV, 20ans



Partenaire principal



LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI

PALAIS DES SPORTS DE MARSEILLE - www.open13.fr [UN EVENEMENT FFT]



LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



« J'étais même pas né ! »
POUILLE, 23 ans



Partenaire principal



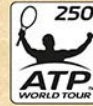
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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



« J'étais même pas né ! »
KHACHANOV, 21 ans

« J'avais 3 ans ! »
Goffin, 26 ans



1993-2018
25
ans
Open 13 Provence
19-25 FÉVRIER 2018

1993-2018
25
ans
Open 13 Provence
19-25 FÉVRIER 2018



LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI



LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI

PALAIS DES SPORTS DE MARSEILLE - www.open13.fr

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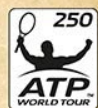


LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



« Toujours là ! »
TSONGA, 32 ans



Open 13 Provence
19-25 FÉVRIER 2018

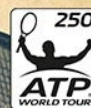
Partenaire principal



LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI



« Toujours là ! »
Stan WAWRINKA, 32 ans



Open 13 Provence
19-25 FÉVRIER 2018

Partenaire principal



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Marseille Palais des Sports de Marseille - www.open13.fr



LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP
250



OPEN 13 PROVENCE

18-24 février 2019

LES PIONNIERS

LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI



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ATP
250



OPEN 13 PROVENCE

18-24 février 2019

LA RELEVÉ

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ATP
250

13
OPEN 13 PROVENCE



STÉPHANOS TRITSIAS, VANOLIERS 2019

17-23
FEVRIER
2020

LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI



PALAIS DES SPORTS DE MARSEILLE - www.open13.fr



13
OPEN 13 PROVENCE



14 FEB
21 FEB



THIS IS
**THE
CAST**



THIS IS
**THE
STAGE**

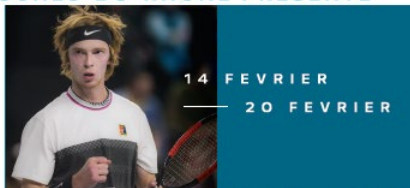
LE DÉPARTEMENT,
PARTENAIRE HISTORIQUE DU TOURNOI

ATP
250
THIS IS
TENNIS



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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



14 FEVRIER
20 FEVRIER



THIS IS
**THE
CAST***
*C'EST LE CASTING



THIS IS
**THE
STAGE***
*C'EST LEUR ARENE

*C'EST LEUR ARENE



Palais des Sports de Marseille
Plus d'infos sur www.open13.fr



The players shown are for illustrative purposes only. Qualification and participation subject to ATP rules. Players may withdraw due to injury, illness or other grounds. Photographs courtesy of getty images, peter staples and wendertelch.com

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



20 FEVRIER
26 FEVRIER



PALAIS DES SPORTS DE MARSEILLE
PLUS D'INFOS SUR WWW.OPEN13.FR

**A TENNIS
STORY**
UNE HISTOIRE DE TENNIS



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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP250

05 AU 11
FÉVRIER 2024



13
OPEN 13 PROVENCE

PALAIS DES SPORTS DE MARSEILLE - WWW.OPEN13.FR

Partenaire principal
DÉPARTEMENT
BOUCHES
DU RHÔNE



LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP250

13
OPEN 13 PROVENCE



PALAIS DES SPORTS DE MARSEILLE - WWW.OPEN13.FR

05 AU 11
FÉVRIER 2024

Partenaire principal
**DÉPARTEMENT
BOUCHES
DU RHÔNE**

BNP PARIBAS
La banque d'un monde qui change

VEOLIA

nexity

EIFFAGE

Emirates

waterdrop

**VILLE DE
MARSEILLE**

ONET

sodexo

LA METROPOLIS

dlsi

WIPAC

LA PROVENCE

[UN ÉVÈNEMENT FFT]



13

OPEN 13 PROVENCE

05 AU 11 FÉVRIER 2024

BRAND
VALUES



Meeting



Distinction

Sharing



Values

Hedonism



« Raison d'être »

Discovering



Ambition



A singular event

Worldwide
Reference
ATP250
Sport quality



Reputational VIP experience





A SINGULAR EVENT

Only 4 « ATP250 » in France on 38 in the world

Prize Money : more than 650K€ .
250 ATP points ATP for the winner

More than 40 hours TV broadcasting
in more than 70 countries

A global media coverage

15 domestic media



Sport heritage

Records

13 ex n°1 ATP played the tournament :
Djokovic, Nadal, Federer, Murray, Ferrero,
Hewitt, Kuerten, Safin, Kafelnikov,
Rios, Becker, Lendl

Worldclass winners : Becker, Forget,
Kafelnikov, Federer, Murray, Tsonga, Del
Potro, Kyrgios, Medvedev, Tsitsipas,
Rublev...

Talents revealer

New generation ATPNEXTGEN : Tsitsipas,
Auger-Aliassime, Shapovalov, Humbert,
Sinner, Rune, Fils

New champions in Marseille : Federer,
Soderling, Murray, Tsonga, Kyrgios,
Khachanov, Tsitsipas, Rublev

Best french players in Marseille : Noah,
Forget, Leconte, Pioline, Santoro,
Grosjean, Clément, Tsonga, Monfils,
Gasquet, Simon, Pouille...





« Cultural » Public Relations and Hospitality

More than 32 years in Marseille as « the place to be » and the « place to meet », Open13 Provence is one the the main actor in France for its VIP servicing and experience

Espace VIP

More than 6000m2 of hospitality for around 20 000 VIP during the week every year
More than 30 VIP suits

3 Restaurants with 3 experience stages
More than 25 000 lunches and dinners during the week
1 historical lounge bar with musical atmosphere



More than 2000 VIP tickets in boxes in the center court





GLOBAL MEDIA COVERAGE

+ than 23 live tennis game

Worldwide Broadcasting

More than 40 hours on TV in 70 countries

15 domestic media



Press and Web

La Provence

L'EQUIPE

Le Parisien

Le Point

LE FIGARO

L'EXPRESS

20 minutes

National radios





MEDIA IMPACTS *

105 TV
impacts
42H 48Min
TV coverage
France
5 511 046 €
advertising
equivalent

75 982 750 contacts

288
Press
impacts
2 251 751 €
advertising
equivalent

95 862 709 contacts

TOTAL
289 186 881
Contacts
15 334 071 €
advertising
equivalent

160
Radio
impacts
156 779 €
advertising
equivalent

34 990 224 contacts

CD13 :
2 808 605 € advertising
equivalent*
64 213 422 contacts touchés
143 impacts from Open13
Provence

1005
Internet
impacts
7 414 495 €
advertising
equivalent

82 351 198 contacts

* Annual study from VERTIGO BIS Media & données Médiamétrie



CITIZENSHIP POSITIONNING

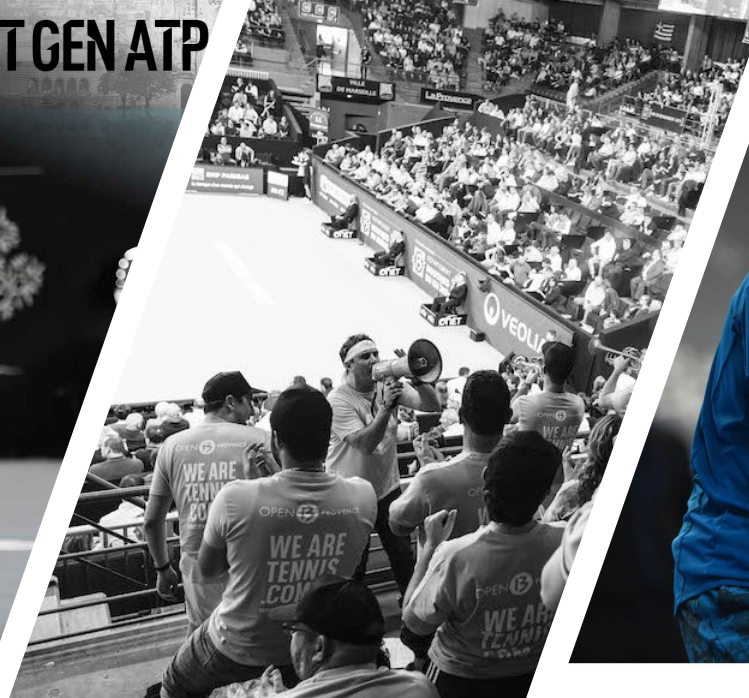
During 32 years, the **Open13 Provence** is becoming a singular social moment and place for sport, economy and public actors from **Marseille Provence** destination.

With a high quality of the worldclass tennis competition and its hospitality for sponsors and executives, the **Open13 Provence DNA** is to focus on the **HUMAN RELATIONS** as an asset.

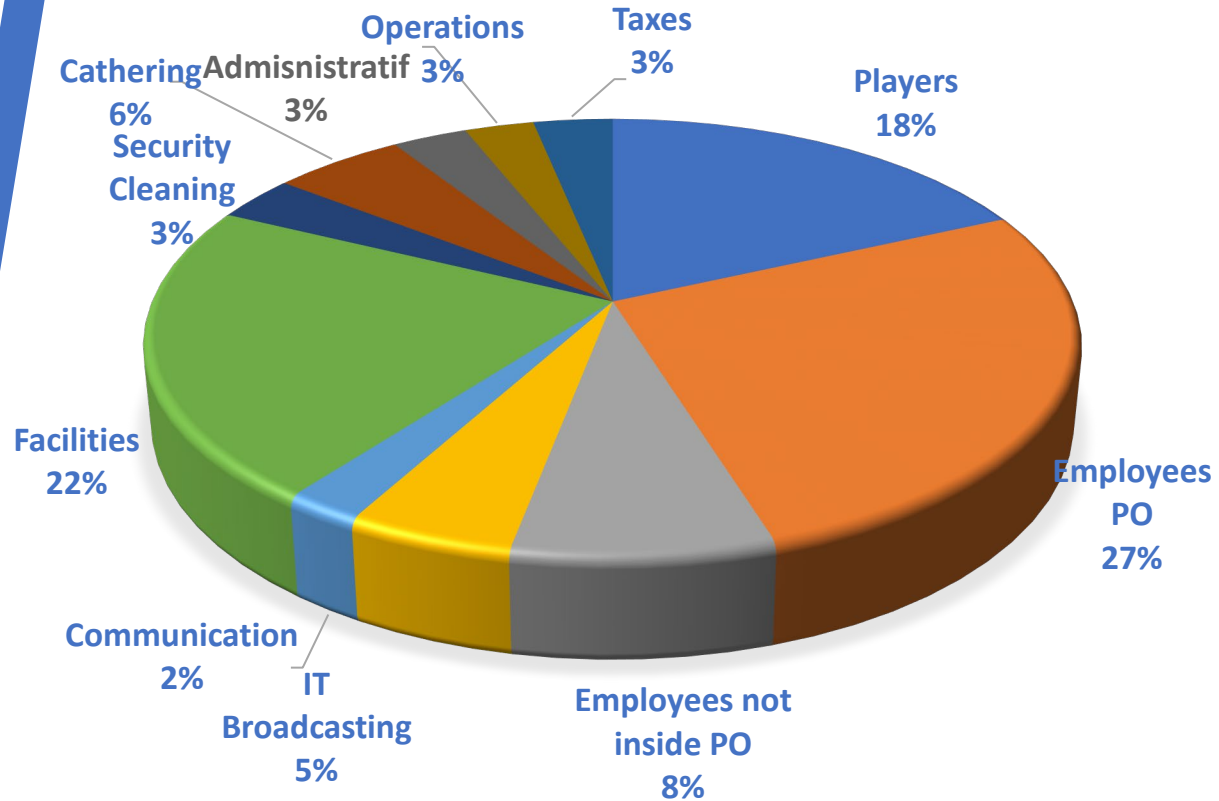
With more than 40 international media, its local action is a one week meeting with all the **Marseille Provence** actors mixing sport and relations.

The citizen aim of **Open13 Provence** is to be a reputational asset for the **Marseille Provence** destination in order to promote its brand and attractivity .

#NEXT GEN ATP

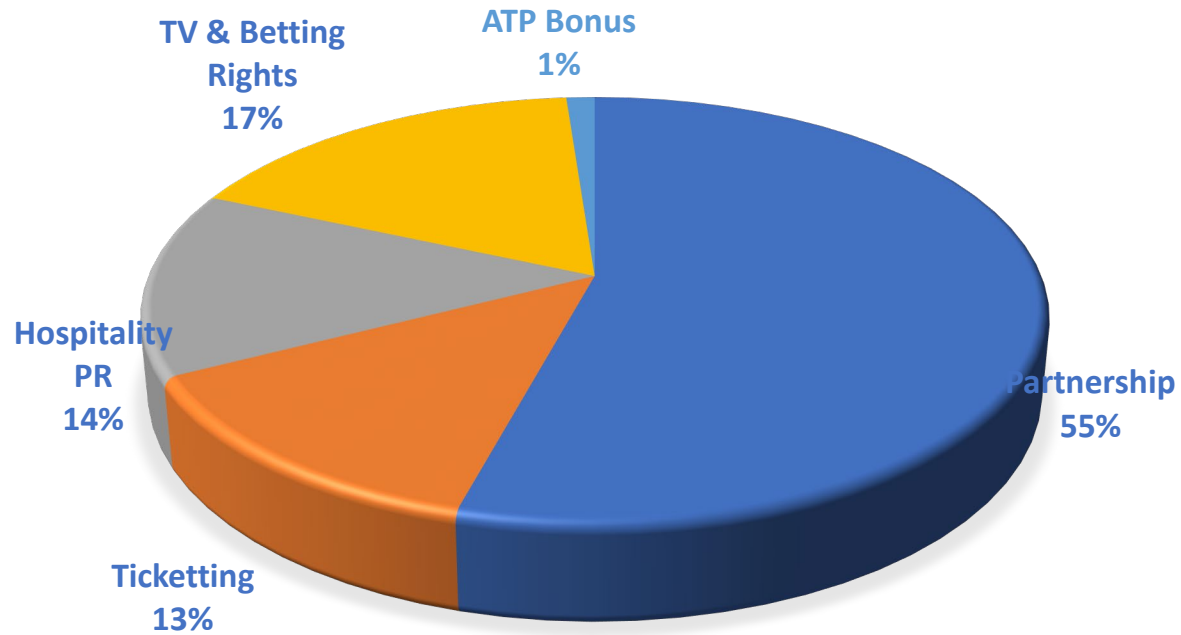


EXPENSES :
4,771 K€



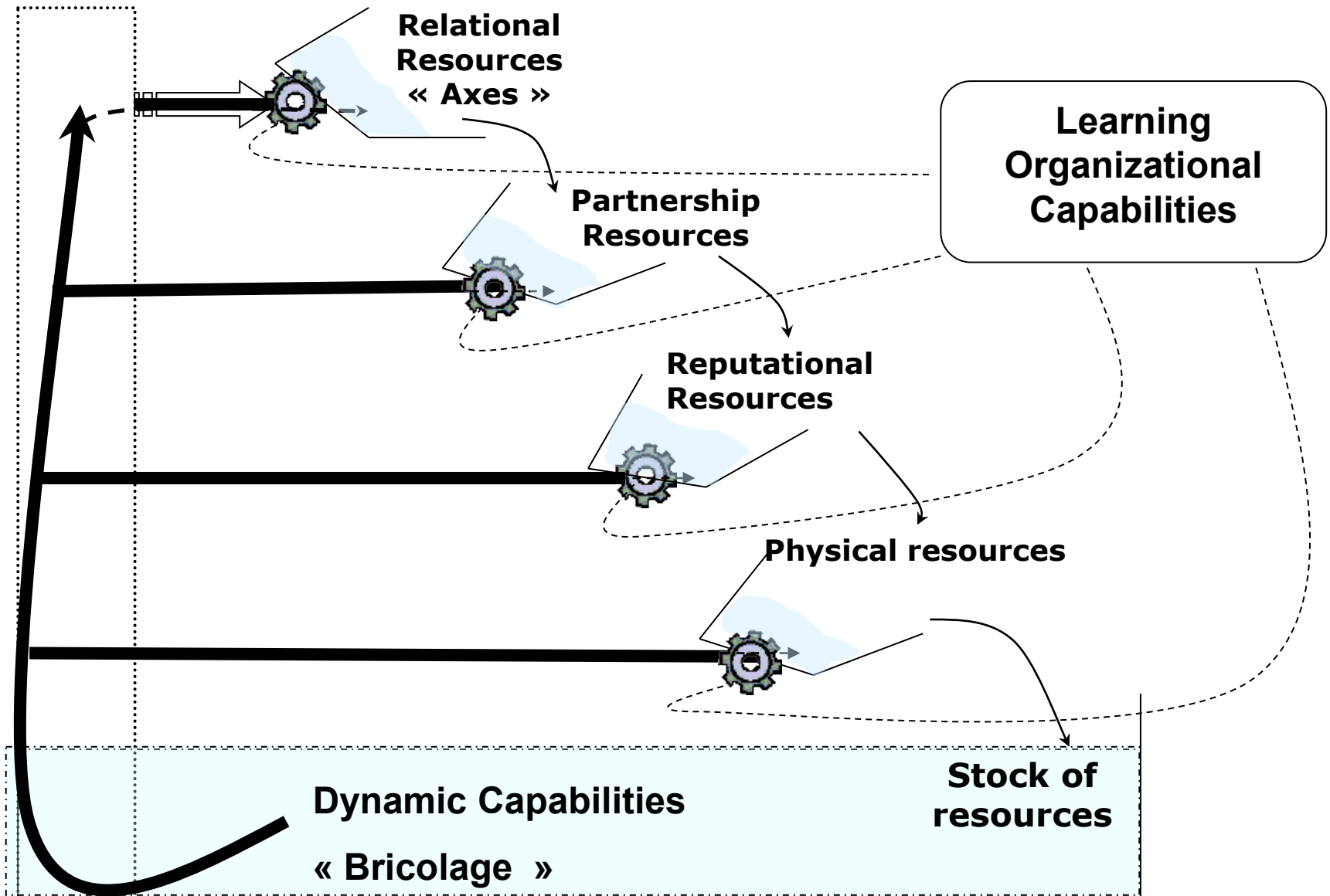
Fees = Adjsutment Variable
Facilities = strong limit (worst on 61 ATP Events)
PO Employees / CEO : important cost

INCOMES :
5.163 K€

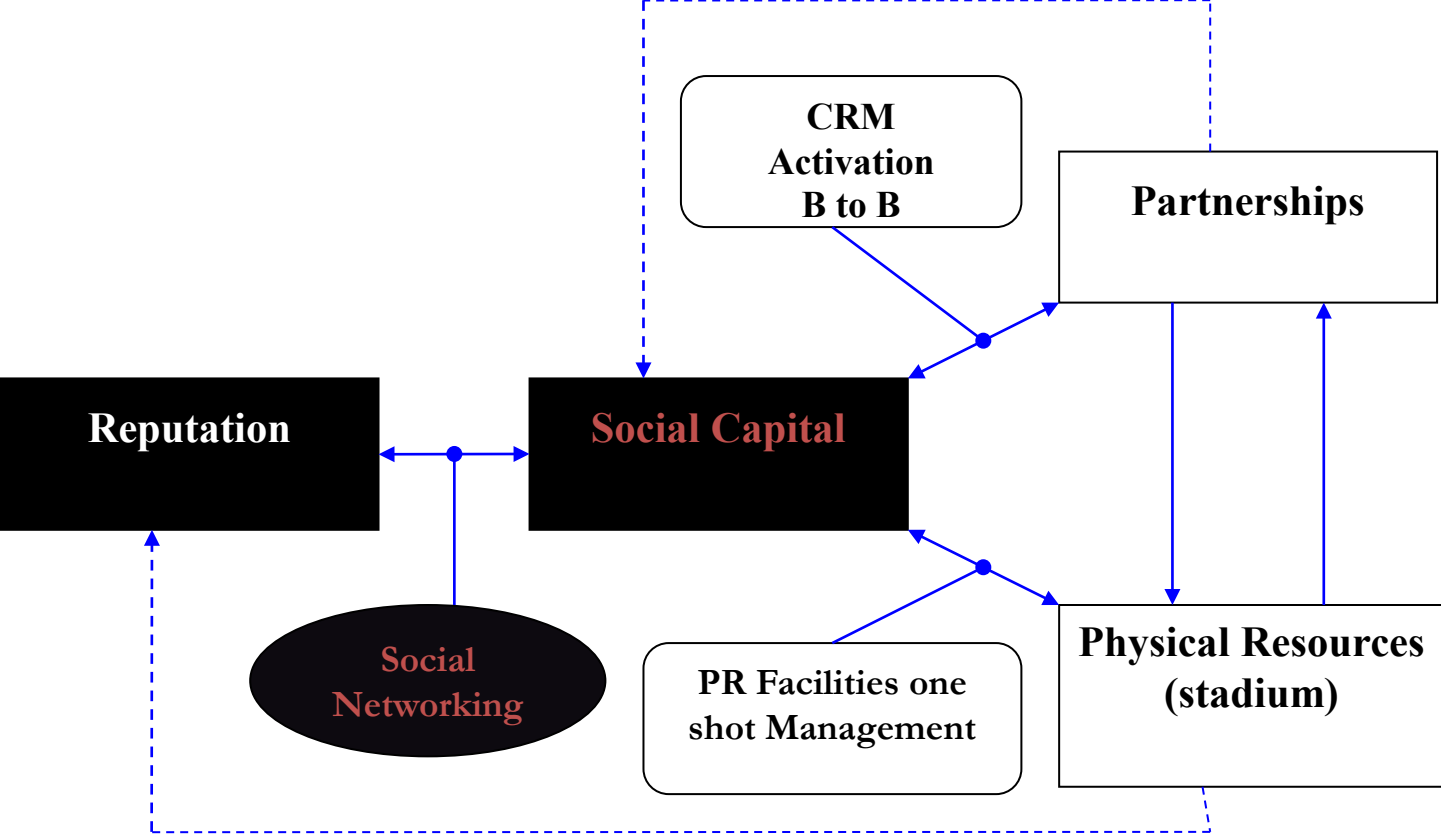


Strong CD13 dependency for Ticketing
Organum (Veolia, Eiffage, Suez, Dalkia,
Nexity...) Dependency
Interntional TV Rights > Domestic TV Rights

Cascade of assets



Business Model / RBV Open13



Resources Basis

Direct impact

Deployment

Core Competences

Indirect impact

New investor from India...



► Profile



Mr Karti P Chidambaram (Member - ALL INDIA CONGRESS COMMITTEE)

- Schooling from Don Bosco, Chennai
- Bachelors in Business Administration from The University of Texas at Austin, USA
- Bachelors in Law from Cambridge University, UK

Positions Held

Sports

- Vice President - All India Tennis Association
- Chairman - Organising Committee of Aircel Chennai Open (ATP) Tennis Tournament
- President - Tenpin Bowling Federation of India
- Vice President - All India Tennis Association & Tamilnadu Tennis Association
- Chief Patron - All India Karate-Do Federation

Others

- Member of the inaugural class of the India Leadership Initiative (ILI) of the Aspen Institute
- Chairman - Asia 21 India Chapter of The Asia Society.
- Co-Founder - Chennai Chapter of Young Entrepreneurs Organisation
- Co-Founder - www.karuthu.com - An Online Public Opinion Forum

Futur ?



KARTI P CHIDAMBARAM



Karti Chidambaram

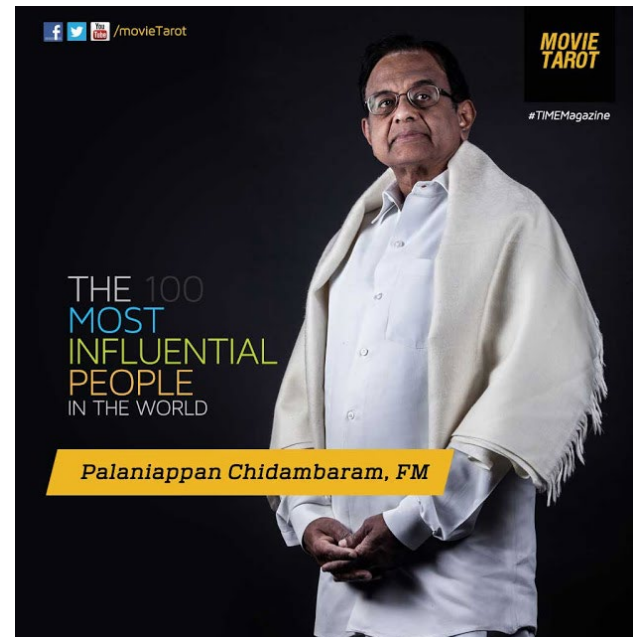
Karti Inc

The companies owned by Karti or his known associates (including companies that were owned by Karti or family members at some point of time)

- Ausbridge Holdings & Investments Pvt Ltd
- Advantage Strategic Consulting Pvt Ltd
- Chess Management Services Pvt Ltd
- Chess Health Care Pvt Ltd
- Halidon Marketing Pvt Ltd
- Kriya FMCG Distributors Pvt Ltd
- Kaiser Luxury Hotels Pvt Ltd
- Kaiser Surya Samudra Resorts Pvt Ltd

Known associates and directors of several companies owned by Karti

CBN Reddy, S Sundar, Mohanan Rajesh



4 SLAM TENNIS



Strategic vision for an unique tennis ecosystem



Sport business companies are not industrial, we have to create a new « crafting human strategy »

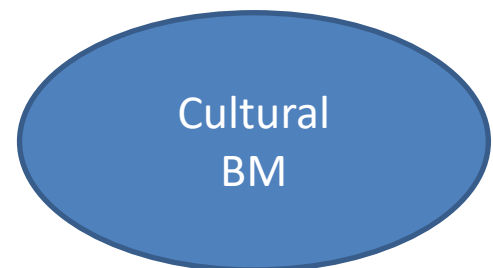
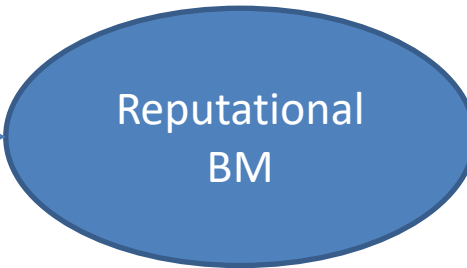
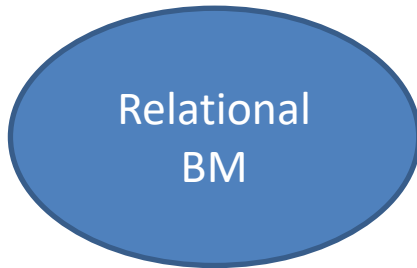


Sport performance is the first goal : we have to create and maintain sport reliability and credibility



Strategic assets combination and synergy will create a powerfull brand with a singular value chain for our future tennis factory.

Strategic vision ?





MercedesCup



FACTORY

sport & entertainment



www.allin.academy

* TENNIS *



#allinacademy









90 % of
sports
organizations



Relational Business Model
because :



With a large part of the turnover
linking to public and private
sponsors

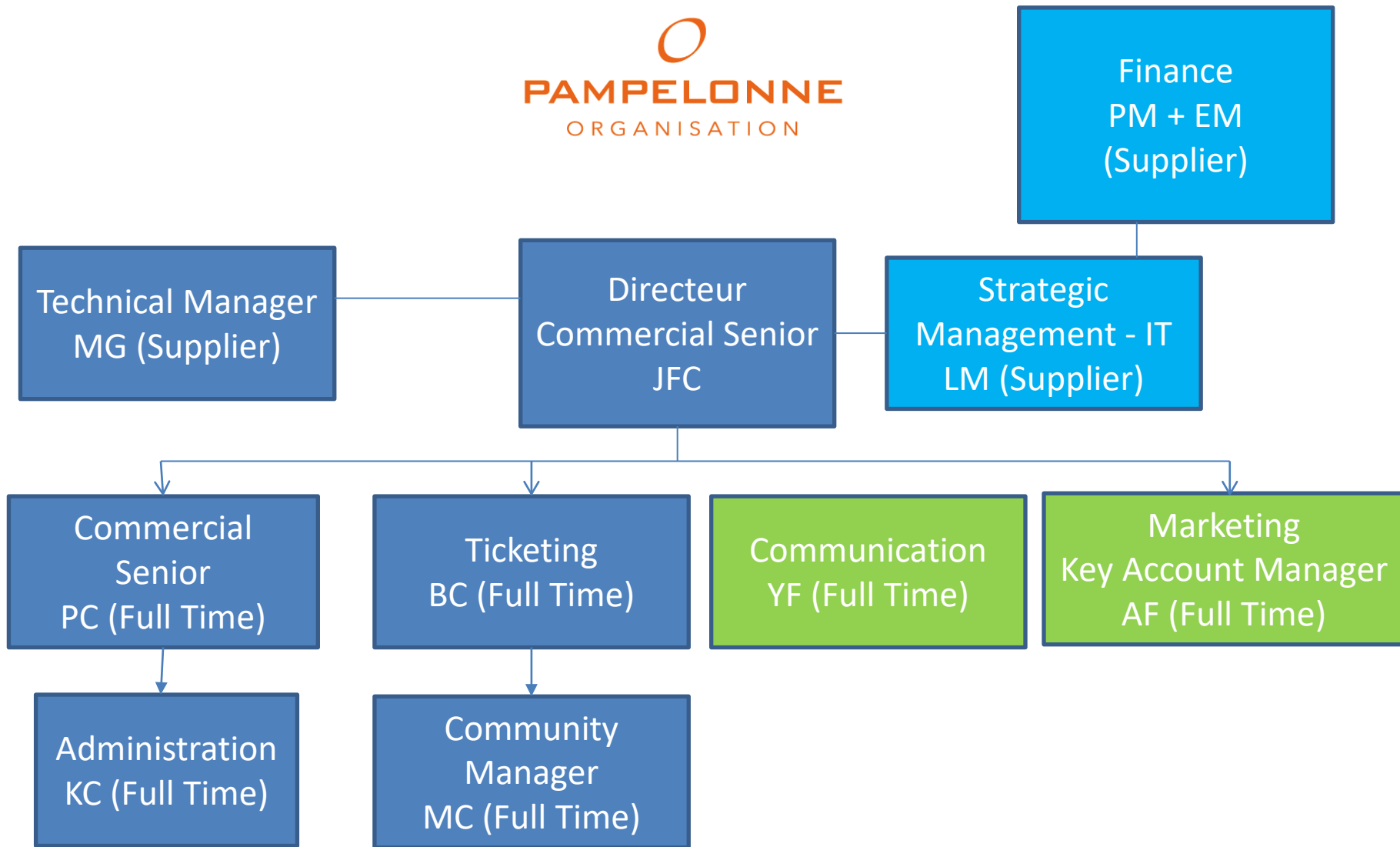


Without huge TV Rights



Without Stadium or Arena to
implement a strong brand
strategy based on fans consuming


PAMPELONNE
ORGANISATION



WORLDWIDE BESTSELLER

COMPETING FOR THE FUTURE

WITH A NEW PREFACE BY THE AUTHORS

"One of the year's best management books"
—Business Week

"Arguably the two most influential thinkers on strategy in the Western world"
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"If there is room for only one management book on your reading shelf each year, this is it."
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GARY HAMEL C.K. PRAHALAD



"A wake-up call for business leaders struggling to keep up in a world of constant change . . . a unique and practical approach to strategy."
—KARL GERANDT, CHAIRMAN OF THE BOARD, KÜHNE+NAGEL

The FUTURE of STRATEGY

A Transformative Approach to Strategy for a World That Won't Stand Still

Johan Aurik • Martin Fabel • Gillis Jonk



A white soccer ball with black panel lines is centered against a black background. Several pink, spiky virus particles are scattered around the ball. The text "SPORT EVENTS" is overlaid in a bold, teal, sans-serif font across the middle of the ball.

SPORT EVENTS



BNP PARIBAS
MASTERS

Strategic Management : From 2007 to 2011 with JF Caujolle

ENTREZ DANS L'ARÈNE

PRÉPAREZ-VOUS

RÉSERVEZ

RE-VIVEZ 2008

SERVICE JOUR & NUIT!

BERCY DU 7 AU 15 NOV 2009

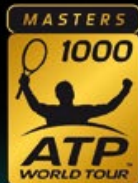
ENTREZ DANS L'ARÈNE

PRIORITE LICENCIES Jusqu'au 21 septembre sur la billetterie à l'unité. La billetterie à l'unité sera ensuite accessible à tout public. Qui succèdera à Jo... !

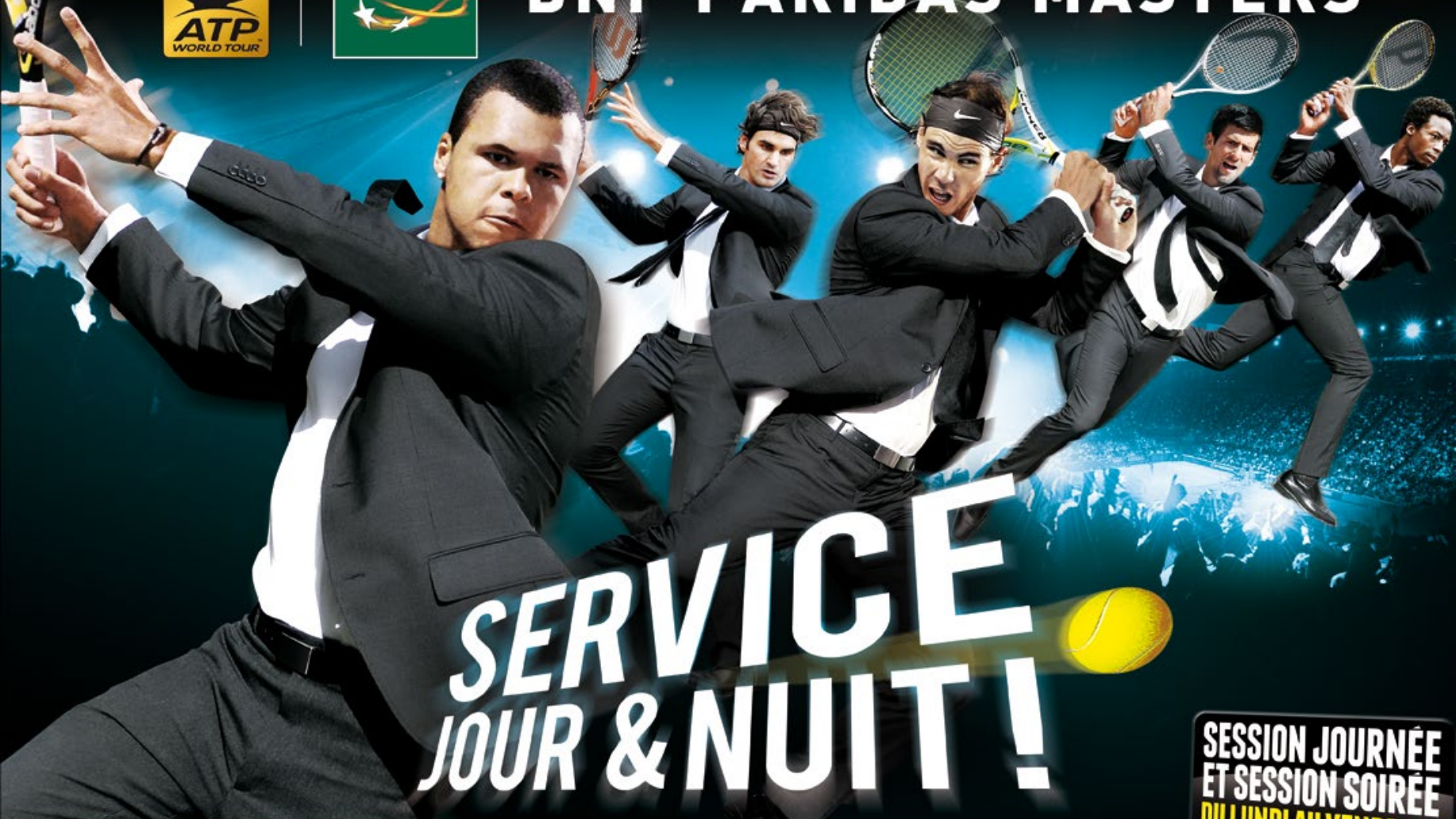
► [DÉCOUVREZ L'ÉVÈNEMENT](#)



JO-WILFRIED TSONGA
VAINQUEUR 2008



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

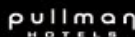


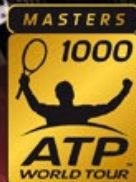
**SERVICE
 JOUR & NUIT!**

**SESSION JOURNÉE
 ET SESSION SOIRÉE
 DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

RÉSERVATIONS : 01 47 43 45 55 - www.bnpparibasmasters.com





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BNP PARIBAS MASTERS

**JO-WILFRIED
 TSONGA**

**SERVICE
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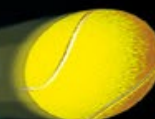




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**RAFAEL
 NADAL**

**SERVICE
 JOUR & NUIT!**



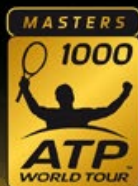
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**ROGER
 FEDERER**

**SERVICE
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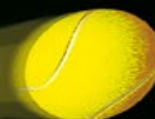
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SERVICE JOUR & NUIT!



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ET SESSION SOIRÉE
DU LUNDI AU VENDREDI**

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CANAL+



HEAD

PULLMAN
HOTELS

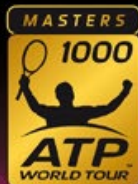
RICOH



Sogeres
RESTAURANTS



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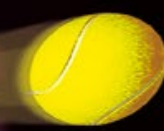


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**NOVAK
 DJOKOVIC**



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 ET SESSION SOIRÉE
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 pour
 DICKHOFF
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 ET SESSION SOIRÉE
 DU LUNDI AU VENDREDI
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FÉDÉRATION FRANÇAISE DE TENNIS



BNP PARIBAS
MASTERS

PLAN DE COMMUNICATION ET ANIMATIONS

BeRcY iNdOoRgRouND

BNPPM 2011



**BNP PARIBAS
MASTERS**

PRÉSENTE



**Tennis
INDOORGROUND
à Bercy**

DU 27 OCT. AU 4 NOV. 2012
UN ÉVÈNEMENT FFT

BILLETTS EN VENTE SUR www.fft-tickets.com

DR



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Le Banque à la Française qui change



FedEx

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Orange

W9





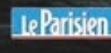
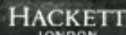
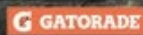
**BNP PARIBAS
MASTERS**



Tennis INDOORGROUND à Bercy

DU 26 OCT. AU 3 NOV. 2013
UN ÉVÈNEMENT FFT

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**BNP PARIBAS
MASTERS**



Tennis iNDOORgROUNd à BeRcy

The ULtimate Battle

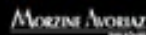
DU 25 OCT. AU 2 NOV. 2014

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La banque d'un monde qui change



FÉDÉRATION FRANÇAISE DE TENNIS

BNP PARIBAS
MASTERS
PARIS

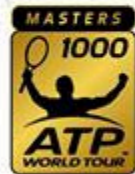
LE TENNIS AUGMENTÉ




Stanislas
Wawrinka

30 ans

SUI



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE LE BNP PARIBAS MASTERS
DU 31 OCTOBRE AU 8 NOVEMBRE 2015 bnpparibasmasters.fft-tickets.com #BNPPM

PARIS  BERCY
bercy.fr



BNP PARIBAS
MASTERS
PARIS

LE TENNIS AUGMENTÉ



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE LE

BNP PARIBAS MASTERS

29 OCT. - 06 NOV. 2016



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Full Experience

 **Blue phone**

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 **RTL2**

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 **le coq sportif**

 **PEUGEOT**

 **RICOH**
imagine. change.

 **VINCI**
CONSTRUCTION

 **Le Parisien**

 **W9**

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ARENA**

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FÉDÉRATION
FRANÇAISE
NIS**



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE LE

ROLEX PARIS MASTERS

28 OCT. - 05 NOV. 2017

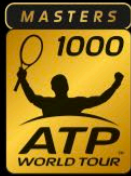


#RolexPMasters

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ACCORHOTELS  ARENA
PARIS





ROLEX PARIS MASTERS

À L'ACCOR HOTELS ARENA
DU 28 OCTOBRE AU 5 NOVEMBRE 2018

LE TENNIS EN CAPITALE



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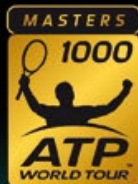
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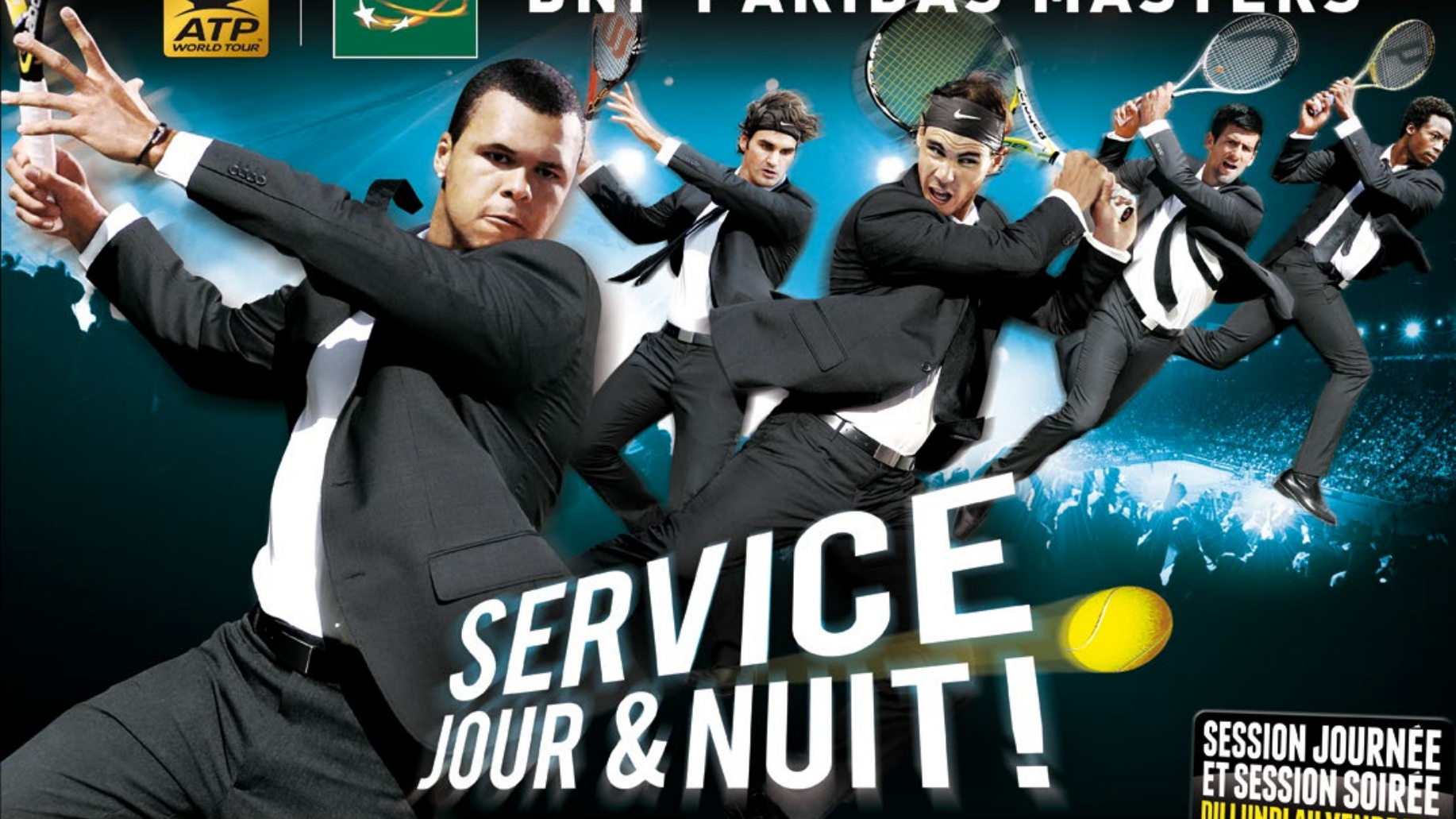
Le Parisien

RTL2





LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

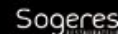


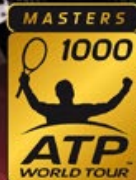
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 JOUR & NUIT!**

**SESSION JOURNÉE
 ET SESSION SOIRÉE
 DU LUNDI AU VENDREDI**

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RÉSERVATIONS : 01 47 43 45 55 - www.bnpparibasmasters.com





LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

**JO-WILFRIED
 TSONGA**

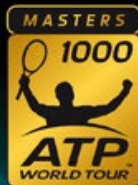
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LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
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**RAFAEL
 NADAL**

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FEDERER**

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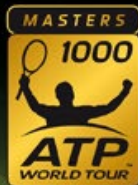
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**SESSION JOURNÉE
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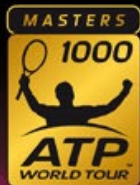
PULLMAN
HOTELS

RICOH



Sogeres
RESTAURANTS





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 ET SESSION SOIRÉE
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**PULLMAN
 HOTELS**

RICOH



**Sogeres
 RESTAURANTS**



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BNP PARIBAS
MASTERS

PLAN DE COMMUNICATION ET ANIMATIONS

BeRcY iNdOoRgRouND

BNPPM 2011



BNP PARIBAS
MASTERS

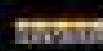
PRÉSENTE



Tennis
INDOORGROUND
à Bercy

DU 27 OCT. AU 4 NOV. 2012
UN ÉVÈNEMENT FFT

BILLETS EN VENTE SUR www.fft-tickets.com



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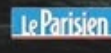
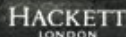
BNP PARIBAS
MASTERS



Tennis INDOORGROUND à Bercy

DU 26 OCT. AU 3 NOV. 2013
UN ÉVÈNEMENT FFT

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**BNP PARIBAS
MASTERS**



Tennis iNDOORgROUNd à BeRcy

The ULtimate Battle

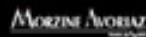
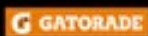
DU 25 OCT. AU 2 NOV. 2014

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La banque d'un monde qui change



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PARIS

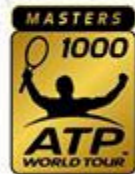
LE TENNIS AUGMENTÉ



Stanislas
Wawrinka

30 ans

SUI



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE LE BNP PARIBAS MASTERS
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RICOH

VINCI

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W9



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE LE

ROLEX PARIS MASTERS

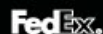
28 OCT. - 05 NOV. 2017

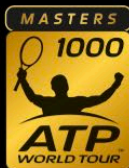


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ACCORHOTELS ARENA PARIS





ROLEX PARIS MASTERS

À L'ACCOR HOTELS ARENA
DU 28 OCTOBRE AU 5 NOVEMBRE 2018

LE TENNIS EN CAPITALE



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 À L'ACCORHOTELS ARENA
 27 OCT. - 4 NOV. 2018

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ACCORHOTELS ARENA

ROLEX PARIS MASTERS
 À L'ACCORHOTELS ARENA
 26 OCT. - 3 NOV. 2019

LE TENNIS EN CAPITALE

ATP
MASTERS 1000



ROLEX PARIS MASTERS

DU 02 AU 08
NOVEMBRE 2020



ROLEX PARIS MASTERS

30 OCT. - 07 NOV. 2021

LE MEILLEUR DU TENNIS INDOOR

LE TENNIS EN CAPITALE

ATP
MASTERS 1000

LE
TENNIS
EN
SCÈNE

ROLEX PARIS MASTERS

29 OCT. » 6 NOV. 22



ATP
MASTERS 1000

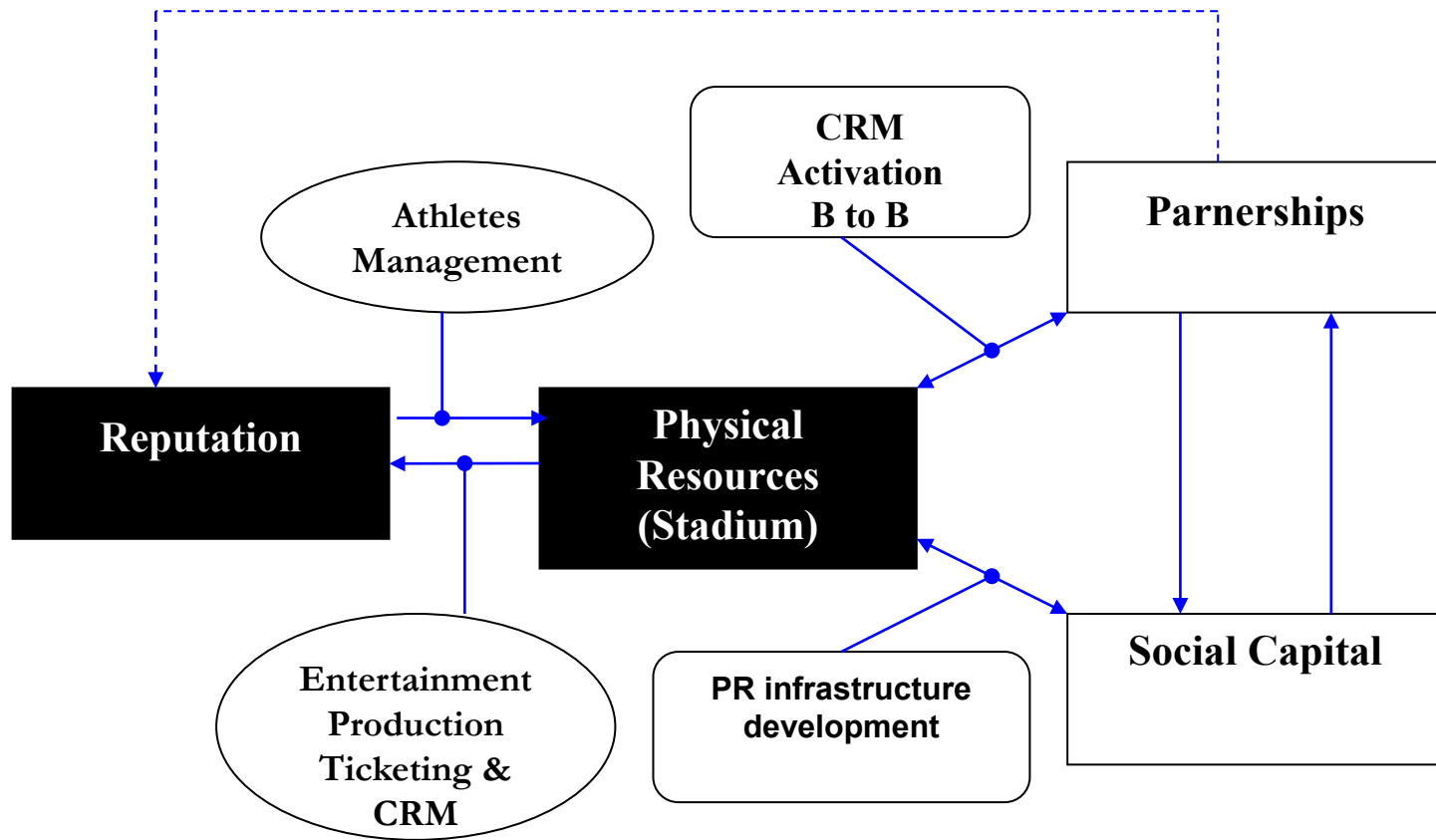
LE
TENNIS
EN
SCÈNE

ROLEX PARIS MASTERS

28 OCT. >> 5 NOV. 2023

RÉSERVEZ >

Business Model / RBV BNPPM-RPM



Resources Basis

→ Direct impact

—●— Deployment



Core Competences

- - - → Indirect impact

Fédération Française de Tennis en K€	Réel Exercice 2021	Budget Initial 2022	Réel Exercice 2022	Ecart Réel Exercice 2022 / Budget Initial 2022	
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ACTIVITES EVENEMENTIELLES

ROLEX PARIS MASTERS

PRODUITS					
BILLETTERIE	10	5 226	5 542	316	6%
PARTENARIAT	3 319	5 018	5 076	58	1%
HOSPITALITES	-16	1 899	1 820	-79	-4%
MEDIAS	6 458	7 752	10 807	3 055	39%
COMMUNICATION / EDITIONS	0	0	0	0	NS
OPERATIONS ANXS ET DIVERS	7	124	136	12	10%
PRODUITS EXCEPTIONNELS	21	0	0	0	NS
REPRISES SUR PROVISIONS	0	0	0	0	NS
Total Produits	9 799	20 019	29 381	3 352	17%
CHARGES					
PRIX AUX JOUEURS	3 402	5 631	5 532	-99	-2%
CHARGES DE BILLETTERIE	0	112	245	133	119%
CHARGES DE PARTENARIAT	27	51	104	53	104%
CHARGES HOSPITALITES	0	556	804	248	45%
CHARGES MEDIAS	83	76	86	10	13%
CHARGES D'ORGANISATION	3 760	5 857	5 676	-181	-3%
CHARGES DE COMMUNICATION / EDITIONS	573	1 253	1 116	-137	-11%
OPERATIONS ANXS ET DIVERS	0	0	0	0	NS
SALAIRES ET CHARGES SOCIALES	770	772	1 000	228	30%
CHARGES EXCEPTIONNELLES	0	0	0	0	NS
PROVISIONS	0	0	0	0	NS
AMORTISSEMENTS	15	19	16	-3	-16%
AMORTISSEMENTS Exceptionnels	0	0	0	0	NS
Total Charges Directes	8 630	14 327	14 579	252	2%
Marge sur coûts directs	1 169	5 692	8 802	3 110	55%
CHARGES REPARTIES					
QUOTE PART EAU/GAZ/ELECTRICITE	0	0	0	0	NS
QUOTE PART FONCTIONNEMENT STADE	174	233	0	-233	-100%
QUOTE PART SALAIRES ET CHARGES SOCIALES	0	0	0	0	NS
Total Charges Réparties	174	233	0	-233	-100%
Total Charges	8 804	14 560	14 579	19	0%
SOLDE ANALYTIQUE	995	5 459	8 802	3 343	61%



ATP Tour  @atptour · 6 h

ATP announces the appointment of Massimo Calvelli as Chief Executive Officer, beginning 1 January 2020.



Calvelli Appointed As ATP Chief Executive Officer

www.atptour.com





“

I am greatly honored to have been chosen by the FFT as the new Rolex Paris Masters Tournament Director going forward. It promises to be an exciting challenge.

Cédric **PIOLINE**

”

voir les directs (0)

L'ÉQUIPE

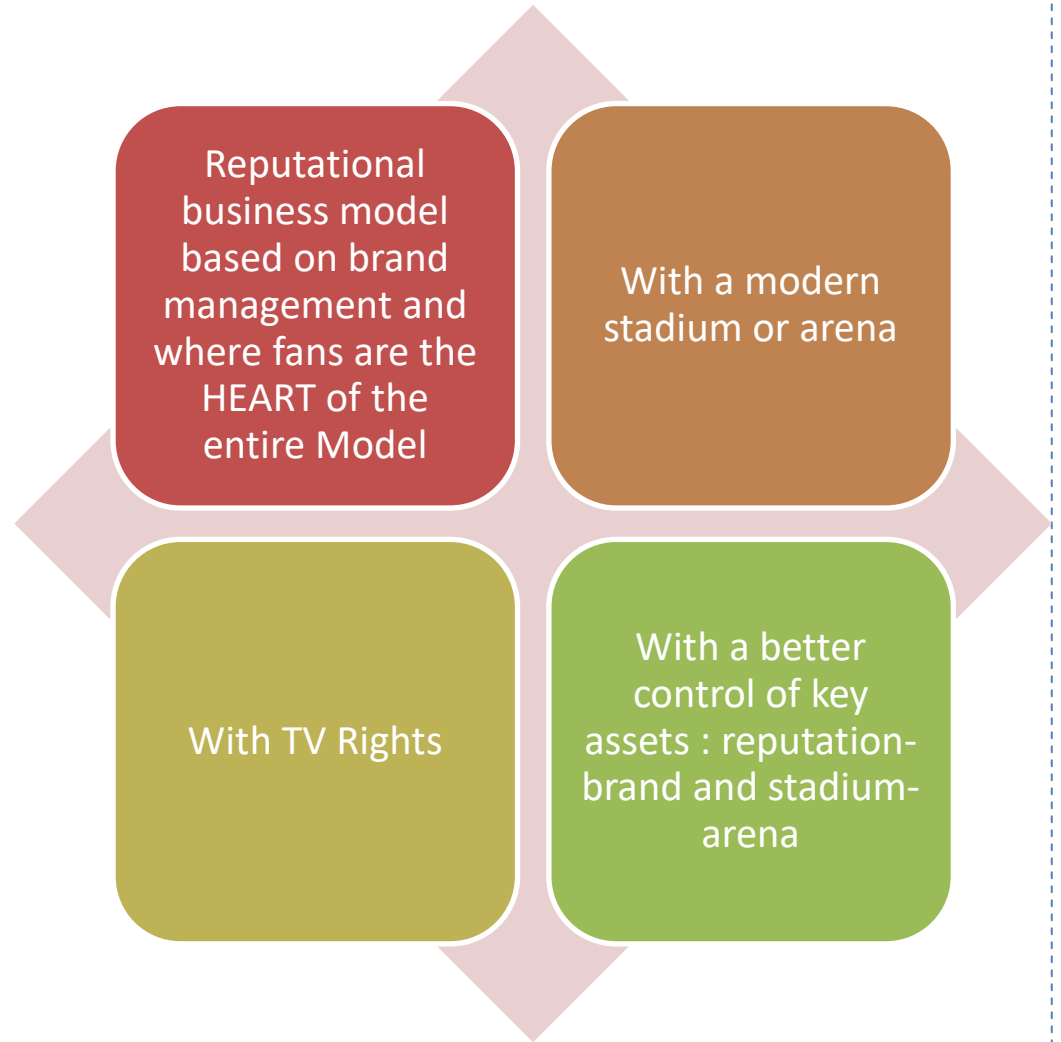
Tennis, ATP

Le Masters 1000 de Bercy devrait être délocalisé à Paris La Défense Arena à partir de 2025



L'enceinte de Paris La Défense Arena, à Nanterre, devrait accueillir le Masters 1000 parisien de tennis à partir de 2025. (B.Papon/L'Equipe)

10 % of sports organizations



3 Business Models in sport Business area

