

Strategic Management and Advanced for sports organizations

Lecture 5

Summer School

SPORT EVENT MANAGEMENT



Lionel Maltese
Maître de Conférences Aix Marseille University – CERGAM IAE Aix-en-Provence - #OIMS Laval University Canada
Associate Professor Sport Business Management, Kennesaw State University
Delegate Manager Marseille – Lyon ATP250 - Senior consulting sport business management

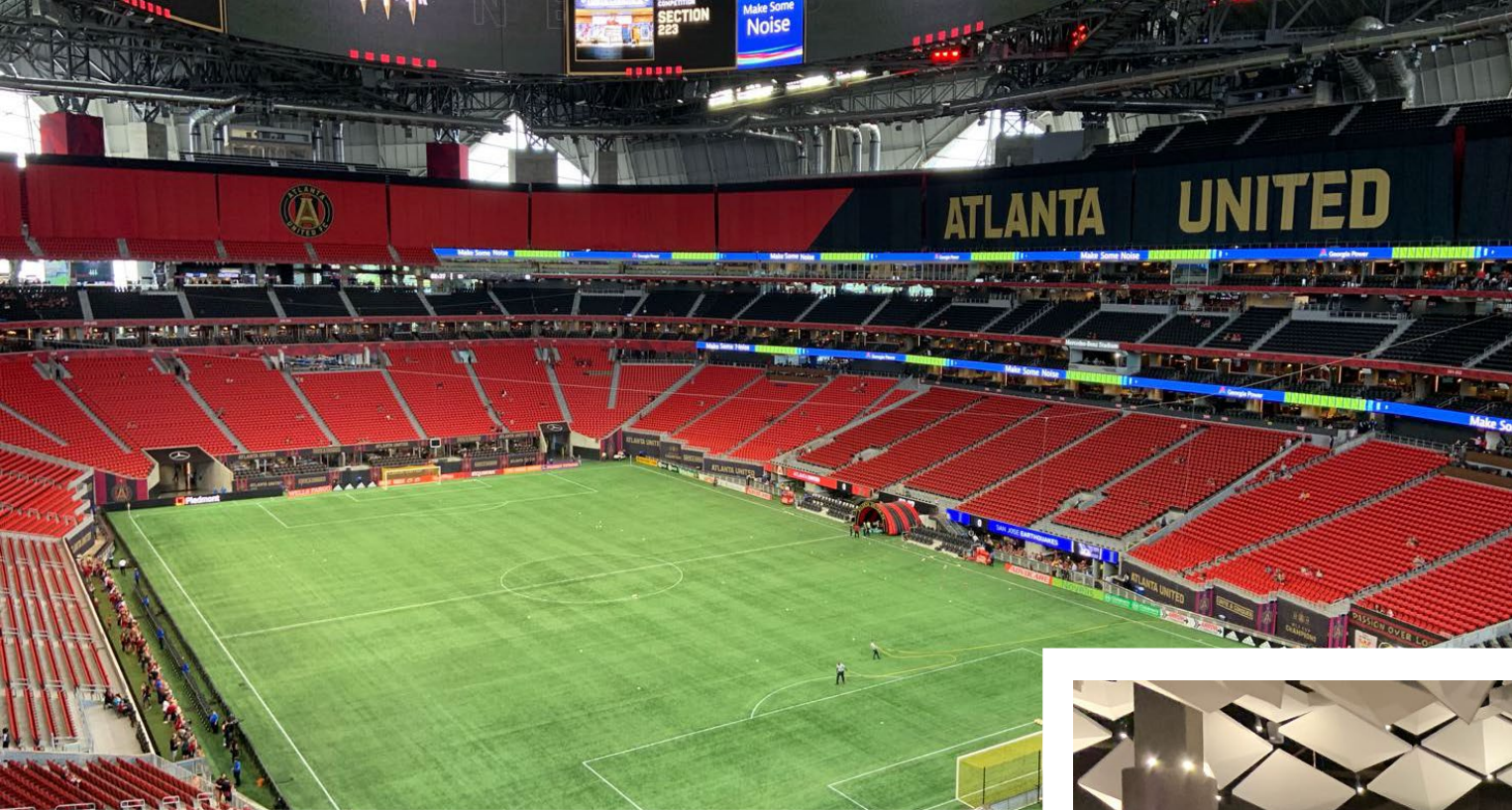
Twitter : @lionelmaltese



MERCEDES-BENZ STADIUM

ALL-ACCESS







2023 NFL INTERNATIONAL GAMES



WEMBLEY STADIUM



VS



ATLANTA FALCONS

JACKSONVILLE JAGUARS

OCTOBER 1, 14:30 BST

TOTTENHAM HOTSPUR STADIUM



VS



JACKSONVILLE JAGUARS

BUFFALO BILLS

OCTOBER 8, 14:30 BST



VS



BALTIMORE RAVENS

TENNESSEE TITANS

OCTOBER 15, 14:30 BST



FRANKFURT STADIUM



VS



MIAMI DOLPHINS

KANSAS CITY CHIEFS

NOVEMBER 5, 15:30 CET



VS



INDIANAPOLIS COLTS

NEW ENGLAND PATRIOTS

NOVEMBER 12, 15:30 CET



WEEK 9



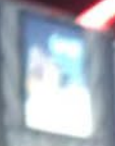
€ 10,00
€ 11,00
€ 10,00



ADLER HÖRNE

Item	Price
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Item	Price
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RIDLEY
18

BONMAN
53

HILL
10

CHIEFS
ENTER

DKV VISA FedEx



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DKB VISA FedEx L'OREAL DB





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3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

LEADER

187

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AVG 3.5

TD 0

CHIEFS KINGDOM

32









NFL SHOP
powered by VISA

NFL prefers
VISA

NFL SHOP
presented by VISA

FRANKFURT
AMERICAN FOOTBALL CLUB

VISA

1



WILLKOMMEN BEI DEN 2023 NFL

WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES

WELCOME TO THE 2023 NFL FRANKFURT GAMES

WELCOME TO THE 2023 NFL FRANKFURT GAMES

WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES

THE 2023 NFL FRANKFURT GAMES

DKB
Bank



TEAM JERSEYS

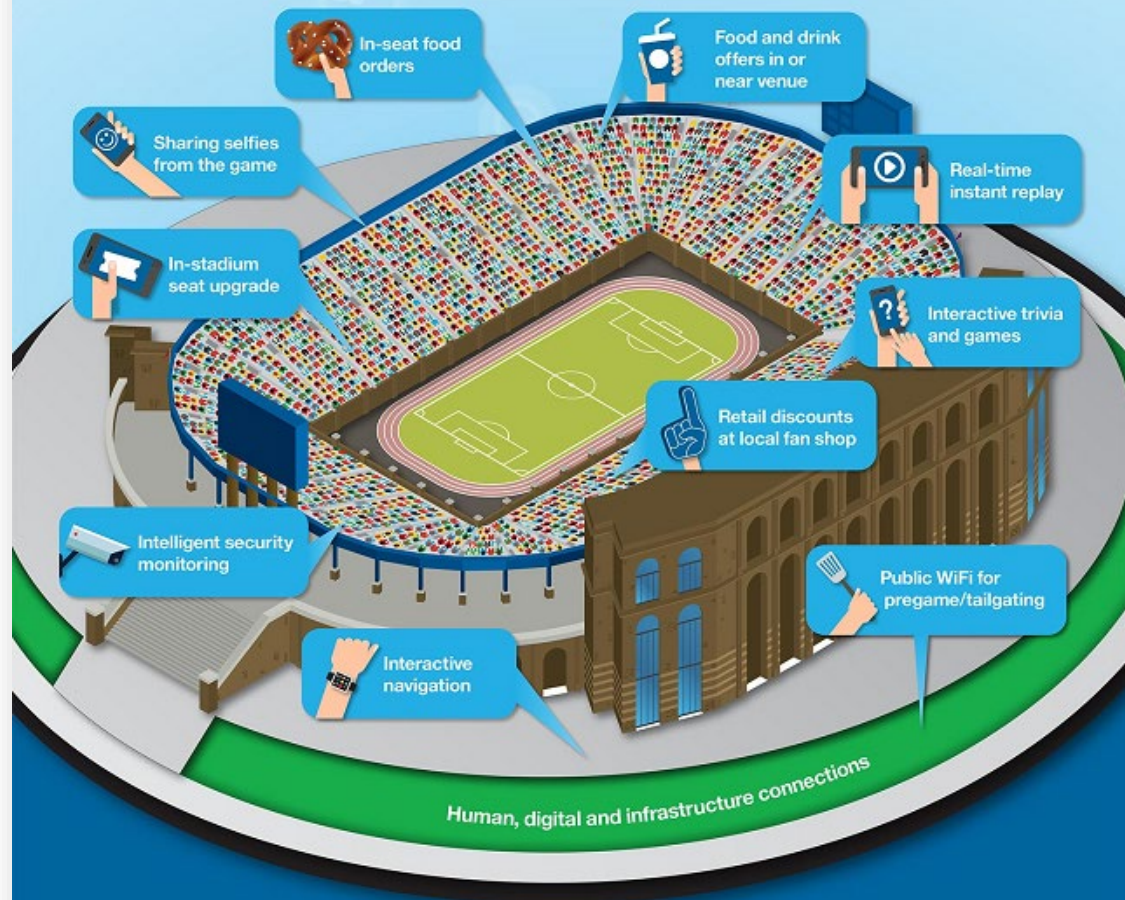
ACCESSORIES

THE OFFICIAL GEAR OF NFL SIDELINES



The anatomy of the Ultimate Fan Experience

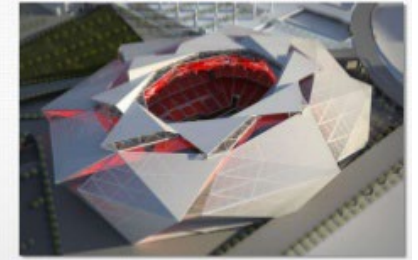
The fusion of design, strategy, technology and data to improve fan engagement, team performance, and venue optimization



Visit ibm.com/sports for more information



Atlanta Falcons Smarter Stadium



IBM Delivers First-of-a-Kind NFL Fan Experience with New Mobile Wireless Support for Atlanta Falcons

January 2015





SARAH

FELIX

MAX

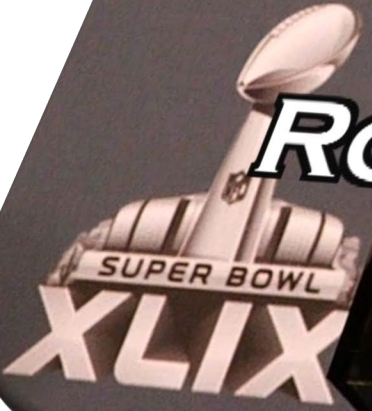
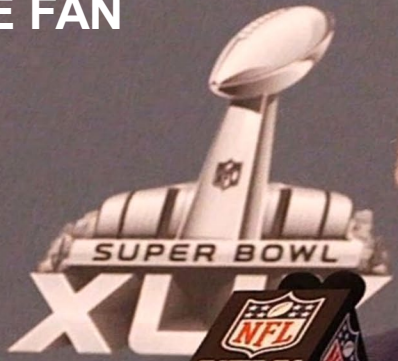
ENVOYER





KEY = THE FAN

KEY = THE FAN



ROBERT KRAFT
NEW ENGLAND PATRIOTS
OWNER

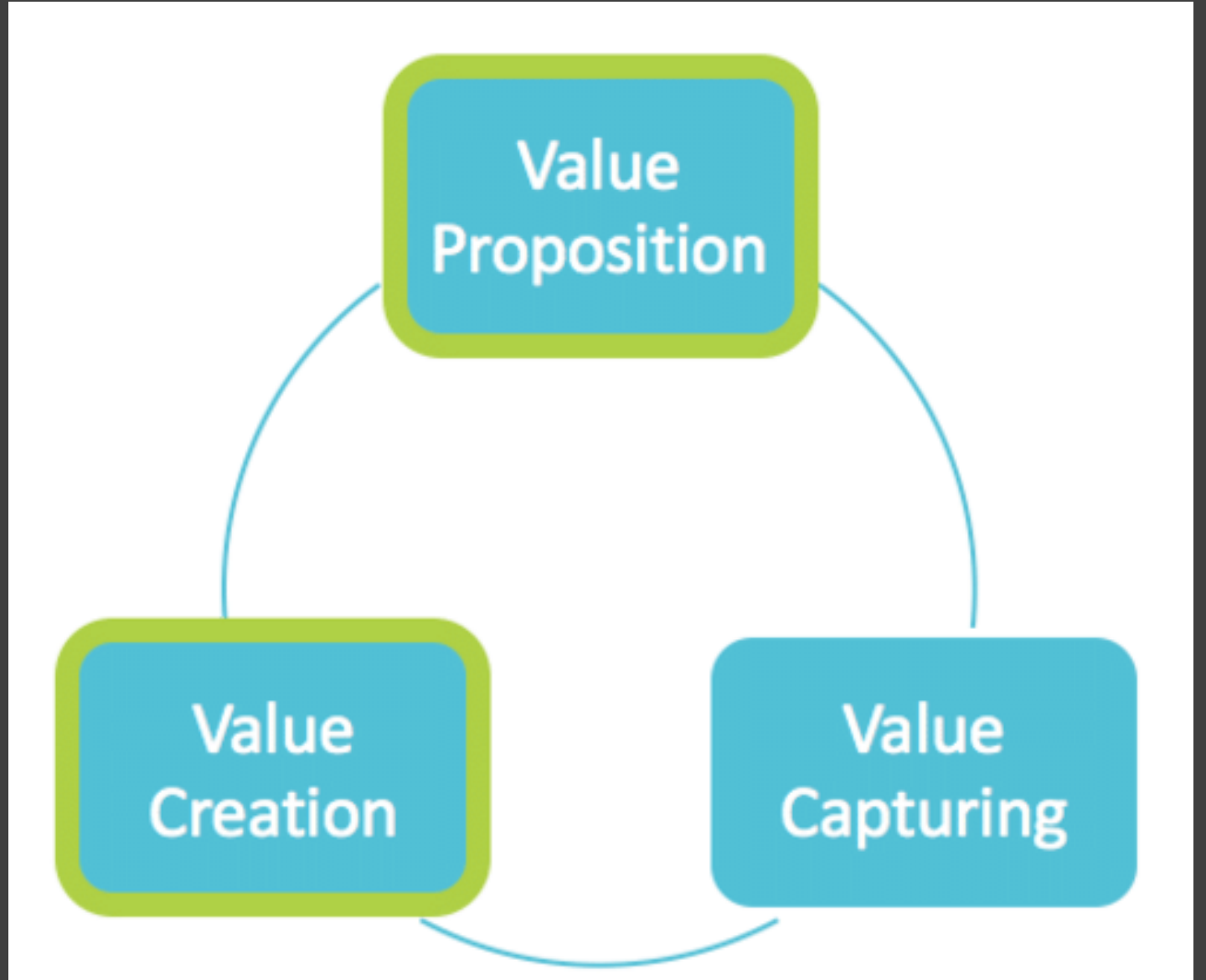
BOSTON
Herald





KEY = THE FAN



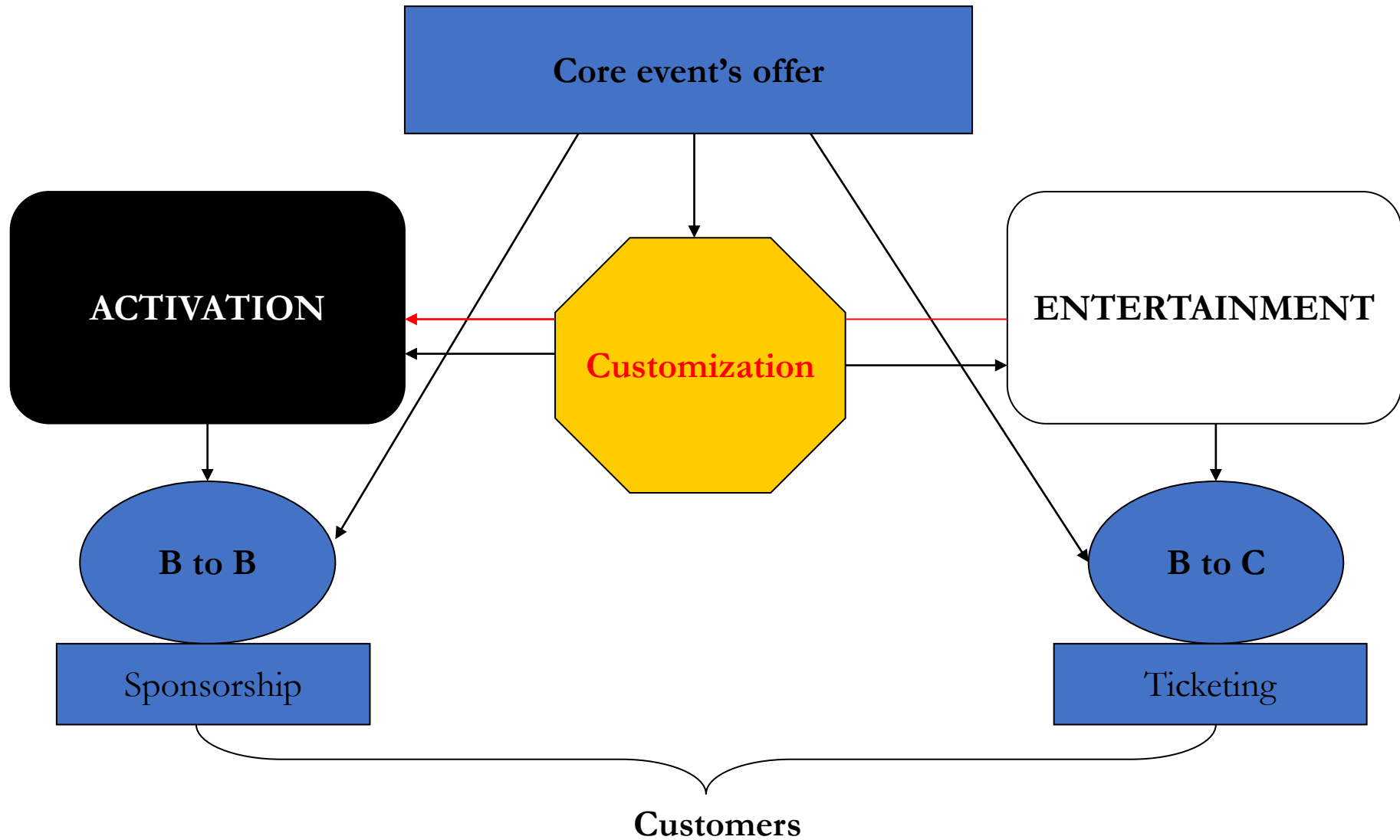




We don't sell wins or losses. The one thing you can't control in sports is which games you are going to win or which games you are going to lose. But what I could control was the experience the fans have.

Mark Cuban

Event offer and specificities





B to B : The Key !

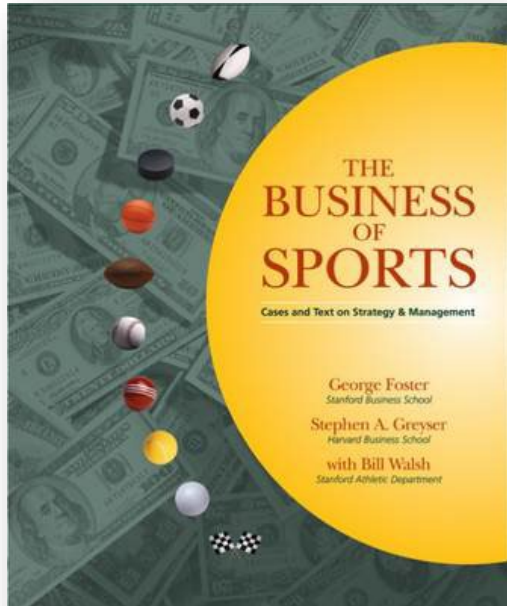
« Connect the fans to the brand »



B to C : The Key !

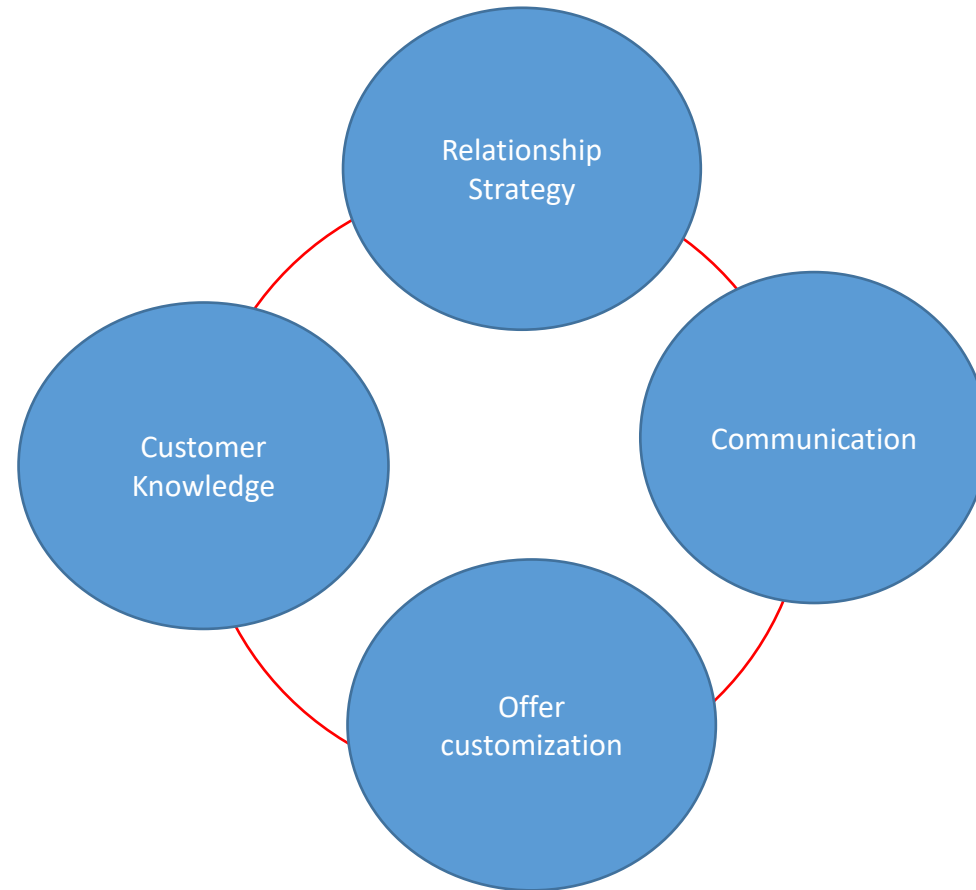
CRM + ENTERTAINMENT = FAN RELATIONSHIP
MANAGEMENT

Fans support for the system : the business of sports – a perspective from Harvard *(Stephen A. Greyser)*

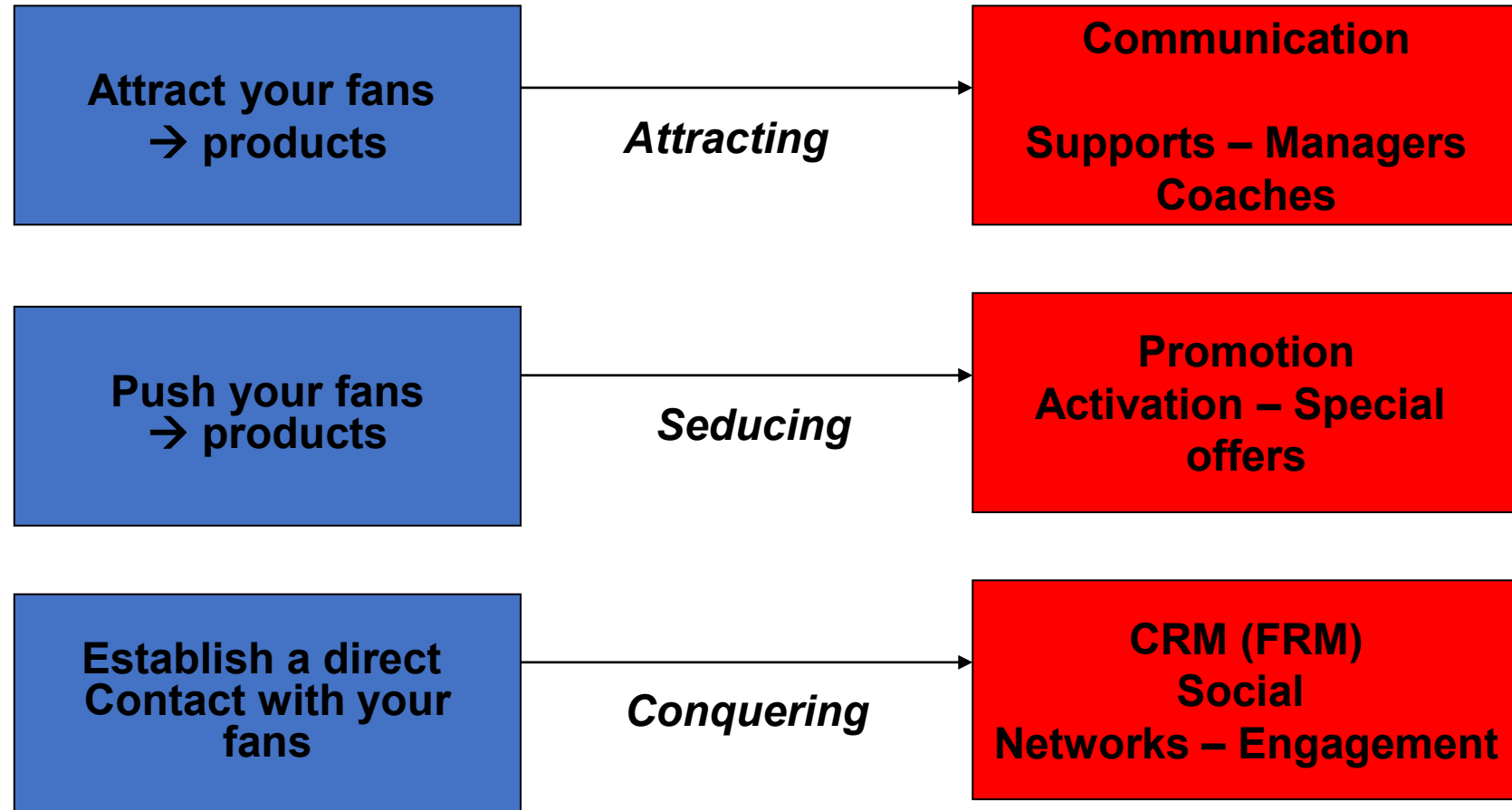


« **Fans are the foundation of the business of sports world.** They support the entire apparatus : with thier bodies at games ; with their eyeballs wathing on TV ; and with their wallets for tickets, for cable and pay-per-view fees, and for merchandise, publications, videos, fantasy leagues fees, and equipement, as well as the sponsors' products and services ».

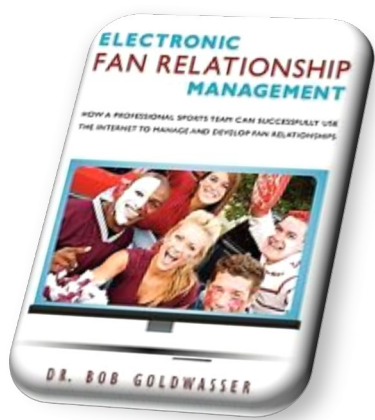
Relationship Marketing keys



Attracting – Seducing – Conquering your fans!



CRM Steps	Sports events ecosystem assets	Sports events ecosystem limitations	Recommendations
KNOWING	Core targets : practicers (clubs / federation) + sport goods consumers including media and social media	Invitations : public sponsors with free distribution contacting your targets !	Limitation of the invitations or tracking (or influencing) your sponsors for their invitations - distribution & selection
SELECTING	Motivational segmentation using your data basis	External ticketing distribution (digitick example) / needs for creating and managing your CRM -> FRM	Customers Information are not Customers Knowledge ! You have to work on your data creation and knowledge based assets...
CONQUERING	Using stakeholders communication channels (media, sponsors, « smart » cities, players !...)	Without IT strategy no interaction !	Coupling with servicing : parking, food, products, sponsors goods....
LOYALTY	Loyalty programs	Limitation of a one shot event / no external fans cards (ex : OM with fans associations)	Mobile strategy using your partner competencies (Cisco, IBM, Oracle, Apple, Orange....)



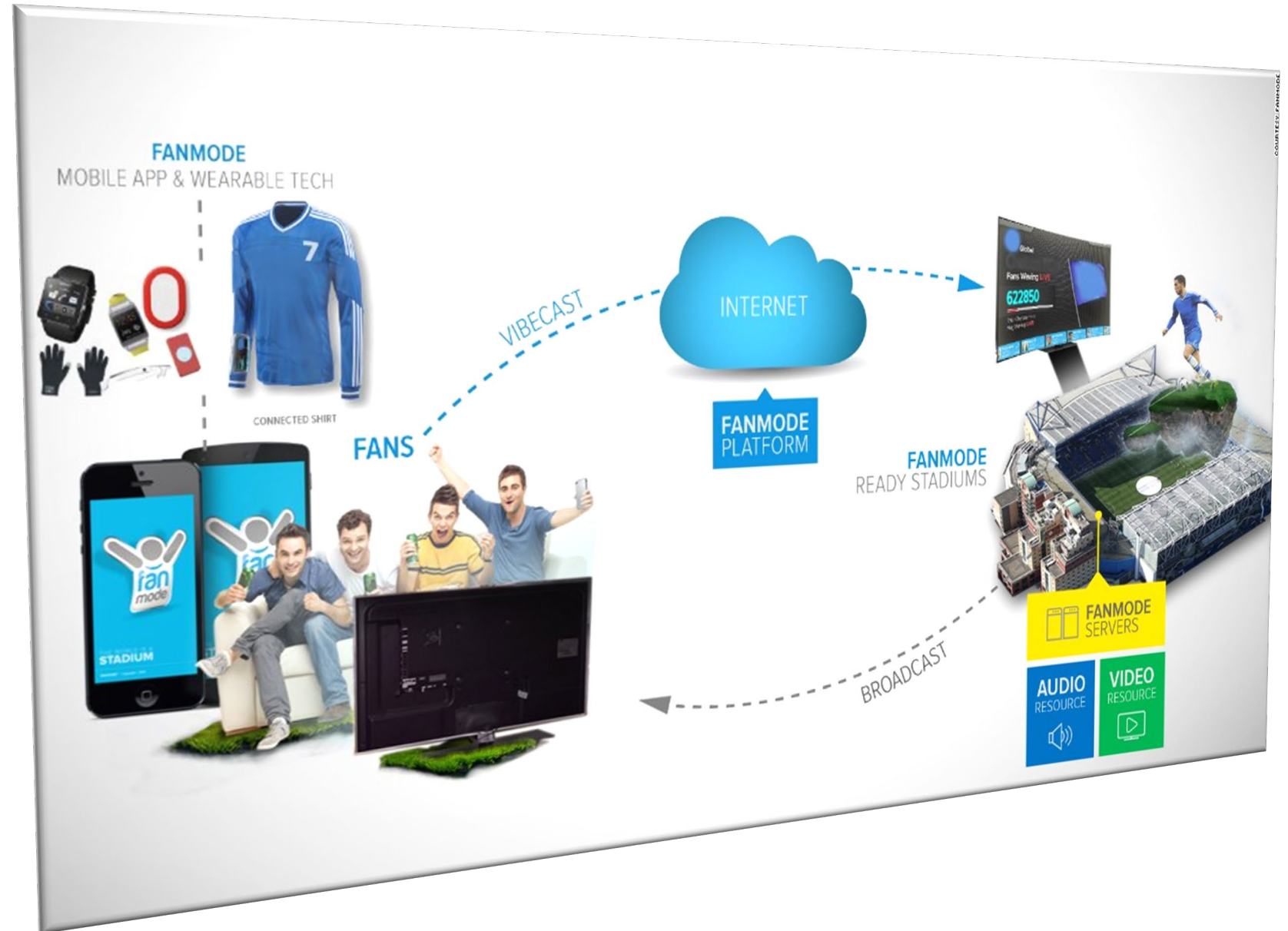
Fan Relationship Management ?

« In sport lack of relationships between fans and their clubs/events has led to empty stadiums, low merchandising, no sponsorship and no growth. Events adans clubs need to smell the coffee, change and benefit from their fans. They have to institute a Fan Relationship Management (FRM) program »

Fan Relationship Program

1. Fans identification using experience (Entertainment)
2. Fans Marketing Intelligence : from data to knowledge
3. Offer diversification
4. Fan Engagement
5. Customization and Yield management
6. Relational dynamics with fans using Loyalty programs

• → IT = FIRST FRM SUPPORT





\$12 billion / year spent on the purchase of tickets to than doubled over the past decade



Tickets prices have more than doubled over the past decade (US)



Hornets : « When no one is in that seat, not only do we lose the value of the ticket, we lose concession money, merchandising money, and program money »



Ticketing strategy : equilibrium between rentability and fill rate

Tactics used
by sports
organizations
in the
United States
to increase
ticket sales

Flexible Ticket Pricing

1. *Quality* of the opposing team
2. *Time* : prices vary by different times of day, week, or season of the year or first round versus championship game or match
3. *Place* : prices vary by different seating locations



Money-Back Guarantees

1. Loyalty programs
2. Mini packs / fans groups (Sportainment)
3. Using top games to sell « garbage »



Web-based ticketing & servicing

1. E-commerce Tickets
2. Benchmark : US Major ski areas
3. Improving mobile tickets using IT scanning in your stadium
4. Connected arena & stadium



Possible fans segmentations (classical)

- Demographic variables :
 - Age : some categories by generation rather than random age bands
 - Gender : male or female
 - Ethnicity / culture
 - Family status : family size or family life cycle
 - Working status : income, occupation & education
- Geographic variables :
 - Location : where does the customer live ?
 - Population : What is the size of population where the customer lives ?
 - Density
 - Climate
- Psychographic variables :
 - Lifestyle : what type of lifestyle does the customer lead ?
 - Personality
- Behavioural variables ?
 - Occasion : when does fan attend games ?
 - Benefits : what are they seeking from the event – a winning team or entertainment ?
 - User status : current, lapsed, prospective or non users
 - Usage rate : frequency of attendance
 - Loyalty status : how loyal are they towards the team ?
 - Attitude : positive or negative ?

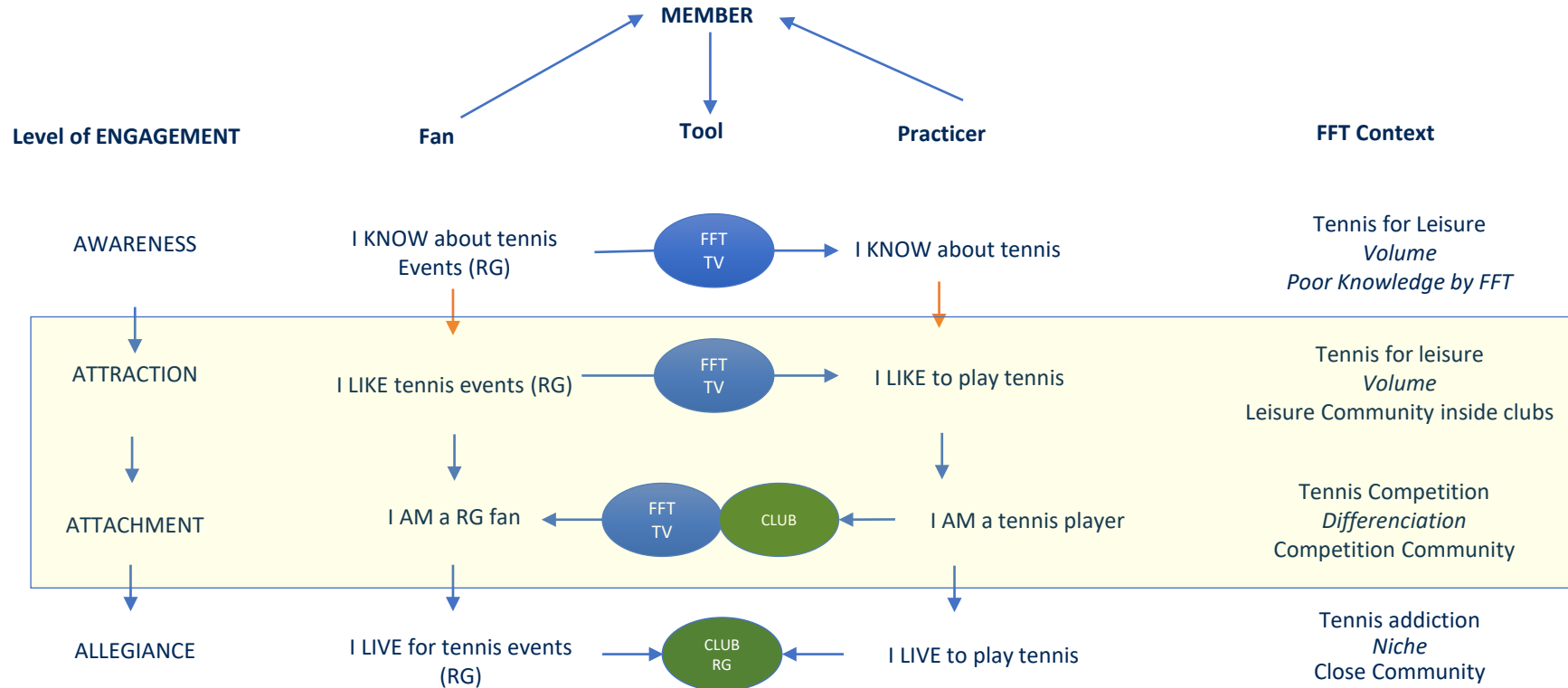
Other fans classification (Hunt, Bristol and Bashaw)

- **Fanatical fan** : always fans wearing jersey, enhancing atmosphere of the live event, added value for other fans.
- **Devoted fan** : at the games but also watch via media, general sports fans, they are willing recipients of exclusive content such as insider news or behind the scenes stories
- **Local fan** : local affiliation, city identification
- **Temporary fan** : seek unique « once-in-a-lifetime » and « money can't buy » experiences and will be attracted by big events, big names and star players.



« Phygital » strategy : Fans & Members Relationship Management

FFT Case Study



THE FUTURE OF THE SPORTS FAN



94% OF PEOPLE WATCH SPORT LIVE



AUGMENTED VIEWING



63% THINK THE ABILITY TO CHOOSE DIFFERENT CAMERA ANGLES WOULD IMPROVE THEIR VIEWING EXPERIENCE



40% OF PEOPLE THINK VIRTUAL REALITY HEADSET WOULD IMPROVE THEIR VIEWING EXPERIENCE



79% BELIEVE TICKETS TO SEE LIVE SPORTS ARE OVERPRICED



PRICED OUT



\$88 - THE AVERAGE SPENT ON FOOD AND DRINK BOUGHT VIA THE APP DURING SUPER BOWL 50 AT THE LEVI'S STADIUM



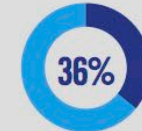
76% WOULD GO TO MORE LIVE SPORTING EVENTS IF TICKETS WERE CHEAPER



GAME CHANGERS



36% OF FANS FOLLOW NON-MAINSTREAM SPORTS



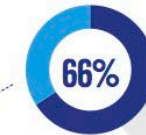
32% BELIEVE FOOTBALL WILL NO LONGER BE THE DOMINANT SPORT IN TEN YEARS' TIME



100,000 PEOPLE PLAY QUIDDITCH



PLAYING WITH PURPOSE



66% BELIEVE ATHLETES ARE ROLE MODELS



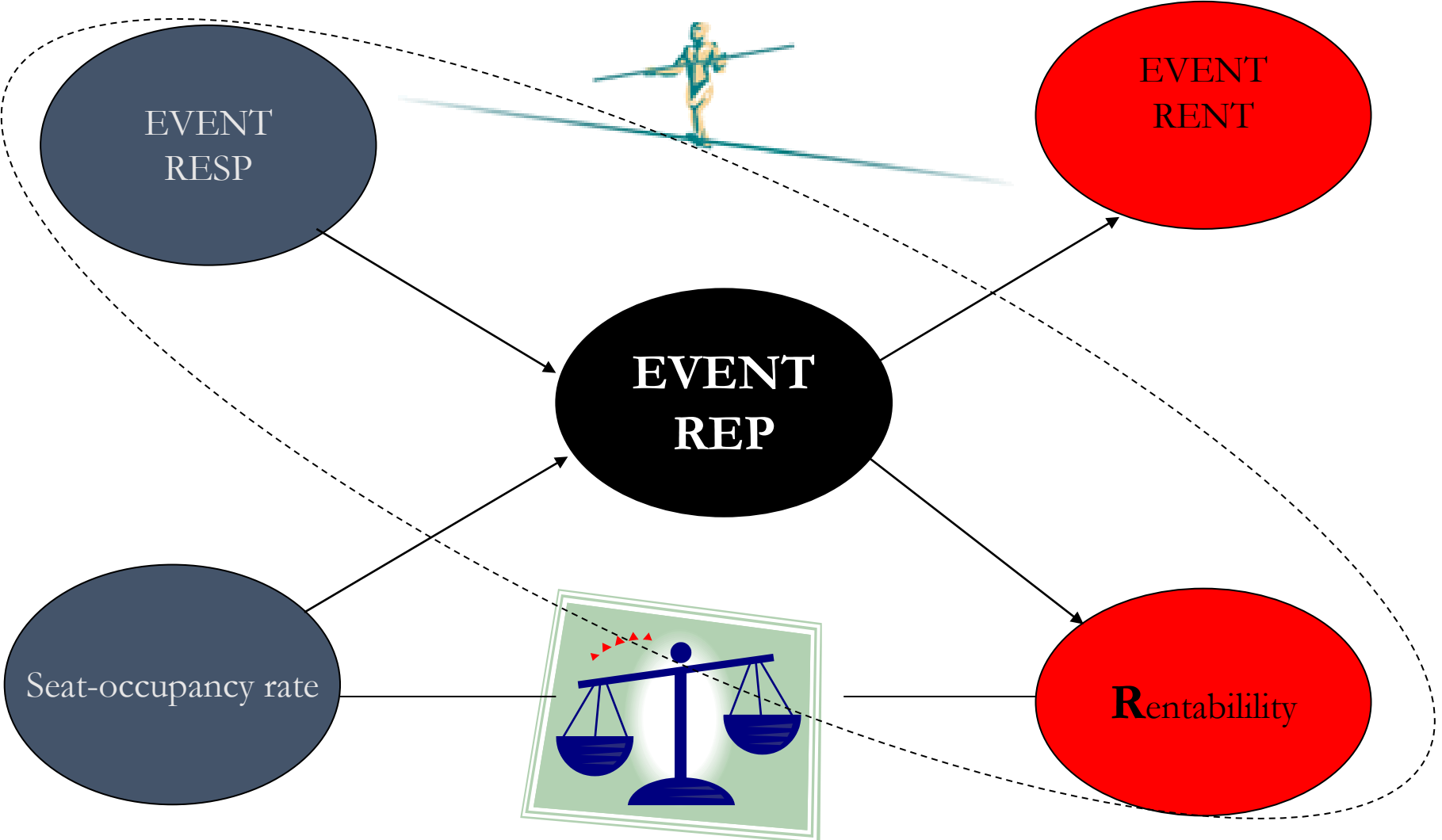
51% THINK 'SUPPORTING LOCAL COMMUNITIES' IS THE MOST IMPORTANT THING FOR A SPORTS TEAM TO DO



43% WANT TEAMS TO PUNISH DISCRIMINATORY BEHAVIOUR



Ticketing efficiency : Reputation – Rentability - Responsibility





- \$300
- \$300
- \$125
- \$125
- \$85
- \$50

ticketmaster



- Upper Tier
- Executive Box Level
- Club Level
- Lower Tier

CURRENT MATCH DAY TICKET PRICES

Emirates Upper/Lower Tier	Category A	Category B
Centre Upper	£100	£70
Centre Upper Back	£75	£53
Next to Centre Upper	£75	£53
Next to Centre Upper Back	£66	£47
Wing Upper	£66	£47
Wing Upper Back	£59	£41
Corner Upper	£66	£47
Goal Upper	£71	£50
Goal Upper Back	£59	£41
Centre Lower	£56	£38
Wing Lower	£51	£35
Corner Lower	£51	£35
Goal Lower	£51	£35
Family Enclosure		
Adults - Lower Tier	£51	£35
Adults - Upper Tier	£66	£47
Senior Citizen/Cannon Club - Lower Tier	£22	£15
Senior Citizen/Cannon Club - Upper Tier	£27	£20
Junior Gunners - Lower Tier	£19	£14
Junior Gunners - Upper Tier	£25	£18



Key

- = Platinum / Gold Members
- = Gold Members
- = Silver Members
- = Red Members
- = Existing Travel Club members
- = Arsenal Ticket Exchange
- = General Sale (no membership required)
- = Ticket information
- = Matchday Hospitality available
- = Travel information



		Arsenal vs Manchester City Carling Cup Tuesday, November 29, 2011, 20:00	 	= SOLD OUT
		Wigan Athletic vs Arsenal Barclays Premier League Saturday, December 3, 2011, 15:00	 	= SOLD OUT
		Olympiacos vs Arsenal UEFA Champions League Tuesday, December 6, 2011, 19:45	 	= BUY NOW
		Arsenal vs Everton Barclays Premier League Saturday, December 10, 2011, 15:00	 	= BUY NOW
		Manchester City vs Arsenal Barclays Premier League Sunday, December 18, 2011, 16:10		= SOLD OUT
		Aston Villa vs Arsenal Barclays Premier League Wednesday, December 21, 2011, 19:45		= 28-11-2011
		Arsenal vs Wolverhampton W. Barclays Premier League Monday, December 26, 2011, 15:00	 	= BUY NOW = 28-11-2011
		Arsenal vs QPR Barclays Premier League Saturday, December 31, 2011, 15:00	 	= BUY NOW = 01-12-2011
		Arsenal vs Manchester United Barclays Premier League Sunday, January 22, 2012, 16:00	 	= BUY NOW = 22-12-2011



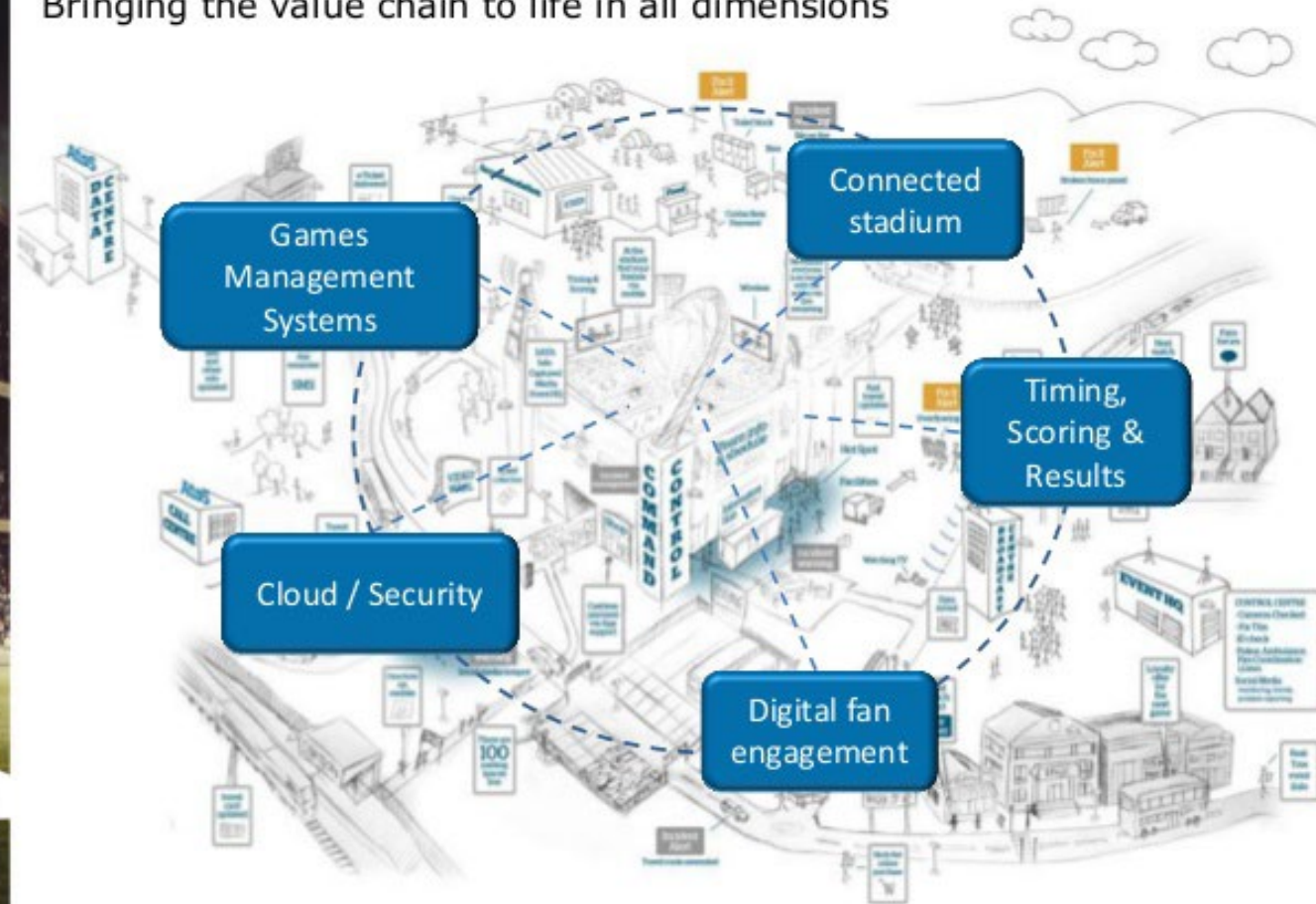
How to create your fan base ?

- On line tickets and product or services
- Games
- Social media
- Sponsors common customers and database
- Marketing surveys



At the core of the Sport Industry

Bringing the value chain to life in all dimensions



Enhancing the spectator journey before the match



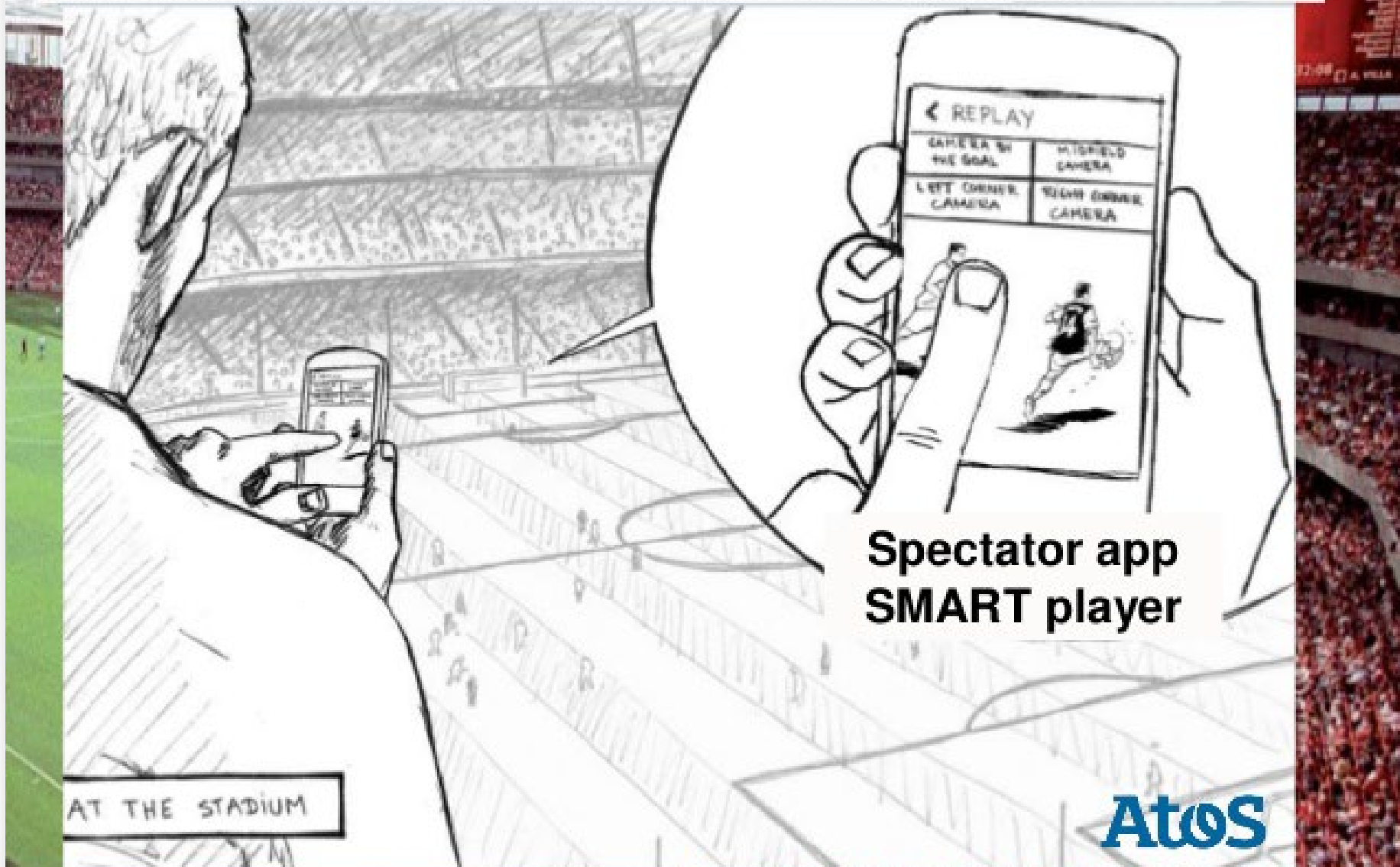
John receives a notification for the next match and books his ticket with his mobile wallet

Enhancing the spectator journey on match day



John goes to the stadium and presents the QR code on his smartphone

Enhancing the spectator journey on match day



The match starts, a player scores a goal
John watches again the player's goal

Enhancing the spectator journey on match day



Enhancing the spectator journey on match day

1

LIVE STADIUM
ONLY 30 MINUTES LEFT BEFORE HALF-TIME. CLICK TO ORDER YOUR SANDWICH NOW.
CLOSE OK

2

SANDWICHES

CHEESE SANDWICH	4.75€
SMALL SANDWICH	5.60€
BURGER	7.40€

3

← BACK
YOUR ORDER IS READY. COME AND PICK IT UP AT THE REFRESHMENT BAR.
QR CODE

AT THE STADIUM

Atos

Before half-time, John orders his food on his mobile and avoid queue

Enhancing the spectator journey on match day

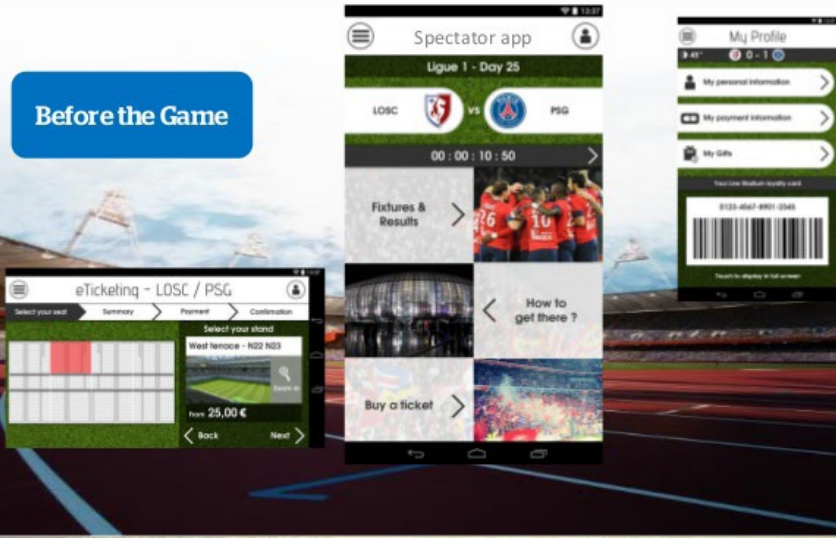


John buys his shirt with his 50% discount and pays with his mobile

Spectator app

Bringing the @home experience & offering extra services

Before the Game



reinventing digital fan engagement with spectator app

The application

Spectator app

Bringing the @home experience & offering extra services

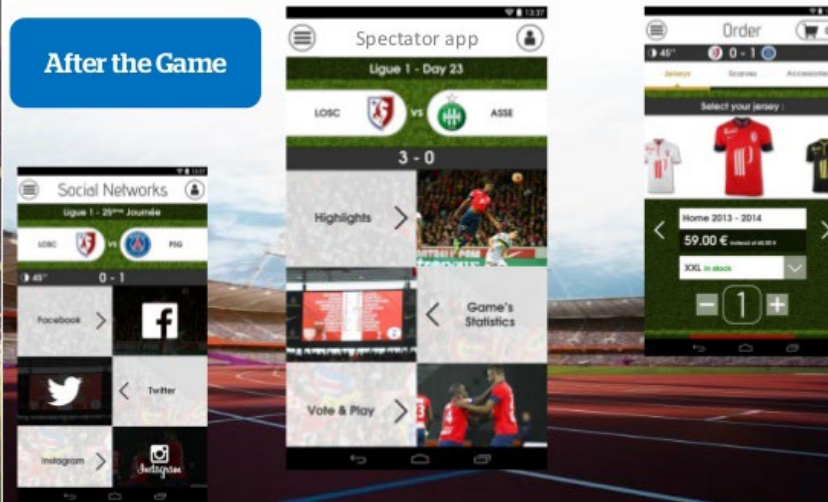
During the Game



Spectator app

Bringing the @home experience & offering extra services

After the Game



The Fan Journey Model

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Evaluating The Experience

At each point of the fan journey, measure the fan experience using Net Promoter (NPS) methodology. If a fan scores 6 or below, they will be a detractor and talk negatively about their experience. Those scoring 9 or 10 will talk positively about it (those scoring 7 or 8 won't say anything). The more fans that can be moved into the higher category, the more they will attend more games, arrive earlier, spend more and recommend the club to their friends and family.

- INFORMATION ON EVENT
- TWO WAY FAN ENGAGEMENT
- HANDLING FANS QUERIES
- GAME DAY BUILD UP CONTENT
- MASCOT PRESENCE

- RESEARCH
- AWARENESS OF GAMEDAY ACTIVITIES
- GAMEDAY INFO ON THE WEBSITE
- TICKET PRICES
- TRAVEL TO THE GAME
- ACCESS TO TICKET SALES OUTLETS (ONLINE / SHOP)
- eTICKETS
- EASE OF PURCHASE
- OFFERS
- COMMUNICATIONS

- VENUE SIGNAGE
- PARKING
- TRANSPORT OPTIONS
- DISTANCE TO STADIUM (I.E. WALKING)
- MAKING IT EASY TO FIND THE VENUE

- WELCOME
- FAN ACTIVITIES
- FAN ZONE
- VENUE SIGNAGE
- ACCESSIBILITY
- FINDING YOUR GATE
- GETTING INSIDE

- LOCATION / SIZE
- PROMOTION / OFFERS
- RANGE / VARIETY
- ITEM QUALITY
- FAMILY-FRIENDLY LAYOUT / ACCESS

- LOCATION
- VARIETY
- QUALITY
- PRICE
- DEALS
- AVAILABILITY

- PRE-GAME ENTERTAINMENT
- MASCOT
- FINDING YOUR SEAT
- VIEW /COMFORT
- EASE OF MOVEMENT
- TOILETS

- ATMOSPHERE
- ENGAGEMENT
- HALF-TIME ENTERTAINMENT
- MUSIC /PA / SCREEN

- FEEDBACK
- ENGAGEMENT
- SOCIAL MEDIA
- EMAILS
- FUTURE FIXTURES

- SPEED OF EXIT
- SIGNAGE
- FAREWELL
- ENTERTAINMENT

PEOPLE (PROACTIVE AND ENGAGING)

BEFORE GAME DAY

BUYING A TICKET

DIGITAL COMMS

HEADING TO THE GAME

OUTSIDE THE VENUE

BUYING MERCHANDISE

FOOD AND DRINK

PRE-GAME

DURING THE GAME

LEAVING THE VENUE

AFTER THE GAME

OPPORTUNITY FOR ADDITIONAL REVENUE



Servicing – Experience - Engagement



INSIDE

FRM : From Experience to Engagement

- Time
 - Waiting time before, During, After
- Information
 - Game/Players/performance...
- Social
 - Community/Groups/Food and Beverage,,
- Entertainment
 - Presenting/Players Entrance/Celebration/Animations

OFFICIAL FAN EXPERIENCE APP

DOWNLOAD



© photo5963 - Fotolia.com



Value Proposition / Creation / Capturing

OUR PLATFORM MAKES SPONSORSHIP ACTIVATION EASY AND COST-EFFECTIVE

CURRENT
EVENT
SPONSORSHIP



SPONSORSHIP IQ ACTIVATION PACKAGE

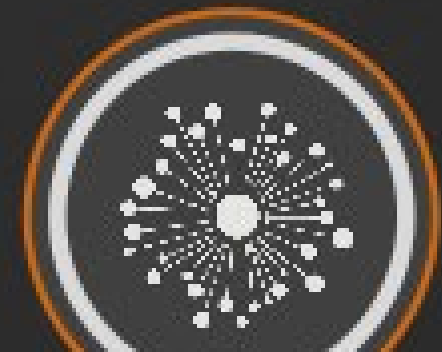
AMBASSADOR
ACTIVATION



CONTENT
ENGAGEMENT



ONLINE
AMPLIFICATION

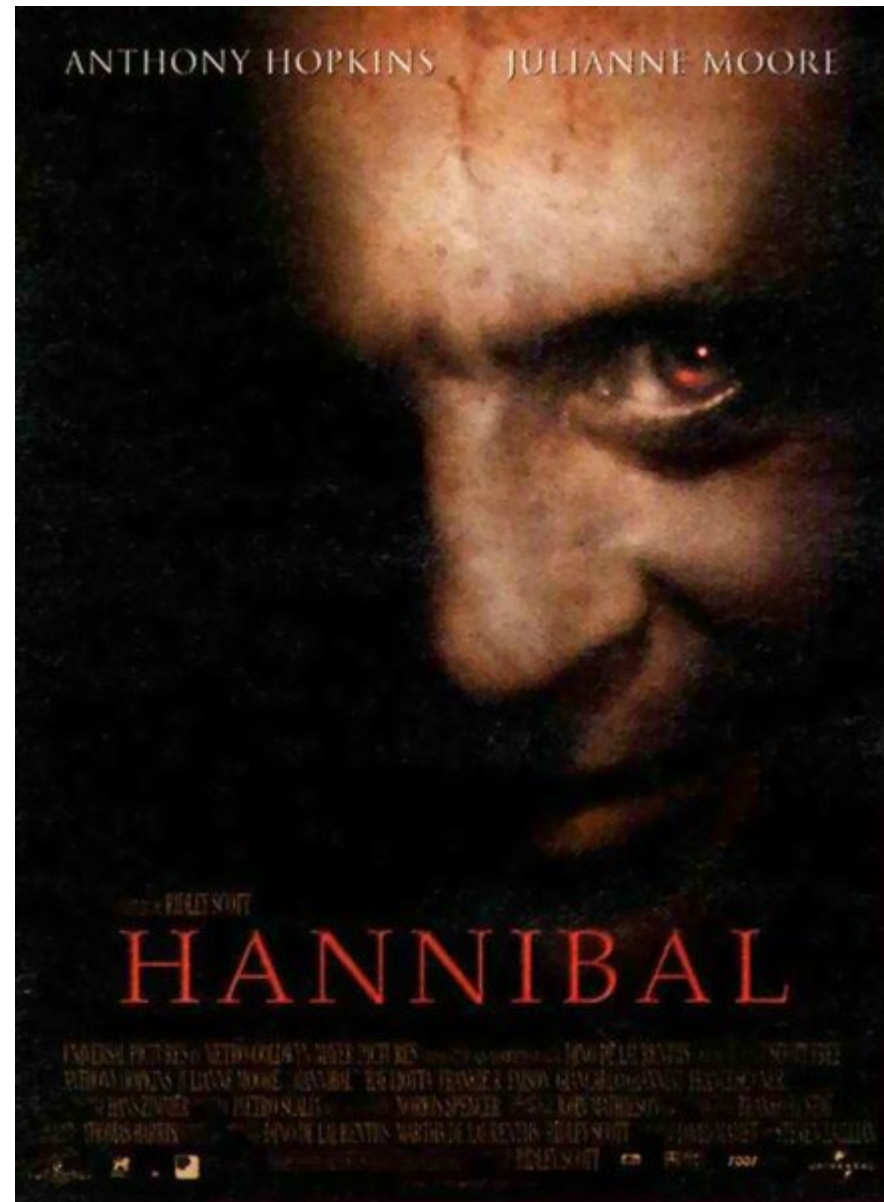
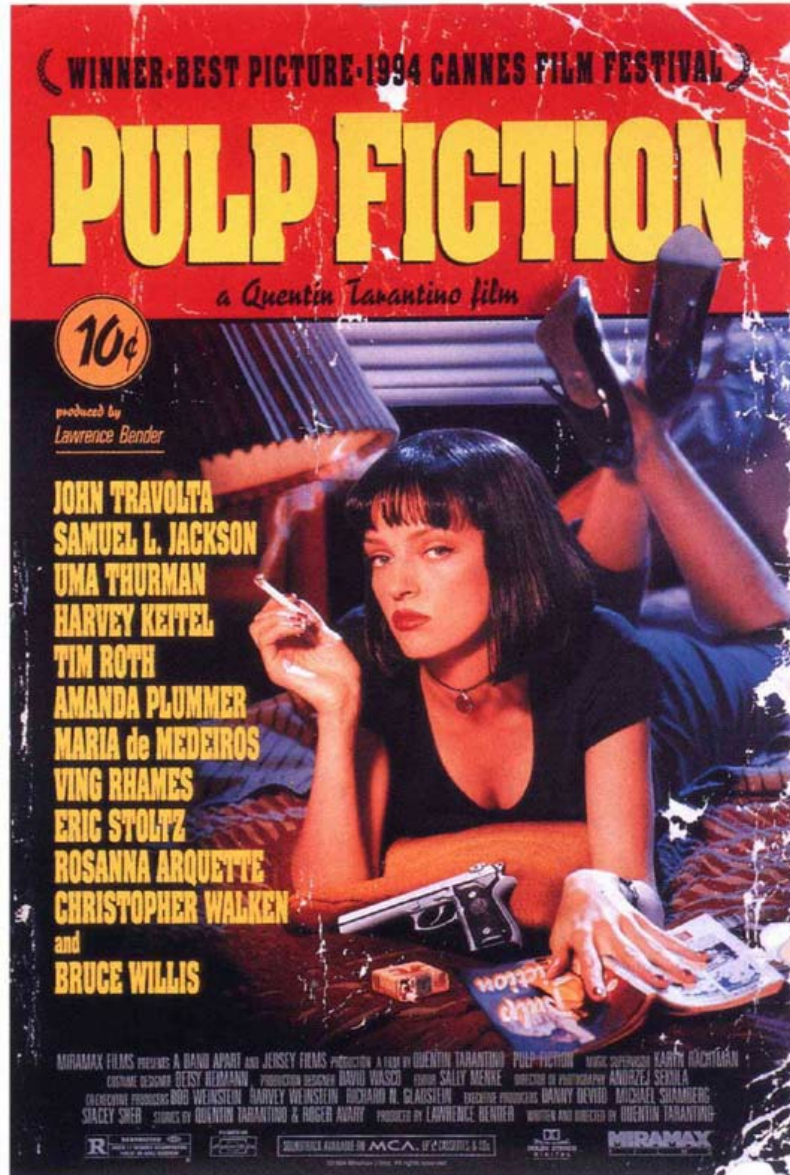


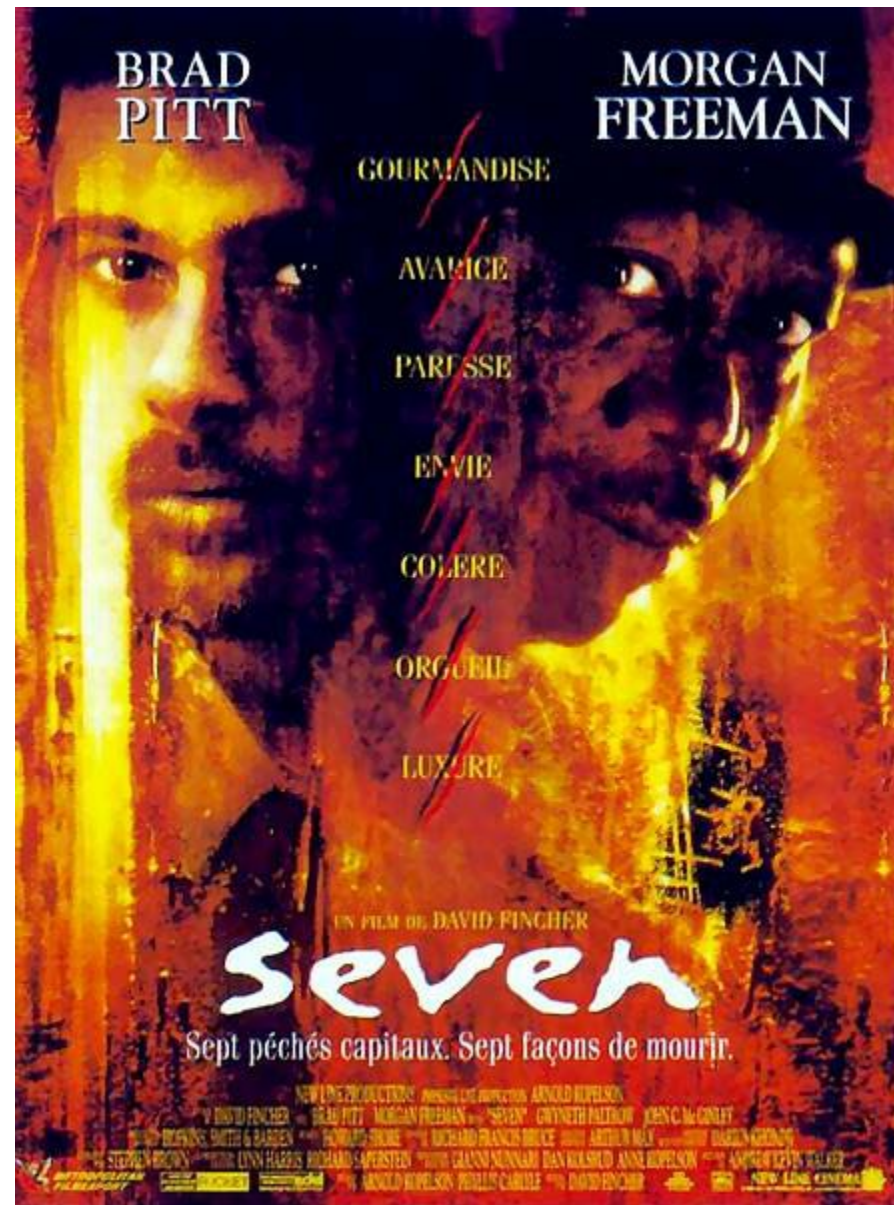
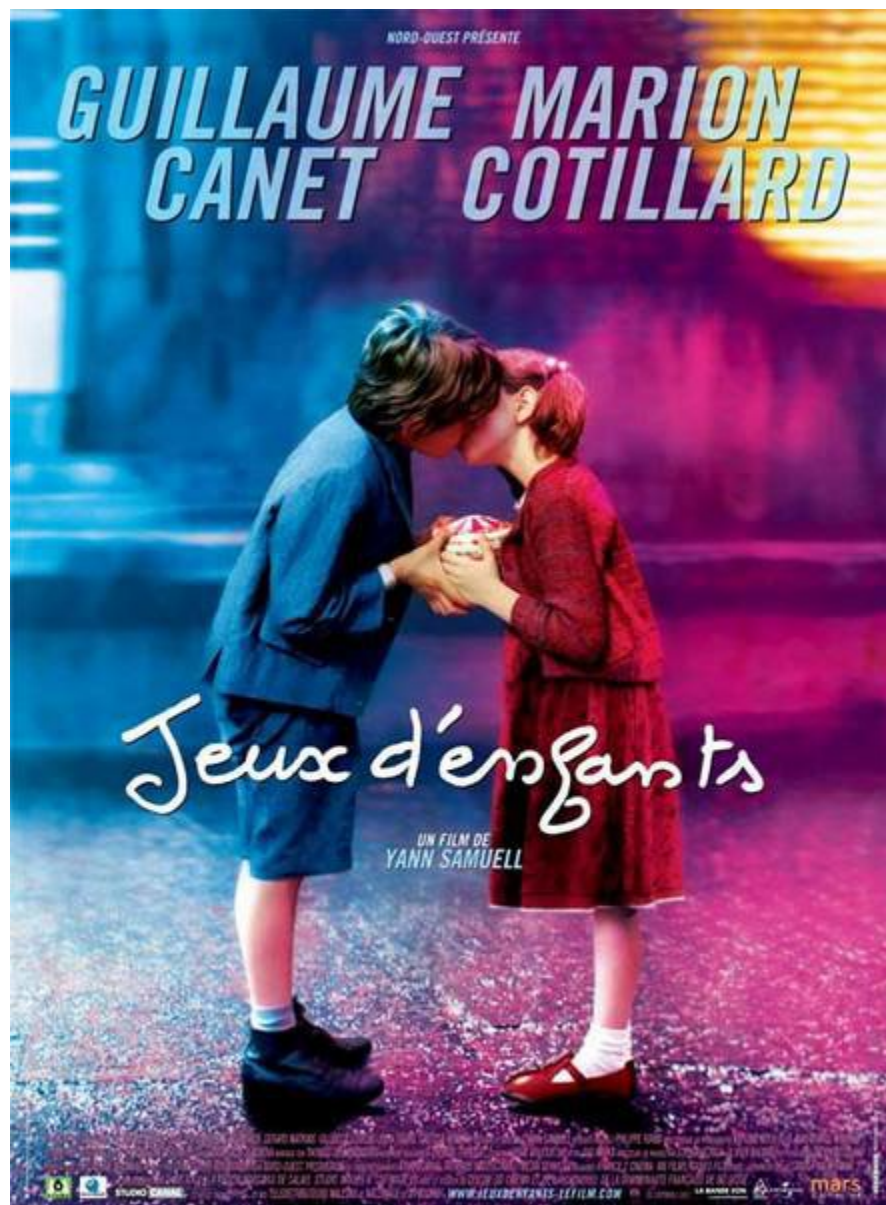


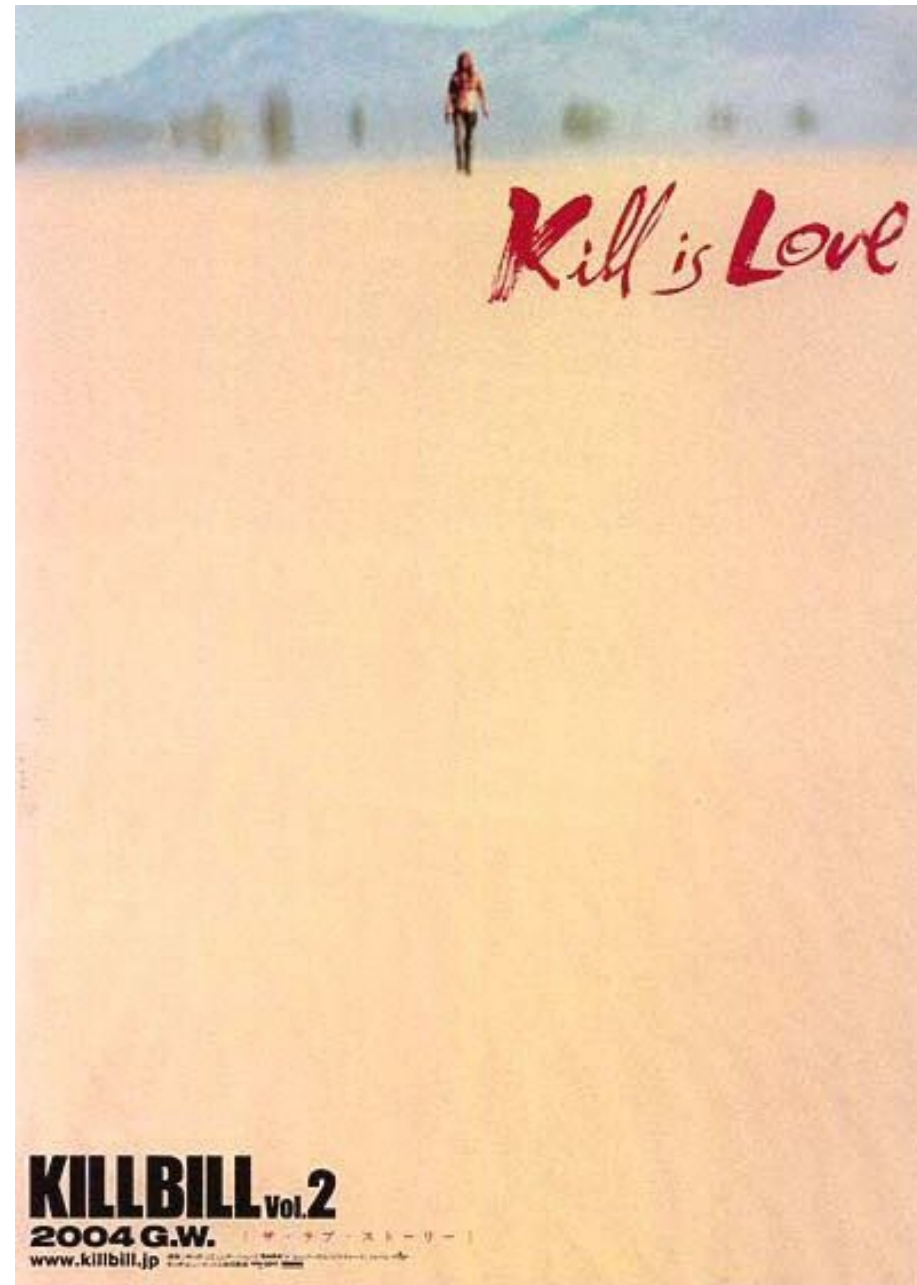
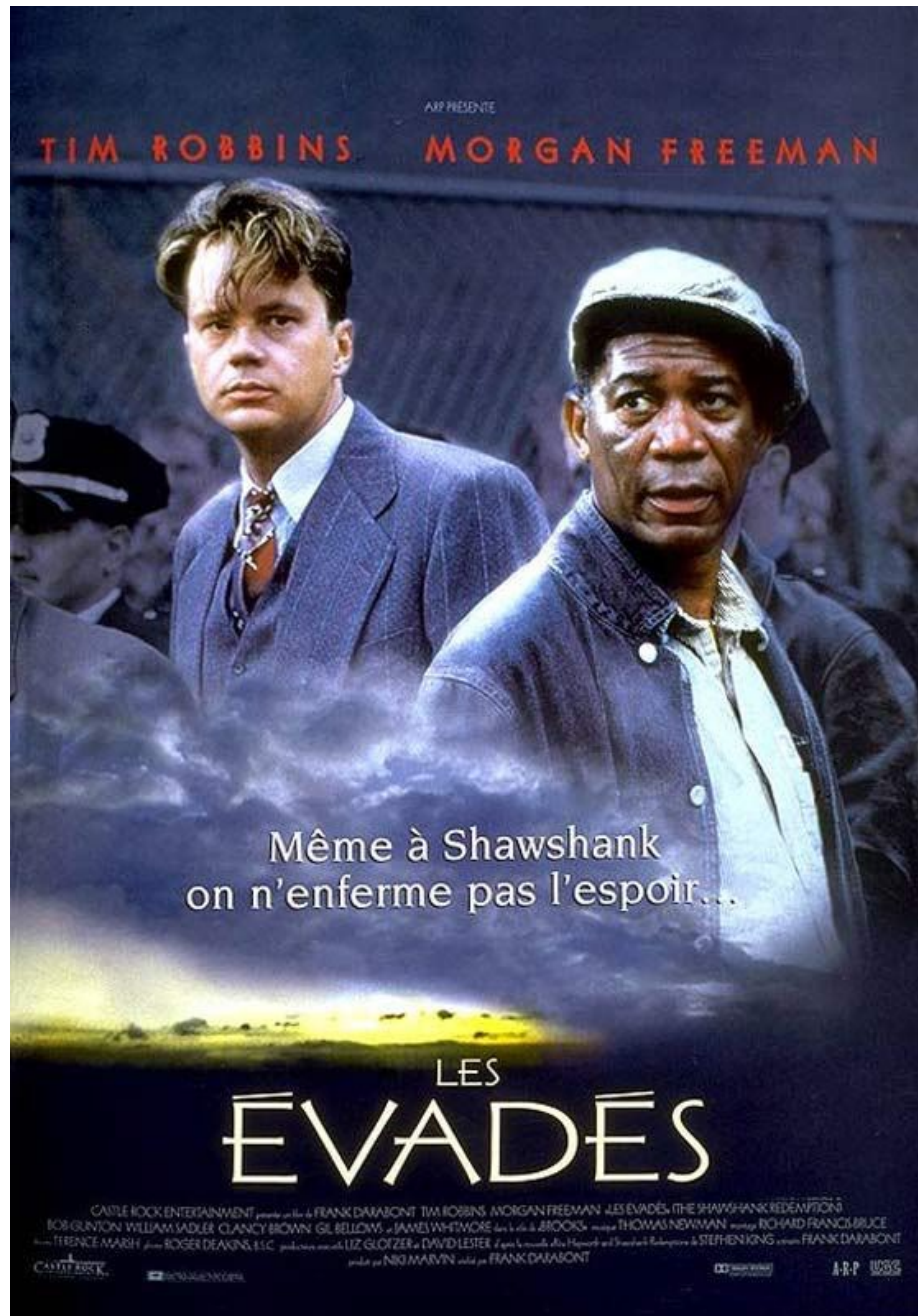
ONE EVIDENCE

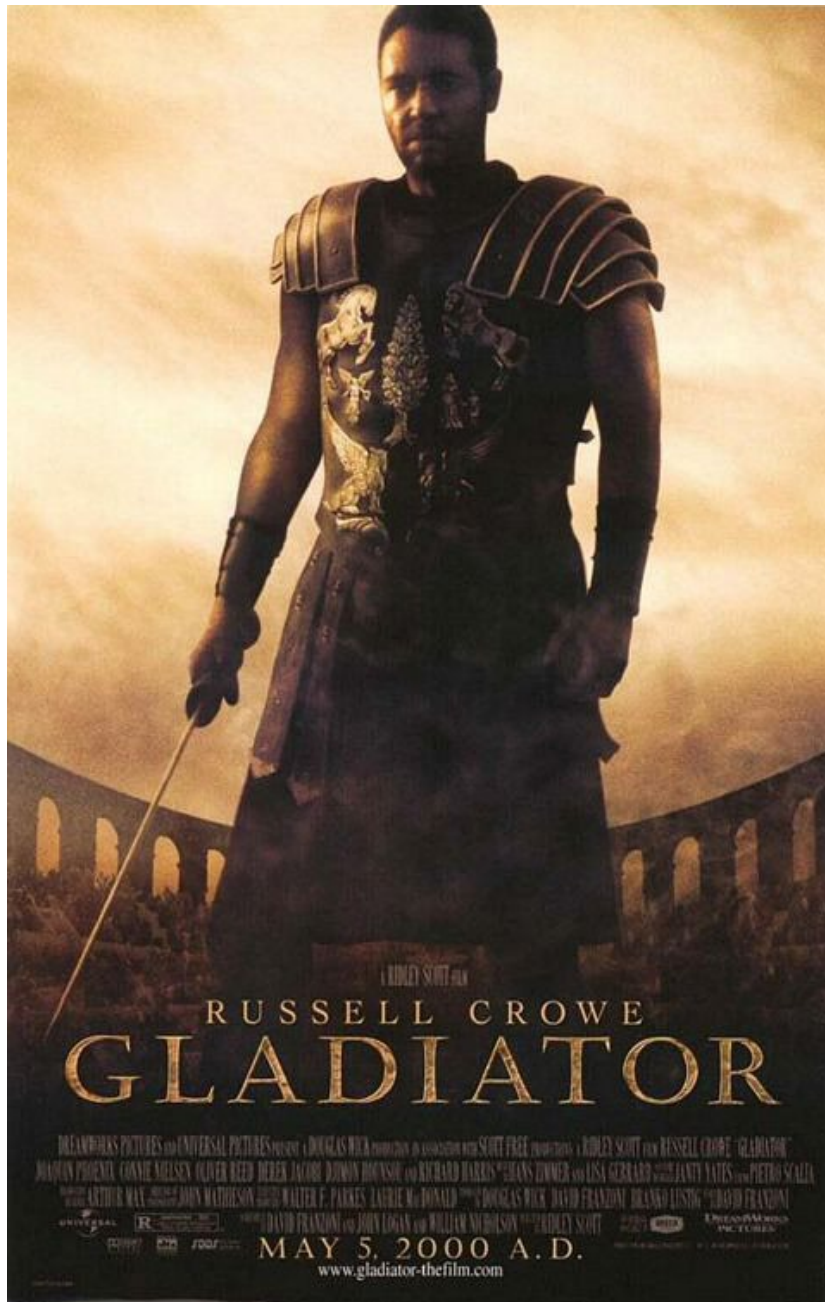
One strategic solution : B to B to C !!!!!



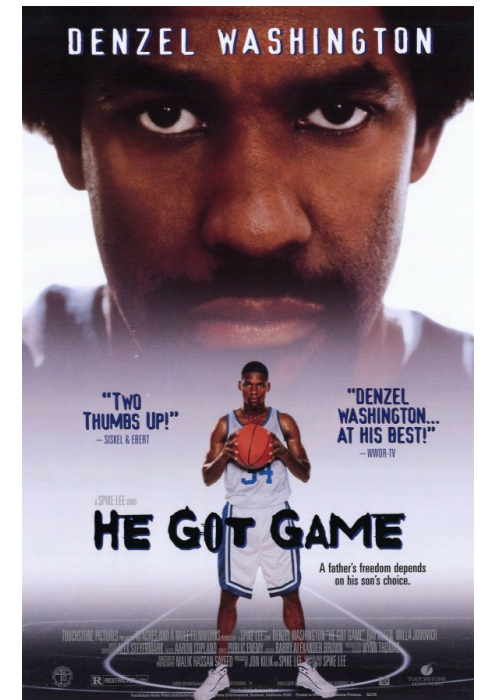
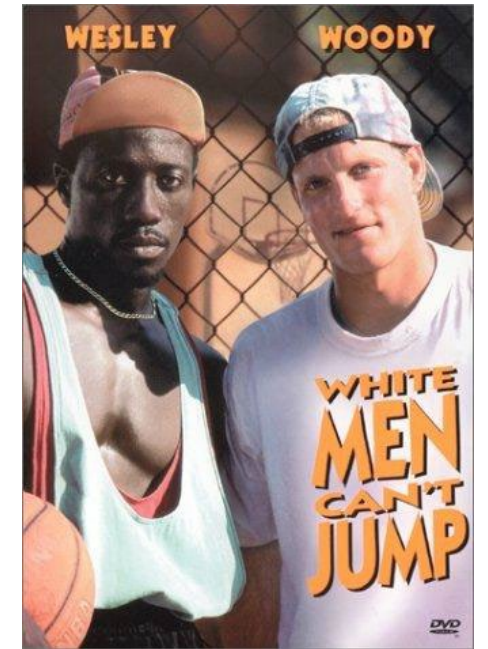
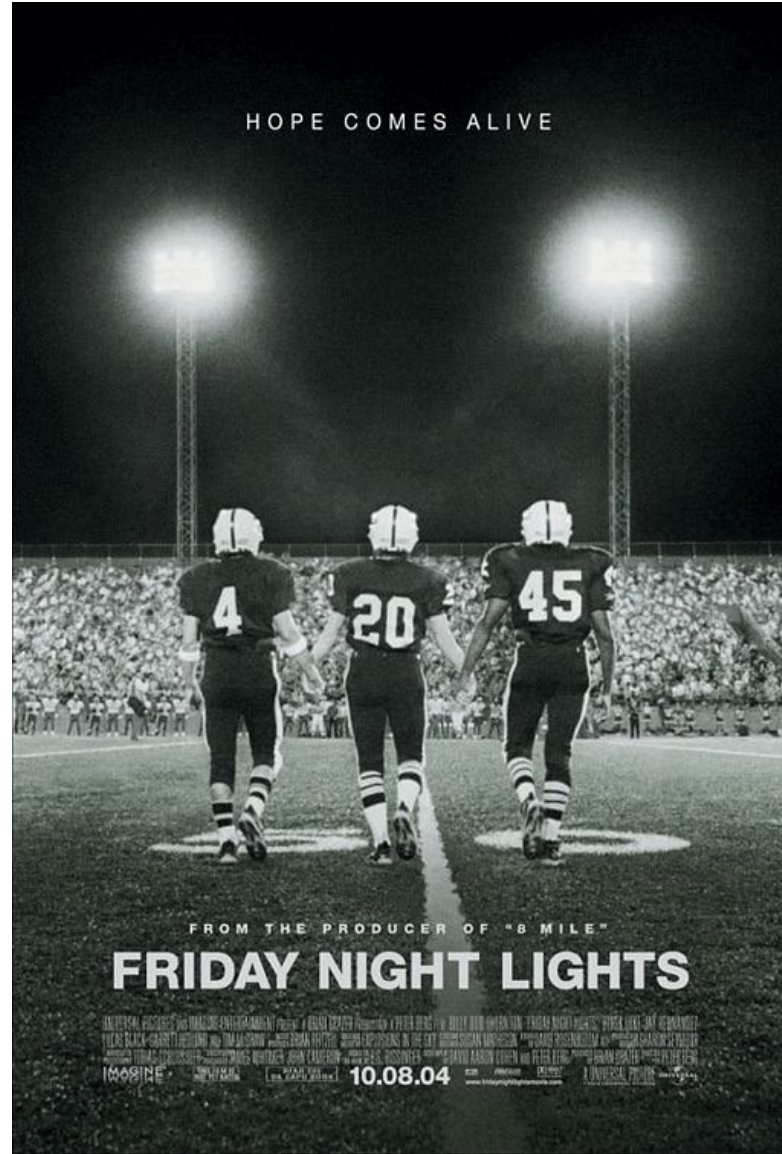
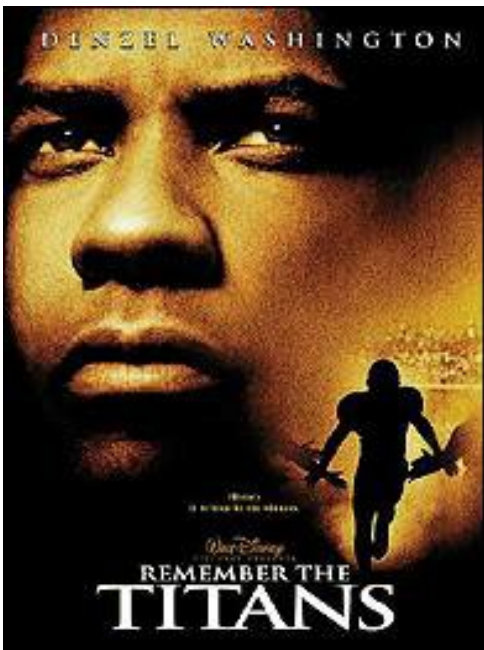
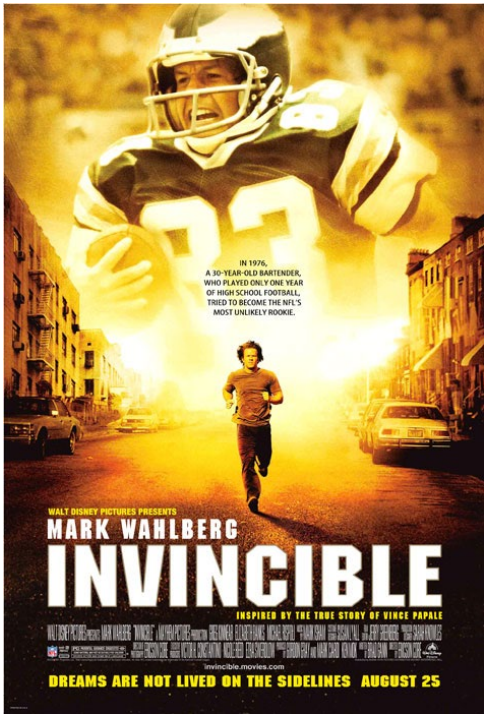


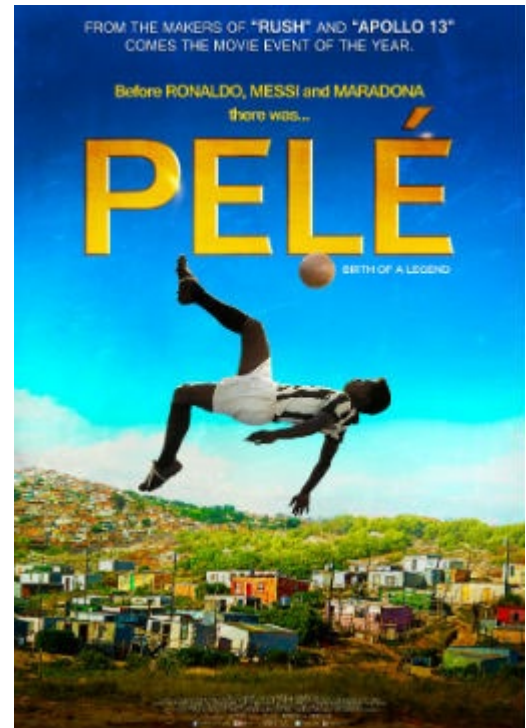
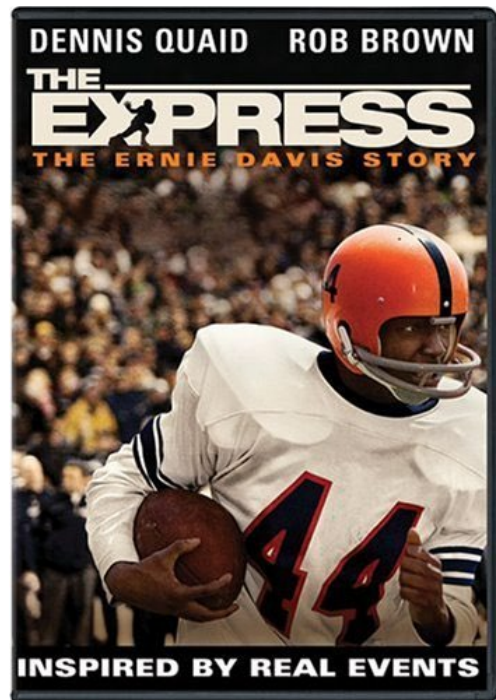
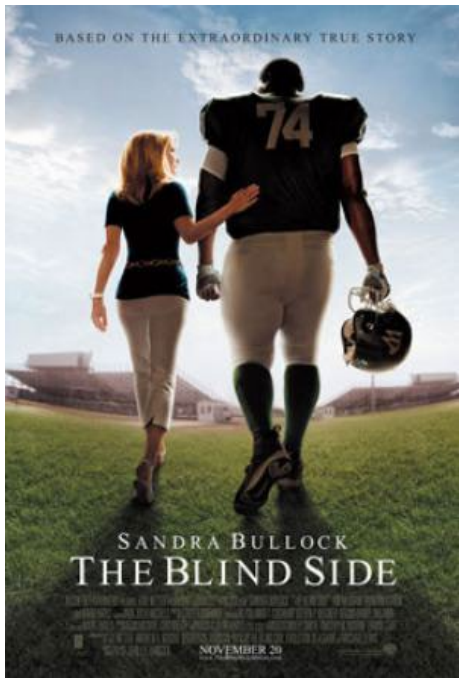
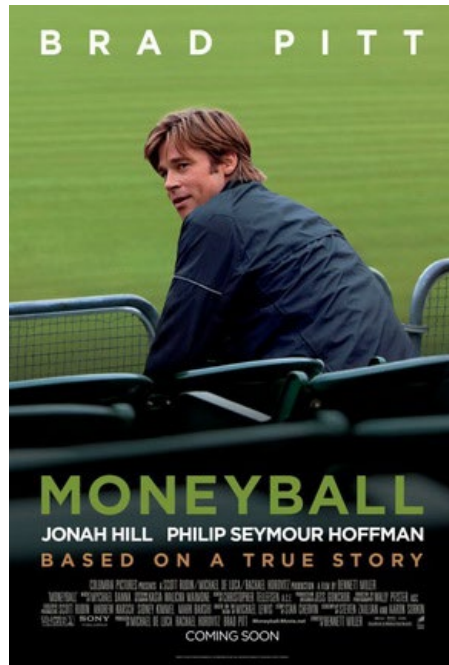
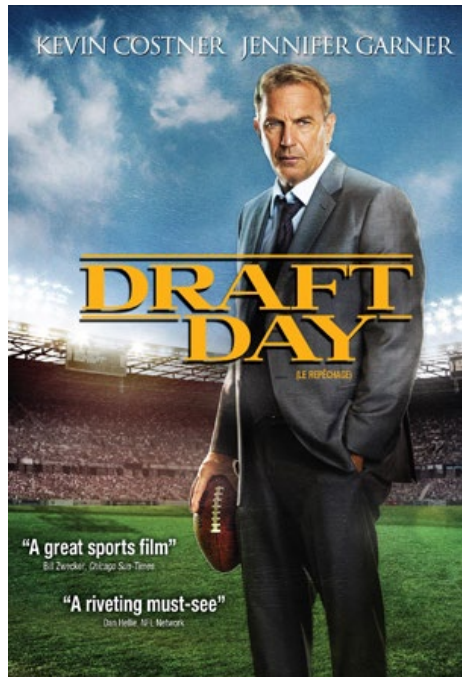
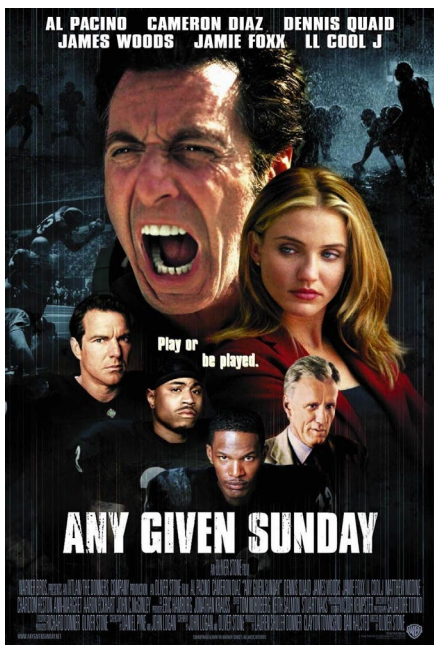






Movies and teasing...





ASK FORCE UN AUTO-MARLET



VENUS JELENA ANA SERENA
**ONE NIGHT
ONE PLACE**

BNP PARIBAS SHOWDOWN FOR
THE BILLIE JEAN KING CUP
FROM MADISON SQUARE GARDEN

MON. MAR. 2 **HBO** 7:30 PM LIVE

Walgreens

La première journée de Championnat à Paris

Basket and the City

3

OPEN LFB PARIS
27-28
octobre
2007
Ligue féminine de Basketball

Réservations : 0802 692 894 www.openlfb.com
1 journée 10 euros • Paris week-end 15 euros

La première journée de Championnat à Paris

Basket and the City

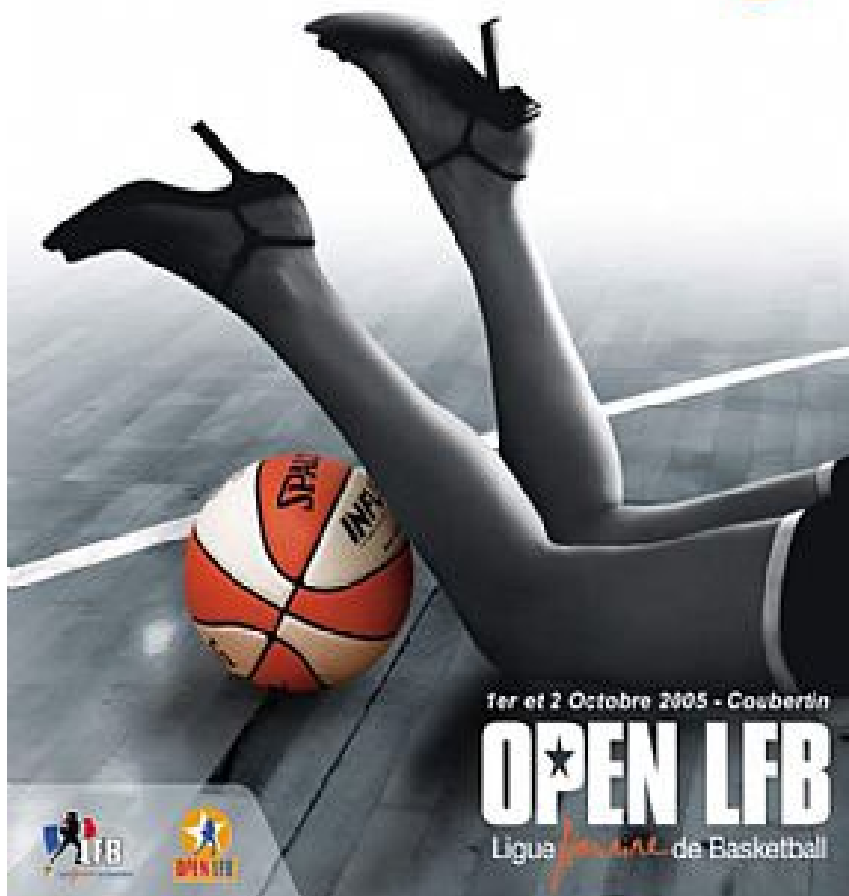
2

14 et 15 octobre 2006 - Coubertin

OPEN LFB
Ligue féminine de Basketball

Basket and the City

La première journée
de Championnat à Paris



1er et 2 Octobre 2005 - Coubertin

OPEN LFB

Ligue *féminine* de Basketball



AGENCE DE MARKETING ET OPEN LFB DÉVELOPPEMENT
ET COMMUNICATION

LA LIGUE FÉMININE DE BASKETBALL PRÉSENTE
OPEN LFB
27-28 SEPT 08
PARIS COUBERTIN
LA PREMIÈRE JOURNÉE DE CHAMPIONNAT À PARIS



saïson
2011
2012

OSEZ LE TANGO!

BOURGES Basket

Wilson EVOLUTION

PALAIS DES SPORTS DU PRADO www.bourgesbasket.com

BOURGES Cher Région Centre Carrefour market RENAULT Sport+ groupepele

Open Lb

LIGUE FÉMININE DE BASKETBALL FFBB

140 JOUEUSES PRÊTES À EN DÉCOUDRE

RÉSERVATIONS SUR WWW.BASKETLFB.COM | SAM 5 & DIM 6 OCT 2013
PLACES À PARTIR DE 10 € | PARIS COUBERTIN

MEETING AREVA

LE MEILLEUR DE L'ATHLÉTISME



SAMEDI
6
JUILLET
2013

EN 2013, LA Foudre
EST DE RETOUR !

STADEFRANCE

► STADEFRANCE.COM ◀

WWW.MEETINGAREVA.COM

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SAISON 2011/2012



montpellier-rugby.com

Conception et réalisation : MHR - Photo : Marc Dantan

Billetterie : 04 67 47 99 71 - Boutique officielle - stade Yves du Manoir

[Accéder au site](#)



LES REPLICAS
SAISON 2011/2012
SONT ARRIVÉS

Montpellier/Leinster
 Vendredi 12 novembre à 21h00 - Stade de la Mosson

The
GROS MATCH

LES DENTISTES SONT CONTENTS, LA SAISON REPREND

Samedi 2 septembre à 14h15

MONTPELLIER
 BRIVE

VOUS BLÂMEZ EN VENTE
 À LA BOUTIQUE DU MONTPELLIER MANSIONS RUGBY
 DU MARDI AU VENDREDI DE 10H00 À 19H00 ET DE 16H À 18H00
 SAUF LE JOUR DES MARCHÉS ANNUEL EN FÉVRIER ET MARS

montpellierrugby.com

Vendredi 23 septembre à 20h00

MONTPELLIER
 BORDEAUX-BÈGLES

ON NE LÂCHE RIEN !

montpellierrugby.com

IL REVIENT...
 MAIS IL NE PEUT PAS FAIRE DES MIRACLES NON PLUS

Samedi 23 octobre à 14h15

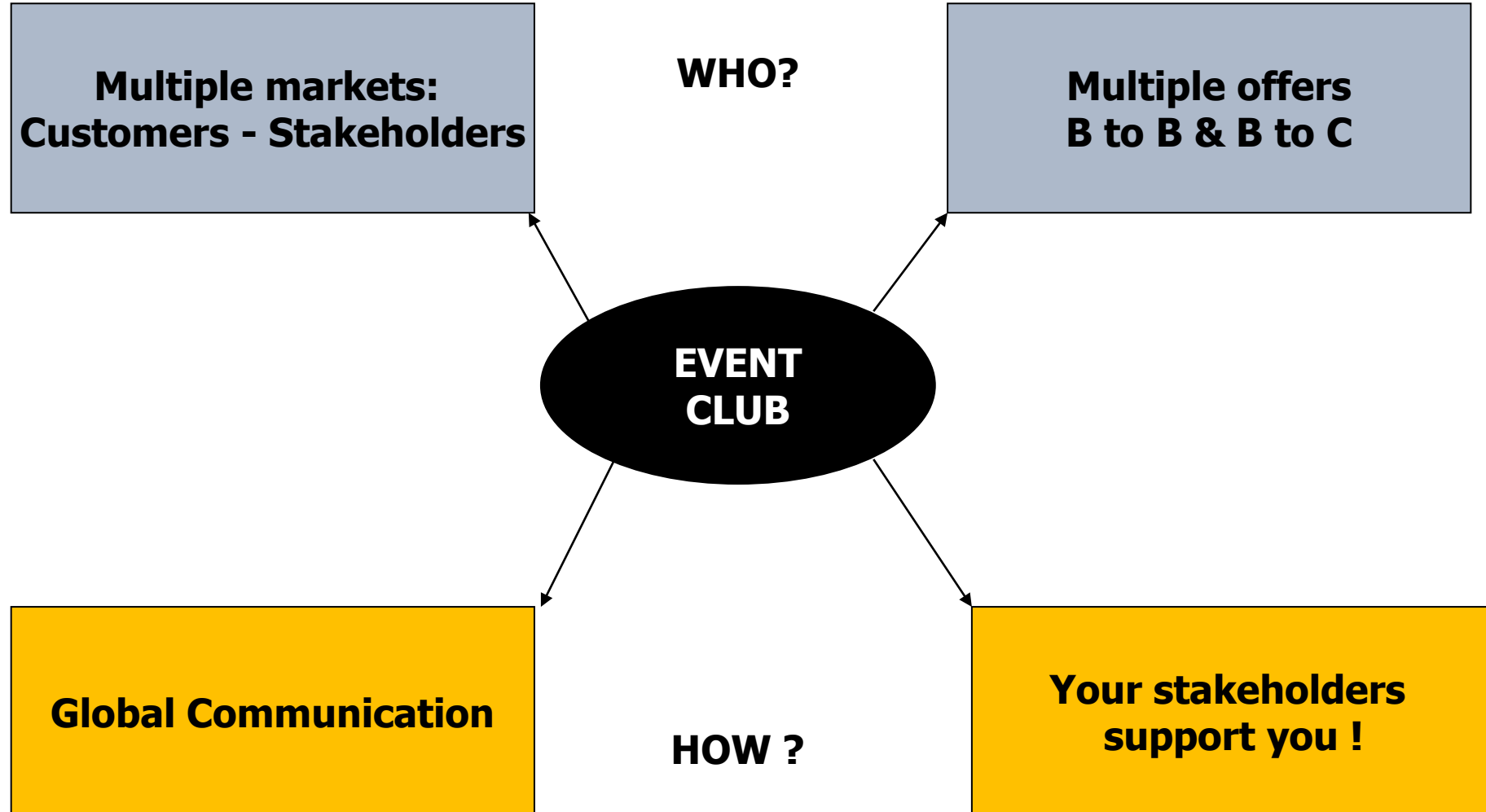
MONTPELLIER
 CASTRES

ACHÉTEZ VOS PLACES À LA BOUTIQUE
 DU MONTPELLIER MANSIONS RUGBY
 DU MARDI AU VENDREDI DE 10H00 À 19H00 ET DE 16H À 18H00
 SAUF LE JOUR DES MARCHÉS ANNUEL EN FÉVRIER ET MARS

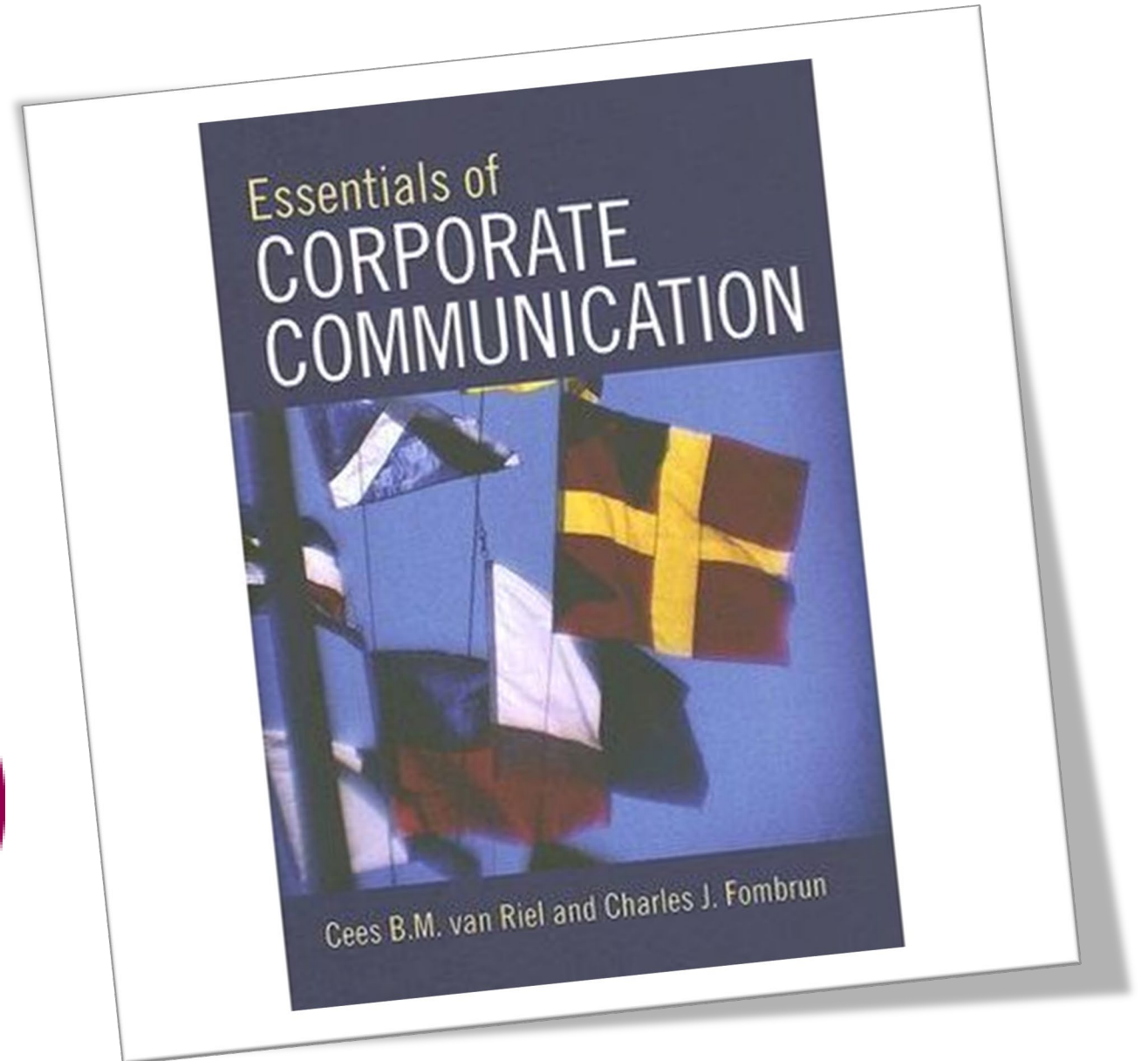
montpellierrugby.com



COMMUNICATE AND SELL



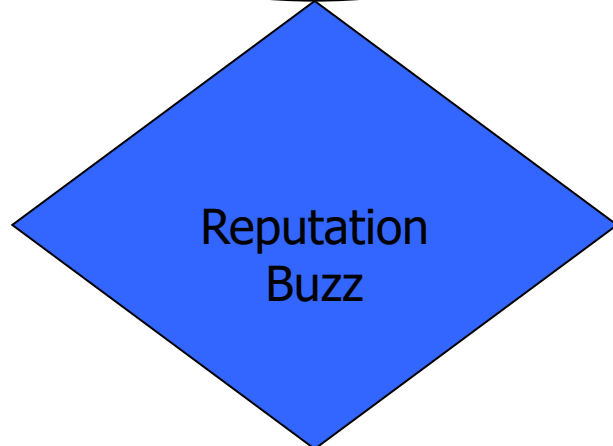
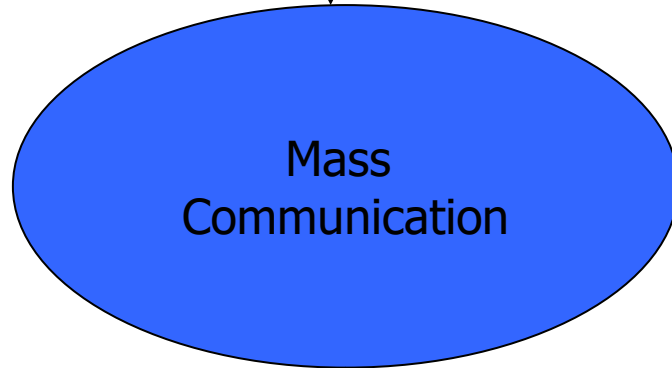
STRATEGIC Q'S



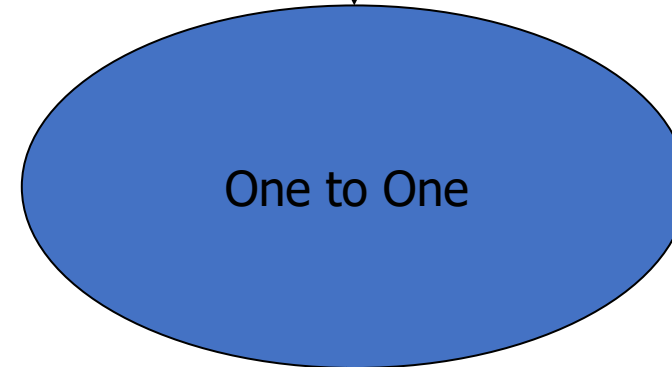
Dosing communication for sporting events



Sponsors – Institutions
General public



Ticketing
PR



+

Marketing buzz or simply buzz – a term used in word-of-mouth marketing – is the interaction of consumers and users of a product or service which serves to amplify the original marketing message.

The term "buzz marketing" originally referred to oral communication but in the age of Web, social media such as Facebook and Twitter are also being used to create marketing buzz.

Buzz marketing works because individuals are easier to trust than organizations that may be perceived to have vested interests in promoting their products and/or services.



Six principles Of Viral Marketing



Gives away valuable products or services to attract attention like free e-mail service and software programs.

Effortlessly gets transferred to others via e-mail, website, graphic, software downloads etc.



Exploits common motivations and takes advantage of common motivations, the desire to be greedy, the feeling of hunger and the way to alleviate it.



Utilizes existing communication networks.

Allows easy scalability.



Takes advantage of others' resources to get the word out.

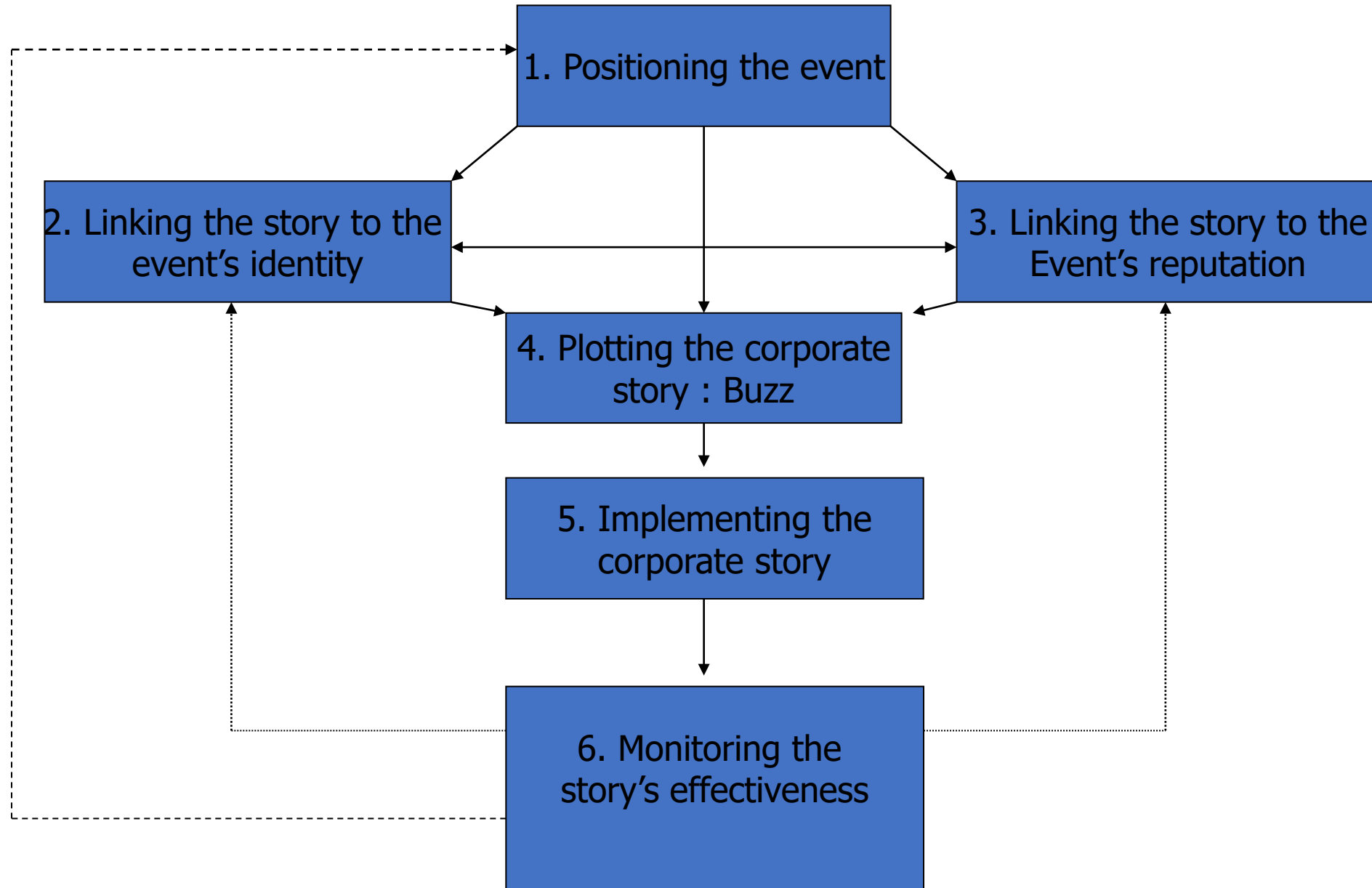


Reputation platform (Van Riel & Fombrun, 2007)

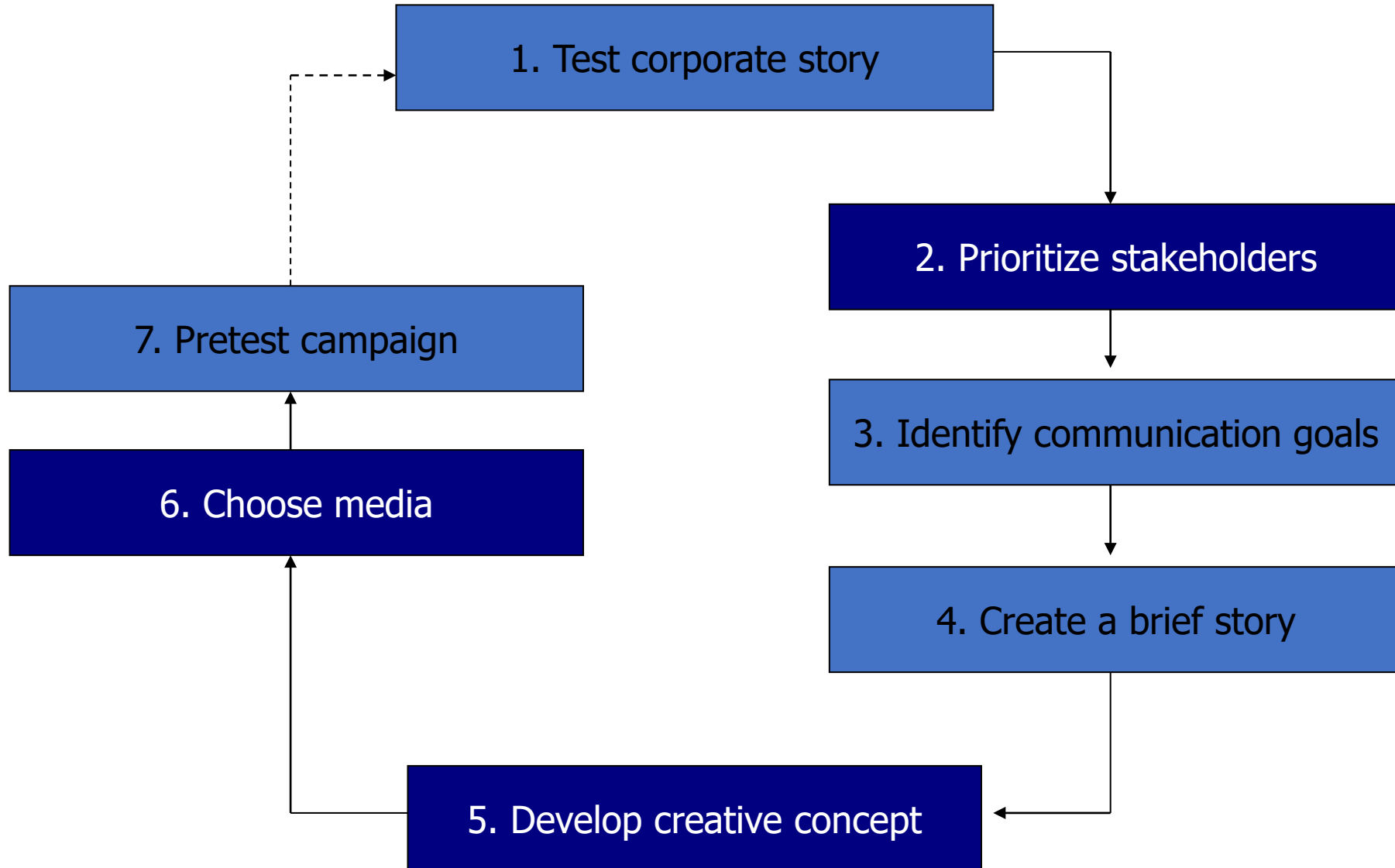
- A reputation platform describes the root positioning that a company adopts when it presents itself to internal and external observers.
- Express the company's history, strategy, identity and reputation that rings true to internal and external observers.
- The quality of a reputation the platform can be test on 3 key criteria :
 - Is the reputation platform **relevant** ? Building your reputation around your key assets
 - On line trading for e-Bay or network computing for Sun Microsystems
 - Is the reputation platform **realistic** ? Expecting benefits from stakeholders
 - Dell cuts your costs or Disney makes you happy
 - Is the reputation platform **appealing** ? Emotional theme to inspire your support
 - Amazon on « Personal service » or Johnson&Johnson on « motherhood »



Creating a corporate story (Van Riel, 2001) : Teasing your event



A seven-step model for implementing a corporate story

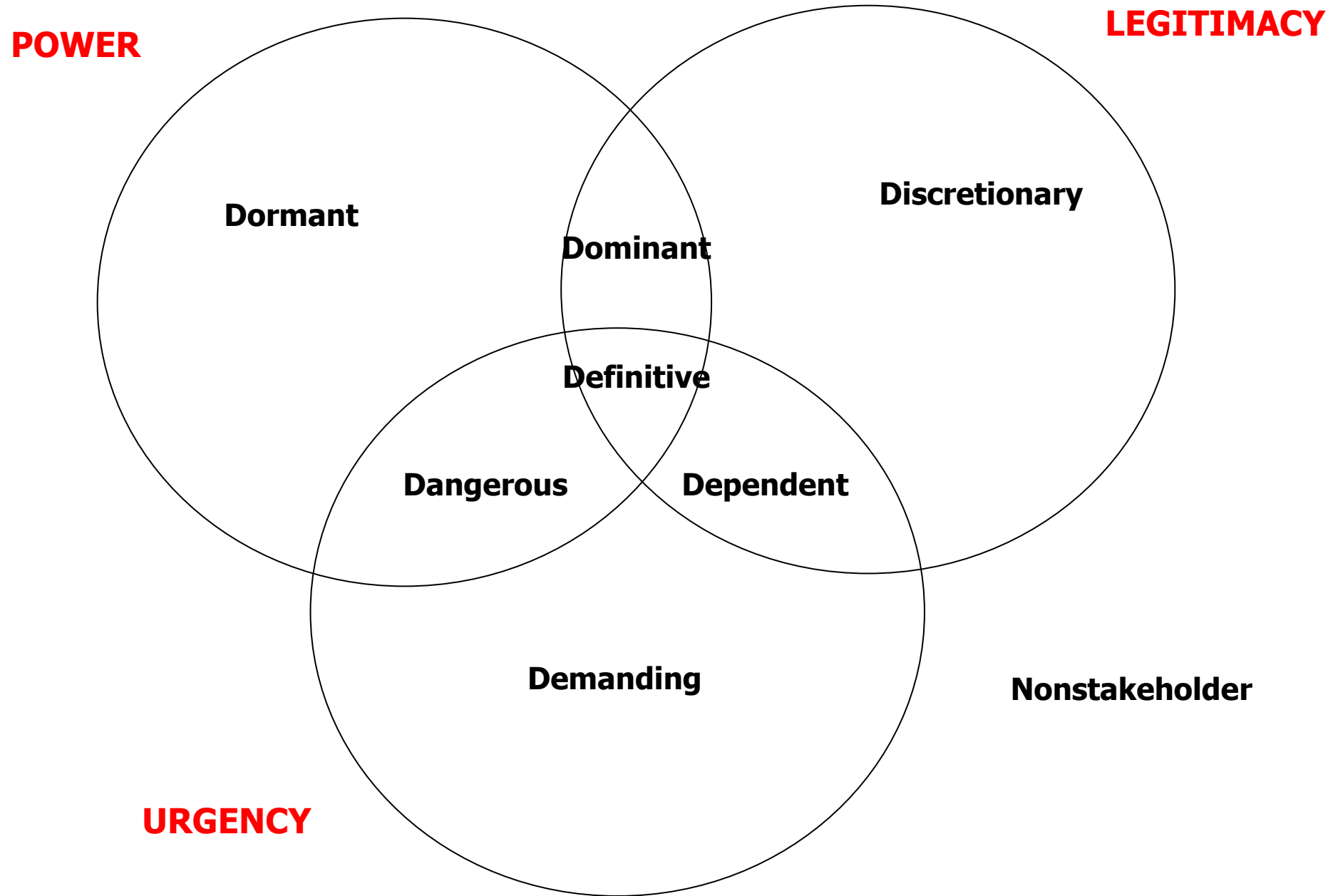


1. Test corporate story

- 10 % budget for communication ? No you have to fit with your needs :
- Internal brainstorming on your reputation feeling :
- Identity problem ?
- Reputation pillars :
 - Products, services, experience = **PLACE** (Stadium, Arena, Natural place...)
 - Emotional appeal = **FANS - PLAYERS**
 - Vision & leadership = **MANAGERS**
 - Performance = **MANAGERS**
 - Workplace environment = **PLAYERS – EMPLOYEES**
 - Social Responsibility = **OGN – INSTITUTIONS - CITIZENS**



2. Prioritize your stakeholders



3. Identify communication objectives

- Generate change in a particular stakeholder's :
 1. **Knowledge** : informational content of the message
 2. **Attitude** : react favorably to the content
 3. **Behavior** : change a specific supportive behavior such as purchasing or investing

2018 RYDER CUP

ffgolf®

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Tous les golfeurs en rêvent déjà. Moi aussi.

En 2018 j'y serai

SOCIETE GENERALE ROLEX vivendi

GENERALI Bouygues Immobilier ALSTOM

LE FIGARO L'EQUIPE

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4. Create a brief

- Description of your market : compitors and customers
- Core mission :
 - Why does the event exist ?
 - What are the value of the event ?
 - What are the event's key source of **distinctive competence** ?
- Core Message :
 - Promise** : program, top games, experience
 - Proof** : ROO, ROI
 - Tone** : Agressive, humorous, provocative

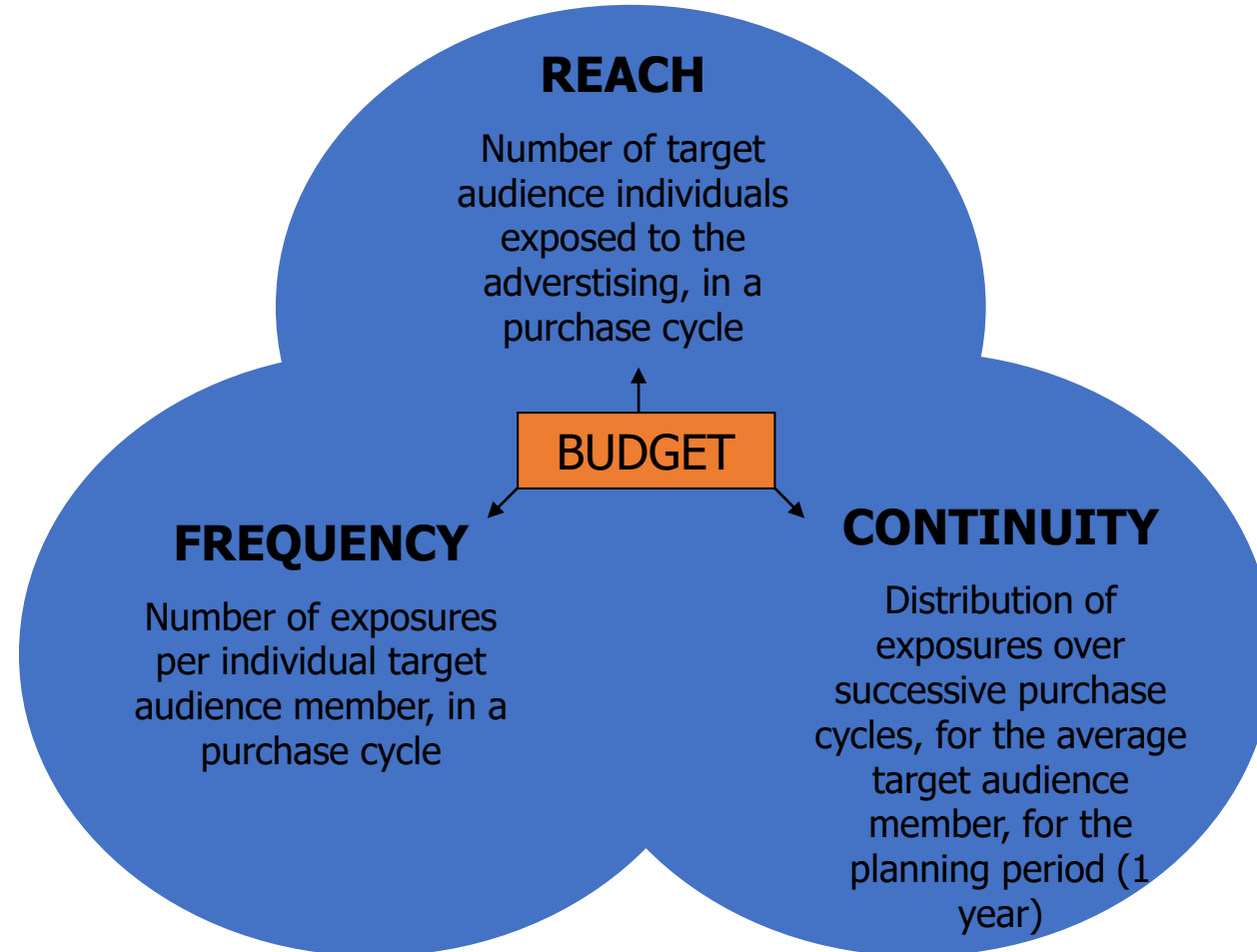


5. Develop a robust creative concept

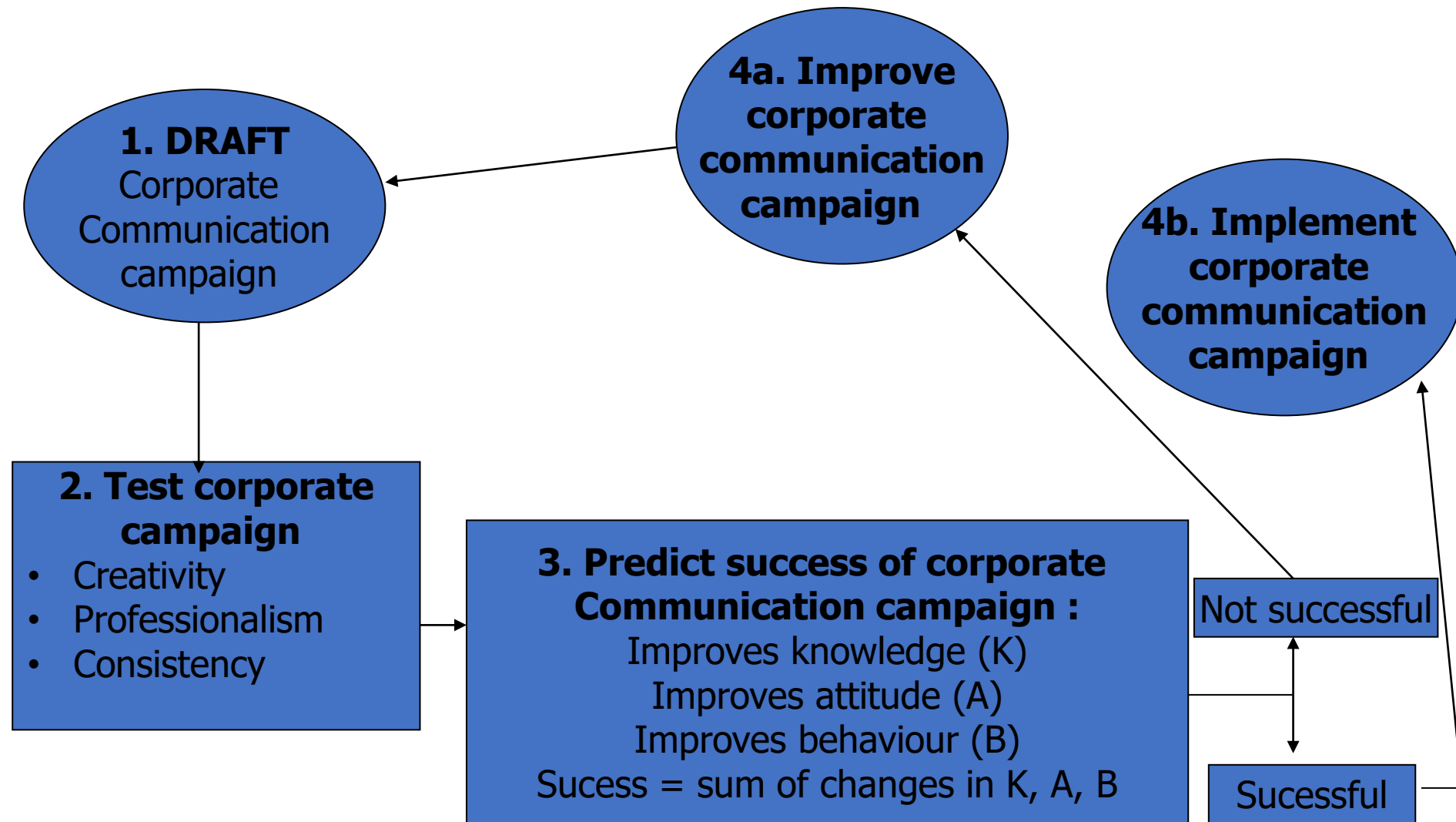
1. Designers, agencies role
2. Explain your identity, strategy and history
3. External isolation = danger



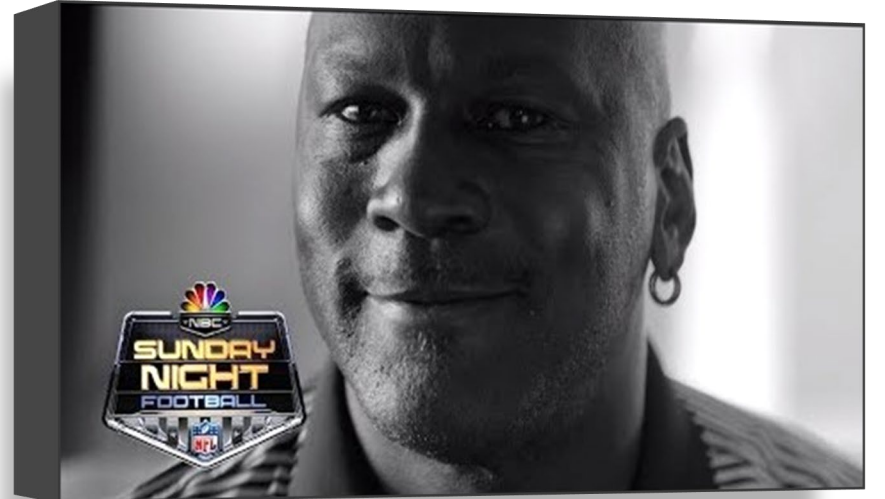
6. Select the media



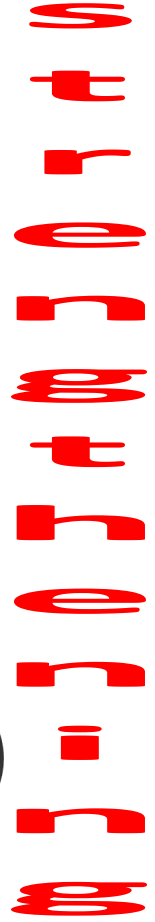
7. Pre-test the IMPACT of a campaign



**« There is no separation between sports
and entertainment... merge them together
and create something unique ».
Robert Johnson (Owner Charlotte Bobcats)**



Buzz « Entertainment »



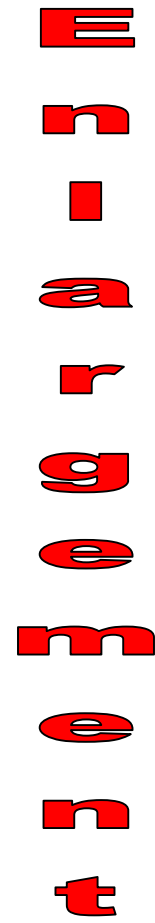
Fan Experience

Entertainment
Fan Engagement

Meta information - NTIC
Fan expert – Superfan



Party-time - Gaming
Exiting – Ambiance
Experiential Fan



TELEFOOT



α



STEPH CURRY

MVP 2014-15

SEASON STATS

23.8	7.7	44%	2.0
PPG	APG	3-pt FG	SPG

SC BY THE NUMBERS

PER	28.0
Win Shares	15.7
Real Plus-Minus	9.16*

*Top 3 in NBA *Led NBA

SC BEST OF THE BEST

Warriors are one of 10 teams in NBA history with 67+ wins:

14-15 Warriors	67-15*
06-07 Mavericks	67-15*
99-00 Lakers	67-15*
96-97 Bulls	69-13
95-96 Bulls	72-10
91-92 Bulls	67-15
85-86 Celtics	67-15*
72-73 Celtics	68-14*
71-72 Lakers	69-13
66-67 76ers	68-13

*MVP played for team

SC IN GOOD COMPANY

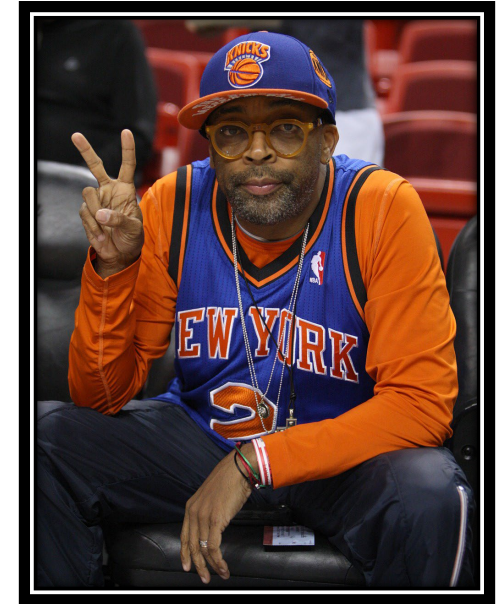
14-15	86-87
Steph Curry	Magic Johnson

Only two point guards to lead a 65+ win team in scoring

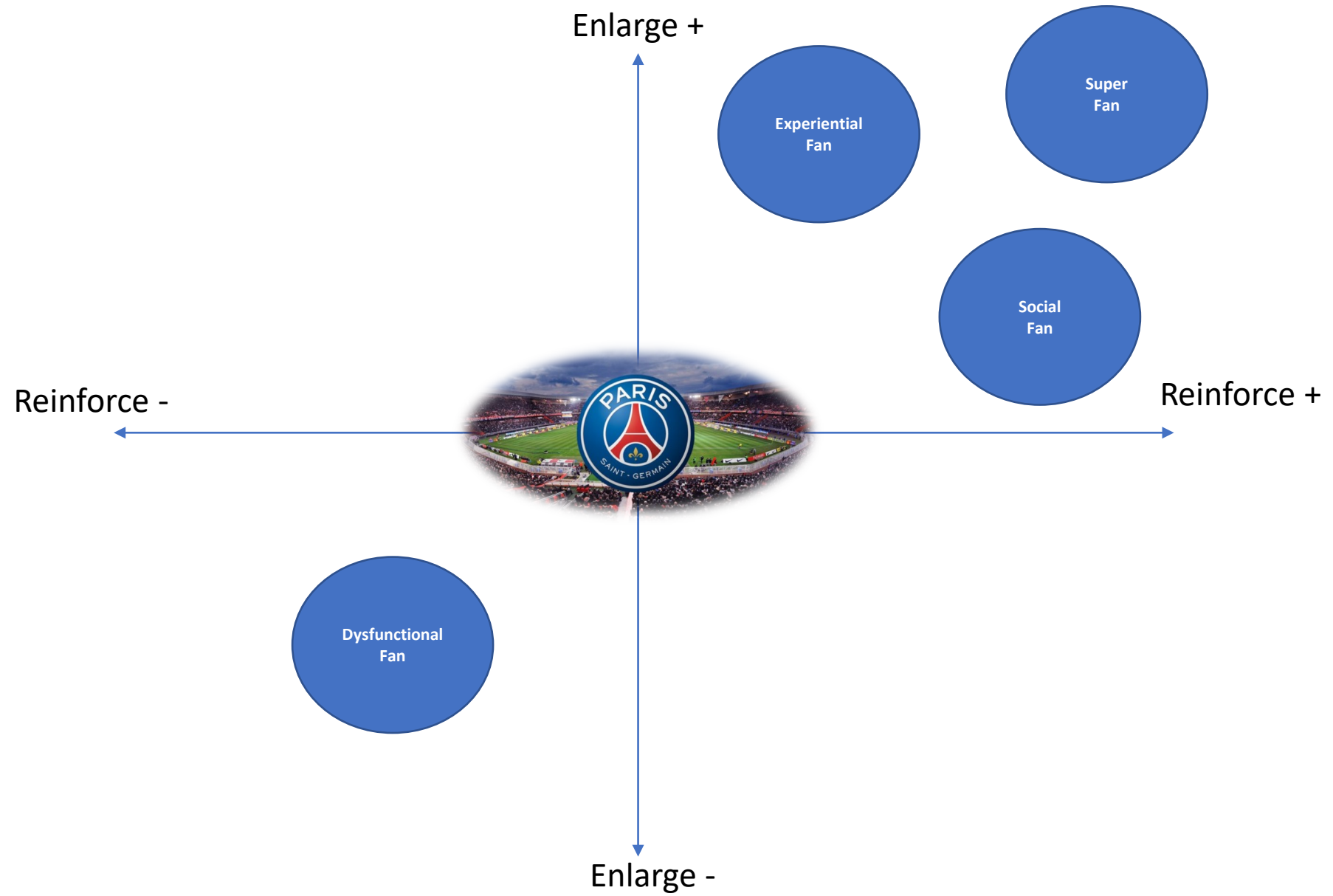
NBA RECORD **286** 3-pt FG
Broke own record of 272 set in 2012-13
Ray Allen: 269 in 05-06

NBA RECORD **24** games
5+ 3-pt FG
5+ assists
Triple the number by James Harden who had the 2nd most this season

@ESPNStatsInfo



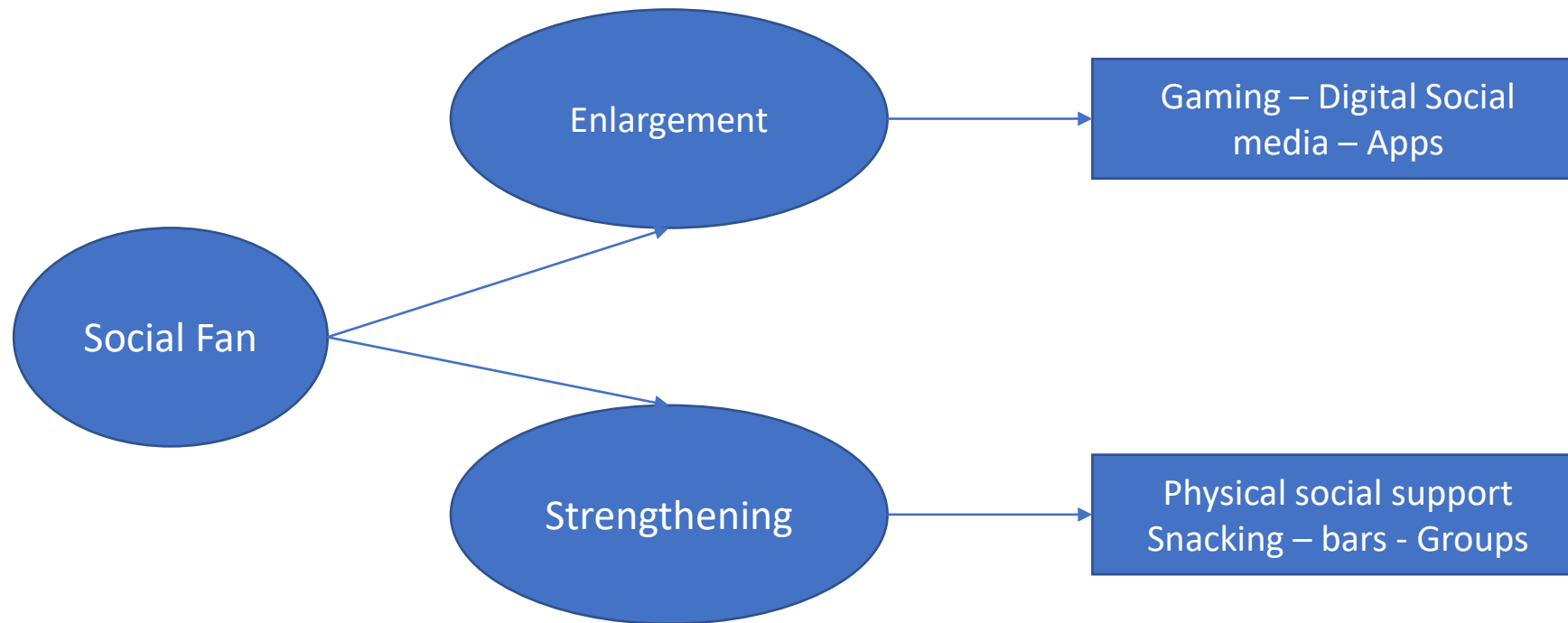




Fan type

Goals

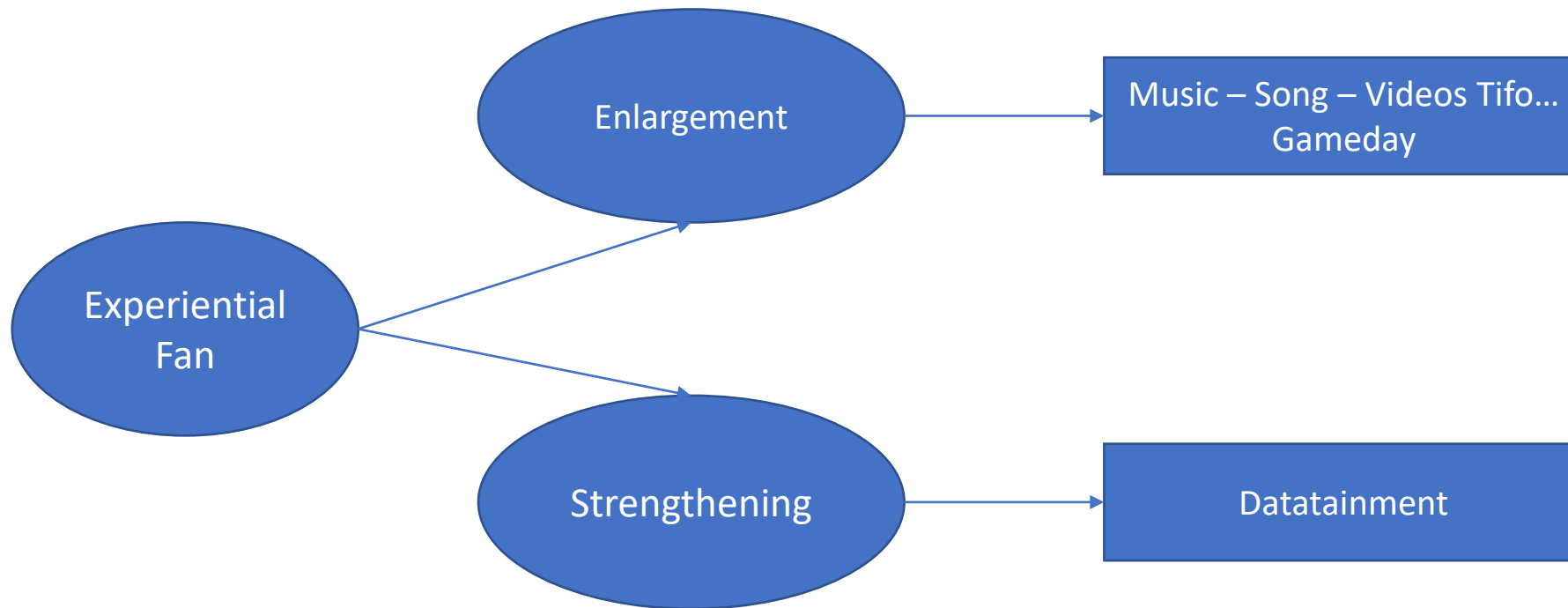
Actions



Fan type


Goals

Actions

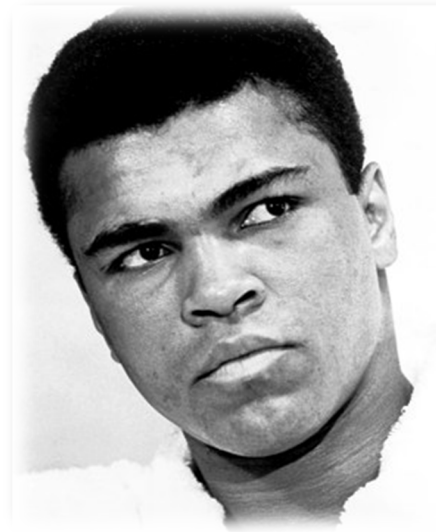


From Products to
Customers to
the Human
Spirit
▼

marketing 3.0



PHILIP KOTLER
HERMAWAN KARTAJAYA IWAN SETIAWAN



*"Float Like a Butterfly,
Sting Like a Bee"*

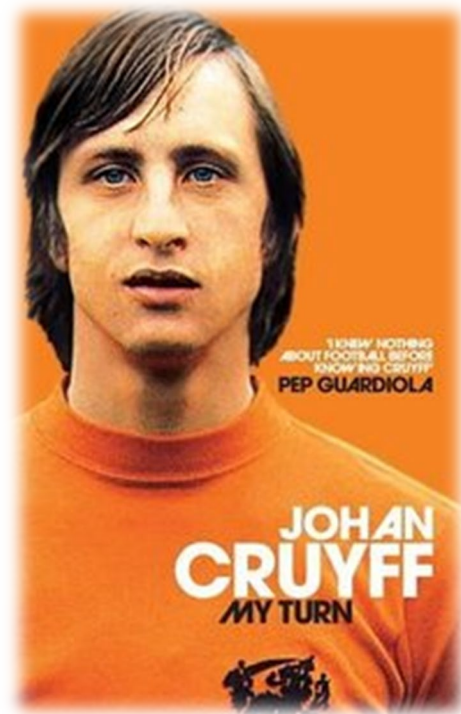
*Remembering
Muhammad Ali*



Jonah Lomu
1975 - 2015

Our writers pay tribute to a legend.
Only in today's paper.

Irish Examiner



110844 NOTHING
ABOUT FOOTBALL BEFORE
KNOWING BIG CRUYFF

**JOHAN
CRUYFF**
MY TURN

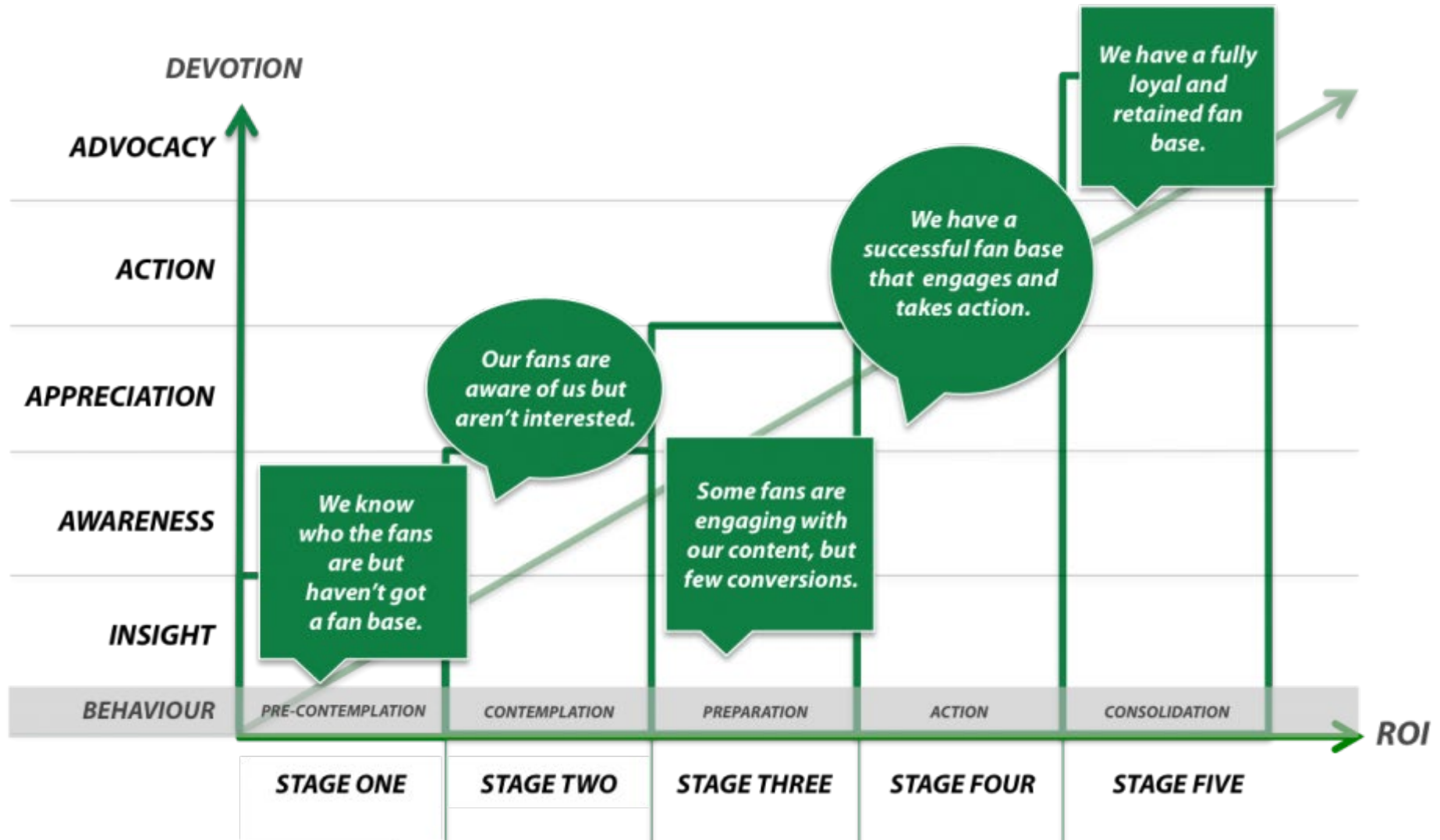


BILL RUSSELL

1934-2022



YOUR FAN RELATIONSHIP



YOUR FAN ENGAGEMENT JOURNEY



ÉCONOMIE

«Fan Relationship Manager» et «Sponsorship Activation Manager», deux métiers d'avenir dans le sport business

Le concept de fan a donné naissance à deux nouveaux types de métiers, d'abord au sein des Ligues nord-américaines, puis peu à peu

PARTAGEZ



PUBLIÉ

Le 23 Feb 2017 à 08:00

PAR

Lionel Maltese

ACCÈS RAPIDE

Ligue 1

ADS :

“Your fans are the message”

-Marshall McLuhan (sort of)

“The medium is the message” guy

