

Strategic Management and Advanced for sports organizations

Summer School SPORT EVENT MANAGEMENT

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School

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sport business management

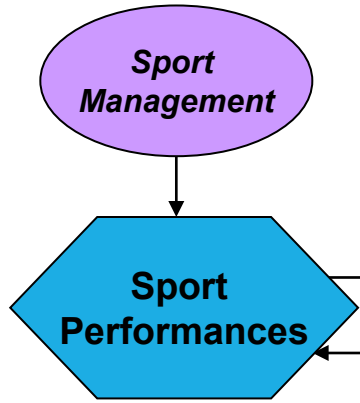
Twitter : @lionelmaltese



Let's take about this by connecting together.

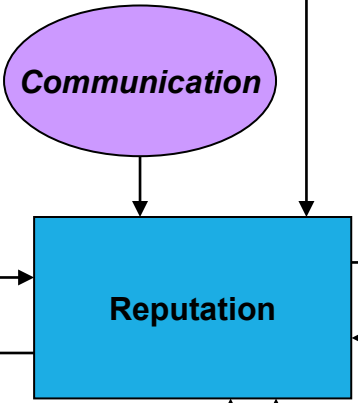


Athletes as suppliers for the « show content »
①



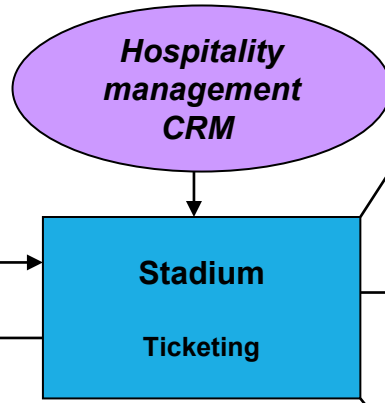
Hedonism

Key synergistic resources « Heart »
②



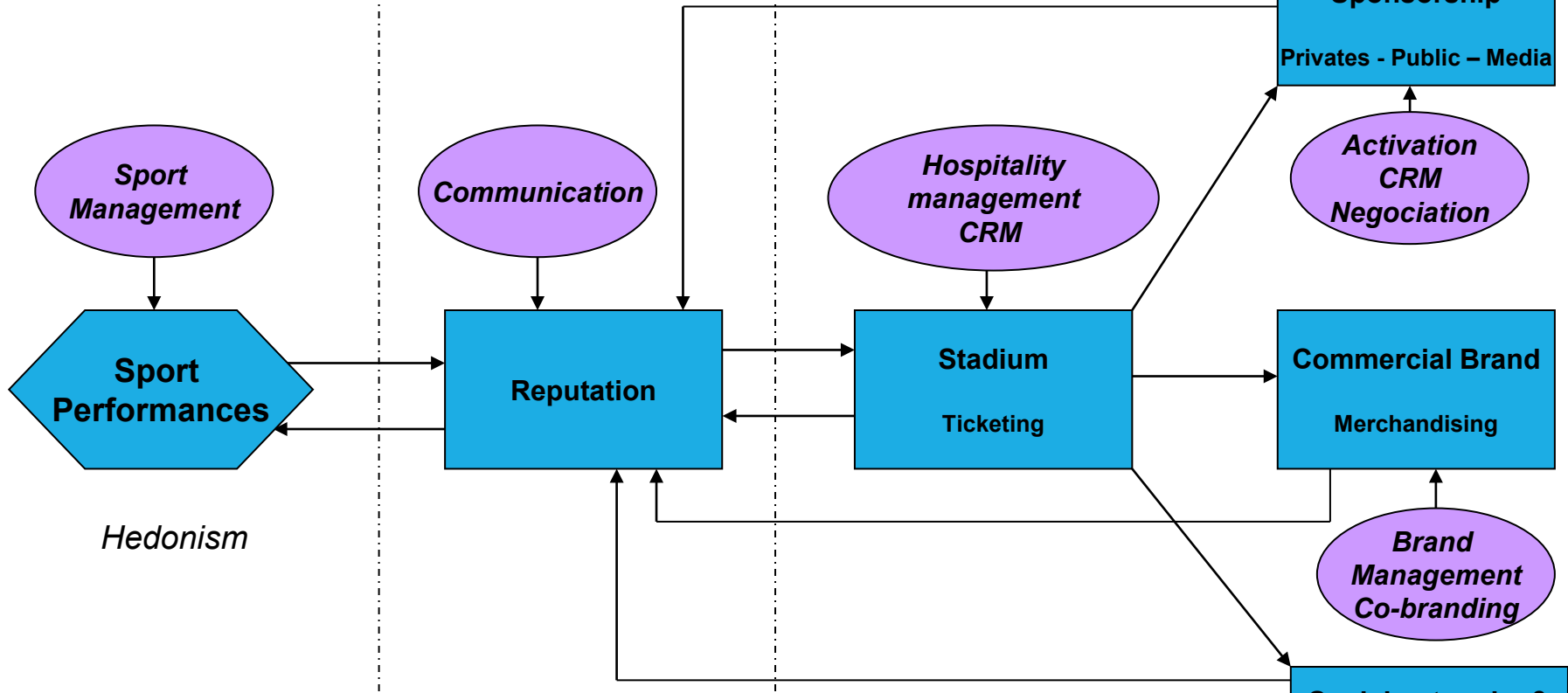
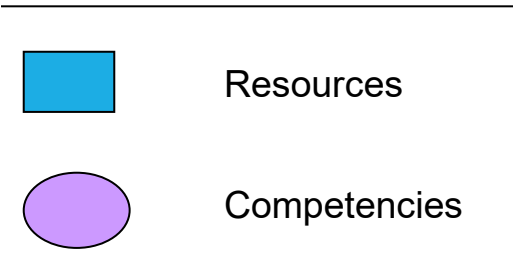
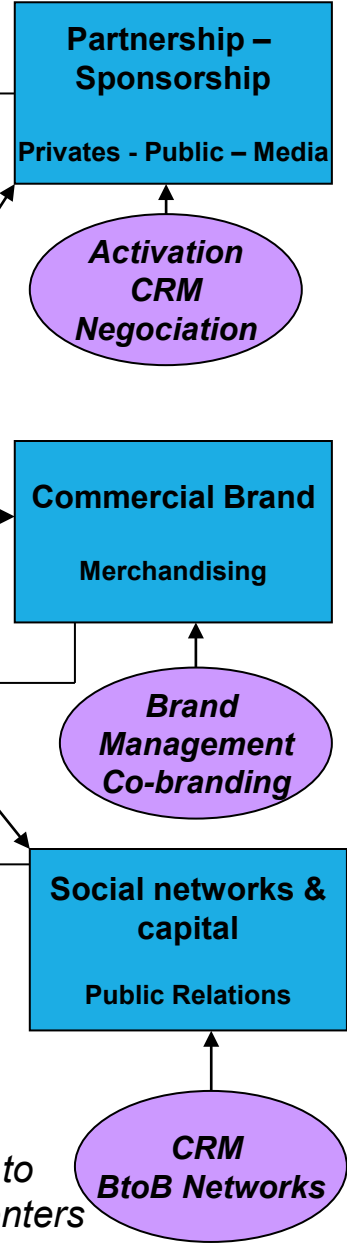
Intangible Resources « Event expressiveness »

Deployment resources « Lung »
③

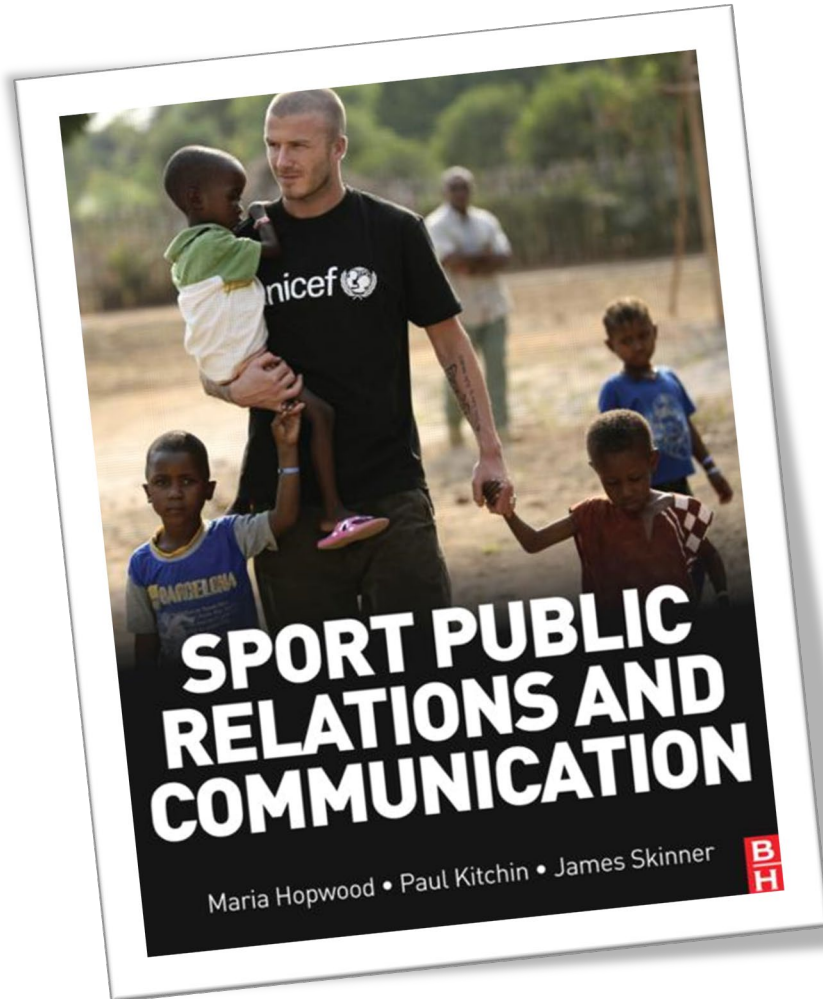


Commercial resources linked to products & services and profit centers

Market-based resources
④



FOCUS ON RELATIONAL BUSINESS MODELS



How to implement ?



How to involve ?

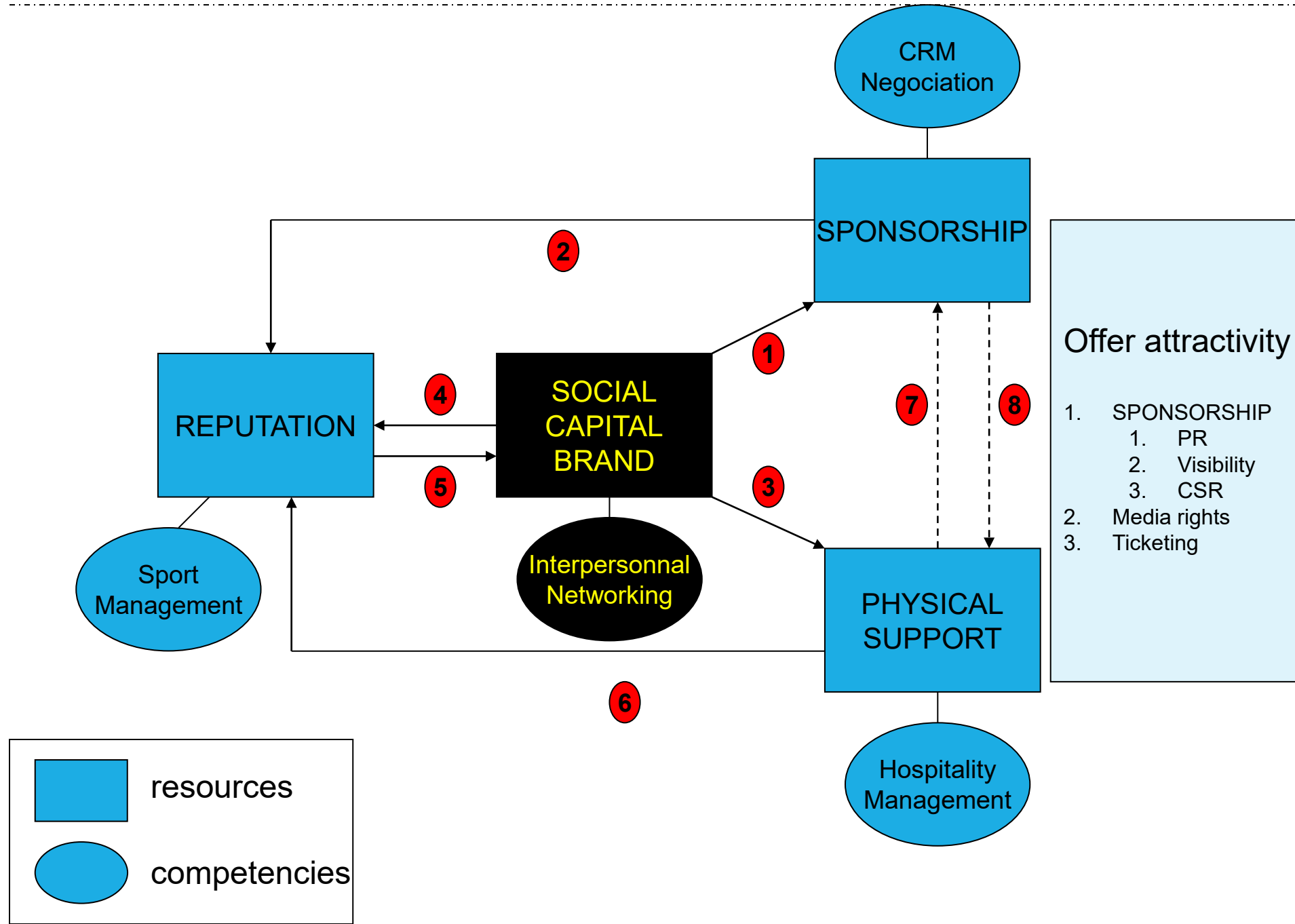


How to maintain ?



How to create dependency and
control the external environment ?

Relational (« Meetic ») Business Model

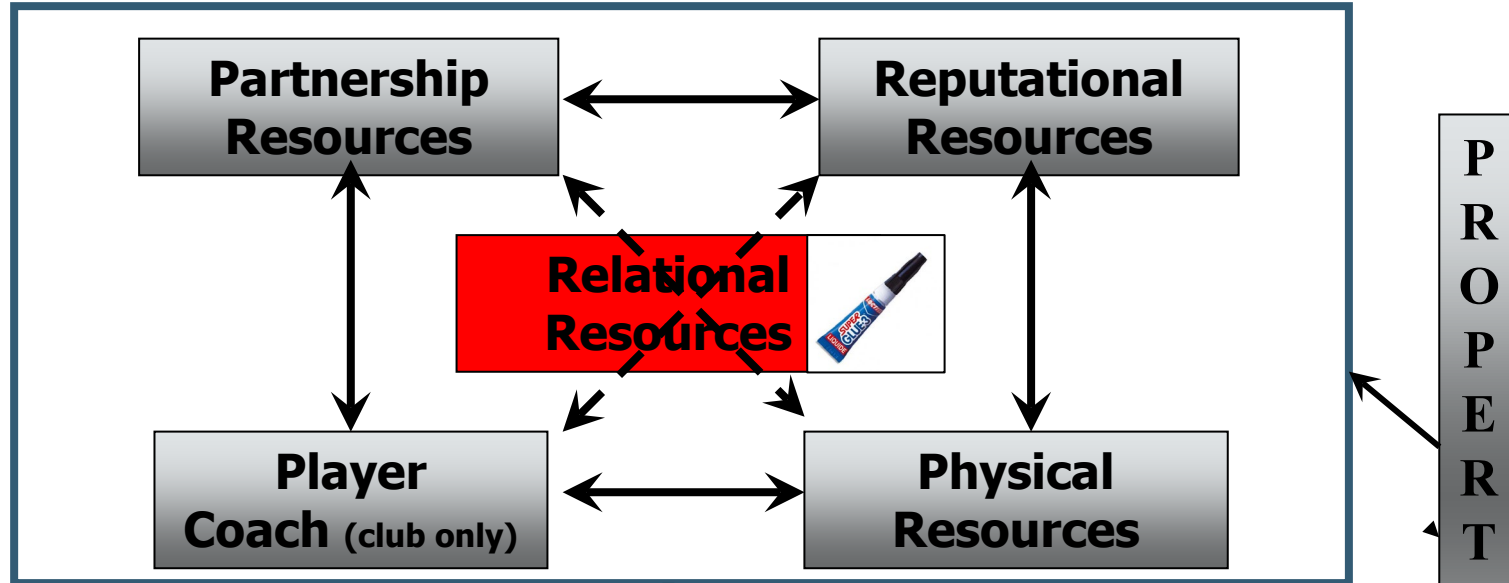


Concepts

RBV first model for a sport organization

Resources

portfolio

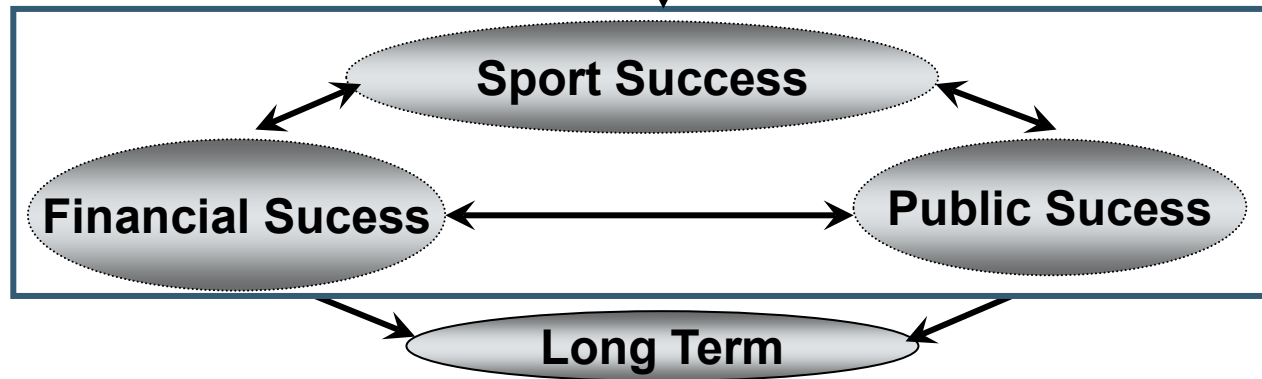


Core

Competencies,
Capabilities



Performance,
Sucess



RELATIONAL RESOURCES AS PIVOTAL



To generate profit with Public Relations & Hospitality



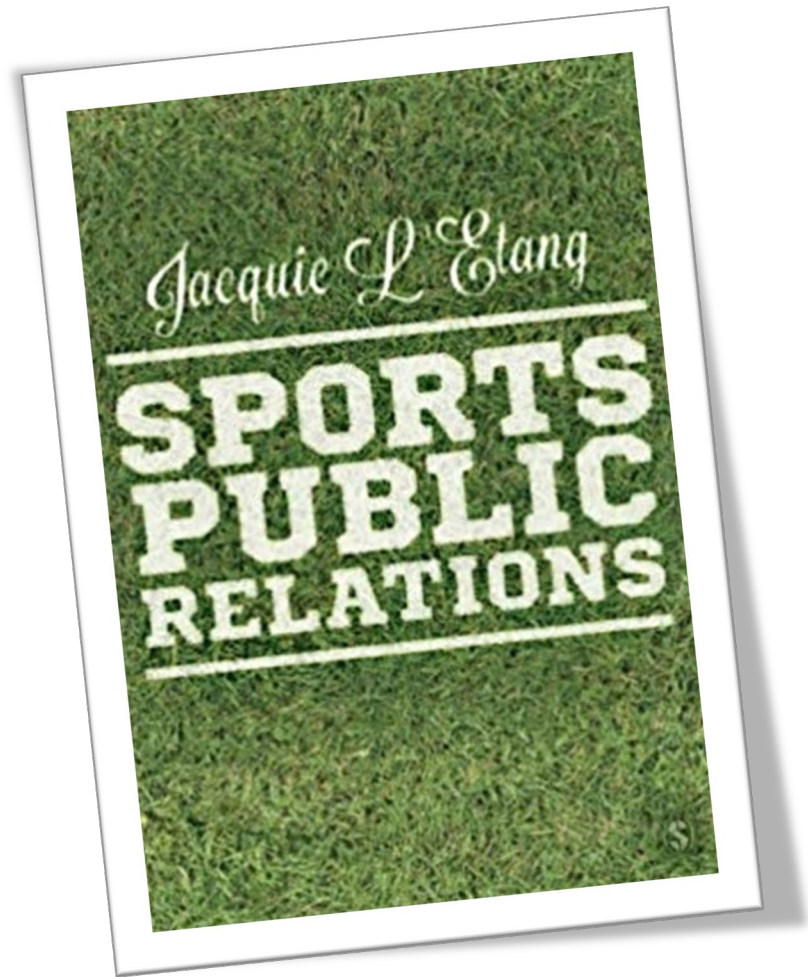
With the support of Social capital & Networking core competencies



With the understanding of sports events organizations as « THE PLACE TO BE » !



BtB markets and relationships



**FOCUS ON RELATIONAL RESSOURCES
AND THE OFFER**

**Public
Relations**

SKODA TOUR DE FRANCE VIP PROGRAM



© ŠKODA AUTO a.s.

YOUR CONTENT (BRAND EQUITY)



The relation =



Your social capital



Your individual relationships



Your support (place) = hospitality = way of life (french touch for instance)



Your optimization = sport as emotional moment and place to generate extrabusinesses

PUBLIC RELATIONS (PR) ?



Public Relations is a management function which tabulates public attitudes, defines the policies, procedures and interest of an organization followed by executing a program of action to earn public understanding and acceptance. "
(Edward Bernays)



According to Michel Crozier (1957) : Public Relations is a set of processes used by managers to gain external publics' sympathy and goodwill.

PR = MARKETING ASSET



A very « large » communication tool : financial communication, lobbying, media, Sponsorship...



More than 200 definitions... for us : It's a marketing activity implemented by a firm, a public or private organization, a person or a group, to create, establish, maintain or improve, on the one hand loyalty, understanding and sympathy, and on the other hand, the relationships with the public inside and outside the institution, at the origin of its development (Kotler and Dubois, 2004).

PR FOR EVENTS MANAGERS



Press-relations : control & development



Events creation during your event



Political PR



« People » exploitation (dedicated person in your organization)



Construction and management of relational networks inside and outside your event



Forging an « iron cage » for your event network : be careful about the balance between quantitative and qualitative interpersonal relationships

« CELEBRITY UTILITY » : PEOPLE AND EX PROFESSIONAL ATHLETES



« Open the doors »...



Personal relationships with important CEO



Adress book



Relationships with the athletes



« Special » information access

THE EXAMPLE OF CHINA : THE IMPORTANCE OF INTERPERSONAL RELATIONSHIP (GUANXI - 关系) IN BUSINESS

★ The Chinese word « guanxi » (关系) refers to the concept of drawing on connections in order to secure favors in personal relations (Luo, 2000).

Key characteristics :

- ★ **Implicit mutual obligations, assurances and understanding**
- ★ **Attitudes toward long term social and business relationships**
- ★ **More than a friendship or a simple interpersonal relationship : it includes reciprocal obligations to respond to requests for assistance.**
- ★ **So Guanxi means interpersonal linkages with the implication of continued exchange of favors ⇔ in my experience in a PR agency we can transfer this phenomenon in sports events context !**



EAU
GESTION DE L'EAU
ASSAINISSEMENT



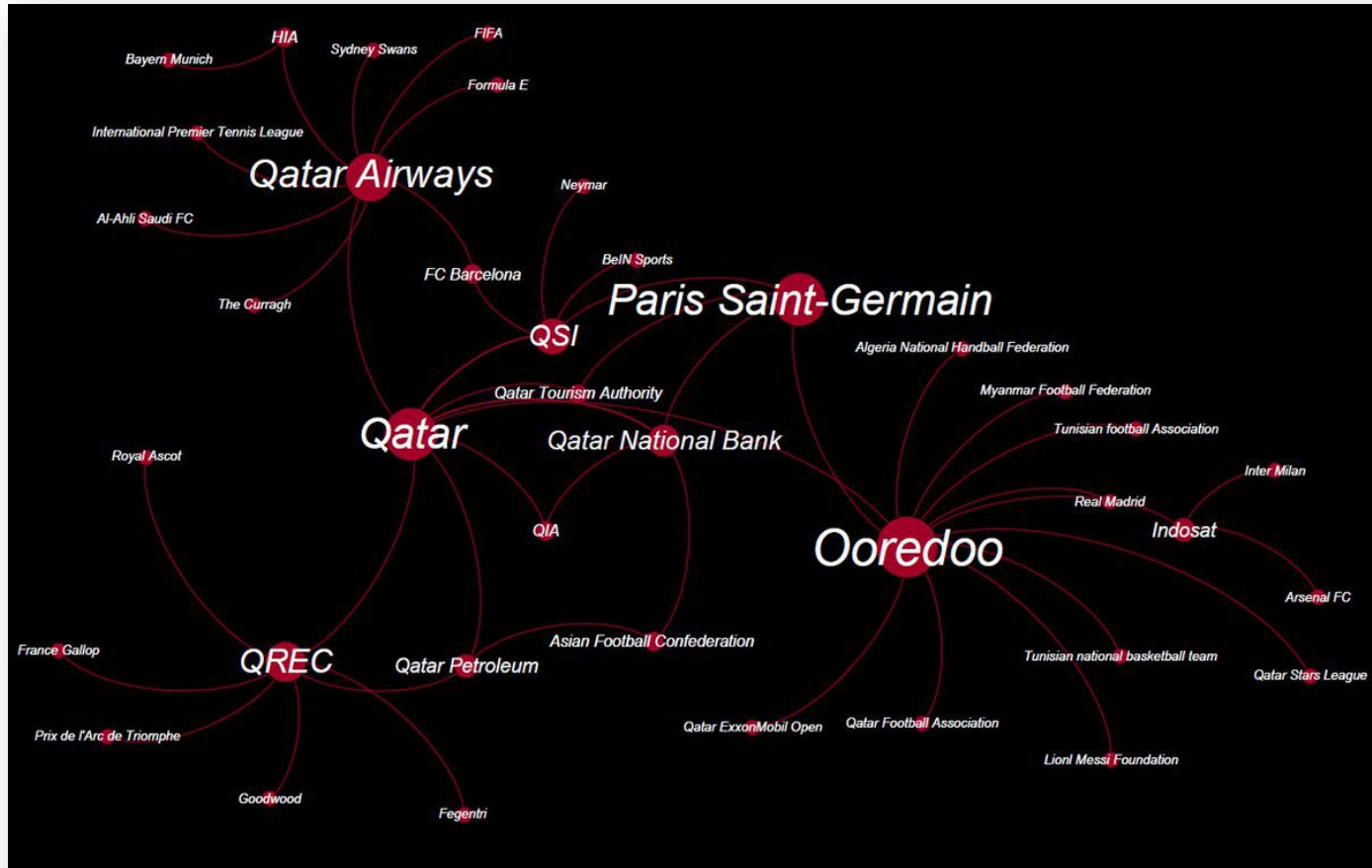
ENVIRONNEMENT
COLLECTE
DÉCHETS INDUSTRIEL
PROPRETÉ URBAINE
DÉCHÈTERIES
TRAITEMENT
TRI ET VALORISATION
NÉGOCE



SERVICES
NETTOYAGE INDUSTRIEL
SÉCURITÉ
EVENTS
ESPACES VERTS
ANTI-NUISIBLES
MAINTENANCE
CENTRALE D'ACHAT



ÉVÉNEMENTS
TRAITEUR
RÉCEPTION
LIEUX D'EXCEPTION





CEO are also key FANS !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!



PR CONSUMING REASONS



Happiness & passion :
individual « happiness
therapy »



Demonstration : be visible for
their guests



Strategic : CRM and collecting
information about guests to
anticipating their needs

PR SEGMENTATION

Cibles	Marketing Goals
Prospect	Improving prospects RDV
Current customer	Loyalty & CRM
Lost customer	Understanding of company errors
Ambassadors	Lobbying, viral marketing
Employee	Internal communication and human relation management

PR & PRESS RELATIONS



Do not reduce PR with press relations



Generally, PR are using to
(Occurrence Agency Study, 2003)
:

Brands and products communication (70 %)
Institutional communication
Press relations (53 %)



But on the fiels, the tools are :

Press relations (97 %)
Institutional communication (91 %)
Internal communication (89 %)



The Strength of Weak Ties

Mark Granovetter
American Journal of Sociology



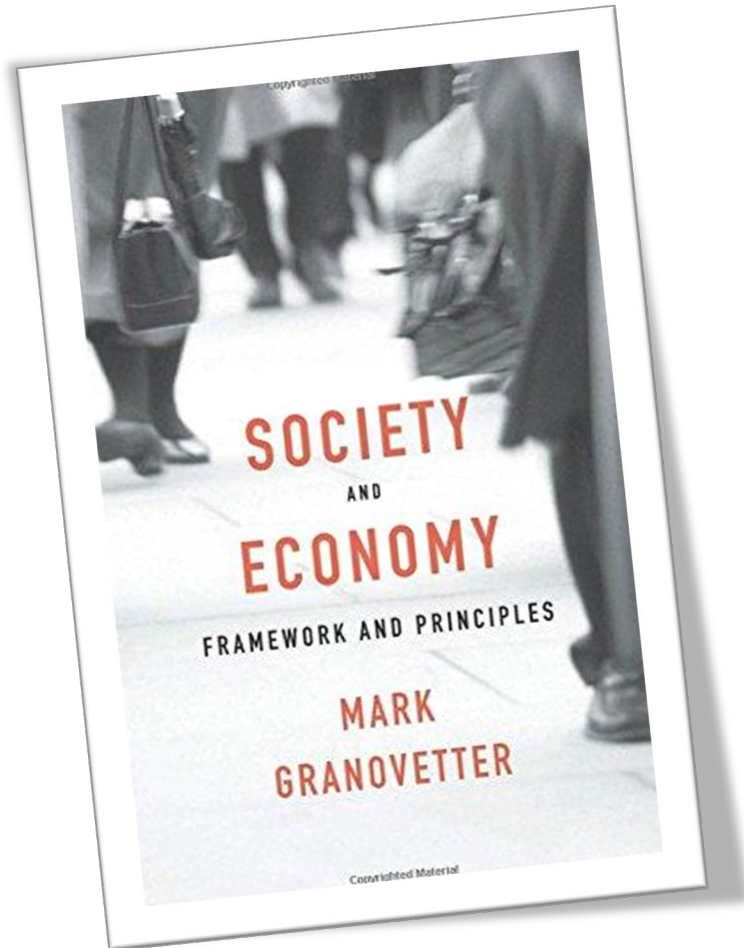
What is a weak tie?

- Strength of tie as a linear combination
 - F = Frequency of Contact
 - E = Emotional intensity
 - I = Intimacy (mutual confiding)
 - R = Reciprocal services

$$I_{ij} = w_1 F + w_2 E + w_3 I + w_4 R$$

- Granovetter leaves exact functional form and weighting “postponed for future empirical work”

INTERPERSONAL “TIES” EFFICIENCY (GRANOVETTER, 1973)



“The Strength of Weak Ties”, 4 criteria :

★ Relation duration

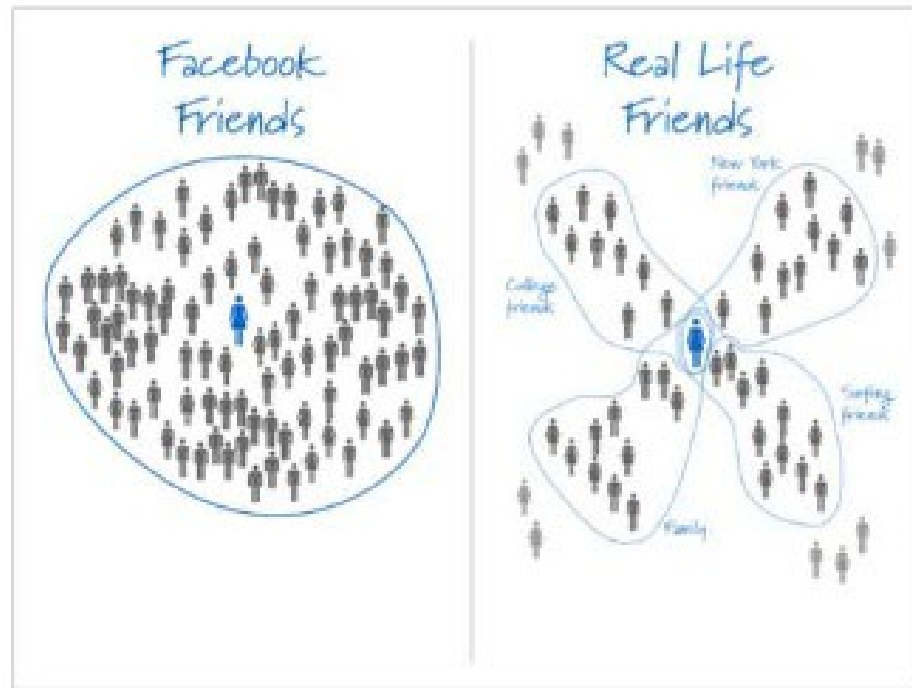
★ Emotional intensity

★ Intimacy

★ Services reciprocity between stakeholders

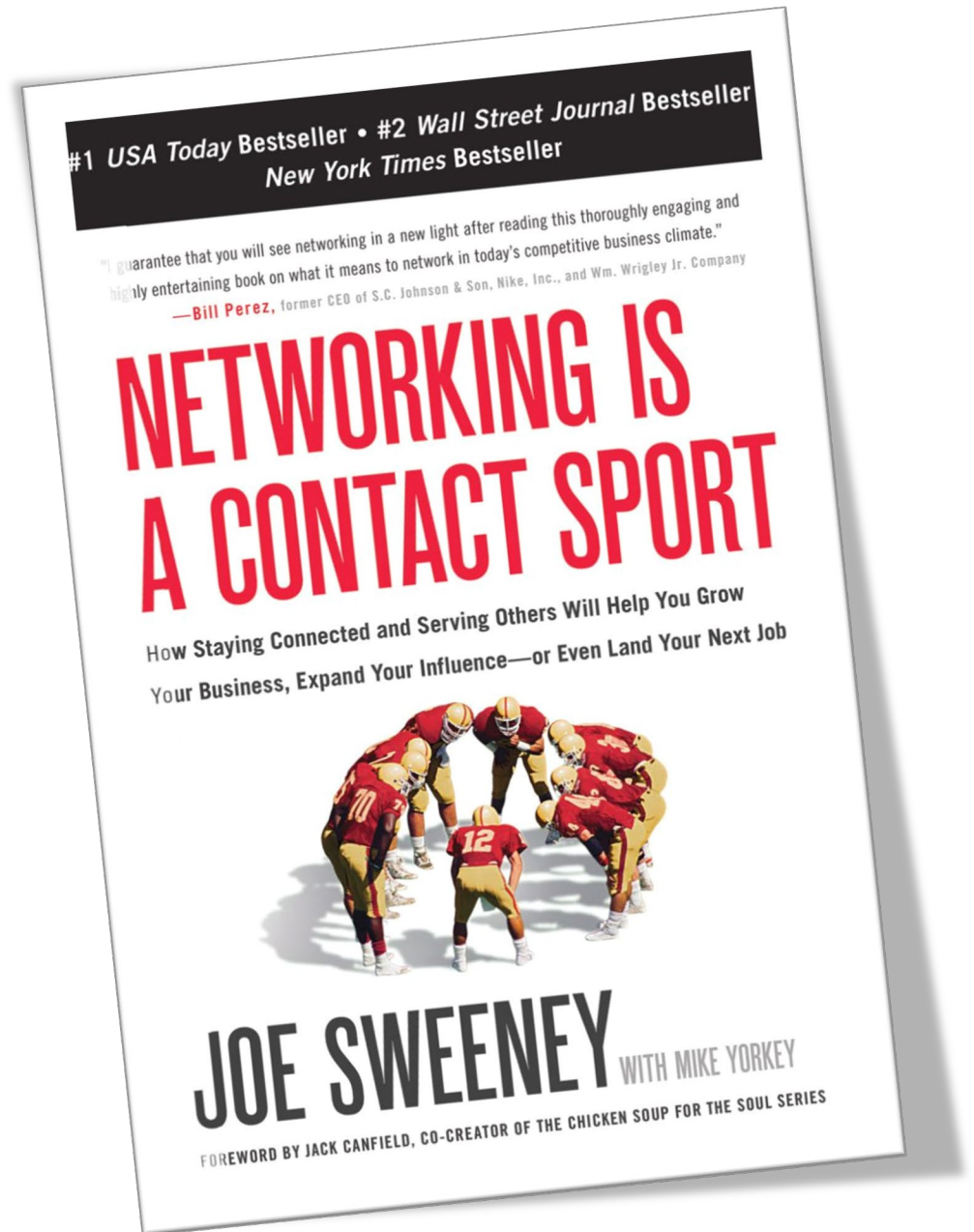
Strong and Weak Ties

- Our **'weak ties'** act as bridges. They connect us to other groups of people we would not know otherwise.



MAIN OBJECTIVE OF A PR STRATEGY ?

Gathering your network thanks to an event (partner club, community...) and make it Valuable – Rare – Non Imitable (or Substituable) - Organizational



DANGERS !



Too much ties to manage ? Strength or Weak Ties ?

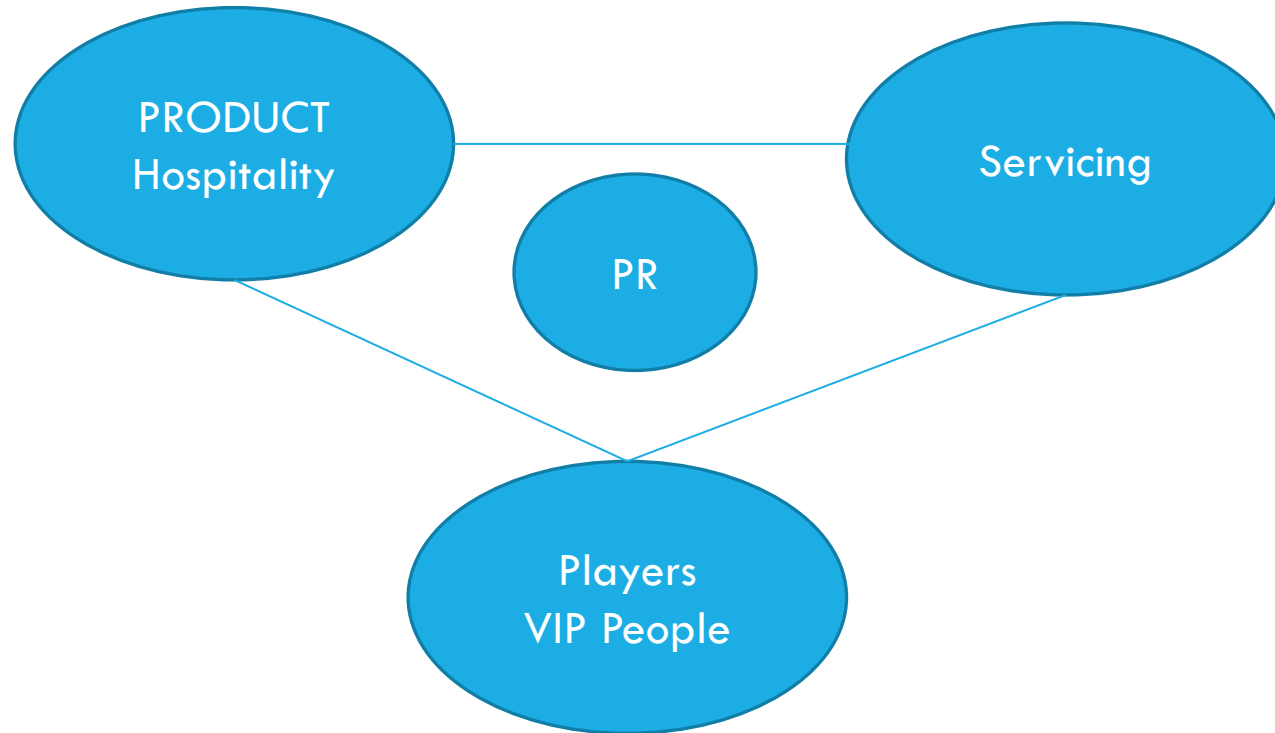


Dependency ?



Be careful to the rumors inside the networks...

PRODUCT —SERVICE - EXPERIENCE



OCCADE EXAMPLE
NOW CANAL PLUS EVENT...

Grand Slam of Tennis of Lyon GPTL



Les meilleures places du
Grand Prix de Tennis de Lyon,
 c'est maintenant que ça se joue!

**Grand Prix
 de Tennis
 de Lyon**



**Il faut
 vous le dire
 comment ?!**

*Richard Gasquet, 1er joueur Fran-
 çais, numéro 17 mondial,
 vainqueur du Grand Prix
 de Tennis de Lyon 2003*

www.gptennislyon.com

24 au 30 octobre 2005
 Palais des Sports de Gerland
 RESERVATION : 04 72 22 25 63



**Grand Prix
 de Tennis
 de Lyon**

Lyon voit rouge!

FERRERO N°1 MONDIAL*

CLÉMENT FINALISTE 2003

**Dossier
 de Presse**

Contact presse : Alesia VOLATIER
 Tél : 04 72 27 29 22
 Fax : 04 72 27 29 26
 avolatier@ccade.com

4 au 10 octobre 2004
 Palais des Sports de Gerland



**Grand Prix
 de Tennis
 de Lyon**

**Lyon joue
 avec
 le Monde.**

*Lyon welcomes the world
 Die ganze Welt spielt in Lyon
 Lyon juega con el mundo
 Оупай со всем миром в Лёне
 Бразилфольен*

6-12 OCTOBRE 2003 / Palais des Sports de Gerland

réservations
 04 72 22 25 63
 billetterie Le Progrès, Auchan et Virgin
www.progrescope.com



**20^e
 EDITION**

MERCI !
 à tous les grands joueurs qui
 ont fait, font et feront le Grand
 Prix de Tennis de Lyon



site Internet :
www.gptennislyon.com



DU 22 AU 28 OCTOBRE 2007
LYON FAIT SON GRAND PRIX DE TENNIS
PALAIS DES SPORTS DE GERLAND



Réservations :
Occade Sport 04 72 27 29 00 et Points de vente habituels



Grand Prix
de Tennis
de Lyon 
www.gptennislyon.com

CANAL+ EVENTS PRESENTE

22^{EME} EDITION
GRAND PRIX DE TENNIS DE LYON

20-26
OCTOBRE 2008
PALAIS DES SPORTS DE GERLAND



Billetterie :
www.gptennislyon.com



Grand Prix
de Tennis
de Lyon 
www.gptennislyon.com



GRAND PRIX DE TENNIS DE LYON

26 OCTOBRE >
1ER NOVEMBRE 2009
PALAIS DES SPORTS DE GERLAND

Billetterie : www.gptennislyon.com



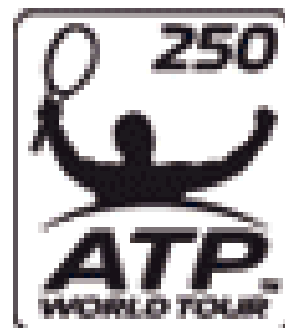
CANAL+

EVENTS



Grand Prix
de Tennis
de Lyon

GRAND PRIX DE TENNIS DE LYON

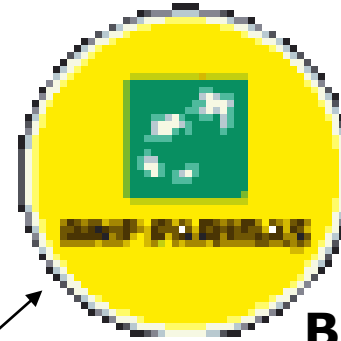


26 OCTOBRE >
1ER NOVEMBRE 2009
PALAIS DES SPORTS DE GERLAND

PARTNERSHIP STRATEGY (GPTL)

SFR 2003

ARKEMA 2006



Banque Rhône
Alpes 2006

« 5 balls »
Strategy

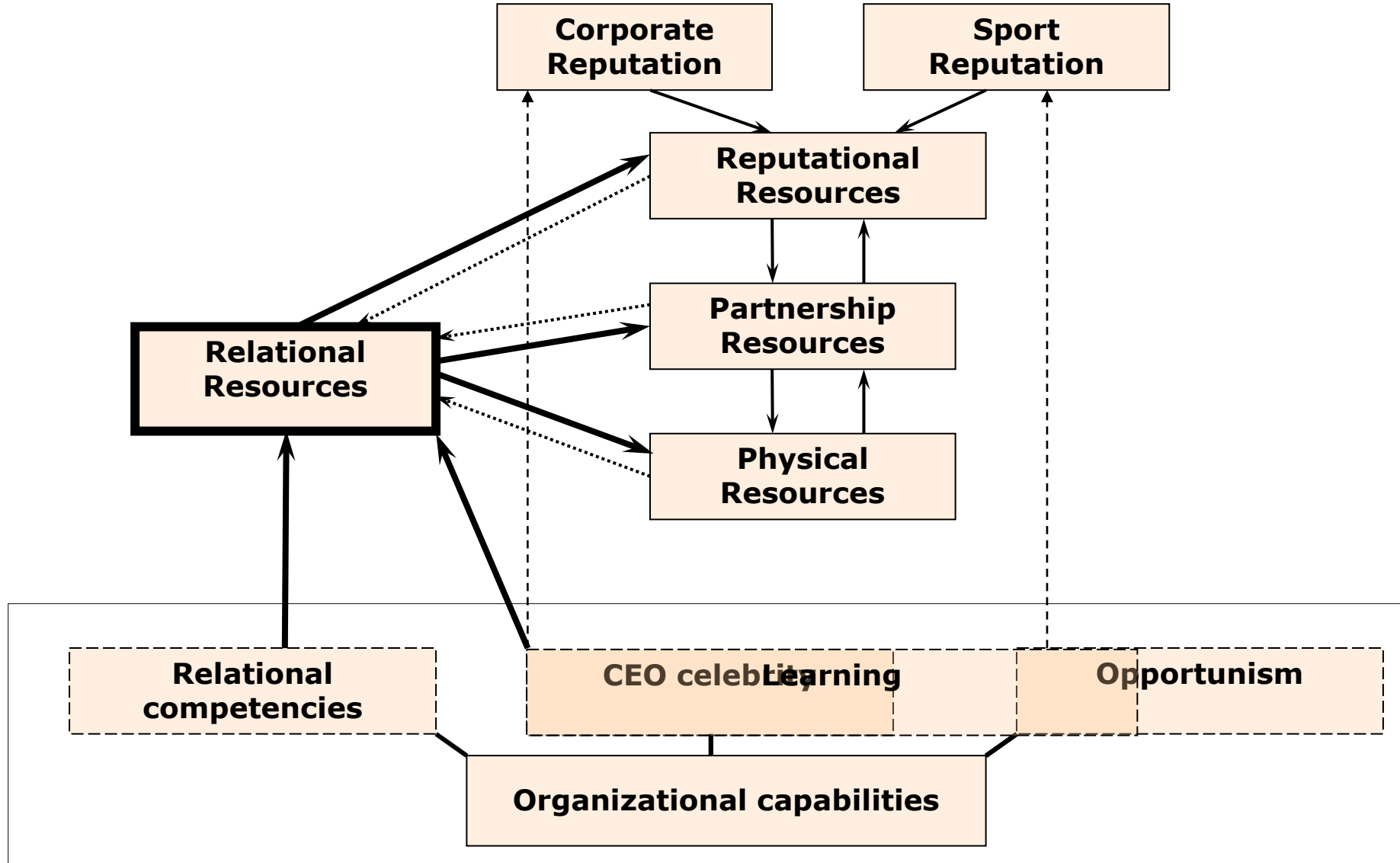


PERRIER 2004

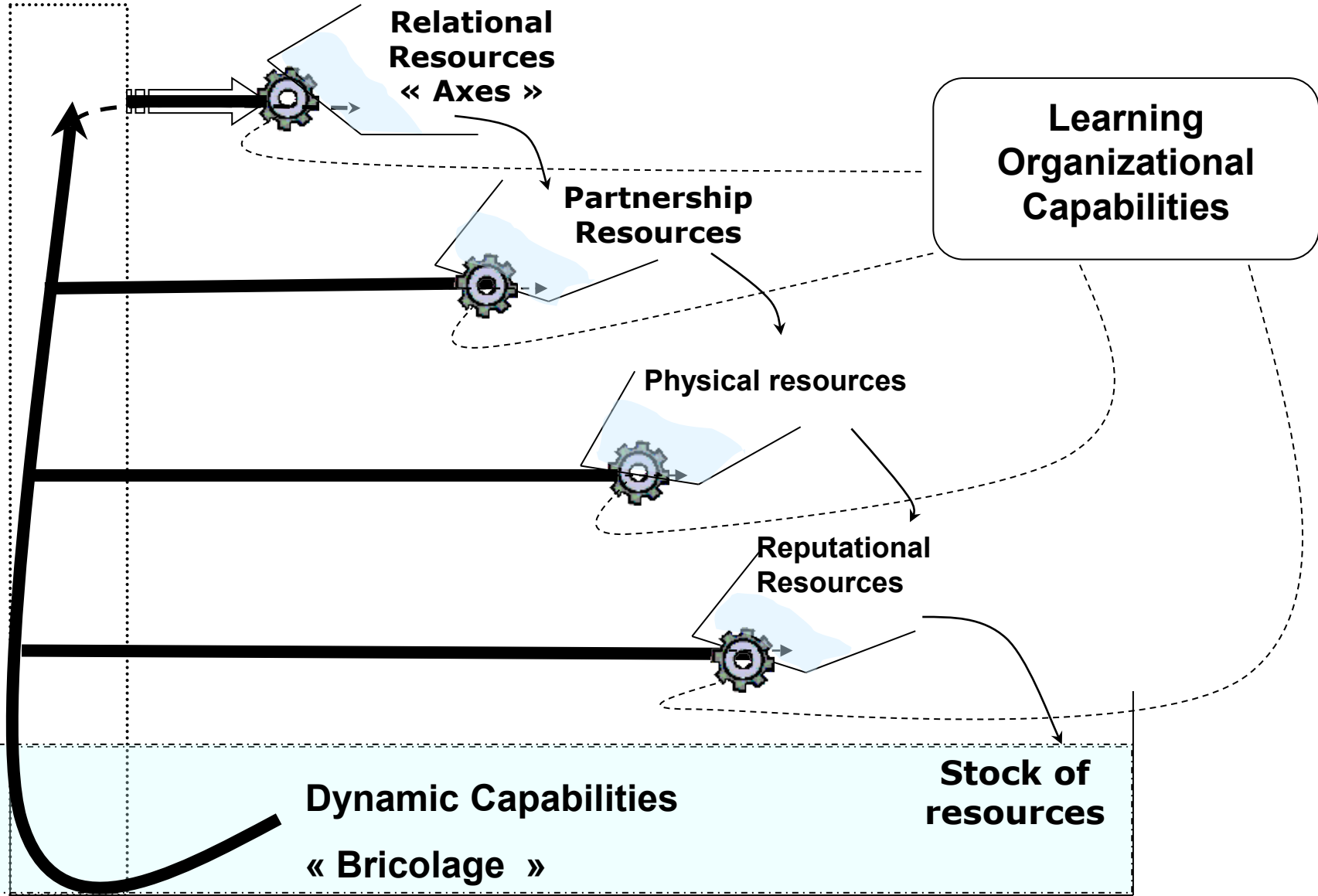


Beghin Say
2005

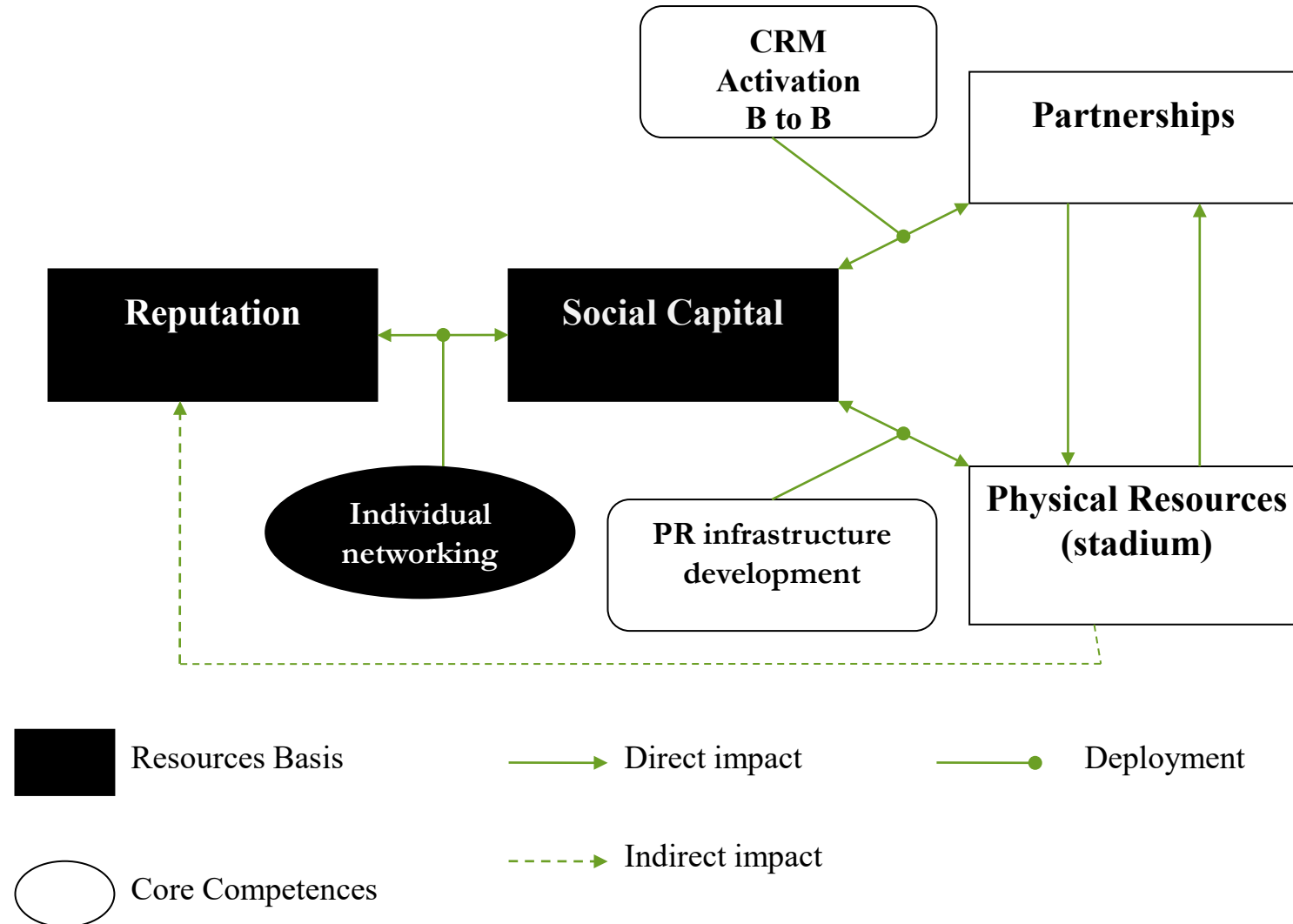
GPTL



Cascade of assets



RELATIONAL BUSINESS MODEL



EVENT DEVELOPMENT ?



Balance between PR / Public event or Sport / Business ?



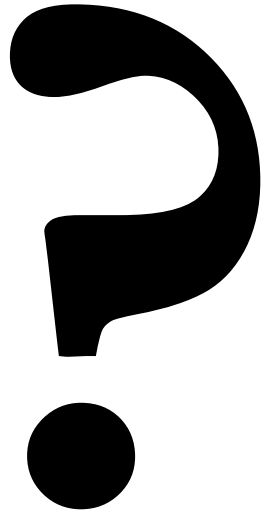
Question : sponsors turnover and control ?



PR rarity ? Overflowing ?

CANAL+

EVENTS





OPEN

Sud de France

25-31 OCTOBRE 2010
Arena Montpellier

250
ATP
WORLD TOUR

TSONGA
GASQUET
MONFILS
SIMON

RENSEIGNEMENTS & BILLETTERIE :
www.opensuddefrance.fr








OPEN

Sud de France

30 JANVIER - 5 FÉVRIER 2012
Park&Suites Arena | Montpellier

MONFILS
TENANT DU TITRE

SODERLING • GASQUET...


 RENSEIGNEMENTS & BILLETTERIE :
www.opensuddefrance.fr
 ET DANS TOUS LES POINTS DE VENTE HABITUELS

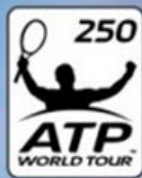




OPEN

Sud de France

DU 4 AU 10 FÉVRIER 2013
Park&Suites Arena | Montpellier



BERDYCH

GASQUET

MONFILS

INFOS & BILLETTERIE : www.opensuddefrance.com



OPEN

Sud de France

DU 4 AU 10 FÉVRIER 2013
Park&Suites Arena | Montpellier



OPEN

 *Sud de France*

DU 1^{er} AU 9 FEVRIER 2014

Park&Suites Arena | Montpellier



VOS PLACES
À PARTIR DE

9€



DU 31 JANVIER AU 08 FÉVRIER 2015 | 5^e Edition
PARK&SUITES ARENA | MONTPELLIER



OPEN 
Sud de France

OPEN SUD DE FRANCE

VOS PLACES
À PARTIR DE
9€



OPEN
Sud de France



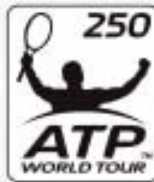
6^e
Edition



OPEN SUD DE FRANCE

31 JANV. - 7 FEV. 2016

OPEN



* Sud de France

7^e
Edition

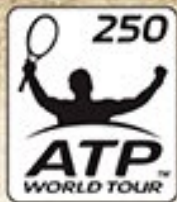


**ENTREZ DANS
L'ARENE**

5 - 12 FEVRIER 2017

**ARENA
DE MONTPELLIER**

OPEN



4-11 FEV. 2018

8^e

UN EVENEMENT
**SPORT
EVENTS**

** Sud de France*

SUD DE FRANCE ARENA MONTPELLIER

Edition

** Sud de France*
ARENA



BERDYCH

GOFFIN

TSONGA

GASQUET

VOS PLACES 7 €

à partir de

RDV SUR www.opensuddefrance.com

ENTREZ DANS L'ARENE





OPEN 9^e
Sud de France Edition

3-10 FEV. 2019
SUD DE FRANCE ARENA MONTPELLIER



ENTREZ
DANS L'ARENE

WWW.OPENSUDEFRANCE.COM



Montpellier : l'Open Sud de France de tennis en sursis

PATRICE ESPINASSE

30/07/2013, 09 h 25 | Mis à jour le 30/07/2013, 10 h 11

Recommander 21

+1 1

16 réactions



La Park & Suites Arena a accueilli 41 000 spectateurs, début février. (JEAN-MICHEL MART)

Enjoy, qui commercialise l'événement, traîne des pieds. La Région « réfléchit ». Ça sent le roussi

La Park & Suites Arena accueillera-t-elle encore l'Open Sud de France, en 2016 ? La question n'est pas tranchée, mais elle se pose avec acuité depuis qu'Enjoy, la structure qui commercialise l'événement montpelliérain, a fait comprendre qu'elle le remettait en question dans sa pérennité. Son nouveau directeur, Antoine Perragin, est clair sur ses

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 Envoyer par mail
[Imprimer](#)
 + grand + petit

PARTENARIATS
DOSSIER
FORMATION CONTINUE
Métier ?
 Si vous changez !

Midi Libre
 Présente
 les 100 métiers
 qui recrutent en
 Languedoc-Roussillon
 vidéos et fiches métiers

MÉTÉO

Montpellier

AUJOURD'HUI	DEMAIN	APRÈS-DEMAIN
17° / 22°	16° / 24°	14° / 25°

Publicité Votre annonce ici ▼

RANDO JET
 cliquez ici pour plus d'infos
 C'est dans la plus belle base nautique d'Europe que Rando Jet vous propose de découvrir leur multitude d'activités !

CANOE LE MOULIN
www.canoelemoulin.fr
 Venez découvrir un site splendide au pied des Cévennes ! Plusieurs parcours allant de 3 km à 17km pour le plus long (5h)

PRÊT À DÉCOLLER ?
 renseignez-vous
 Gagnez de nombreux lots en achetant votre logiciel compta-gestion Ciel by Sage.

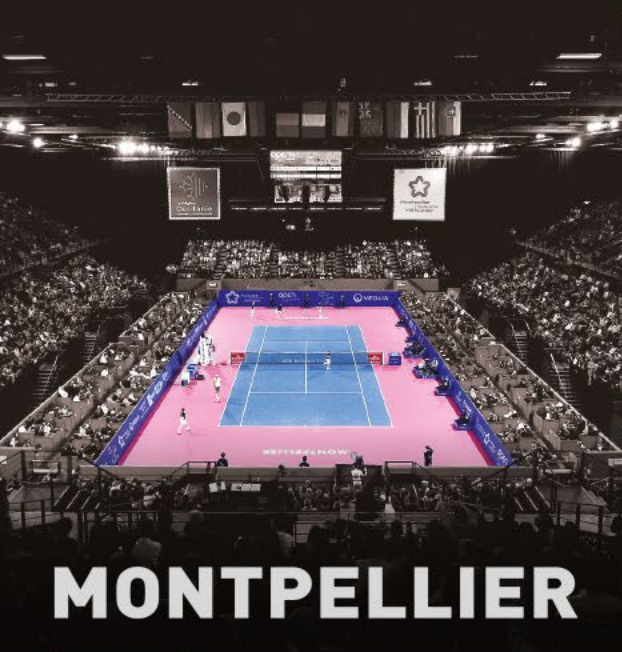
PRÉVOIR VOS OBSÈQUES
 documentation gratuite ici.
 Pensez y maintenant pour ne plus y penser demain. Financement à votre rythme.

SUIVEZ-NOUS

Ouvrir

Business Model Evolution & Innovation ?





MONTPELLIER



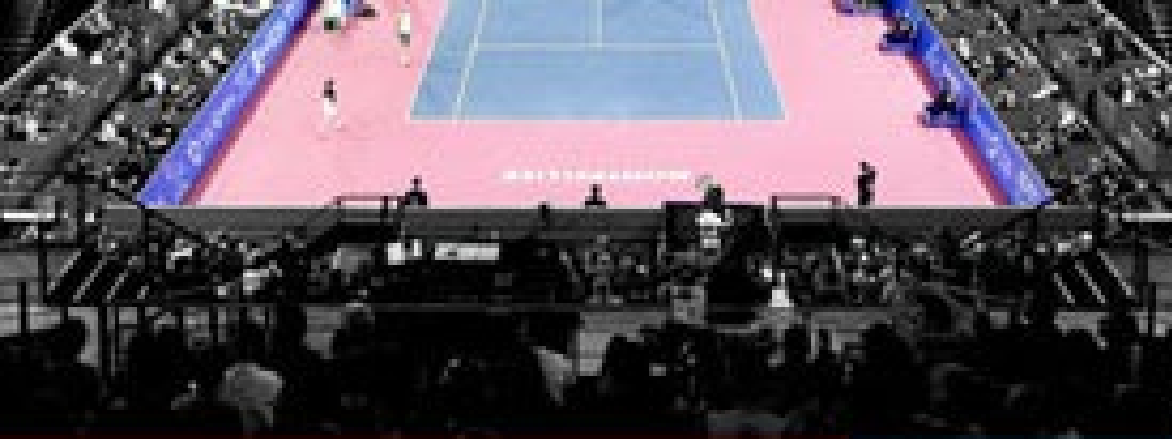
OPEN
Sud de France
3-10 FÉV. 2019
SUD DE FRANCE ARENA

250
ATP
 WORLD TOUR™

**ENTREZ
 DANS L'ARENE**

WWW.OPENSUDDEFRANCE.COM





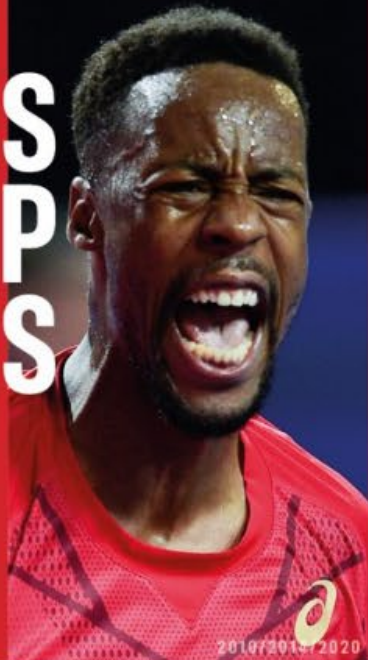
2018



02-09
FEV.
|
2020



NOS
CHAMP
-IONS



21 FÉV
— 28 FÉV
2021

OPEN
* Sud de France



SUD DE FRANCE ARENA
MONTPELLIER



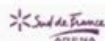
LEUR
ARENE

Diffusé sur
via Occitanie

ATP
250



HEAD



WWW.OPENSUDDEFRANCE.COM



Gael MONFIS
2010 / 2014 / 2020



David GOFFIN
2021



Alexander ZVEREV
2017

NOS CHAMP -IONS

OPEN
* *Sud de France*



LEUR ARENE

SUD DE FRANCE ARENA
MONTPELLIER

ATP
250

30 JAN — 06 FÉV 2022



FUTURE ?



New place (stadium) and new business model ?



Competencies ?



Reputation – relation Construction ?



To pay the players (the central offer) you need money !



Coopetition / Resource-Supplier ?



Midi Libre

Accueil > Sport > Tennis

Tennis : la Métropole de Montpellier arrête son financement pour l'Open Sud de France qui se retrouve en grand danger



Actu > Occitanie > Hérault > Montpellier

Montpellier. Christian Assaf : "L'Open Sud de France tarde à trouver son modèle économique"

Si la 14e édition de l'Open Sud de France devrait se dérouler du 28 janvier au 4 février, l'avenir du tournoi ATP250 de Montpellier est particulièrement incertain.



YOUR DIFFICULTIES

The business of Public Relations

Entertainment = people !

ROI for your customer...

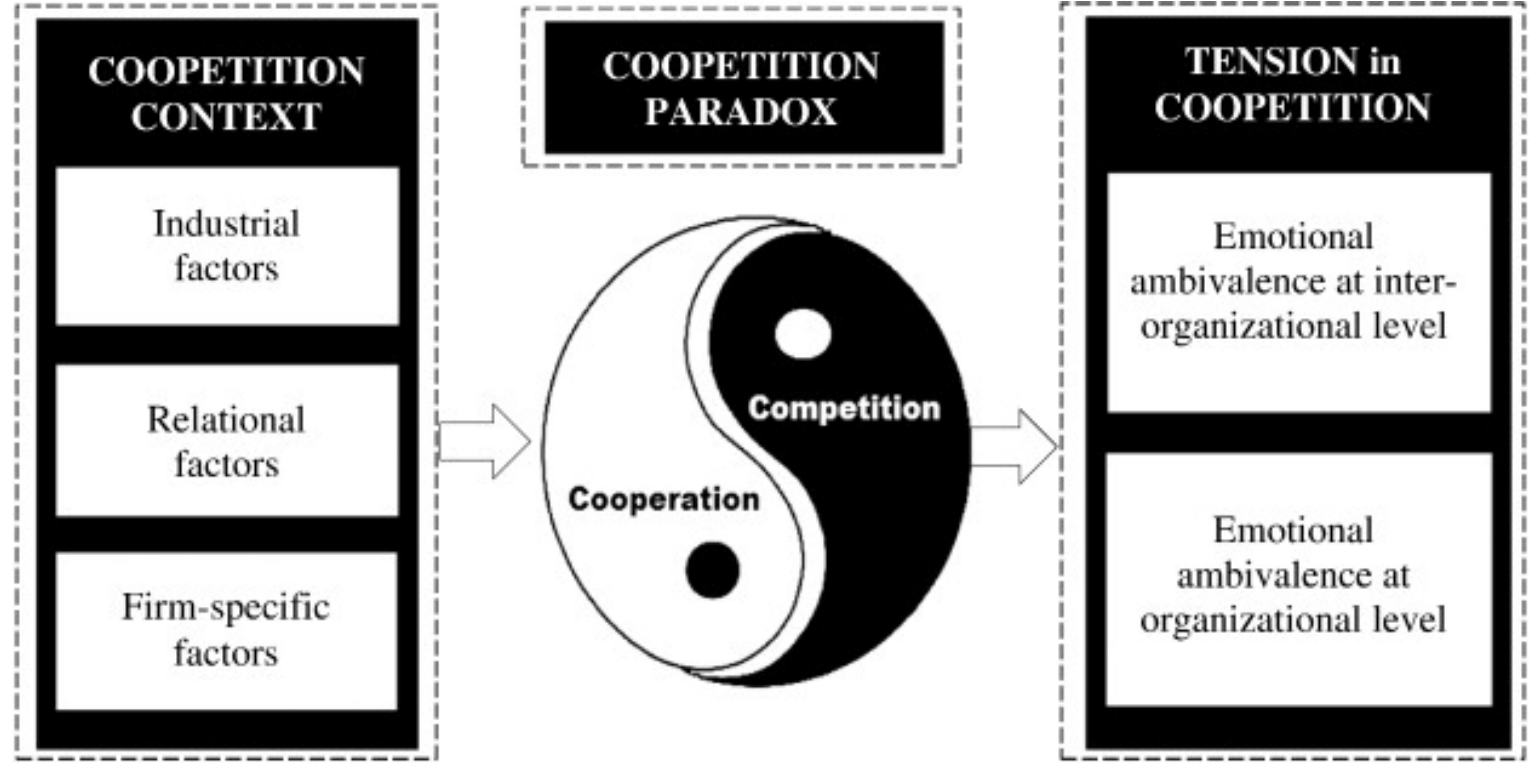
PR Brand = VIP Event, is it possible ?

... the place to be

— THE —
PLACE
TO
MEET

DUSTIN HOFFMAN ROBERT DE NIRO
WAG THE DOG

A comedy about truth, justice and other special effects.



NETWORKING ?

OPEN PARC
AUVERGNE-RHÔNE-ALPES
LYON



Unique Iconic Natural place
Parc de la Tête d'Or - Lyon

1st clay french ATP Event before Roland Garros
Ideal preparation for players
Fans and partners amazing tennis experience



The Open Parc Auvergne-Rhône-Alpes or the return of top-level tennis in Lyon!

Qualified as one of the best ATP 250 tournaments, this outdoor clay tournament hosted in the first three editions international players including several players in the world top 20: Dominic Thiem, John Isner, Juan-Martin Del Potro, Jo-Wilfried Tsonga, Thomas Berdych, Nick Kyrgios, Roberto Bautista Agut, Denis Shapovalov, Felix Auger-Aliassime, Richard Gasquet ...

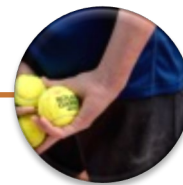
This tournament is undoubtedly the new appointment of tennis in France.



More than 50 hours
broadcasted on TV



42 ATP Tournament (250) in the
World



Only 4 in France : *Open Sud de
Montpellier, Open 13 Provence,
Open de Moselle et Open Parc
Auvergne-Rhône-Alpes*



More than 280 millions of
contacts

A UNIQUE SITE

The Open Parc Auvergne-Rhône-Alpes took place in the heart of the Tête d'Or Park, an emblematic place in Lyon – an iconic place to play tennis.

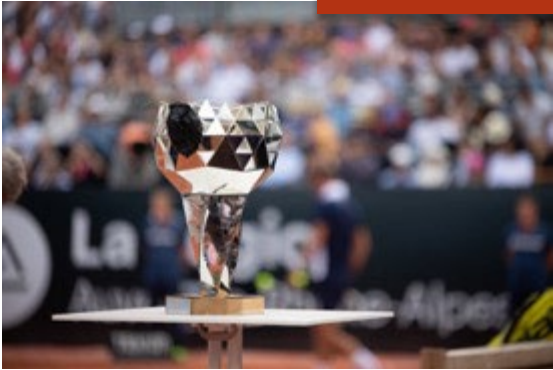
This park which is the 1st Urban Park of France has been transformed in just two weeks to accommodate center court, VIP village and to host the tennis lovers.

This site was a great success with both partners and players who have not stopped saying that the frame was unpublished !

- Center court of **4500 seats**
- **4 courts**
- One VIP village of **2500 m2**
- Many playful and interactive animations
- **Private boxes** and VIP seats
- **Premium** public relation operations
- An eco-citizen and societal dimension



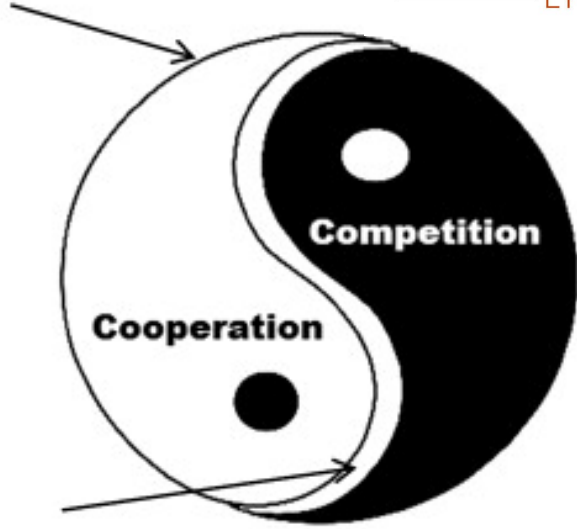
THE TOURNAMENT







Strength of external boundary



Size between internal boundaries

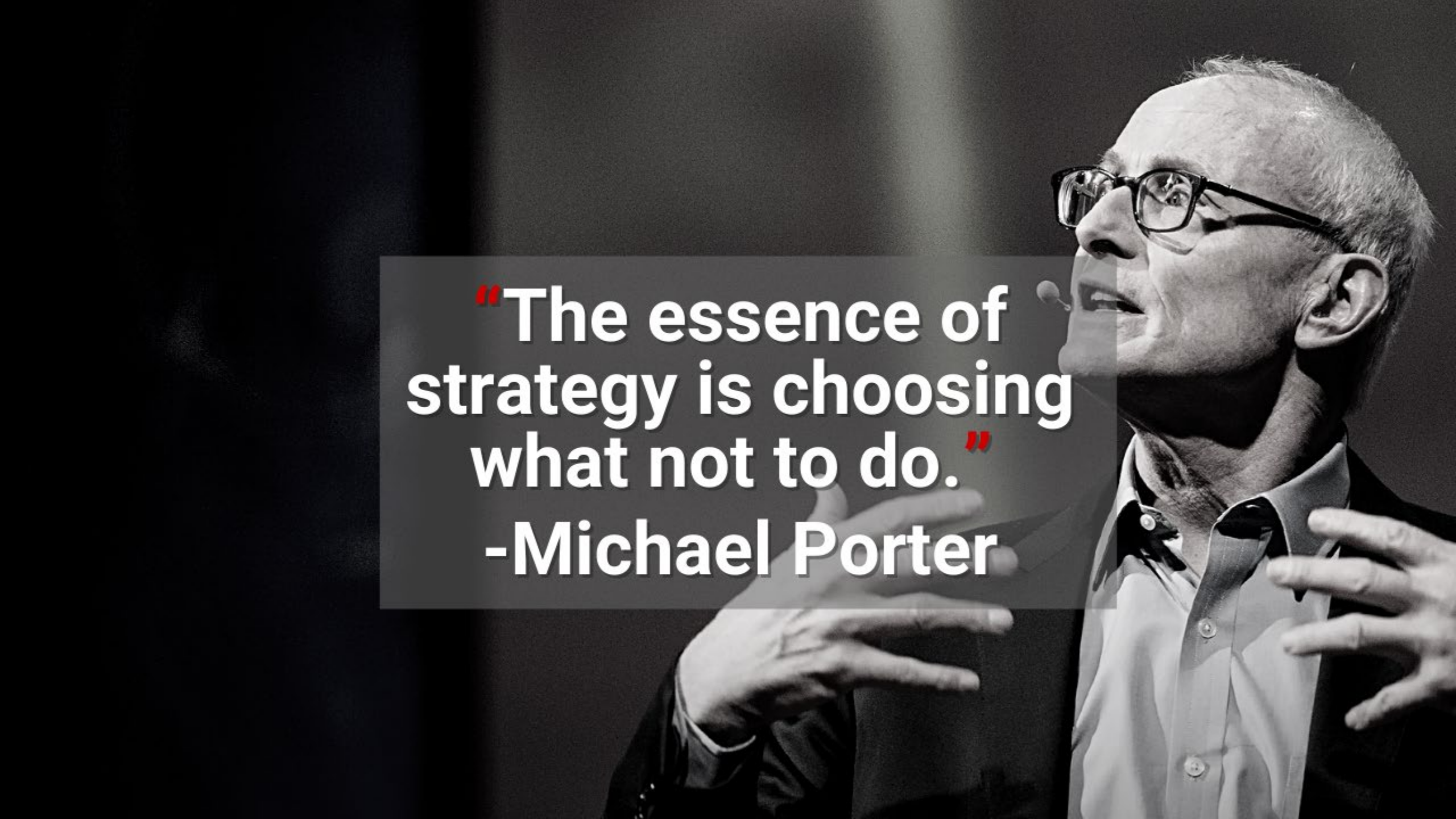
OPEN PARC
AUVERGNE-RHÔNE-ALPES
LYON

www.allin.academy

* TENNIS *

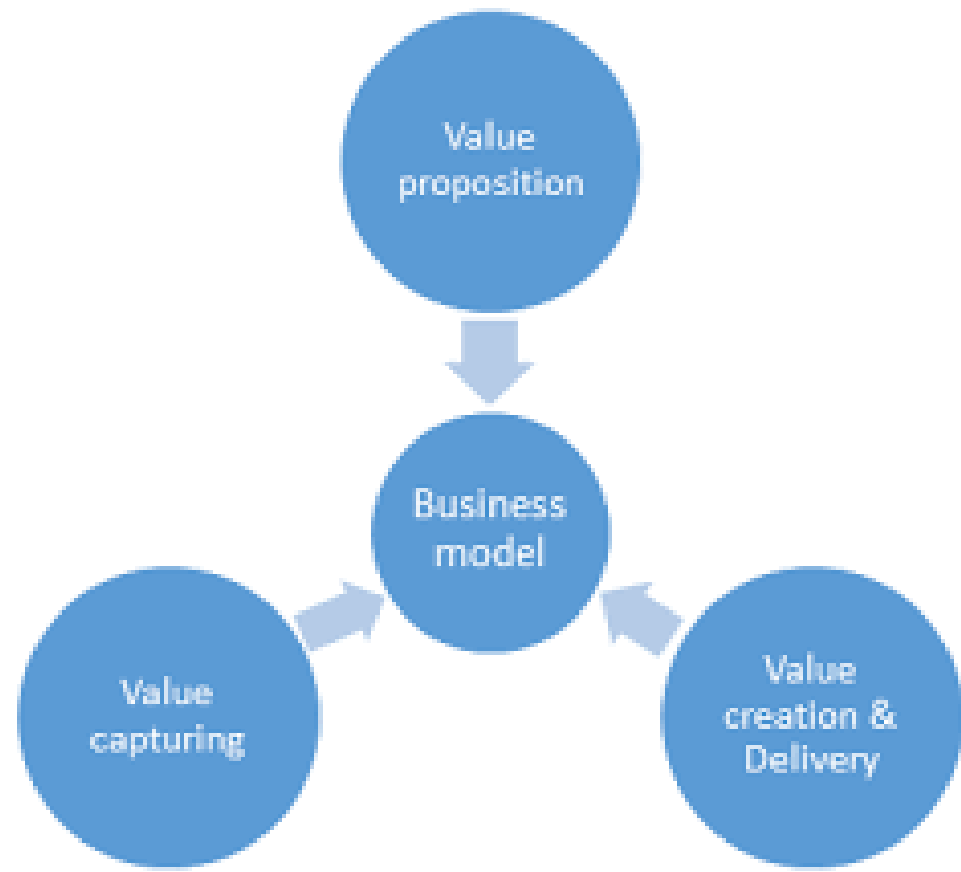
#allinacademy



A black and white photograph of Michael Porter, an older man with glasses, wearing a light-colored button-down shirt and a dark jacket. He is looking upwards and to the right, gesturing with both hands as if speaking. A small microphone is clipped to his shirt. The background is dark and out of focus.

**“The essence of
strategy is choosing
what not to do.”
-Michael Porter**







A hand in a dark suit jacket and light blue shirt cuff holds a small, glowing blue globe. The background is a dark blue world map. The text "Think global, act local." is written in white, glowing font across the center of the image.

Think global, act local.

Orchestrating



**Dynamic Capability
Building**



**Asset Management for
Ecosystems and Platforms**

Structuring, Bundling and Leveraging



**Organization Design
and Evolution**



**Emerging and New
Business Model
Design**