# Sports & Events Management

Summer School

**Lionel Maltese**

Maître de Conférences Aix Marseille University –
CERGAM IAE Aix-en-Provence – #OIMS Laval University Canada

Associate Professor Sport Business Management
Kedge Business School
Senior consulting sport business management

**Twitter** : @lionelmaltese

# Information is key : you & me

**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 to LDLC Arena Lyon
- FIBA World Cup 3*3 – 3xFestival
- Public Relations Audit for Clubs and Sponsors

- **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**

Centre d'Etudes et de Recherche en Gestion
cergam
d'Aix-Marseille

amU
Aix Marseille Université

UNIVERSITÉ LAVAL

FÉDÉRATION FRANÇAISE DE TENNIS

ATP WORLD TOUR

A.S.O. Amaury Sport Organisation

Le Tour de France

MONTPELLIER HÉRAULT RUGBY

BNP PARIBAS

GENERALI

## Since 2005

**Maître de Conférences**

**Aix Marseille University**

**Strategy & entrepreneurship**

## Since 2006

**Associate Professor Kedge Business School**

**Business Management**

amU
Aix Marseille Université

KEDGE BUSINESS SCHOOL

## Since 1999

**Professional**

**ATP & WTA Events management**

PAMPELONNE ORGANISATION

ATP WORLD TOUR

OPEN 13 PROVENCE

LDLC ARENA

GRAND PRIX Auvergne-Rhône-Alpes

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

ROLAND GARROS PARIS

FÉDÉRATION FRANÇAISE DE TENNIS

ROLEX PARIS MASTERS

DAVIS CUP by Rakuten THE WORLD CUP OF TENNIS

FedCup by BNP PARIBAS

**Consulting**

**Sport Business Strategy & Marketing**

PARIS SAINT-GERMAIN 1970

DROIT AU BUT

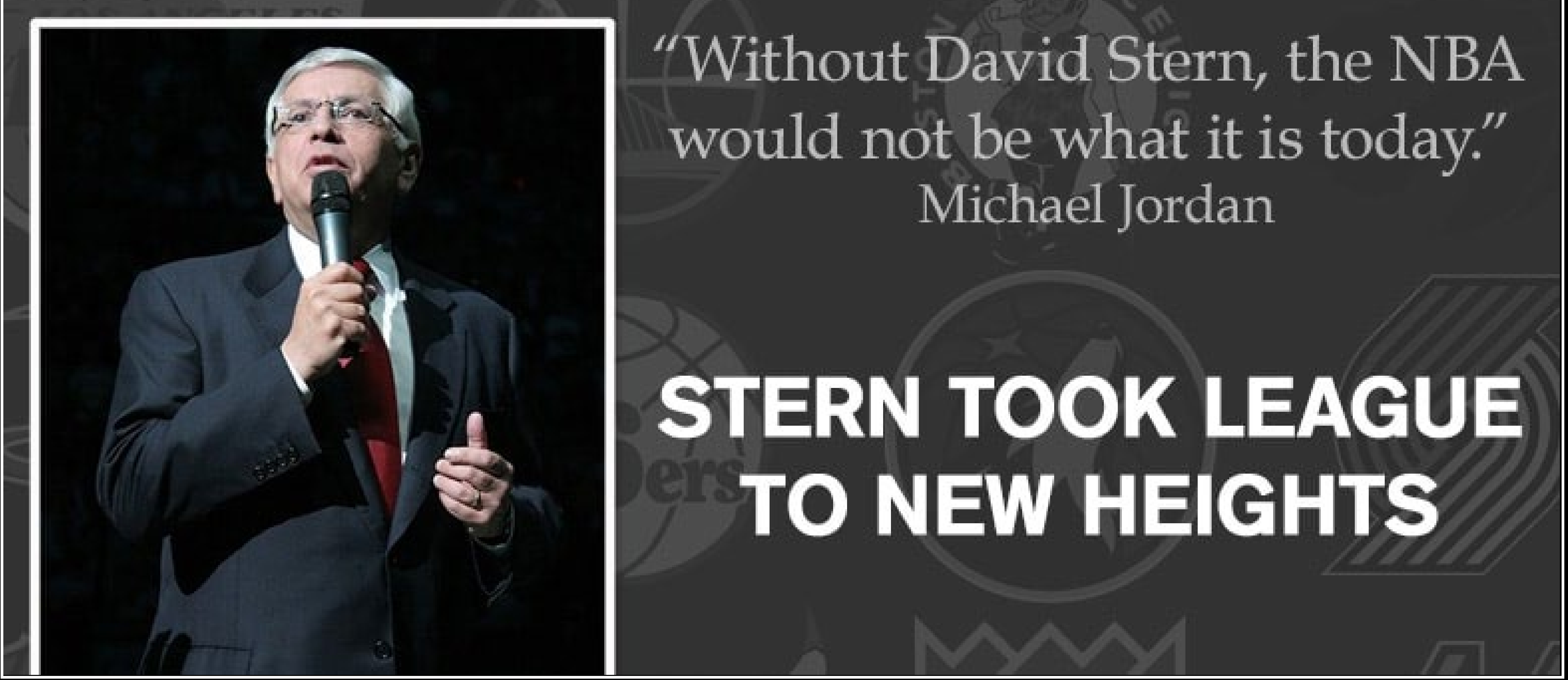
BNP PARIBAS

ORECA THE MOTORSPORT COMPANY

sodexo live!

FIBA We Are Basketball


CMA CGM
SAILING
CYCLING TEAM
FOOTBALL CLUBS
BEYOND SPORT, BEYOND BORDERS
PARIS 2024
CMA CGM
PARIS 2024
OFFICIAL PARTNER
IN LOGISTICS SOLUTIONS
CMA CGM
SHIPPING
GREATNESS,
SUPPORTING
DREAMS
160+
COUNTRIES
600+
OFFICES WORLDWIDE
150,000+
EMPLOYEES COMMITTED
From the ocean to the stadium,
we move what matters.
CMA CGM

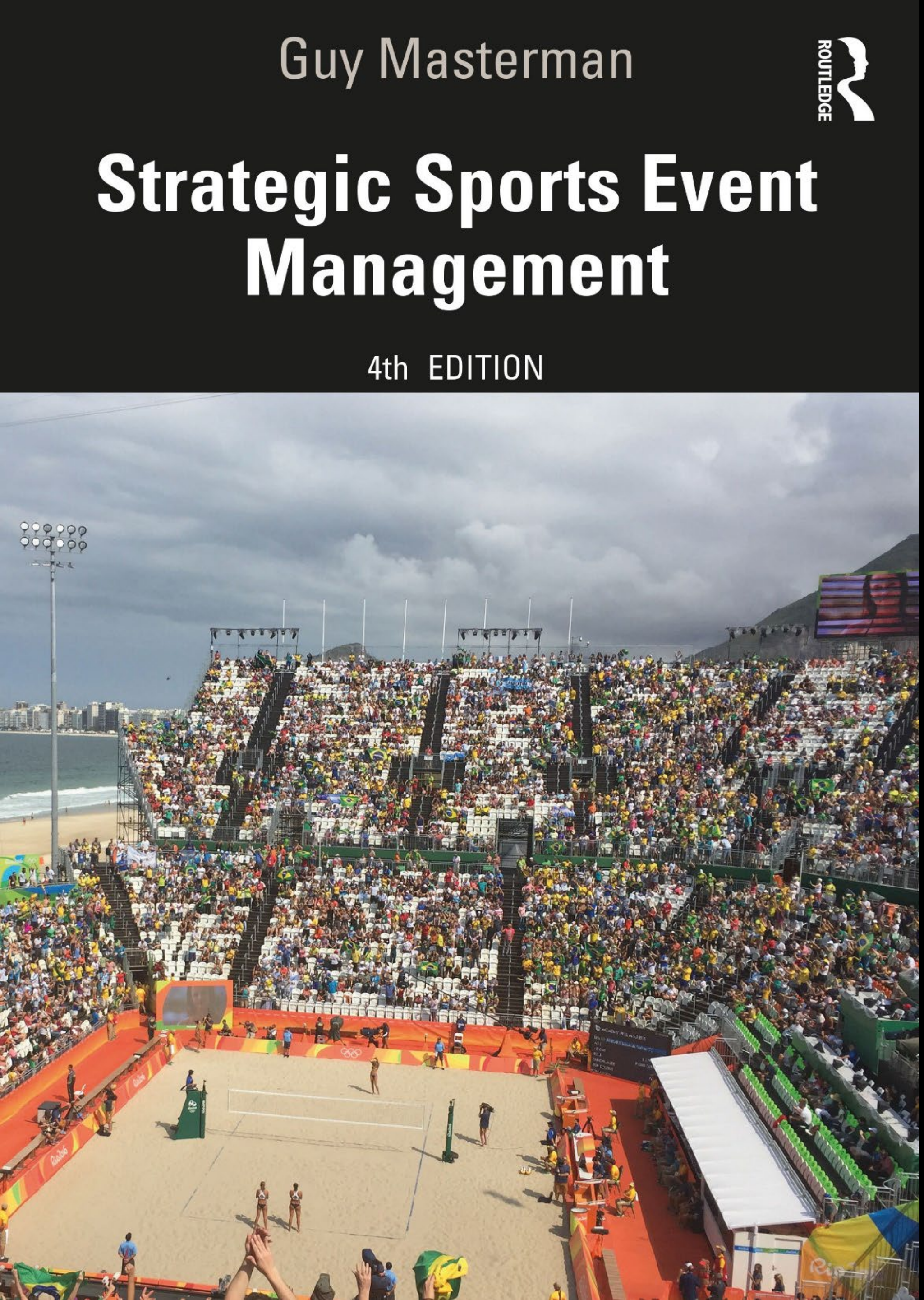


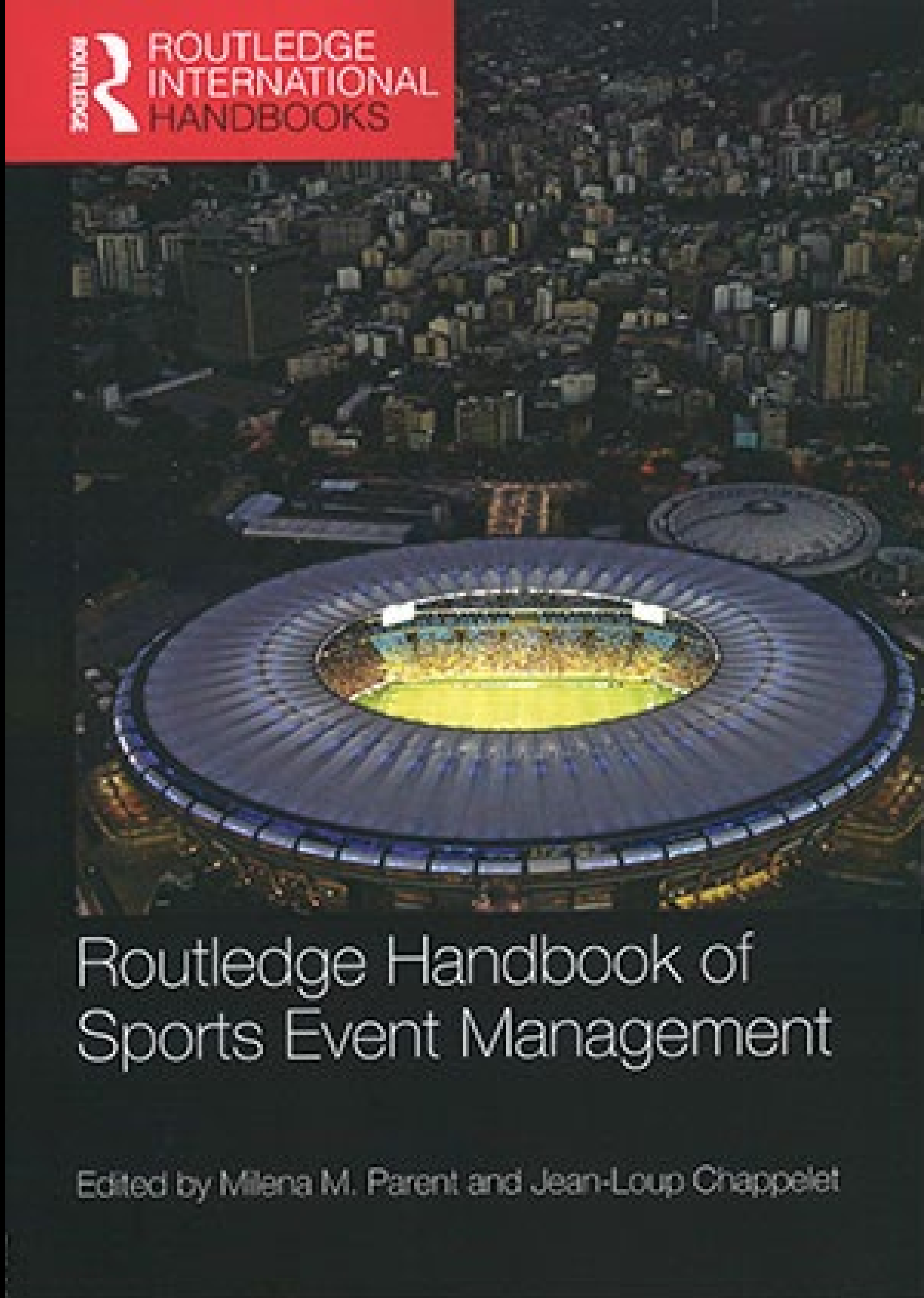

TIME IS A RESOURCE – TIMING IS A COMPETENCY

# DYNAMICS CAPABILITIES

*"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

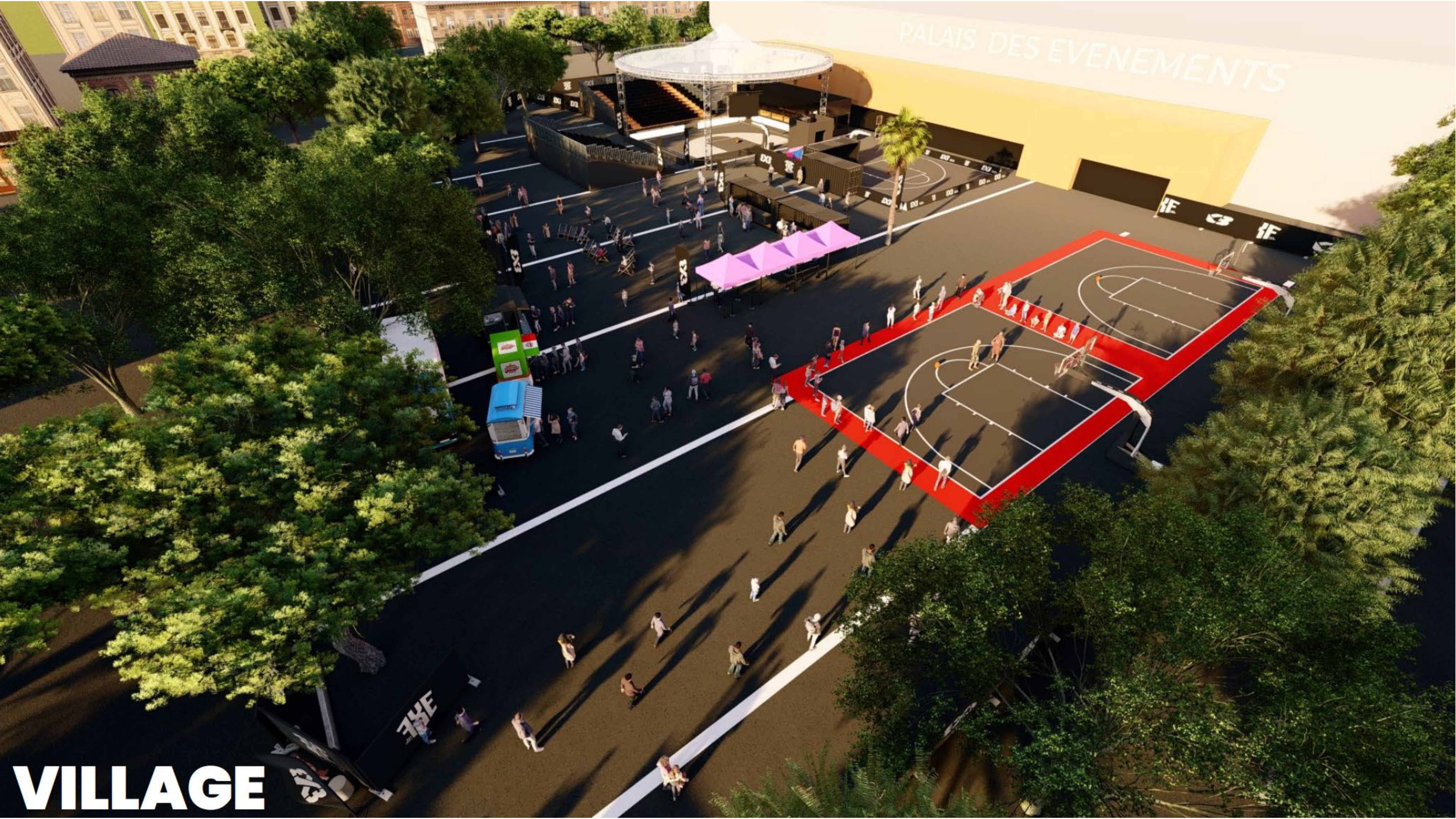

Guy Masterman
ROUTLEDGE
Strategic Sports Event Management
4th EDITION


ROUTLEDGE
ROUTLEDGE INTERNATIONAL HANDBOOKS
Routledge Handbook of Sports Event Management
Edited by Milena M. Parent and Jean-Loup Chappelet


3XF FESTIVAL
SAVE THE DATE
3,4,5 JUILLET 2026
PARC CHANOT,
MARSEILLE FRANCE


3XF FESTIVAL
PARC CHANOT, MARSEILLE / 3,4,5 JUILLET 2026
LE MEILLEUR DU BASKET 3X3 INTERNATIONAL
UNE PRODUCTION
FFBB
ORECA EVENTS
LA METROPOLE AIX-MARSEILLE-PROVENCE
DÉPARTEMENT BOUCHES-DU-RHÔNE
CAISSE D'EPARGNE CEPAC


# ENTREE PRINCIPALE (CHANOT)


PALAIS DES EVENEMENTS
VILLAGE


**TERRAIN OFFICIEL**


MARSEILLE
SCORE T


MARSEILLE
WORLD TOUR
WINNERS
MARSEILLE 2025
Wilson
ORECA
VILLE DE MARSEILLE
BOUCHES-DU-RHÔNE


MARSEILLE
W SERIES
WINNERS
MARSEILLE 2025
ESPAÑA
FFBB

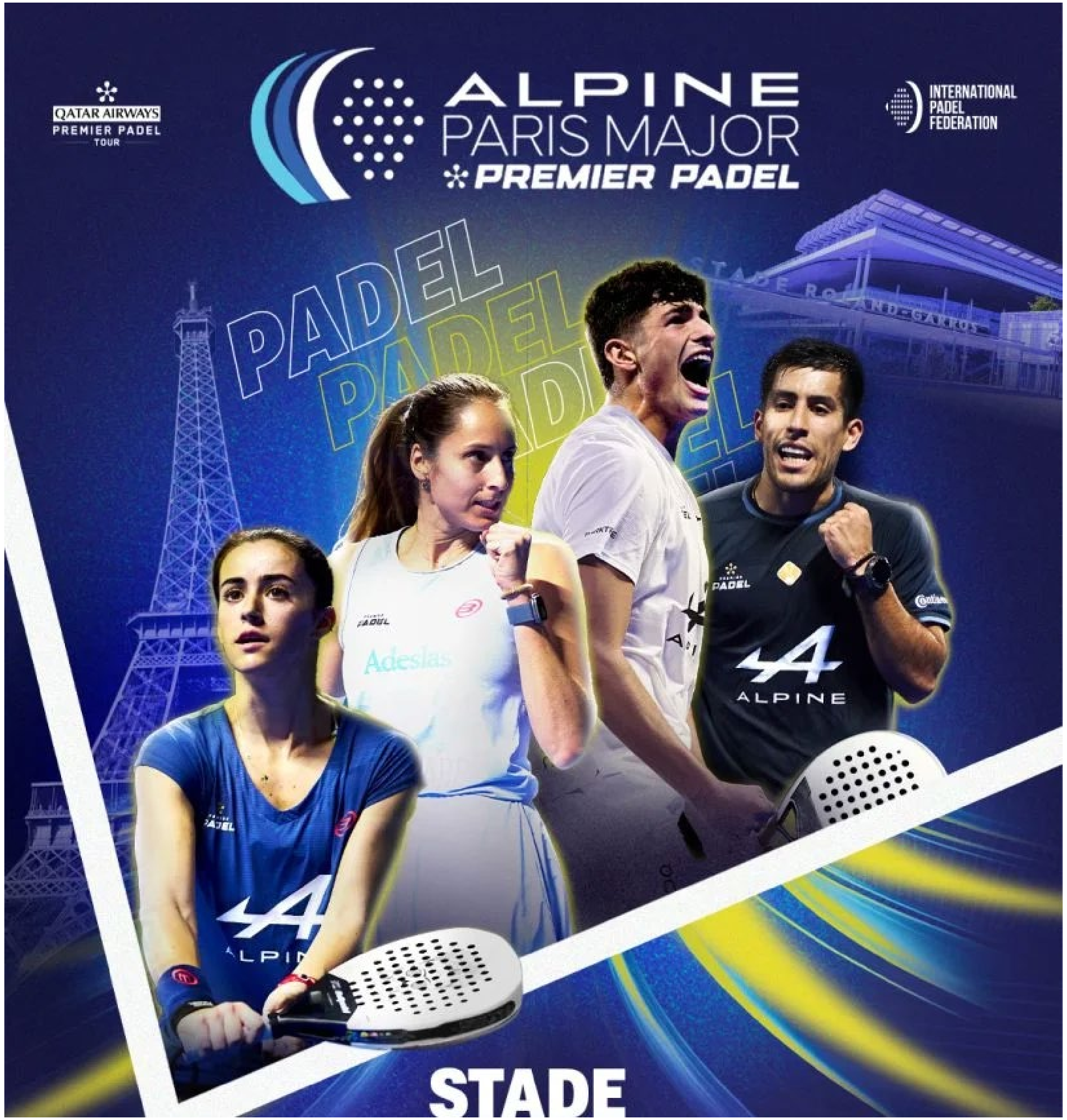

NO LIMITS
CONTEST

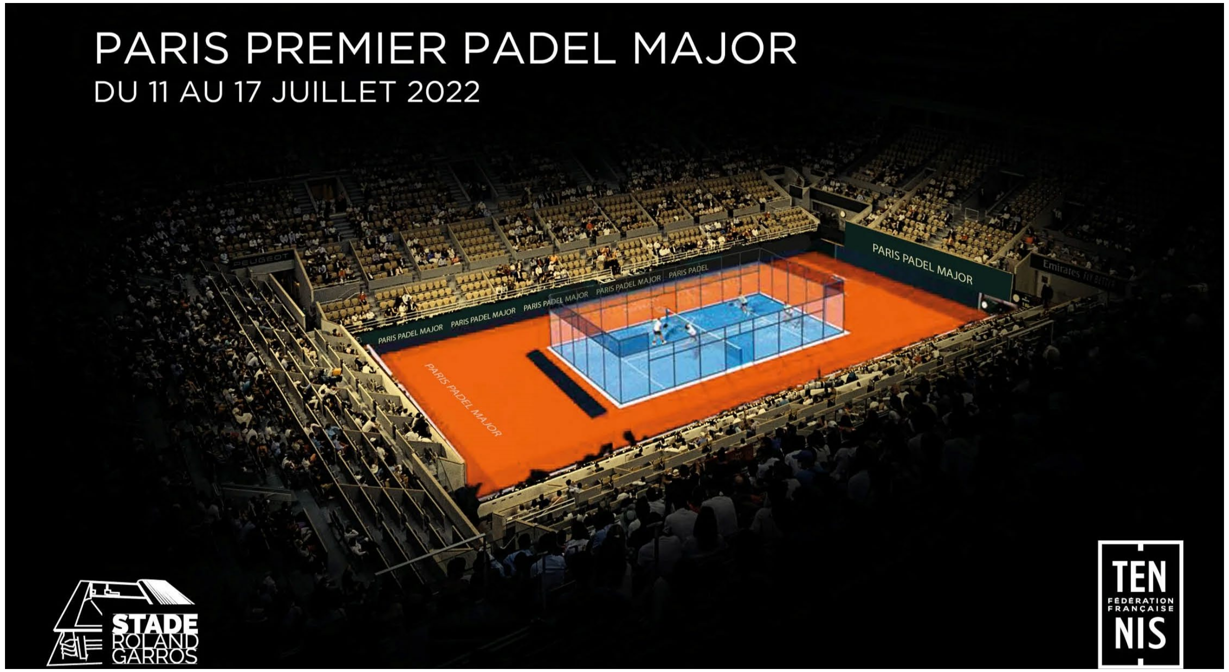

FROM THE STREETS TO THE OLYMPICS


.tv
TOUR
Wilson
MIAMI / TOULOUSE


3XF


Une image contenant eau, bateau, plein air, ciel
Description générée automatiquement


QATAR AIRWAYS
PREMIER PADEL
TOUR
ALPINE
PARIS MAJOR
PREMIER PADEL
INTERNATIONAL
PADEL
FEDERATION
PADEL
ALPINE
STADE


PARIS PREMIER PADEL MAJOR
DU 11 AU 17 JUILLET 2022
PARIS PADEL MAJOR
STADE
ROLAND
GARROS
TEN
FÉDÉRATION FRANÇAISE
NIS

# EVENT-RELATED ACTIVITIES

| YEAR-TO-DATE PERFORMANCE | | | | | |
|---|---|---|---|---|---|
| PRODUCTS | BUDGET | ACTUAL YTD | LAST YEAR YTD | VARIANCE | VARIANCE % |
| TENNIS MUSEUM | 74 | 100 | 141 | 41 | 41% |
| ROLAND-GARROS | 0 | 0 | 0 | 0 | N/A |
| PARTNERSHIPS | 0 | 0 | 0 | 0 | N/A |
| SEMINARS | 3,300 | 3,192 | 3,942 | 750 | 23% |
| EXCEPTIONAL PRODUCTS | 0 | 0 | 0 | 0 | N/A |
| REIMBURSEMENTS ON PROVISIONS | 0 | 0 | 0 | 0 | N/A |
| **Total Products** | **3,374** | **3,292** | **4,083** | **791** | **24%** |
| EXPENSES | BUDGET | ACTUAL YTD | LAST YEAR YTD | VARIANCE | VARIANCE % |
| TENNIS MUSEUM EXPENSES | 127 | 114 | 96 | -18 | -16% |
| SEMINARS | 1,587 | 1,380 | 1,731 | 351 | 25% |
| OPERATING EXPENSES | 202 | 198 | 122 | -76 | -38% |
| PAYROLL AND EMPLOYEE BENEFITS | 216 | 188 | 257 | 69 | 37% |
| EXCEPTIONAL EXPENSES | 0 | 0 | 0 | 0 | N/A |
| PROVISIONS | 0 | 0 | 0 | 0 | N/A |
| DEPRECIATION | 0 | 0 | 0 | 0 | N/A |
| EXCEPTIONAL DEPRECIATION | 0 | 0 | 0 | 0 | N/A |
| Total Direct Expenses | 2,132 | 1,880 | 2,206 | 326 | 17% |
| Gross Margin on Direct Costs | 1,242 | 1,412 | 1,877 | 465 | 33% |
| ALLOCATED EXPENSES | | | | | |
| SHARE OF WATER / GAS / ELECTRICITY | 0 | 0 | 0 | 0 | N/A |
| SHARE OF STADIUM OPERATING COSTS | 0 | 0 | 0 | 0 | N/A |
| SHARE OF PAYROLL AND EMPLOYEE BENEFITS | 0 | 0 | 0 | 0 | N/A |
| **Total Allocated Expenses** | **0** | **0** | **0** | **0** | **N/A** |
| Total Expenses | 2,132 | 1,880 | 2,206 | 326 | 17% |
| **ANALYTICAL PROFIT (LOSS)** | **1,242** | **1,412** | **1,877** | **465** | **33%** |
| **MBA STADIUM YEAR-TO-DATE PERFORMANCE** | **1,242** | **1,412** | **1,877** | **465** | **33%** |

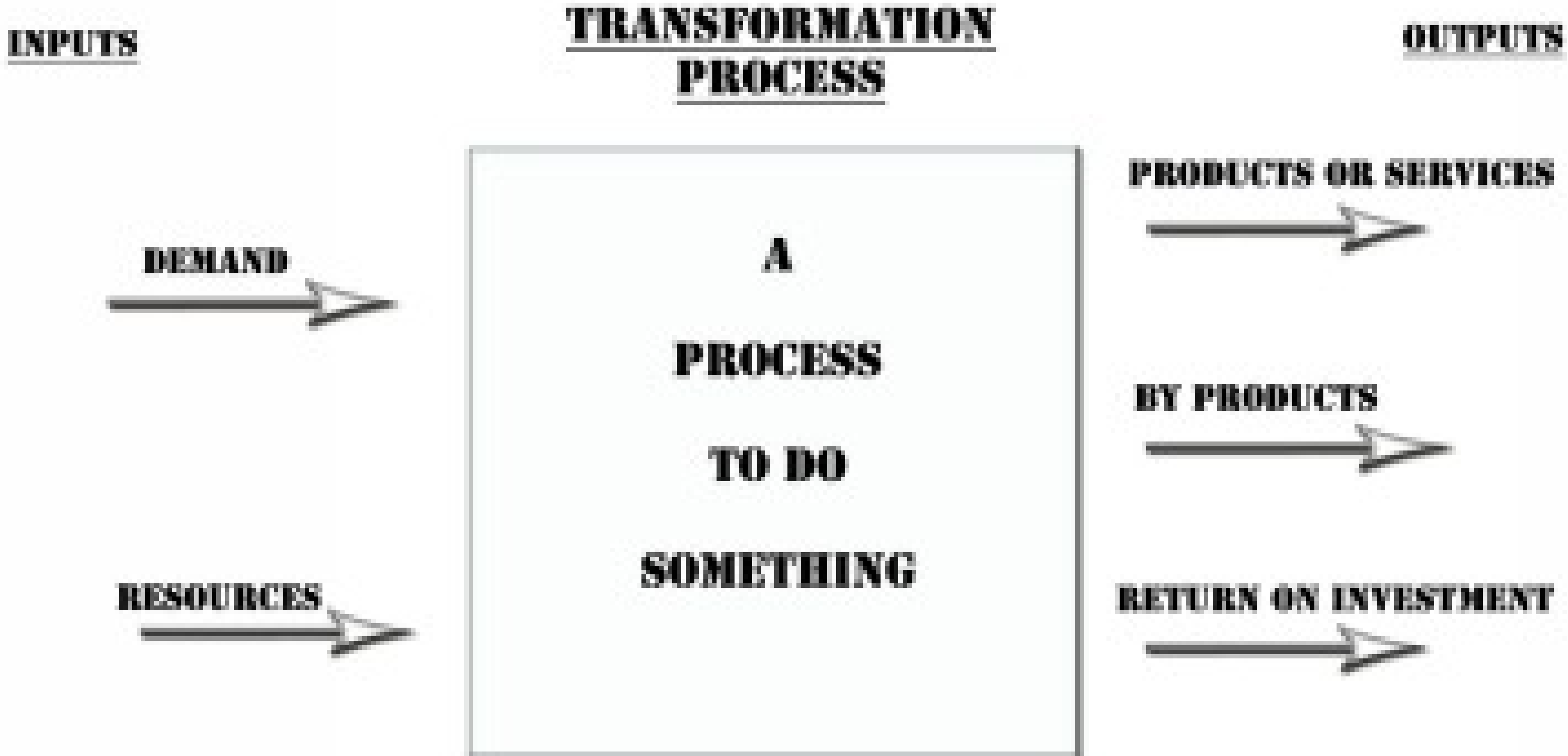
# PARIS PREMIER PADEL MAJOR

| FRENCH TENNIS FEDERATION (K€) | ACTUAL 2024 | INITIAL BUDGET 2025 | ACTUAL 2025 | VARIANCE (ACTUAL 2025 / BUDGET 2025) | % VAR. (ACTUAL 2025 / BUDGET 2025) |
|---|---|---|---|---|---|
| **REVENUE** | | | | | |
| Ticketing | 664 | 1,426 | 1,115 | -311 | -22% |
| Sponsorship | 1,541 | 1,983 | 1,983 | 0 | 0% |
| Hospitality | 384 | 544 | 561 | +17 | +3% |
| Media Rights | 40 | 0 | 4 | +4 | N/A |
| Communication / Publications | 0 | 0 | 0 | 0 | N/A |
| Ancillary Operations & Miscellaneous | 84 | 57 | 120 | +63 | +111% |
| Exceptional Revenue | 0 | 0 | 0 | 0 | N/A |
| Reversal of Provisions | 0 | 0 | 0 | 0 | N/A |
| **TOTAL REVENUE** | **2,713** | **4,010** | **3,783** | **-227** | **-6%** |
| **ALLOCATED EXPENSES** | | | | | |
| Share of Water / Gas / Electricity | 0 | 0 | 0 | 0 | N/A |
| Share of Stadium Operating Costs | 0 | 0 | 0 | 0 | N/A |
| Share of Payroll and Employee Benefits | 0 | 0 | 0 | 0 | N/A |
| **TOTAL ALLOCATED EXPENSES** | **0** | **0** | **0** | **0** | **N/A** |
| **EXPENSES** | | | | | |
| Prize Money | 1,280 | 1,276 | 1,276 | 0 | 0% |
| Ticketing Costs | 82 | 125 | 120 | -5 | -4% |
| Sponsorship Costs | 20 | 30 | 37 | +7 | +23% |
| Hospitality Costs | 297 | 388 | 393 | +5 | +1% |
| Media Costs | 0 | 0 | 4 | +4 | N/A |
| Event Operations Costs | 2,607 | 2,522 | 2,575 | +53 | +2% |
| Communication / Publications Costs | 578 | 600 | 578 | -22 | -4% |
| Ancillary Operations & Miscellaneous | 0 | 0 | 0 | 0 | N/A |
| Salaries & Social Charges | 172 | 56 | 12 | -44 | -79% |
| Exceptional Expenses | 0 | 0 | 0 | 0 | N/A |
| Provisions | 0 | 0 | 0 | 0 | N/A |
| Depreciation & Amortization | 101 | 54 | 66 | +12 | +22% |
| Exceptional Depreciation | 0 | 0 | 0 | 0 | N/A |
| **TOTAL DIRECT COSTS** | **5,137** | **5,051** | **5,061** | **+10** | **0%** |
| **DIRECT CONTRIBUTION MARGIN** | -2,424 | -1,041 | -1,278 | -237 | 23% |

## KEY TAKEAWAYS

- Revenue reached €3.78M, slightly below budget (-6%) mainly due to lower-than-expected ticket sales.
- Sponsorship and hospitality revenues met or exceeded expectations.
- Total direct costs remained under control (+0% vs budget).

# BUSINESS PROCESS MODEL



ONE
VISION

“

**TENNIS HAS OVER A BILLION GLOBAL FANS** AND IMMENSE UPSIDE. ONEVISION IS OUR PLAN TO EXPLORE ITS FULL POTENTIAL AND REPOSITION OUR SPORT FOR THE DIGITAL AGE. IT’S TIME TO THINK BIG, WORK TOGETHER AND PUT THE **FANS FIRST.**

”

**ANDREA GAUDENZI**
ATP CHAIRMAN

ATP TOUR

# KEY BENEFITS

ONE VISION

01

MORE ACTION AT THE BIG EVENTS

02

ENHANCED FAN EXPERIENCE

03

NEXT-LEVEL TOURNAMENTS

04

ALIGNED PLAYER & TOURNAMENT INTERESTS

05

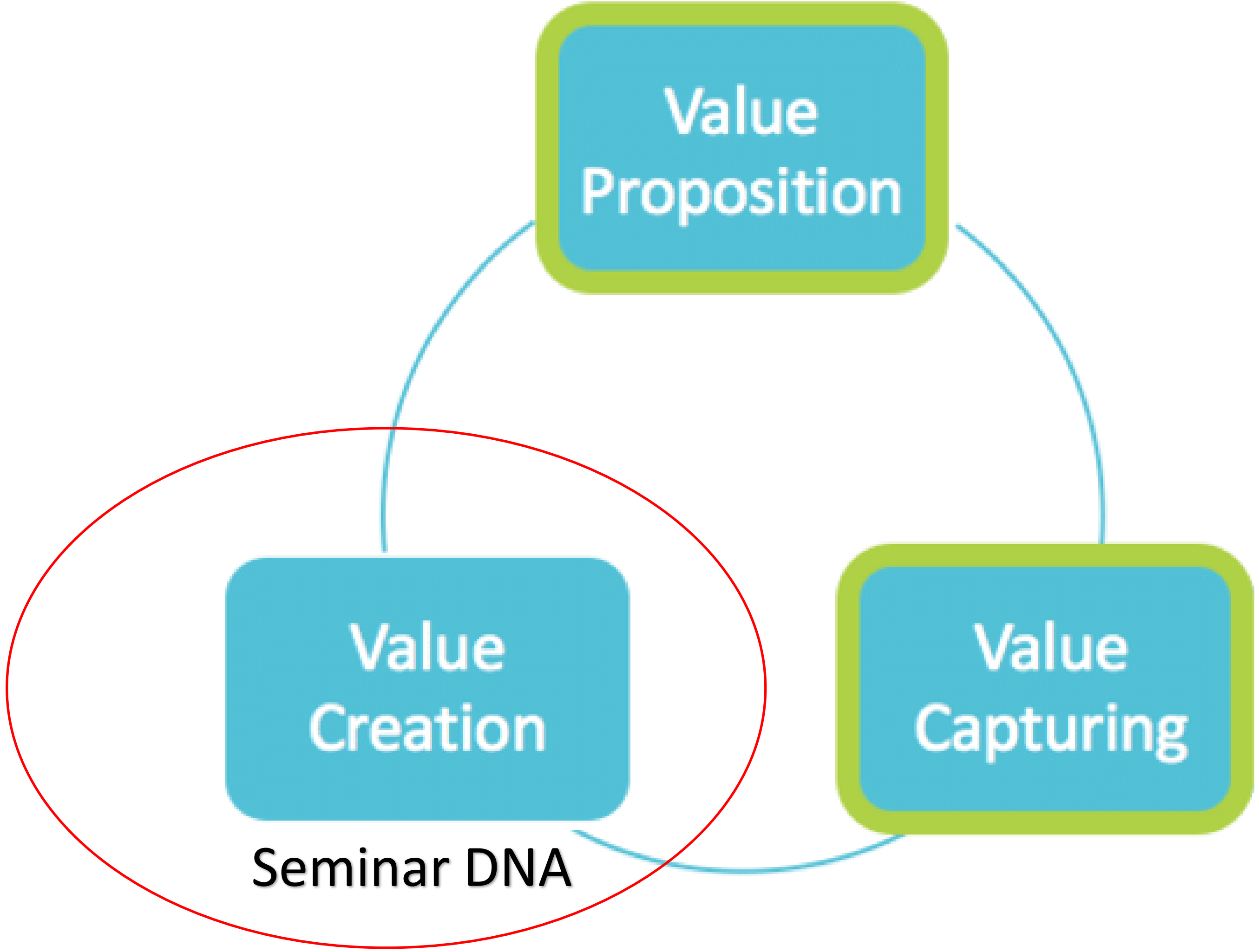
ADVANCED LEADERSHIP & INTEGRITY

ATP TOUR

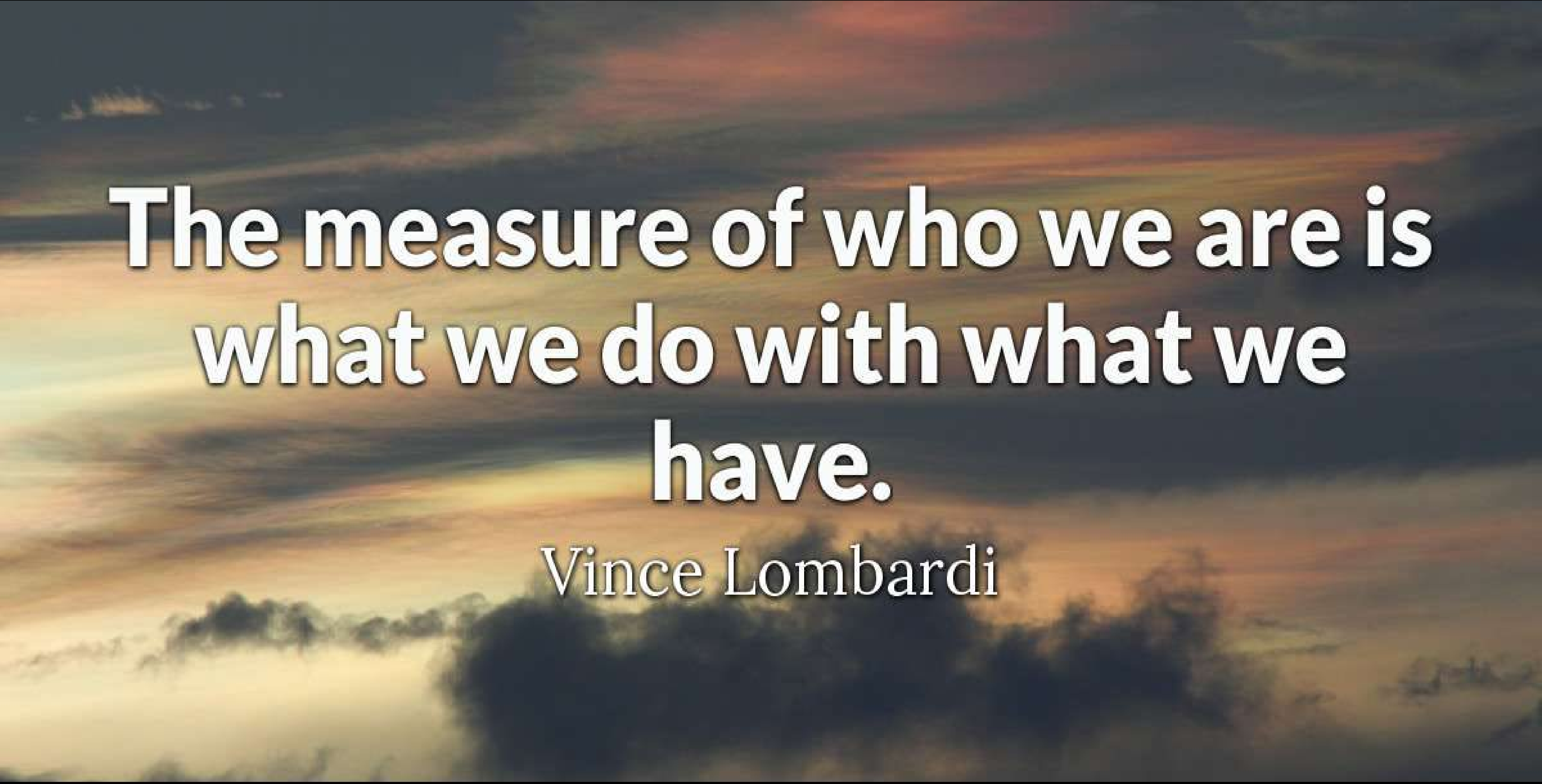

ATP
ONE VISION
RECORD
ATTENDANCE
5
MILLION FANS
ONSITE
IN 2023


ATP
ONE VISION
PERFORMANCE
BONUS
$11.5M → $33.5M
2022
2023
1000 BONUS
$20M
(+85%)
500 BONUS
$1.3M
(NEW!)
PROFIT-SHARING
$12.2M
(NEW!)
PLAYERS ELIGIBLE
2022 12 → 150 2023

LDLC
ARENA
LDLC
ARENA
TICKETS
LOCKERS


Value Proposition
Value Creation
Value Capturing
Seminar DNA


COUNTRY
All in
CLUB


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

Lionel Maltese • Jean-Philippe Danglade

# Marketing du Sport et événementiel sportif

Préface de Marshall Glickman

Lionel MALTESE est maître de conférences à l'université d'Aix Marseille, membre du CERGAM et professeur associé à Kedge Business School. Ses recherches portent sur le management stratégique et le marketing des organisations événementielles et sportives. Il exerce une activité de conseil sur le circuit ATP/WTA de tennis.

Quelles sont les stratégies marketing mises en œuvre autour de clubs sportifs comme le Paris Saint-Germain ou le Rugby Club Toulonnais, d'événements tels que le Vendée Globe ou l'Open 13, et de stades modernes à l'image de l'O2 Arena de Londres ?

À partir de l'analyse du business model des organisations sportives, cet ouvrage décrypte les usages et tendances marketing tels qu'ils sont pratiqués dans le sport business. Il aborde :

- le management des marques sportives (clubs et événements) et de leurs partenaires ;
- l'expérience du consommateur au cœur des spectacles, et le développement des services qui lui sont proposés dans les enceintes sportives (marketing des services et expérientiel) ;
- l'activation de parrainages sportifs et le développement des prestations de relations publiques (marketing relationnel) ;
- les enjeux et impacts territoriaux liés à l'implantation géographique des marques sportives (marketing territorial).

Jean-Philippe DANGLADE est docteur en sciences de gestion, professeur de marketing et conseiller scientifique des programmes Msc Marketing à Kedge Business School. Ses recherches portent sur l'étude de supports émotionnels de communication.

Illustré de nombreux exemples, ce livre propose une analyse large et précise du secteur **aux professionnels et aux étudiants qui souhaitent se spécialiser.**

*« Cet ouvrage de référence marque l'avènement d'une nouvelle génération d'enseignants-chercheurs-professionnels dans le domaine du management et marketing du sport. Il deviendra probablement un outil incontournable pour l'ensemble du secteur. »*

***Alain Ghibaudo**, fondateur et directeur associé de SportCarrière (1[er] cabinet de recrutement français et de conseils en ressources humaines Sports & Entertainment)*

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ISBN 978-2-10-0713127

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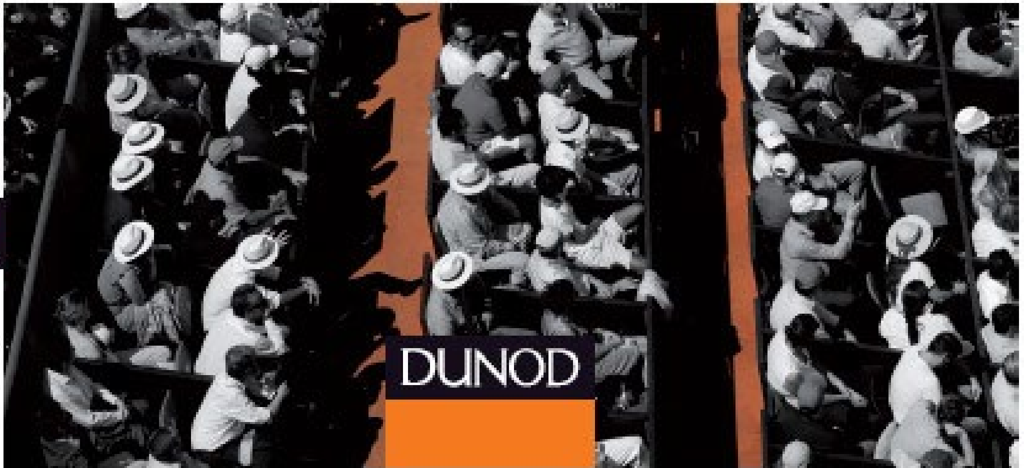
dunod.com

Lionel Maltese
Jean-Philippe Danglade
Marketing du Sport et événementiel sportif

# Marketing du Sport et événementiel sportif

Lionel Maltese • Jean-Philippe Danglade



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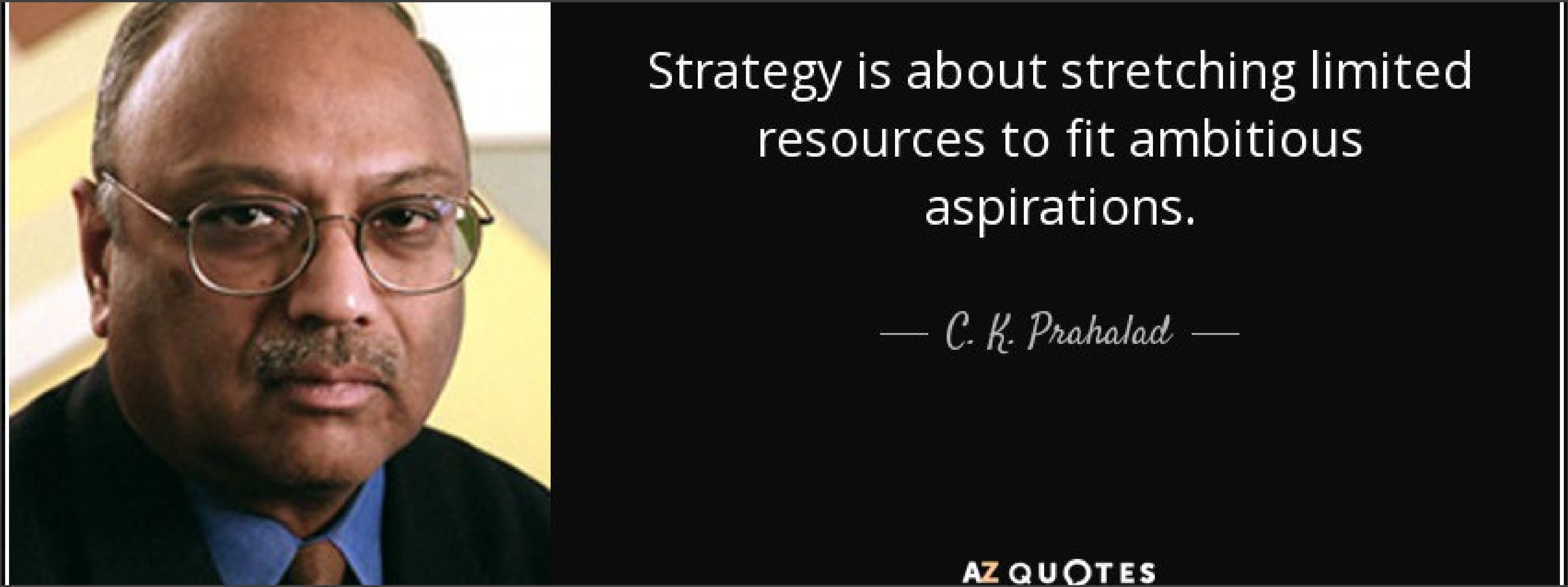


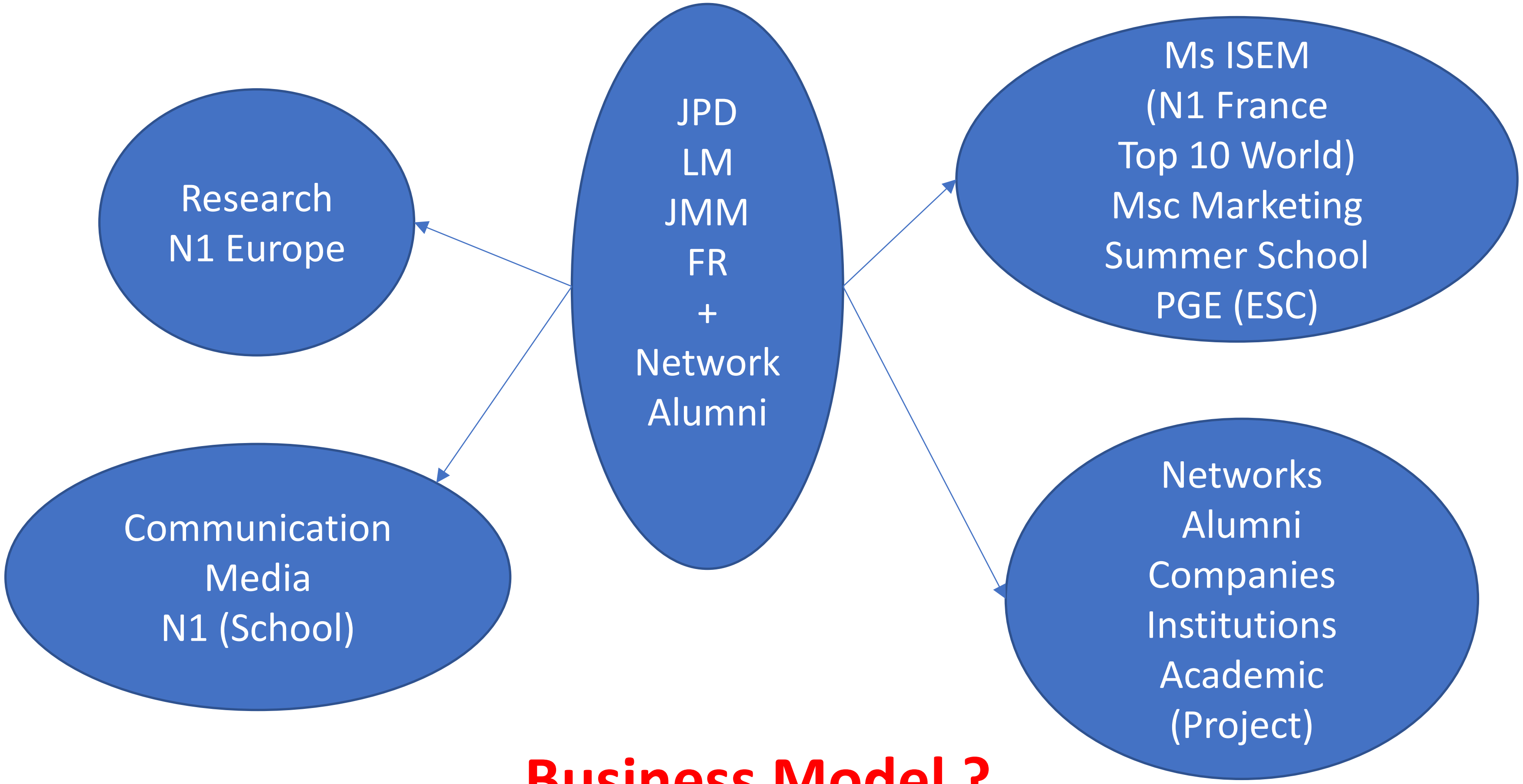

## What is strategy ?

- "Strategy is the ***direction*** and ***scope*** of an organisation over the ***long-term:*** which achieves ***advantage*** for the organisation through its **configuration of *resources*** within a challenging ***environment***, to meet the needs of ***markets*** and to fulfil ***stakeholder* expectations**".


1
ISEM
KEDGE
BUSINESS SCHOOL
CREATED BY BEM & EUROMED MANAGEMENT

# Kedge Business School & Sport Business : strategy ?

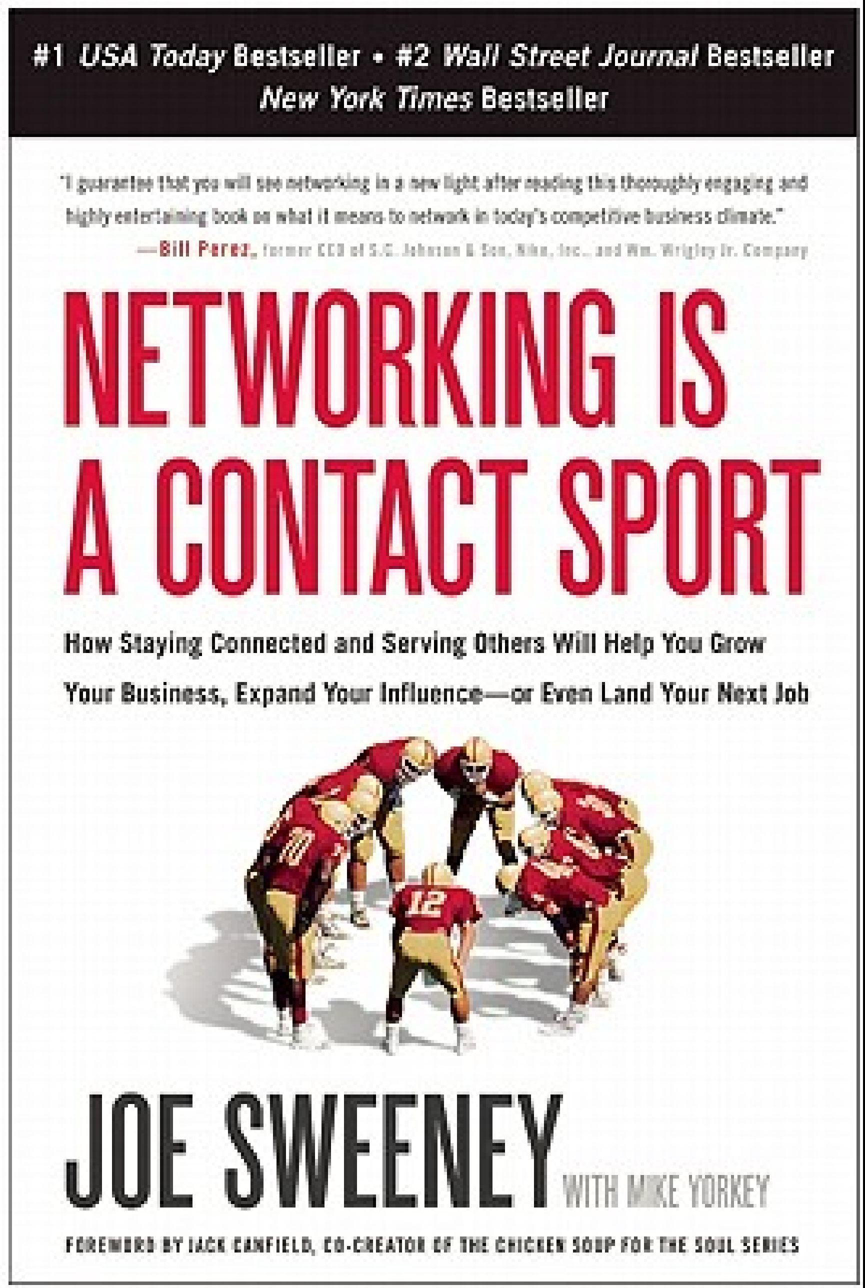
**Resources & Competencies ?**




**Business Model ?**

# Resources & Competencies = Assets?


- Be **reputational** to promote you ! Professional & academic publications – business – networks - alumni
- Be relational : Attract **experts** both academics and professionals including alumni to tranfert knowledge and competencies
- Be strategic : Students help for **selection**
- Be Efficient : ?




**Resources & Competencies :**
**Value Proposition ?**
**Value Creation ?**
**Value Capturing ?**

SPORTAIMENT BUSINESS

AUDIENCIES

PLACE
&
MOMENT

FOR **FANS**


Resources & Competencies ?

## *Marshall Glickman*

***CEO EUROLEAGUE* , former president of the NBA's Portland Trail Blazers**

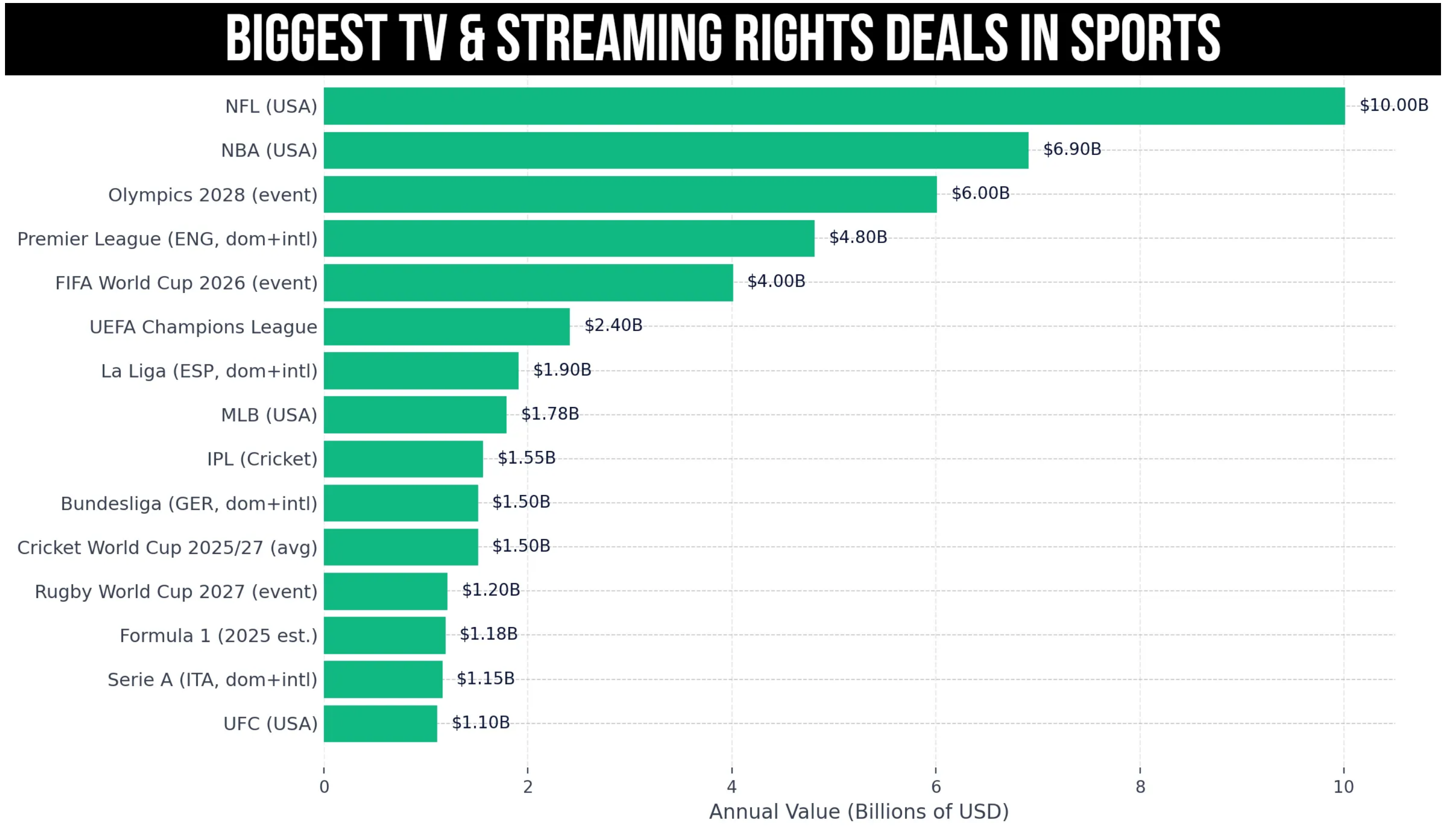

***Over the last four decades, sports in North America has evolved from pure competition to business…from game to entertainment. Although the quality of competition has remained the centerpiece, North American sports culture is primarily motivated by money.***

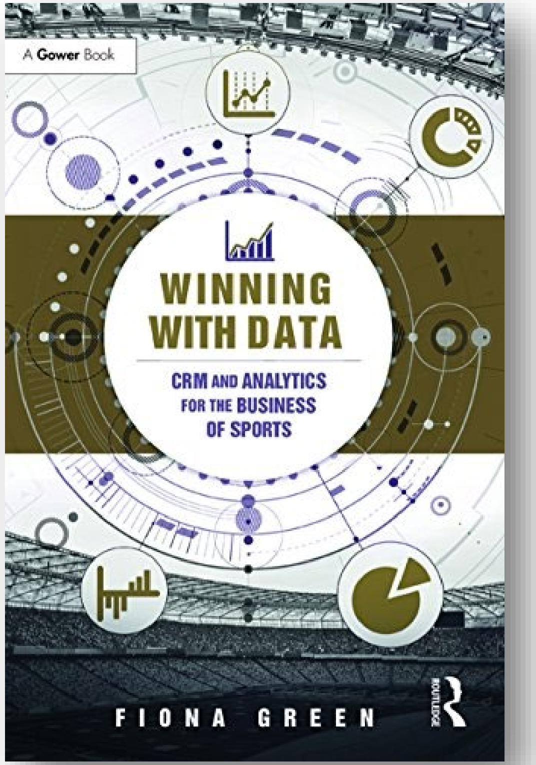
***In France, as in most European countries, the sports culture has historically been driven by the competitions themselves, so consumption trends are not comparable.  That said, there is no question that economic reality is driving French sports organizations to become more professional and oriented to business and profits.***

***From the perspective of an American who has extensive experience working with European and French sports organizations, finding the right balance between economics and culture is precisely the right recipe for success.***

# New Sport Business model ?


KM KYLIAN MBAPPE



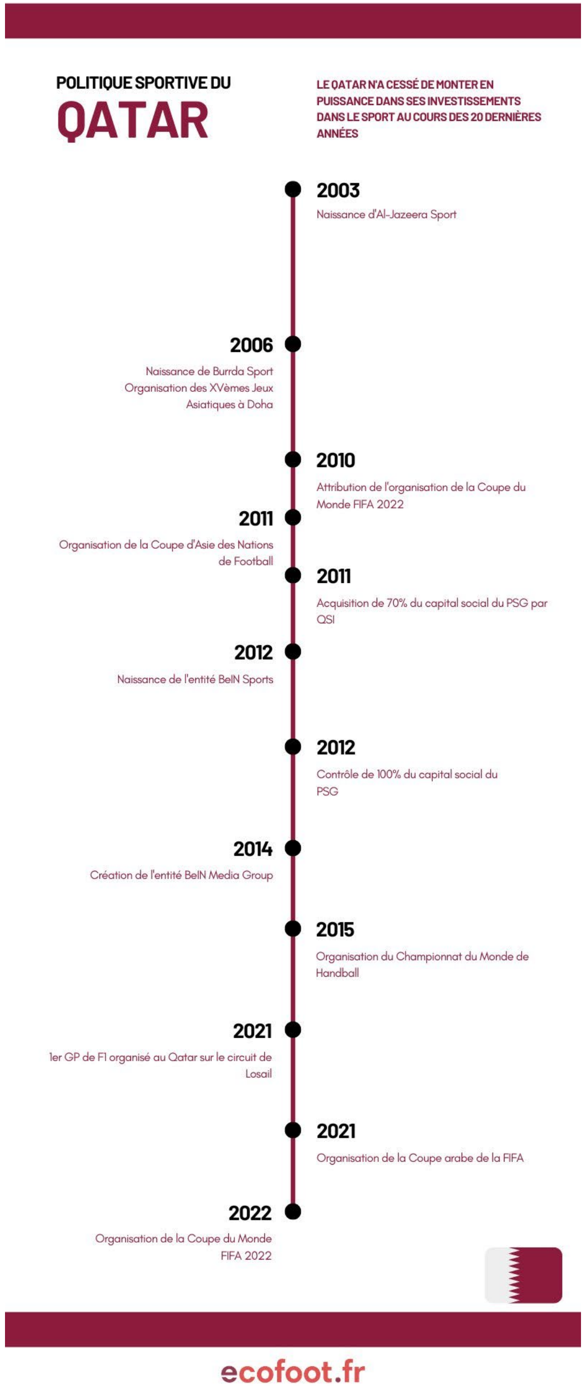



FIGURE 1

## Companies are paying record amounts to stream live sports

Notable recent live sports rights streaming deals

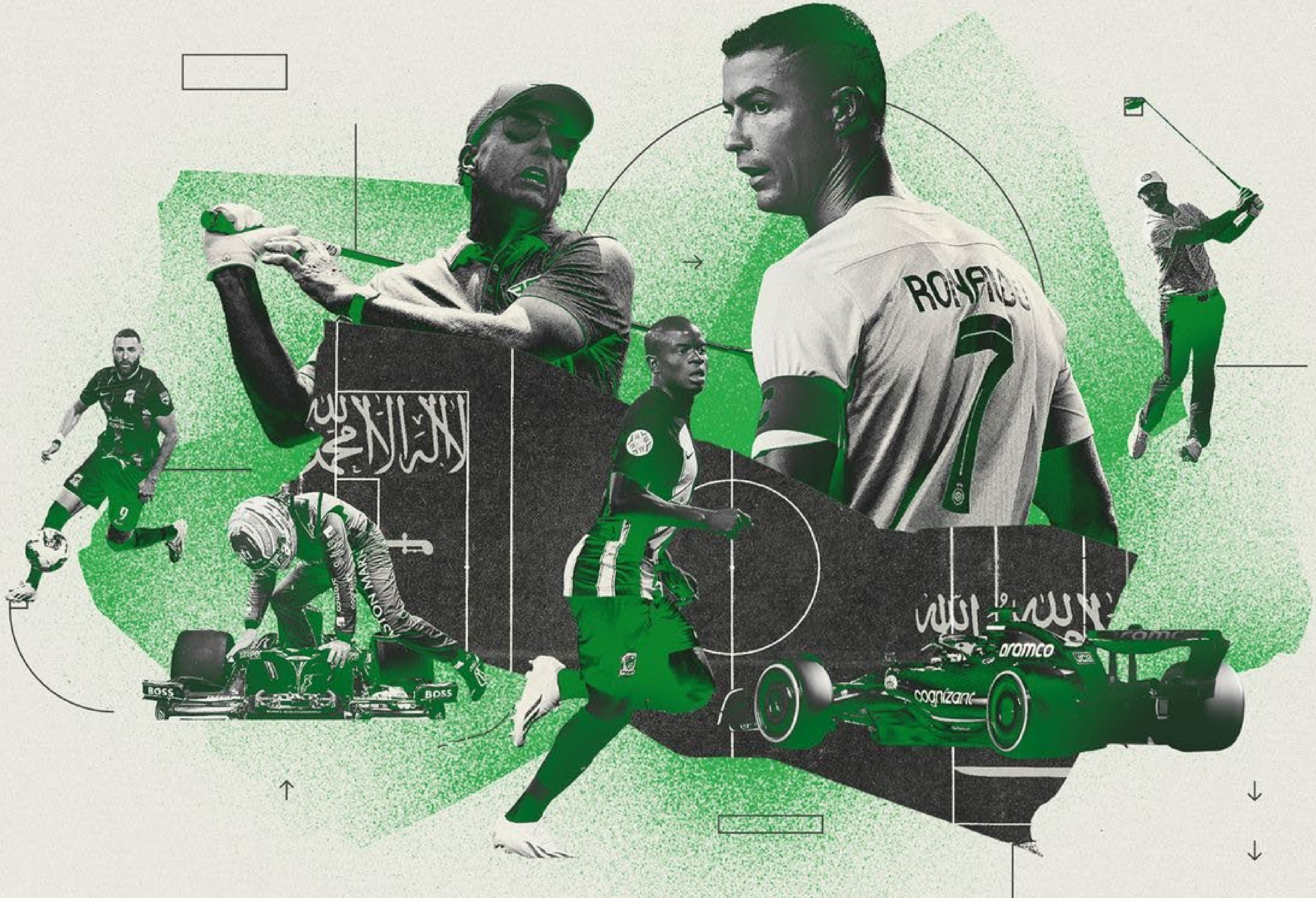
| League | Sport | Company | Geography | Total deal value (value per year) | Deal length |
|---|---|---|---|---|---|
| **National Football League** (*Thursday Night Football*) | American football | Amazon | United States | US$13.2B (US$1.2B/year) | 11 years 2022–2033 |
| **Indian Premier League** (Digital rights) | Cricket | Viacom18 | India | US$3B (US$600M/year) | 5 years 2023–2027 |
| **Premier League** | Football (soccer) | Viaplay | 9 European countries | US$2.7B (US$450M/year) | 6 years 2022–2028 |
| **Serie A** | Football (soccer) | DAZN | Italy | US$2.5B (US$840M/year) | 3 years 2021–2024 |
| **Major League Soccer** | Football (soccer) | Apple | Global | US$2.5B (US$250M/year) | 10 years 2023–2032 |
| **LaLiga** | Football (soccer) | DAZN | Spain | US$2.4B (US$470M/year) | 5 years 2022–2027 |
| **Ligue 1** | Football (soccer) | Amazon | France | US$750M (US$250M/year) | 3 years 2021–2024 |
| **Major League Baseball** (*Friday Night Baseball*) | Baseball | Apple | 8 countries currently | US$595M (US$85M/year) | 7 years 2022–2029 |

Notes: Some deal values were converted from euros to US dollars at the September 20, 2022 exchange rate of 1.00 euro = 1.00 US dollar. Value per year is the deal value averaged across the duration of the contract.
Source: Multiple public sources.[8]

Deloitte Insights | deloitte.com/insights


QSI
QATAR SPORTS INVESTMENTS
قطر للإستثمارات الرياضية
PARIS
SAINT - GERMAIN


U.S.-Saudi Business Council
مجلس الأعمال السعودي الأمريكي
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
Source: Ministry of Investment

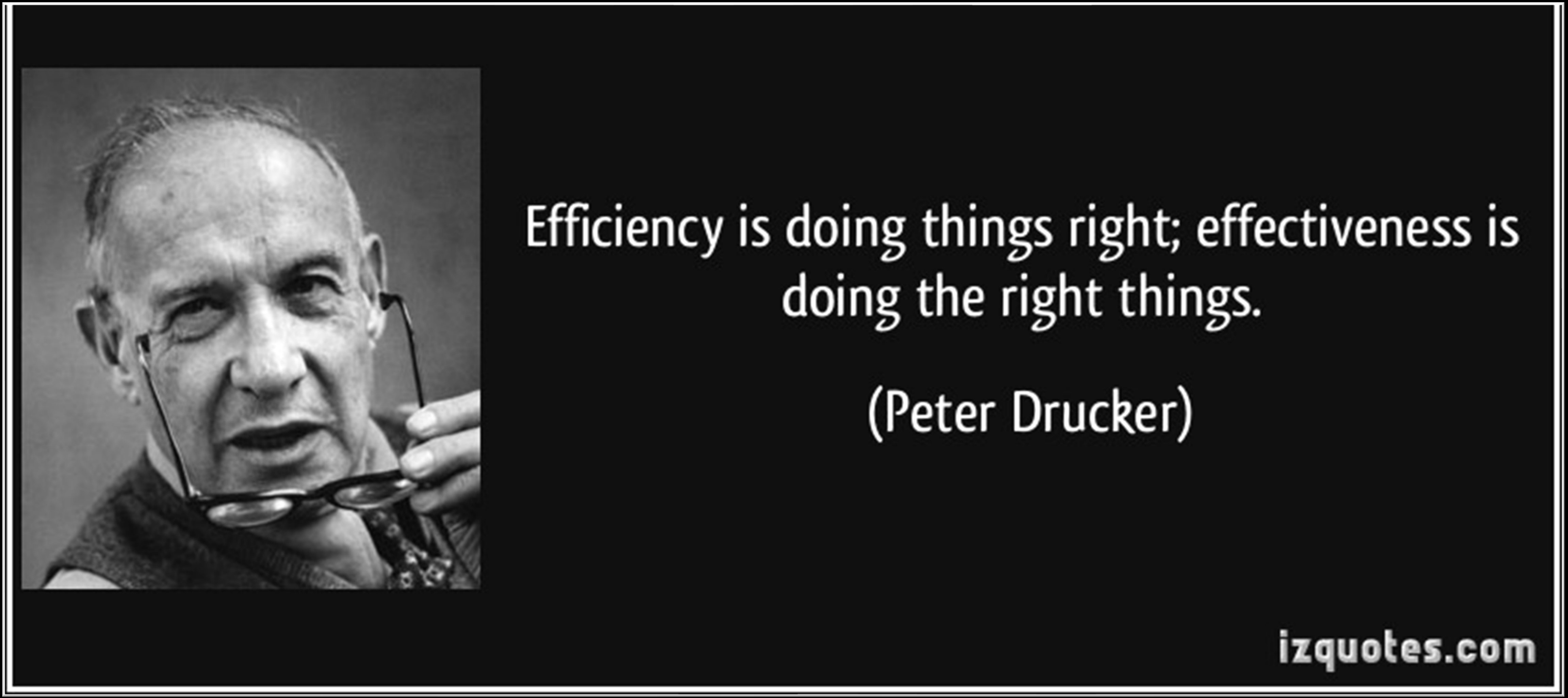

BOSS
aramco


ATP MASTERS 1000
PIF
SURJ
SPORTS INVESTMENT


TENNIS REVOLUTION: SAUDI ARABIA WINS NON-MANDATORY MASTERS EVENT


NEXT GEN ATP FINALS
JEDDAH IS
NEXT
28 NOV – 02 DEC 2023
KING ABDULLAH SPORTS CITY

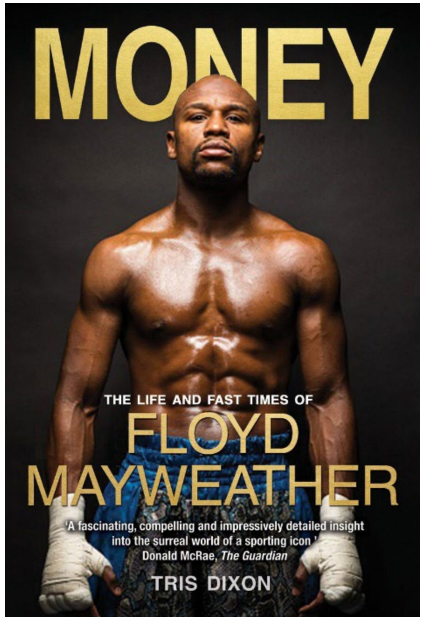
THE REALLY BIG BUSINESS OF SPORTS FAN ENGAGEMENT

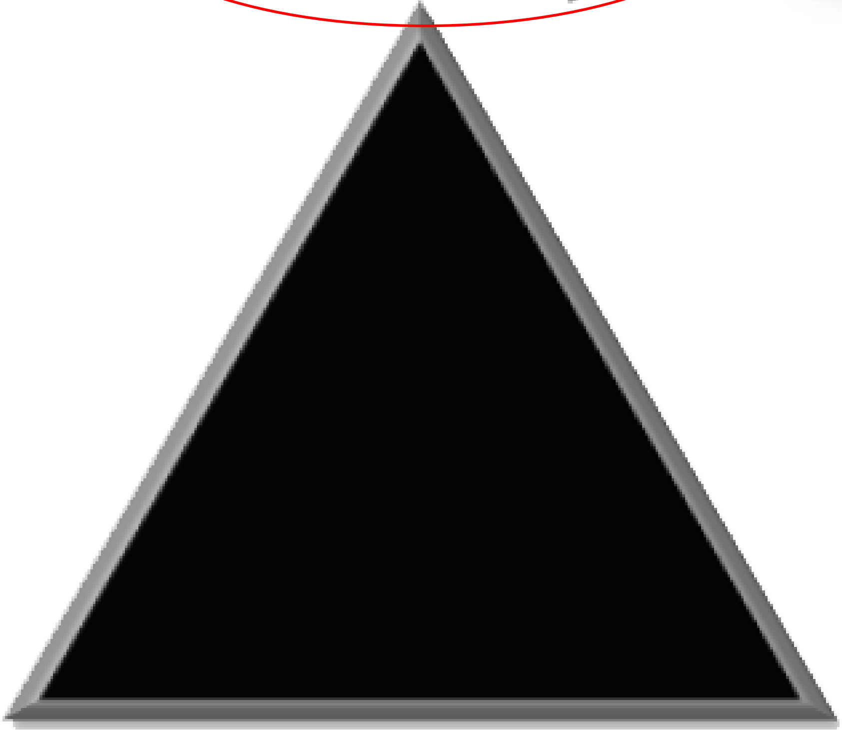




Assets Manager : the « road » for EFFICIENCY ?

The right effort allocation

Efficiency



SA RUGBY

Economy

Reducing costs of inputs

Effectiveness

To achieve the goals

TEN
FÉDÉRATION
FRANÇAISE
NIS



Goals ?

Strategic vision ?

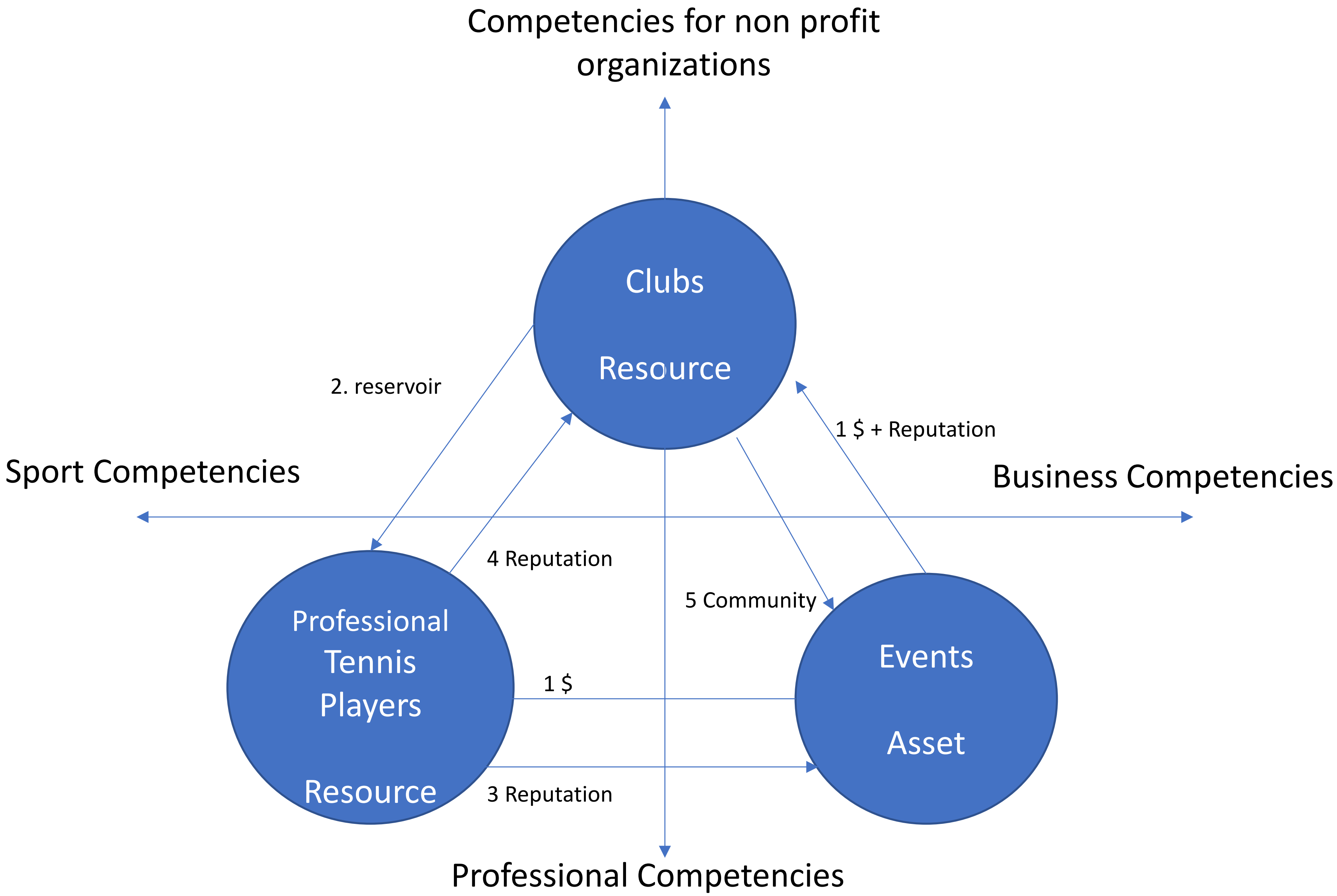
Efficiency ?

Actors ?

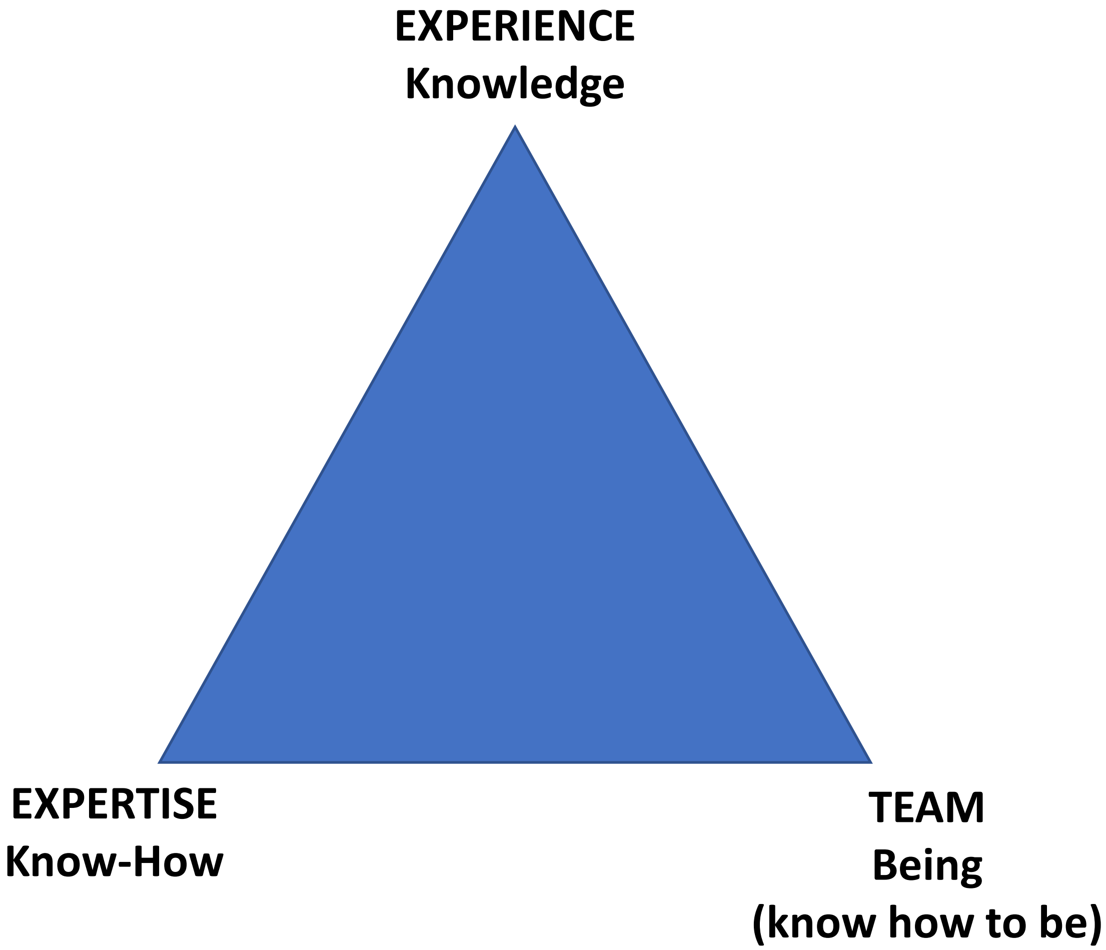
- Resource or asset ?
- Mission ?
- FFT action for key stakeholders ?
- Clients and Suppliers ?
- Value proposition from FFT ?

TENNIS
FÉDÉRATION FRANÇAISE

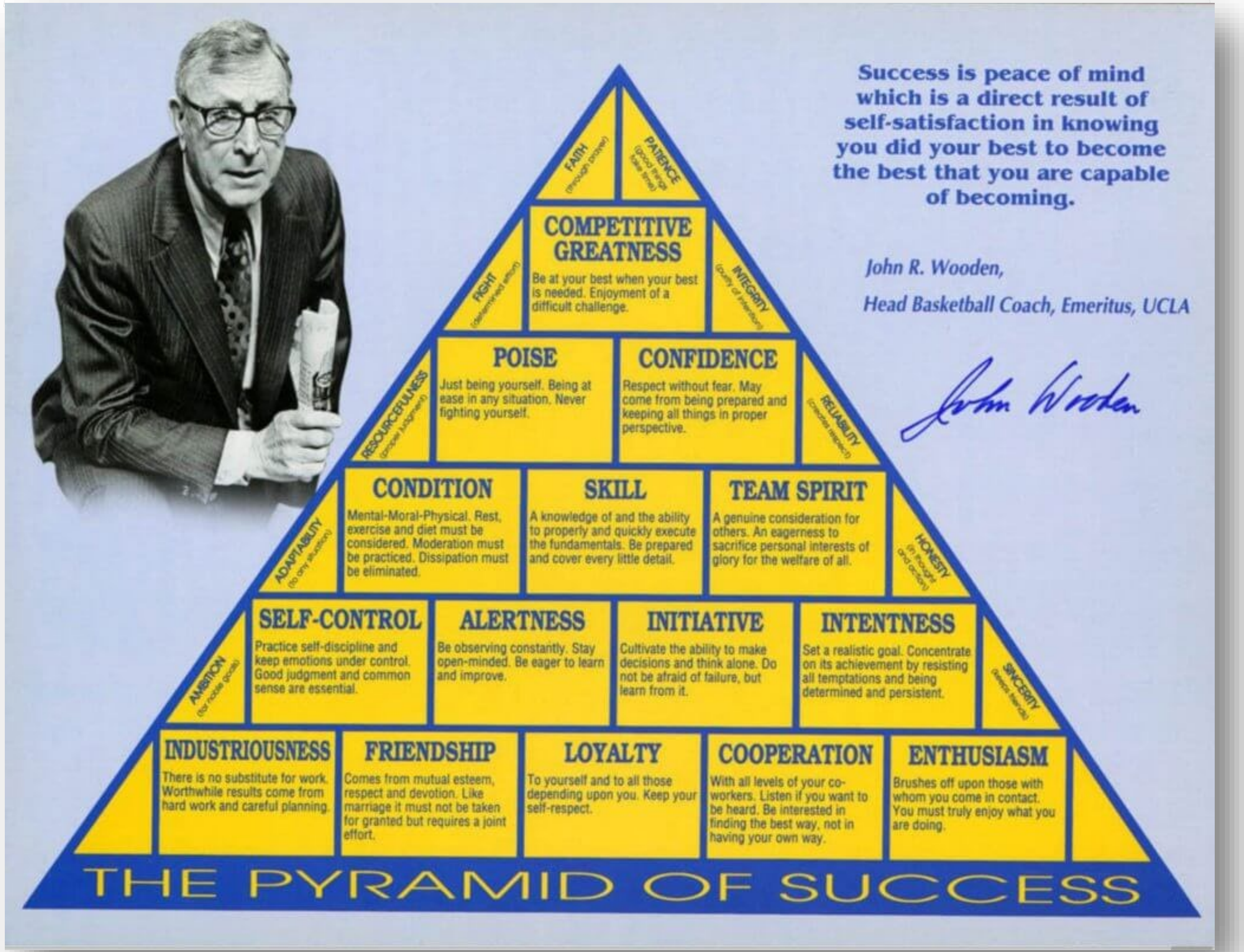
# Strategic triangle model



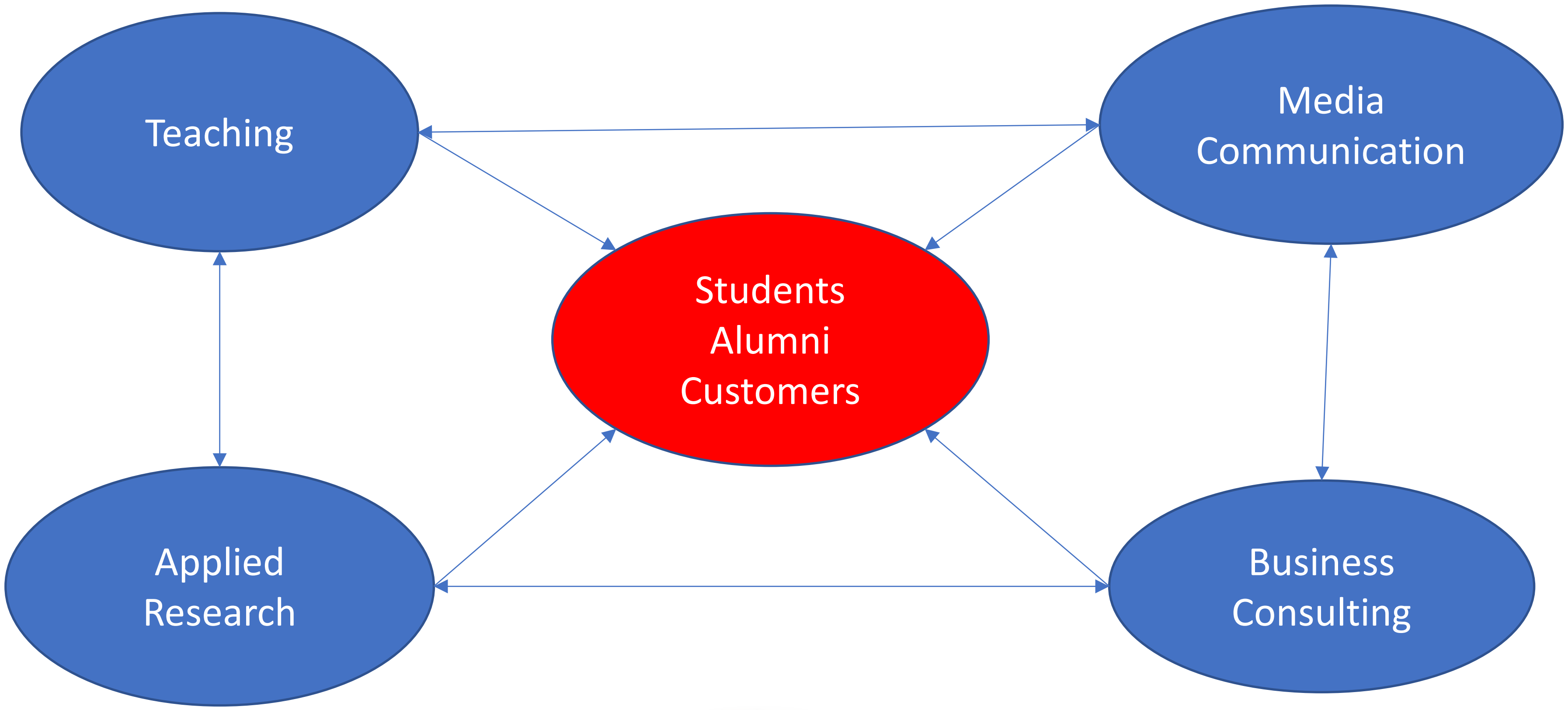
# Competencie ?

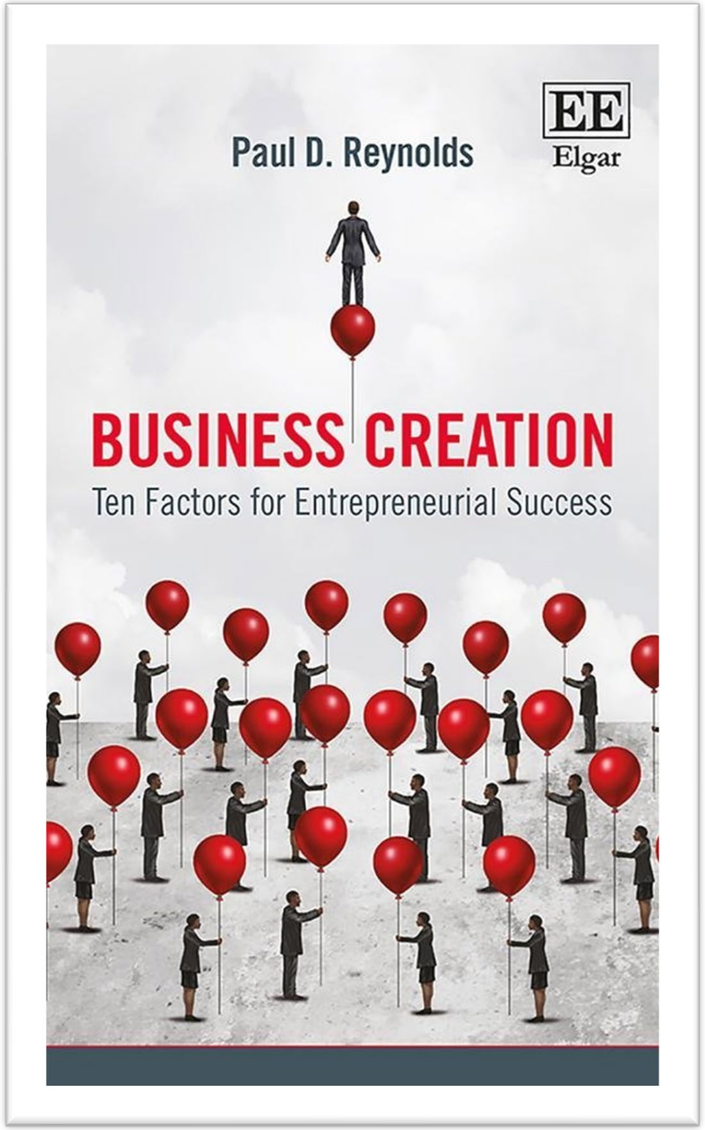


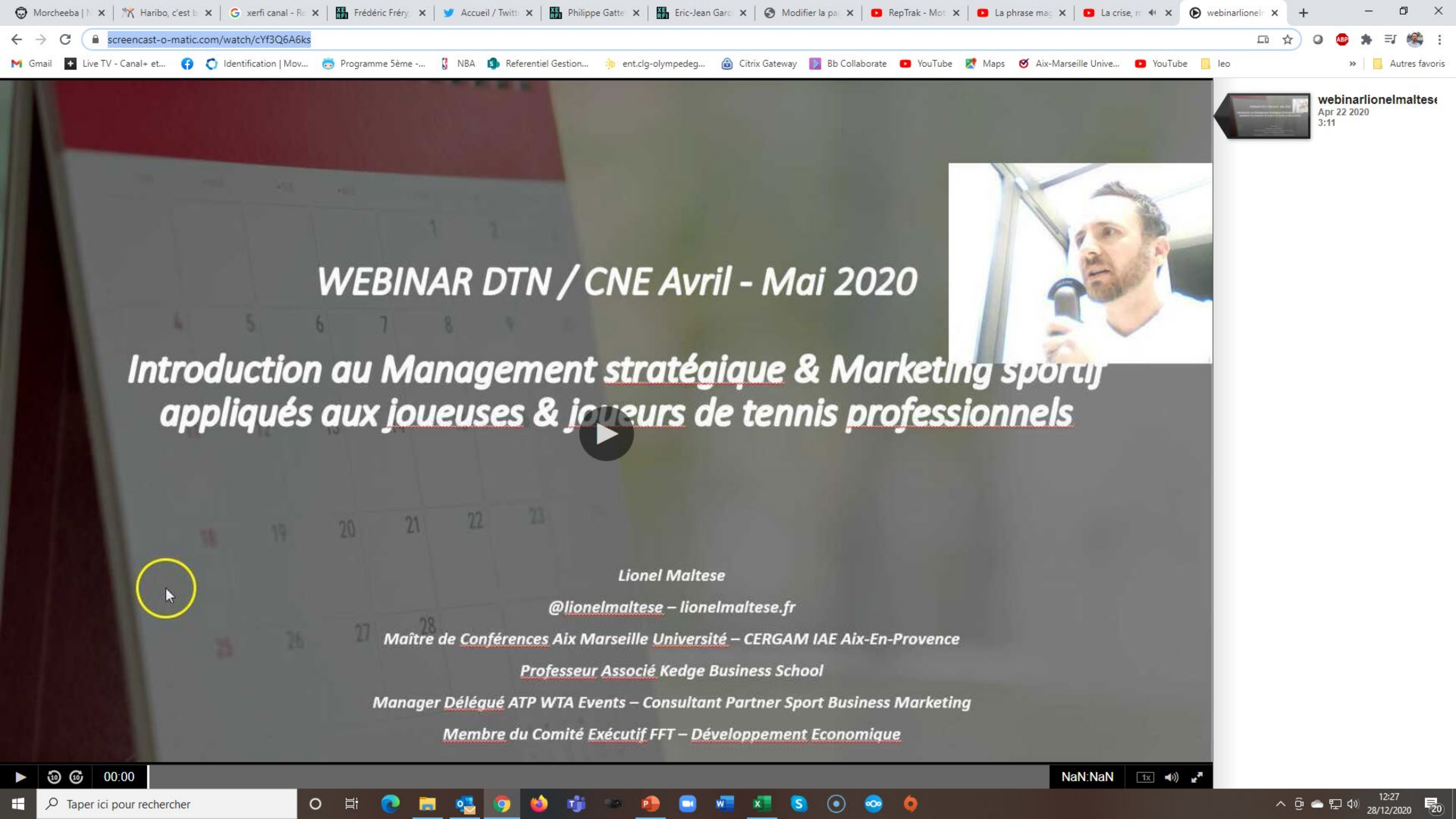

*Success comes from knowing that you did your best to become the best* that you are capable of becoming. John Wooden



# My strategy : creating my ecosystem !

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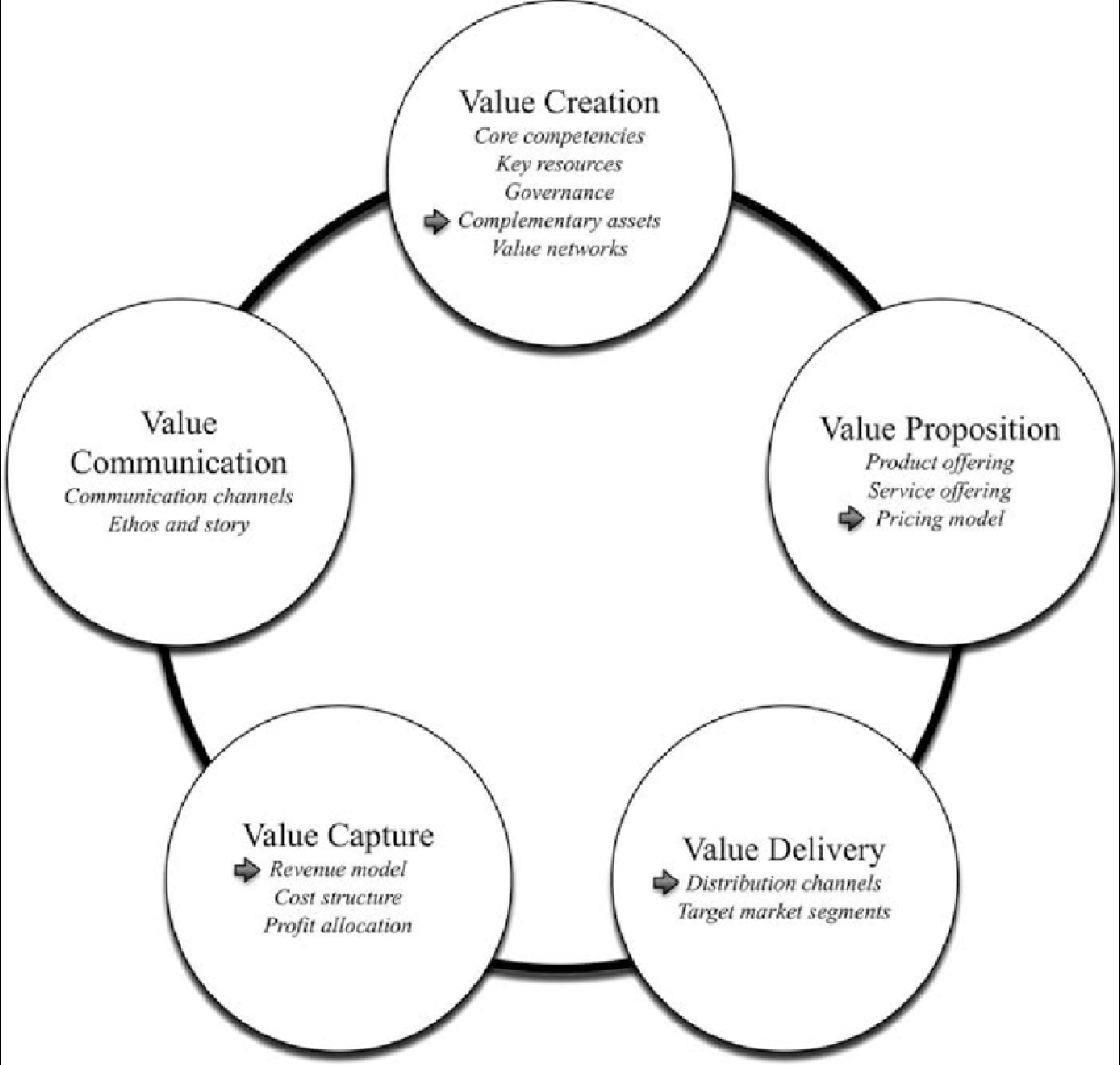
WEBINAR DTN / CNE Avril - Mai 2020
Introduction au Management stratégique & Marketing sportif appliqués aux joueuses & joueurs de tennis professionnels
Lionel Maltese
@lionelmaltese – lionelmaltese.fr
Maître de Conférences Aix Marseille Université – CERGAM IAE Aix-En-Provence
Professeur Associé Kedge Business School
Manager Délégué ATP WTA Events – Consultant Partner Sport Business Marketing
Membre du Comité Exécutif FFT – Développement Economique



Value Creation
Core competencies
Key resources
Governance
Complementary assets
Value networks
Value Proposition
Product offering
Service offering
Pricing model
Value Delivery
Distribution channels
Target market segments
Value Capture
Revenue model
Cost structure
Profit allocation
Value Communication
Communication channels
Ethos and story

# Key words

**Strategy**

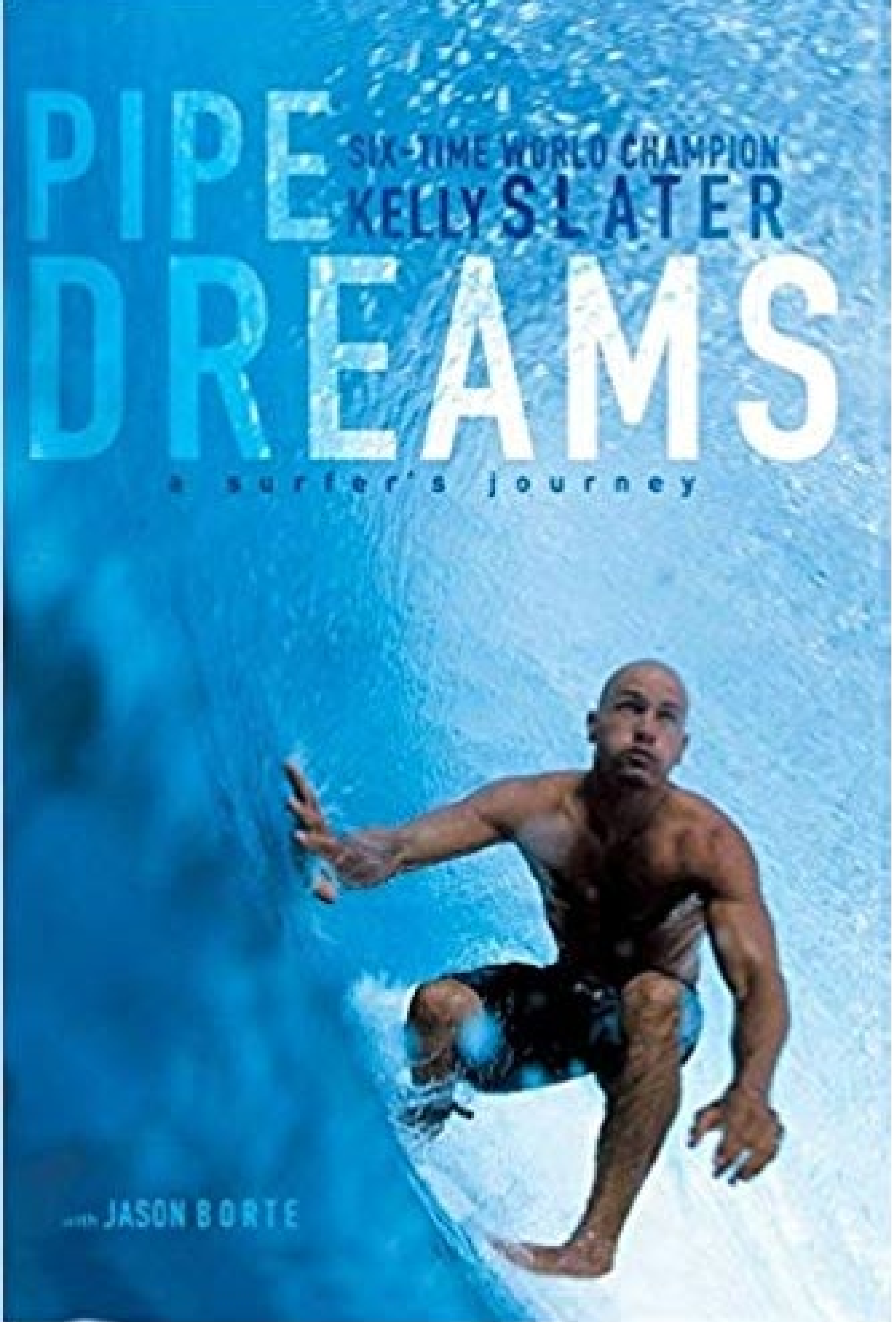
**Sport** **Events / Clubs**

**Ecosystem** **Assets**

**Business Model** **Efficiency**

**Relations** **Reputation**

**Fans** **Culture**




# Personal reflexions…

- Sport Business = **SME** Market
- Business comes from **Media** for mega event and championships
- Stock of resources are often important but competencies not…
- Sport = unique communication platform but we can define it as **a moment and a place**
- Unicity in sports = **Emotion** as a marketing tool to attract customers and stakeholders
- Your Job : understand the offer and help to sell or market sport event products then be a sport manager


# Business Ecosystem (Moore, 1993)

"An economic community supported by a foundation of **interacting** organizations and individuals—the organisms of the business world. The economic community produces goods and services of value to customers, who are themselves members of the ecosystem. The member organisms also include suppliers, lead producers, competitors, and other stakeholders. Over time, they coevolve their capabilities and roles, and tend to align themselves with the directions set by one or more central companies".




*Clubs and Franchises :*

- **Contracts : transactions and salary**
- **Motivation : training, selection, financial premiums**

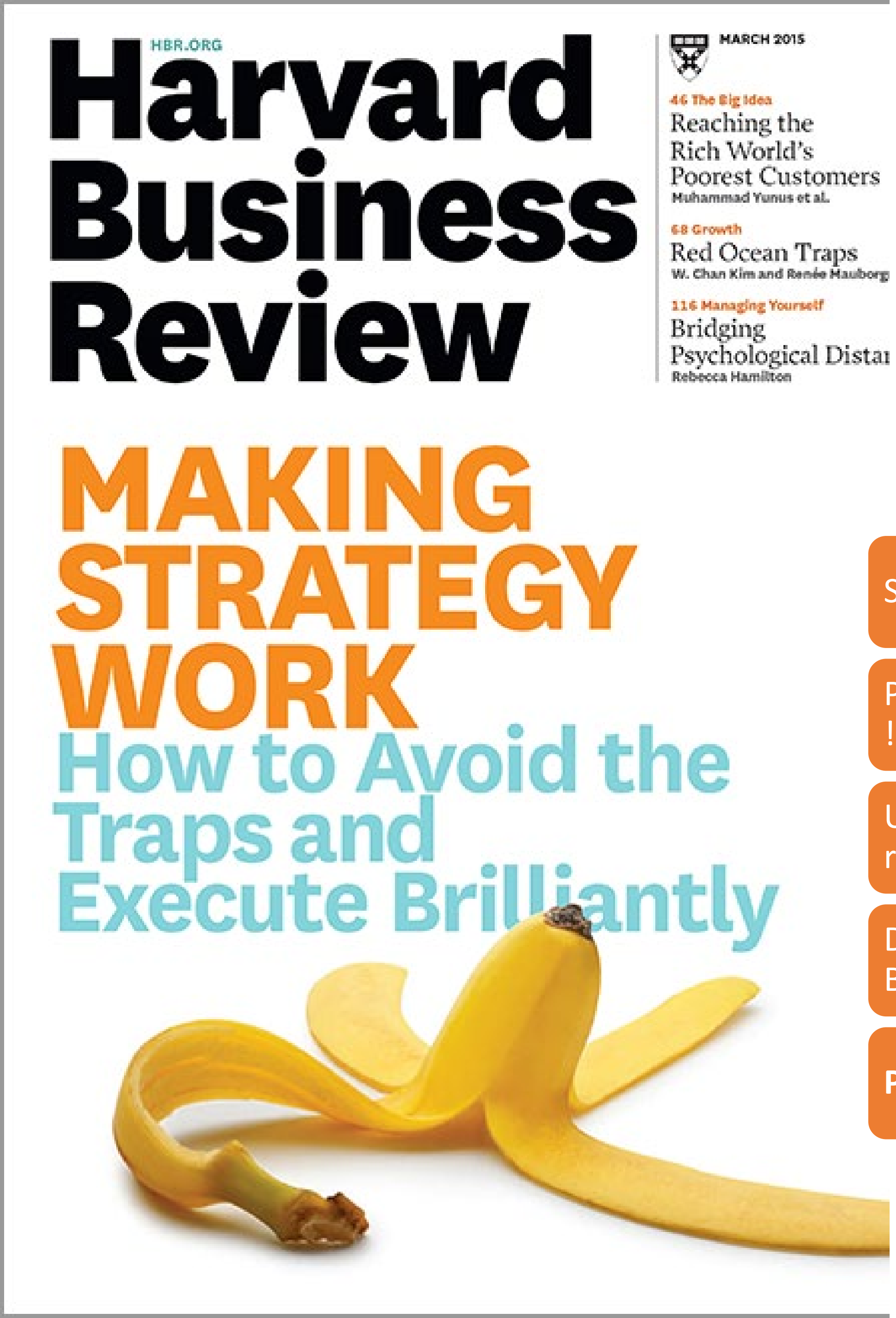
**→ Athlete = "asset" for the managers**

*Events :*

- **Fees (ATP, PGA for instance)**
- **No control of sport performance by the managers**

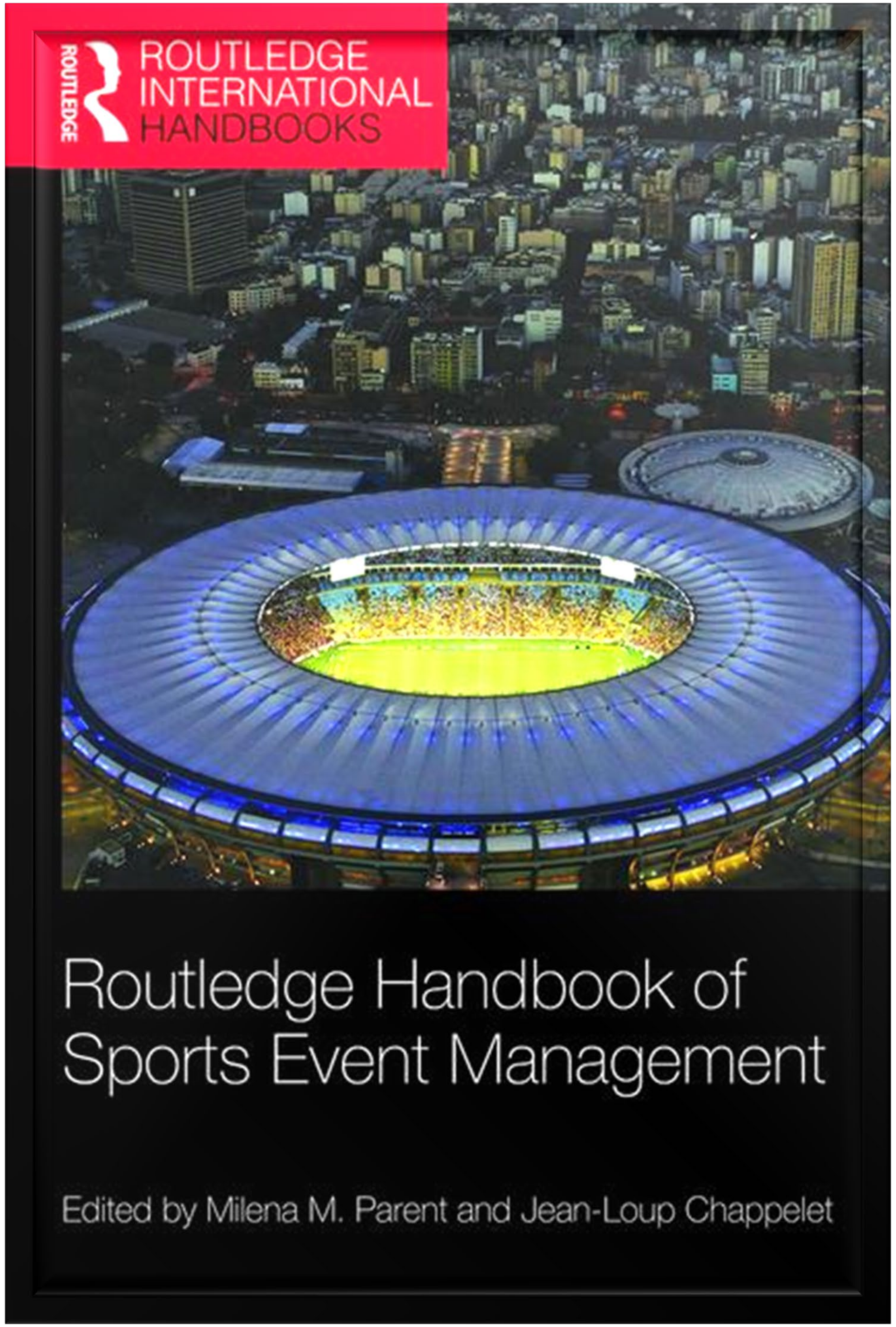
**→ Dependency of the athletes (calendar for instance) and their professional associations (ATP, PGA, UCI…)**

**Professional athletes management and control**




# Main "goals" for this seminar !

- Sports organizations [professional Events & Clubs] = management "stake" ?
- Proposition of a new Strategic Management and Business Model for these organizations !
- Understand & manage key factors of success (or failure) : sponsoring, public relations, reputation, physical (stadium) & local factors, managerial skills…
- Develop your professional skills on : strategic analysis & formulate Sport Organizations Business Plan (ROADMAP) : **STRATEGIC PLANNER for sport organizations**
- **PROJECT TO STRATEGIC ACTIONS !**




# Focus on “Event Concept”

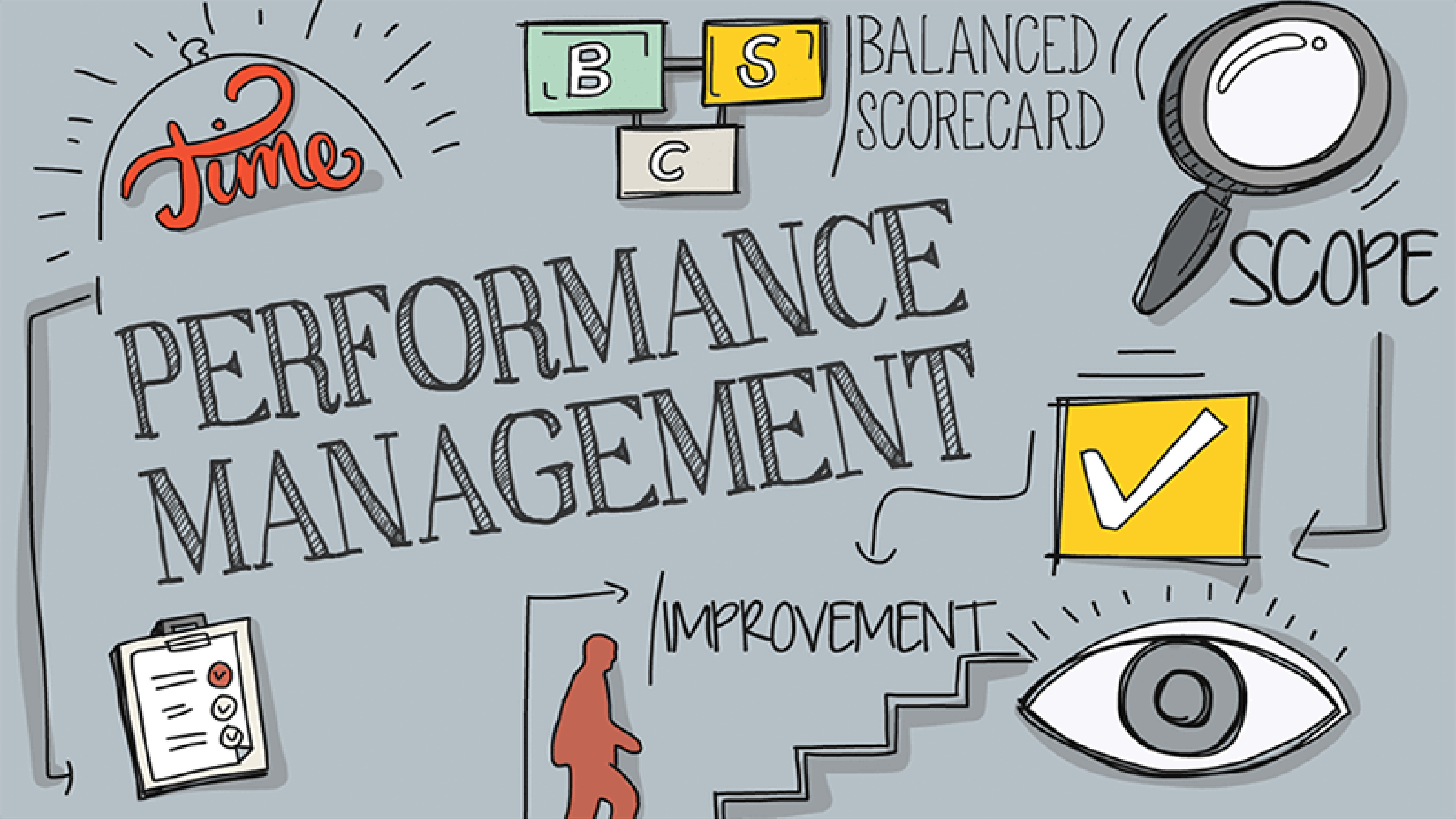
**In sports context, “event” is everywhere :**

National Championships (every week ! : NBA, MLB, NFL, NHL, LNF, Top 14, Premier League…)

National and International Competitions (JO, World Cups…)

One shot events (every year) : Roland Garros, Tour de France, ATP, PGA, Superbowl, Formula 1… exhibitions…

…

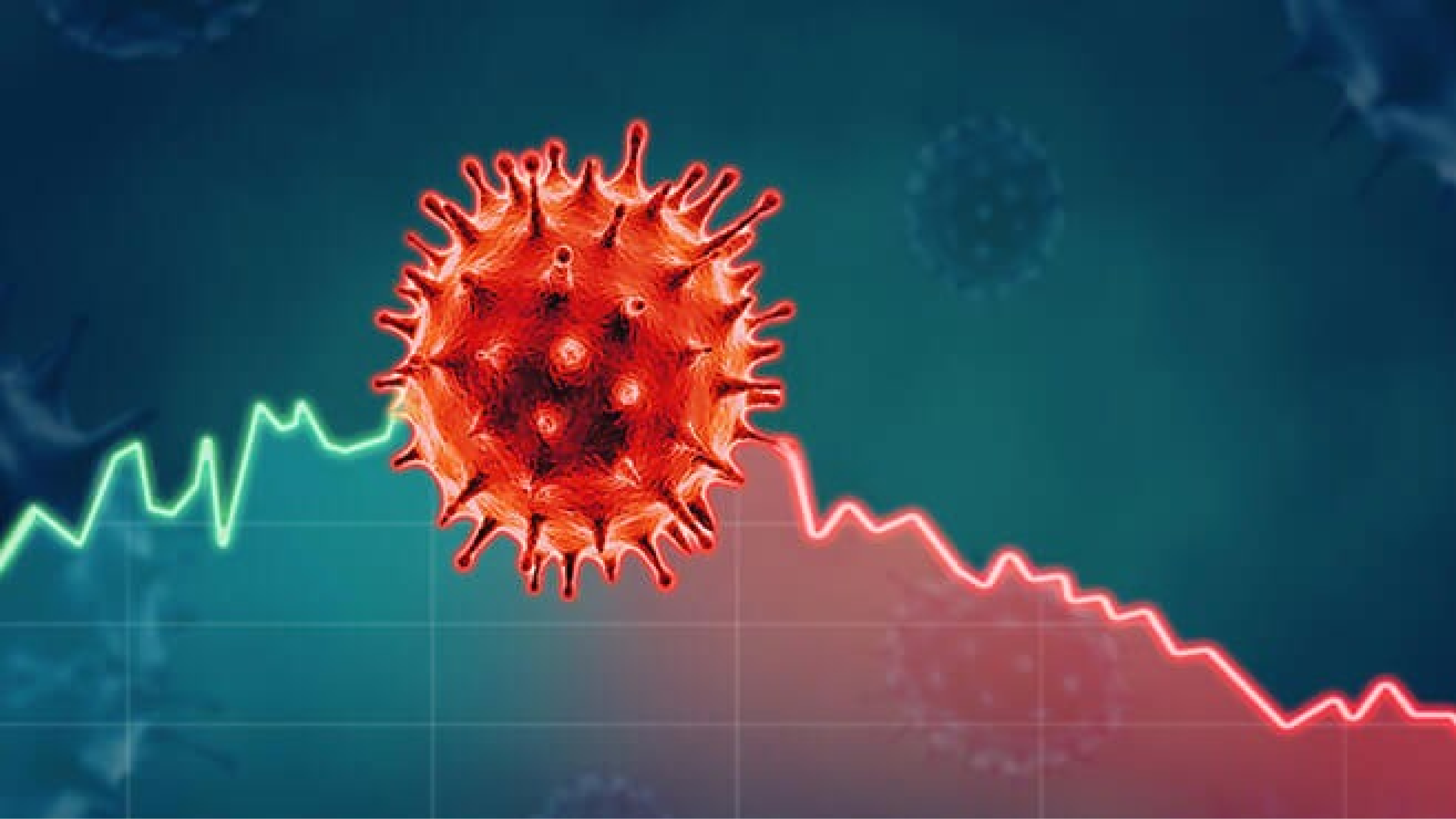


Time
B
S
C
BALANCED SCORECARD
SCOPE
PERFORMANCE MANAGEMENT
IMPROVEMENT


HARVARD BUSINESS REVIEW

Capture More Value

# PERFORMANCE ?

# But… we need definitions (Covell and al., 2007)

- Organization : « Any group of people working together to achieve a common pupose or goals thant could not be attained by individuals working separately »

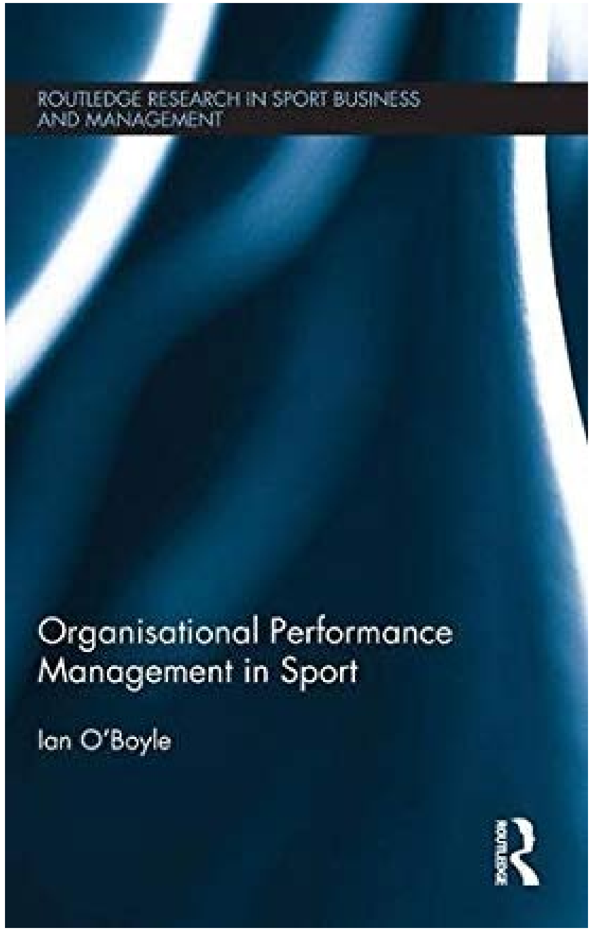
- Management :
  - The coordination of human, material, technological, and financial resources needed for the organization ti achieve its goals.
  - Responsibility for **performance**

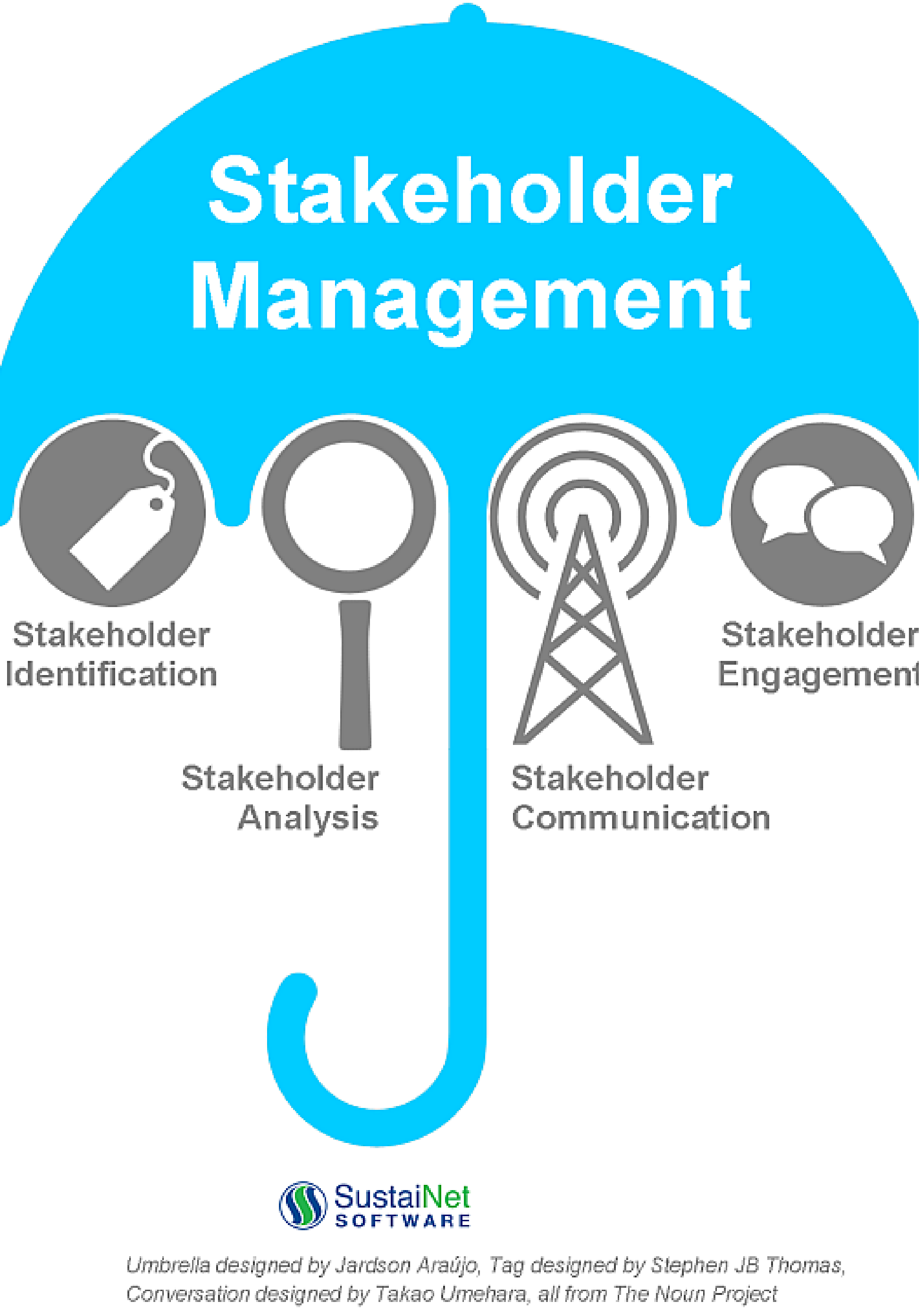
# But :
# what is performance for sports organizations ?

Performance indicators (Pis) give us an evaluation process that can provide objective and meaningful performance feedback to aid future decision making.

The methods of evaluation are both quantitative and qualitative but all the final results depend upon one or more manager' interpretation (judgement)

The key for sport organizations : your stakeholders analysis.



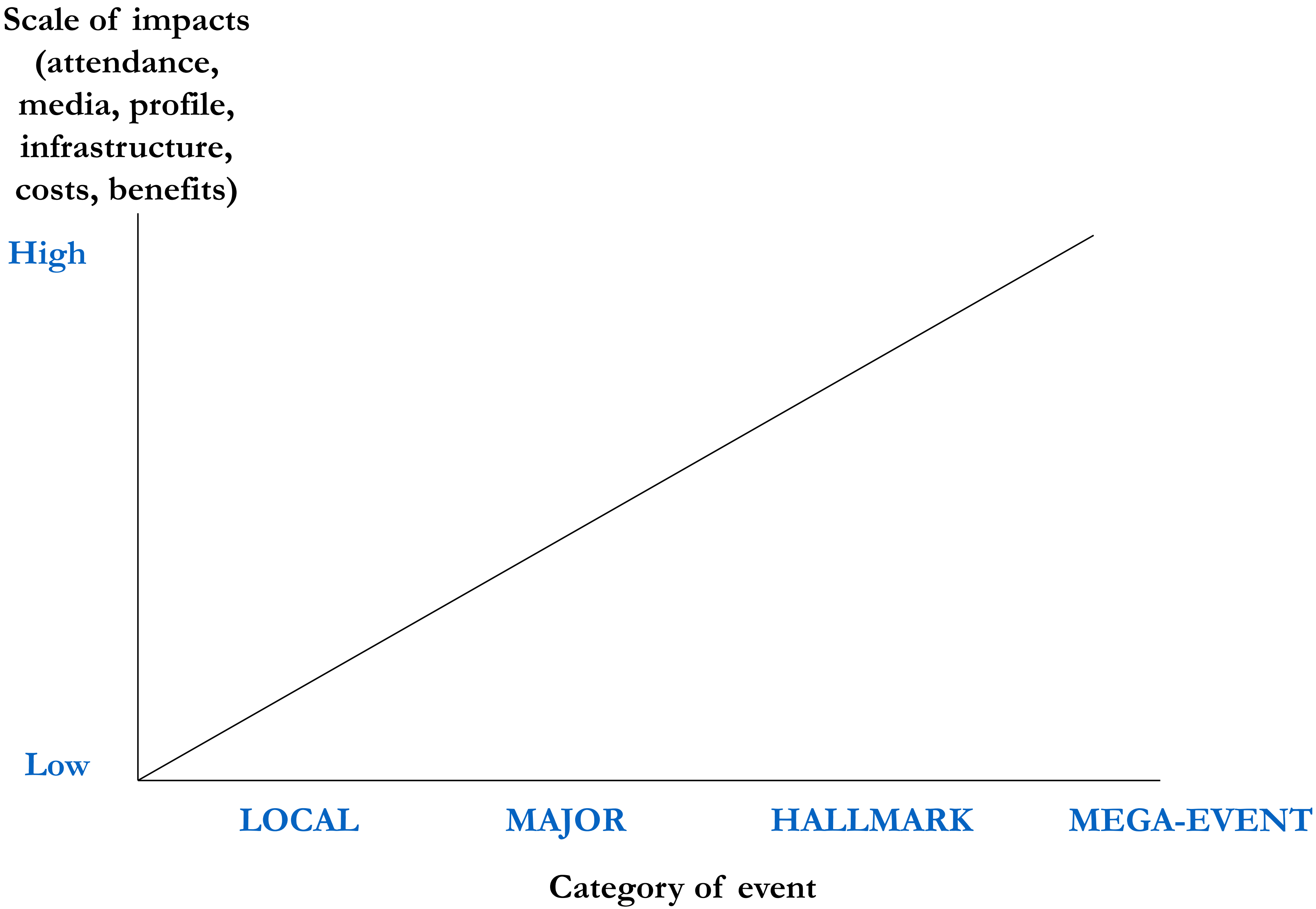



# Sport organizations – performance and stakeholders

You can evaluate returns for :

- Media
- Athletes
- Sponsors
- Institutions
- Spectators
- Cities
- Suppliers
- Owner
- ….

→ Various PIs for different objectives and muliple stakeholders…


Scale of impacts (attendance, media, profile, infrastructure, costs, benefits)
High
Low
LOCAL
MAJOR
HALLMARK
MEGA-EVENT
Category of event


# Categorization of events

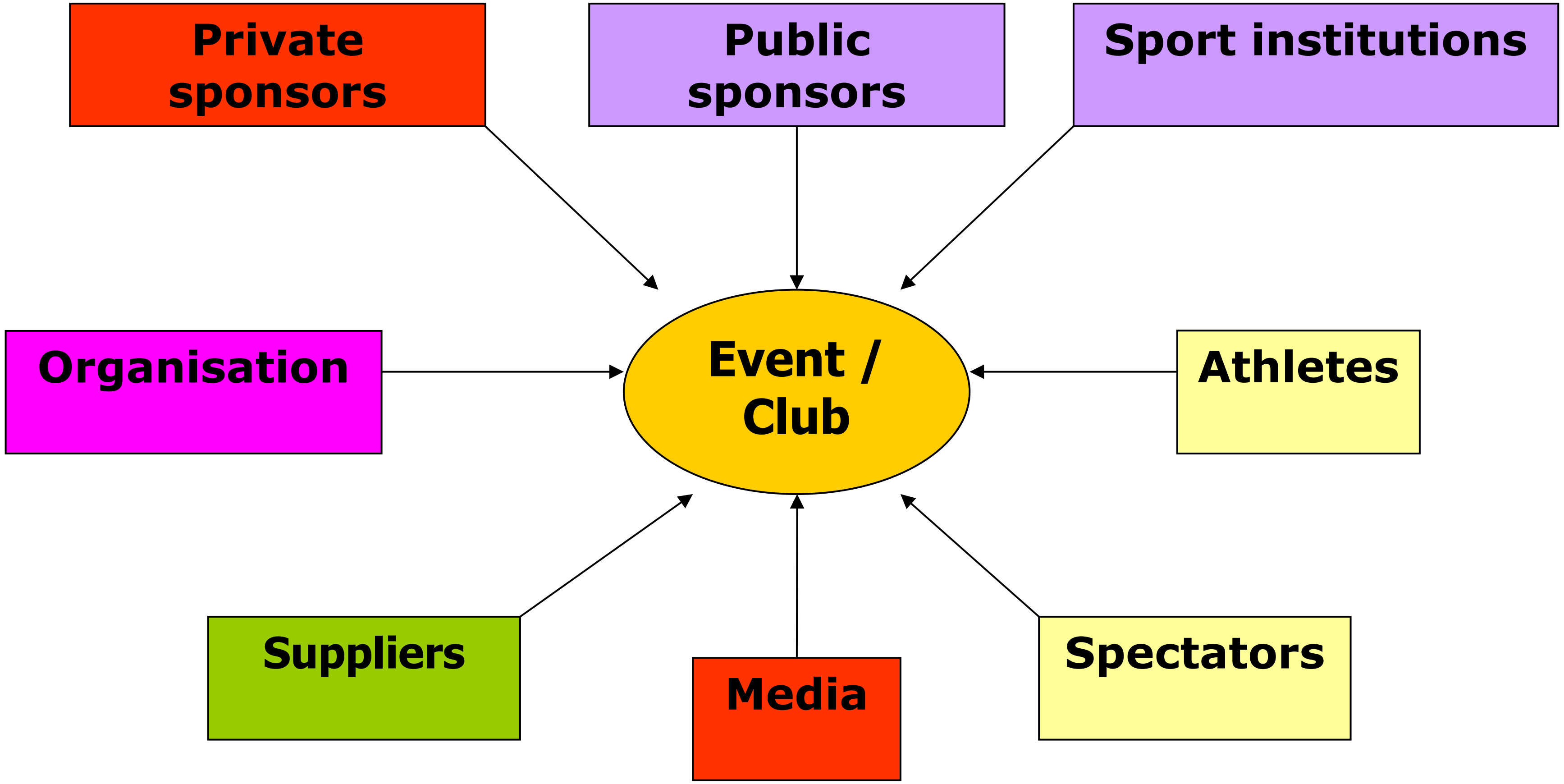
**Local or community events** : Local consumers (Beach events, Corrida, Snowboard & Surf contest,  ATP International Series Tournaments, National Events…)

**Major events :** Media interest (coverage & benefits) and capability of attracting significant visitor numbers (Formula 1, Master Series ATP, PGA…)

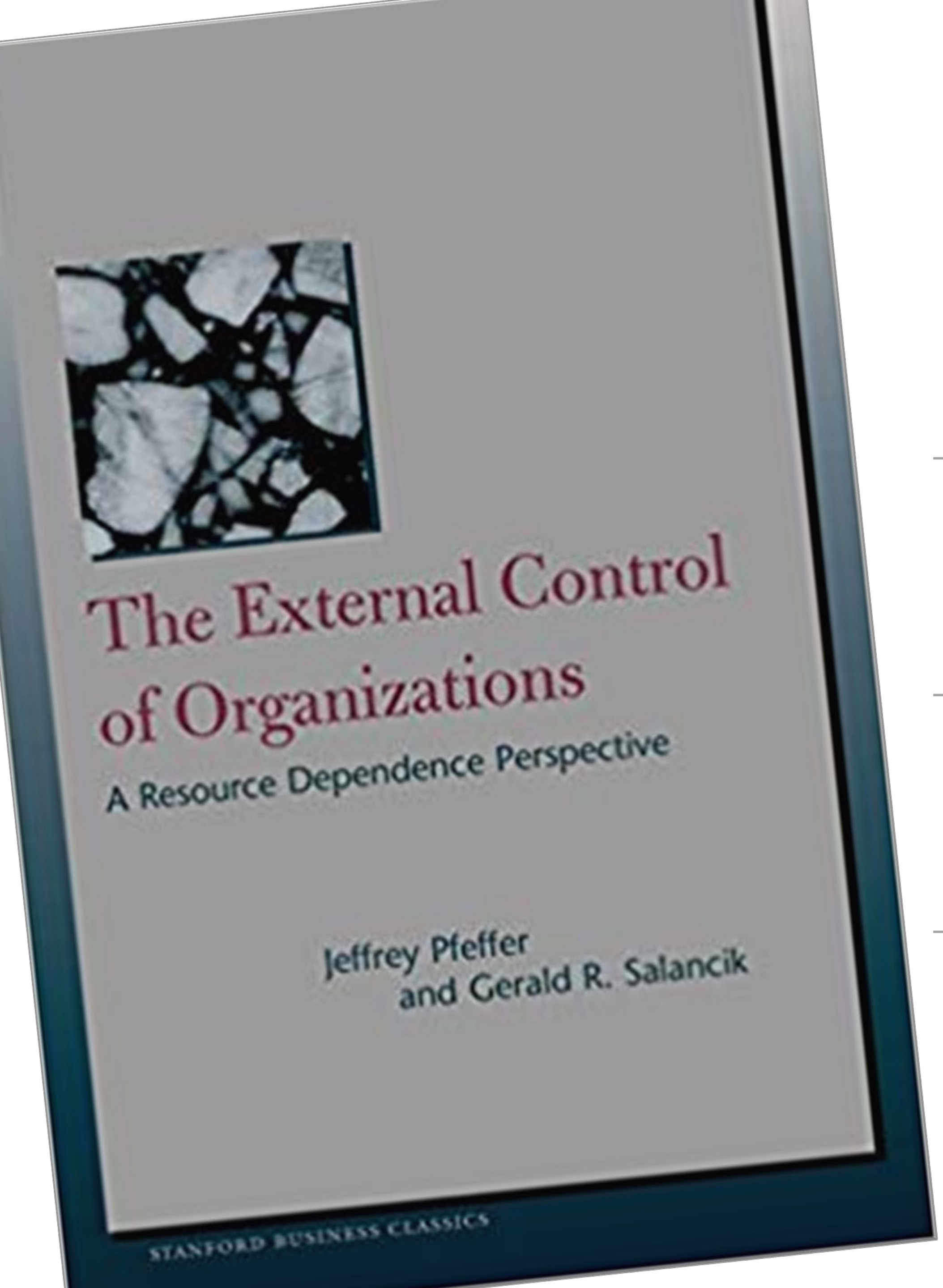

# Categorization of events

**Hallmark events :** identified with the spirit or ethos of a town, city or region (synonymous with the name of the place) & very traditional (Wimbledon is the best example, 24H du Man, Paris Dakar, Masters Evian…)

**Mega events :** so large that they affect whole economics and reverberate in the global media (Olympic Games, FIFA World Cup, IAAF World Championships, Superbowl, March Madness, NBA, MLB, NHL Finals…)



Private sponsors
Public sponsors
Sport institutions
Organisation
Event / Club
Athletes
Suppliers
Media
Spectators




*How to control external environment (stakeholders) and how to be independent to perform, to develop and maintain ?*

Now before studying strategic analytic tools :

What is Strategy ?

What are the more “sensemaking” approaches to analyze a sports organizations and their stakeholders ?

**POSITIONING**

S.W.O.T

5 Forces

Competitive Advantage

**STRATEGIC « FIT »**

*Michael Porter & Co*

**MOVEMENT**

Resource-Based View RBV

Permanent Transformation

**STRATEGIC « INTENT »**

*Gary Hamel and C. K Prahalad & Co*

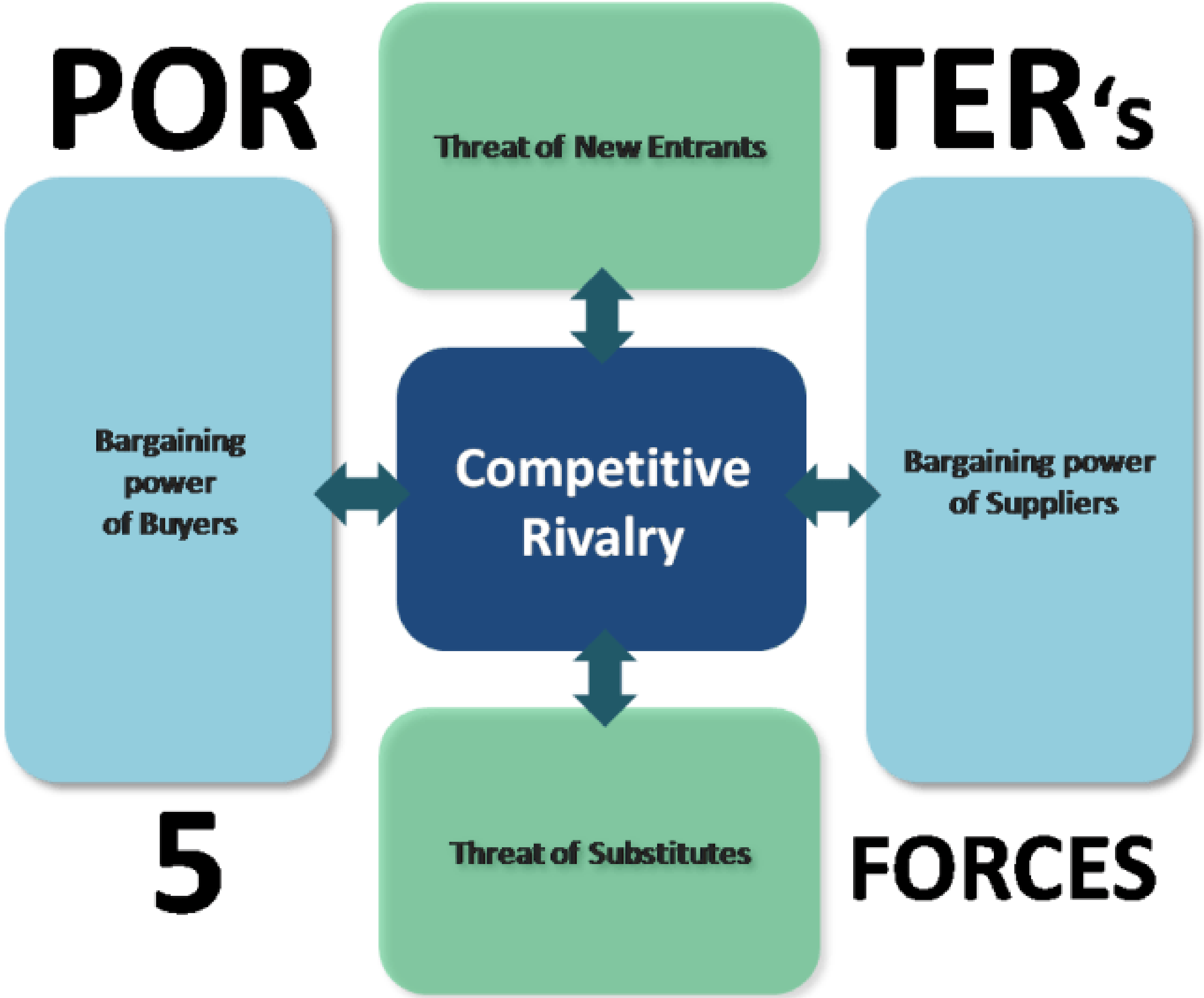
# FIT

- **What business are we in ?**

- S-C-P : Structure Conduct Performance
  - The **structure of the industry** will dictate the conduct of firms and thereby their performance (most popular : SWOT or “five-forces” model (Porter, 1979)).

- The big illustration is the 5 Forces Model (Porter, 1979).

# PORTER's 5 FORCES

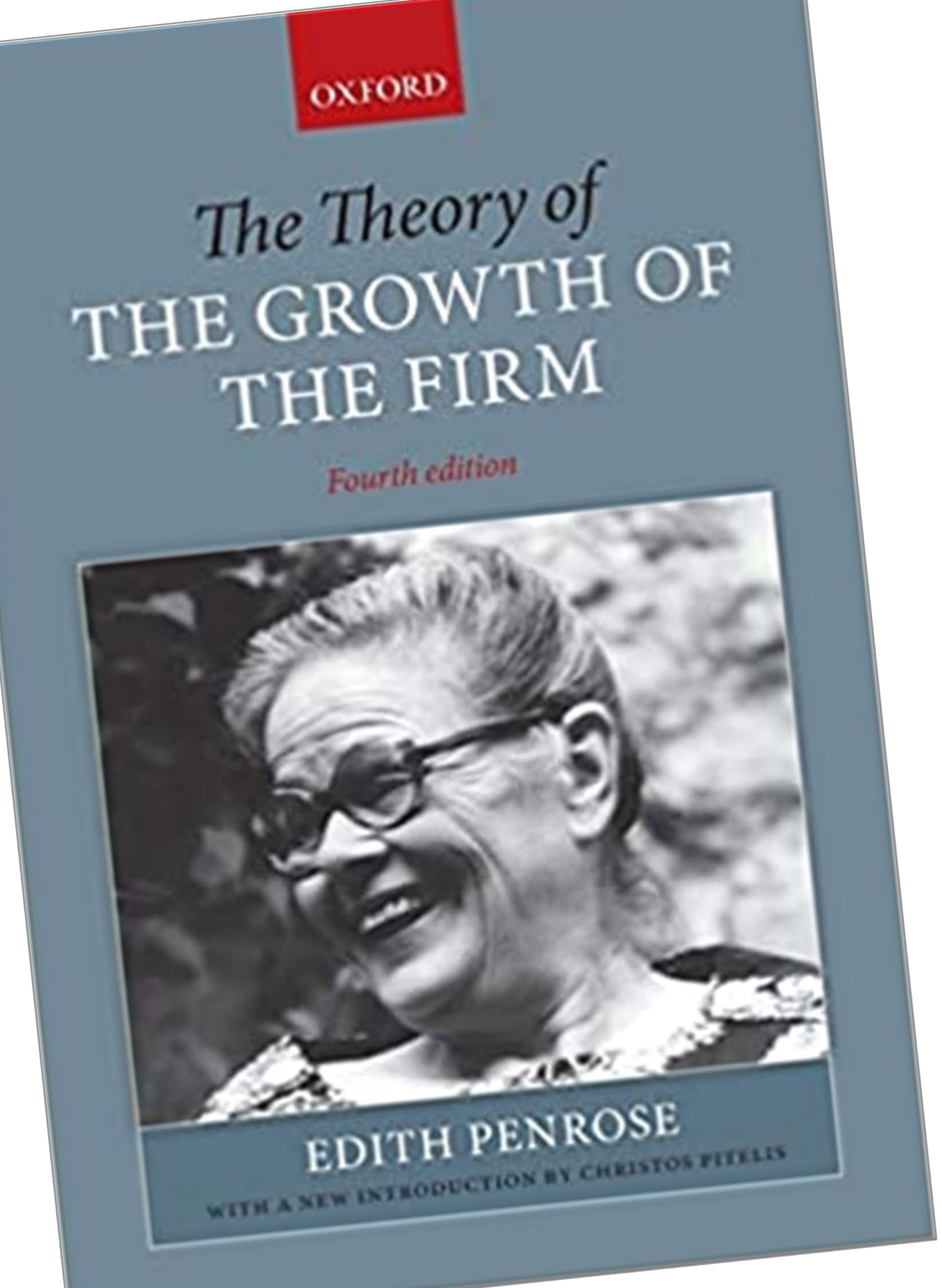


# INTENT

**What are we able to make with what we have ?**

**RBV** (Resource-Based-View, Wernerfelt, 1984, Barney, 1991, Grant, 1991) : certain **assets** (resources and capabilities) with certain characteristics will lead to sustainable competitive advantage.

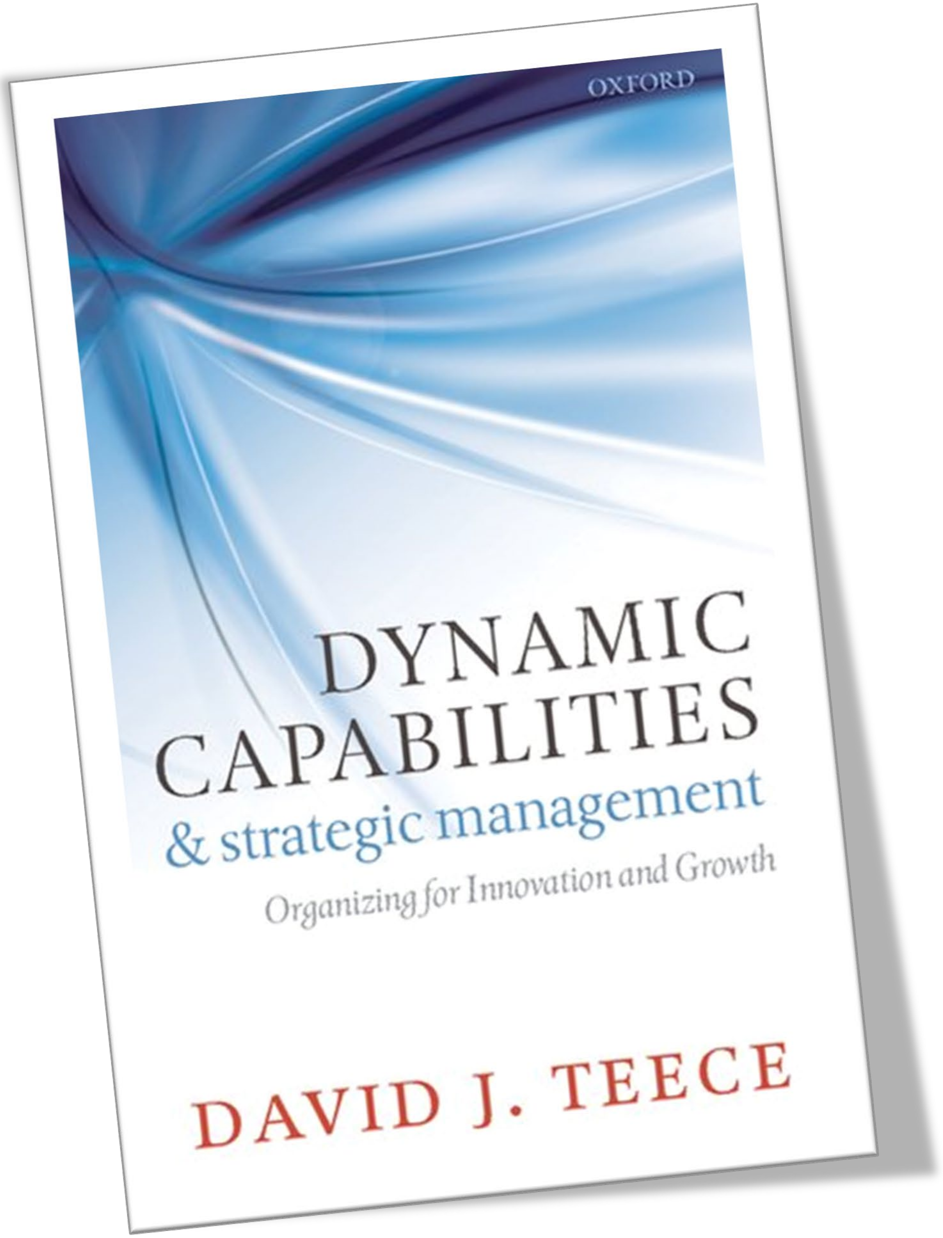
Strategy dictated by unique resources and capabilities of the firm (what can the firm do best?)




# Concepts definitions

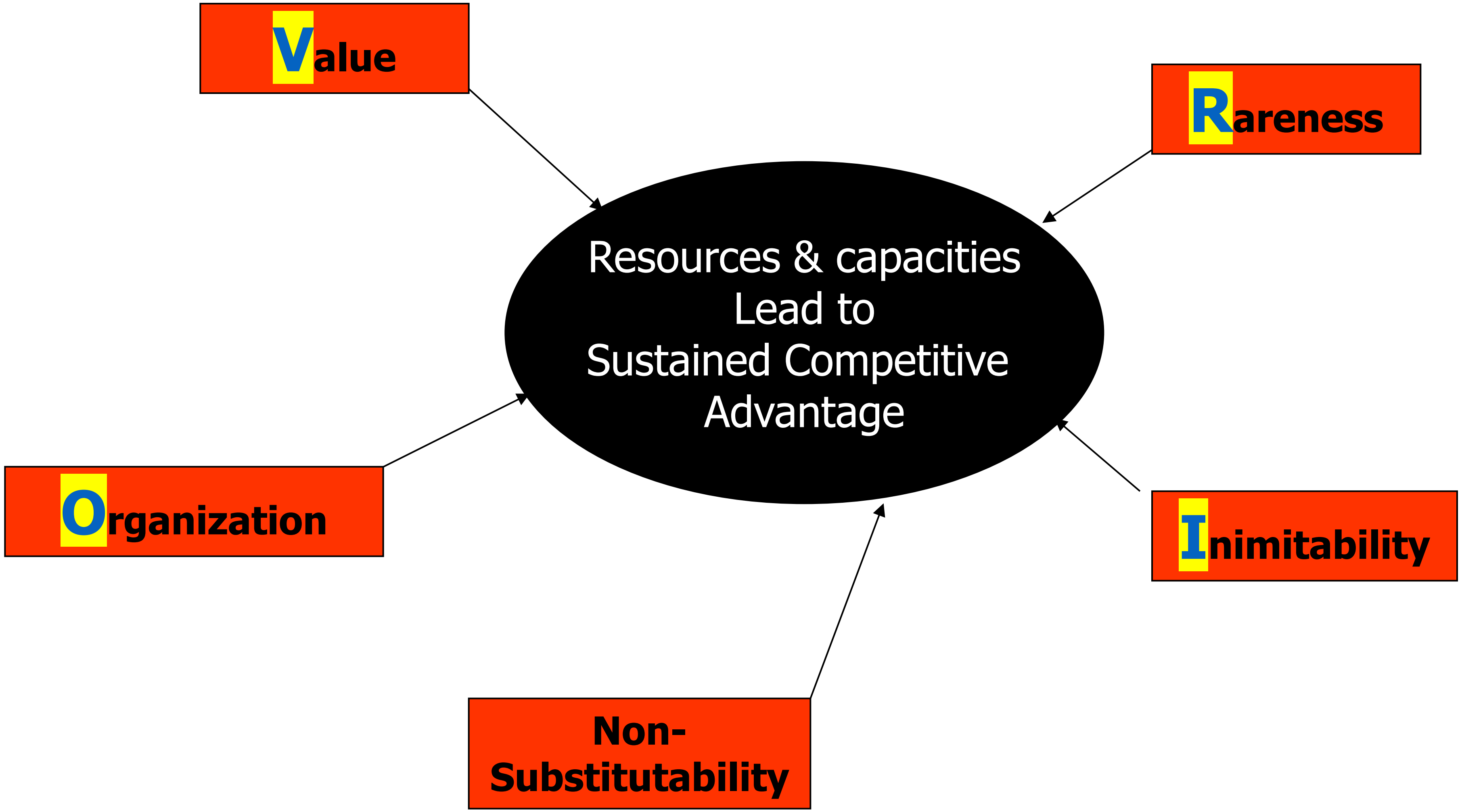
- ★ **Resources :** stocks of available factors that are owned or controlled by the firm (Amit and Schoemaker, 1993)
- ★ **Capabilities :** a firm's capacity to deploy resources, usually in combination, using organizational processes, to effect a desired end" (Amit and Schoemaker, 1993)
- ★ **Dynamic capabilities :** the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (David J. Teece, Gary Pisano, and Amy Shuen).
- ★ Dynamic capabilities can be distinguished from operational capabilities, which pertain to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposefully create, extend, or modify its resource base" (Helfat et al., 2007). The basic assumption of the dynamic capabilities framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.
- ★ **Asset** = resource + capability

# ASSET ORCHESTRATION

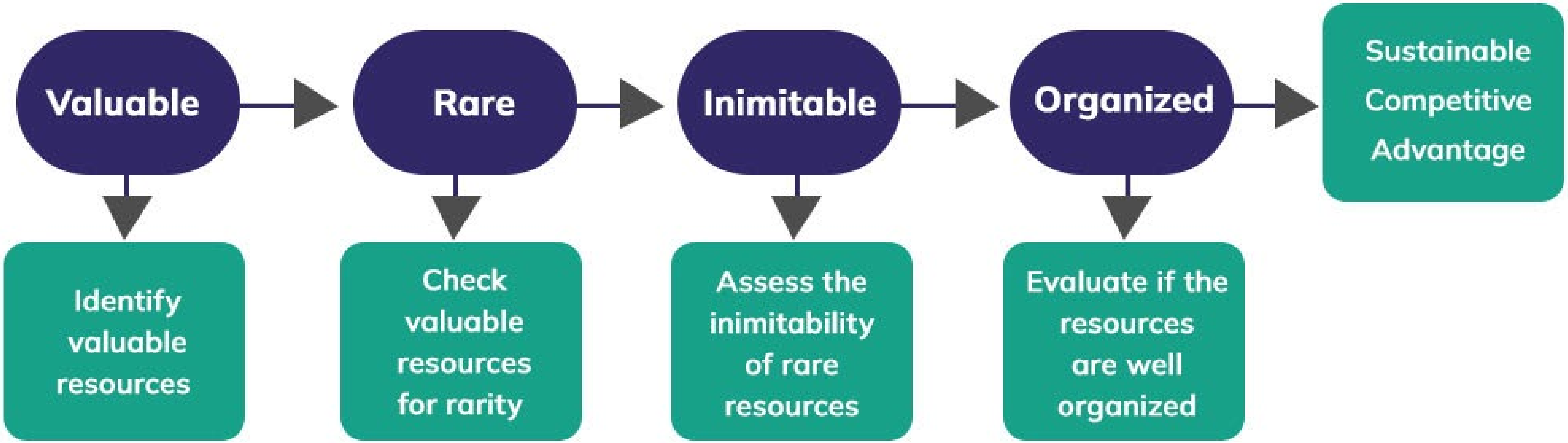


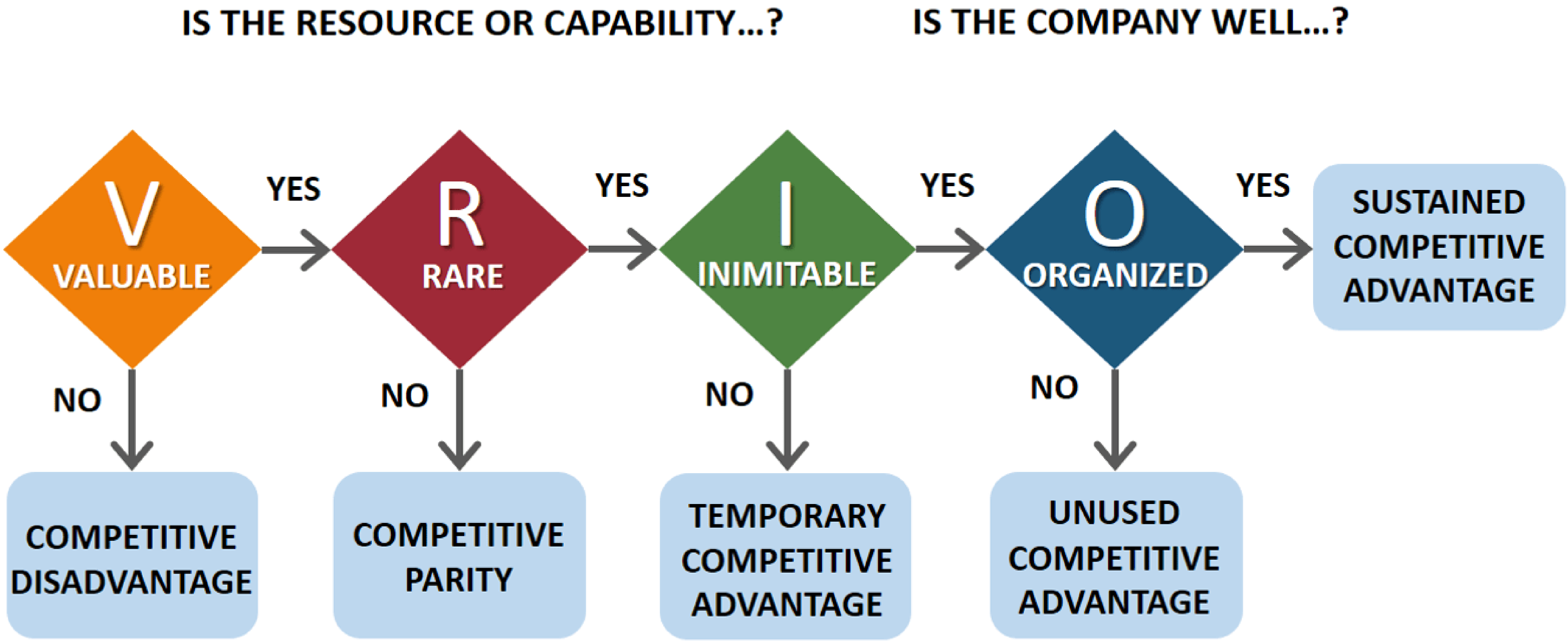

- If capabilities are dependent on co-specialized assets, it makes the coordination task of management particularly difficult.
- Managerial decisions should take the optimal configuration of assets into account.
- Asset orchestration refers to the managerial search, selection, and configuration of resources and capabilities.
- The term intends to convey that, in an optimal configuration of assets, the whole is more valuable than the sum of the parts.

# Resource Based-View : VRIO model (Barney, 1991)



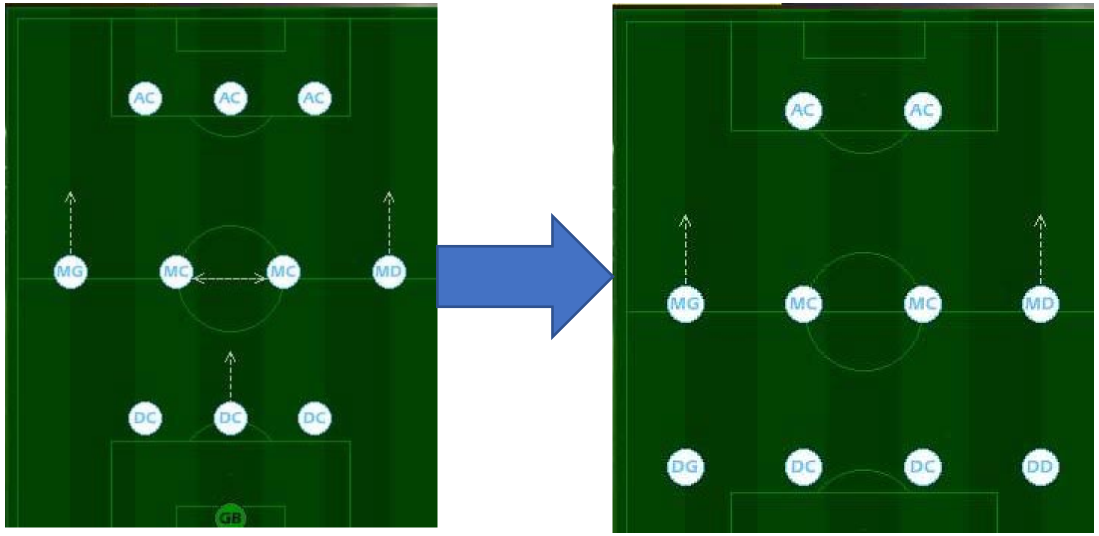
## Process to Conduct VRIO Analysis




IS THE RESOURCE OR CAPABILITY...?
IS THE COMPANY WELL...?
V
VALUABLE
R
RARE
I
INIMITABLE
O
ORGANIZED
YES
YES
YES
YES
SUSTAINED COMPETITIVE ADVANTAGE
NO
NO
NO
NO
COMPETITIVE DISADVANTAGE
COMPETITIVE PARITY
TEMPORARY COMPETITIVE ADVANTAGE
UNUSED COMPETITIVE ADVANTAGE

The strategy (tactical) is a function of the external environment (rival teams : opportunities - threats).

The trainer has a tactic adapted to the adversary and the players (resources) adapt to this positioning (diagram of play).



**The head coach "visionary" (or manager) has resources (players) and sets up a strategy (tactical) starting from these forces and weaknesses (resources), in order to face to certain opportunities or threats of the environment (air play, speed, physical engagement)**



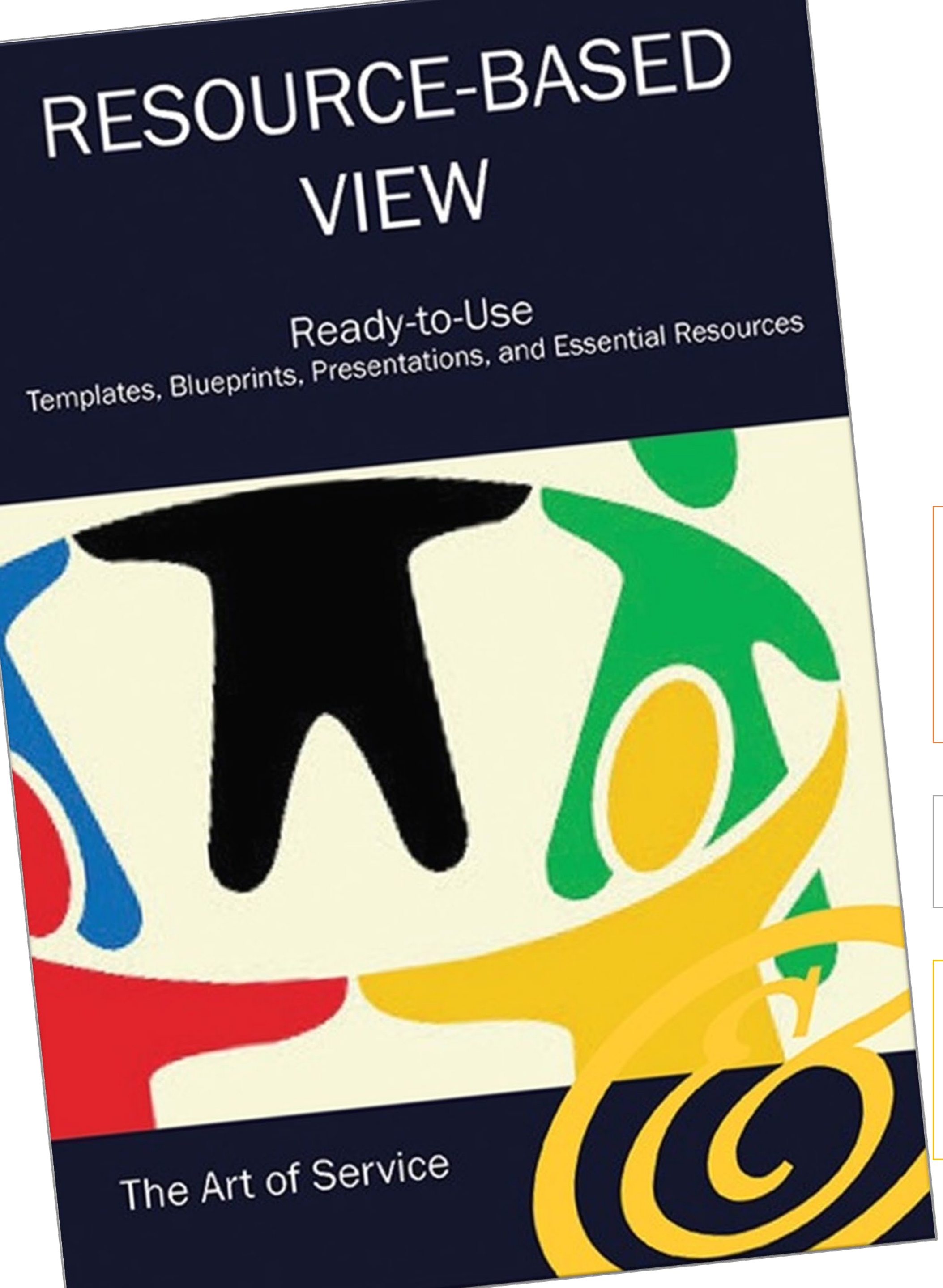
# So What ?

Managing resources & capabilities = core competency of a "modern" CEO in sport organizations

How can we "implement" that ? It's very theoretical !

Your and my job : to be able to construct a business plan (development) with a "specific RBV analysis" (your "sensemaking background"), and furthermore :

- Persuade and control our stakeholders
- Maintain our performance
- To be "ready" for new opportunities and threats because of very instable sports environment…




# Categorizing resources

**Barney (1991) : 3**

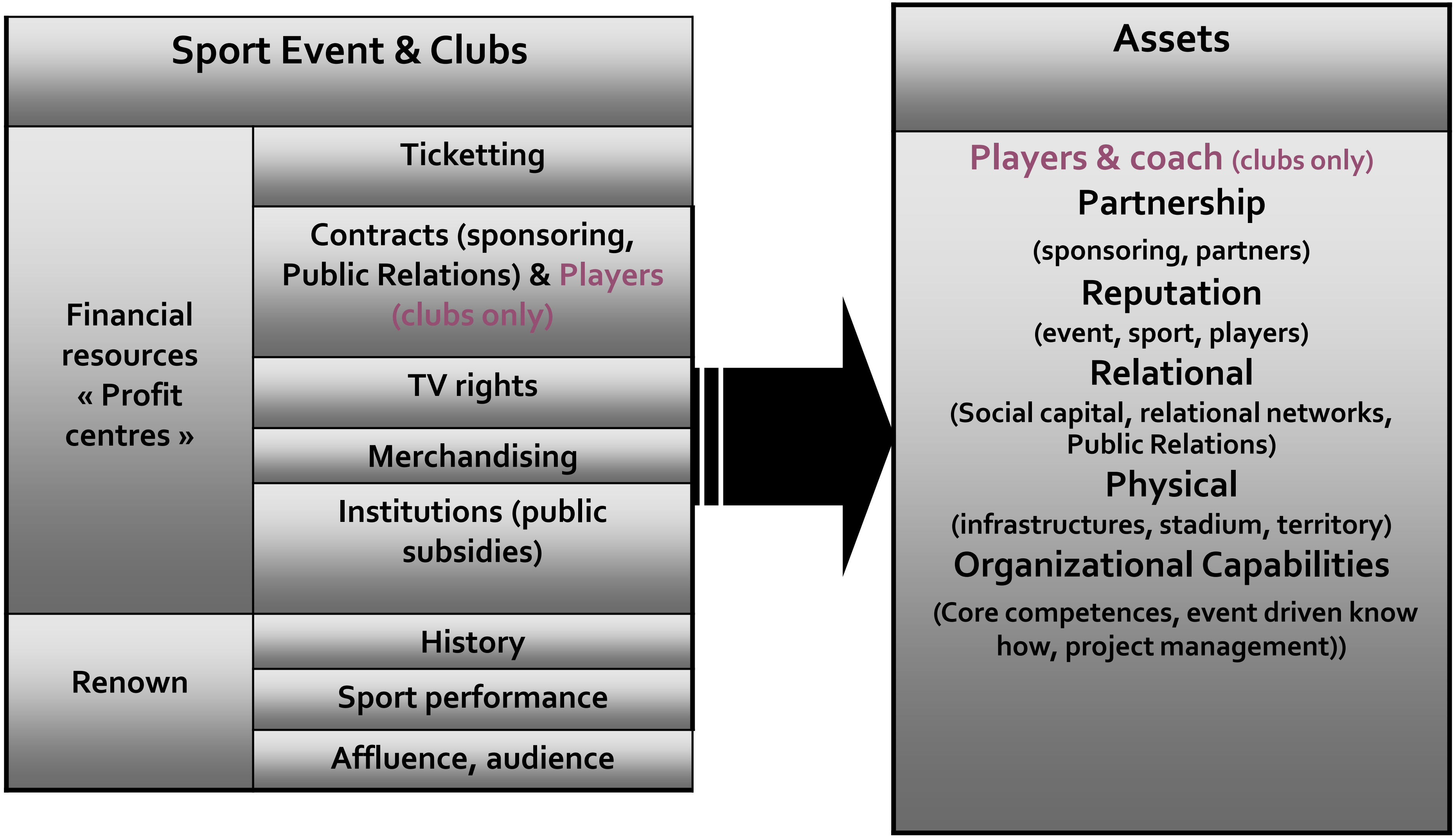
- Physical capital : technology, plants, equipment, geographical localization…
- Human capital : formation, experience, networks - relationships…
- Organizational capital : formal structure, control, routines, process, coordination systems…

**Grant (1991) : 6**

- financial, physical, human, technological, organizational, reputation.

**Wernerfelt (1989) : 3**

- Fixed assets : plants, equipment…
- “Blueprints” : patent, brand, reputation
- Teamwork “effects” : routines, habits, experience…


Sport Event & Clubs
Financial resources « Profit centres »
Ticketting
Contracts (sponsoring, Public Relations) & Players (clubs only)
TV rights
Merchandising
Institutions (public subsidies)
Renown
History
Sport performance
Affluence, audience
Assets
Players & coach (clubs only)
Partnership
(sponsoring, partners)
Reputation
(event, sport, players)
Relational
(Social capital, relational networks, Public Relations)
Physical
(infrastructures, stadium, territory)
Organizational Capabilities
(Core competences, event driven know how, project management))

- Sponsoring : brand image, image transfer, notoriety, visibility, target specificity, TV…
  - Examples : BNP Paribas, Louis Vuitton, Rollex, Peugeot, Indesit, Adidas, Nike, Fedex, Coca-Cola, Philips, Renault, Mercedes…

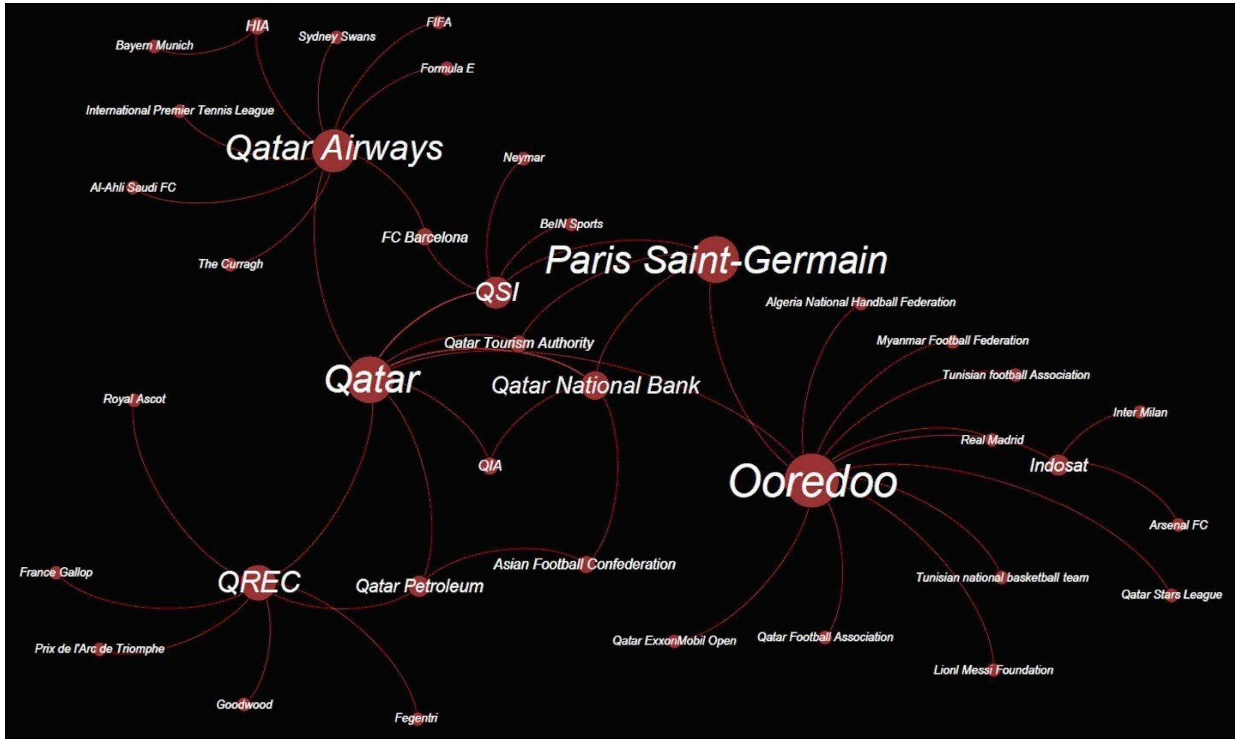
- Leverage and activate !

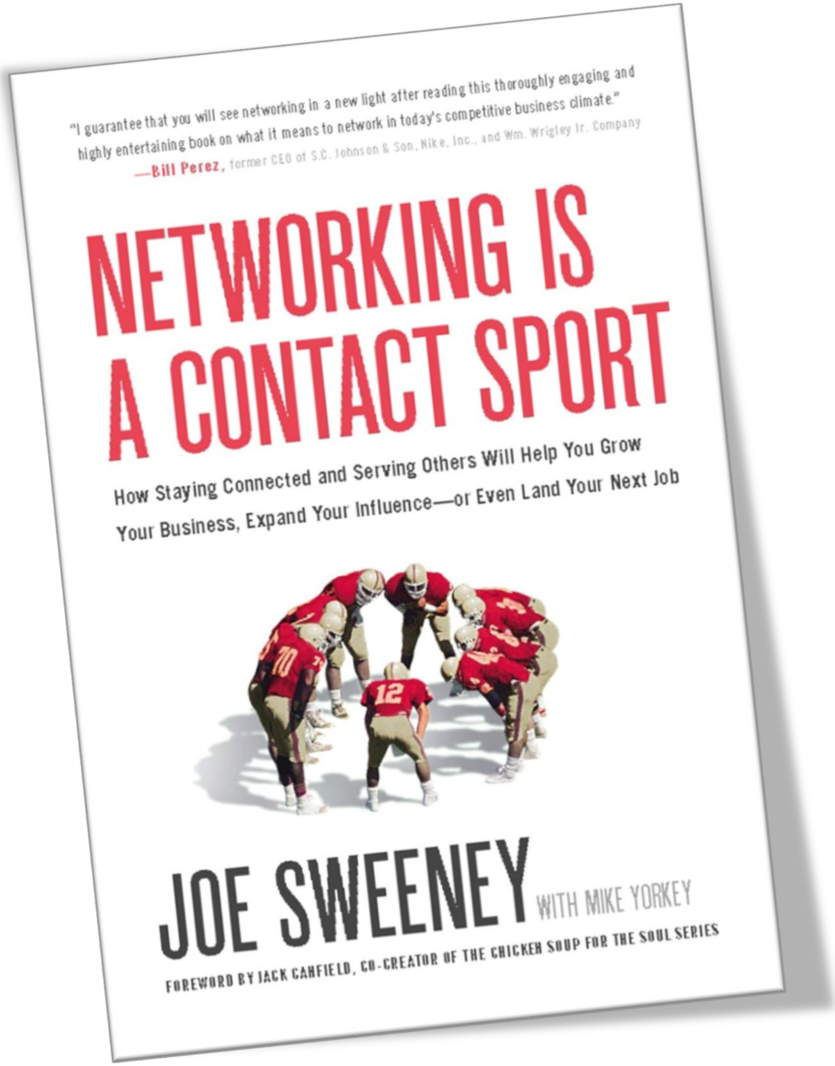


**$ = Commercial Sponsorship Contracts**

- Event Manager’s Social Capital

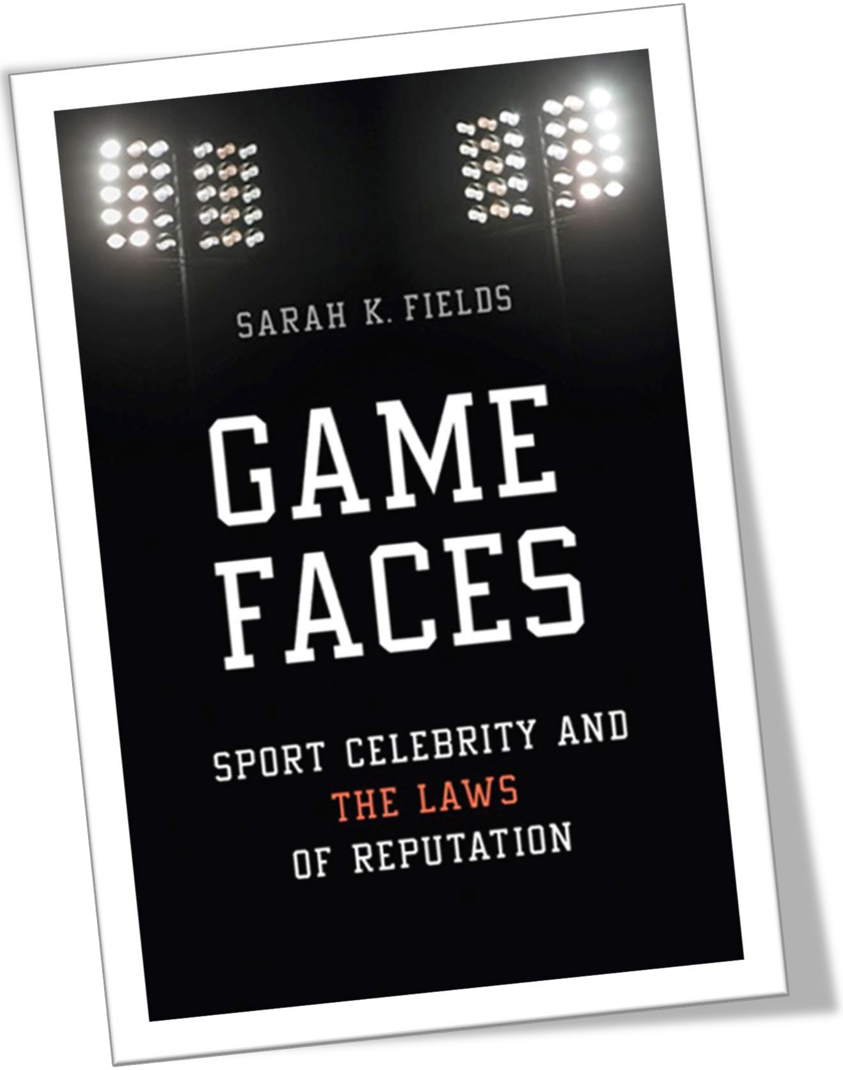
- Relational and business networks !



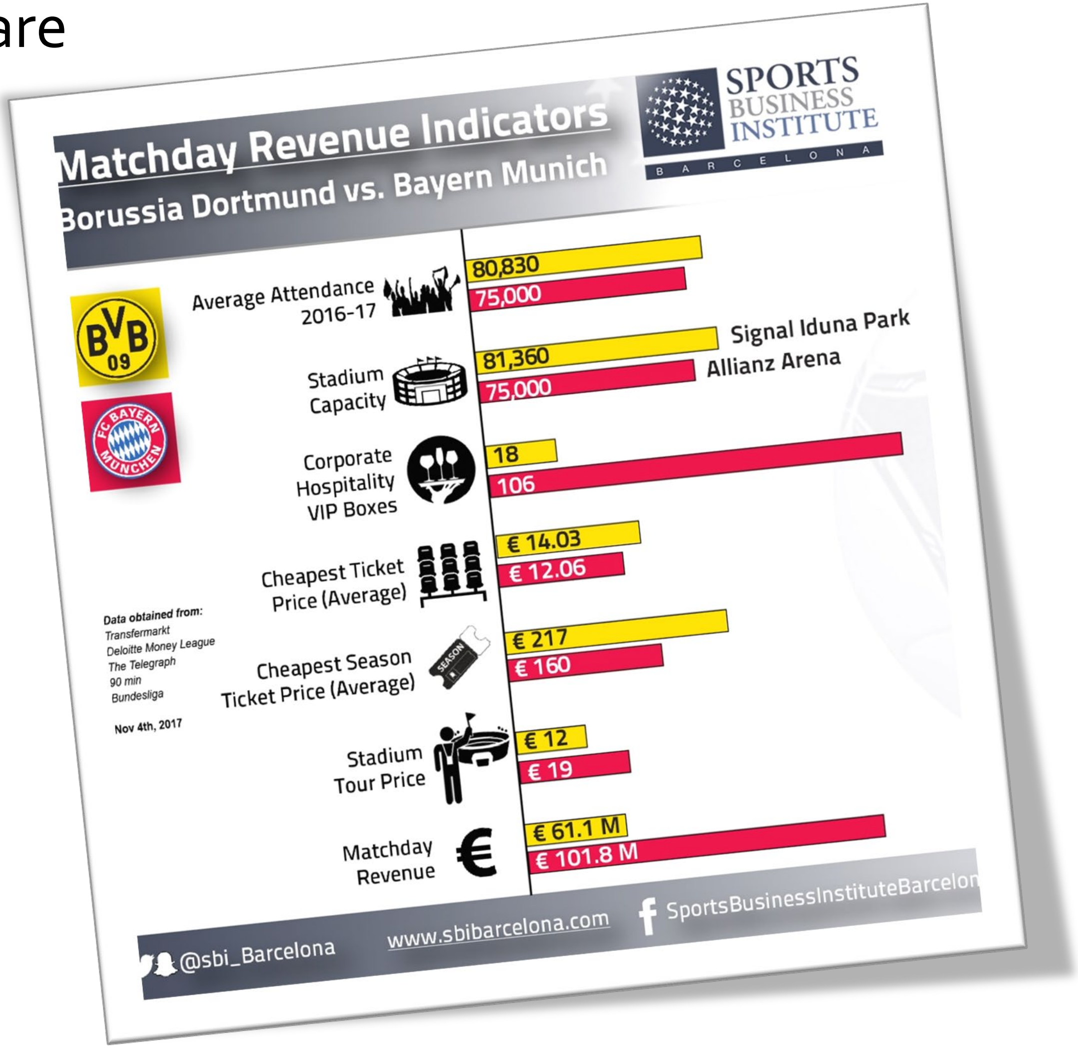

**$ = Public Relations**

- Event legend and history : JO, America's Cup, Le Tour de France, Roland Garros, Wimbledon…
- Corporate Reputation


**$ = Media Rights & commercial brands**

- Stadium : Wimbledon, Roland Garros, Madison Square Garden…
- Territory : Tour de France, F1, Rally & Tennis (Monte Carlo), 24 H Le Mans, Stade Toulousain….
- Facilities : training camps and conditions…





**$ = Ticketing and merchandising**

# Dynamic Capabilities and Organization

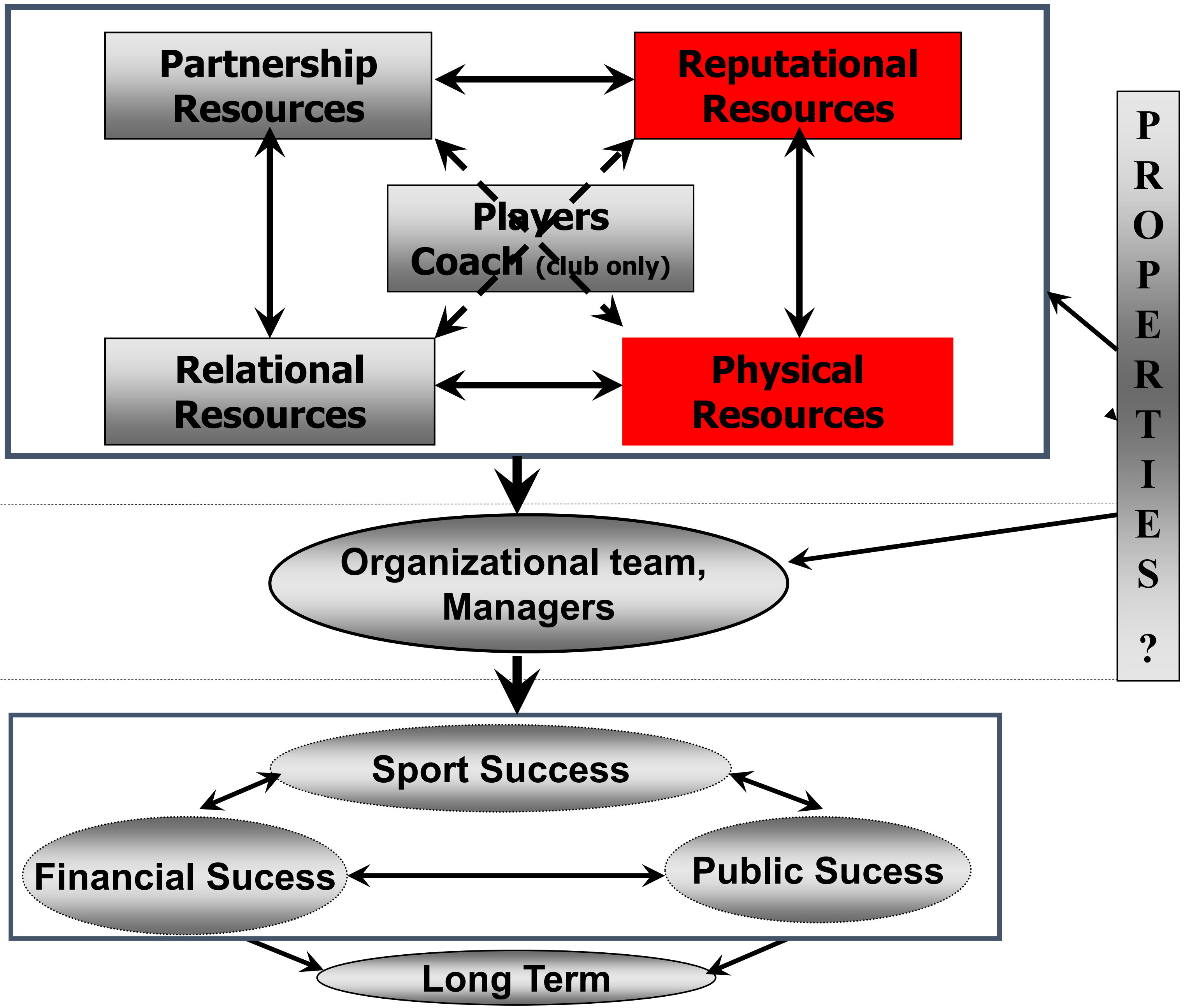
- Dynamic Capabilities : “processes to integrate, reconfigure, gain and release resources – to match and even create market change”
- Organizational capabilities : Project Management
- Most “organizational event” : Tour de France !

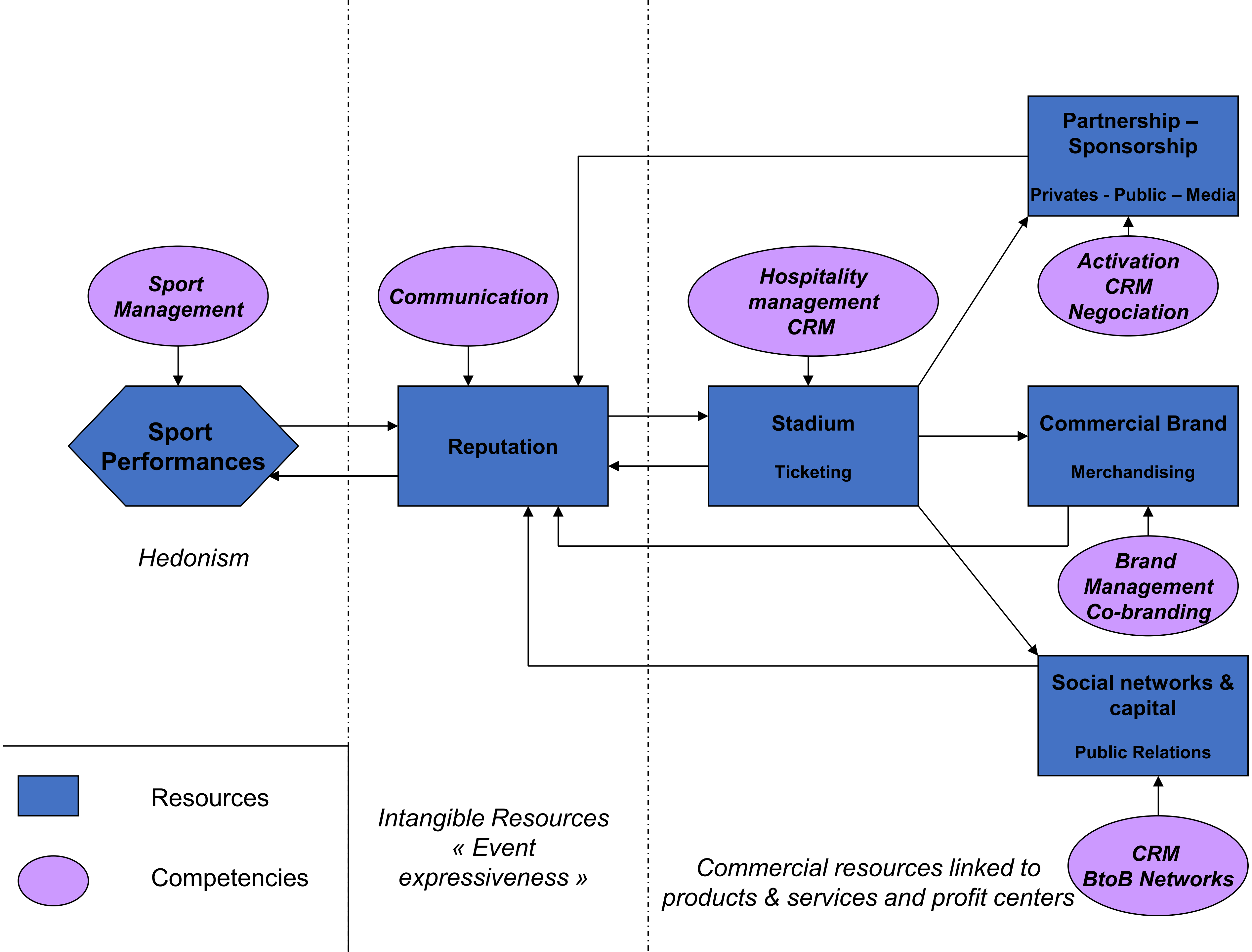
**Concepts**

**Resources portfolio**

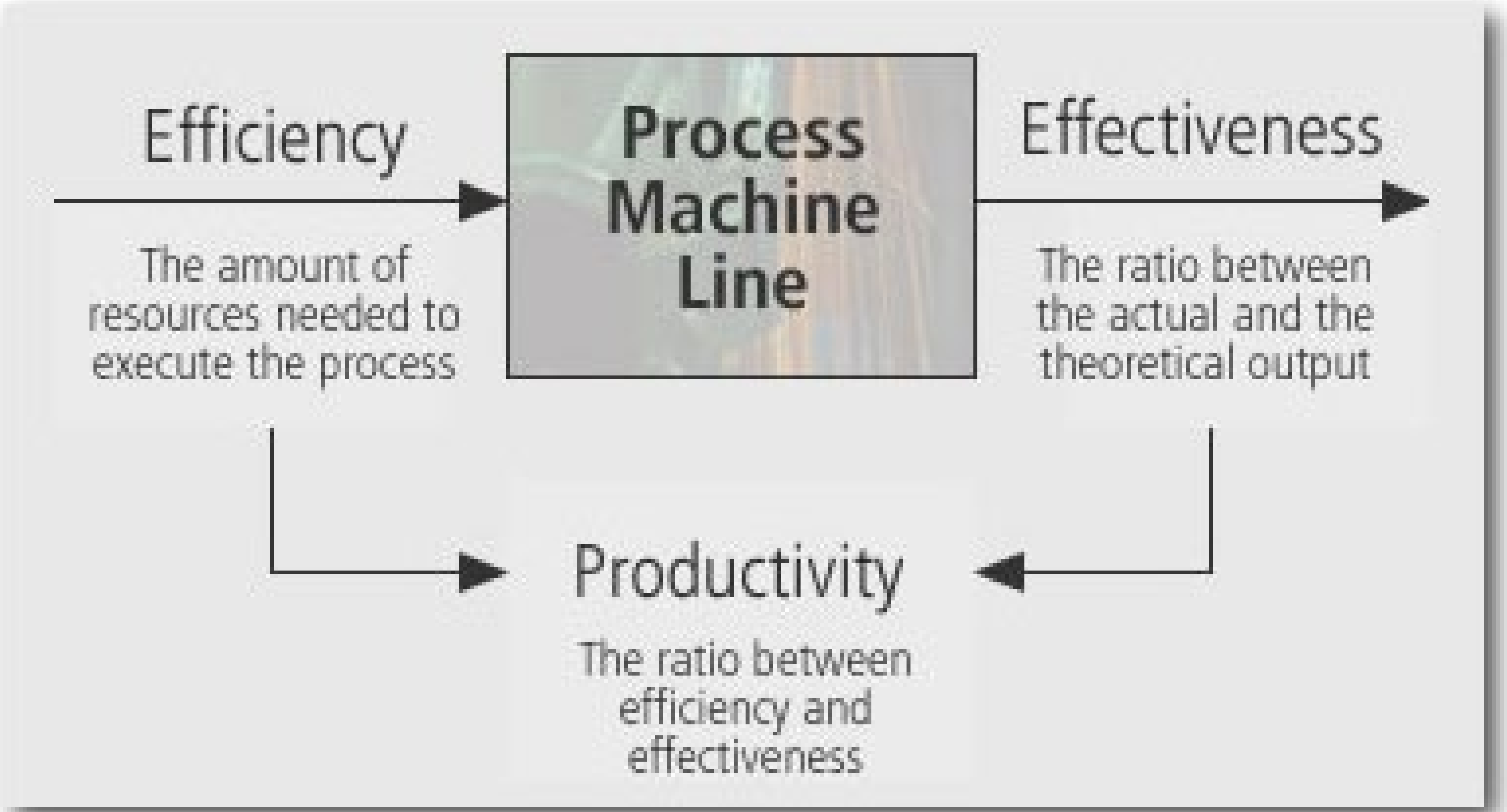
Core Competencies, Capabilities

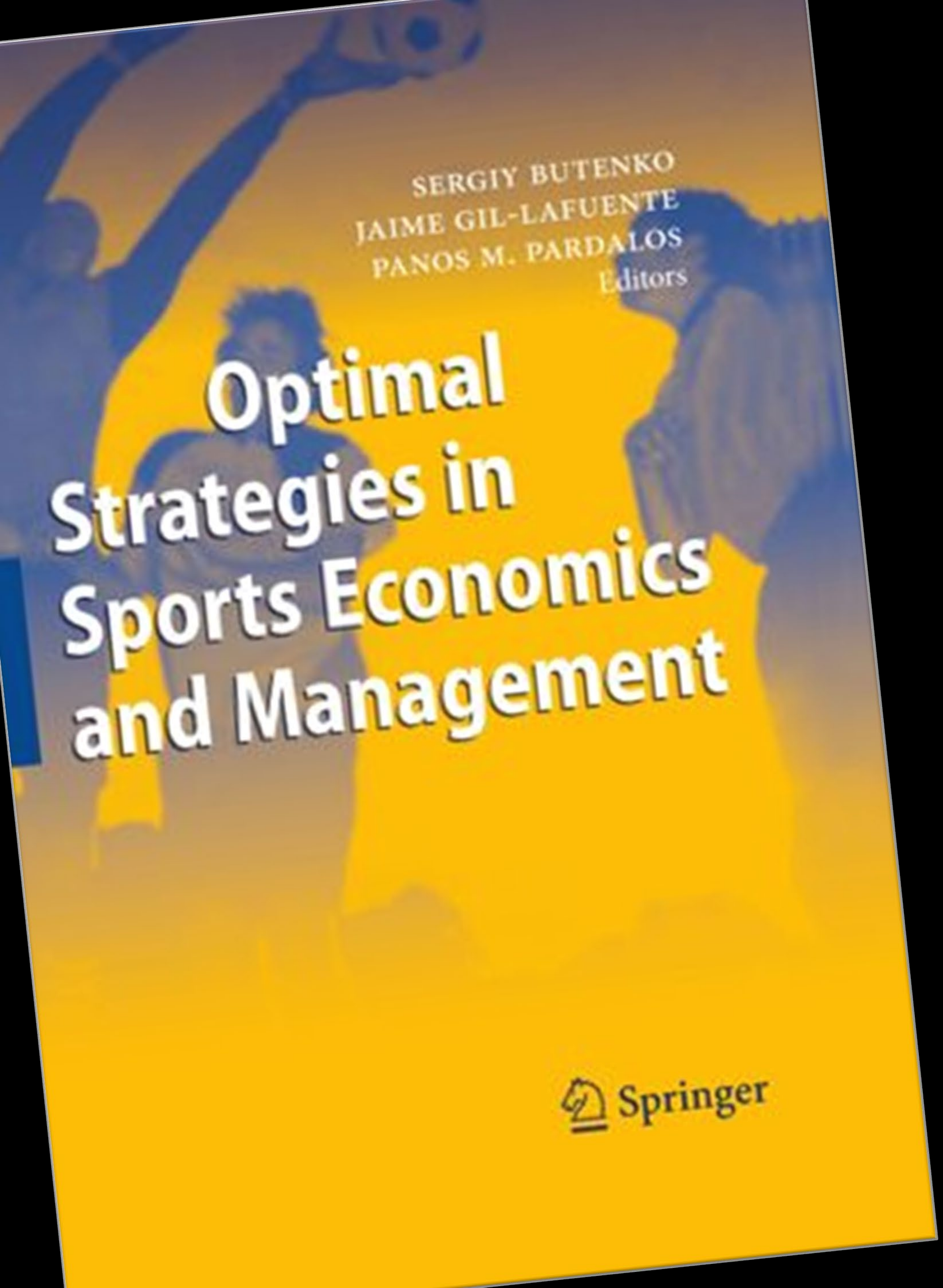
Performance, Sucess




Partnership – Sponsorship
Privates - Public – Media
Activation
CRM
Negociation
Sport
Management
Communication
Hospitality
management
CRM
Sport
Performances
Reputation
Stadium
Ticketing
Commercial Brand
Merchandising
Brand
Management
Co-branding
Hedonism
Social networks & capital
Public Relations
CRM
BtoB Networks
Resources
Competencies
Intangible Resources
« Event
expressiveness »
Commercial resources linked to
products & services and profit centers


The essence of strategy is
choosing what not to do
Michael Porter


Efficiency
The amount of resources needed to execute the process
Process Machine Line
Effectiveness
The ratio between the actual and the theoretical output
Productivity
The ratio between efficiency and effectiveness




# Seminar Program

Lecture 1 : Sport Business Ecosystem

Lecture 2 : Sport Business Models

Lecture 3 : Relational Business Model & Live Case Study Pampelonne Organization

Lecture 4 : Reputational Business Model & Live Case Study Pampelonne Organization

Lecture 5 : FRM – Cultural Business Model

Lecture 6 – 7 : Group Business Model Workshop

Lecture 8 Oral - Exam