

Lecture 2

Summer School SPORTS & EVENTS MANAGEMENT



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

Associate Professor Sport Business Management Kedge Business School

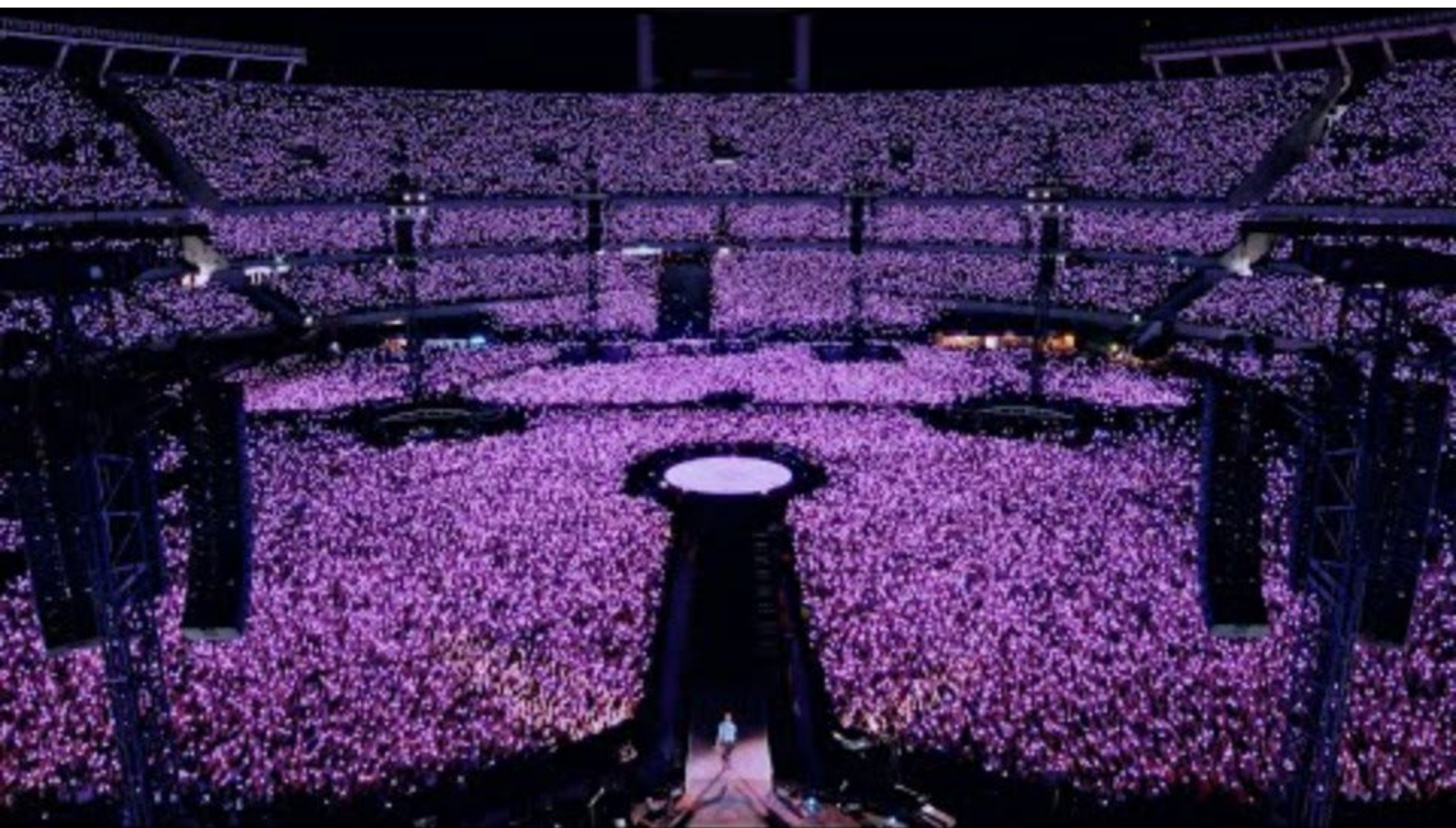
Senior consulting sport business management

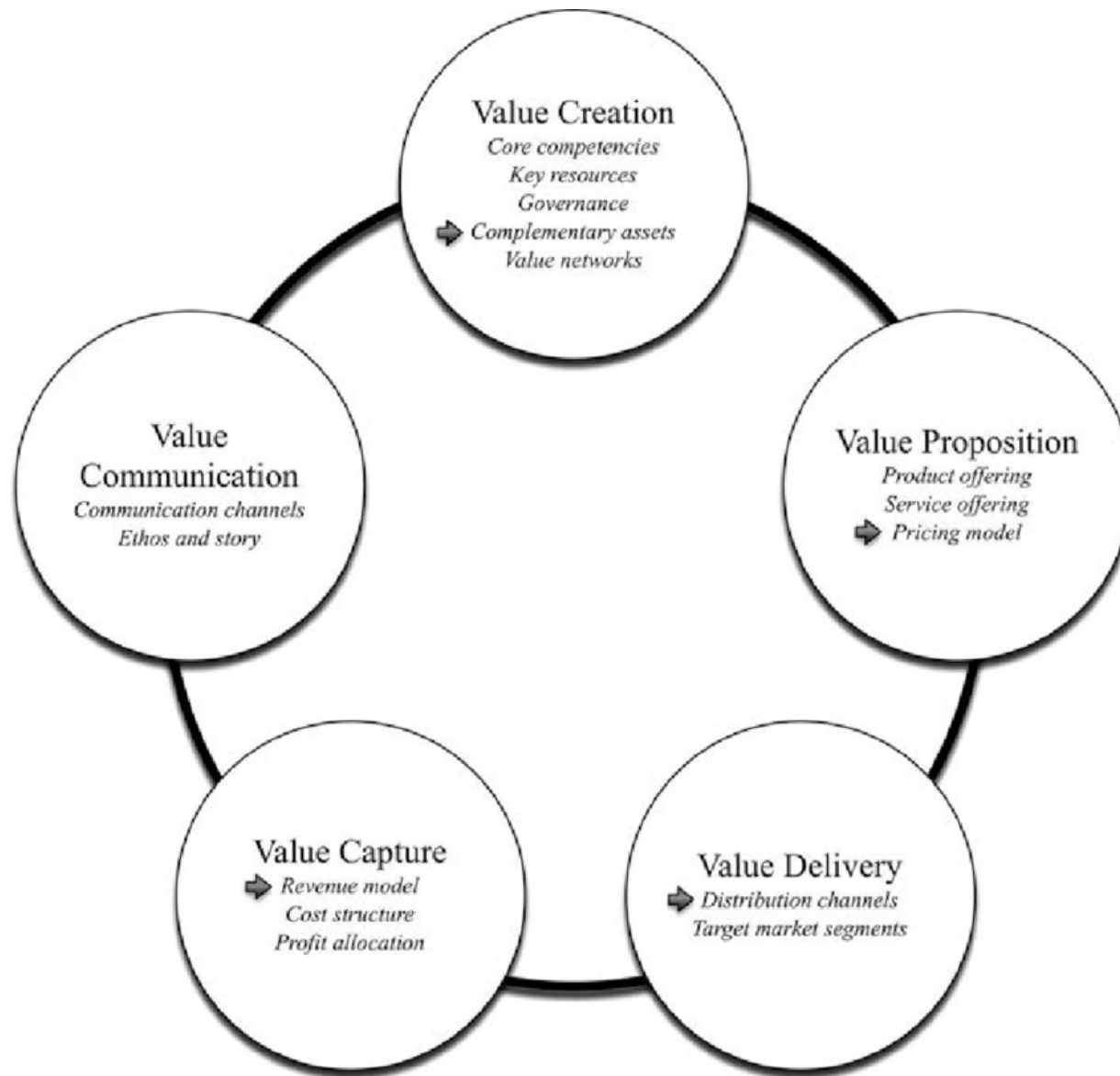
Twitter : @lionelmaltese



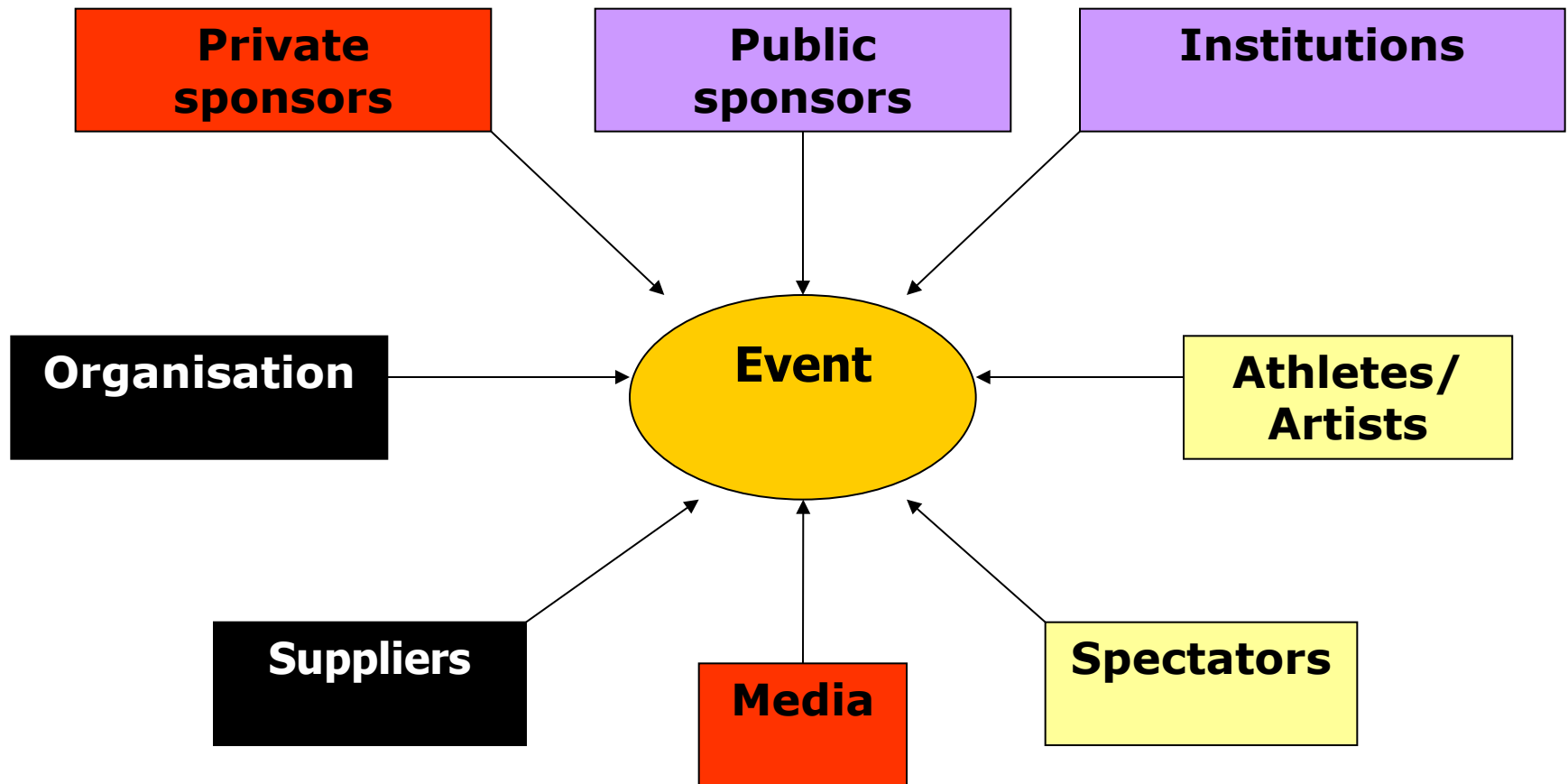
Business Model



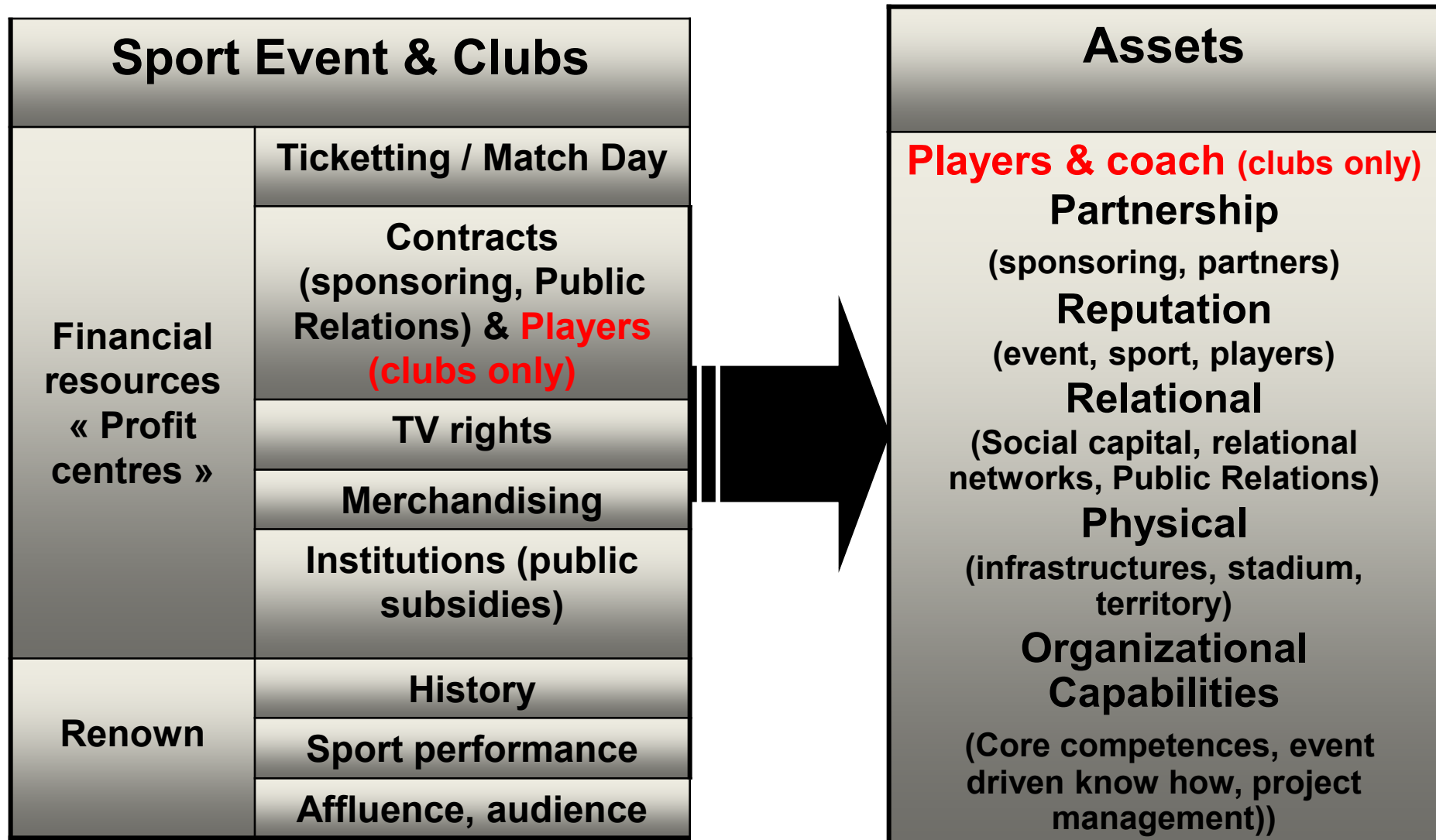




Strategic management of Stakeholders in sport organizations ecosystem



Sport events & clubs : assets identification

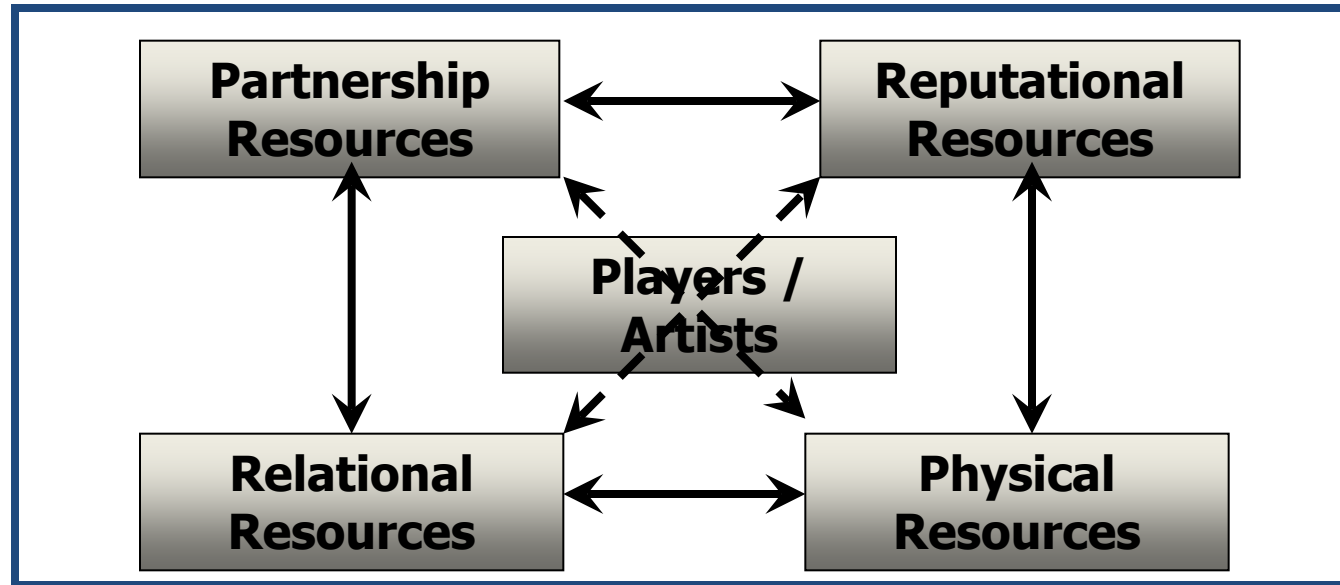


Concepts

RBV first model for a sport organization

Resources

portfolio

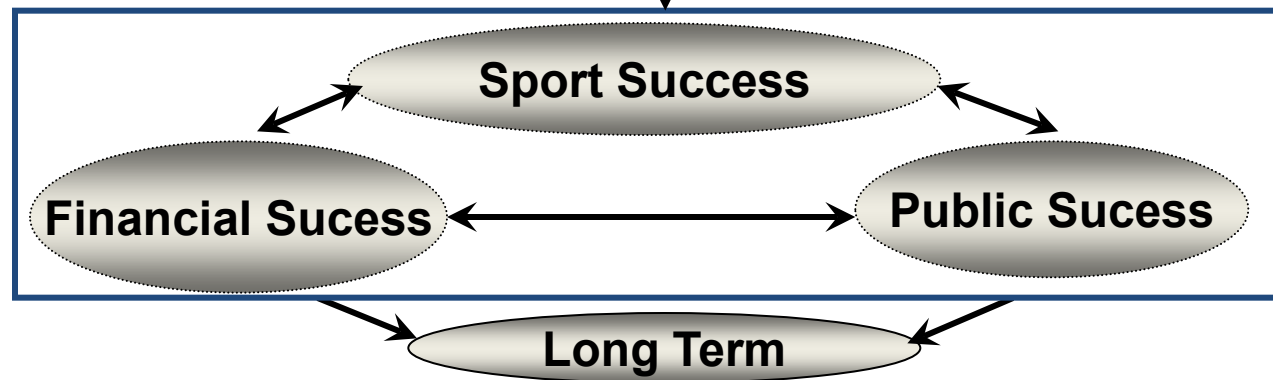


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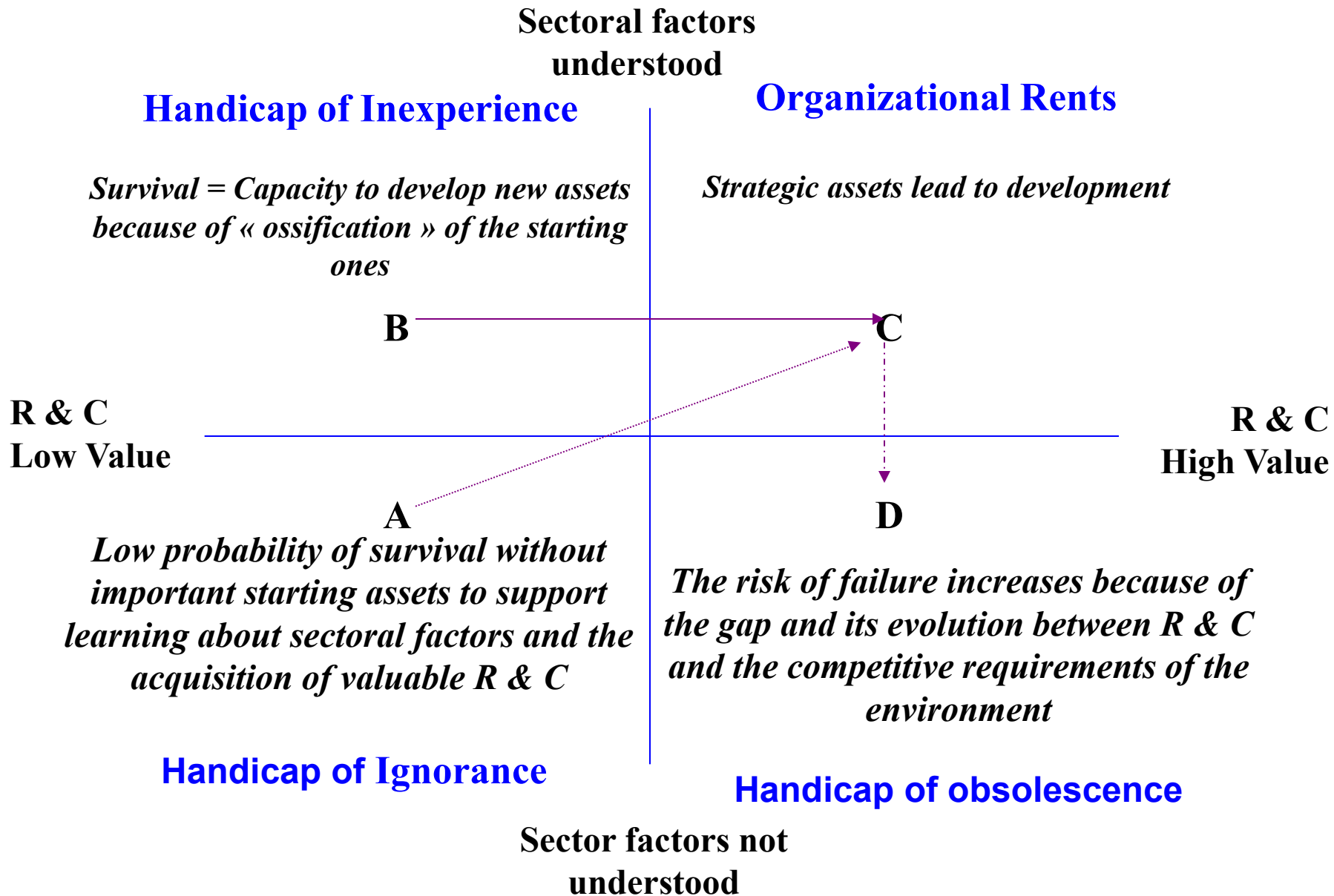
Core Competencies, Capabilities



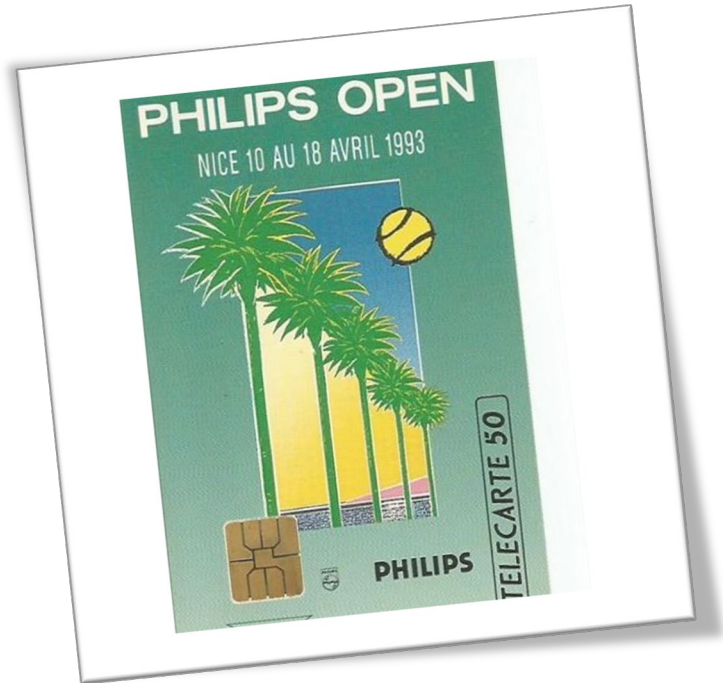
Performance, Success



Learning by failures on resources



Failure Case Study



ATP Tennis Tournament
Philips Open of Nice (1995)
“Honeymoon illusion”



History : Philips Open of Nice



Date : April – Outdoor (clay)



Tournament direction : ex ATP french players
(Pascal Portes and Dominique Bedel)



Ambush with Monte Carlo Tournament (TMS) :
important sport success (Sampras, Courier,
Bruguera...)



Creation of this event for Philips



Resources allocations → Focus on Philips
demand



Long term Vision ?

Understanding the failure

Philippe Open of Nice
Handicap of inexperience
« Honeymoon illusion » with Philips



Handicap of obsolescence :
Resources isolation

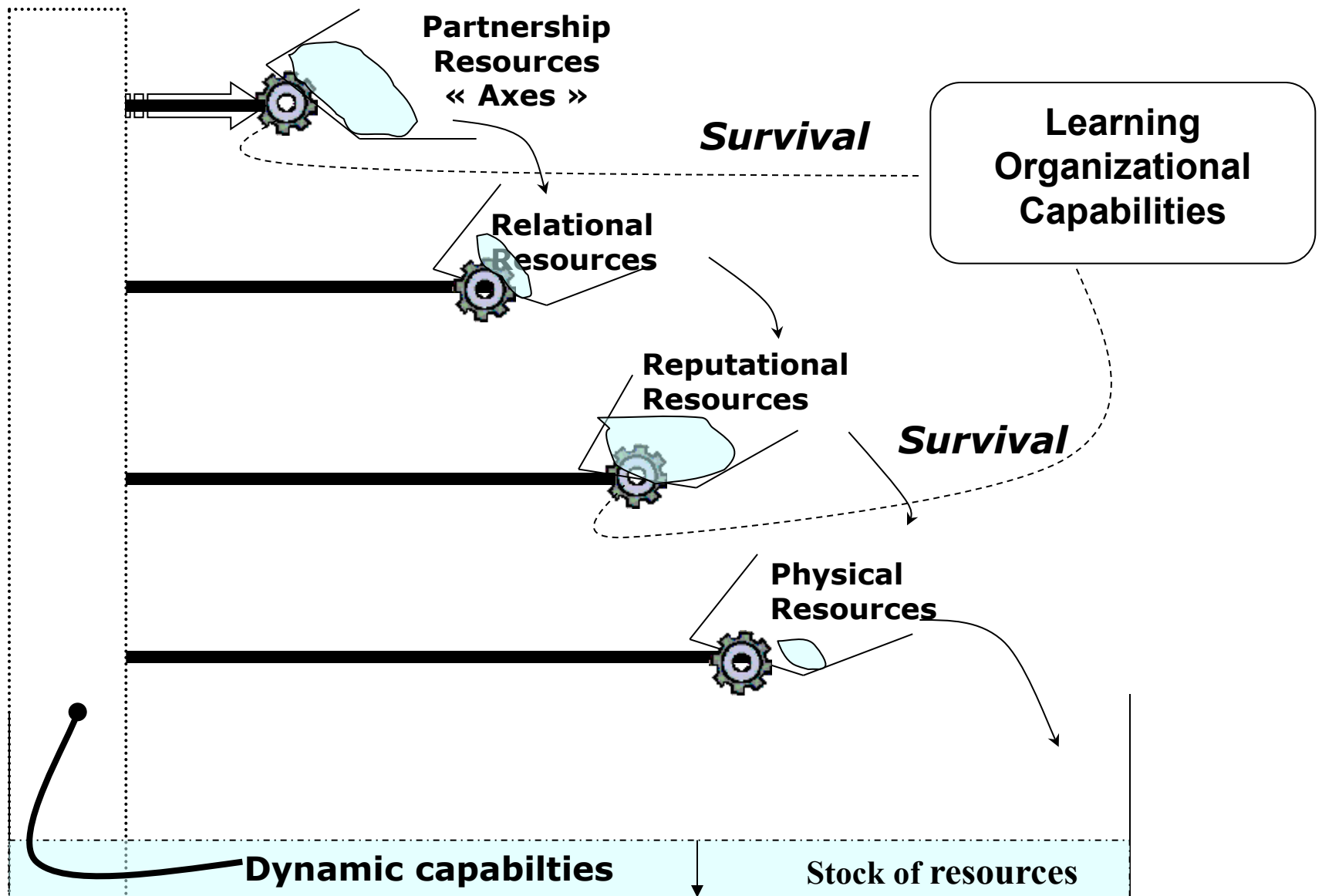


Failure of « axes » resources
&
Capabilities on survival sectors



Weakening of the stock of resources
&
Dynamism (mechanism) broken







Open Nice Côte d'Azur - Positioning

Historical tournament and club of the french sporting inheritance

Favorable site towards player / fan proximity

High quality Public Relations

Customization of the offers and flexibility of the organization



Roland Garros ambushing

Last preparation for the French Open in the heat of the clay season

Last stop before a Grand Slam which entails broad international media coverage

Jean-François Caujolle, co-director

Melting pot between top french players and top 15 members of the ATP world tour

Dangers



- No stadium
- No TV Rights
- Public sponsors dependency
- Relational Model = short term?



How to be
sustainable ?

With a relational model !

One solution for this case !



Creative Artists Agency (CAA) is a prominent entertainment and sports agency headquartered in Los Angeles. CAA represents A-list and emerging stars in movies, television, music, and sports. It is often cited as the leading talent agency and its clients include Meryl Streep, Brad Pitt, George Clooney, Sandra Bullock, Oprah Winfrey, Julia Roberts, Steven Spielberg, and David Letterman.



CAA Sports represents more than 650 of the world's best athletes in baseball, football, hockey, basketball, soccer, tennis, and golf,

Licensing, endorsements, speaking, philanthropy, video games, and the Internet.

broadcast rights, corporate marketing initiatives, and sports properties for sales/sponsorship opportunities.

CAA Football : Drew Brees, Peyton Manning, Eli Manning, Tony Romo, LaDainian Tomlinson, and Adrian Peterson, among many others.

CAA Basketball LeBron James, Chris Bosh, and Dwyane Wade, plus Carmelo Anthony, Tony Parker, Chris Paul, and many other stars.

CAA Baseball negotiated \$400 million in new guaranteed contracts within the past year (\$135 million more than the next closest agency), including three of the six largest contracts in the league (based on an average annual value.) Clients include Derek Jeter, Ryan Howard, Roy Halladay, Ryan Braun, and Ryan Zimmerman.

CAA Hockey Sidney Crosby, Henrik Sedin, Evgeni Malkin, Jonathan Toews, Daniel Briere, Patrick Kane, John Tavares, and Daniel Sedin, among many others.

CAA Tennis 3 Novak Djokovic and #4 Andy Murray, plus tennis legends Andre Agassi and Stefanie Graf.

Cristiano Ronaldo, renowned manager of Real Madrid José Mourinho, Chelsea FC's Deco, Manchester United stars Nani and Anderson, and along with CAA client Simon Fuller, represents David Beckham, for whom it orchestrated the landmark deal that brought him to Major League Soccer's Los Angeles Galaxy.

In 2009, CAA was the organizer of the *World Football Challenge*, a six-city round robin tournament which brought Chelsea FC, AC Milan, FC Internazionale Milano, and Club America to compete in the United States, and became the most watched international soccer exhibition matches to air on Spanish-language cable all year.

CAA Golf represents *Sports Illustrated's* "Individual Male Athlete of the Century" Jack Nicklaus and legendary champion Greg Norman, who spent seven years atop the world rankings and now heads a global enterprise.

The agency represents such superstar athletes as **action sports icons** Tony Hawk and Shaun White and four-time reigning NASCAR champion Jimmie Johnson.

CAA Sports won the highly-coveted assignments to sell major corporate partnerships for the new Yankee Stadium and the soon-to-be renovated Madison Square Garden, and has since closed nearly 20 deals.

Corporate clients also include FC Barcelona, Chelsea FC, Juventus FC, and StubHub, among many others.



Assets Construction !

Be efficient !





Hopman Cup to return in 2023

PRESS RELEASE

06 DEC 2022

HOPMAN CUP TO RETURN IN NICE, FRANCE IN 2023

Hopman Cup

The International Tennis Federation has announced that the Hopman Cup, the ITF's official mixed team competition, will return for the 2023 tennis season.

The competition will be operated by Hopman Cup event promoter, Tennium, and hosted on clay in Nice, France on 19-23 July 2023.

Related Articles



NICE

Vie associative

Sports

"La Hopman Cup ne peut pas s'organiser dans un tel climat": les tensions au Nice LTC font partir le prestigieux tournoi

La Hopman Cup n'aura été disputée qu'une seule édition au Nice Lawn Tennis Club. Minée par les tensions faisant suite à la guerre en Ukraine, l'association est sur le point d'implorer.

Article réservé aux abonnés

Alexandre Ori • Publié le 26/09/2023 à 07:35, mis à jour le 25/09/2023 à 21:42

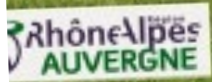


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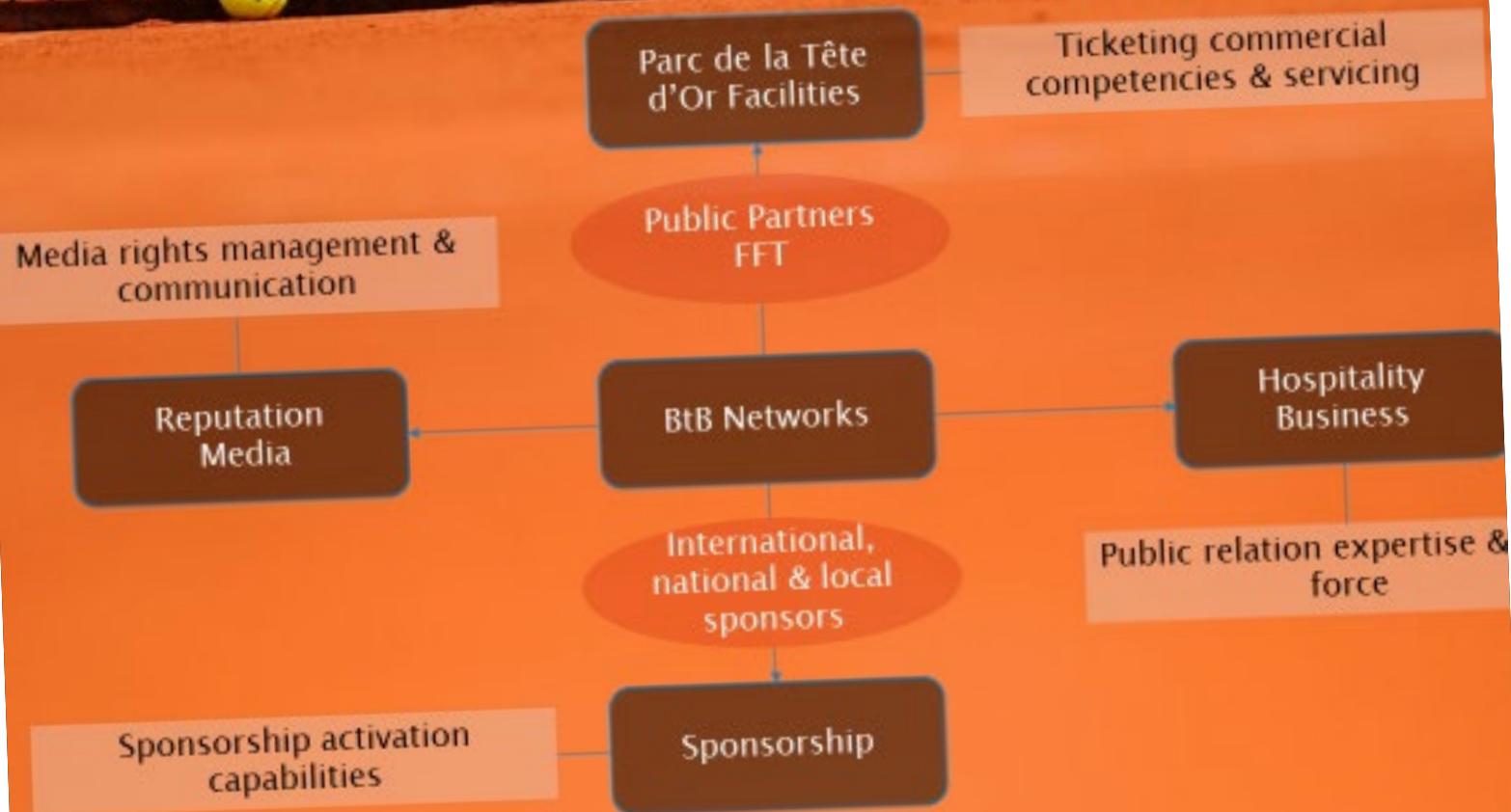
- 15:00 Gil Alma, l'acteur de "Gilgamesh" et "Nos voisins", en immersion en Namibie sur France 2
- 14:46 ⚠️ "Sans logement, on ne peut pas se connecter": comment cette aide les personnes en situation de précarité
- 14:27 ⚠️ Plusieurs dizaines de personnes sans-abri menacent de ne pas profiter d'un Noël grâce à la Fondation de France
- 14:10 Patrick Buisson, ancien ministre de la Droite et ancien conseiller de Nicolas Sarkozy, est mort
- 14:03 "Loin de Moscou, les Ukrainiens ont peur de la guerre"



ATP250 LYON



BUSINESS MODEL





NEXT Session Challenge

SUSTAINABLE BUSINESS MODELS

Innovation, Implementation
and Success

EDITED BY
ANNABETH AAGAARD

PALGRAVE STUDIES IN SUSTAINABLE BUSINESS
In Association with Future Earth





Open Parc : le tournoi de tennis de Lyon sera supprimé en 2025 !

Open Parc : le tournoi de tennis de Lyon sera supprimé en 2025 !

Publié le 8 novembre 2023 à 16h44

Modifié le 8 novembre 2023 à 16h46

par **Antoine Lebrun**

Le tournoi de tennis de Lyon déménage officiellement à Munich



photo d'illustration - Lyonmag.com

Le tournoi de tennis de Lyon va vivre sa dernière édition au Parc de la Tête d'Or en 2024.



Business Strategy & Model

From theory to practice !

Business Plan Roadmap

A **Business Plan** is a document that summarizes the operational and financial objectives of a business and contains the detailed plans and budgets showing how the objectives are to be realized.



A Business Plan includes :

Strategy formulation
and complete
description

Financial aspects
linking to the
project

Core Model
(Business Model) to
resume the link
between strategy
and financial returns

BUSINESS MODEL

A single diagram
of your business

VS

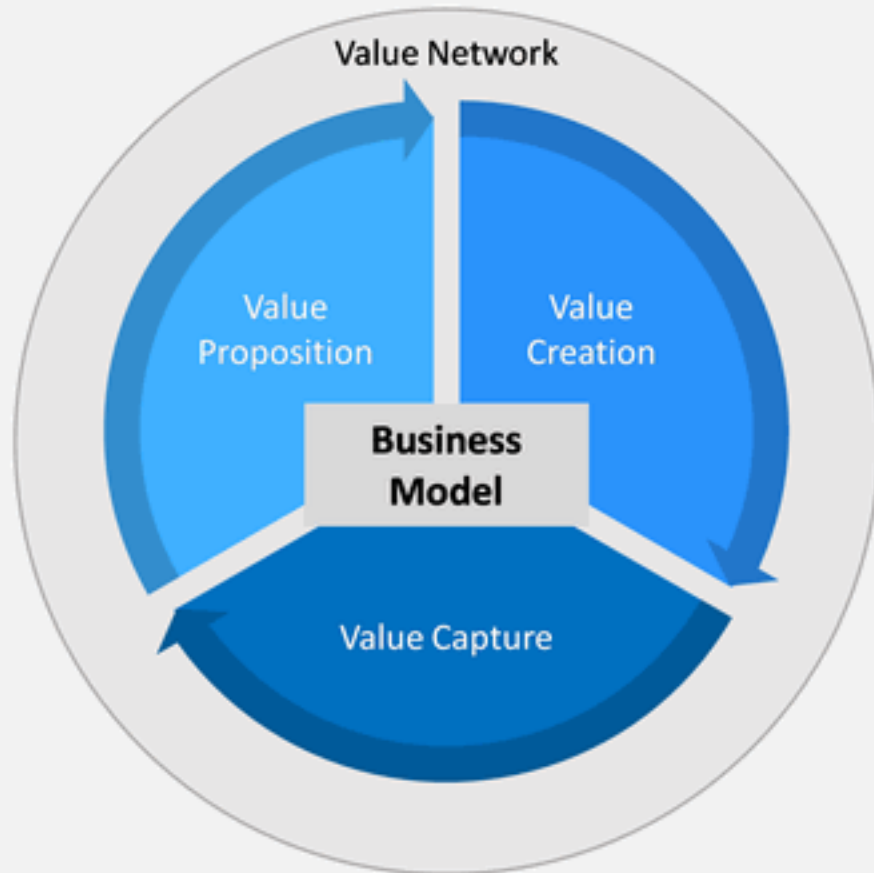
BUSINESS PLAN

A document investors
make you write that
they don't read

STARTUPS MODEL, COMPANIES PLAN

BUSINESS MODEL

The 4V's of a Business Model



Who are your customers and what do they value?

- Target Customers
- Solutions

How is the value chain configured?

- Production
- Distribution

What is the economic logic of making a return?

- Revenue and Cost Architecture
- Financing

What is the role in the value network?

- Complementarities
- Partners

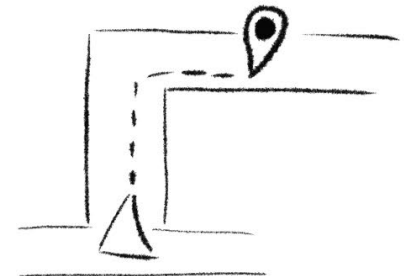
"The essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit" (Teece, 2010: 172).



PRODUCT
VISION
the why



STRATEGIC
ROADMAP
the how



PRODUCT
BACKLOG
the what

The background of the slide features three target boards arranged horizontally. The leftmost target has a purple bullseye and is hit by three blue arrows. The middle target has a blue bullseye and is hit by three green arrows. The rightmost target has a green bullseye and is hit by three green arrows. A vertical white line is positioned between the first and second targets.

**FIX YOUR
GOALS 3-5
YEARS**

Preamble

Business ROADMAP

For sport organizations → *specific “hybrid” approach* : RBV development at first and environment analysis as a kind support in a generic (classical) “background”

3 levels (chapters) :

Evaluation

Organization

Restitution



Evaluation step

1. Assets (resources & capabilities) identification
linking to the main profit centers and key
stakeholders



2. Potential and rent evaluation of each asset
(V.R.I.O)



3. Description of the main characteristics of the
“macro” environment :

Economical

Political

Sociological
& cultural

Legal
aspects

Evaluation step

4. Description of the main characteristic of the “micro” environment (“5 forces model”) :

- Identification of your stakeholders linking to resources access and sharing : analyze your control and negotiating power !
- Customers (marketing segmentation) : analyze your control and negotiating power !
- Competitors (direct - substitutes – new entrants) analyze the threats

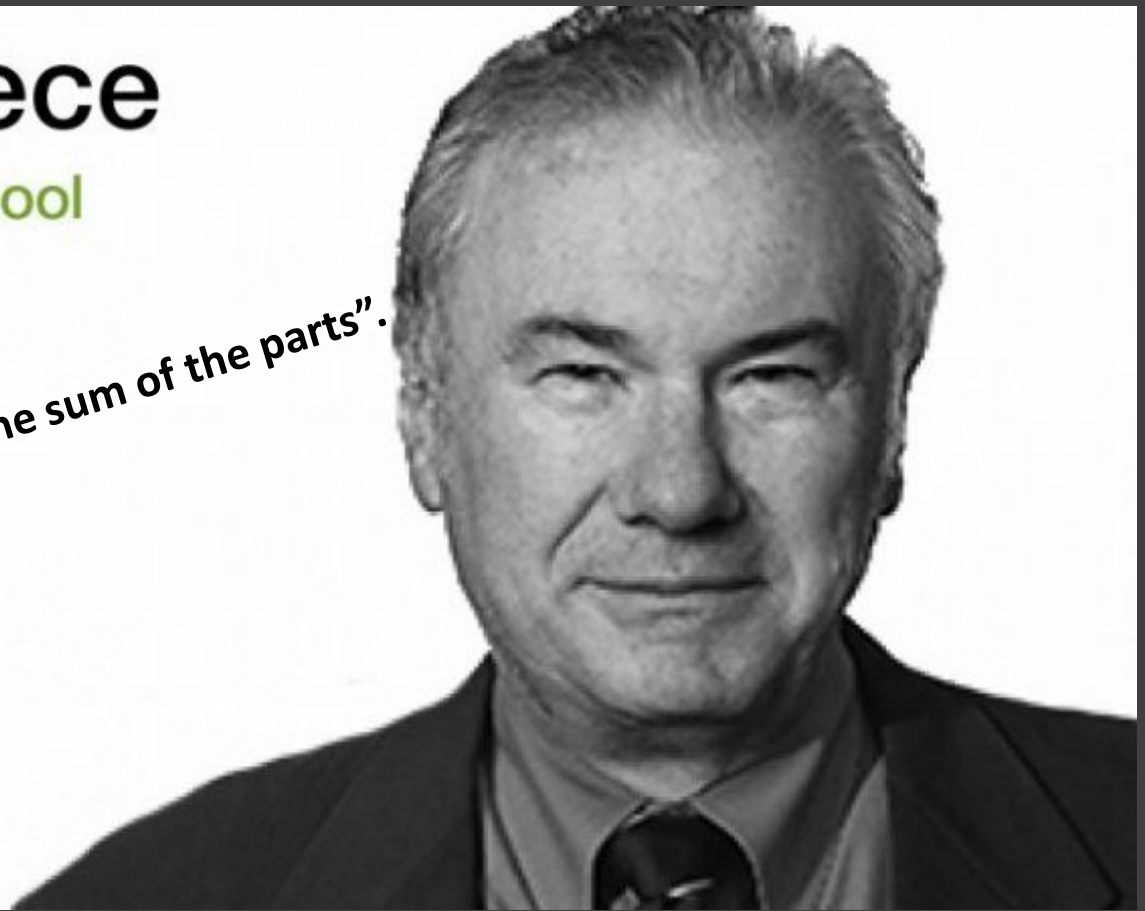
5. First summary :

- Financial needs : budget necessary to implement
- Human needs : competencies ?
Recruitment ? Formation ?
Placements ? Consulting agencies ?
- Global profitability of the development project
- First prices fixation : ticketing –
Public Relations – Communication supports - Merchandising...

David Teece

Berkeley Haas School
of Business

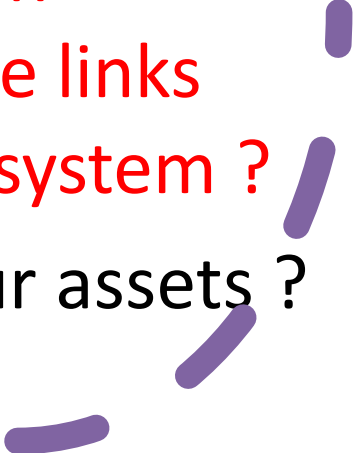
“The whole is more valuable than the sum of the parts”.



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.

**Organizational
step
Value Creation
Assets
Orchestration**

- ★ 1. Articulation and orchestration of resources with your capabilities : exploration and exploitation to optimize the whole potential of assets portfolio ?
 - ★ 2. Interactions between resources : analyze the links and the creation of a system ?
 - ★ 3. Renew or reject your assets ?
- 

A decorative purple dashed line curves along the left side of the white oval, and a solid blue circle is positioned at the bottom right edge of the oval.

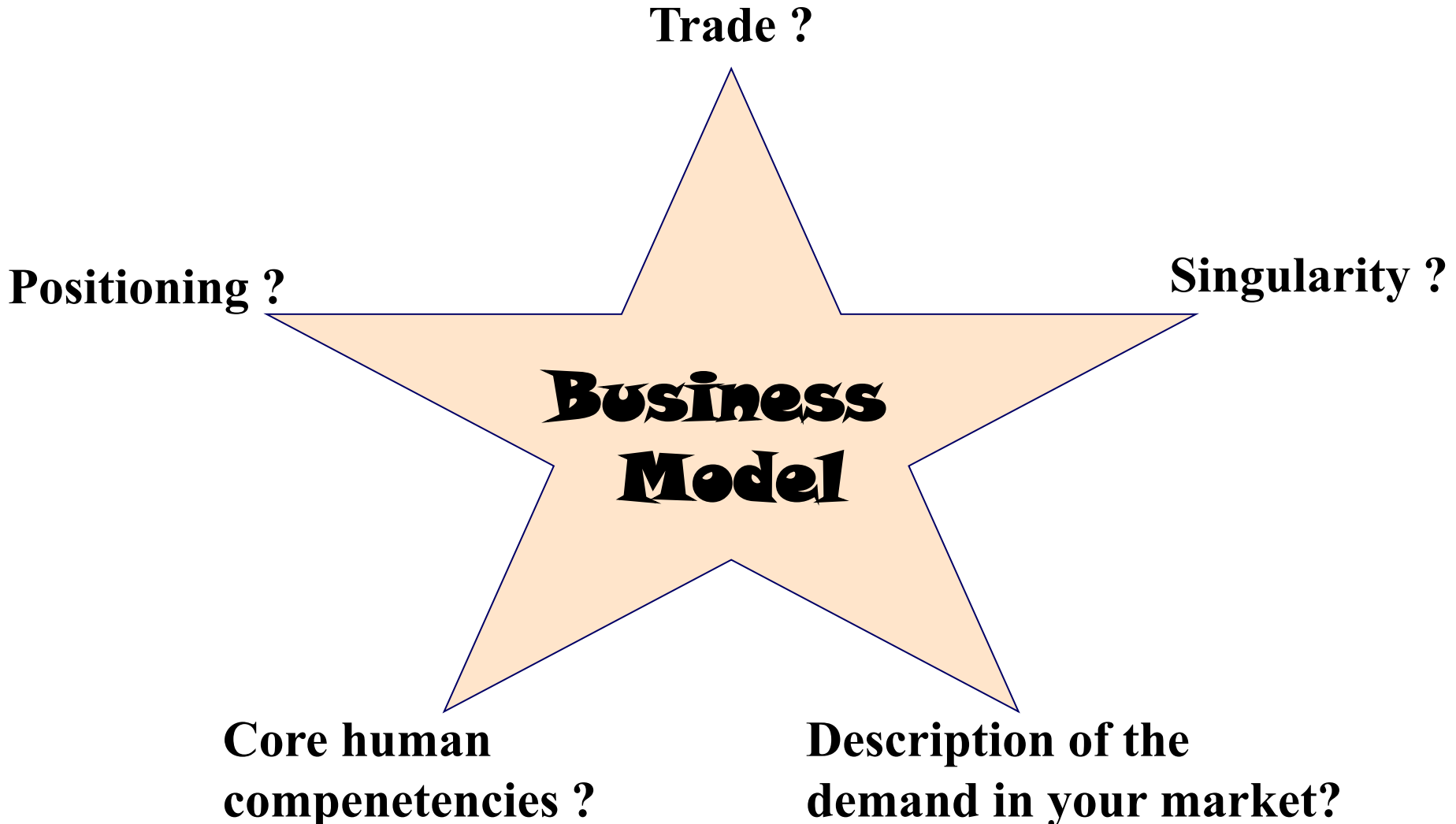
Resume “BUSINESS MODEL”

Definition : a sort of diagram
which explain how you can
generate profits (more
precisely your turnover)

Business Model ?

- ❑ « The essence of the idea is **‘how you get paid’, or ‘how you make money’** with a taxonomy of alternative mechanisms ». (Chesbrough et Rosembloom, 2002)
- ❑ « Business model refers to the core architecture of a firm, specifically how it deploys all relevant resources ». (Tapscott, 2001)

5 “keys” to explain for your Business Model





Example of Business Model : ZARA case

1. Creation (imitation in fact !), production (plants), distribution (ZARA shops) of fashion products with a large diffusion
2. Positioning in selling fashion products with relative low prices
3. Singularity : imitation of fashion actuality (most creative dressmakers) & new models in the shops every week !
4. Core competencies : control of all the process of the supply chain management (creation – production – logistic) → a just in time strategy very difficult to implement in this industry !
5. The demand is very high for this kind of “fashion” products with relative low prices...

Pampelonne Organisation Business Model

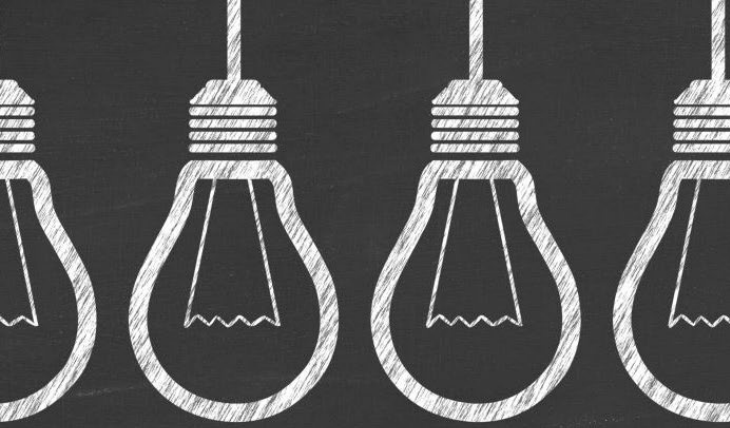
- ★ Trade : Public Relations expert → implementation & activation
- ★ Positioning : High level services coupling to rare sport experiences with the most prestigious events
- ★ Core competences : relational networks exploitation – anticipation due to personal informations and “special” access to key actors...
- ★ Singularity : contracts & agreement (Roland Garros – Stade de France...) – possession of an event (Open13) and direction of BNP Paribas Masters in Paris.
- ★ The demand ? : Large firms communication (Public Relations) strategy (Total, Sodexho, BNP Paribas...) and important demand due to exceptional event (Rugby World Cup for instance...)





Restitution step

- ★ Business and marketing actions :
 - ★ Stadia / Arena management (“Model based on Fans”) :
 - ★ hospitality
 - ★ CRM (Ticketing)
 - ★ Merge sport and Entertainment
 - ★ Sponsorship Activations
 - ★ CSR Strategy
 - ★ Reputation and Brand Management
- ★ Sport area development : training – coaches – scout... : sport performance !



Final Restitution step

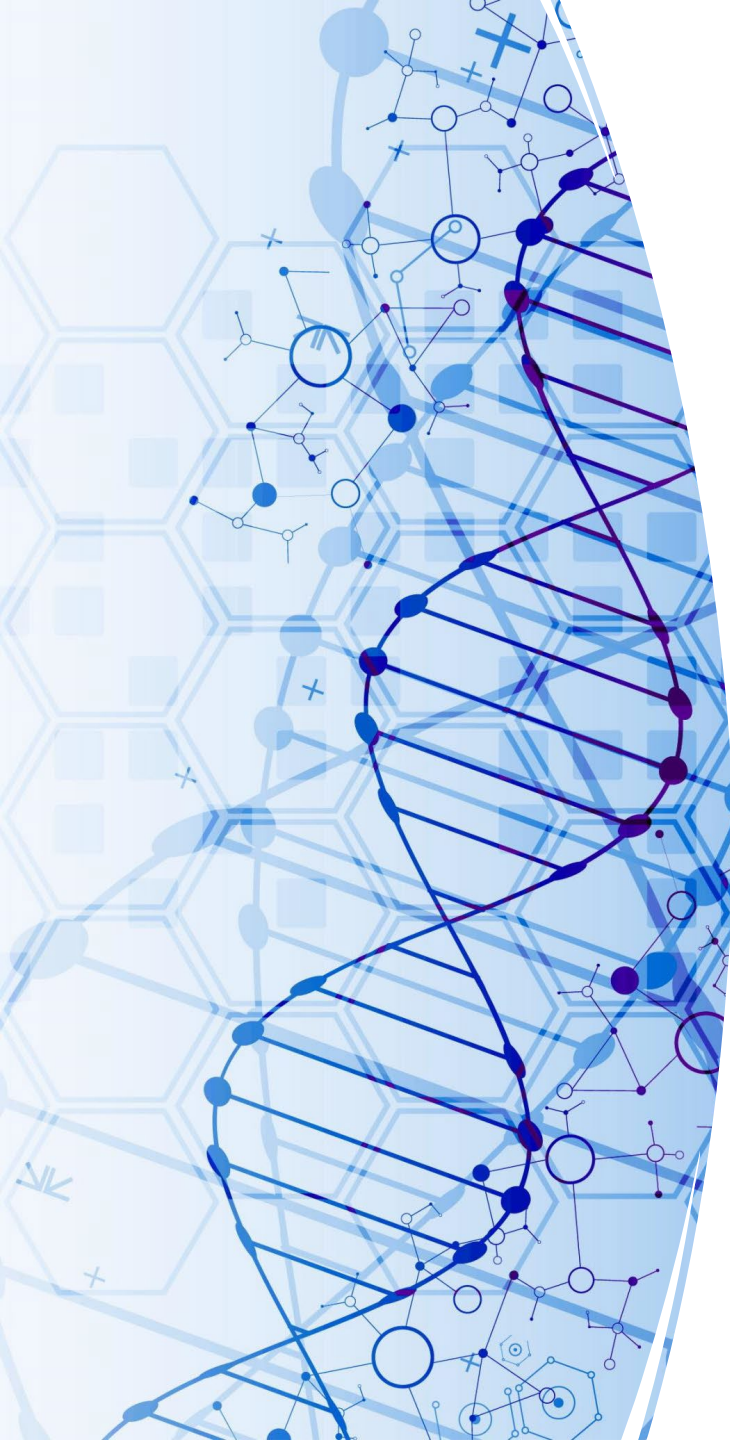
Proposition of development axes and
Marketing activities :

- Public Relations – Social Capital
- Partnership - Sponsorship Activation
- Communication
- Brand Management
- Merchandising
- Ticketing – CRM
- Stadia Management :
 - Experiential View B to B
 - Experiential View B to C
- ...



Be careful !

Be sensemaking in linking your final propositions (development axes and marketing activities) to your strategic analysis (evaluation + organization)



+ You have to be “sensemaking” and on the implementation of :

- Characterization of interconnections between resources (and not only VRIO) and their interaction with the environment indicates that the managerial aptitudes to manipulate assets within a single system are essential !
- The objective is to create an unique combination of assets to exploit opportunities, face to threats and to develop sustainable performance.

Success case
Open13 1993---2024 next ?
www.open13.fr

“Familial professional “bricolage” from
Marseille”





13

OPEN 13 PROVENCE





HIGHLIGHTS

TSITSIPAS CAPTURES MARSEILLE CROWN

ATP TOUR









OPEN13

10^{ème} anniversaire



Palais des sports de Marseille
du 11 au 17/02/02

On craint dégun!

Clément/Escudé/Grosjean/Santoro...

Partenaire principal



www.open13.org

Reservations :
04 91 60 99 44
www.fnac.com
www.ticketnet.com



Open 13

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Partenaire principal



Partenaire principal



SHOOT AGAIN

10/16 FÉVRIER 2003
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12 AU 18 FÉVRIER 2007
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MAÎTRISER LA PUISSANCE 11 - 17 février 2008



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DÉCLANCHER LA FOUDRE 11 - 17 février 2008



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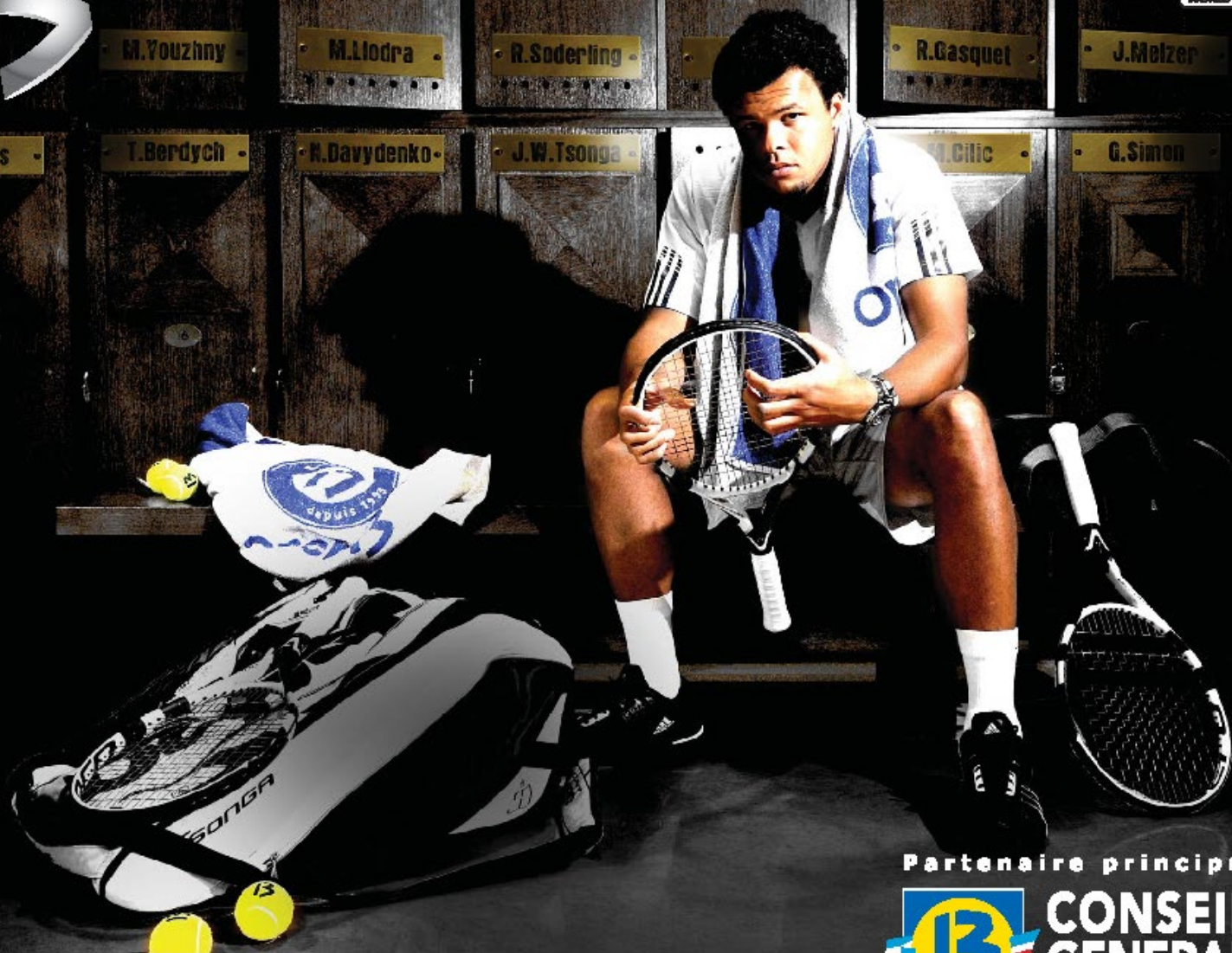
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14
20
fevrier
2011



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**CONSEIL
GENERAL**
BOUCHES-DU-RHÔNE



BNP PARIBAS
La banque d'un monde qui change



VEOLIA
ENVIRONNEMENT



ONET



MPM

**WIDE
MARSEILLE**



La Provence

Sport+

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP 250

013
OPEN 13 PROVENCE

17-23
FEVRIER
2020

LE DÉPARTEMENT
PARTENAIRE HISTORIQUE DU TOURNOI

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BOUCHES-DU-RHÔNE

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La banque d'un monde qui change

VEOLIA

EIFFAGE

Emirates

MAIRIE DE MARSEILLE
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ONET

sodexo
services de qualité de vie

PEUGEOT

dalkia
GROUP BDF

dlsi[®]
groupement d'intérêt public

RMC
SPORT

RMC

La Provence

STEPHANE TETTERAS, VANHOULST 2019

Photo: Andy Stans

013
OPEN 13 PROVENCE

14 FEB
21 FEB

THIS IS
**THE
CAST**

THIS IS
**THE
STAGE**

LE DÉPARTEMENT,
PARTENAIRE HISTORIQUE DU TOURNOI

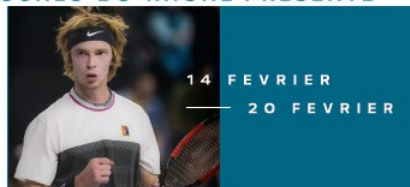
ATP 250

THIS IS
TENNIS

Partenaire principal
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Les sponsors du tournoi sont les seuls sponsors officiels du tournoi. Toute utilisation non autorisée de leur nom ou de leur logo est formellement interdite. Toute utilisation non autorisée de leur nom ou de leur logo est formellement interdite.

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



14 FEVRIER
20 FEVRIER



THIS IS
**THE
CAST***
*C'EST LE CASTING



THIS IS
**THE
STAGE***
*C'EST LEUR ARÈNE



Palais des Sports de Marseille
Plus d'infos sur www.open13.fr

ATP
250

THIS IS
TENNIS



The players shown are for illustrative purposes only. Qualification and participation subject to ATP rules. Players may withdraw due to injury, illness or other grounds. Photographs courtesy of Getty Images, Getty Images and wendelbitch.co.uk

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE



20 FEVRIER
26 FEVRIER



PALAIS DES SPORTS DE MARSEILLE
PLUS D'INFOS SUR WWW.OPEN13.FR

**A TENNIS
STORY**

*UNE HISTOIRE DE TENNIS



ATP
250

THIS IS
TENNIS



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LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP 250



OPEN 13 PROVENCE

10 AU 16
FÉVRIER 2025

PALAIS DES SPORTS DE MARSEILLE - WWW.OPEN13.FR

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Meeting



Distinction

Sharing



Values

Hedonism



« Raison d'être »

Discovering



Ambition



A singular event

Worldwide
Reference
ATP250
Sport quality



Reputational VIP experience



AIX
MAUR



A SINGULAR EVENT

Only 4 « ATP250 » in France on 38 in the world

Prize Money : more than 650K€ .
250 ATP points ATP for the winner

More than 40 hours TV broadcasting
in more than 70 countries

A global media coverage

15 domestic media



Sport heritage

Records

13 ex n°1 ATP played the tournament :
Djokovic, Nadal, Federer, Murray, Ferrero,
Hewitt, Kuerten, Safin, Kafelnikov,
Rios, Becker, Lendl

Worldclass winners : Becker, Forget,
Kafelnikov, Federer, Murray, Tsonga, Del
Potro, Kyrgios, Medvedev, Tsitsipas,
Rublev...



Talents revealer

New generation ATPNEXTGEN : Tsitsipas,
Auger-Aliassime, Shapovalov, Humbert,
Sinner, Rune, Fils

New champions in Marseille : Federer,
Soderling, Murray, Tsonga, Kyrgios,
Khachanov, Tsitsipas, Rublev

Best french players in Marseille : Noah,
Forget, Leconte, Pioline, Santoro,
Grosjean, Clément, Tsonga, Monfils,
Gasquet, Simon, Pouille...



« Cultural » Public Relations and Hospitality

More than 32 years in Marseille as « the place to be » and the « place to meet », Open13 Provence is one the the main actor in France for its VIP servicing and experience

Espace VIP

More than 6000m2 of hospitality for around 20 000 VIP during the week every year
More than 30 VIP suits

3 Restaurants with 3 experience stages
More than 25 000 lunches and dinners during the week
1 historical lounge bar with musical atmosphere

More than 2000 VIP tickets in boxes in the center court





GLOBAL MEDIA COVERAGE

+ than 23 live tennis game

Worldwide Broadcasting

More than 40 hours on TV in 70 countries

15 domestic media



La Provence

L'EQUIPE

Le Parisien

Le Point

LE FIGARO

L'EXPRESS



Press and Web

National radios





MEDIA IMPACTS *

105 TV
impacts
42H 48Min
TV coverage
France
5 511 046 €
advertising
equivalent

75 982 750 contacts

288
Press
impacts
2 251 751 €
advertising
equivalent

95 862 709 contacts

TOTAL
289 186 881
Contacts
15 334 071 €
advertising
equivalent

160
Radio
impacts
156 779 €
advertising
equivalent

34 990 224 contacts

CD13 :
2 808 605 € advertising
equivalent*
64 213 422 contacts touchés
143 impacts from Open13
Provence

1005
Internet
impacts
7 414 495 €
advertising
equivalent

82 351 198 contacts

* Annual study from VERTIGO BIS Media & données Médiamétrie

Sindy



CITIZENSHIP POSIONNING

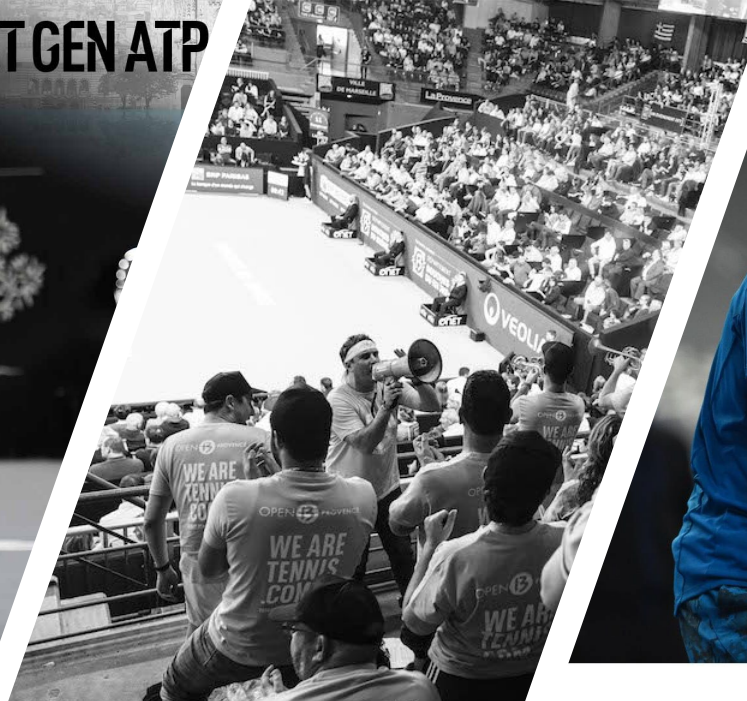
During 32 years, the **Open13 Provence** is becoming a singular social moment and place for sport, economy and public actors from **Marseille Provence** destination.

With a high quality of the worldclass tennis competition and its hospitality for sponsors and executives, the **Open13 Provence DNA** is to focus on the **HUMAN RELATIONS** as an asset.

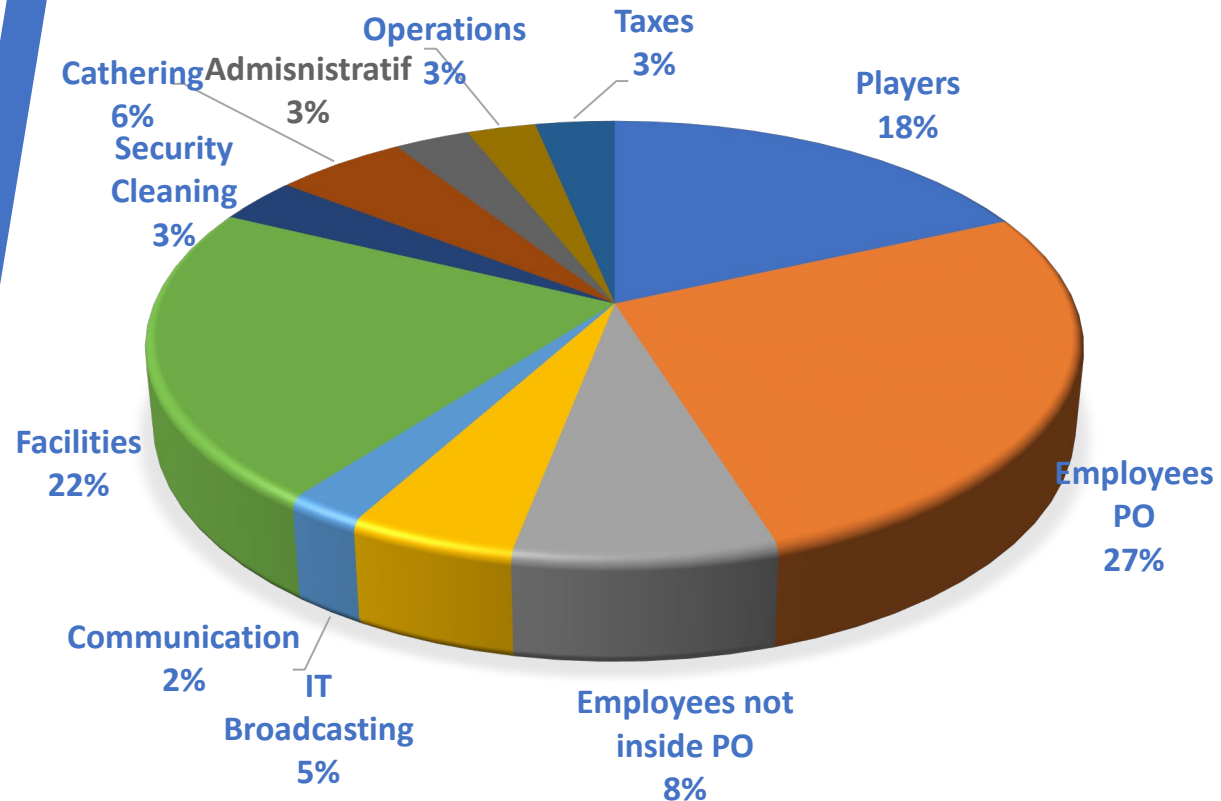
With more than 40 international media, its local action is a one week meeting with all the **Marseille Provence** actors mixing sport and relations.

The citizen aim of **Open13 Provence** is to be a reputational asset for the **Marseille Provence** destination in order to promote its brand and attractivity .

#NEXT GEN ATP

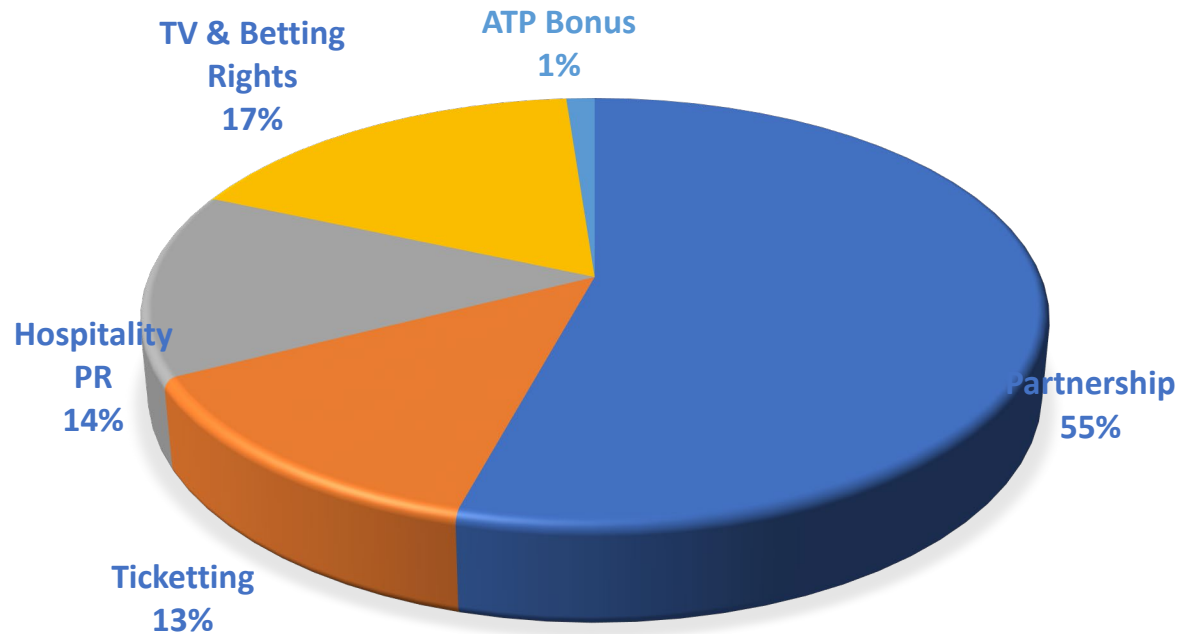


EXPENSES :
4,771 K€



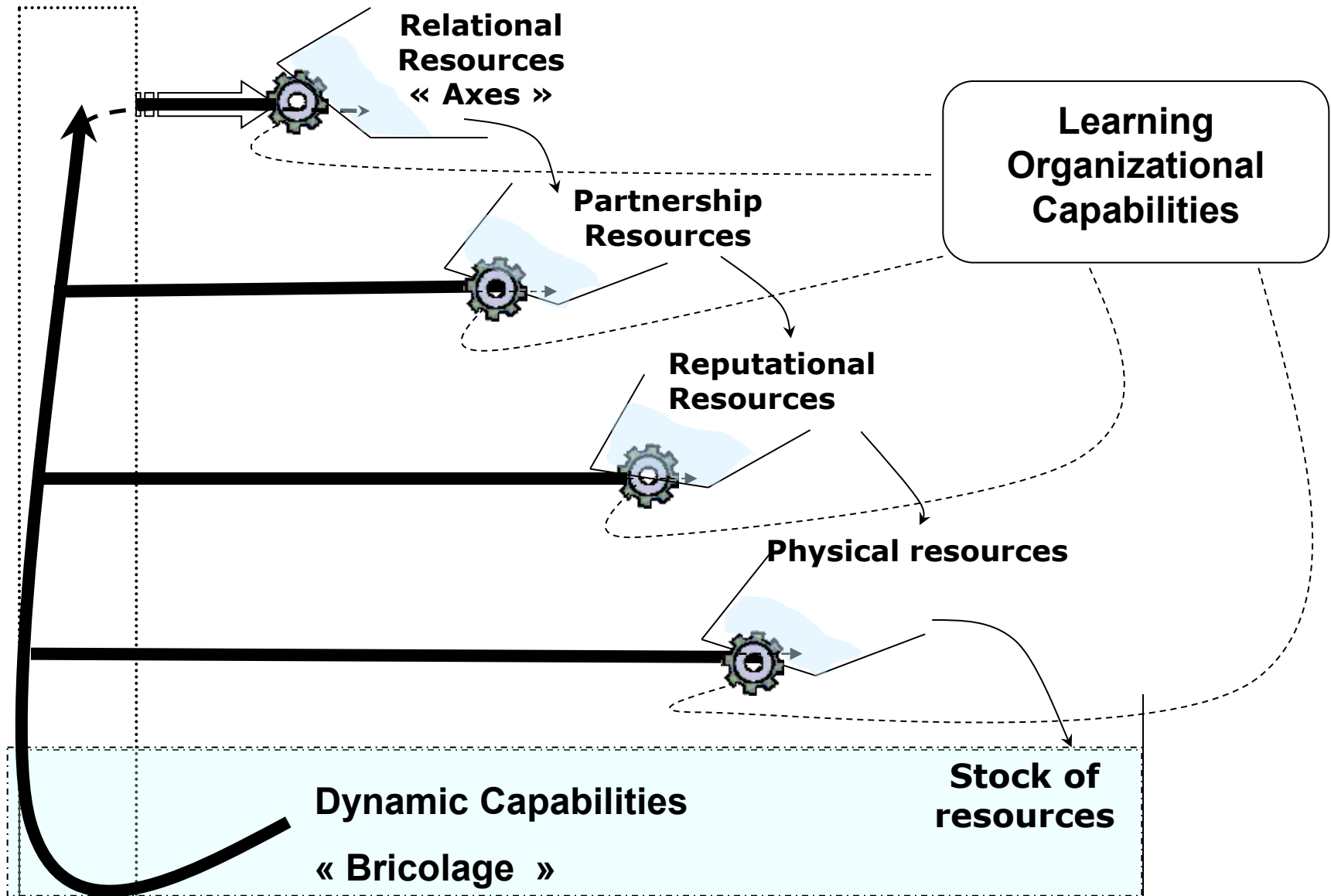
Fees = Adjstment Variable
Facilities = strong limit (worst on 61 ATP Events)
PO Employees / CEO : important cost

INCOMES :
5.163 K€

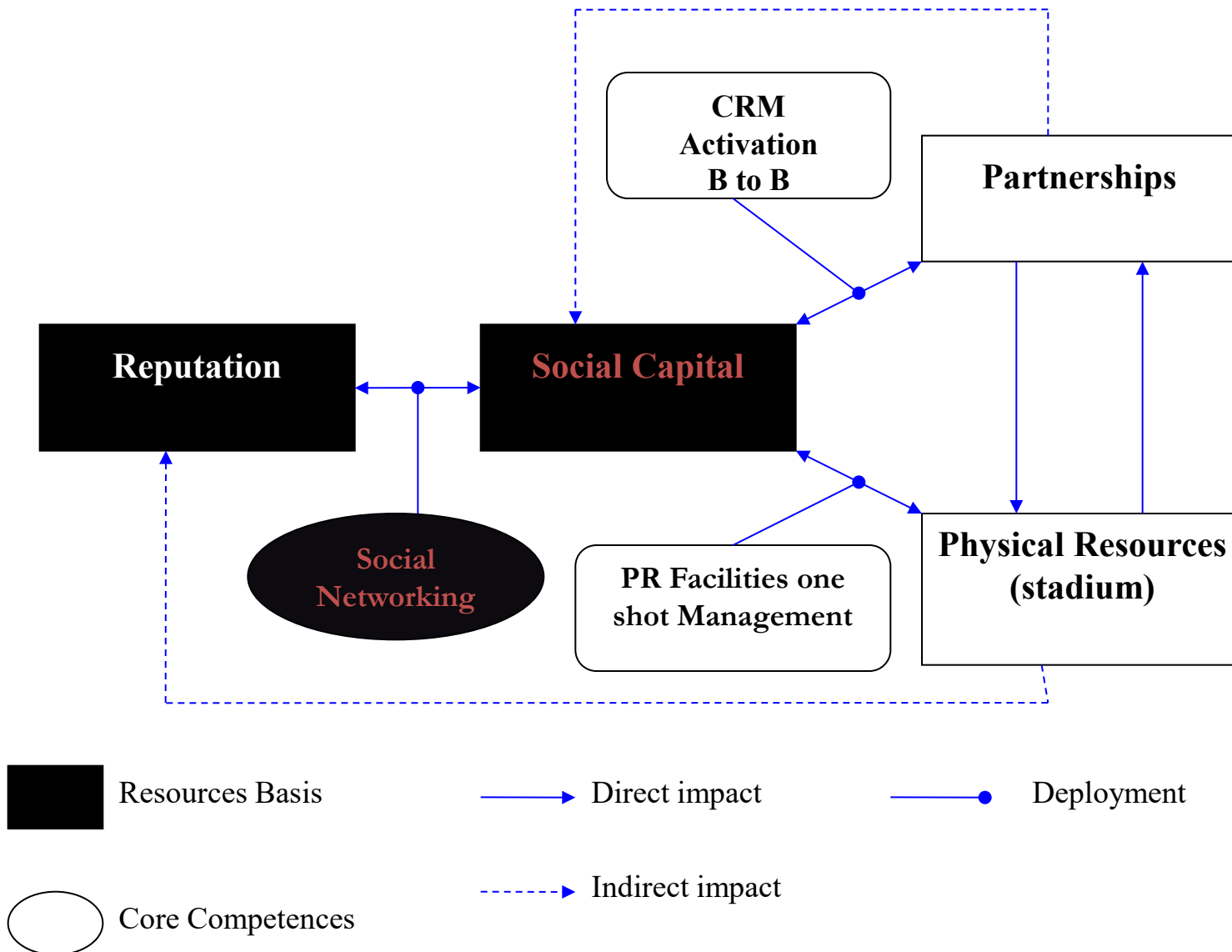


Strong CD13 dependency for Ticketing
Organum (Veolia, Eiffage, Suez, Dalkia,
Nexity...) Dependency
Interntional TV Rights > Domestic TV Rights

Cascade of assets



Business Model / RBV Open13



New investor from India...



Profile



Mr Karti P Chidambaram (Member - ALL INDIA CONGRESS COMMITTEE)

- Schooling from Don Bosco, Chennai
- Bachelors in Business Administration from The University of Texas at Austin, USA
- Bachelors in Law from Cambridge University, UK

Positions Held

Sports

- Vice President - All India Tennis Association
- Chairman - Organising Committee of Aircel Chennai Open (ATP) Tennis Tournament
- President - Tenpin Bowling Federation of India
- Vice President - All India Tennis Association & Tamilnadu Tennis Association
- Chief Patron - All India Karate-Do Federation

Others

- Member of the inaugural class of the India Leadership Initiative (ILI) of the Aspen Institute
- Chairman - Asia 21 India Chapter of The Asia Society.
- Co-Founder - Chennai Chapter of Young Entrepreneurs Organisation
- Co-Founder - www.karuthu.com - An Online Public Opinion Forum

Futur ?



KARTI P CHIDAMBARAM



Karti Chidambaram

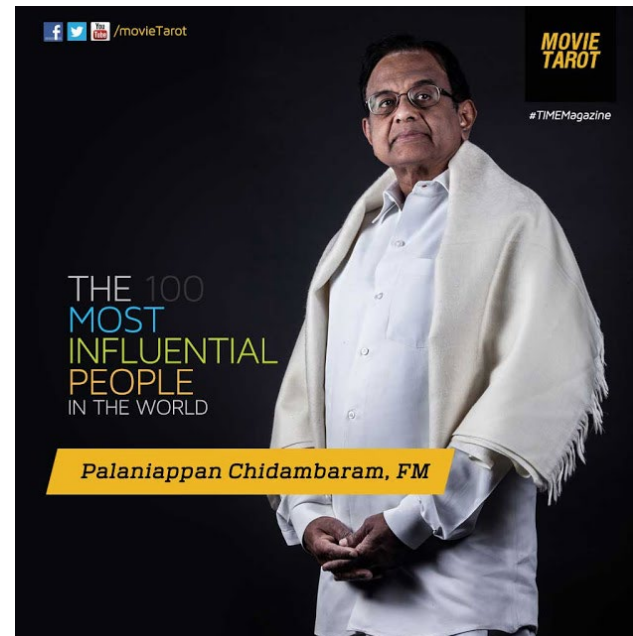
Karti Inc

The companies owned by Karti or his known associates (including companies that were owned by Karti or family members at some point of time)

- Ausbridge Holdings & Investments Pvt Ltd
- Advantage Strategic Consulting Pvt Ltd
- Chess Management Services Pvt Ltd
- Chess Health Care Pvt Ltd
- Halidon Marketing Pvt Ltd
- Kriya FMCG Distributors Pvt Ltd
- Kaiser Luxury Hotels Pvt Ltd
- Kaiser Surya Samudra Resorts Pvt Ltd

Known associates and directors of several companies owned by Karti

CBN Reddy, S Sundar, Mohanan Rajesh



4 SLAM
TENNIS



Strategic vision for an unique tennis ecosystem



Sport business companies are not industrial, we have to create a new « crafting human strategy »



Sport performance is the first goal : we have to create and maintain sport reliability and credibility



Strategic assets combination and synergy will create a powerfull brand with a singular value chain for our future tennis factory.

Strategic vision ?



Relational
BM

Reputational
BM

Cultural
BM



MercedesCup



FACTORY
sport & entertainment



Jean-François

Jérôme

Vincent

FACTORY
sport & entertainment

FACTORY
sport & entertainment

OPEN PARC
AUVERGNE-RHÔNE-ALPES
LYON

FACTORY
sport & entertainment

OPEN 13
PROVENCE

FACTORY
sport & entertainment

FACTORY
sport & entertainment

www.allin.academy

* TENNIS *



#allinacademy









90 % of
sports
organizations



Relational Business Model
because :



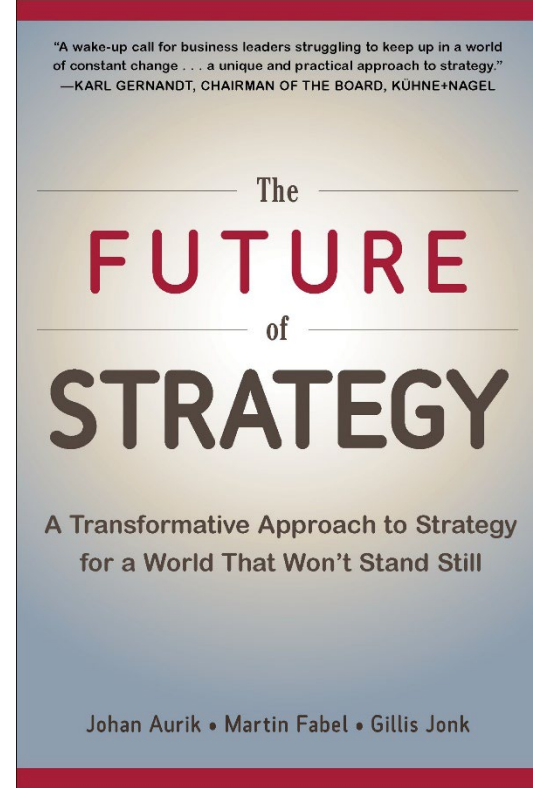
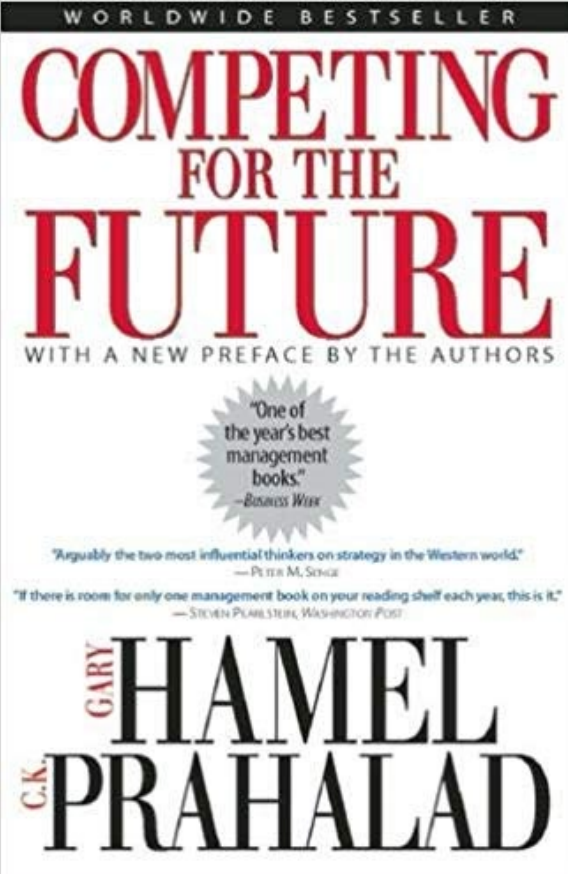
With a large part of the turnover
linking to public and private
sponsors



Without huge TV Rights



Without Stadium or Arena to
implement a strong brand
strategy based on fans consuming



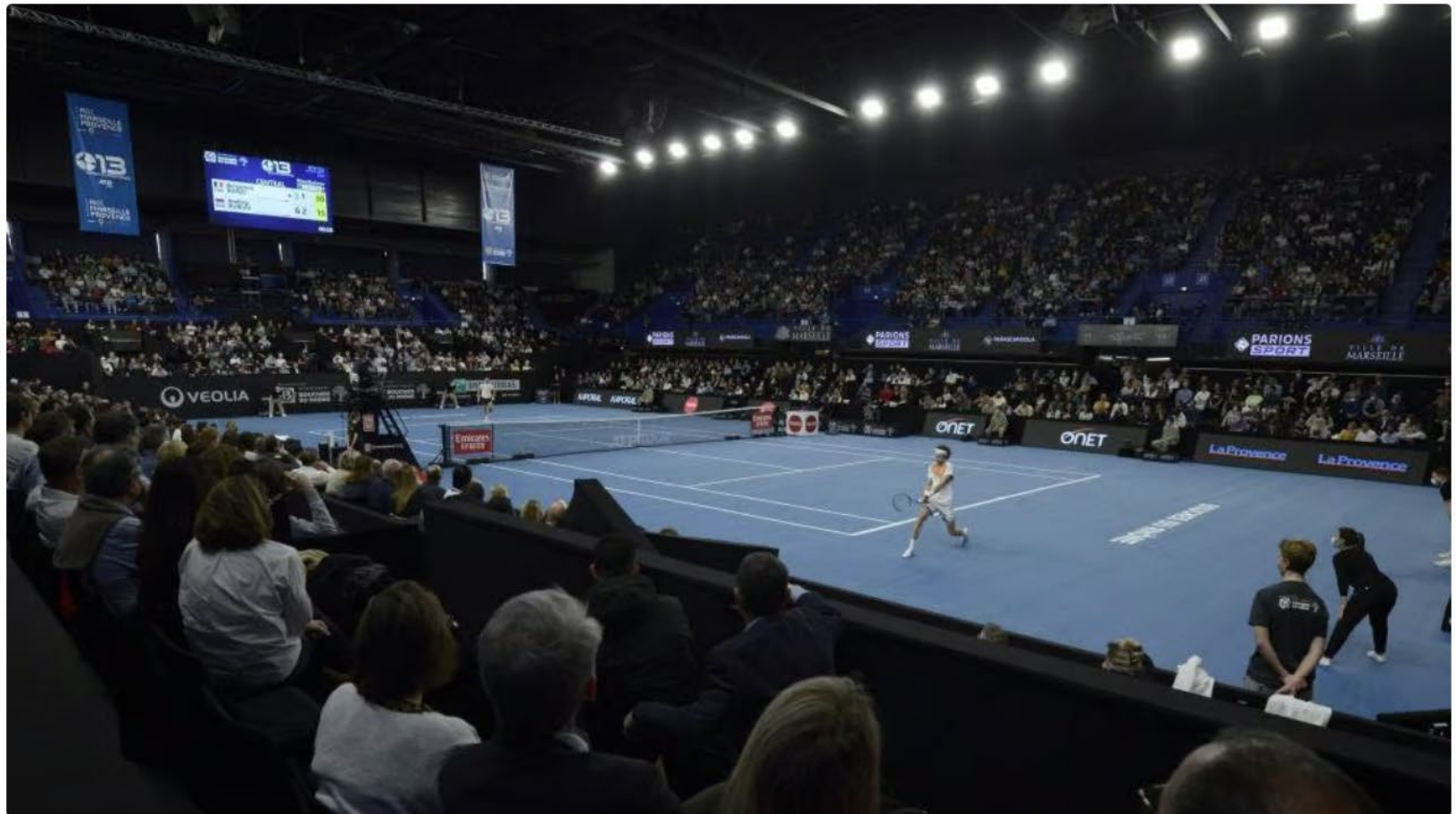




Tennis : l'Open 13 à Marseille passe en octobre en 2026, "une bonne nouvelle" selon l'organisation

Par **Arnaud VITALIS**

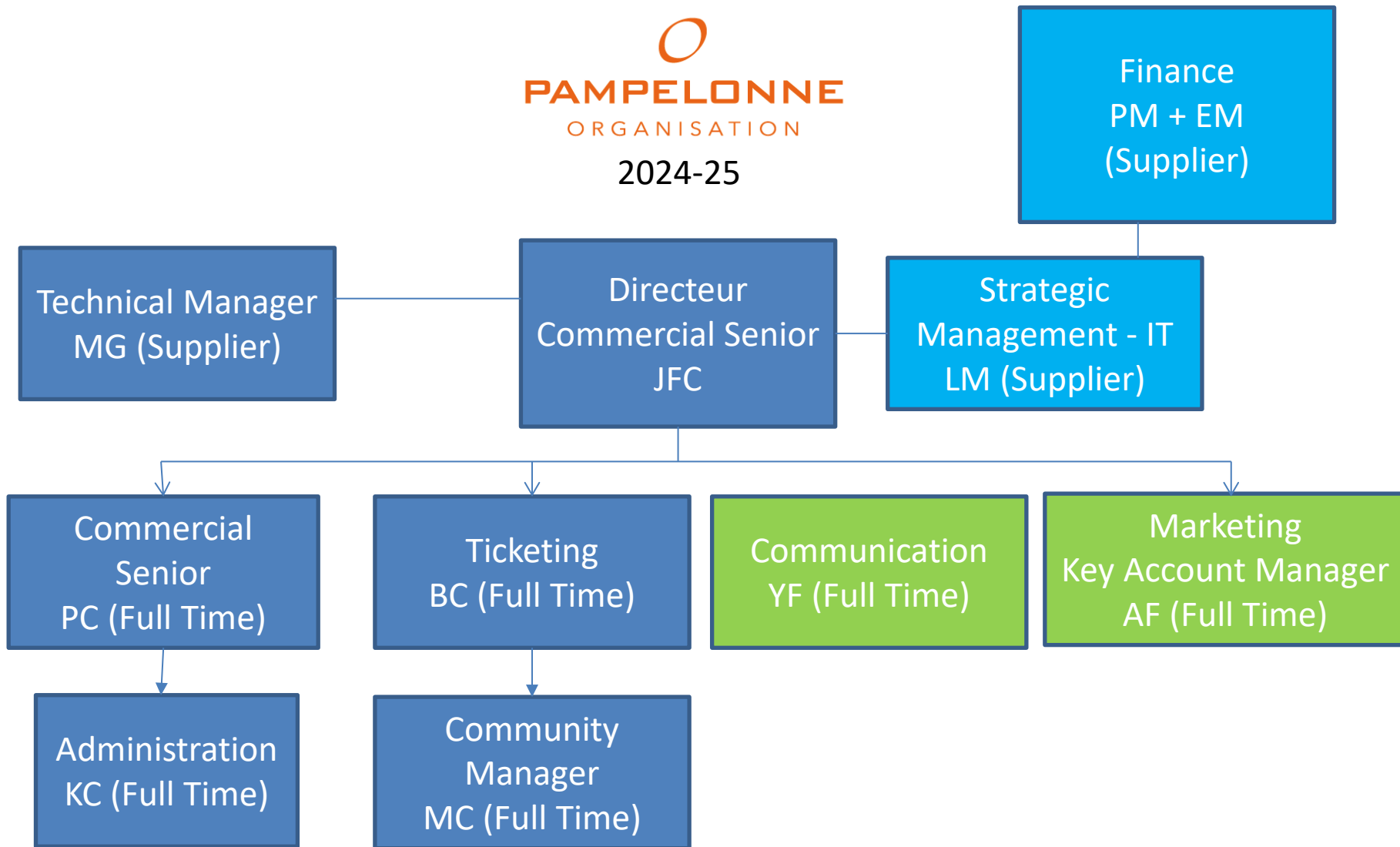
Publié le 03/02/25 à 18:31 - Mis à jour le 03/02/25 à 20:56

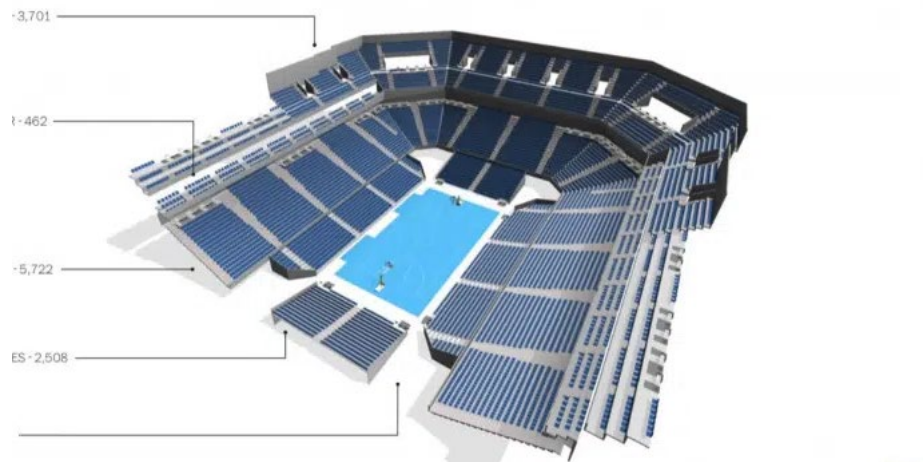
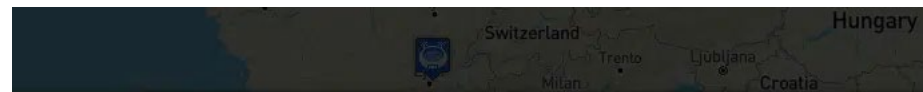
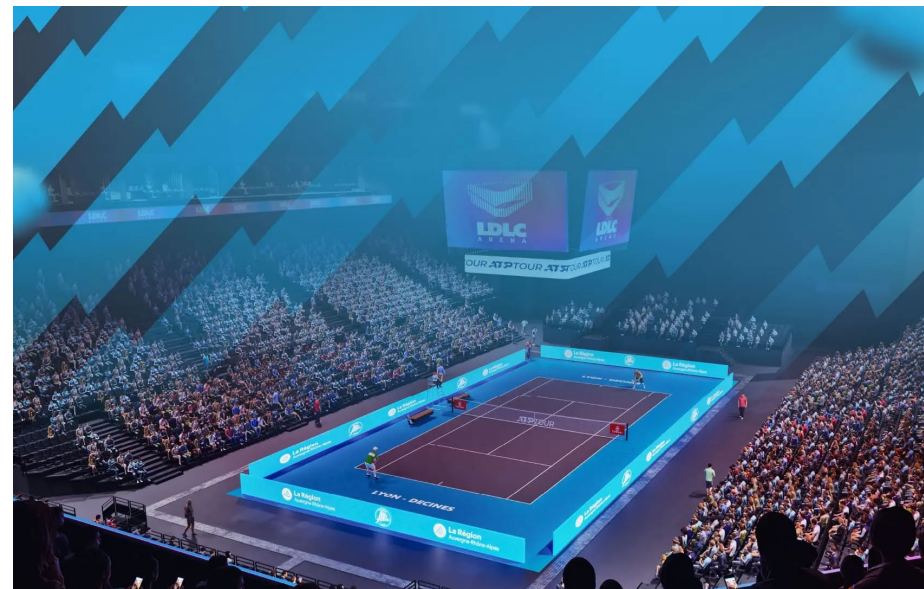


L'année prochaine, le rendez-vous marseillais se tiendra du 19 au 25 octobre.

Photo Franck Pennant







Technical Manager
MG (Supplier) ?

Consulting for
Business ?
JFC

IT / Business /
Development ?
LM (Supplier)

Marketing
Key Account Manager ?
AF (Full Time)

Ticketing ?
BC (Full Time)

Communication ?
YF (Full Time)

“

A vision without a
strategy remains an
illusion.

Lee Bolman

”





BNP PARIBAS
MASTERS

Strategic Management : From 2007 to 2011 with JF Caujolle

ENTREZ DANS L'ARÈNE

PRÉPAREZ-VOUS

RÉSERVEZ

RE-VIVEZ 2008

SERVICE JOUR & NUIT!

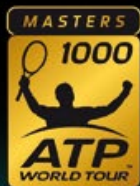
BERCY DU 7 AU 15 NOV 2009

ENTREZ DANS L'ARÈNE

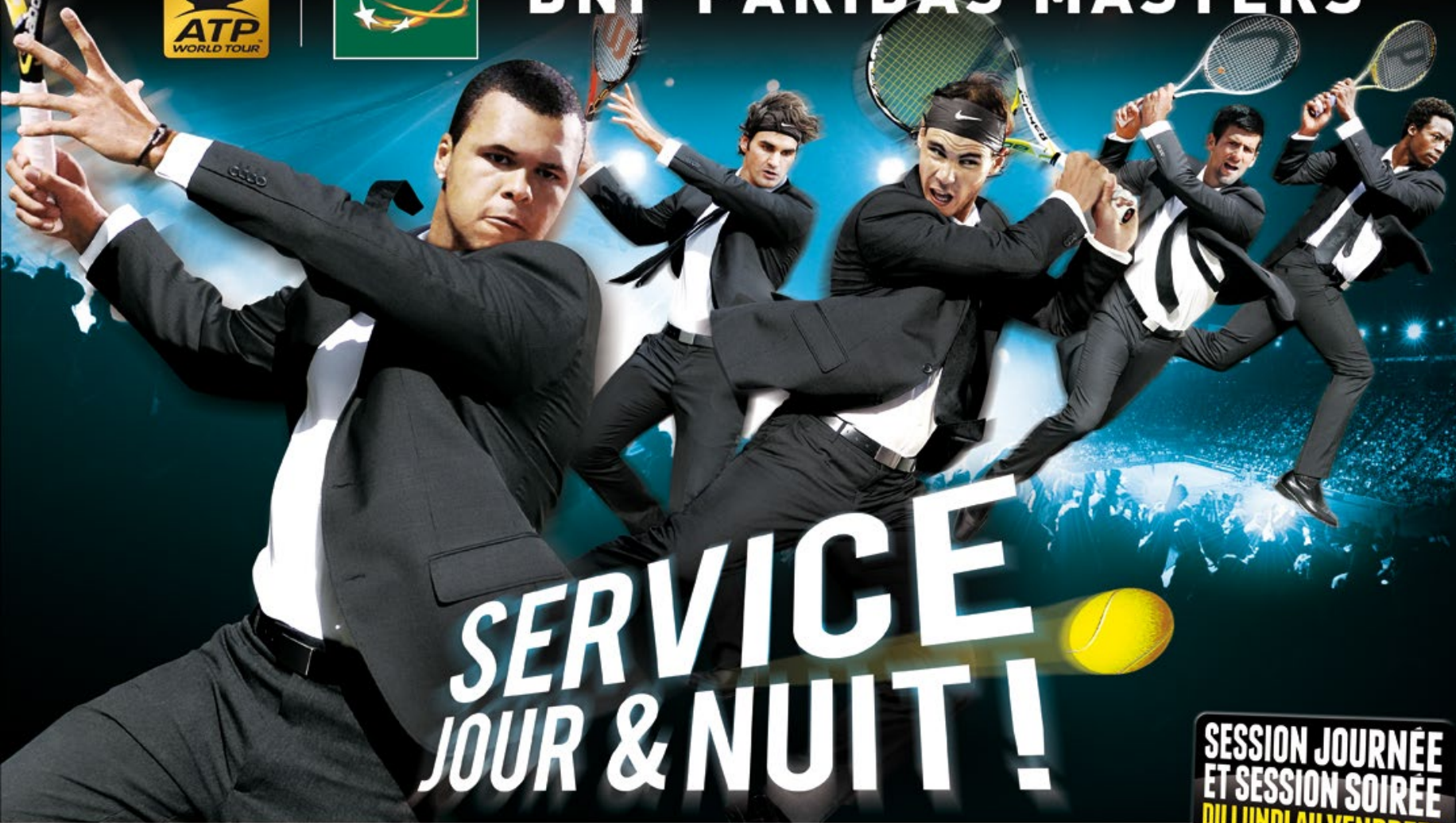
PRIORITE LICENCIES Jusqu'au 21
septembre sur la billetterie à l'unité. La
billetterie à l'unité sera ensuite accessible à
tout public. Qui succèdera à Jo... !

► DÉCOUVREZ L'ÉVÈNEMENT

JO-WILFRIED TSONGA
VAINQUEUR 2008



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS



**SERVICE
JOUR & NUIT!**

**SESSION JOURNÉE
ET SESSION SOIRÉE
DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

RÉSERVATIONS : 01 47 43 45 55 - www.bnpparibasmasters.com



CANAL+



HEAD

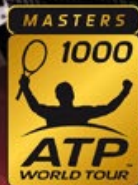
**PULLMAN
HOTELS**

RICOH



**Sogeres
RESTAURANTS**





LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

**JO-WILFRIED
TSONGA**

**SERVICE
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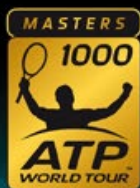
**PULLMAN
HOTELS**

RICOH



**Sogeres
RESTAURANTS**





LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

**RAFAEL
NADAL**

**SERVICE
JOUR & NUIT!**

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ET SESSION SOIRÉE
DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

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BNP PARIBAS
La banque d'un monde qui change

CANAL+



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**PULLMAN
HOTELS**

RICOH



Sogeres
RESTAURANTS



FÉDÉRATION FRANÇAISE DE TENNIS



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

**ROGER
FEDERER**

**SERVICE
JOUR & NUIT!**

**SESSION JOURNÉE
ET SESSION SOIRÉE
DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

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HOTELS**

RICOH



**Sogeres
RESTAURANTS**





LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

**GAËL
MONFILS**

**SERVICE
JOUR & NUIT!**

**SESSION JOURNÉE
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DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

RÉSERVATIONS : 01 47 43 45 55 - www.bnpparibasmasters.com



BNP PARIBAS
La banque d'un monde qui change

CANAL+



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**PULLMAN
HOTELS**

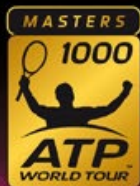
RICOH



Sogeres
RESTAURANTS



FÉDÉRATION FRANÇAISE DE TENNIS



LA FÉDÉRATION FRANÇAISE DE TENNIS PRÉSENTE
BNP PARIBAS MASTERS

NOVAK
DJOKOVIC

**SERVICE
JOUR & NUIT!**

**SESSION JOURNÉE
ET SESSION SOIRÉE
DU LUNDI AU VENDREDI**

BERCY 6 > 14 NOV 2010

RÉSERVATIONS : 01 47 43 45 55 - www.bnpparibasmasters.com



BNP PARIBAS
La banque d'un monde qui change

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HEAD

**PULLMAN
HOTELS**

RICOH



Sogeres
RESTAURANTS



FÉDÉRATION FRANÇAISE DE TENNIS



BNP PARIBAS
MASTERS

PRÉSENTE



Tennis
iNDOORgROuND
à BeRcy

DU 27 OCT. AU 4 NOV. 2012
UN ÉVÈNEMENT FFT

BILLETTS EN VENTE SUR www.fft-tickets.com



BNP PARIBAS
Le Banque à la Française qui change



FedEx

HACKETT



BICOM

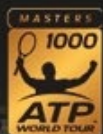
CANAL+

LE JOURNAL

LEVEA

W9





BNP PARIBAS
MASTERS



Tennis INDOOR à BeRcy

DU 26 OCT. AU 3 NOV. 2013
UN ÉVÈNEMENT FFT

Billets en vente sur www.fft-tickets.com



BNP PARIBAS
La banque d'un monde qui change



FedEx

GATORADE

HACKETT
LONDON

HEAD

Panasonic

RICOH
imagine. change



CANAL

ROLEX
PARIS
MASTERS

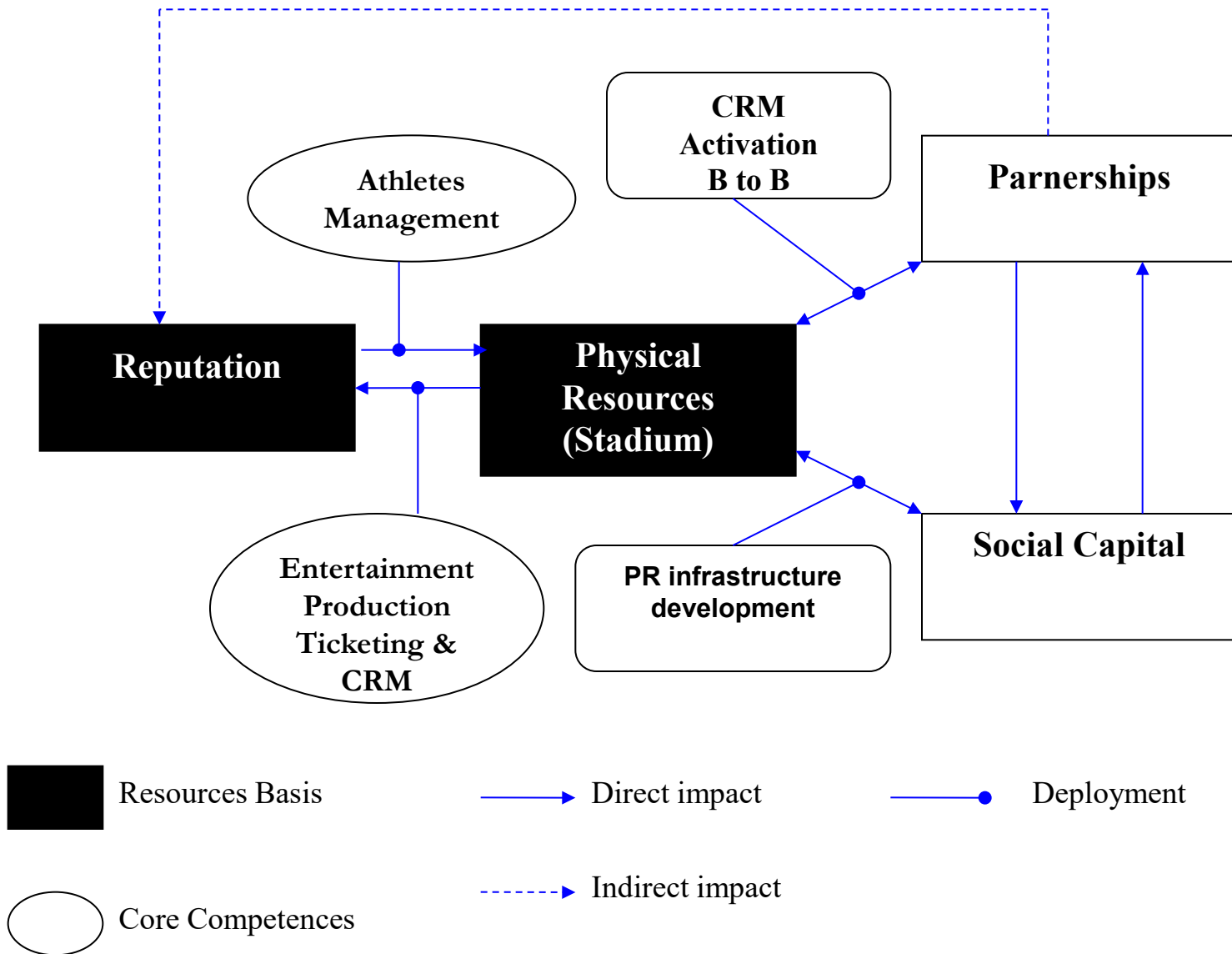


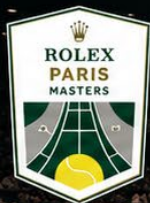
PARIS LA DÉFENSE ARENA
DU 25 OCT. AU 2 NOV. 2025



ATP
MASTERS 1000

Business Model / RBV BNPPM-RPM





ROLEX PARIS MASTERS 2025

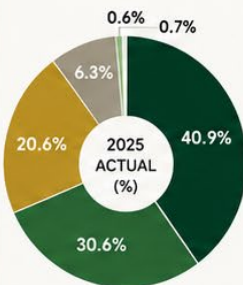
FINANCIAL SUMMARY (K€)

STRONG PERFORMANCE AND
PROFITABLE GROWTH

REVENUES

28,769 K€

+667 K€ vs Budget
(+2%)

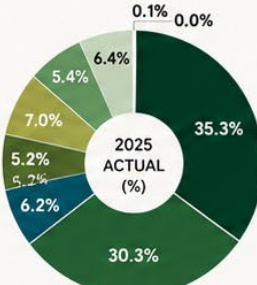


Media Rights	11,789 K€	(+5%)
Ticketing	8,805 K€	(0%)
Sponsorship	5,956 K€	(-2%)
Hospitality	1,809 K€	(-2%)
Operations & Other	410 K€	(+107%)
Exceptional Products	190 K€	(NS)

COSTS

19,742 K€

+89 K€ vs Budget
(0%)



Prize Money	8,165 K€	(+3%)
Event Operations	7,071 K€	(-3%)
Communication	1,379 K€	(+1%)
Payroll & Social Charges	1,262 K€	(+24%)
Hospitality Costs	1,019 K€	(-3%)
Organization Costs	261 K€	(+14%)
Amortization & Provisions	52 K€	(0%)
Other Costs	533 K€	(-23%)
Exceptional Costs	0 K€	(NS)
Annex Operations	0 K€	(NS)

PROFITABILITY

GROSS MARGIN
ON DIRECT COSTS

9,337 K€

+547 K€ vs Budget
(+6%)



ANALYTICAL OPERATING RESULT

9,027 K€

+547 K€ vs Budget
(+7%)



P&L SUMMARY (K€)

	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	VARIANCE
Total Revenues	27,390	28,102	28,769	+667 (+2%)
Total Direct Costs	18,446	19,312	19,432	+120 (+1%)
Gross Margin on Direct Costs	8,944	8,790	9,337	+547 (+6%)
Total Charges (incl. apport.)	18,709	19,653	19,742	+89 (0%)
Analytical Operating Result	8,681	8,449	9,027	+578 (+7%)

KEY HIGHLIGHTS



REVENUE UP +2% VS BUDGET

Total revenue of 28,769 K€, exceeding budget by +667 K€.



MEDIA RIGHTS OUTPERFORM

Media revenue up +5% vs budget (+546 K€).



SOLID PROFITABILITY

Analytical operating result of 9,027 K€, up +7% vs budget (+578 K€).



COSTS UNDER CONTROL

Total costs stable vs budget (0%) despite inflationary pressures.



STRONG VALUE CREATION

Gross margin on direct costs up +6% to 9,337 K€.

KEY TAKEAWAY



ROLEX PARIS MASTERS 2025

DELIVERED AN EXCELLENT
FINANCIAL PERFORMANCE WITH

9.0 MILLION €

ANALYTICAL OPERATING RESULT,
OUTPERFORMING BUDGET
BY +578 K€ (+7%)



170,000+
SPECTATORS



9 DAYS
OF COMPETITION



TOP 10
WORLD PLAYERS



GLOBAL
VISIBILITY



ATP MASTERS 1000
PREMIER EVENT





ATP Tour  @atptour · 6 h

ATP announces the appointment of Massimo Calvelli as Chief Executive Officer, beginning 1 January 2020.



Calvelli Appointed As ATP Chief Executive Officer

www.atptour.com





“

I am greatly honored to have been chosen by the FFT as the new Rolex Paris Masters Tournament Director going forward. It promises to be an exciting challenge.

Cédric **PIOLINE**

”

voir les directs (0)

L'ÉQUIPE

Tennis, ATP

Le Masters 1000 de Bercy devrait être délocalisé à Paris La Défense Arena à partir de 2025



L'enceinte de Paris La Défense Arena, à Nanterre, devrait accueillir le Masters 1000 parisien de tennis à partir de 2025. (B.Papon/L'Équipe)

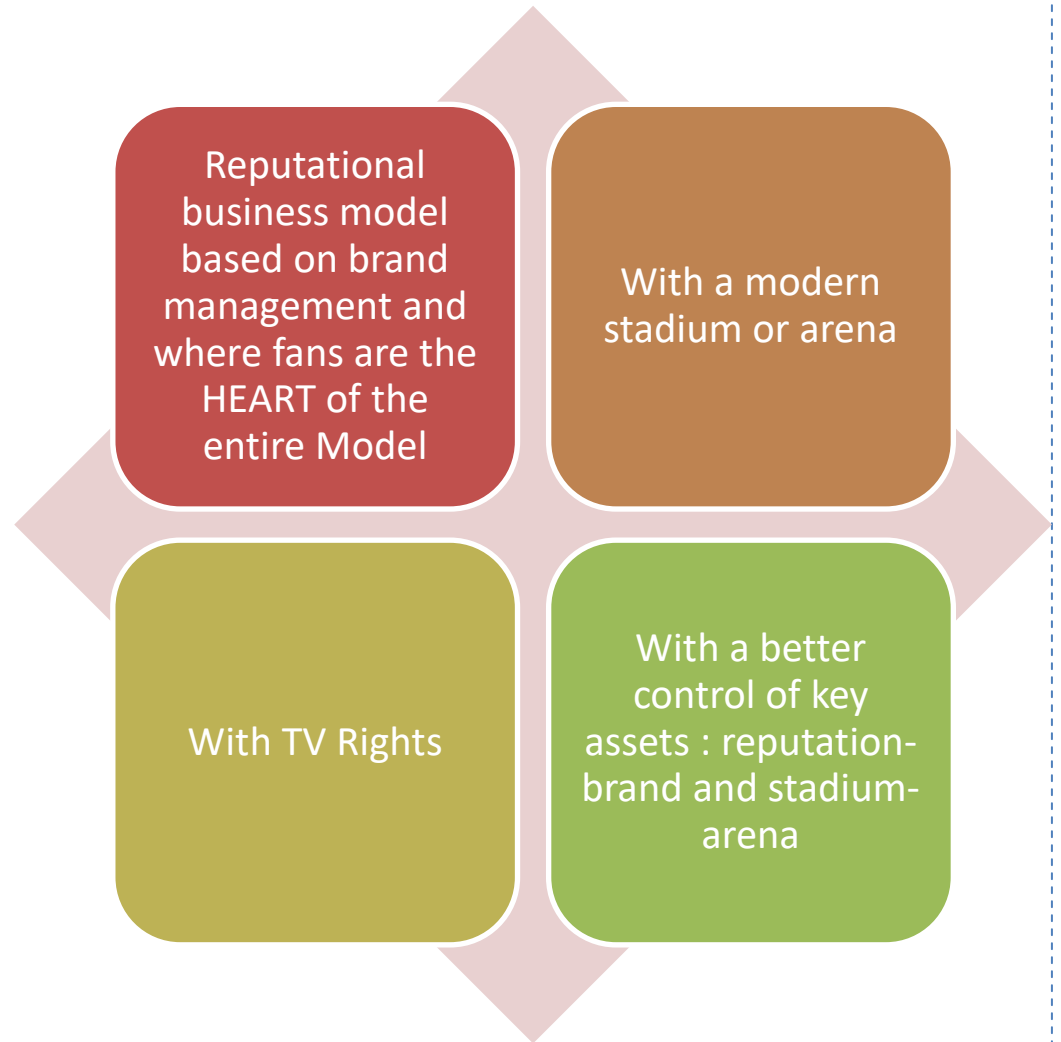
Le Rolex Paris Masters migre à La Défense à partir de 2025



Le Masters 1000 de Paris va quitter l'Accor Arena. (Jean-Baptiste Autissier/L'Équipe)

Le Masters 1000 indoor parisien change de lieu et se disputera à Paris La Défense Arena, à Nanterre, à partir de 2025.

10 % of sports organizations



3 Business Models in sport Business area

