



Sport Marketing & Communication Summer School SPORT EVENT MANAGEMENT

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Competitive Advantage !



V
S



Orange Vélodrome



RDC

la nouvelle destination du monde



DROIT AU BUT

PARTENAIRES POUR S'ÉVADER

PARTENARIAT OLYMPIQUE DE MARSEILLE & MINISTÈRE DU TOURISME DE CÔTE D'IVOIRE



&



MINISTÈRE
DU TOURISME



SUBLIME CÔTE D'IVOIRE



Ministère du Tourisme de Côte d'Ivoire
www.tourisme.gouv.ci



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DROIT AU BUT

PARTENAIRE PREMIUM DE L'OLYMPIQUE DE MARSEILLE





TOP 10 SHIRT SPONSORSHIP DEALS 2023/24



* As per media reports





BE AN INSIDE TRM





PSG's commercial strategy

Jean Claude Blanc

- HOW DO YOU CHOOSE YOUR PARTNERS?
- “Each club has its own commercial strategy, we have chosen to **reduce the number of brands to increase their value** and give them very strong exclusives. It is about visibility outside of field, the use of the players' image, and access to the club's digital platform or hospitality services developed year-round. We are looking for active partners, developing and aligned with our values. We are premium in terms of cost because of the fact that there are very few places to join PSG.

NOW TRENDING IN THE SPONSORSHIP WORLD

○ THE MARKETPLACE (*AND RIGHTS FEES*) CONTINUE TO GROW

○ SPONSORS HAVE A BIGGER VOICE (*AND RESPONSIBILITY?*) THAN EVER

○ BRANDS REQUIRE PROOF OF IMPACT – BEYOND EXPOSURE

○ COMMUNITY / ACTIVATION / ENGAGEMENT PLAY A CRITICAL ROLE

○ DIGITAL HAS CHANGED THE GAME

○ E-SPORTS AND OTHERS ARE CHANGING IT FURTHER

○ SPONSORSHIP IS MORE STRATEGIC THAN EVER

... BUT YOU ALREADY KNEW THAT

LAYER CUP

EUROPE VS
THE WORLD

PALEXPO, GENEVA / SEPTEMBER 20-22, 2019

LAYERCUP.COM



LAYER
CUP

2022

FEDERER ON
THE FIFTH
LAYER CUP



THE FUTURE OF DIGITAL SPORTS CONSUMPTION

– % of sports content via PC/Laptop or Mobile/Tablet

■ 2015 ■ 2019 ■ 2023

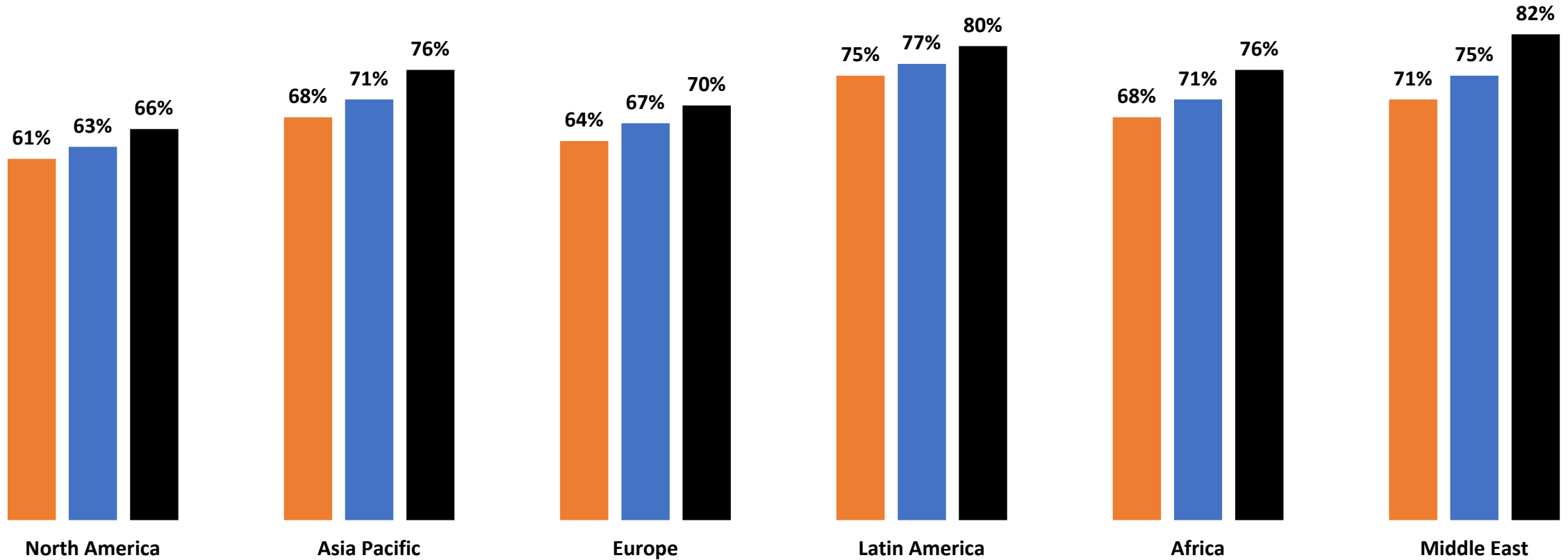
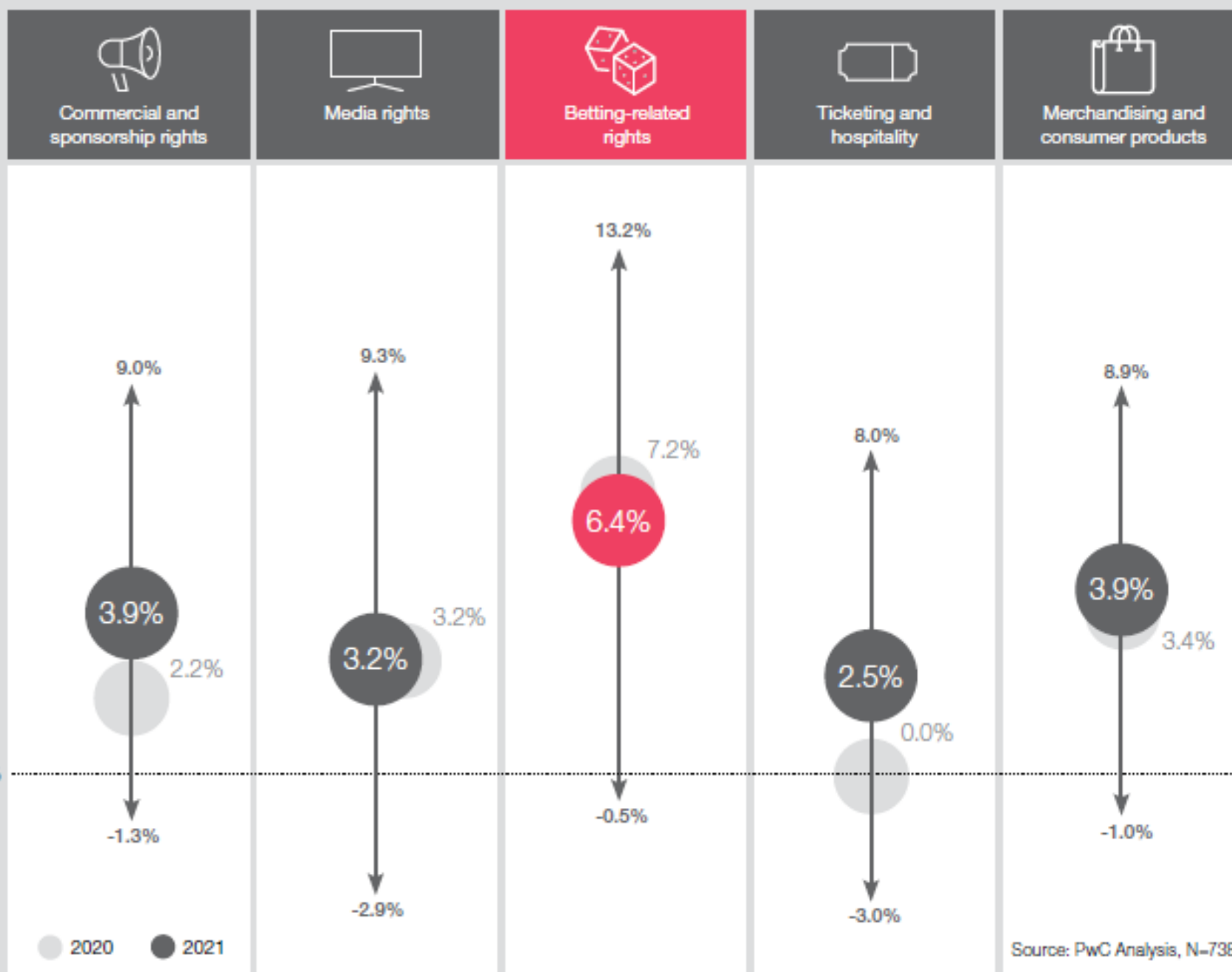


Figure 3: Expected annual growth rate by revenue stream
 Percentage annual growth estimates over a 3-5 year period



Source: PwC Analysis, N=738



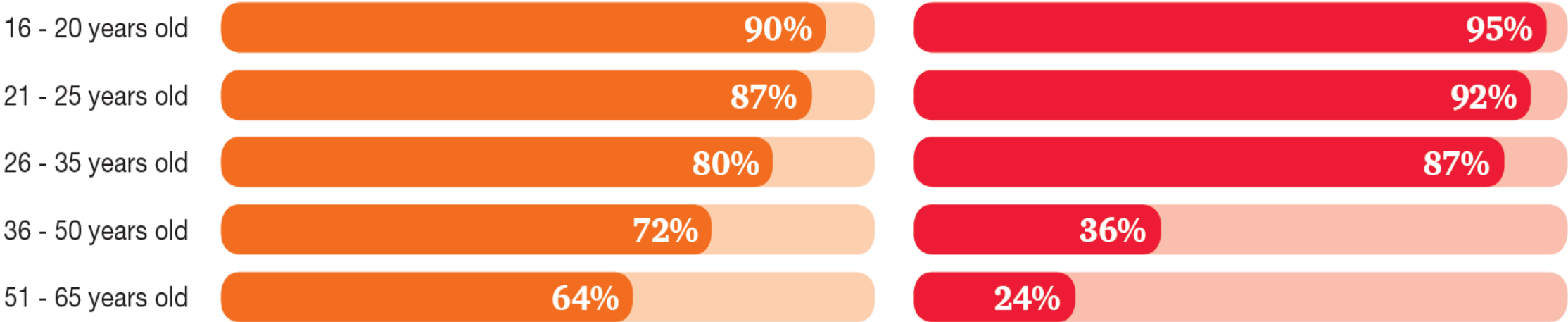
Is live dying of a slow death...?

Sports Viewership through online screens, age split for live vs non-live consumption



Live sports

Non-live sports





Media

Expected growth of content and channel going forward

Type of content

- 1. Highlights/on-demand video
- 2. Live video content
- 3. Team/athlete-generated content
- 4. Fan-generated content
- 5. Results/news/data/statistics
- 6. Sponsor-generated/branded content
- 7. Original content/documentaries
- 8. Digital audio content



Consumption channel

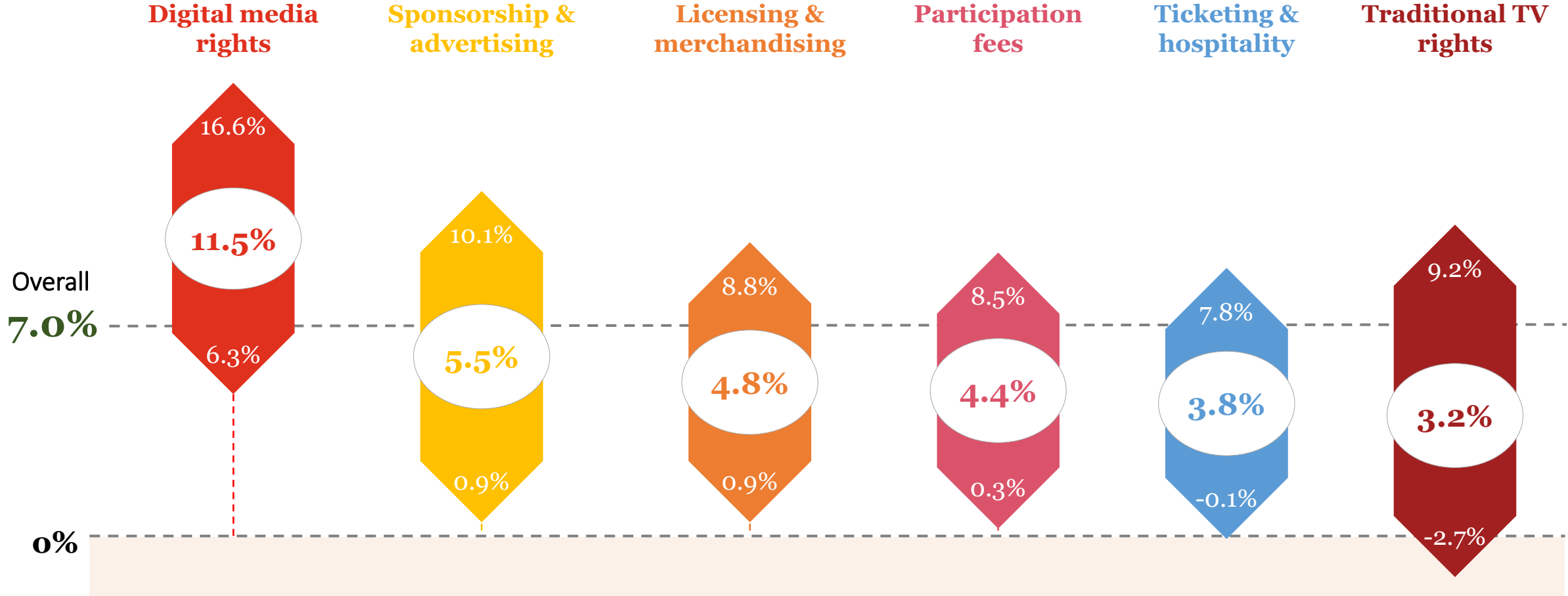
- 1. Tech firms (e.g. Facebook, Amazon, Google)
- 2. Pure OTT offerings (e.g. DAZN, Netflix)
- 3. Rights holders' OTT offerings
- 4. Broadcasters' OTT offerings
- 5. Digital channels with native/scraped content (e.g. COPA90)
- 6. Unofficial live streams
- 7. Pay TV broadcasters
- 8. Free-to-air broadcasters



Growth & threats

Contents

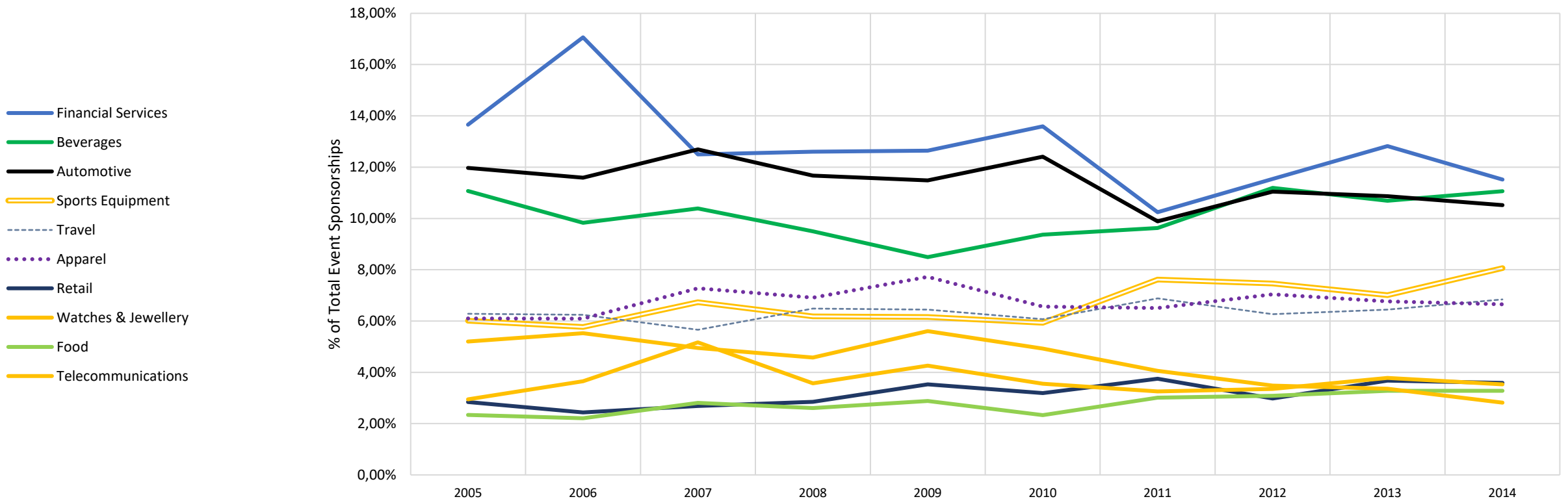
Annual growth rate by revenue stream in next 3-5 years



SPONSORSHIP SALES

– *Sector stabilisation returns*

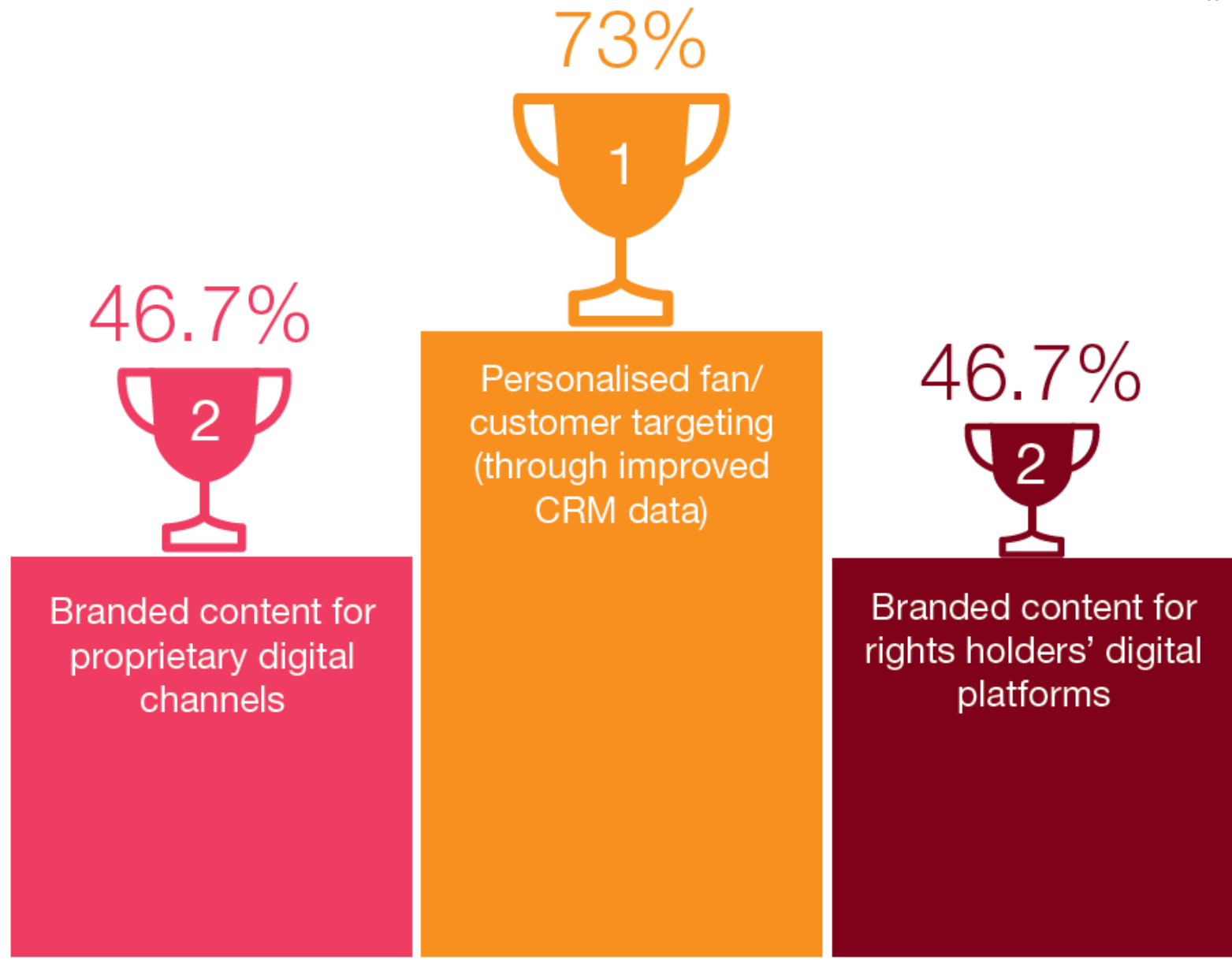
- 1 FINANCIAL SERVICES** most volatile, but stabilising
- 2 BEVERAGE SECTOR** on the rise
- 3 AUTOMOTIVES** slight decline, still top 3
- 4 TELECOMS** steady decline since crisis



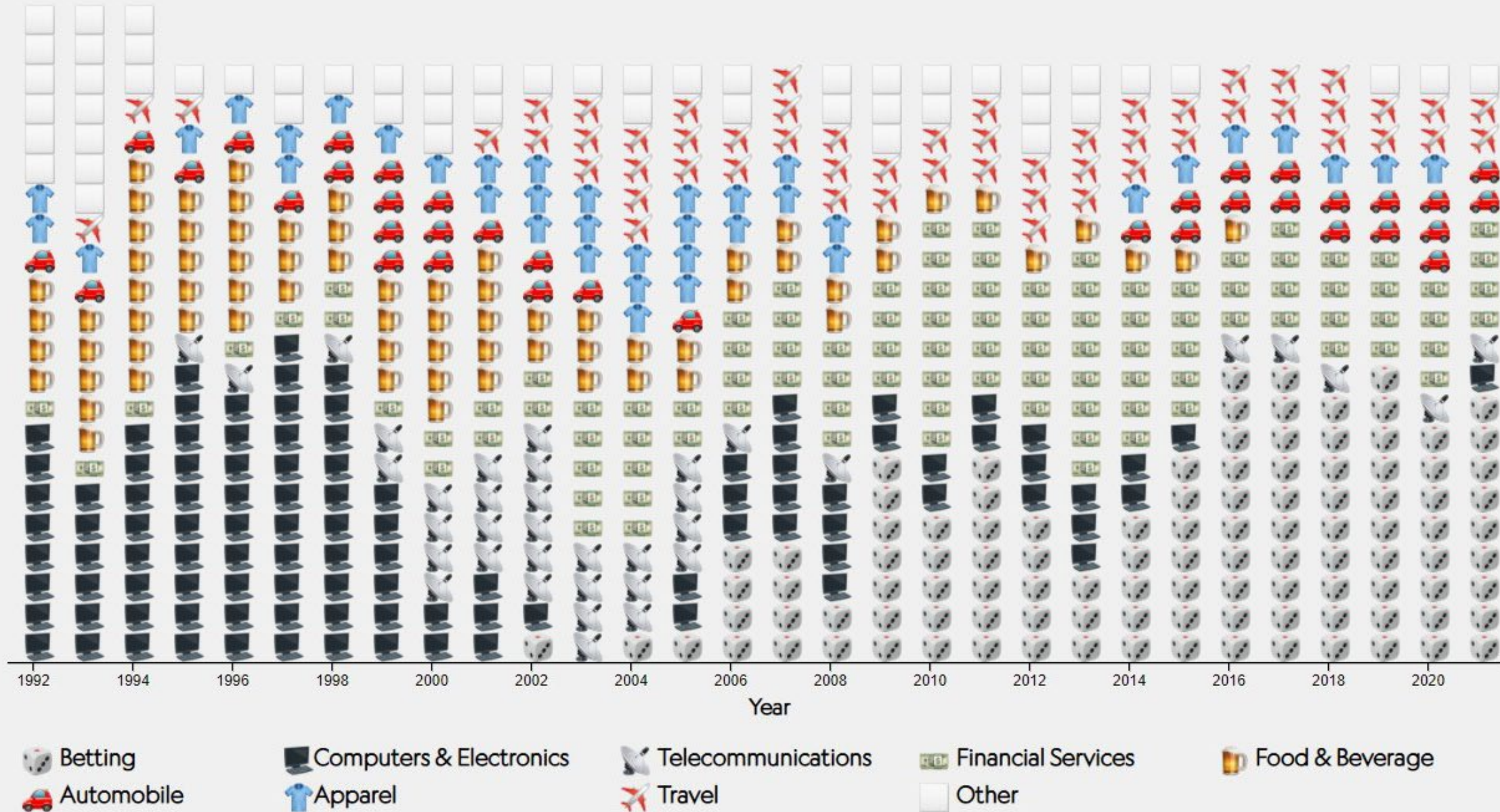


Sponsorship

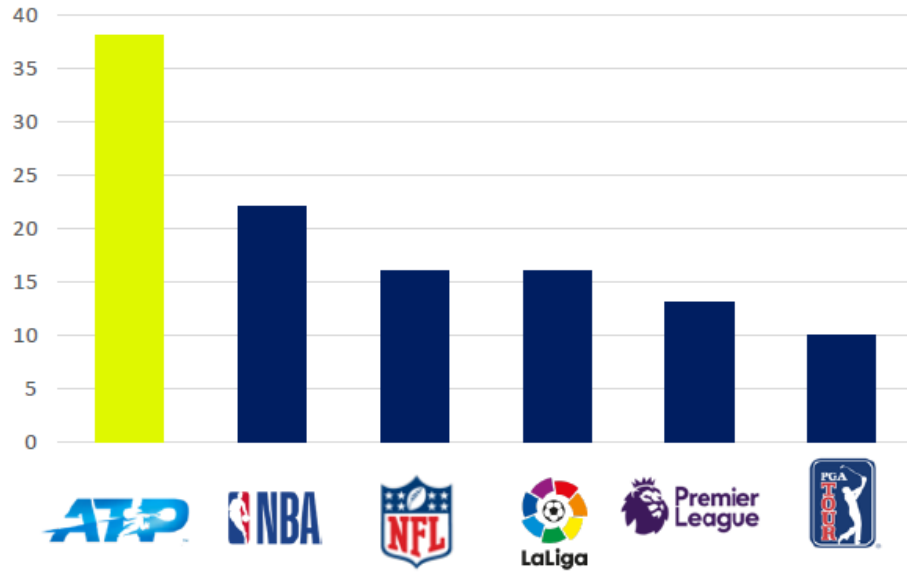
Top 3 areas of focus for sponsors to drive ROI



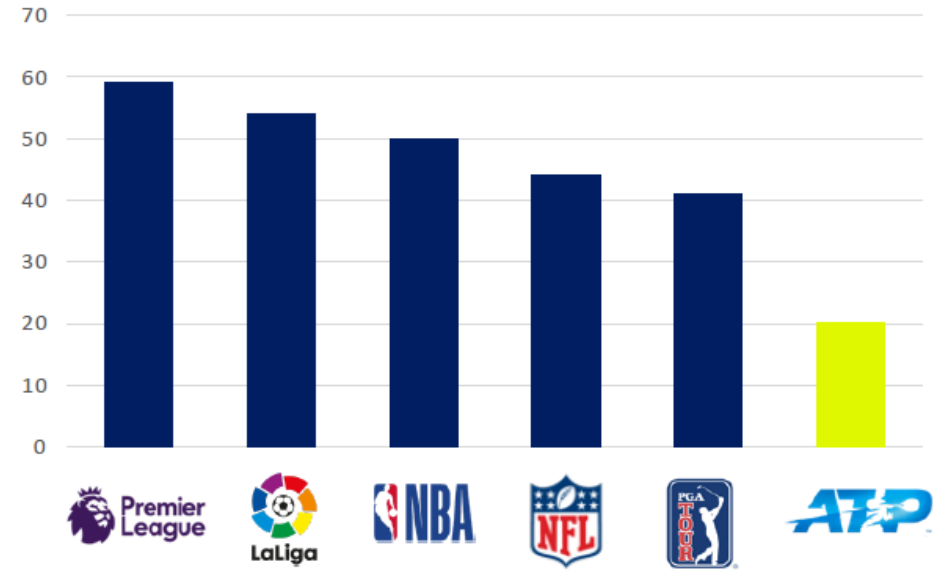
Premier League Shirt Sponsors by Industry



% OF TOTAL REVENUES COMING FROM TICKETS

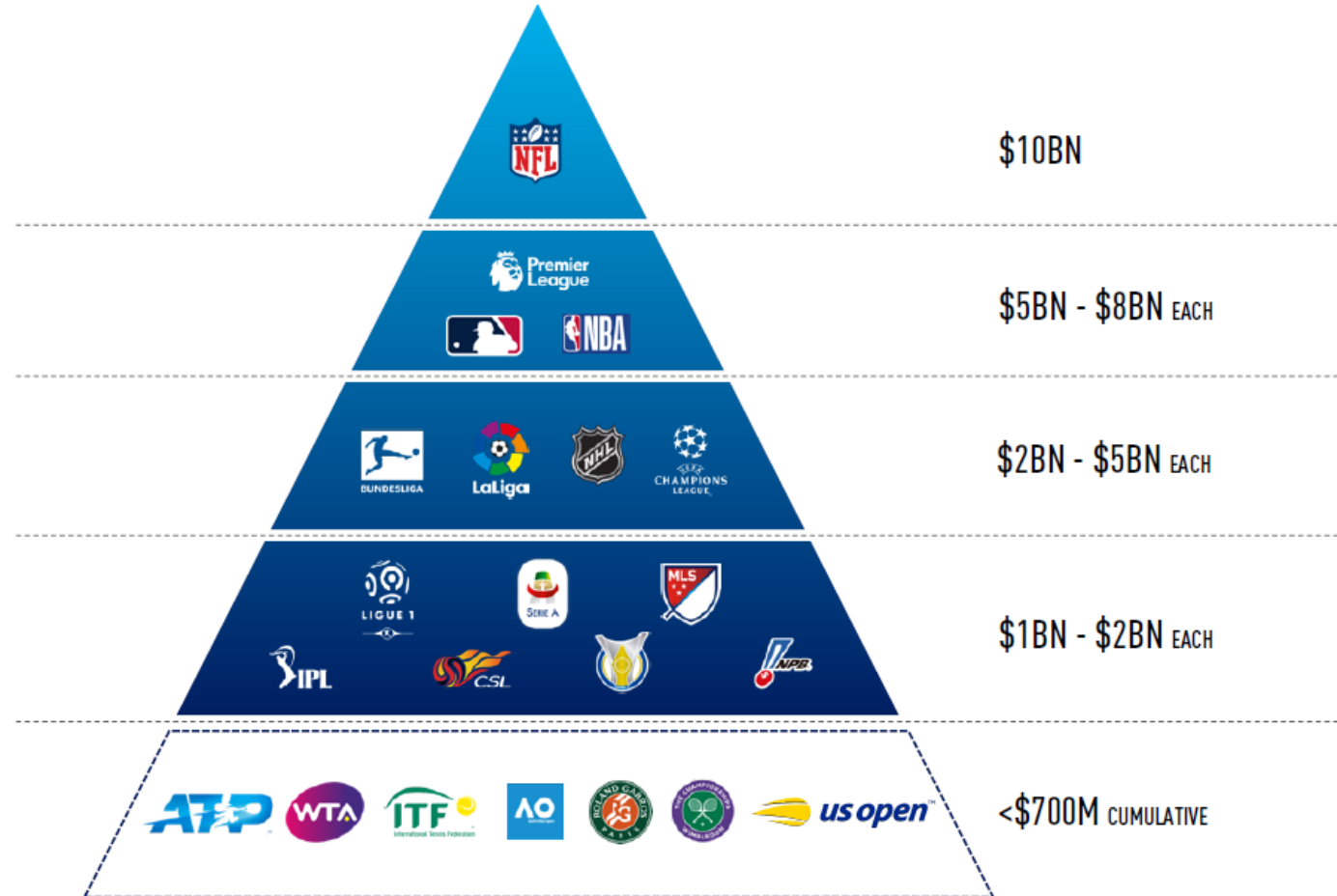


% OF TOTAL REVENUES COMING FROM MEDIA



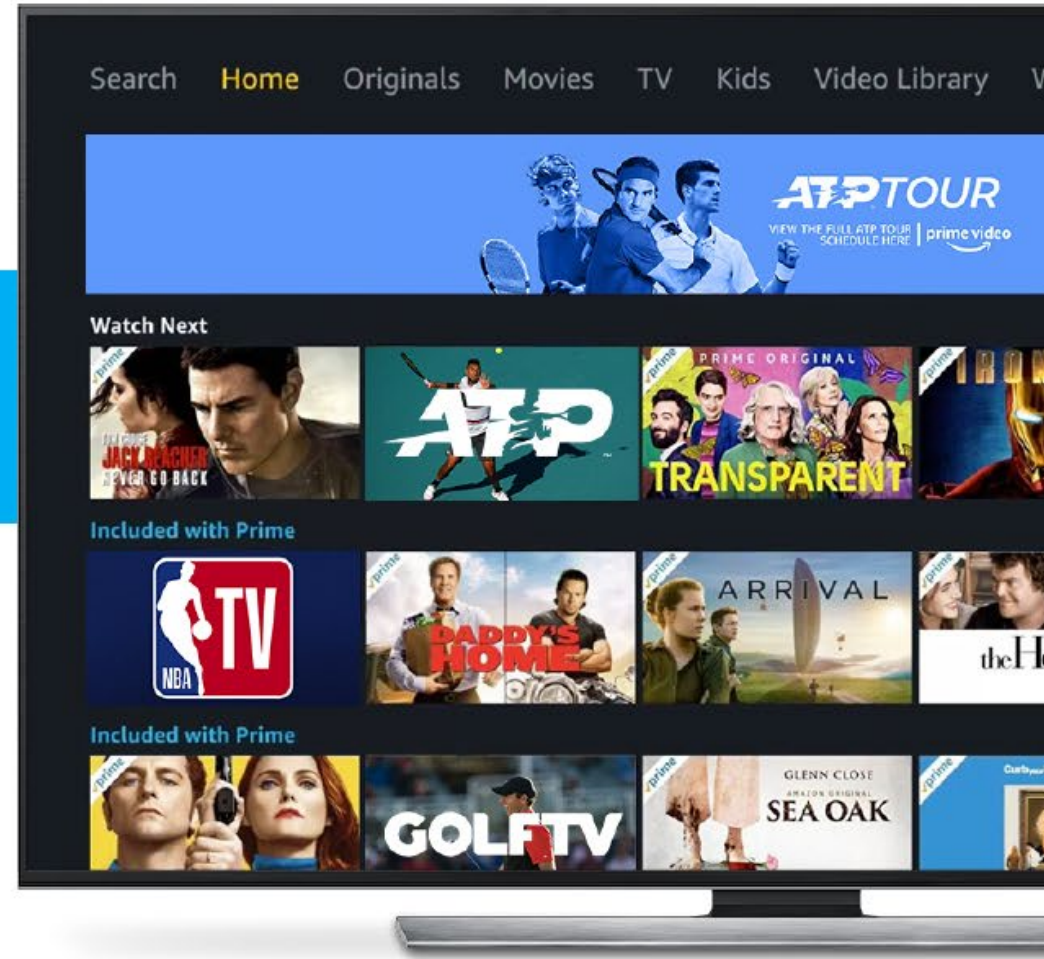
TOP 15 GLOBAL SPORTS LEAGUES ALL OPERATE CENTRALISED SELLING

FRAGMENTATION WITHIN TENNIS IS HURTING THE SPORT'S ABILITY TO SERVICE ITS FANS AND MONETISE EFFECTIVELY COMPARED TO OTHER CENTRALISED PROPERTIES.



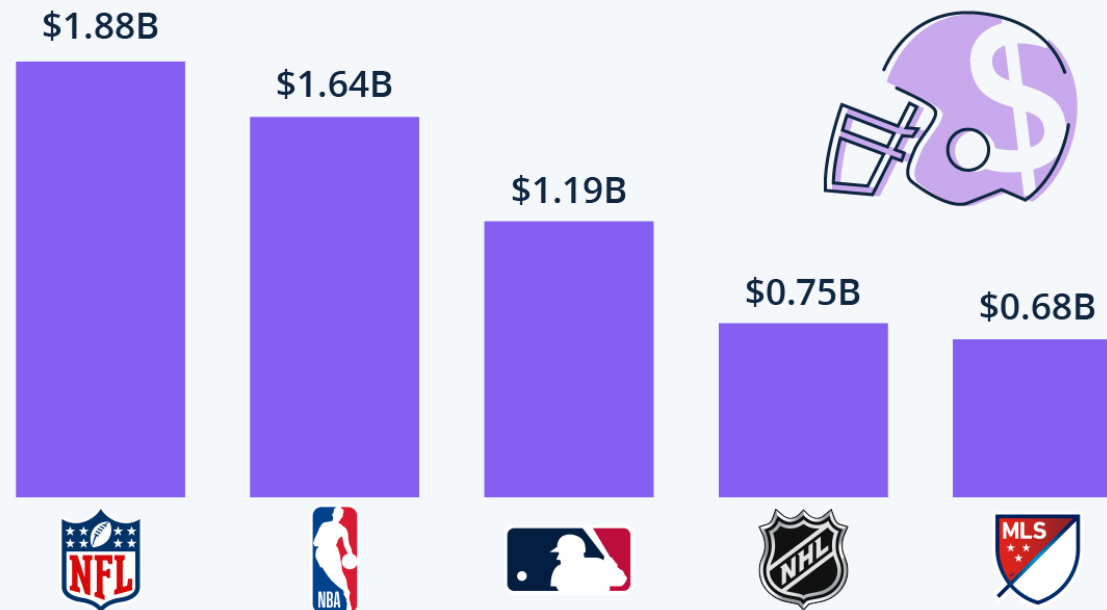
WE ARE IN THE ENTERTAINMENT BUSINESS

COMPETITION IN THE MEDIA INDUSTRY IS FIERCE DUE TO THE VAST CHOICE OF CONTENT DISTRIBUTED BY AN INCREASING NUMBER OF DIGITAL PLATFORMS (OTT DISTRIBUTION) – MEDIA AND TECH GIANTS ARE BECOMING BOTH CREATORS AND DISTRIBUTORS OF CONTENT, WITH THE MAJOR PLAYERS ENTERING INTO THE SPORTING ARENA.



NFL Still MVP in the Sponsorship Game

Total sponsorship revenue of major U.S. sports leagues in 2022/23



Data is from the latest completed season as of February 2023

Source: IEG via Sportico



CAHIER ÉCO sponsoring

Presque au complet

Avec 59 partenaires répartis sur trois étages, Paris 2024 est à la recherche d'environ 40 M€ pour atteindre son objectif de 1,226 Md€ de recettes issues du sponsoring national.

7 PARTENAIRES PREMIUM (de 100 à 150 M€, en numéraire et en services)



13 PARTENAIRES OFFICIELS (de 15 à 35 M€, en numéraire et en services)



39 SUPPORTERS OFFICIELS* (en numéraire et en nature)

ORGANISATION

DXC Technology (solutions applicatives pour piloter budget, achats et effectifs, USA)
Lyreco (produits et de services pour l'environnement de travail, FRA)
OnePlan (planification événementielle, GBR)
Randstad (recrutement et reclassement, HOL)
RGS Events (fourniture de mobilier et d'équipements, AUS)
Salesforce (solutions de gestion de la relation client, USA)
SCC (transformation et modernisation numérique, FRA)
Viparis (accueil de congrès et de salons, FRA)

* 4 n'ont pas encore été rendus publics.

INSTALLATIONS

Arena (conception et d'installation d'infrastructures temporaires, GBR)
Egis (ingénierie de la construction, FRA)
Enedis (distribution d'électricité, FRA)
ES Global (tentes, solutions de containment et échafaudages, GBR)
Loxam (location de matériel et outillage, FRA)
Saint-Gobain (production, transformation et distribution de matériaux, FRA)
VINCI (métiers des concessions et de la construction, FRA)

EQUIPEMENTS SPORTIFS

ABEO (fabrication et distribution d'équipements de sport et de loisirs, FRA)
Mondo (pistes et revêtements de sols sportifs, ITA)
Myrtha Pools (bassins de compétition, ITA)
Ottobock (prothèses, orthèses, fauteuils roulants, ALL)
Technogym (équipements sportifs, ITA)
SLX (éclairage sportif, GBR)
RESTAURATION
Sodexo Live! (restauration, FRA)
Tourtel Twist (bière sans alcool, FRA)
Re-uz (contenants réemployables, FRA)

TRANSPORTS

SNCF (transports, FRA)
RATP (transports, FRA)
Highfield (bateaux annexes et semi-rigides, FRA)
DIVERS
Air Liquide (gaz pour l'industrie, la santé, l'environnement, FRA)
Airweave (matelas, JAP)
Fnac Darty (distribution de biens culturels, loisirs, électroménager, FRA)
Fitness Park (salles de sports, FRA)
La Poste (FRA)
Optic 2000 (FRA)
Thermo Fisher Scientific (matériel de recherche et d'analyse pour laboratoires, USA)
Westfield (centres commerciaux, FRA)



PSG = 395 M Followers + ACCOR = 265 M Customers



SÉBASTIEN BAZIN Accor Chairman & CEO

"At Accor, we are so proud to be one of the first global hospitality companies to be welcomed into China in 1985. More than thirty years later, China remains one of our most important and strategic markets globally. It is also incredibly humbling to know that Chinese travelers, domestic and international, closely connect with the curated experiences Accor provides across all of our brands from luxury and lifestyle to economy."

Presenting the Paris Saint-Germain Summer Tour to the China market represents our French heritage as a company and passion for the China market."



Sponsors goals

WHY

- **Top of mind (notoriety), image, reputation !**
- **Increase sales / product ou service placement**
- **CRM, Propection**
- **Internal communication**
- **Connect the fans to the brands**

HOW

- **Media – Social Media – PR**
- **On site marketing operations**
- **PR (BtB & BtC)**
- **PR**
- **Activations**

STAPLES Center

TACO BELL SKILLS CHALLENGE



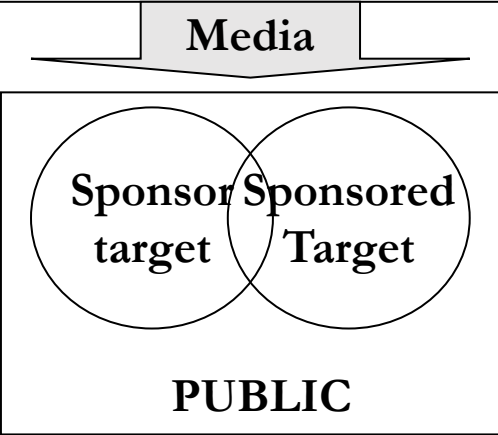
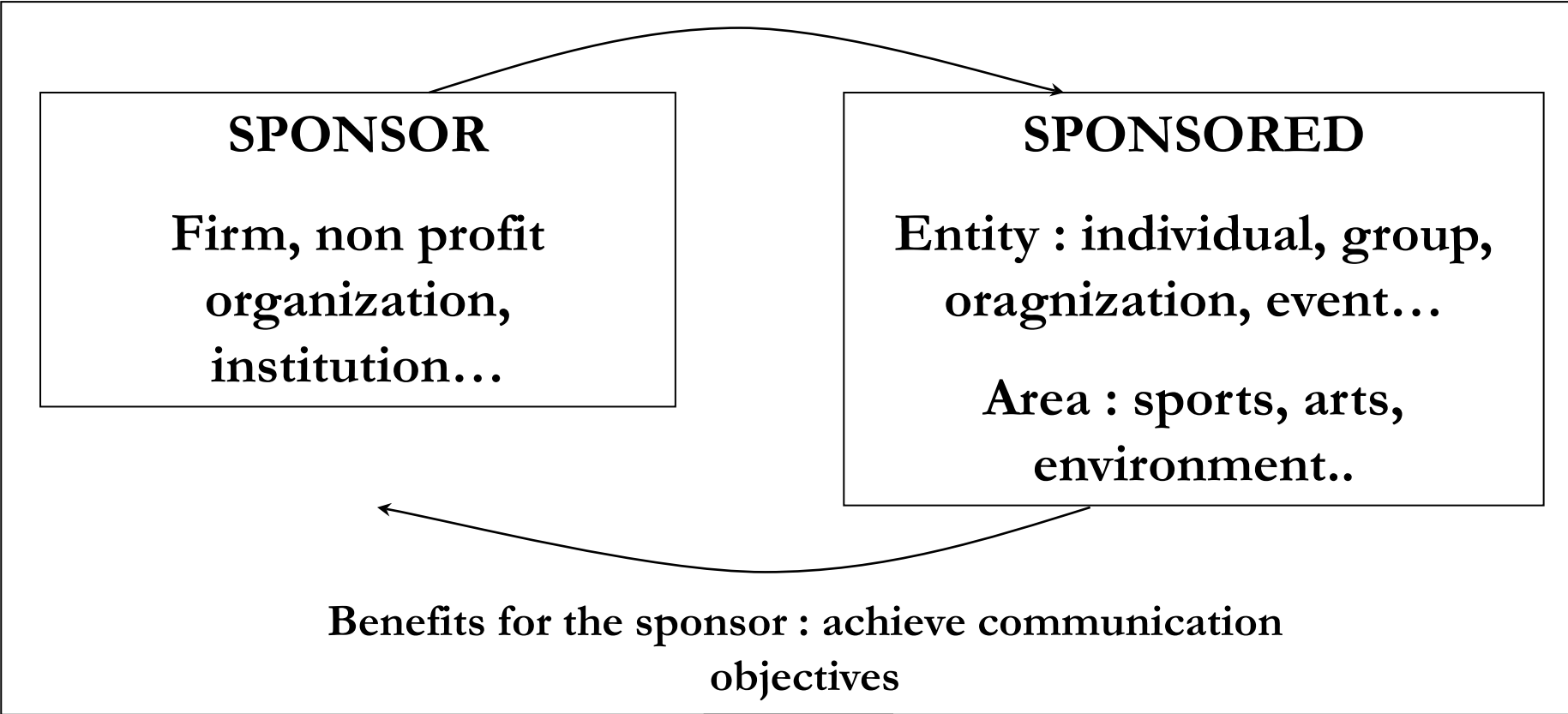
TACO BELL SKILLS CHALLENGE



Definition

- ★ Provision of assistance either financial or in kind to an activity by a commercial organization for the purpose of achieving commercial objective (Meenaghan, 1983)
- ★ Sponsorship involves two main activities (Cornwell and Maignan, 1998) :
 - ★ Exchange between a sponsor and a sponsoree whereby the latter receives a remuneration (cash or in-kind contribution) and the former obtains the right to associate itself with the activity sponsored
 - ★ Marketing of the association by the sponsor

Sponsor support : financial or not





Sponsorship strategic approaches



Passion : executive passion for sport (« President dancer »)
: RLD, Kampf, Weber, Lagardere...



Opportunism : business project using sponsorship potential : Sodexo, Veolia, Vinci, Eiffage, Bouygues, Thomson & PSG...

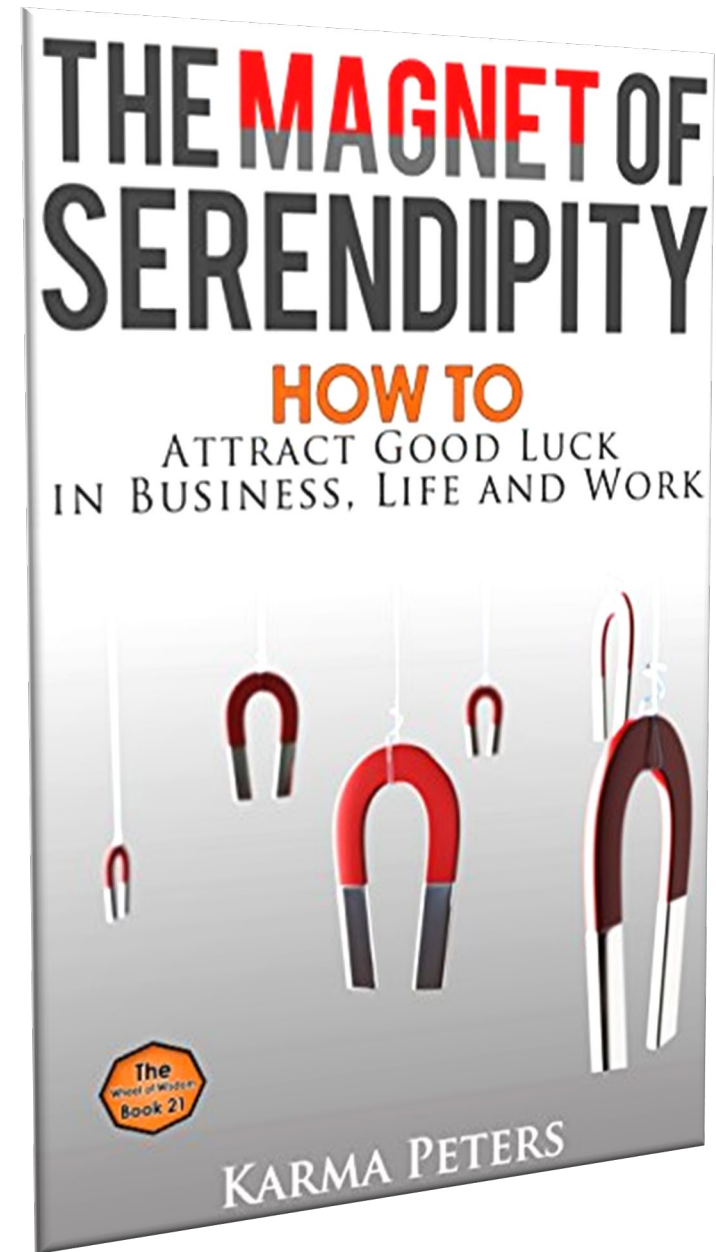


Strategic : sponsorship integration into a global brand strategy : We all speak football, We are tennis...



In the real world

- → 75 % : Executive meeting and individual introducing
 - 2 personalities
 - Actor games
 - Serendipity capability
- → 25 % strategic process / brand strategic management



SAY'S LAW

GEKE.US

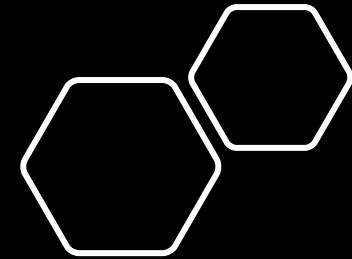
Your supply
constitutes
our demand.

What most people think it means

Your supply
constitutes
your demand.

What it actually means

For more econ memes, please visit www.geke.us



Mega event & the rest

Demand > Supply

Best clubs and events
Sponsor selection
Financial optimization
Open call - closing



Demand < Supply

Others clubs and events
Customization
Prospect
Introducing + closing

Make the difference



Competitive advantage

Not only visibility !

Reputation !

Visibility

+

**Sensemaking activation to
create a difference**

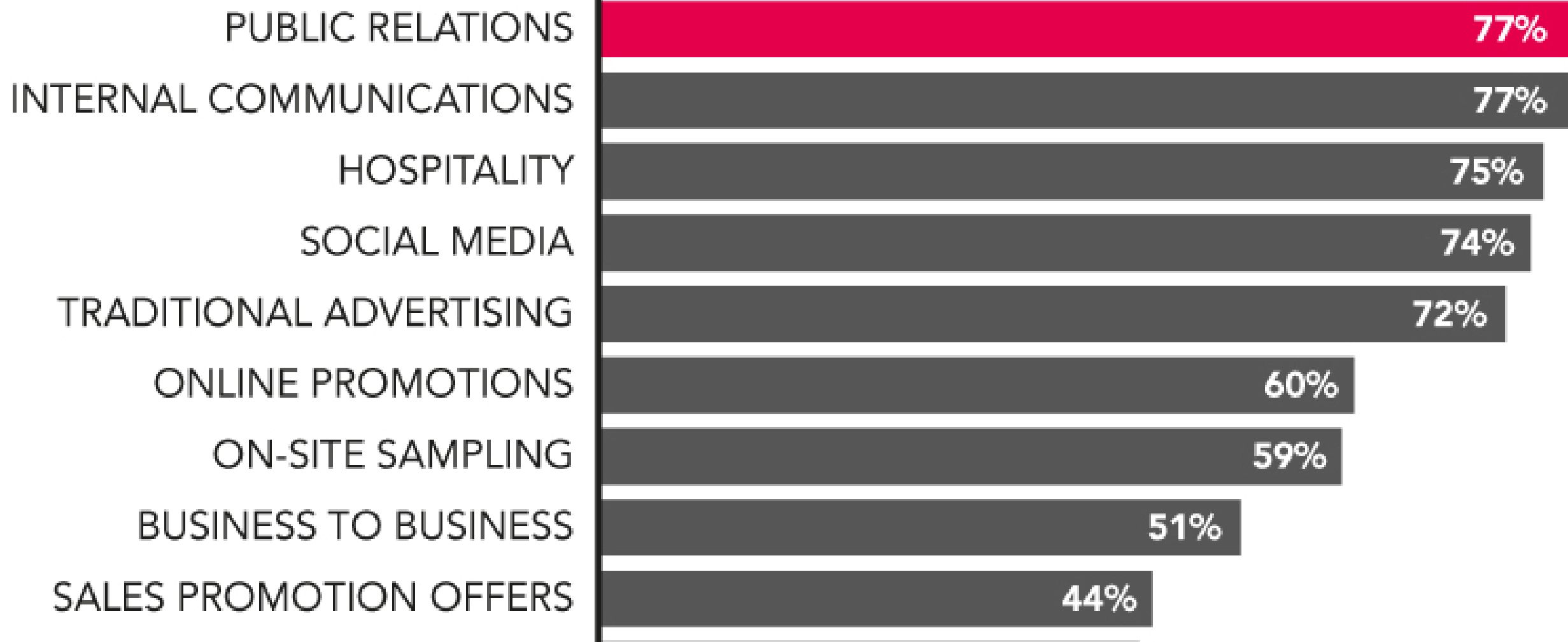
The Place to leverage and activate

- Sponsorship leverage can be defined as “the act of using collateral marketing communications to exploit the **commercial potential** of the **association** between a sponsee and sponsor.”
- Activational communications (or activation) can be described as “communications that **promote the engagement, involvement, or participation** of the sponsorship **audience** with the sponsor”

(Weeks, Cornwell & Drennan, Psychology & Marketing, 2008)



- 
- A wide-angle, high-angle shot of a football stadium at night, filled with a massive crowd of fans. The stadium lights are on, and the field is visible in the center. In the foreground, several fans have their arms raised in excitement. In the sky above the stadium, three white drones are flying in formation. The text '• ACTIVATION' and '• « Connect the fans to the brands »' is overlaid on the image.
- ACTIVATION
 - « Connect the fans to the brands »



THE AGE OF **PERSUASION**

How Marketing Ate Our Culture

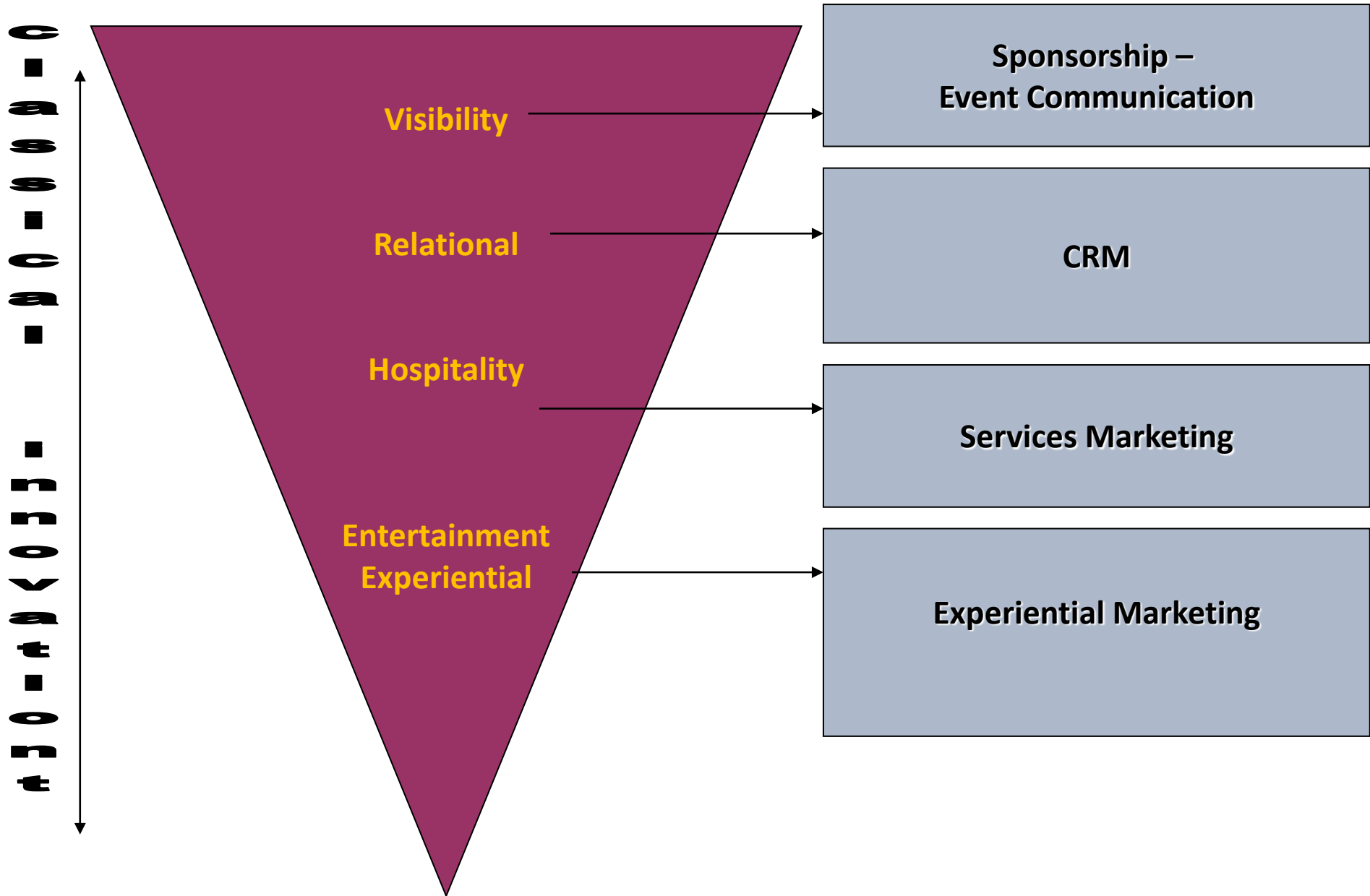


TERRY O'REILLY AND **MIKE TENNANT**

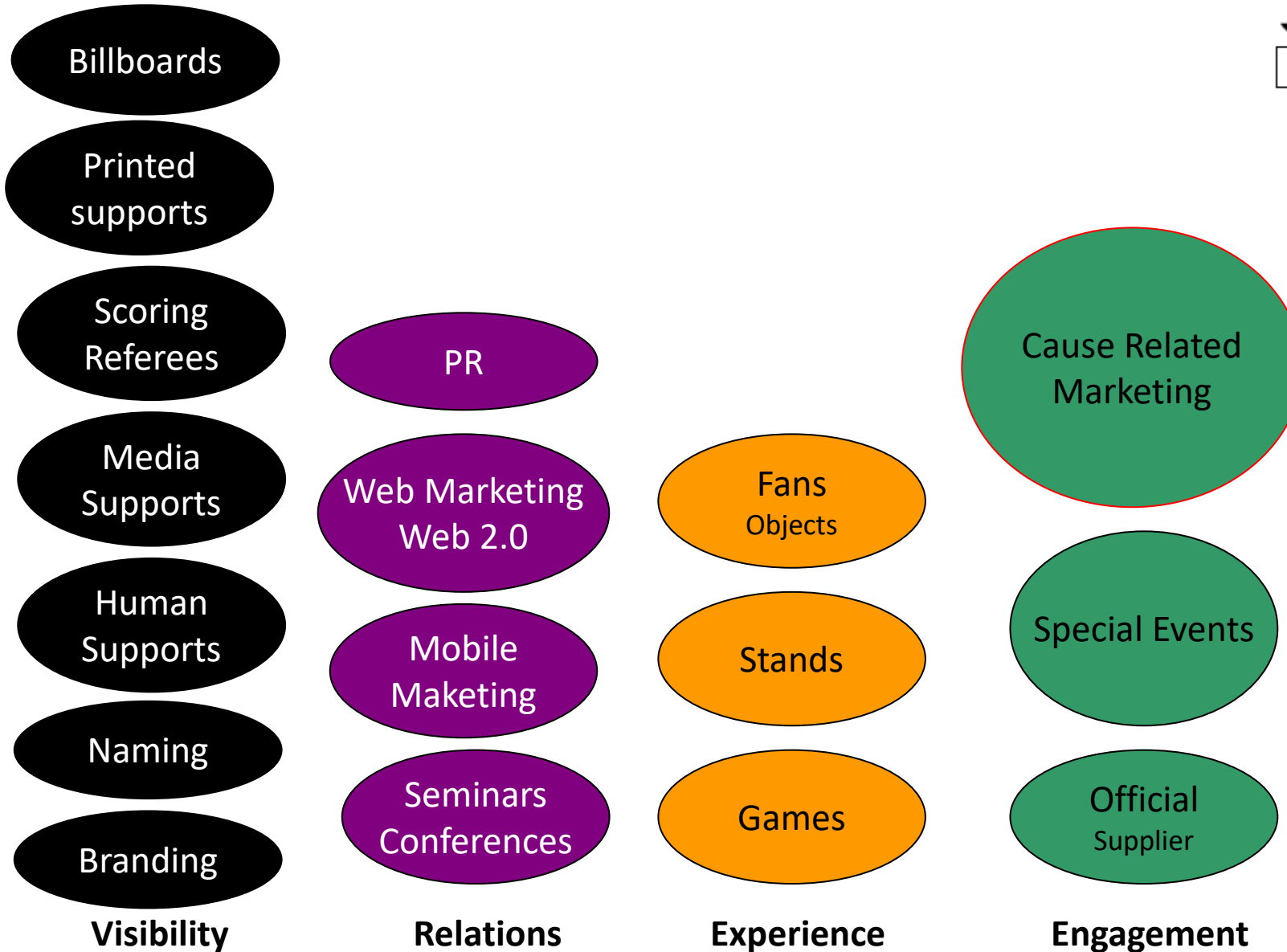
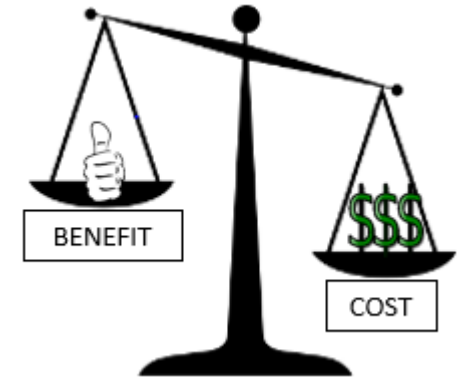
Promotional strategy

ANY FORM OF COMMUNICATION USED TO INFORM, PERSUADE OR REMIND ABOUT COMPANY PRODUCTS AND SERVICES (KELLER)

Activation axis



Activation tools



SPONSORSHIP ACTIVATIONS MODEL

V R E E

VISIBILITY

ROI

RELATIONS

ROO

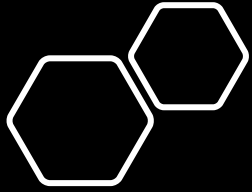
EXPERIENCE

ROO

ENGAGEMENT

ROI ?

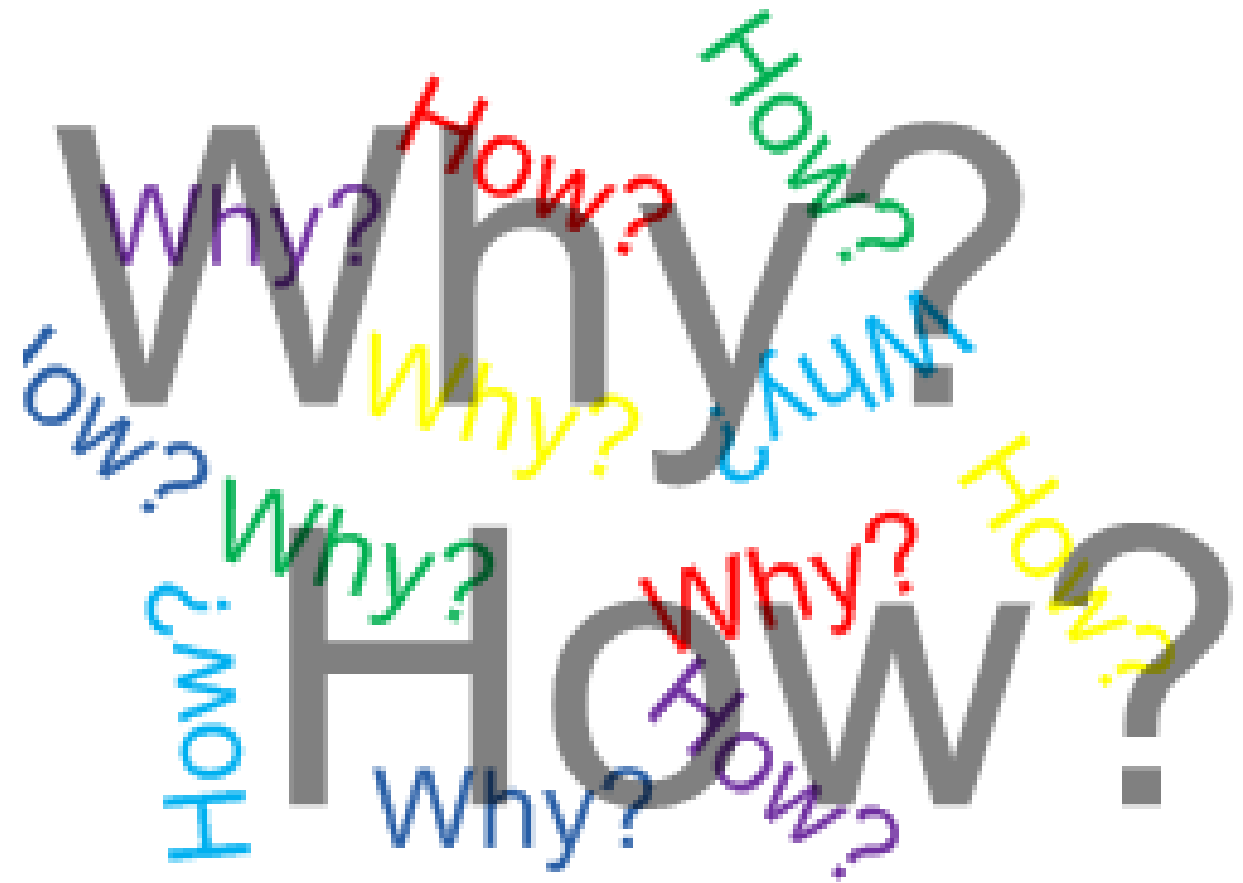




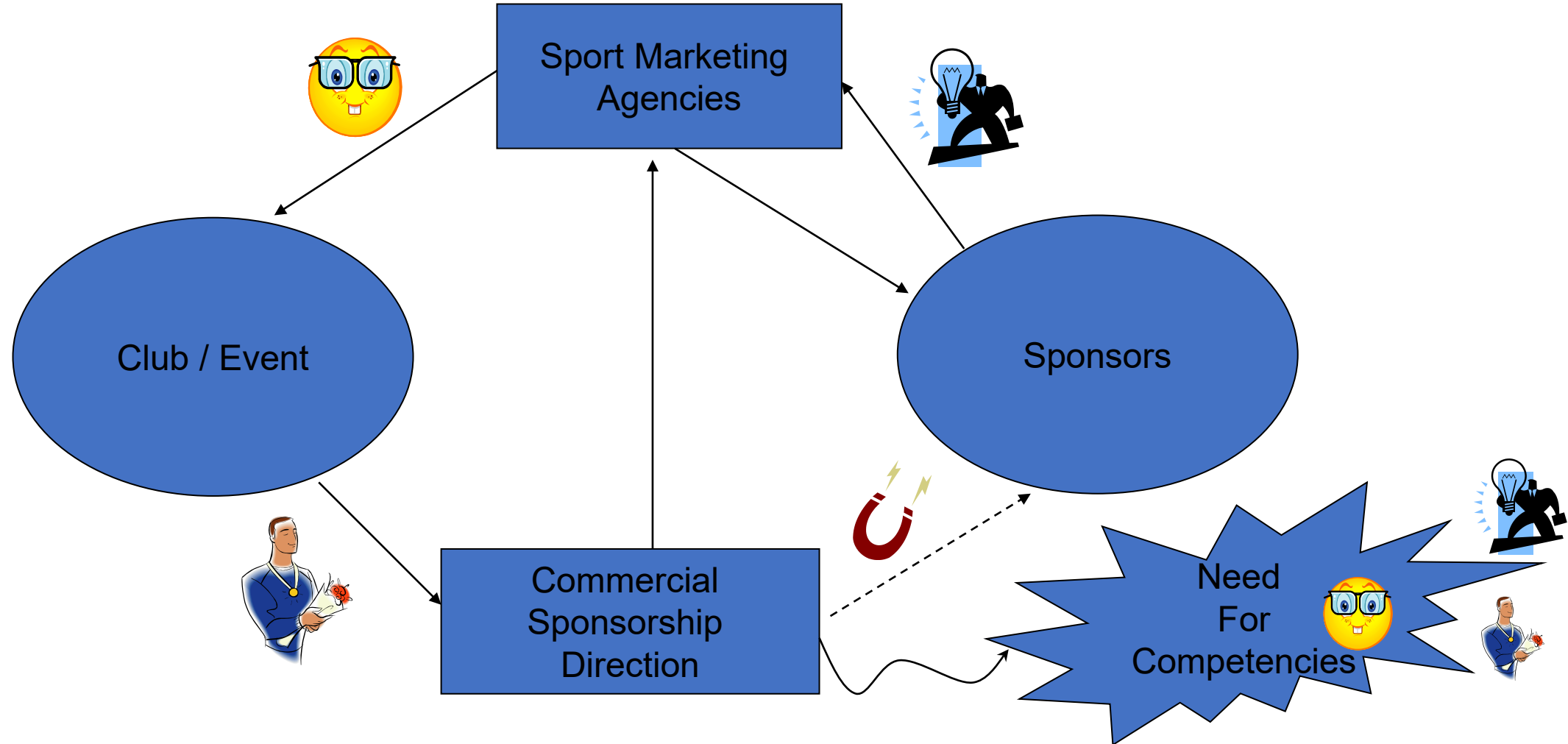
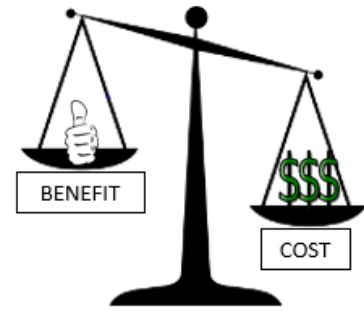
So what ? How to Implement ?

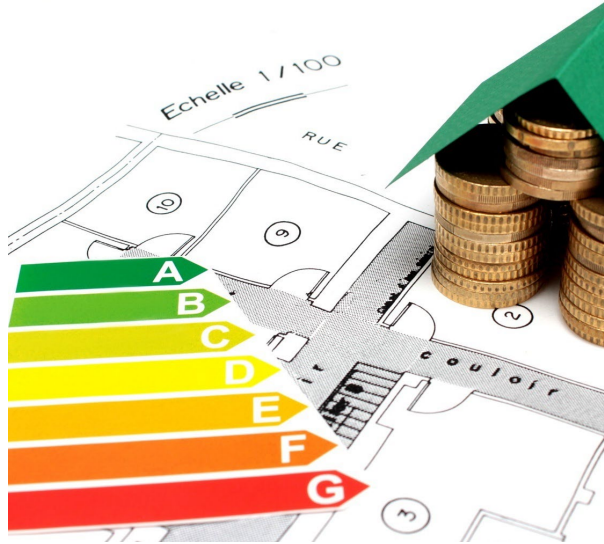
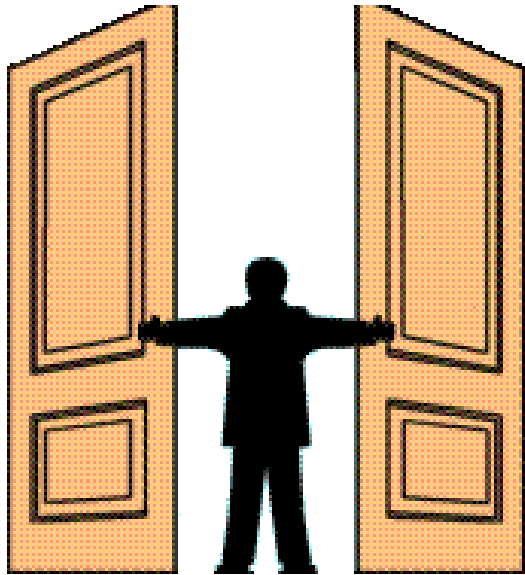
- ★ Back to the basics :
- ★ WHY ? : targets, visibility, value, internal communication,... [needs + sponsors goals]
- ★ HOW ? : activation tools panel [answer needs + objectifs]

= your JOB !



Agencies... or not !





Activation program process



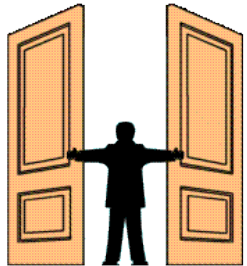
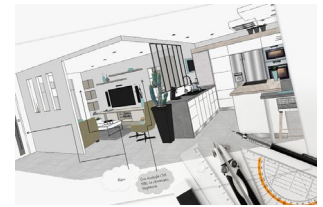
4. Evaluation ROO or ROI

3. Activation - Action
You are on the field

2. Customize your offer
Sensemaking proposals
You are not a prof !
Using 3 packs (light – medium – gold)

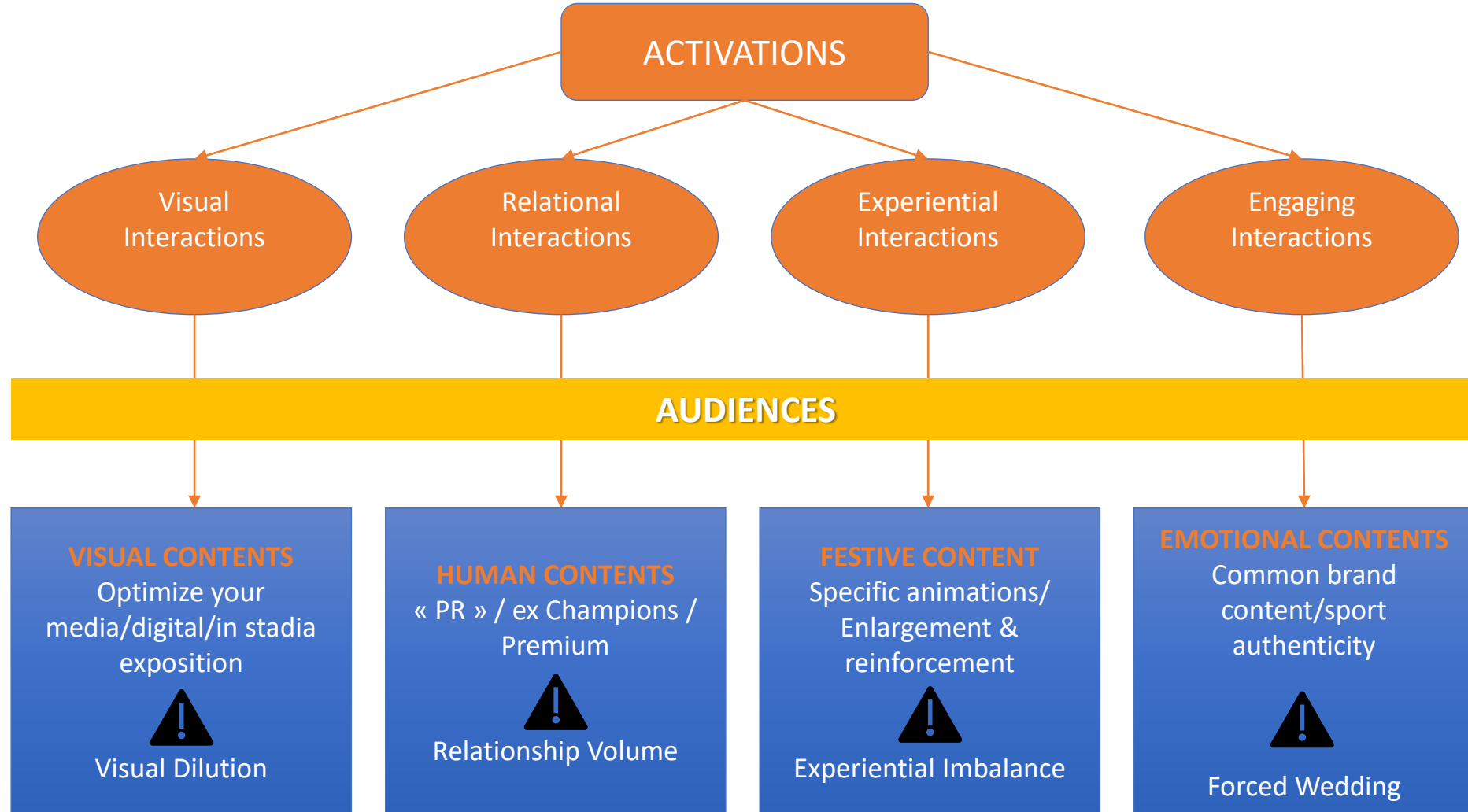
1. Prospecting – Analyzing - Spying
For a new sponsor
Special individual access and information
by your top management or owner

**5. Evolution –
Dynamic program
Loyalty**



Value Proposition and Activation Platform

Interactional Typology



Lagardère

teamLagardère



CEO personality « passion » activation



⇒ Basketball competition and free practice

⇒ Open area for a general public

⇒ Elite championship 5*5

⇒ 8 cities in Europe : Lyon, Paris, Cologne, Munich, Madrid, Barcelona, Milan, Roma

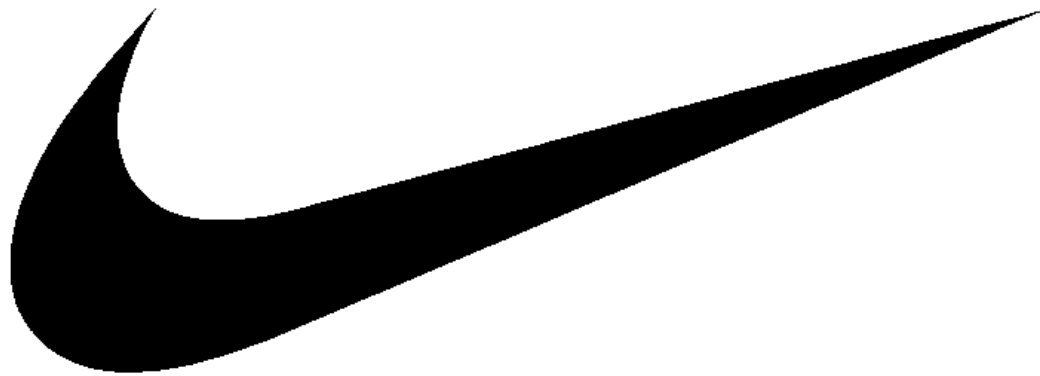


★ Visibility activations :

- ★ Street marketing , flyers, printed supports, TS staff.
- ★ Staff + presents for players
- ★ Court: 16 m billboards, wall ITW, tents.

★ Sensemaking activations »:

- ★ Champion of the Court : 1 vs 1 (300 - 350 players per day)
- ★ 2 targets : elite – teens (streetware)



★ Visibility activations :

- ★ Printed supports logo
- ★ Staff with Nike (shoes) – Winners (shoes)
- ★ Court : 10 m billboards

★ Sensemaking activations »:

- ★ Nike – 3 point shootout
- ★ Stand for shoes
- ★ Jordan Camps recruitment : buzz



★ Visibility activations :

- ★ Printed supports logo
- ★ Referees / Foot Locker clothes
- ★ Court : 10 m billboards

★ Sensemaking activations :

- ★ Flyers + website NBA jam 06 : Foot Locker shop to get your ticket to play
- ★ Game « Foot Locker 10 000€ » : shoot from the center of the court.
- ★ Promotional coupons for players and winners



★ Visibility activations:

- ★ Printed supports logo
- ★ EA Sports Lounge area
- ★ Court n°2 : EA Sports 10 m billboards

★ Sensemaking activations

- ★ NBA Live 07 video game promotion with stands
- ★ Virtual tournament : European finals (finalists : match Suns / Sixers –
Winners : All star Game invitation in Las Vegas 07)

FIFA WORLD CUP
GERMANY
2006



Fan Fest





★ Communication services supplier

★ Visibility activation:

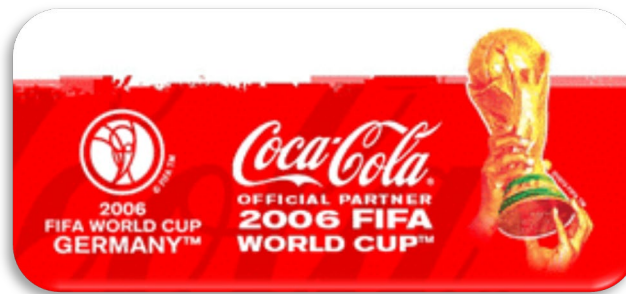
★ Field : 2-4 billboards 8*6.50 m

★ Sensemaking activations

★ Website : official facts – news – products

★ Promotion services Voice over IP : press, media...





- ★ Powerade official supplier 'energy drink'
- ★ Bonaqa official supplier « water »
- ★ « We all speak Football » campaign

★ Visibility activations :

- ★ 2 à 4 billboards

- ★ Visibility using teams colors



★ Sensemaking activations

- ★ FIFA World Cup™ Trophy Tour :
- ★ Official balls
- ★ Coca-Cola Football Camp
- ★ Panini Virtual Football Stickers
- ★ Children / 6 villages SOS FIFA



★ + 20 years with FIFA → Brand Visibility / N1 International soccer / Relations users + banks

★ Visibility activations :

★ 2 – 4 billboards

★ 90 min TV broadcast : 10-13 min brand visibility

★ Sensemaking activations

★ Hospitality

★ Master Card « Priceless Photo » : (Pelé – Klinsmann) / credit card souvenir

★ Cities soccer championship by Master Card



- ★ Visibility activation :
 - ★ 2 – 4 billboards

- ★ Sensemaking activations »:
 - ★ McDonald's Player Escort Program : 1048 children (6-10 years)

 - ★ Special promotions :
 - ★ Germany : Goleo / Celebrity endorsment / Tickets
 - ★ Brazil : Countries Burgers
 - ★ China : TV adversterring and goodies
 - ★ USA : Limited goodies FIFA World Cup
 - ★ India : coccer table games Mcdonald's
 - ★ Japan : Mini balls and mino Goleo
 - ★ Mexico : packaging
 - ★ UK : mobile games« A tex to Win » with Georges Hurst (CDM 1966)

 - ★ Exclusivity : FIFA Fantasy football
 - ★ Salads, fruits... McCofee...

SALES PROMOTION + SOCCER ENGAGEMENT



TOUR'S CLUB (AVERAGE VALUE €3.5M)



OFFICIAL PARTNERS (AVERAGE VALUE €1M-€1.5M)

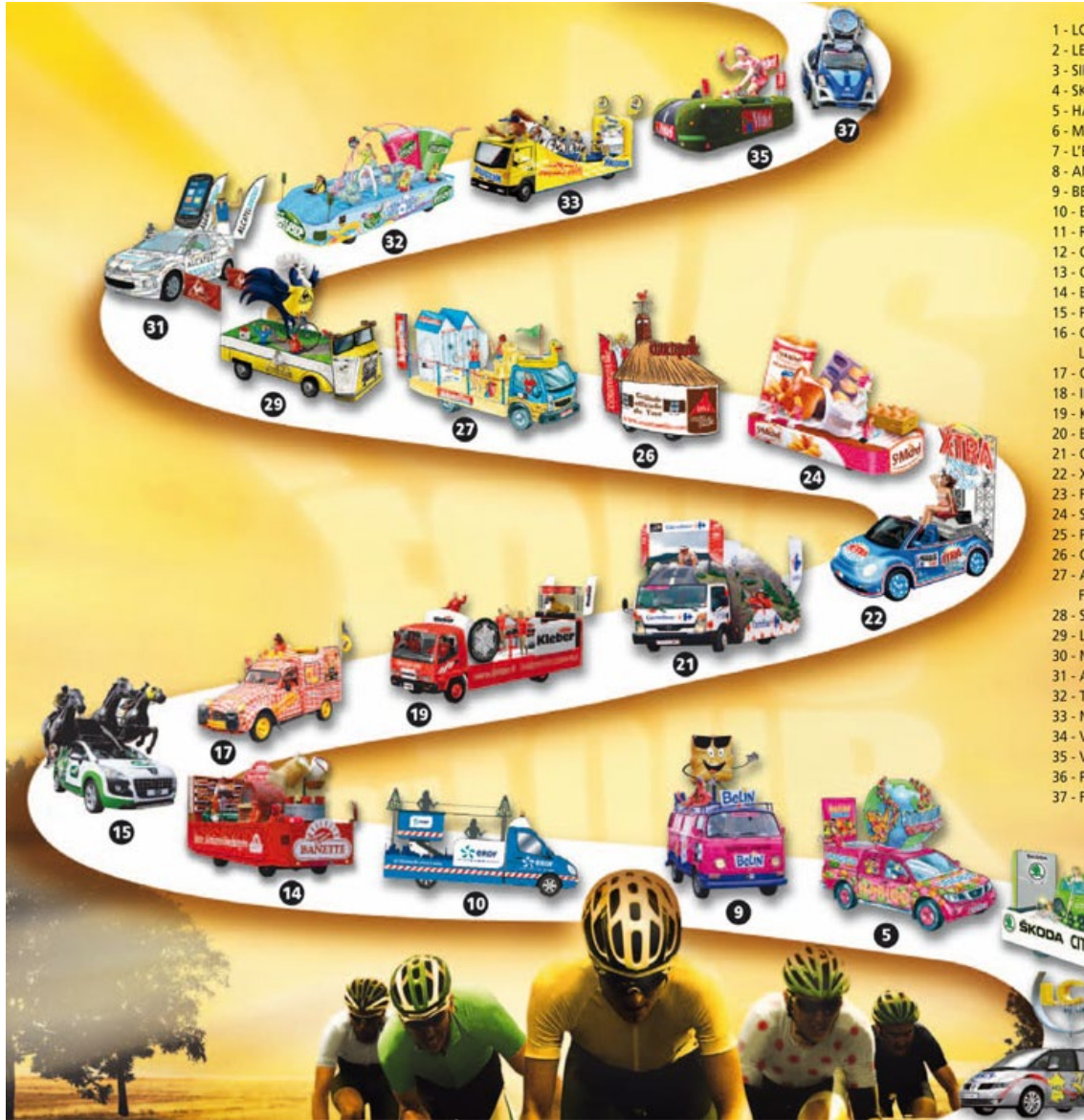


OFFICIAL SUPPLIERS (AVERAGE VALUE €300,000-€500,000)



OFFICIALS SUPPORTERS (AVERAGE VALUE LESS THAN €250,000)





Vittel

☆ **Françoise Bresson (Sponsoring Director Nestlé Waters - Vittel) : « Link with the public with « La caravane », TDF platform is complete and we can meet our consumers... »**

☆ **Program**

☆ **14 cars et 500 000 products for the spectators**

☆ **Eauficiel : 30 000 for free for spectators**

☆ **PR**

☆ **Sales activation with 3 Millions (Packs TDF)**

☆ **Last 25 km Vittel Red « arches »**

☆ **Focus on Vittel origin (les Vosges) with the vacation**

☆ Antoine Willaume (Communication & Marketing Director Antargaz) : « Our customers are in rural areas. TDF is a perfect way to meet them ».

☆ Program : Village, caravane, inter-station & VIP

☆ PR & Hospitality inter-station 50 Km from the arrival
(exclusivity : 200 m²)

☆ Trophy « Flamme Gaz Naturel » with the Major of the City

☆ Mascot

☆ 200 000 Tap tap & 250 000 magnets

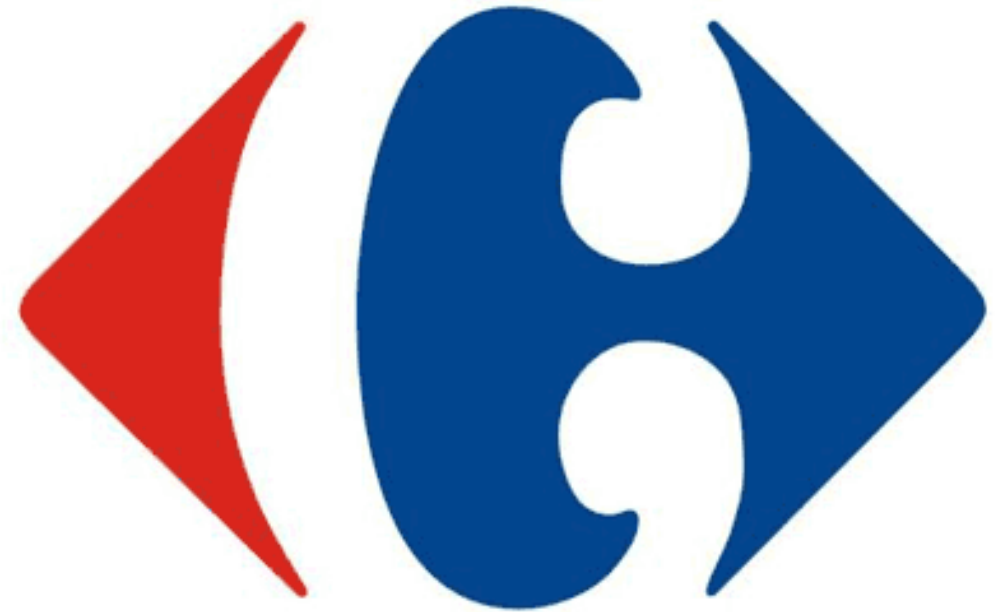


antargaz

-
- **Eric Marchyllie (Sponsoring Director Carrefour) : « Our partnership with TDF and the soccer is focused on proximity. We want to promote our product and our difference with our quality made in France and explain our positioning ».**


- **Actions :**

- **Games in shops**
- **Website : C-letour.fr with practicers and fans**
- **Cars & Caravane**
- **Jersey for the best climber**



Carrefour

Key points to analyse your future sponsor

 Target : identity, image, brand strategy

 Goals : Direction : strategy, competitive advantage, needs anticipation

 Communication channels

 Financial potential : Turnover, assets...

 Sponsorship existing actions

 Who is the BOSS inside the company :

Access

Working on his personality and the link the your sport (fan, practice, networks...)

Sponsorship 3.0 : BNP Paribas





Four women are standing in a row, facing forward, in a gym setting. They are all wearing green t-shirts. The woman on the far left has her arms raised in a V-shape. The woman on the far right is also posing with her arms raised. The woman in the center is holding a yellow barbell. The word "BODY" is overlaid in large, bright green, outlined letters across the center of the image. The background is dark with some yellow light sources.

BODY



Activation Plan / Program to create your offer

**Teasing « who you are » / your difference / Brand Values → YOUR
VALUE PROPOSITIONS (video is usefull)**

**Business Target : Industry/Common Values/Sensemaking reason to
activate → personnal relationnal INTRODUCTION (who/how/when...)**

**Activations program : VREE / Justify your fit with your sponsors
needs/Cost-Benefit → VALUE PROPOSITIONS FOR YOUR CLIENT**

VALUE CREATION : How to measure ROO or ROI ?

Packs and Pricing

“You can't **manage**
what you don't
MEASURE.”

— PETER F. DRUCKER

