



SPORT BUSINESS MODEL PARADOX

Lionel Maltese



Last diploma : a long time ago....

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

Last sport experience 2023 :

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

• **Sport Practice Fan... :**

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

Since
2001

Research



Since 2005

Maître de Conférences

Aix Marseille University

Strategy & entrepreneurship

Since 2006

Associate Professor Kedge Business School



Since
1999

Professional
ATP & WTA
Events
management



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



Consulting

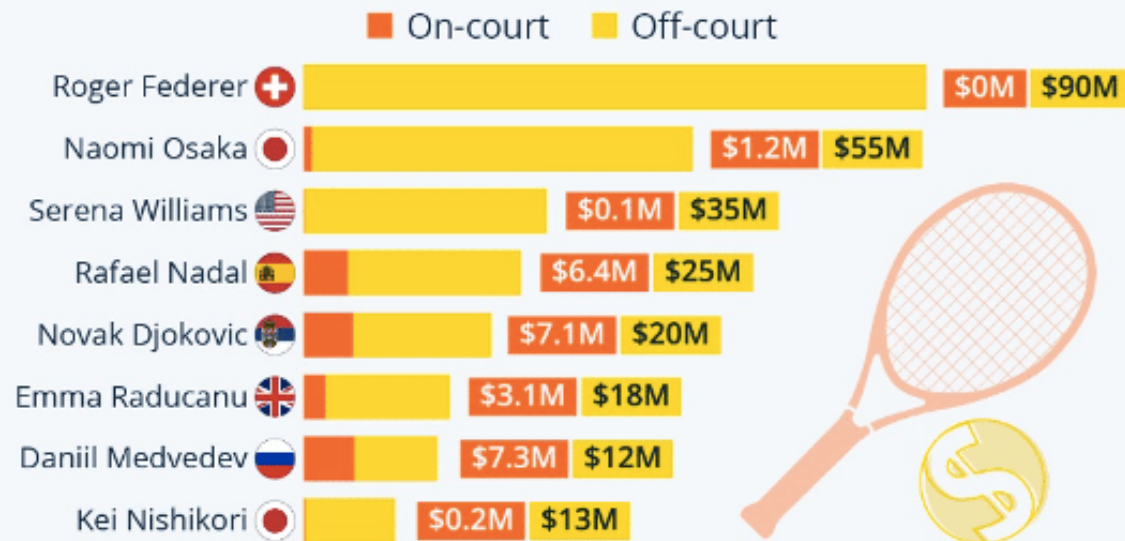
Sport Business Strategy & Marketing





Federer's Brand Pays Off Even When He's Not Playing

Estimated earnings of the highest-paid tennis players in the 12 months since August 2021



Off-court earnings include income from endorsements, appearances, licensing and memorabilia, as well as cash returns from any businesses operated by the player. All earnings before taxes and agents' fees.

Source: Forbes



This is a list of the **highest-paid athletes** in the world as ranked by *Forbes* magazine.

2023 list [[edit](#)]

The 2023 list:^[1]

Rank ↕	Name ↕	Sport ↕	Country ↕	Total ↕	Salary/winnings ↕	Endorsements ↕
1	Cristiano Ronaldo	Association football	 Portugal	\$136 million	\$46 million	\$90 million
2	Lionel Messi	Association football	 Argentina	\$130 million	\$65 million	\$65 million
3	Kylian Mbappé	Association football	 France	\$120 million	\$100 million	\$20 million
4	LeBron James	Basketball	 United States	\$119.5 million	\$44.5 million	\$75 million
5	Canelo Álvarez	Boxing	 Mexico	\$110 million	\$100 million	\$10 million
6	Dustin Johnson	Golf	 United States	\$107 million	\$102 million	\$5 million
7	Phil Mickelson	Golf	 United States	\$106 million	\$104 million	\$2 million
8	Stephen Curry	Basketball	 United States	\$100.4 million	\$48.4 million	\$52 million
9	Roger Federer	Tennis	 Switzerland	\$95.1 million	\$0.1 million	\$95 million
10	Kevin Durant	Basketball	 United States	\$89.1 million	\$44.1 million	\$45 million

Time



BALANCED
SCORECARD

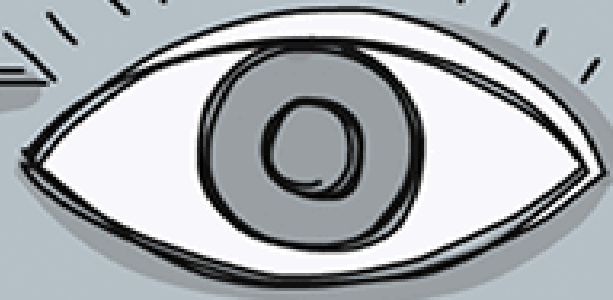
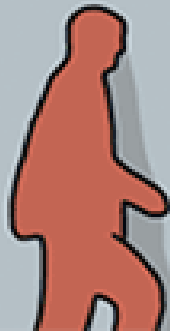


SCOPE

PERFORMANCE MANAGEMENT



IMPROVEMENT





Determining Value

HARVARD
BUSINESS REVIEW

**Capture More
Value**

PERFORMANCE



GUILLAUME MARION
CANET COTILLARD





GENERATION 2024

Paris 2024 Legacy Programme

Already underway...

Programme d'héritage de Paris 2024

déjà en cours.





QSI

QATAR SPORTS INVESTMENTS

قطر للإستثمارات الرياضية





Saudi Arabia Introduces New Opportunities in Sports and Athletics



\$1.8 B

Worth of Investments
for the next five years



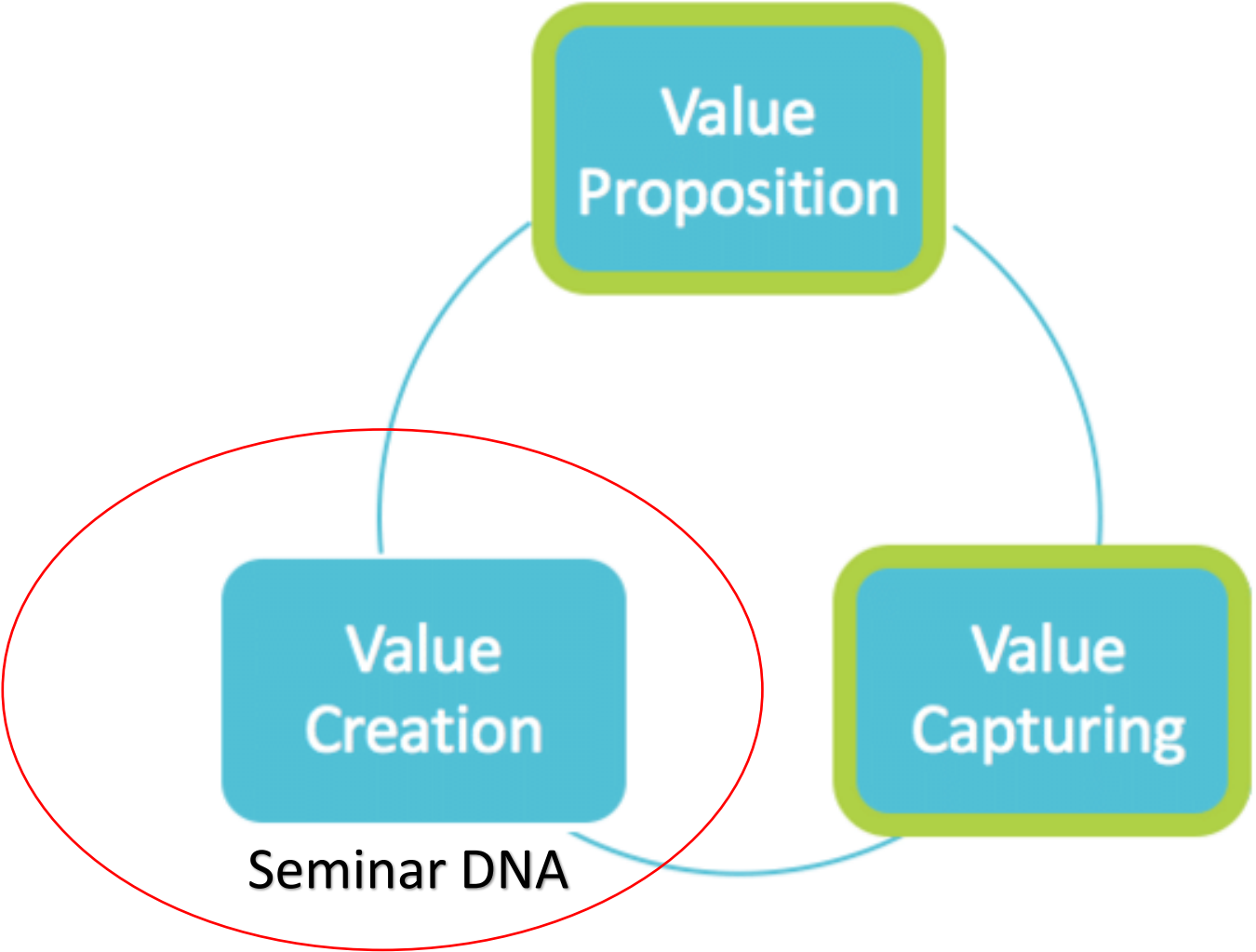
\$650 M

Support to 170 clubs
in Saudi Arabia

23%

increase
in mass participation
and activity levels



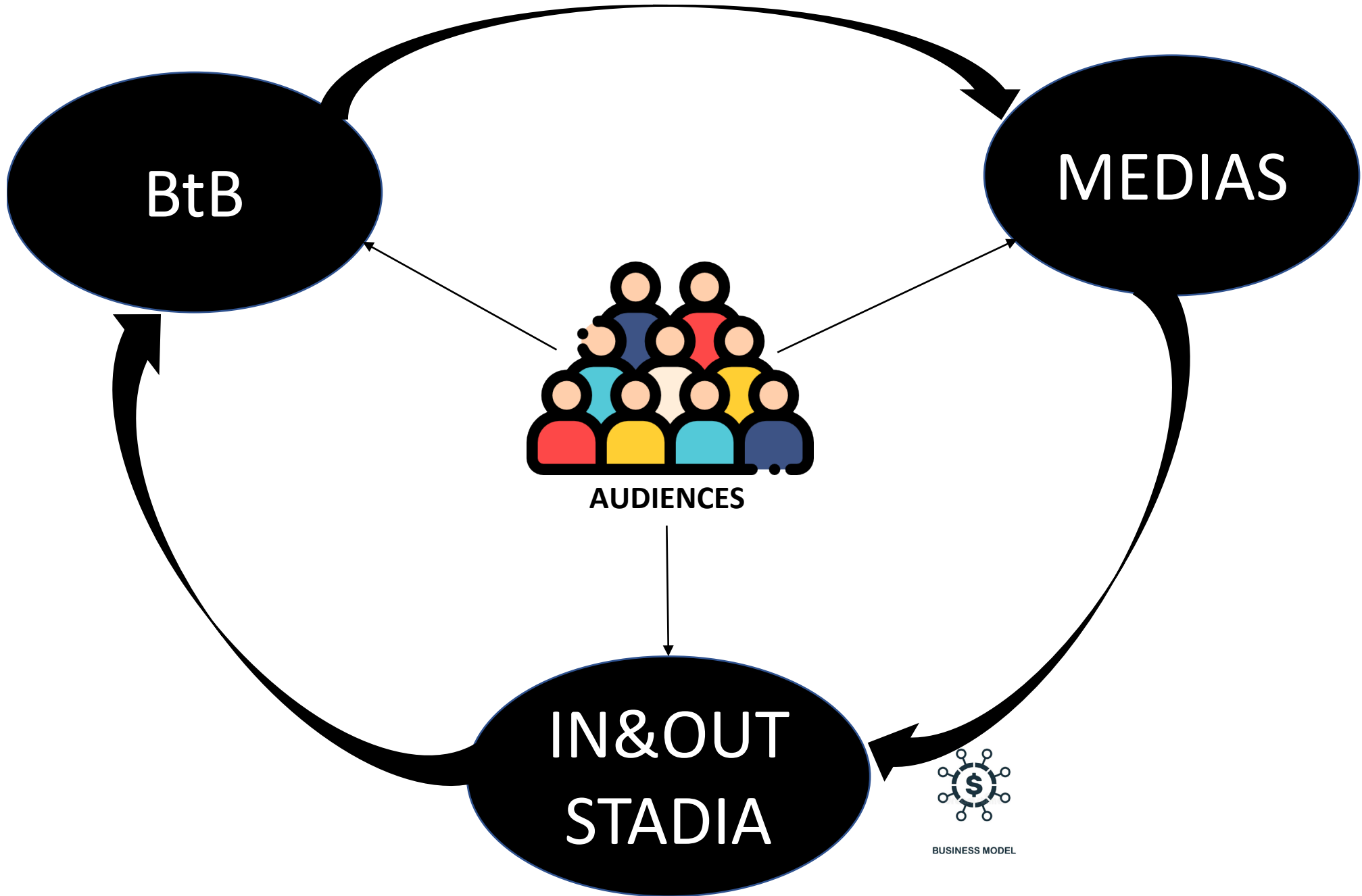




BUSINESS MODEL



BUSINESS MODEL



BUSINESS MODEL



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

Michael Jordan

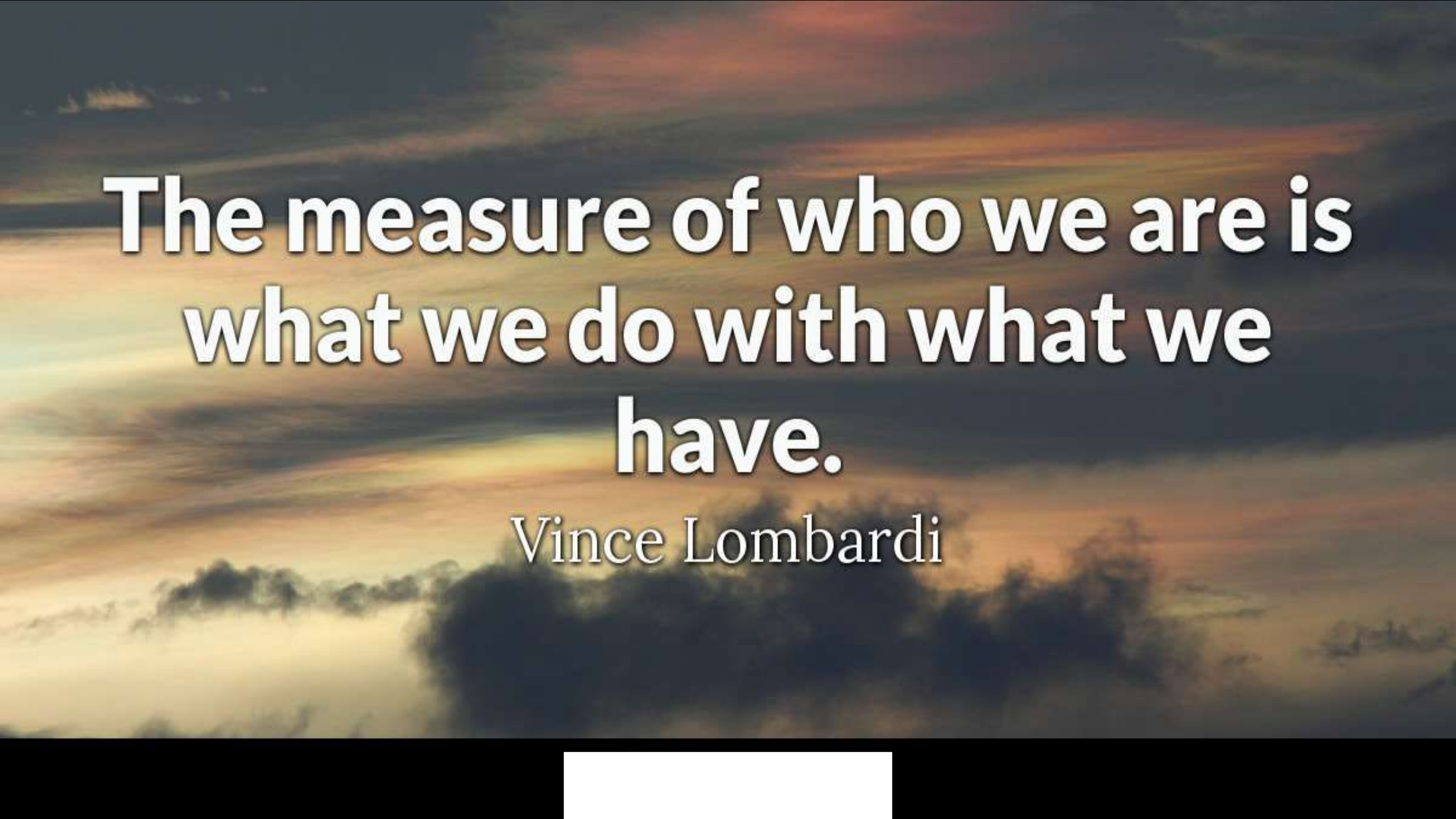
**STERN TOOK LEAGUE
TO NEW HEIGHTS**

TIME IS A RESOURCE – TIMING IS A COMPETENCY

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

- Teece et al., 1997



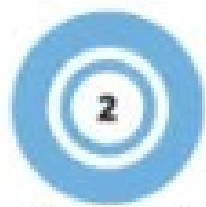


**The measure of who we are is
what we do with what we
have.**

Vince Lombardi



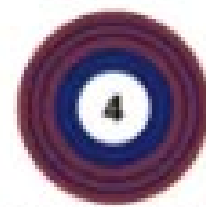
REAL MADRID
€831.4m



MANCHESTER CITY
€825.9m



PARIS SAINT-GERMAIN
€801.8m



FC BARCELONA
€800.1m



MANCHESTER UNITED
€745.8m



BAYERN MUNICH
€744m



LIVERPOOL
€682.9m



TOTTENHAM HOTSPUR
€631.5m



CHELSEA
€589.4m



ARSENAL
€532.6m



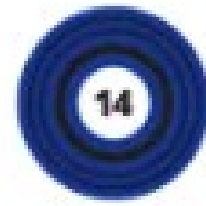
JUVENTUS
€432.4m



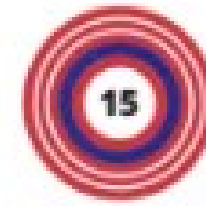
BORUSSIA DORTMUND
€420m



AC MILAN
€385.3m



FC INTERNAZIONALE MILANO
€378.9m



ATLÉTICO DE MADRID
€364.1m



EINTRACHT FRANKFURT
€293.5m



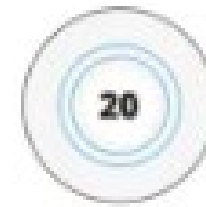
NEWCASTLE UNITED
€287.8m



WEST HAM UNITED
€275.1m



SSC NAPOLI
€267.7m



OLYMPIQUE DE MARSEILLE
€258.4m

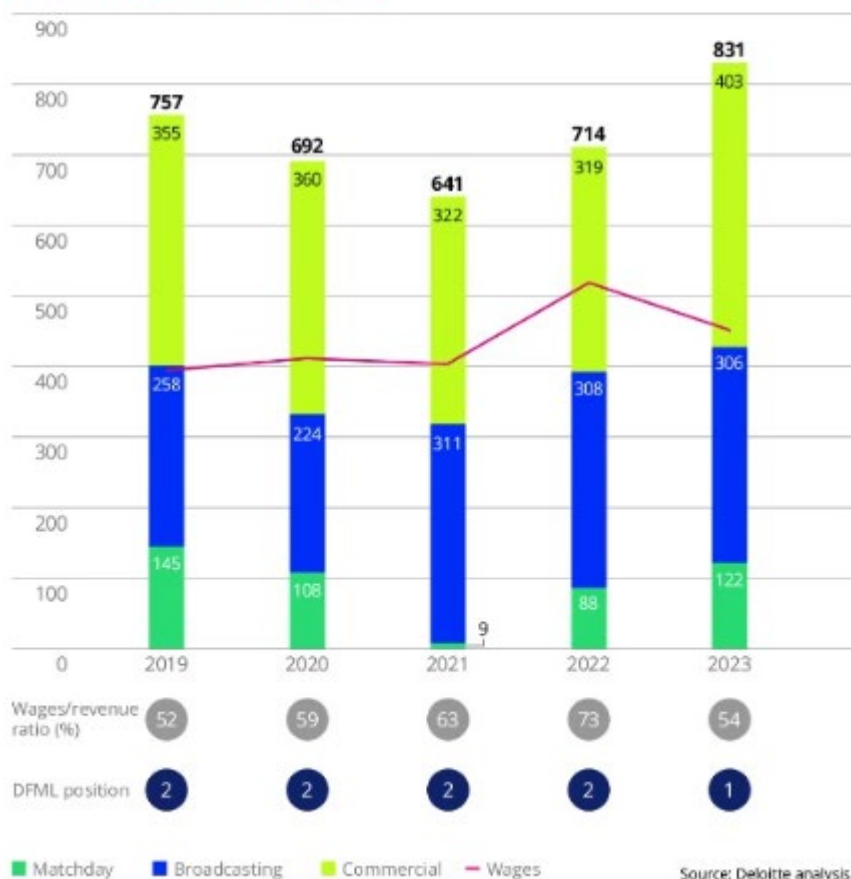
Deloitte Football Money League (2022/23 Accounts)

£M	Country	Rank	Match Day	TV	Commer- cial	(£M) TOTAL	Match Day as % of Total	TV as % of Total	Commer- cial as % of Total	(€M) TOTAL
Real Madrid	ESP	1	106	266	350	723	15%	37%	48%	831
Manchester City	ENG	2	72	299	347	718	10%	42%	48%	826
Paris Saint-Germain	FRA	3	133	217	348	697	19%	31%	50%	802
Barcelona	ESP	4	144	193	358	696	21%	28%	51%	800
Manchester United	ENG	5	131	209	309	649	20%	32%	48%	746
Bayern Munich	GER	6	105	177	364	647	16%	27%	56%	744
Liverpool	ENG	7	90	245	259	594	15%	41%	44%	683
Tottenham Hotspur	ENG	8	117	204	227	549	21%	37%	41%	632
Chelsea	ENG	9	77	226	210	513	15%	44%	41%	589
Arsenal	ENG	10	103	191	170	463	22%	41%	37%	533
Juventus	ITA	11	50	137	190	376	13%	36%	50%	432
Borussia Dortmund	GER	12	65	137	163	365	18%	38%	45%	420
Milan	ITA	13	69	158	108	335	21%	47%	32%	385
Inter	ITA	14	78	188	63	330	24%	57%	19%	379
Atletico Madrid	ESP	15	52	158	106	317	16%	50%	34%	364
Eintracht Frankfurt	GER	16	47	123	86	255	18%	48%	34%	294
Newcastle United	ENG	17	38	165	47	250	15%	66%	19%	288
West Ham	ENG	18	41	148	50	239	17%	62%	21%	275
Napoli	ITA	19	38	142	53	233	16%	61%	23%	268
Marseille	FRA	20	56	120	50	225	25%	53%	22%	258
Total Top 20 Clubs			1'612	3'703	3'859	9'173	18%	40%	42%	10'549
2021/22 Accounts			1'177	3'526	3'323	8'026	15%	44%	41%	9'230
Growth			435	177	537	1'147	3%	(4)%	1%	1'319
% Growth			37%	5%	16%	14%				

1. REAL MADRID



REVENUE 2019-2023 (€m)



3. PARIS SAINT-GERMAIN



REVENUE 2019-2023 (€m)



Note: Club broadcast revenue for 2022/23 includes €83.5m of income derived from CVC's investment into a commercial subsidiary of Ligue de Football Professionnel.

THE GROWTH OF ATALANTA



MOST VALUABLE PLAYERS

SCALVINI € 45 M



KOOPMEINERS € 40 M



LOOKMAN € 30 M



TRANSFERS BALANCE

23/24 €74.5M

22/23 €29.4M

21/22 -€14.3M

20/21 €16.4M

19/20 €49M

TOT € 155M IN 5 YEARS!

CIES FOOTBALL OBSERVATORY ACADEMY RANKING

1ST ATLANTA

2ND ROMA

3RD MILAN

AMERICAN INVESTORS

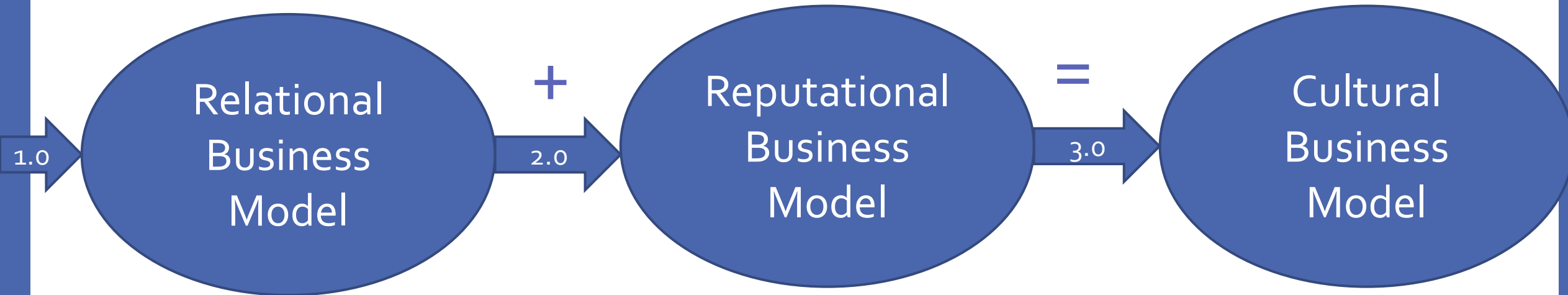
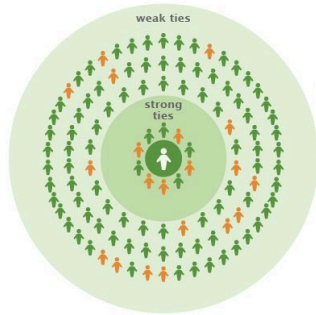
S. PAGLIUCA

OWNER OF BOSTON CELTICS

SENIOR ADVISOR BAIN CAPITAL

OWNER OF 55% OF DEA HOLDING

Sport business life cycle to build a sustainable brand

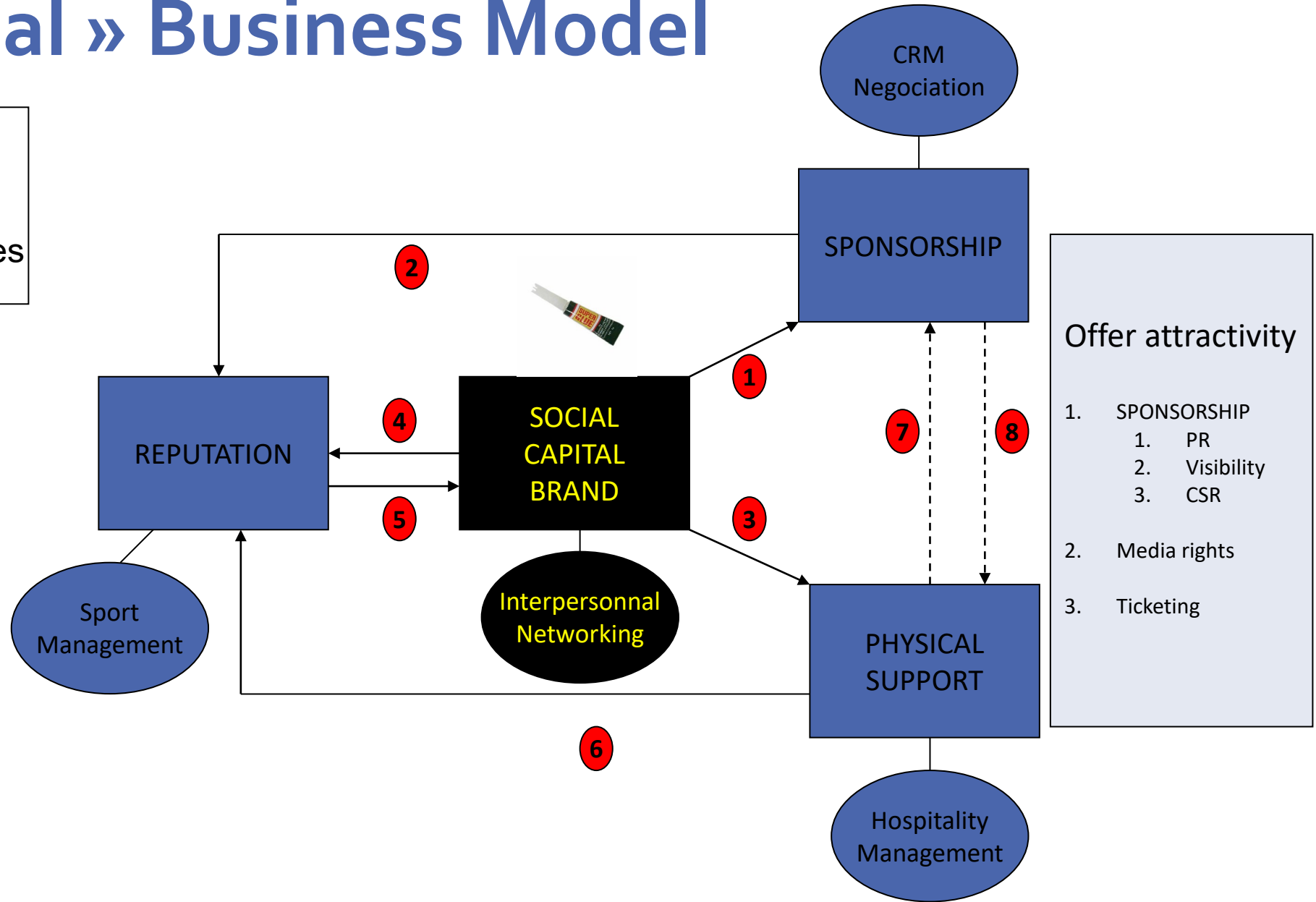
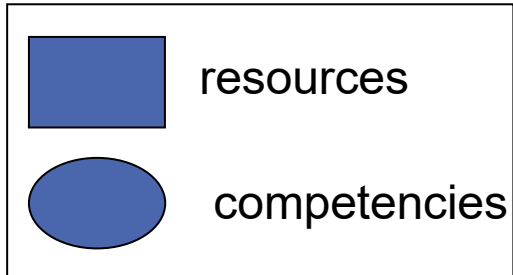


« CEO Centric »

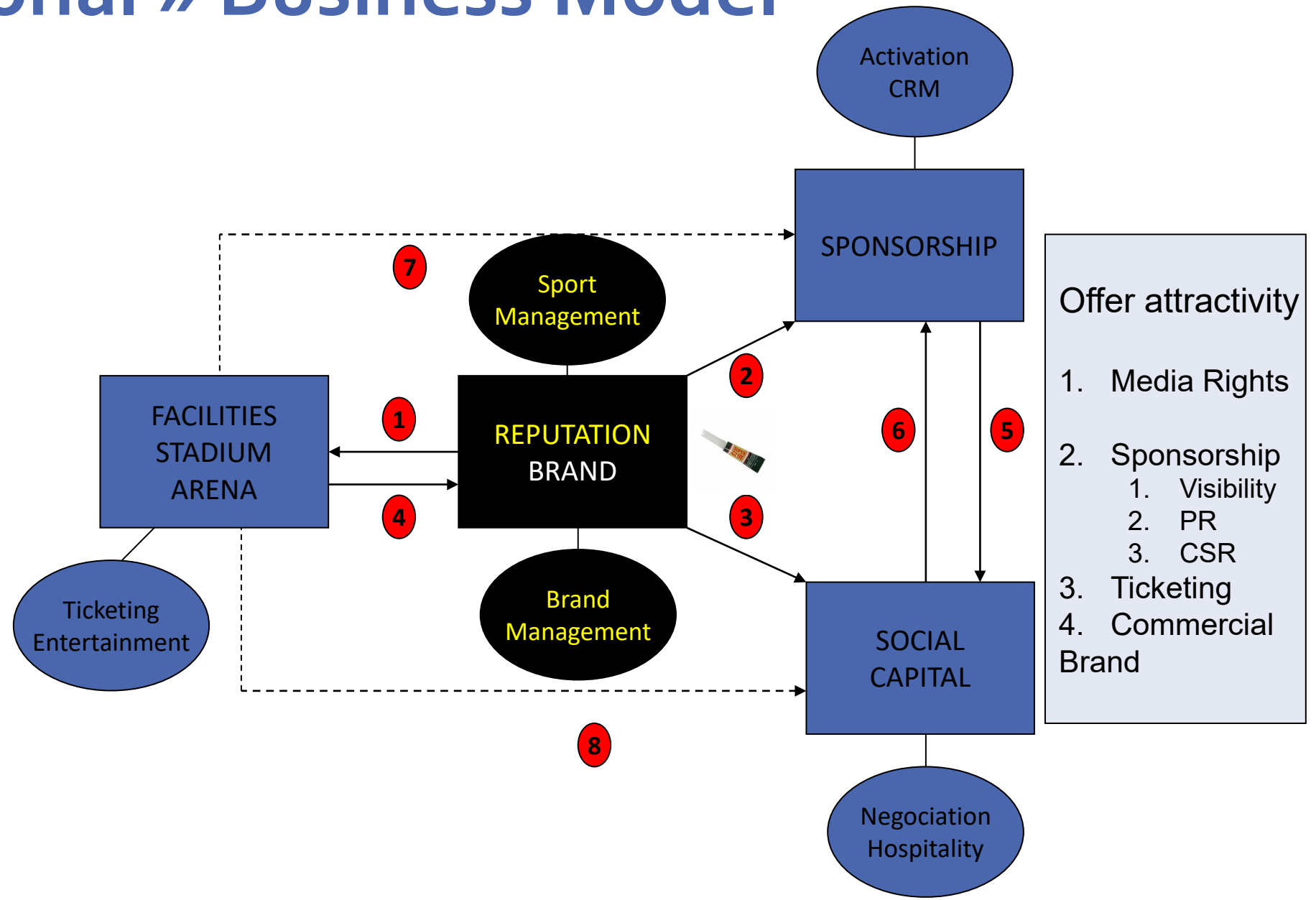
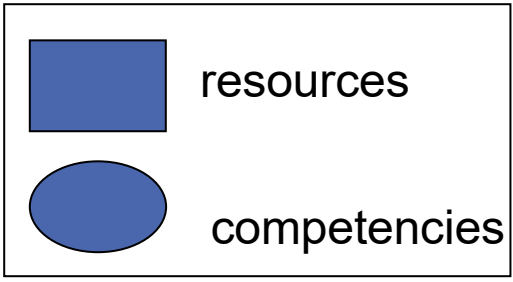
« Media Centric »

« Fan Centric »

« Relational » Business Model

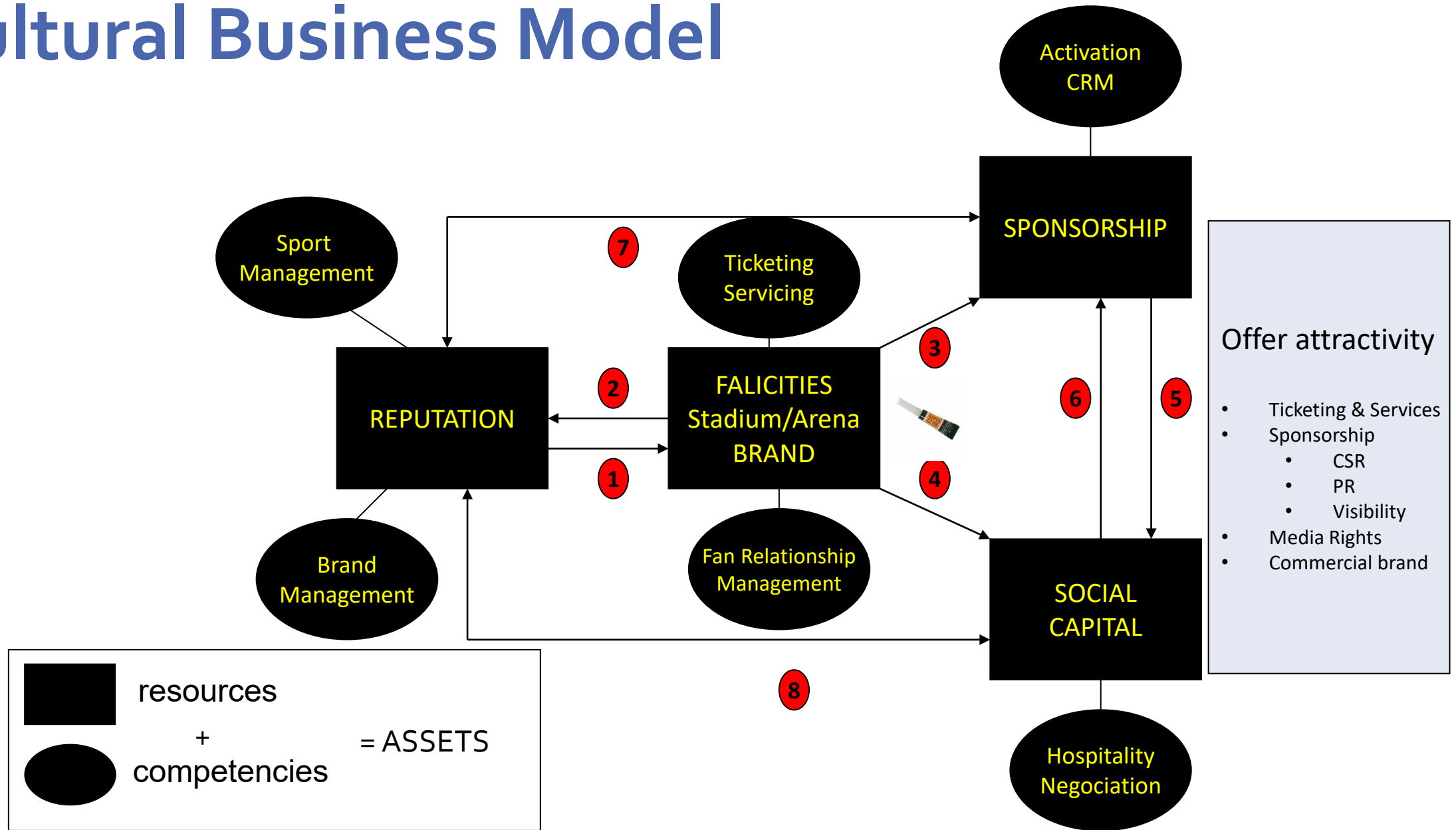


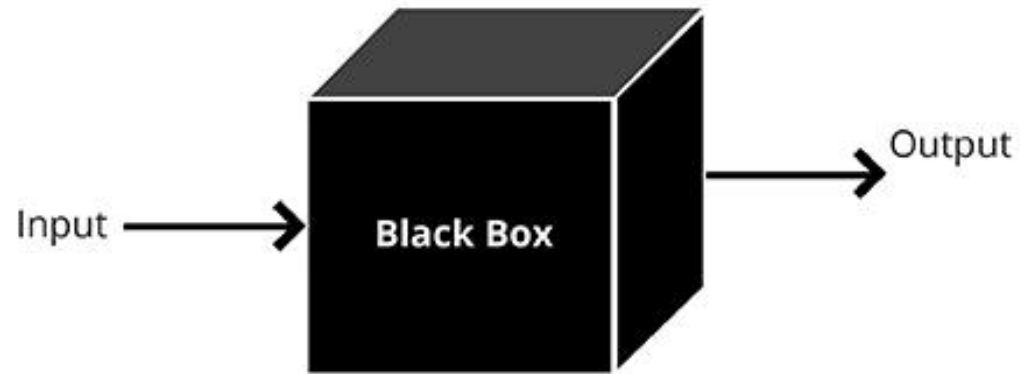
« Reputational » Business Model



- Offer attractiveness
1. Media Rights
 2. Sponsorship
 1. Visibility
 2. PR
 3. CSR
 3. Ticketing
 4. Commercial Brand

Cultural Business Model





Tim Duncan

The quintessential glue guy

By Shane Battier The Players' Tribute 2016



Feb 18, 2016
Glue guys aren't superstars. They're not the No. 1 option. They just do things only coaches really appreciate. The stars get the headlines, but glue guys help you get in the winner's circle. I don't think you can win without having that kind of player.

— Dick Vitale —

AZ QUOTES

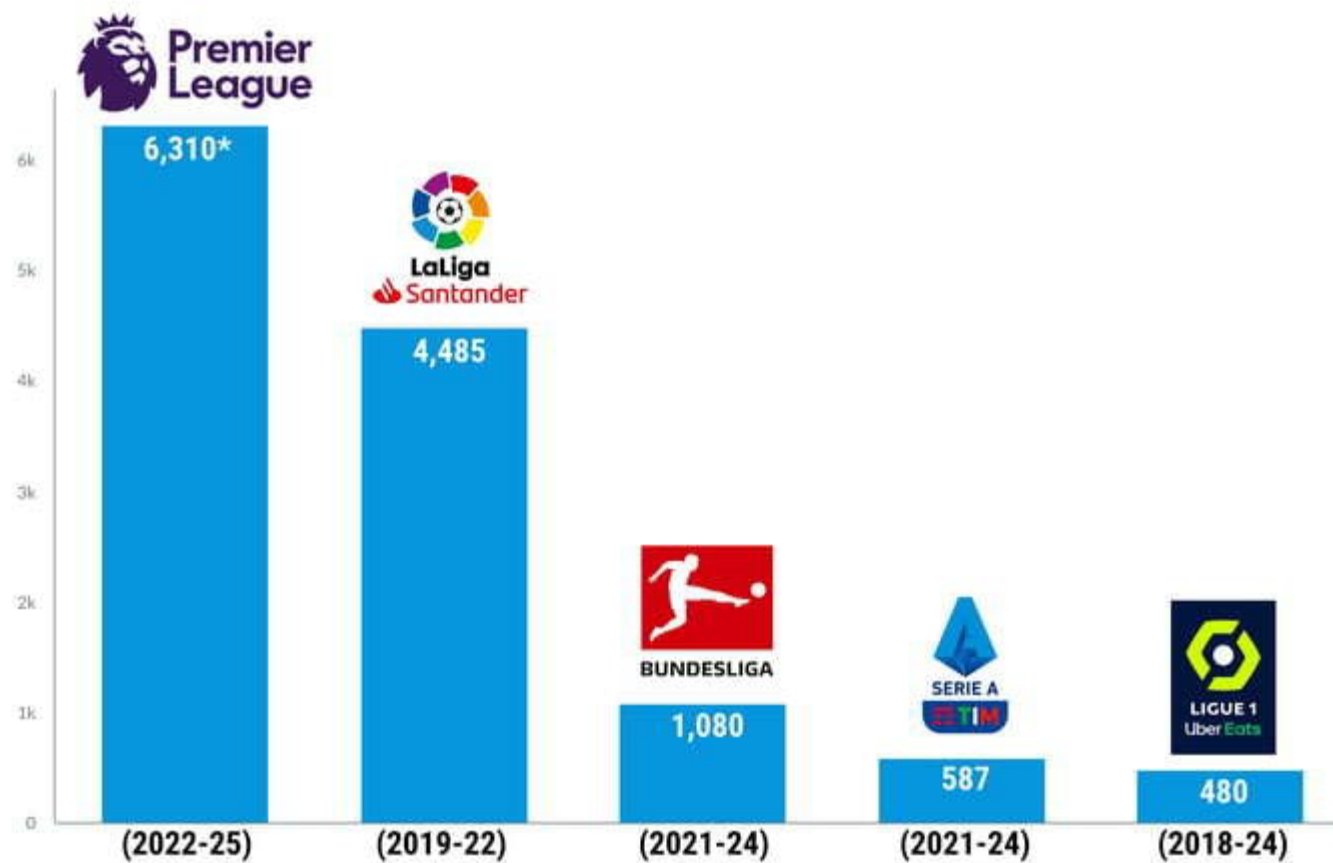
POWER
TO THE
Players



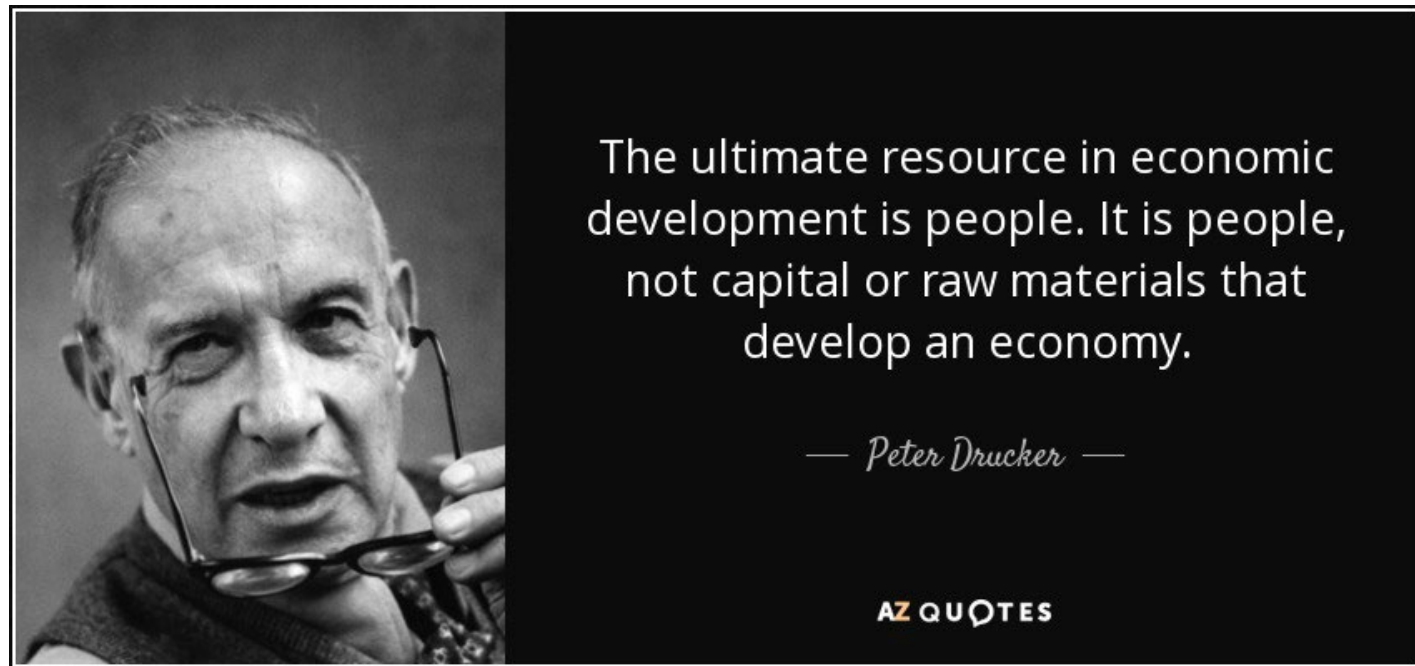
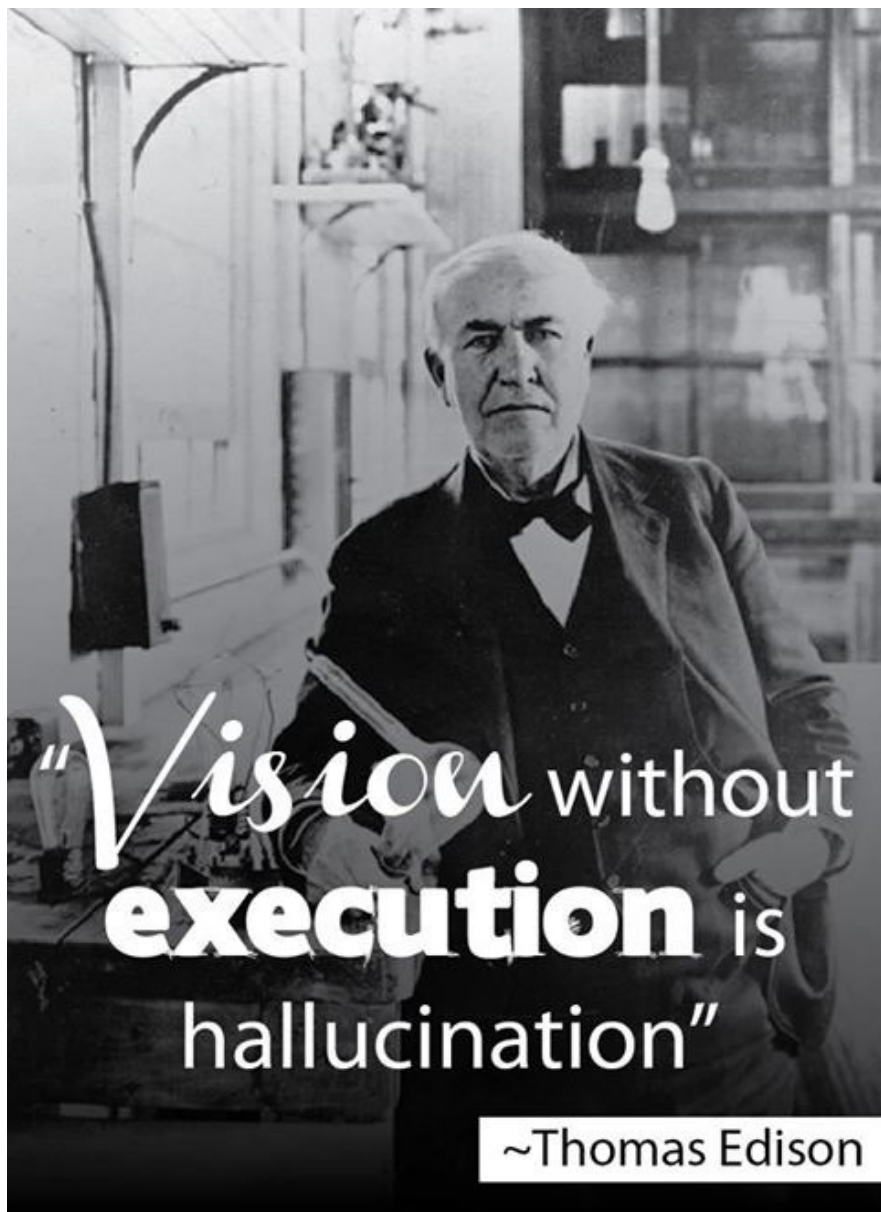


International broadcasting revenue in the Big 5 leagues

Total international broadcasting revenue in EUR million (deals' time frame)



Source: KPMG Football Benchmark Club Finance & Operation Tool
Note: *Value based on the GBP/EUR exchange rate of February 11th, 2022



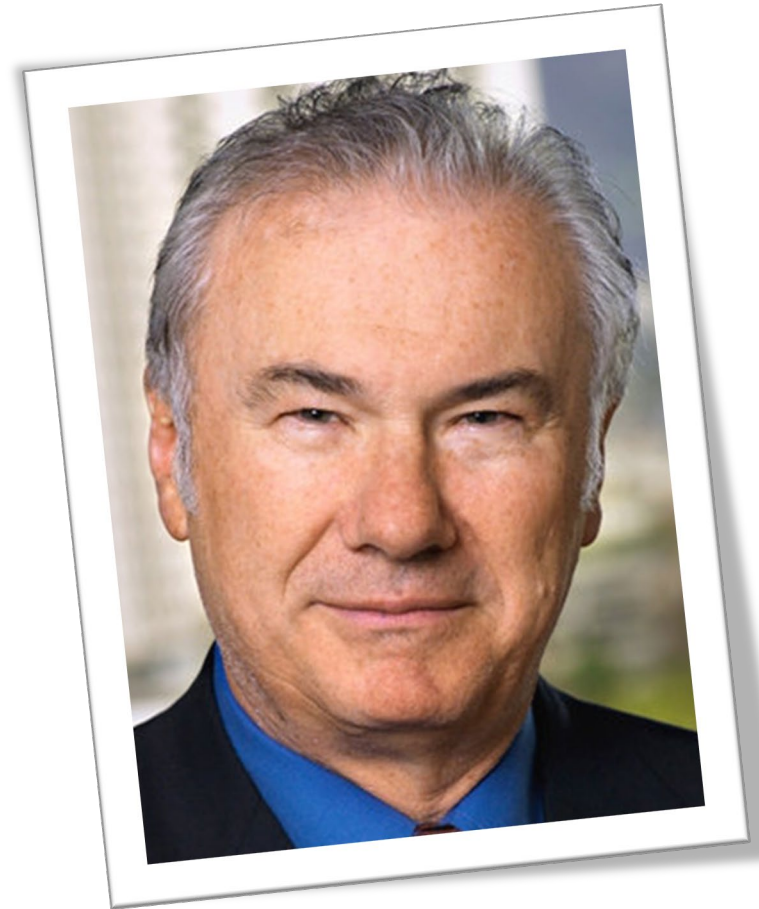


DAVID J. TEECE

THE SCHOLAR ENTREPRENEUR

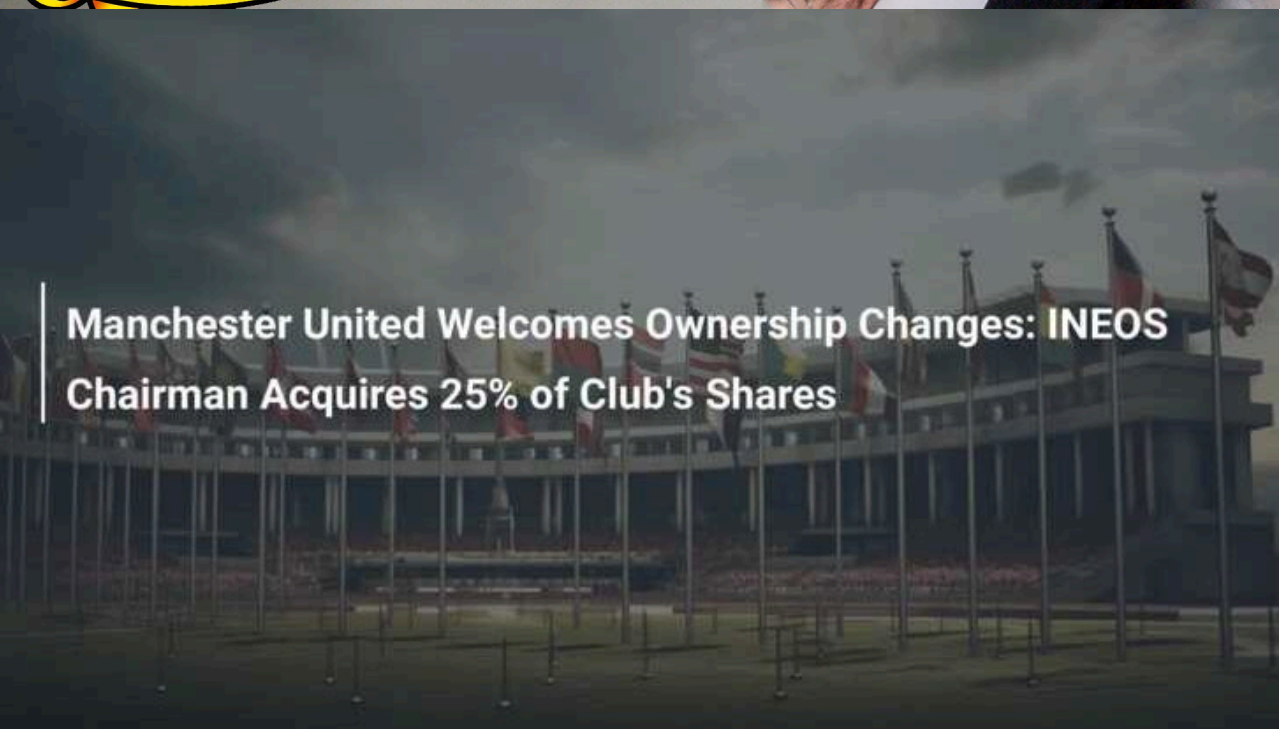
Asset orchestration refers to the managerial search, selection, and configuration of resources and capabilities.

The term intends to convey that, in an optimal configuration of assets, the whole is more valuable than the sum of the parts.





**WHO IS
JEAN-CLAUDE BLANC?**



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