

# Strategic Sport Business Management

*Lecture 1*

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







# ORIGIN & SERENDIPITY

Turning unexpected discoveries into entrepreneurial value

For Nicholas Dew (2009), serendipity is the purposeful use of unexpected discoveries in entrepreneurial action—not luck alone, but luck made valuable through action.



Unexpected  
discovery

+



purposeful  
action

=



value  
creation

3,5 Mds \$



1,3 Mds \$





ROGER  
FEDERER



A DIFFERENT  
KIND OF LEGACY

ROGER FEDERER × ON

# FROM ATHLETE TO **EQUITY PARTNER**

3%

STAKE ACQUIRED  
IN 2019

€500M

ESTIMATED VALUE  
SIX YEARS LATER

Four times more than his entire  
playing-career earnings.

SPORT FUELS  
BIGGER POSSIBILITIES

PEOPLE  
IDEAS  
BRANDS  
HIGHER

BETTER  
MOVEMENT  
A BRIGHTER  
TOMORROW



SPORT · BRAND · EQUITY



THE ORIGIN STORY

# OLIVIER BERNHARD

Athlete, Innovator & Co-Founder

01

## ATHLETE

Ironman and duathlon champion challenged by recurring injuries.

02

## INSIGHT

Traditional running shoes could not meet the demands of extreme endurance.

03

## BREAKTHROUGH

A compressed garden hose inspired a new approach to cushioning and rebound.

04

## PARTNERSHIP

He joined forces with Caspar Coppetti and a specialist engineer to turn the idea into a venture.

From personal pain point to **product innovation.**







# LAUNCH PHASE

## Entrepreneurial Network Activation

01

### INITIAL SCEPTICISM

Caspar Coppetti questioned whether a new venture could compete with Nike, Adidas, New Balance and ASICS.

02

### PROTOTYPE VALIDATION

Olivier Bernhard invited him to test a prototype whose outsole absorbed impact and converted it into forward propulsion.

03

### NETWORK ACTIVATION

Coppetti mobilized his McKinsey network and contacted **David Allemann** (INSEAD, Marketing & Law), who joined the venture and helped patent the sole technology.



PRODUCT PROOF + TRUSTED NETWORK =  
**VENTURE LAUNCH**



# FROM THE SWISS ALPS TO RUNNING ON CLOUDS



## 01 — ORIGIN

It all started in the Swiss Alps.



## 02 — AMBITION

Retired athlete Olivier Bernhard envisioned a running shoe with a completely new feel.



## 03 — EXPERIMENT

He attached pieces of garden hose to a prototype outsole.



## 04 — TEAM

Caspar Coppetti and David Allemann joined the venture in 2010.



## 05 — EXPERIENCE

The sensation of 'running on clouds' was born.

An athlete's intuition became a distinctive product experience.









ON RUNNING — THE FOUNDING JOURNEY

# FUNDING SEARCH & INVESTORS

01

## PATENT & FIRST APPROACH

After filing the ‘**Cloud Technology — On Running**’ patent, Olivier Bernhard approached a former Nike teammate, who **did not believe in the innovation**.

02

## INDUSTRY REJECTION

**adidas rejected the project**, dismissing glued hose segments as the basis for disruptive innovation.

03

## SELF-FUNDED LAUNCH

The three founders launched On independently and **fully self-funded** the company’s early stage.



**Rejection reinforced independence — and accelerated entrepreneurial commitment.**





# TAKE-OFF

Growth Driven by Practice-Based Influence



**2010**

## ISPO BRANDNEW AWARD

External recognition builds credibility.



**2011**

## DISTRIBUTOR NETWORK

Stronger relationships with On Running distributors accelerate market access.



**2012**

## ON CLOUDRACER

Launch targeting a professional, committed runner niche.



## ATHLETES AS MARKET MULTIPLIERS

Technical performance converted elite athletes into influencers and brand ambassadors.

— **Frederik Van Lierde** • Five-time Ironman Nice winner • Ironman World Champion, Hawaii

**PRODUCT  
PERFORMANCE**



**ATHLETE  
ADOPTION**



**MARKET  
CREDIBILITY**





MARKET POSITIONING

# PREMIUM PERFORMANCE, RESPONSIBLE AMBITION

A differentiated proposition at the intersection of innovation, design and sustainability



## PREMIUM PRICING

Price point above \$100, targeting the premium sport and running segment.



## BRAND PROMISE

High-performance products combined with an eco-conscious ambition.



## GROWTH TRAJECTORY

+90% growth between 2010 and 2019.

Performance creates desire.  
Responsibility builds legitimacy.





# 2019 · ROGER FEDERER JOINS ON

From brand ambassador prospect to strategic shareholder

01

## THE INTRODUCTION

A Swiss banker introduced Federer to On.

02

## THE BRAND FIT

Mirka Federer was already regularly wearing On shoes.

03

## THE TIMING

Federer's Nike contract had come to an end.

04

## THE COMMITMENT

A 20-minute factory visit became two hours—and a

**3% EQUITY STAKE.**



— BRAND ORCHESTRATION

# SIGNATURE MODEL LAUNCH

THE ROGER



- 01 — **ICONIC FIGURE ADVANTAGE**  
Access to private equity investment before the IPO
- 02 — **JULY 2020**  
Launch of THE ROGER
- 03 — **STRATEGIC OPPORTUNITY**  
COVID-19 acceleration and launch of Cloudnova, the lifestyle line
- 04 — **2021 PERFORMANCE**  
+70% growth • €800 million revenue • \$7.3 billion valuation
- 05 — **2021 IPO**  
Share price +46% on the first trading day

From athlete endorsement to equity-based brand partnership



# ON RUNNING: GROWTH, INFLUENCE & GREENWASHING RISKS

A CLOSER LOOK AT PERFORMANCE, PROMISES AND PERCEPTION

**01**

## CYCLON LAUNCH

Presented as the first fully recyclable running shoe.

**02**

## CLAIMS UNDER SCRUTINY

Environmental promises questioned alongside concerns over Vietnamese workers reportedly paid around €130 per month versus a retail price near €200.

**03**

## LUXURY DIVERSIFICATION

Collaboration with Loewe (LVMH), with prices around €150.

**04**

## INFLUENCE STRATEGY

Zendaya, with approximately 180 million followers, appointed brand ambassador.

**BRAND DESIRABILITY ↑****REPUTATIONAL EXPOSURE ↑**

# ON RUNNING UNVEILS PARTNERSHIP WITH ZENDAYA

**KICK AVENUE**



# ON'S GLOBAL BREAKTHROUGH

From challenger brand to Olympic-stage competitor

€2.6BN

REVENUE

\$20BN

VALUATION

Roughly 2× its IPO valuation

2.3%

GLOBAL SPORTS  
FOOTWEAR  
MARKET SHARE

“Move over Nike, Adidas and Puma—  
Swiss shoemaker On is dominating  
the Paris Olympics”

Fortune • Gillian Tan • July 26, 2024

HIGHER  
FURTHER

SPORT  
PEOPLE  
PROGRESS

A BRIGHTER  
STAGE AHEAD







#09

ENTREPRENEURIAL CORE COMPETENCIES

# THE 4 SECRETS OF LUCK

**Philippe Gabilliet**

Leadership • Optimism • Opportunity

*Luck is not merely found. It is cultivated.*





ROGER FEDERER × PERFORMANCE INNOVATION

CASE STUDY • SPORT INNOVATION

# IN PRAISE OF THE MANAGEMENT OF LUCK

How strategic intent turns unexpected opportunities into advantage



## 01 INTENT

**Know what you want.**

Clear problem awareness,  
rooted in lived experience.



## 02 CURIOSITY

**Stay attentive and open.**

Notice opportunities  
when context changes.



## 03 RECOMBINATION

**Learn from failure.**

Rejected ideas can become  
new solutions.



## 04 CONNECTION

**Mobilise the right network.**

People, partners and expertise  
matter at the right moment.



**LUCK IS NOT RANDOMNESS ALONE –  
IT IS PREPAREDNESS MEETING OPPORTUNITY.**







# CHALLENGE



## Future Marathon Aix–Marseille–Provence

1

Future Marathon Aix–Marseille–Provence

2

ON Running activation: tell your story

3

Business model reflection?

### MEDICAL ECOSYSTEM TARGETS







**Sir Jim Ratcliffe, Chairman of INEOS said, “I am delighted to welcome Jean Claude as CEO of INEOS Sport with his many years of experience across different sports. We have high ambitions for all our sports teams with a particular ambition to raise our standards in football and Jean Claude will bring an entrepreneurial and innovative flair to all our teams.”**





# WHO IS JEAN-CLAUDE BLANC?



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





# STRATEGIC VOID VS. BRAND INTENT

OM and PSG: two contrasting ways of creating value

## OM

### STRATEGIC VOID

#### SHORT-TERM FOCUS

Player trading  
Repeated failure

Value depends on transactions,  
not on a coherent long-term asset.

MANAGERIAL  
CAPABILITIES

## PSG

### STRATEGIC BRAND INTENT

#### BRAND ORCHESTRATION

Brand as a strategic asset  
Identity • Experience • Commercial leverage

Value is built through  
consistency and activation.

SHORT-TERM TRADING



LONG-TERM BRAND ASSET





SAILING



CYCLING TEAM



FOOTBALL CLUBS



BEYOND SPORT, BEYOND BORDERS



PARIS 2024



OFFICIAL PARTNER  
IN LOGISTICS SOLUTIONS



PARIS 2024



SHIPPING  
GREATNESS,  
SUPPORTING  
DREAMS



**160+**  
COUNTRIES



**600+**  
OFFICES WORLDWIDE



**150,000+**  
EMPLOYEES COMMITTED

From the ocean to the stadium,  
we move what matters.











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

---

Michael Jordan

**STERN TOOK THE LEAGUE  
TO NEW HEIGHTS**

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**TIME IS A RESOURCE – TIMING IS A COMPETENCY**



# THE WORLD'S MOST POWERFUL SPORTS LEAGUES

## TOP 10 LEAGUES BY REVENUE

|    |                                                                                     |                       |                                                                                   |        |
|----|-------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------|--------|
| 1  |    | NFL                   |  | \$20B+ |
| 2  |    | IPL                   |  | \$17B  |
| 3  |    | NBA                   |  | \$14B  |
| 4  |    | MLB                   |  | \$12B  |
| 5  |    | Premier League        |  | \$8B+  |
| 6  |    | NHL                   |  | \$6.5B |
| 7  |    | Bundesliga            |                                                                                   | \$5B   |
| 8  |    | La Liga               |                                                                                   | \$4.5B |
| 9  |   | Serie A               |                                                                                   | \$3.5B |
| 10 |  | UEFA Champions League |                                                                                   | \$3.5B |

## GLOBAL VIEWERSHIP



**Premier League**  
4.7 Billion Potential Viewers



**IPL 2025**  
~1 Billion Total Viewers



**NFL**  
18.7M Avg. Viewers Per Game



**Cricket Worldwide**  
#2 Most Watched Sport



**IPL Season:**  
~1 Billion Viewers vs.  
NFL Avg: 18.7M Per Game



REVENUE LEADER:

**NFL – \$20B+**

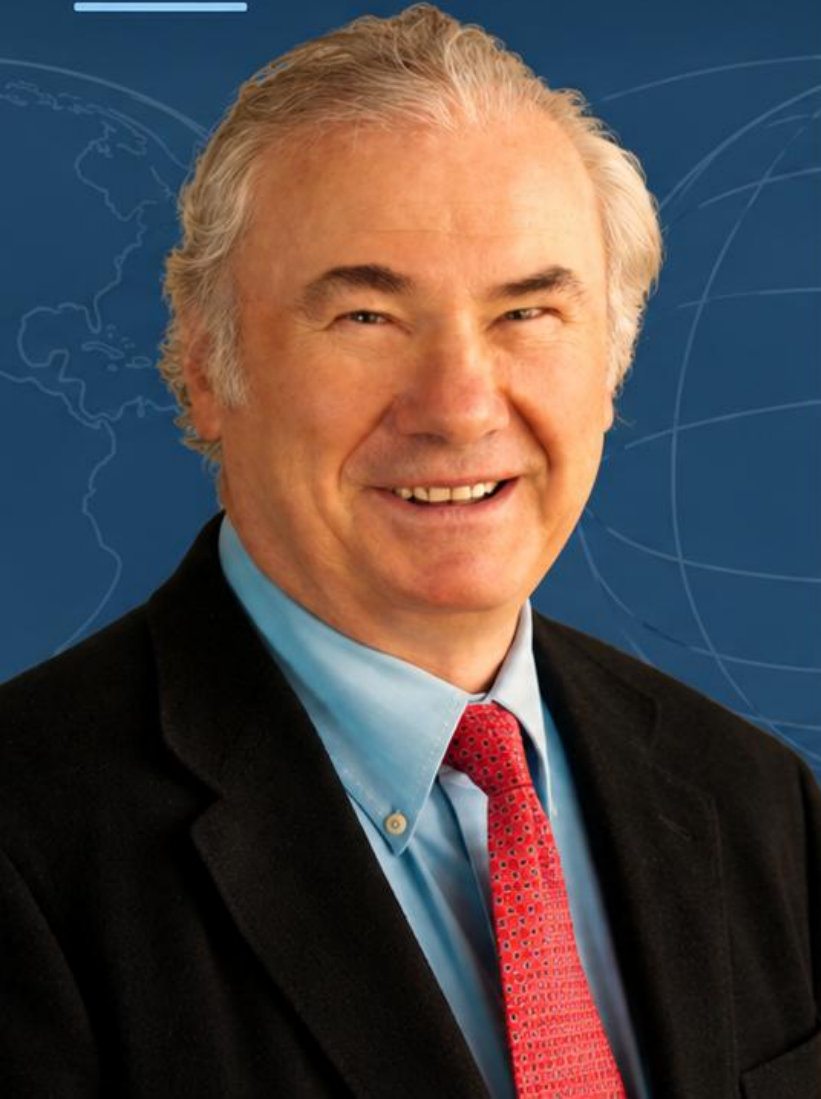


GLOBAL REACH LEADER:

**IPL – ~1B VIEWERS**



# DYNAMIC 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

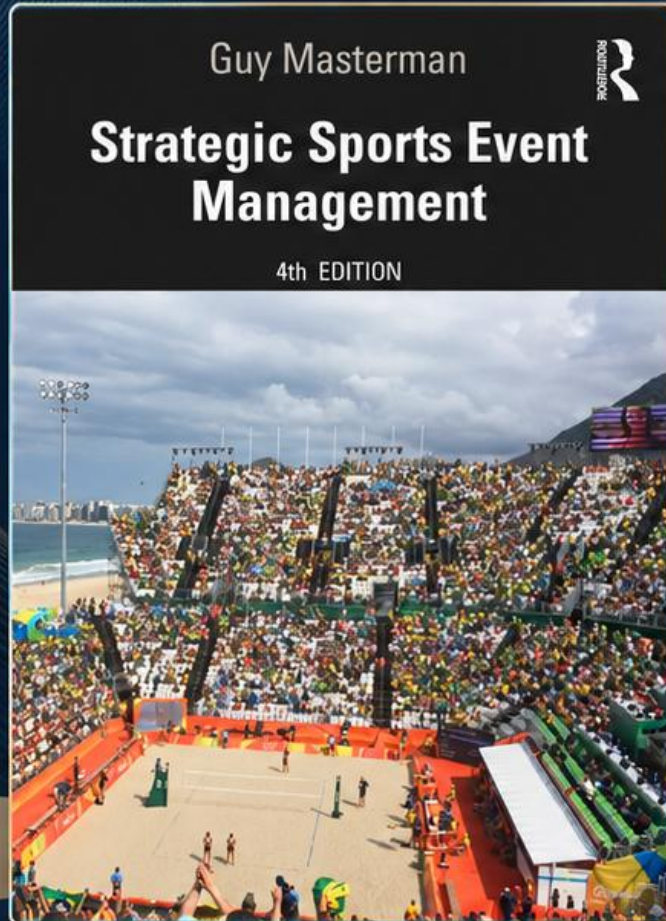


The capacity to adapt, innovate and reconfigure over time.

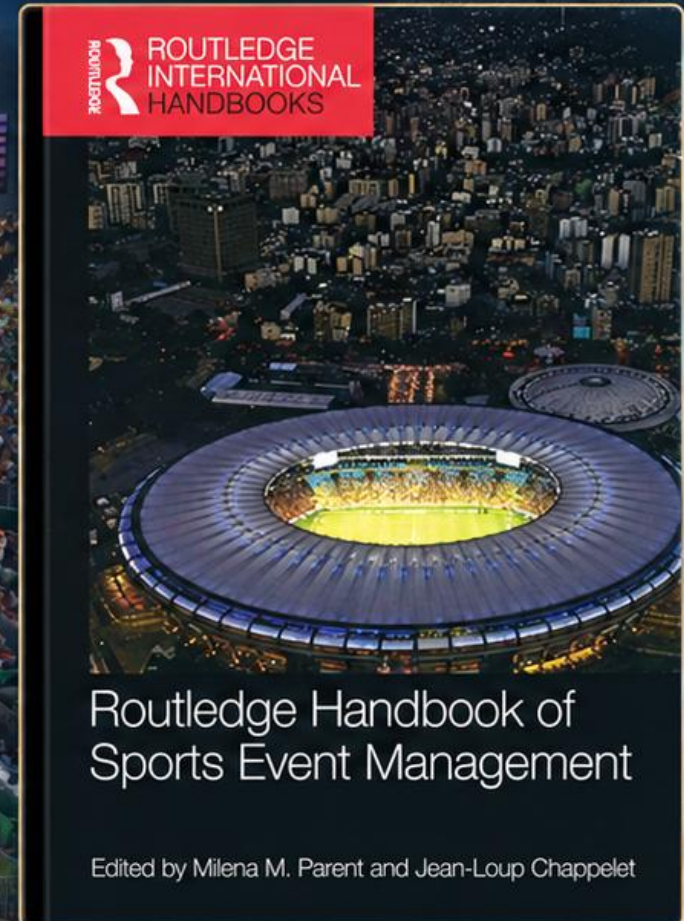


# STRATEGIC SPORTS EVENT MANAGEMENT

Key references for understanding the strategic event ecosystem



What makes a  
sports event  
strategically  
successful?



Strategy



Experience



Legacy



# 3xFESTIVAL MARSEILLE 2026

FIBA 3x3 • PARC CHANOT • 3-5 JULY 2026



Marseille

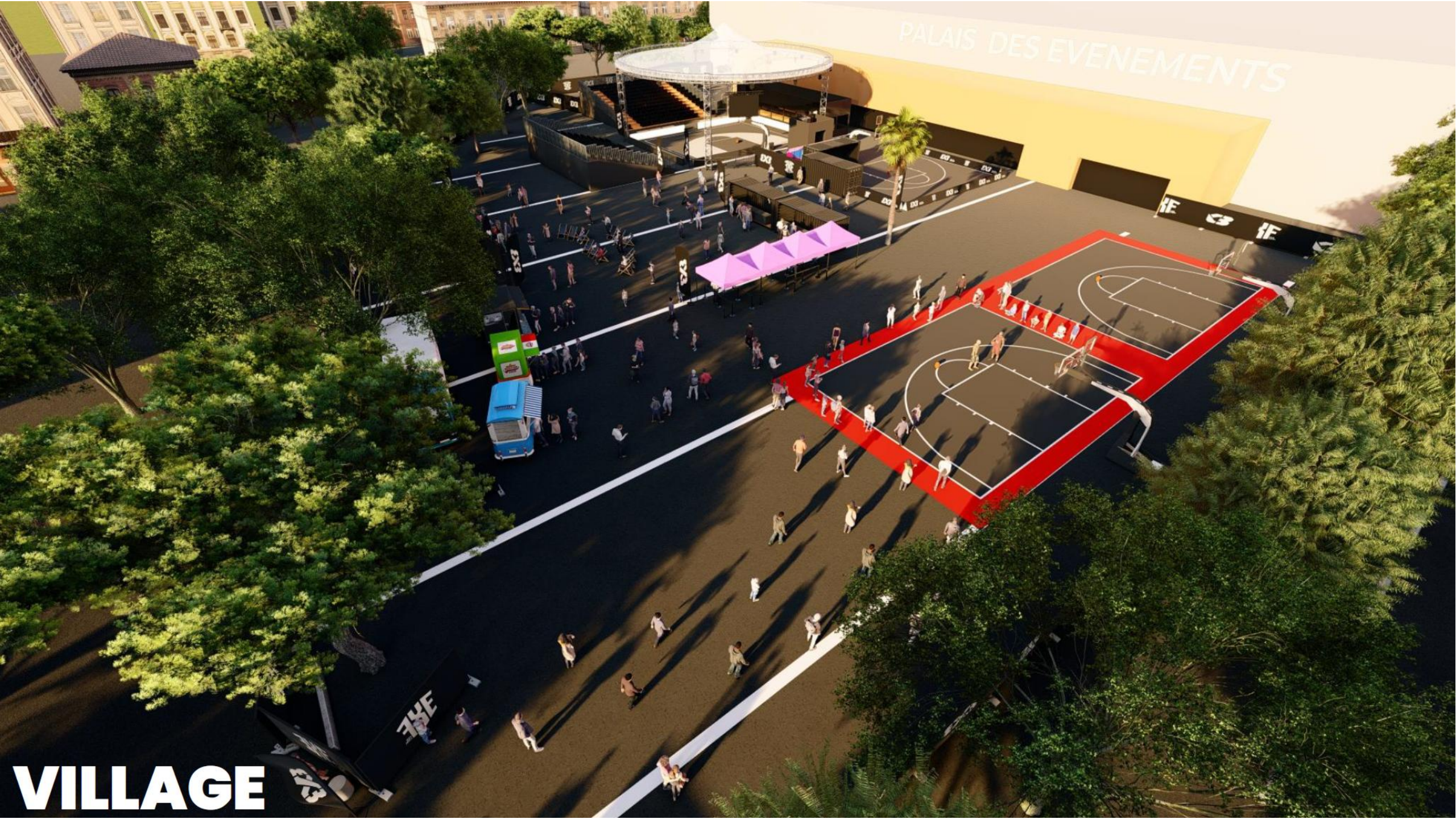
WORLD-CLASS 3x3 BASKETBALL IN MARSEILLE





**ENTREE PRINCIPALE (CHANOT)**





PALAIS DES EVENEMENTS

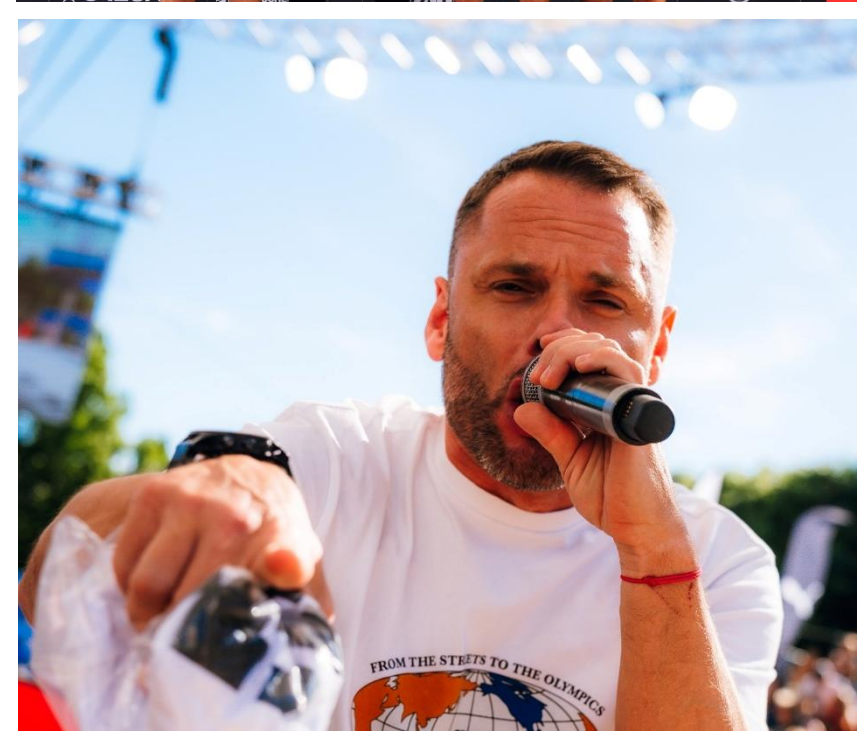
VILLAGE





**TERRAIN OFFICIEL**









**MIAMI / TOULOUSE**





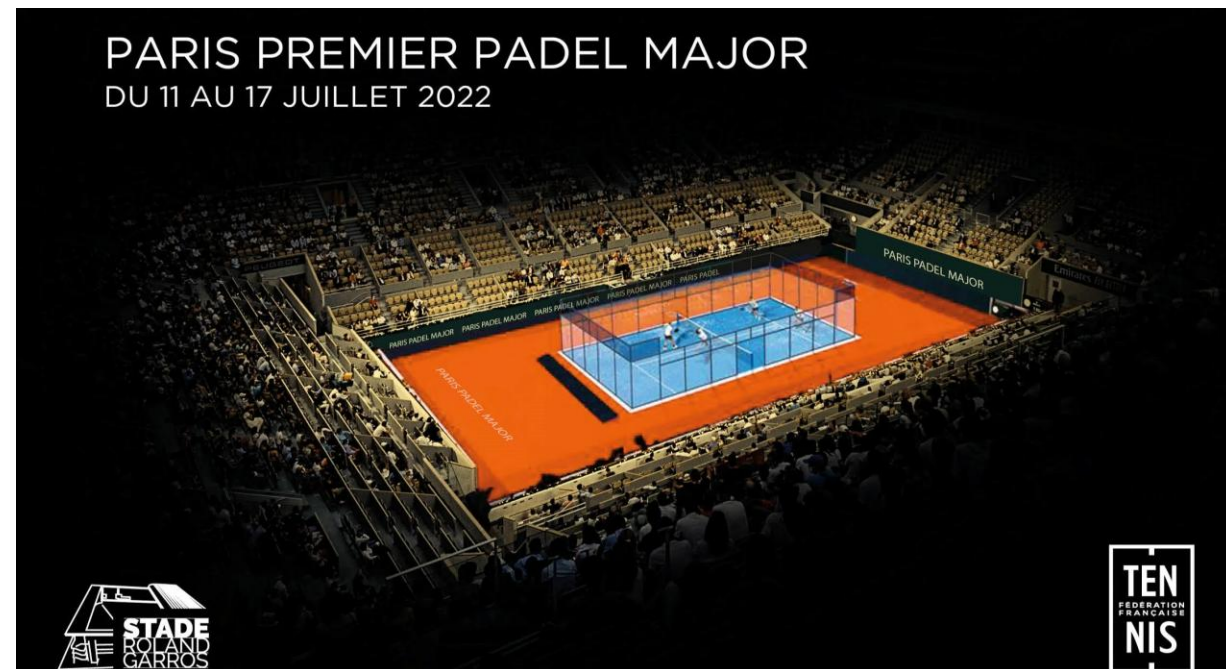
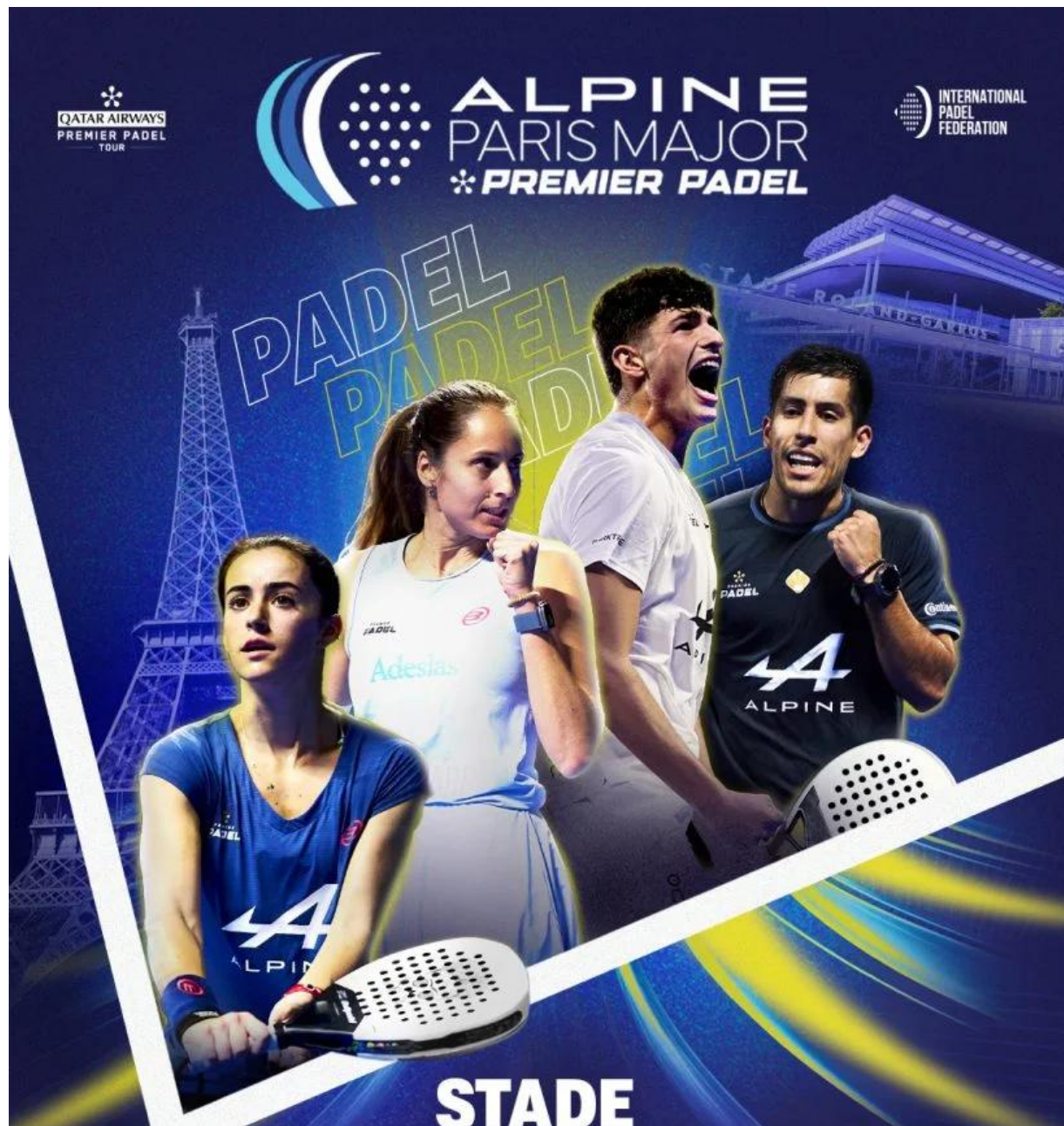


# How can ORECA turn this event into a strategic asset?

- Beyond event profitability
- Build a durable brand platform
- Activate partners, stakeholders and fan communities









# ALPINE PARIS MAJOR

**Roland-Garros**

7 - 13 septembre 2026



**CANAL+ LIVE 11**  
DU JEUDI AU DIMANCHE



**PADEL MAG TV**  
QUALIFICATIONS DÈS LE 6 SEPTEMBRE





# 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

| FF<br>FRENCH TENNIS FEDERATION<br>(K€) | ACTUAL<br>2024 |  |  |  |  | INITIAL BUDGET<br>2025 |  | ACTUAL<br>2025 |  | VARIANCE<br>(ACTUAL 2025 /<br>BUDGET 2025) | % VAR.<br>(ACTUAL 2025 /<br>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 |

|                            |        |        |        |      |     |
|----------------------------|--------|--------|--------|------|-----|
| DIRECT CONTRIBUTION MARGIN | -2,424 | -1,041 | -1,278 | -237 | 23% |
|----------------------------|--------|--------|--------|------|-----|

| 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%   |



## 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).



# STRATEGIC CHALLENGE FOR THE FFT CEO

How can this event become a strategic asset?

The poster features a blue background with a stylized Eiffel Tower. In the center, four padel players (two women and two men) are shown in action, wearing blue and white athletic gear. The text 'ALPINE PARIS MAJOR' is prominently displayed in large white letters, with 'Premier Padel' underneath. The event is scheduled for '7 - 13 septembre 2026' at 'Roland-Garros'. Logos for 'Qatar Airways Premier Padel Tour' and 'International Padel Federation' are in the top corners. At the bottom, it lists 'CANAL+ LIVE 11 DU JEUDI AU DIMANCHE' and 'PADEL MAG TV QUALIFICATIONS DÈS LE 6 SEPTEMBRE'.

QATAR AIRWAYS  
PREMIER PADEL  
TOUR

ALPINE  
PARIS MAJOR  
\* PREMIER PADEL

INTERNATIONAL  
PADEL  
FEDERATION

**ALPINE  
PARIS MAJOR**

Roland-Garros  
7 - 13 septembre 2026

CANAL+ LIVE 11  
DU JEUDI AU DIMANCHE

PADEL MAG TV  
QUALIFICATIONS DÈS LE 6 SEPTEMBRE





“

**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



”





# ONE VISION: THE FUTURE OF TENNIS

ONE  
VISION

Five priorities to accelerate tennis growth

01

MORE ACTION AT THE BIG EVENTS



02

ENHANCED FAN EXPERIENCE



03

NEXT-LEVEL TOURNAMENTS



04

ALIGNED PLAYER & TOURNAMENT INTERESTS



05

ADVANCED LEADERSHIP & INTEGRITY



A stronger ecosystem for players, fans and tournaments.

ATP  
TOUR





01

# PUSH LIMITS

GOOD THINGS  
HAPPEN OUTSIDE OF  
OUR COMFORT ZONES;  
DIG DEEP, AIM HIGH.

02

# PLAY TRUE

HONESTY AND TRANSPARENCY  
LAY THE FOUNDATIONS FOR  
PROGRESS; PLAY WITHIN THE  
SPIRIT OF THE GAME.

03

# WIN TOGETHER

TEAMWORK SERVES  
UP OUR BIGGEST  
VICTORIES; TOGETHER,  
WE GO FURTHER.

04

# OWN IT

WINS AND LOSSES ARE  
PART OF THE GAME;  
STAYING ACCOUNTABLE  
IS WHAT MATTERS.





pleasant conversation with the history teacher.





Bloomberg

Live TV Markets Finance Economics Industries Tech Politics Businessweek Opinion Video More

Industries  
Sports

## RedBird Capital Partners Is Hiring ATP CEO Massimo Calvelli





# Saudi Arabia: dependency and soft-power competition

Tennis is becoming a geopolitical arena — not only a sporting market



## DEPENDENCY

Capital, events and rankings increasingly linked to Saudi-backed initiatives



## SOFT-POWER COMPETITION

Doha • Dubai • Saudi Arabia • Grand Slam ecosystem



## STRATEGIC RISK

Fragmentation of the calendar, talent and audience attention



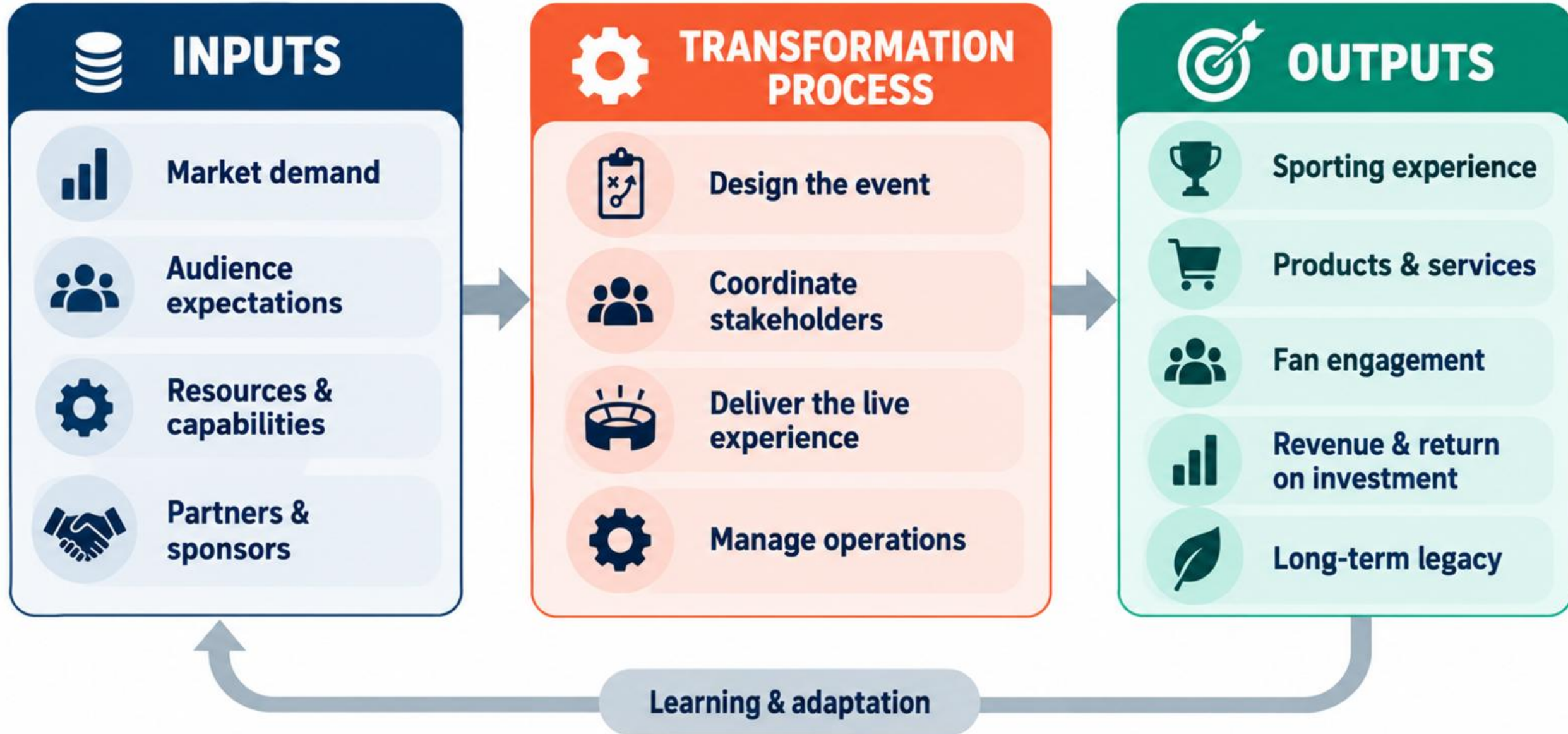
Saudi investment can accelerate growth, but it may also reshape the competitive balance of the global tennis ecosystem.



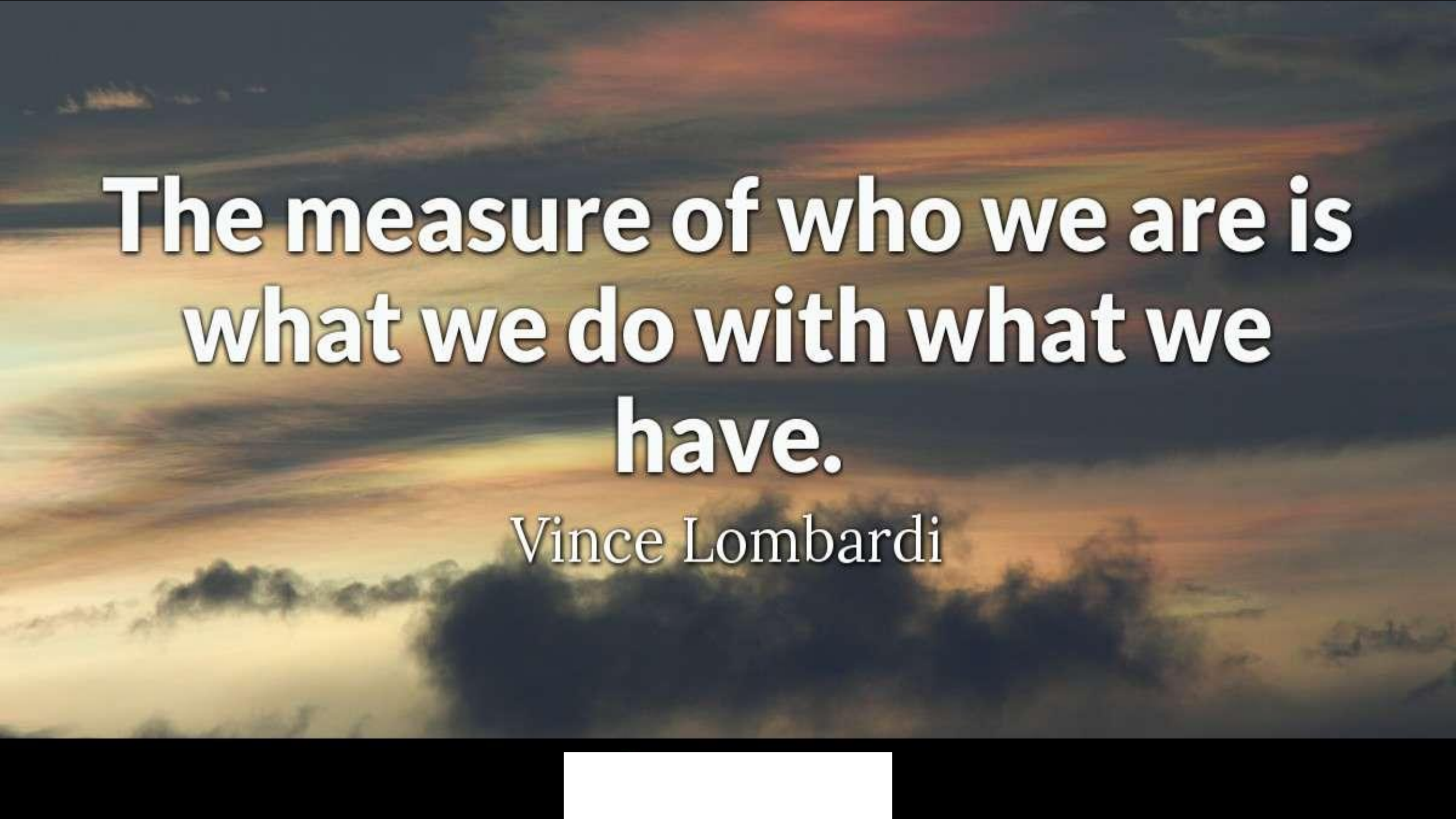
**Strategic question:** How can established tennis stakeholders capture value without losing autonomy?



# THE SPORTS EVENT BUSINESS PROCESS







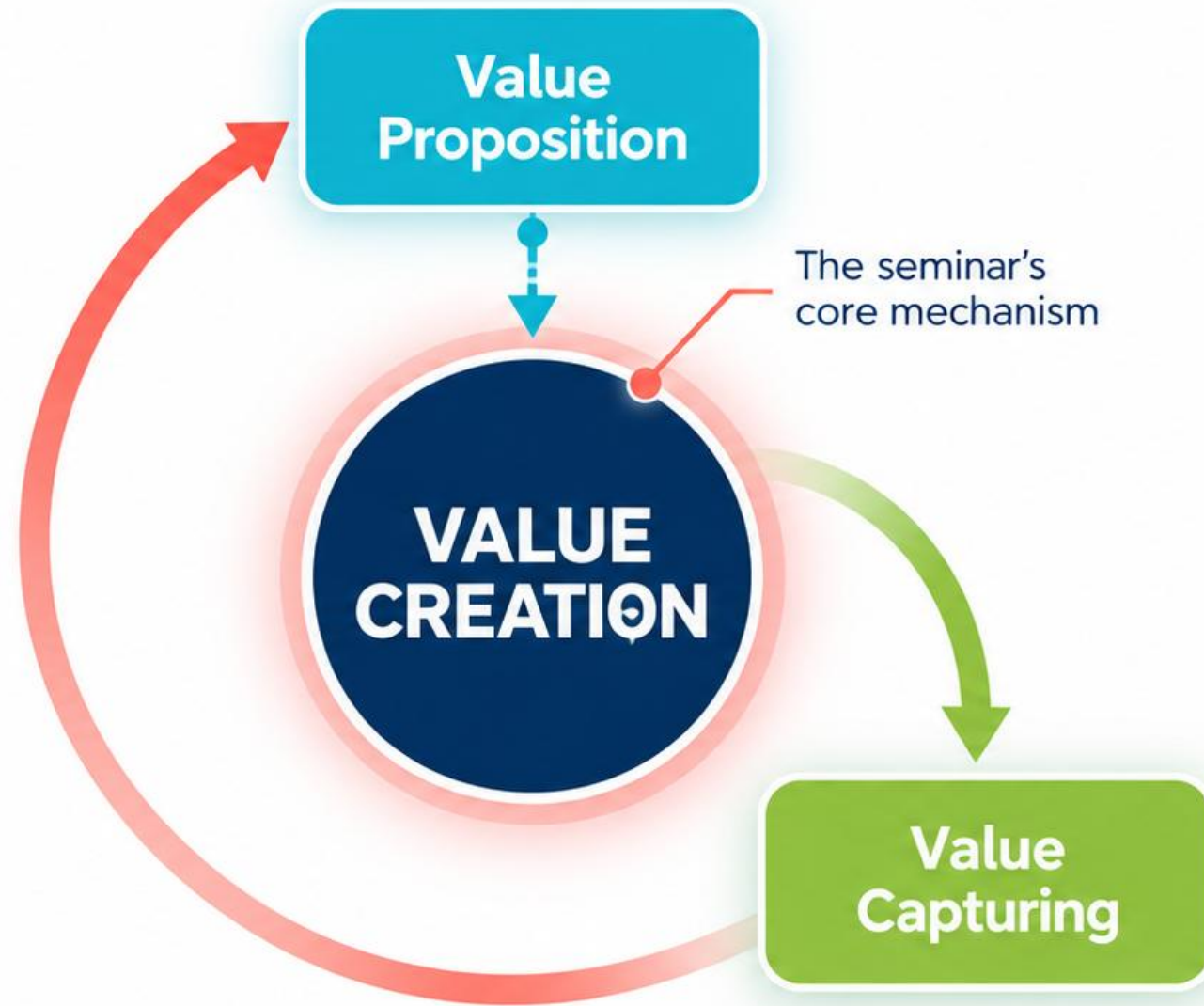
**The measure of who we are is  
what we do with what we  
have.**

Vince Lombardi



# Value Creation as the Seminar DNA

Turning ideas, interactions and experiences into strategic value





STRATEGY TEASER

# BUSINESS MODEL OR BUSINESS PLAN?

Which one creates value — and which one delivers it?

The difference can shape the future of an organisation.

VALUE LOGIC

EXECUTION ROADMAP







# Business Model vs. Business Plan

Two complementary lenses for creating and executing value



## BUSINESS MODEL



### Purpose

Value proposition and revenue logic



### Scope

High-level strategic architecture



### Time horizon

Long-term vision



### Flexibility

Adaptive and iterative



### Audience

Internal stakeholders



### Format

Typically 1–2 pages

FROM  
VALUE LOGIC  
→  
TO EXECUTION



## BUSINESS PLAN



### Purpose

Roadmap for execution



### Scope

Detailed operational and financial plan



### Time horizon

Short- to medium-term actions



### Flexibility

Structured and milestone-driven



### Audience

Internal and external stakeholders



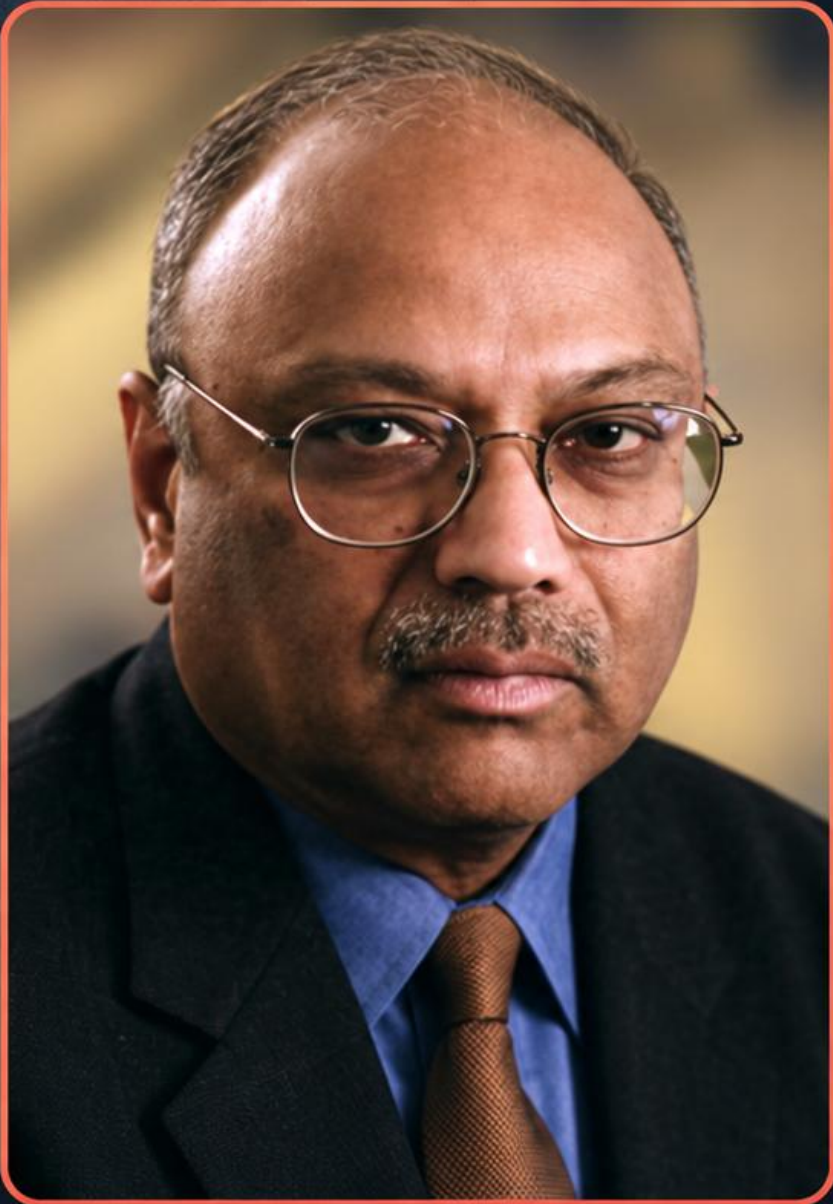
### Format

Often 20–50 pages



The **business model** explains how value is created;  
the **business plan** explains how it will be delivered.



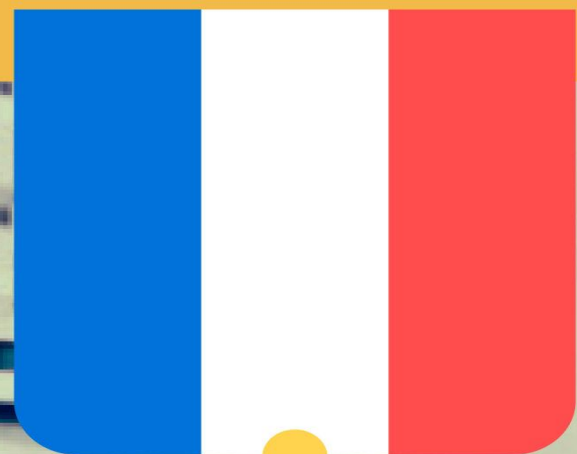


Strategy is about stretching limited resources to fit ambitious aspirations.

— *C. K. Prahalad*

Resources • Ambition • Strategic Fit





**KEDGE**  
BUSINESS SCHOOL

CREATED BY BEM & EUROMED MANAGEMENT



## Which resources and competencies create value?



VALUE CREATION = RESOURCES × COMPETENCIES × ORCHESTRATION



# SPORTS ENTERTAINMENT BUSINESS

Creating value for fans through place, moment and audiences



## PLACE

Where the experience happens



## MOMENT

When emotion peaks



## AUDIENCES

Who participates, connects and returns

# FANS ARE THE STRATEGIC ASSET



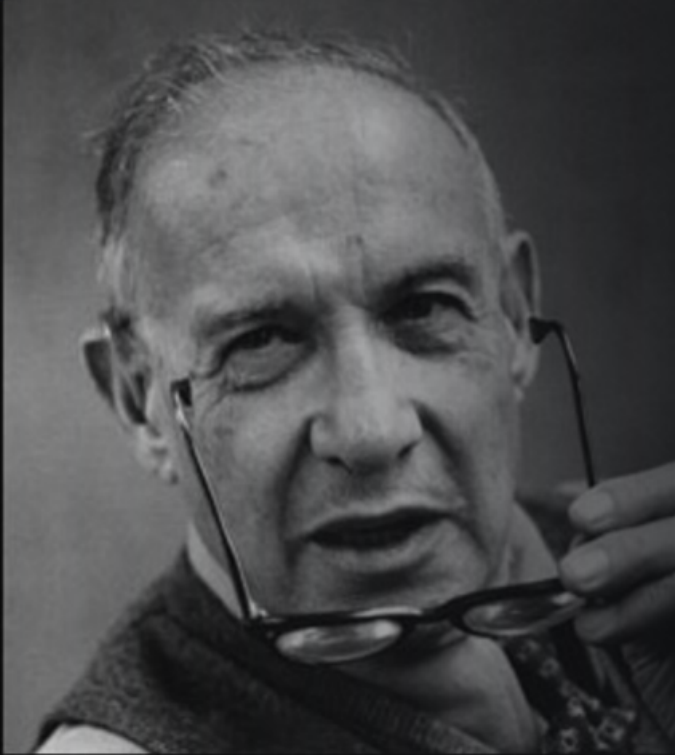
Resources & competencies turn sport into an unforgettable entertainment experience.



**Inc.**







## ASSET MANAGEMENT

The road to efficiency — and effectiveness

Efficiency is doing things right;  
effectiveness is doing the  
**right things.**

---

*Peter Drucker*



# THE PERFORMANCE TRIANGLE



## NEW ENGLAND PATRIOTS

Maximizing results through smart game planning and resource allocation.



## EFFICIENCY

The right effort allocation

## TENNIS

Converting energy, technique and focus into maximum output.



# MONEY

THE LIFE AND FAST TIMES OF  
**FLOYD MAYWEATHER**  
TRIS DIXON

## FLOYD MAYWEATHER

Minimizing resource waste through disciplined training, preparation and risk management.



## ECONOMY

Reducing the cost of inputs

**EFFICIENCY =**

**ECONOMY × EFFECTIVENESS**



## EFFECTIVENESS

Achieving the goals



## SOUTH AFRICA RUGBY

Turning collective effort into tangible success on the world stage.



# FROM LOCAL COURTS TO GLOBAL EXCELLENCE

TENNIS UNITES  
PEOPLE, PLACES  
AND POSSIBILITIES



ELITE PERFORMANCE



TENNIS  
FÉDÉRATION  
FRANÇAISE



CLUB NETWORK

TENUP  
AU CŒUR DU JEU

RECHERCHER  
RÉSERVER, DÉFIER !



Télécharger dans  
l'App Store

DISPONIBLE SUR  
Google Play

DIGITAL ECOSYSTEM



A STRONGER  
TENNIS  
TOGETHER



A NEW  
SETTING  
NEW  
ROLAND  
GARROS

ICONIC ASSET





# FFT STRATEGIC DIAGNOSIS

Four questions to assess strategic coherence and value creation

- **01 GOALS**  
What outcomes should the FFT deliver?
- **02 STRATEGIC VISION**  
What long-term ambition guides its choices?
- **03 EFFICIENCY**  
How effectively are resources converted into performance?
- **04 ACTORS & VALUE**
  - Strategic resource or institutional asset?
  - What is the FFT's core mission?
  - How does it serve key stakeholders?
  - Who are its clients and suppliers?
  - What is the FFT's value proposition?



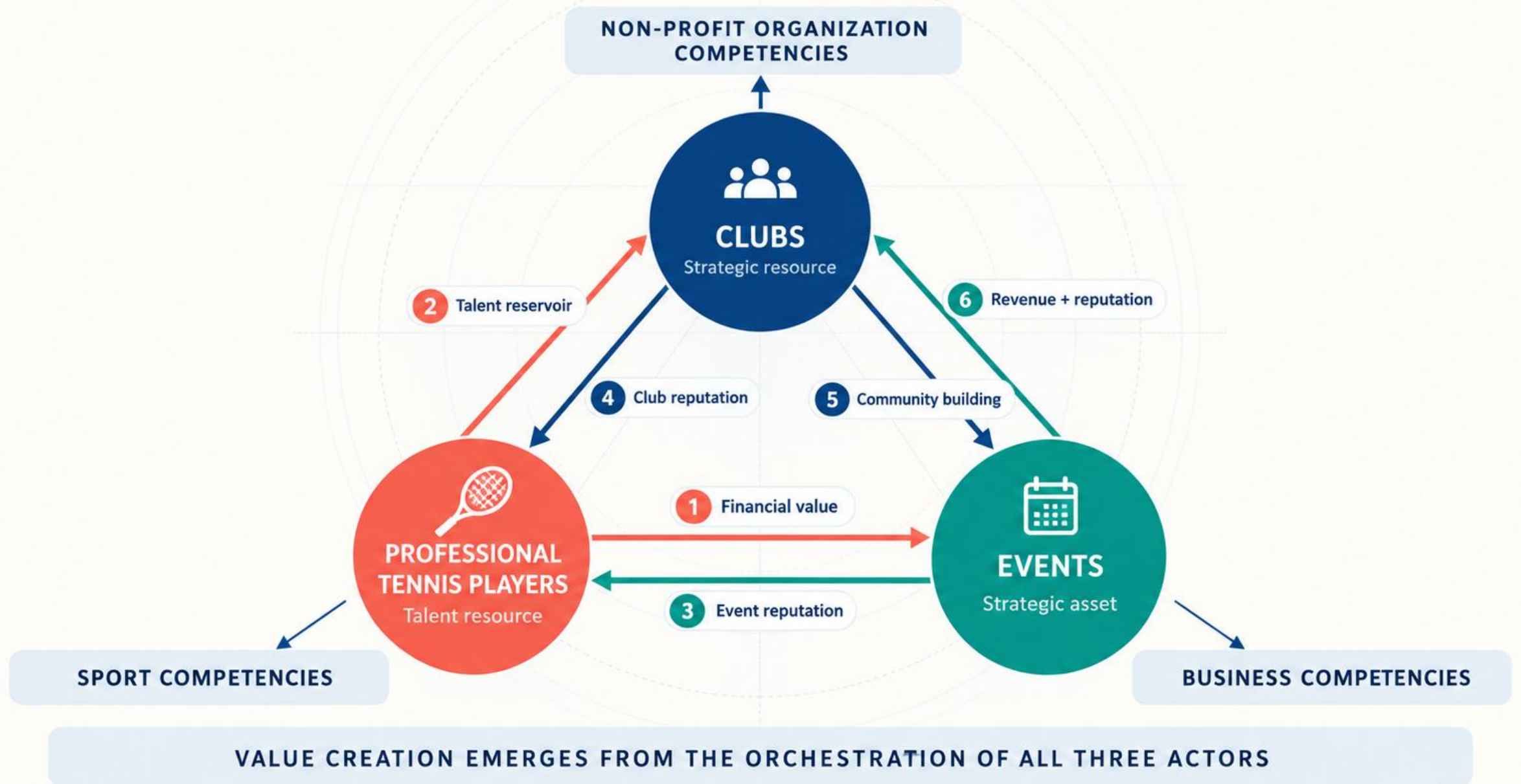
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FROM INSTITUTION TO **STRATEGIC ASSET**



# THE STRATEGIC TRIANGLE

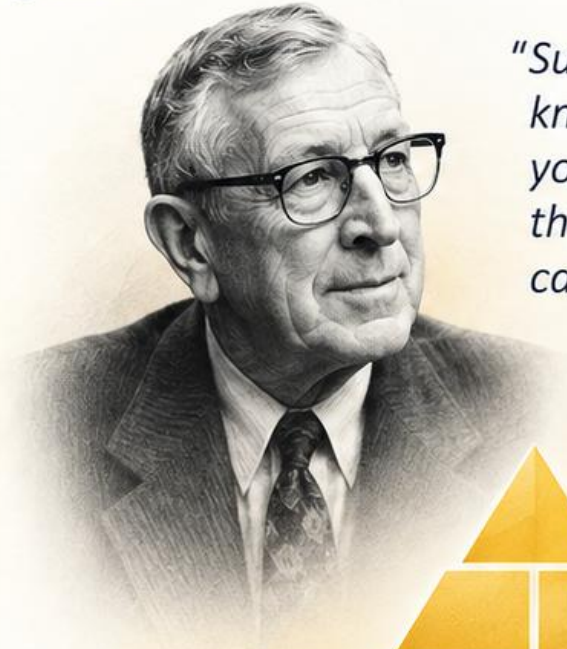
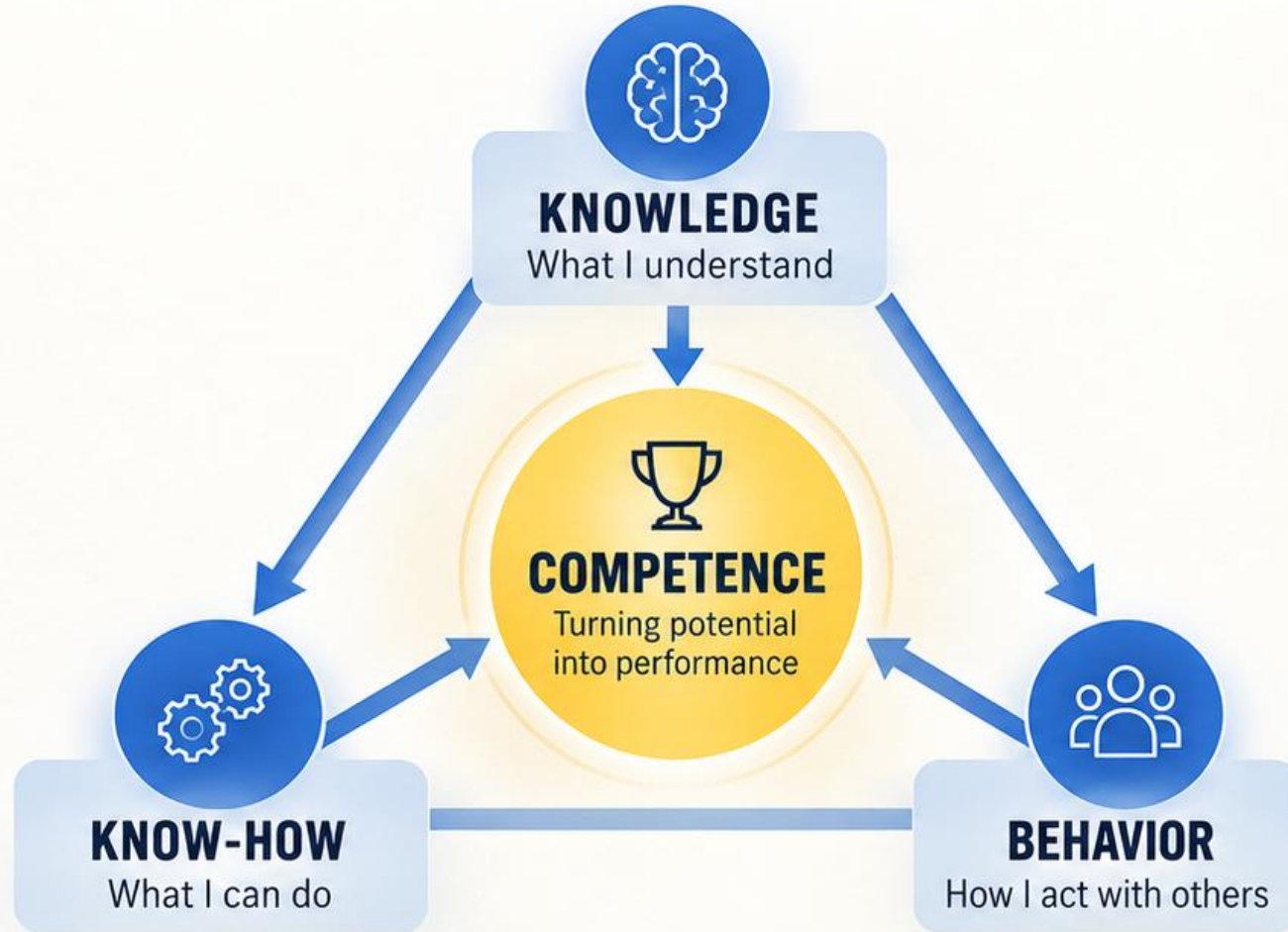
How resources, assets and competencies reinforce one another





# WHAT MAKES COMPETENCE?

Competence emerges when knowledge, know-how and behavior work together.



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

JOHN WOODEN

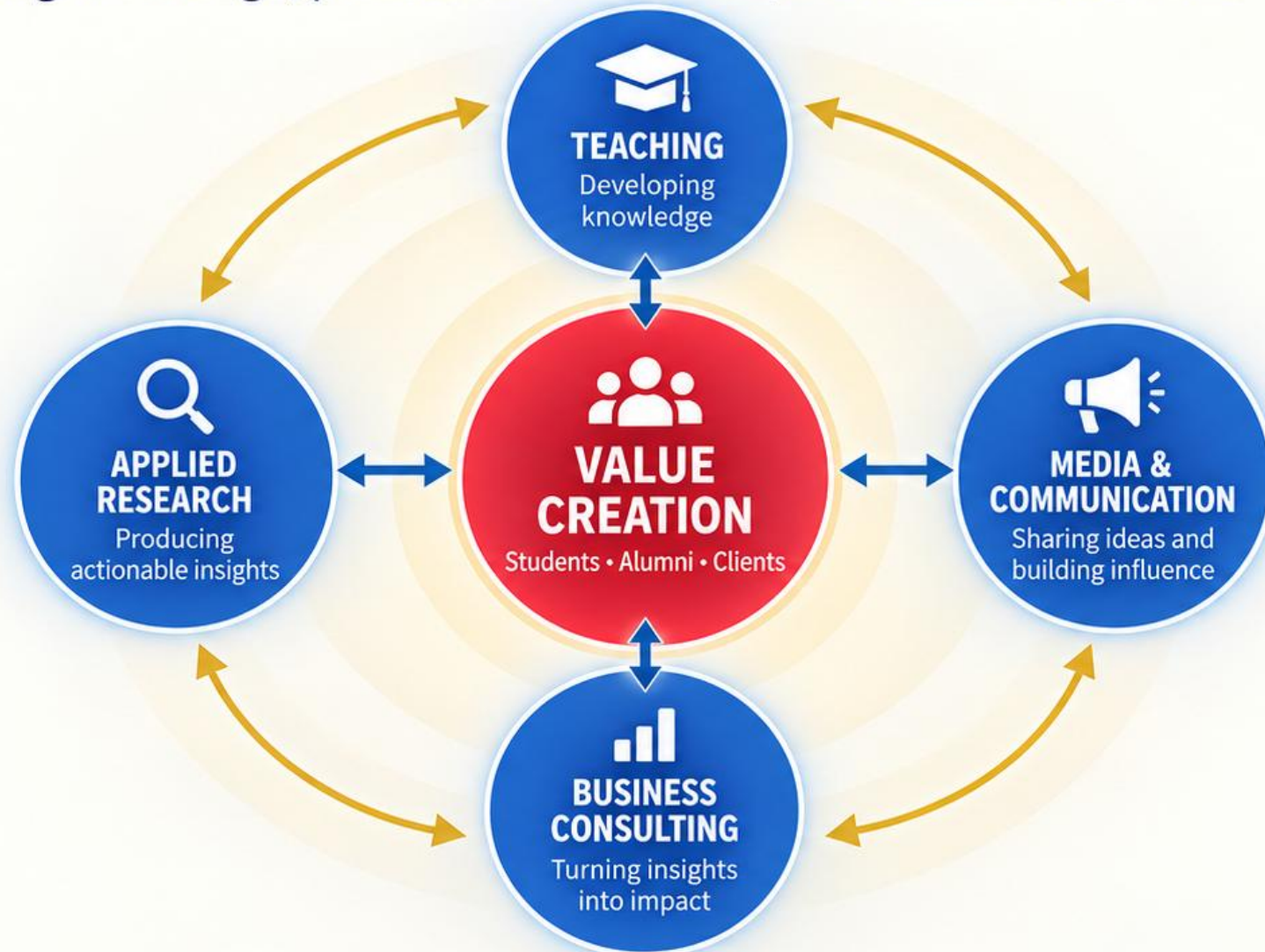


EXPERIENCE CONNECTS THE THREE DIMENSIONS



# MY STRATEGY: BUILDING MY ECOSYSTEM

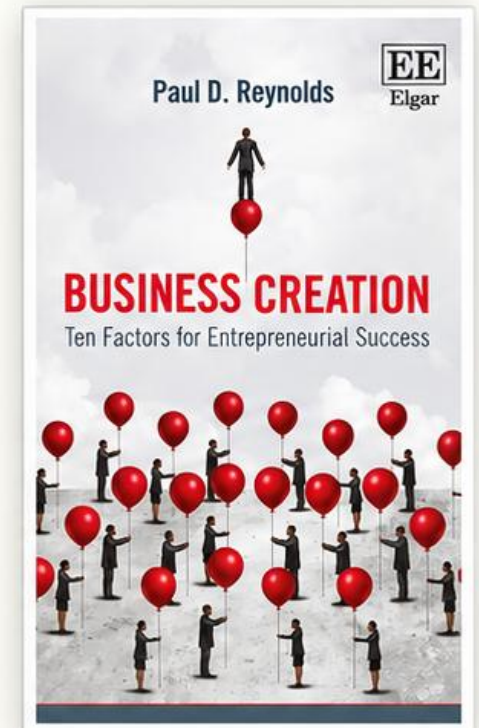
Connecting knowledge, practice and relationships to create shared value



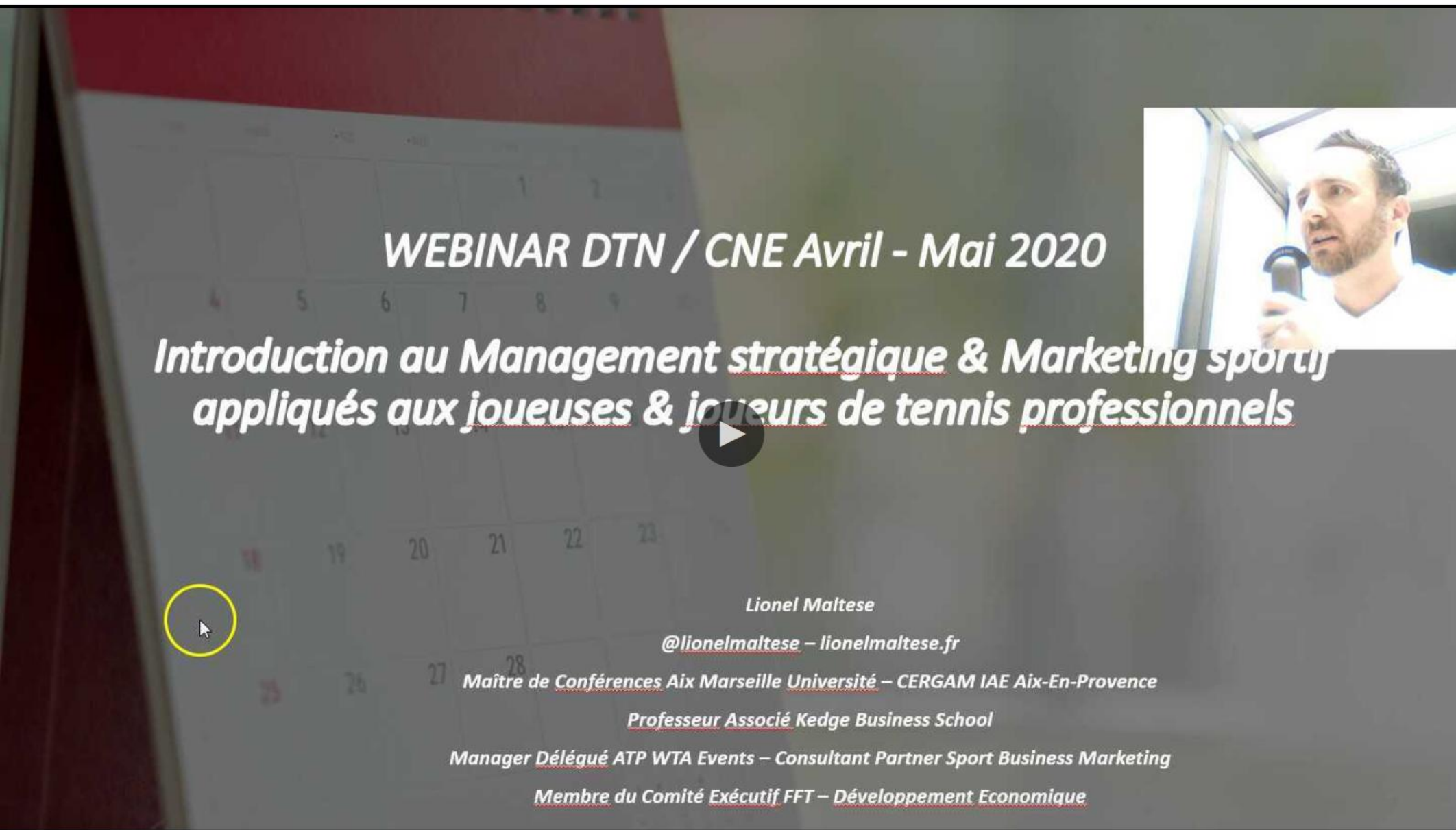
ONE ECOSYSTEM • MULTIPLE SOURCES OF IMPACT

## INSPIRATION

Business Creation —  
Paul D. Reynolds







**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**

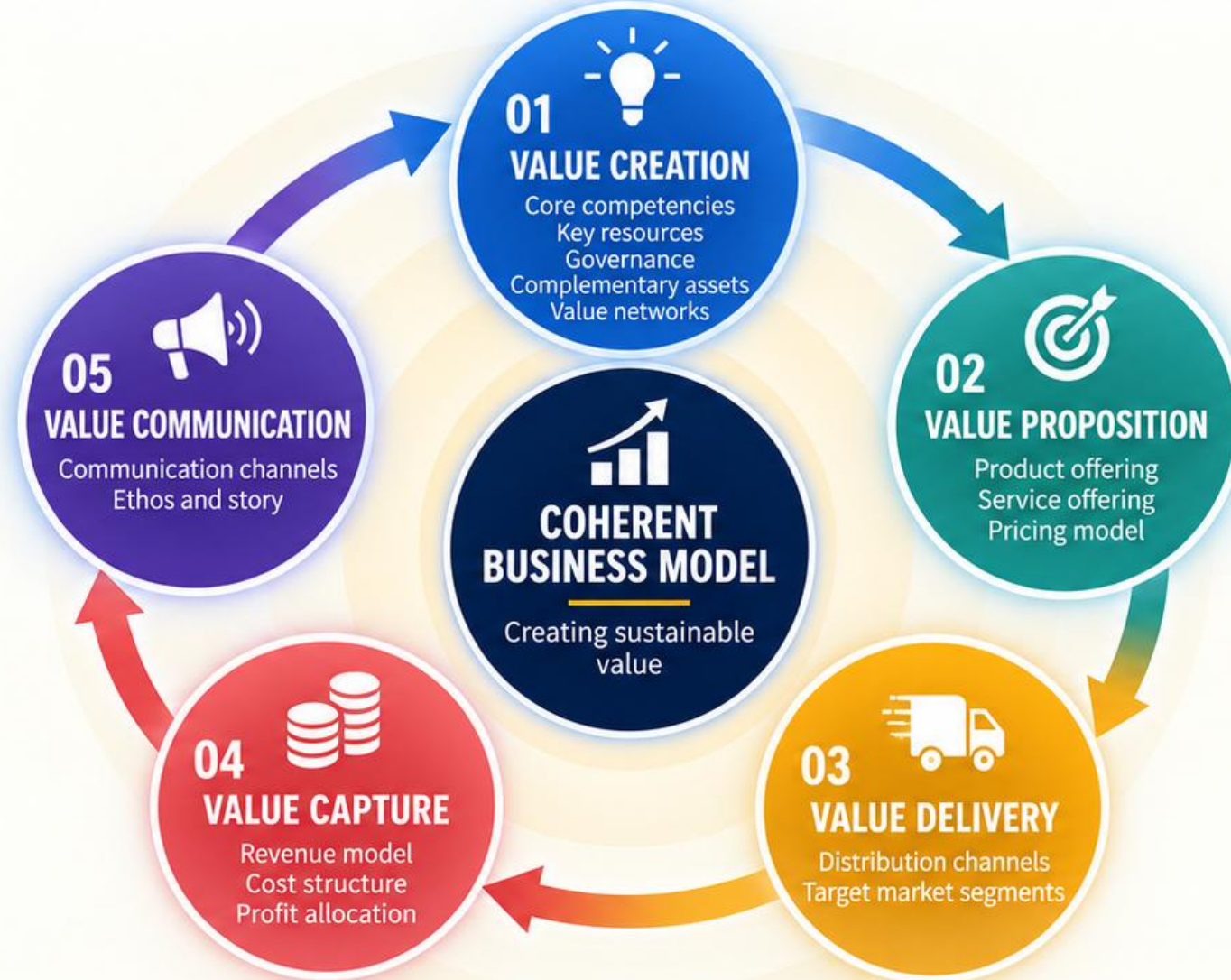


**webinarlionelmaltese**  
Apr 22 2020  
3:11



# THE VALUE CREATION CYCLE

A business model connects how value is created, proposed, delivered, captured and communicated



VALUE IS NOT A SINGLE ACT — IT IS AN ORCHESTRATED CYCLE



# KEY STRATEGIC CONCEPTS





# PIPE DREAMS

SIX-TIME WORLD CHAMPION  
KELLY SLATER  
a surfer's journey



with JASON BORTE

## SIX PERSONAL REFLECTIONS

What makes sport business fundamentally different?

01



### MARKET STRUCTURE

Sport business is largely an **SME-DRIVEN** ecosystem.

02



### MEDIA ECONOMICS

**MEDIA** fuels the economics of mega-events and championships.

03



### CAPABILITIES MATTER

Resources create potential. **COMPETENCIES** turn it into performance.

04



### MOMENT × PLACE

Sport is a unique communication platform anchored in a **MOMENT × PLACE**.

05



### EMOTIONAL VALUE

**EMOTION** attracts, engages and connects customers and stakeholders.

06



### YOUR ROLE

Understand the offer. **CREATE VALUE**. Market and sell the experience.



# THE SPORT BUSINESS ECOSYSTEM

A community of interdependent actors that co-create value

Adapted from Moore (1993)



## BUSINESS ECOSYSTEM

An economic community of interacting organizations and individuals that jointly create value for customers.



### INTERACTION

Actors exchange resources and capabilities.



### COEVOLUTION

Roles and competencies evolve together.



### ALIGNMENT

The ecosystem converges around shared directions.

COMPETITIVE ADVANTAGE NO LONGER RESIDES IN ONE ORGANIZATION — IT EMERGES FROM THE ECOSYSTEM.



MORE  
THAN  
A SPORT

ATHLETES  
DRIVE  
TOMORROW

TEAMS  
BUILD  
OPPORTUNITY

GLOBAL  
STAGES  
UNITE  
ATHLETES

# WHO CONTROLS ATHLETE PERFORMANCE?

Two radically different management models



## CLUBS & FRANCHISES DIRECT CONTROL



**CONTRACTS** — Salaries, transfers and transactions



**PERFORMANCE** — Training, selection and incentives



**MANAGERIAL LOGIC** — The athlete is a controlled strategic asset

**ATHLETE = ASSET**



## EVENT ORGANIZERS DEPENDENCY



**ACCESS** — Appearance and participation fees



**LIMITED CONTROL** — Managers cannot control sporting performance



**EXTERNAL CONSTRAINTS** — Calendars and governing bodies: ATP, PGA, UCI...

**ATHLETE = CRITICAL DEPENDENCY**

THE SAME STAR. A DIFFERENT POWER RELATIONSHIP.



HBR.ORG

# Harvard Business Review



MARCH 2015

**46 The Big Idea**  
Reaching the Rich World's Poorest Customers  
Muhammad Yunus et al.

**68 Growth**  
Red Ocean Traps  
W. Chan Kim and Renée Mauborg

**116 Managing Yourself**  
Bridging Psychological Distances  
Rebecca Hamilton

## MAKING STRATEGY WORK

How to Avoid the Traps and Execute Brilliantly



## SEMINAR LEARNING GOALS

# FROM STRATEGY TO ACTION



01

### FRAME THE CHALLENGE

Understand what is strategically at stake for professional sports events and clubs.



02

### RETHINK THE MODEL

Explore new strategic management and business model approaches for sports organizations.



03

### IDENTIFY SUCCESS DRIVERS

Assess sponsorship, public relations, reputation, venues, local ecosystems and managerial capabilities.



04

### BUILD THE ROADMAP

Develop professional skills in strategic analysis and design a robust business plan.



05

### TURN PROJECTS INTO STRATEGIC ACTION

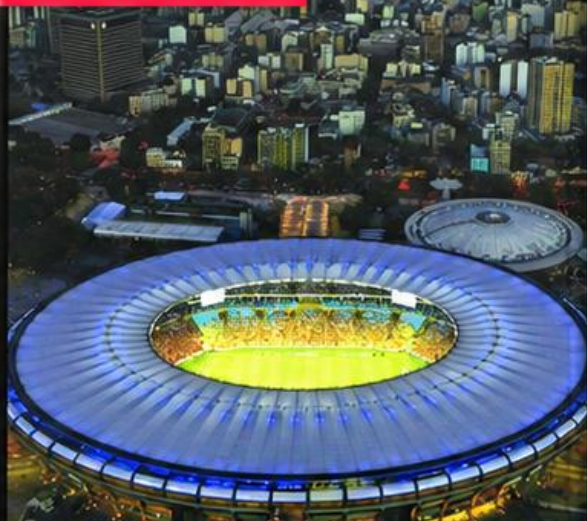
Become a strategic planner for sports organizations.



FROM INSIGHT TO IMPACT

## STRATEGY WORKS IN SPORT





## Routledge Handbook of Sports Event Management

Edited by Milena M. Parent and Jean-Loup Chappelet

ACADEMIC REFERENCE

Parent & Chappelet (eds.)

PEOPLE EVENTS IMPACT

# THE EVENT CONCEPT IN SPORT

In sport, events are not the exception — they are the operating system.

01

## WEEKLY COMPETITIONS

Recurring league and championship fixtures

NBA • MLB • NFL • NHL • Ligue 1 • Top 14 • Premier League



02

## PERIODIC MEGA-EVENTS

National and international competitions

Olympic Games • FIFA World Cup • Continental Championships



03

## ANNUAL & ONE-SHOT EVENTS

Iconic properties, tours and exhibitions

Roland-Garros • Tour de France • ATP • PGA • Super Bowl • Formula 1



DIFFERENT RHYTHMS • ONE LOGIC: **CREATE AND ORCHESTRATE VALUE**





BALANCED  
SCORECARD



# PERFORMANCE MANAGEMENT

Measure • Align • Improve





# CREATING VALUE IS NOT ENOUGH

The strategic challenge is to capture  
a fair share of the value created.



## VALUE CREATION

Benefits generated for the ecosystem

## VALUE CAPTURE

Economic returns retained by the organization

SUSTAINABLE ADVANTAGE REQUIRES BOTH.



# PERFORMANCE

# ?



GUILLAUME MARION  
CANET COTILLARD





# STAKEHOLDER PERFORMANCE IN SPORT ORGANIZATIONS

One event. Multiple stakeholders. Different definitions of success.

## MANAGEMENT PROCESS



## MULTIPLE FORMS OF RETURN



MULTIPLE STAKEHOLDERS → MULTIPLE OBJECTIVES → MULTIPLE KPIS



# WHAT IS A SPORT ORGANIZATION?

Two essential definitions for understanding collective performance



## ORGANIZATION

People coordinate their efforts to achieve shared goals that individuals could not attain alone.

PEOPLE • INTERACTION • COMMON PURPOSE



## MANAGEMENT

Coordinating human, material, technological and financial resources — while taking responsibility for performance.

RESOURCES • COORDINATION • ACCOUNTABILITY





# WHAT DOES PERFORMANCE MEAN FOR SPORTS ORGANIZATIONS?



Performance is multidimensional — and depends on who evaluates it.



## MEASURE

Performance indicators provide objective and meaningful feedback for future decision-making.



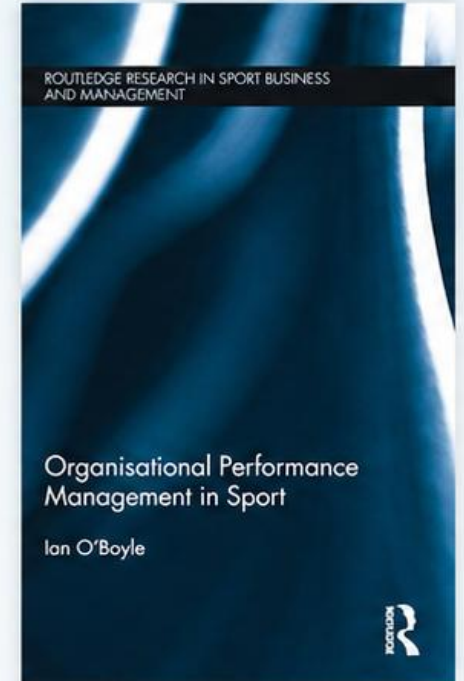
## INTERPRET

Evaluation combines quantitative and qualitative methods, but results always require managerial judgement.



## ALIGN

The key challenge is to define performance through stakeholder analysis.



KEY REFERENCE — Ian O'Boyle



DATA



MANAGERIAL JUDGEMENT



STAKEHOLDER VALUE



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Become a strategic planner for sports organizations.



FROM INSIGHT TO IMPACT

## STRATEGY WORKS IN SPORT



# FROM LOCAL EVENT TO MEGA-EVENT

As event scale increases, impacts become broader, deeper and more complex



IMPACT GROWS WITH SCALE — BUT SO DO COSTS, RISKS AND STAKEHOLDER DEPENDENCIES.



# CATEGORIZATION OF EVENTS

# CASINO DE MONTE-CARLO

From community reach to global media impact



## LOCAL & COMMUNITY EVENTS

**Primary value:** proximity, participation and local engagement

### EXAMPLES

Beach events • Corrida • Snowboard & surf contests • National tournaments

REACH & IMPACT



## MAJOR EVENTS

**Primary value:** media exposure, destination attractiveness and significant visitor flows

### EXAMPLES

Formula 1 • ATP Masters 1000 • PGA tournaments





# CATEGORIZING SPORT EVENTS

*Two distinct forms of global event value*



## HALLMARK EVENTS

Events strongly identified with the spirit and identity of a town, city or region—often traditional and closely associated with the place.

### EXAMPLES

Wimbledon • 24 Hours of Le Mans •  
Dakar Rally • Evian Masters



## MEGA-EVENTS

Events of exceptional scale that influence entire economies and command worldwide media attention.

### EXAMPLES

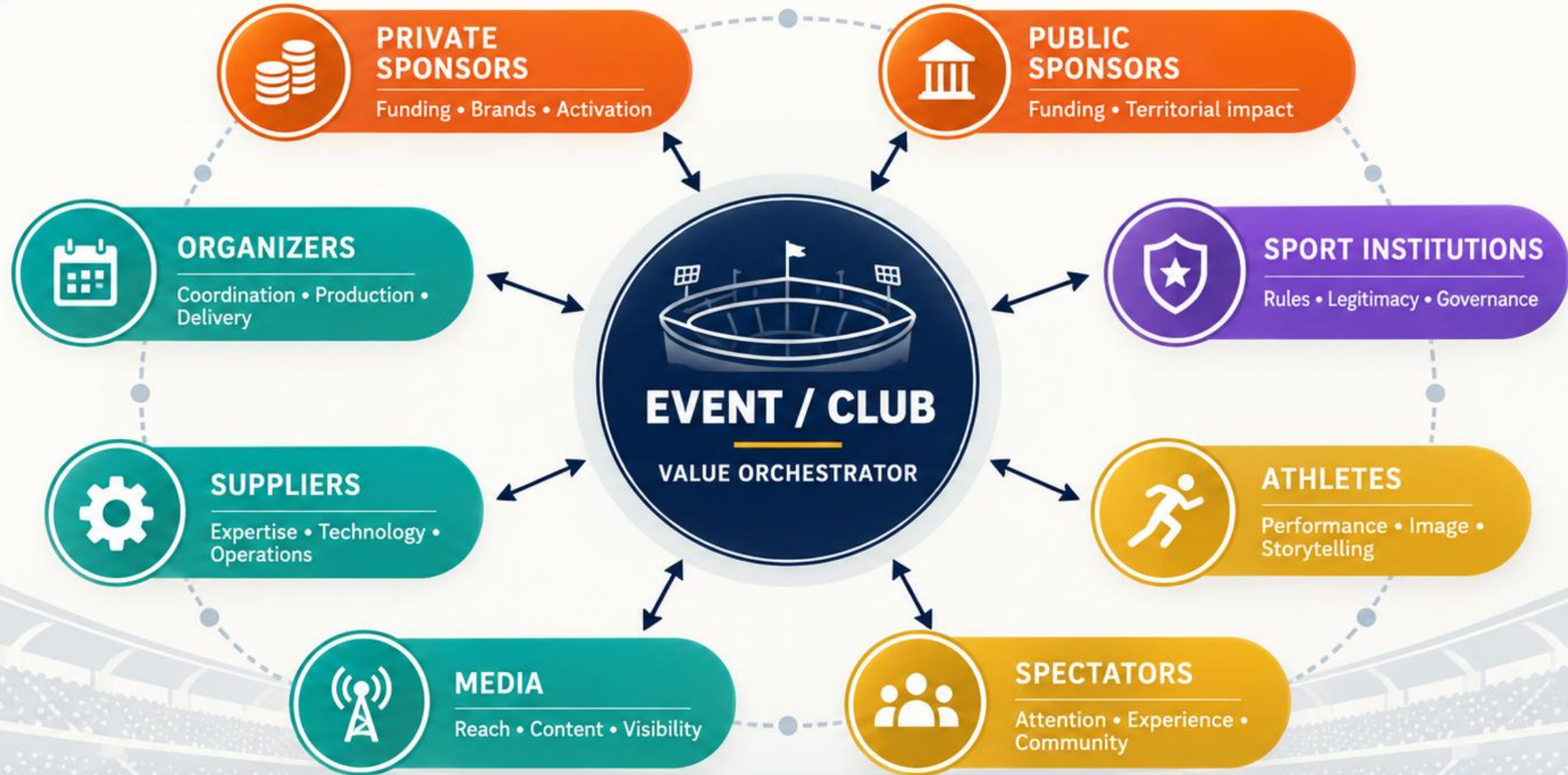
Olympic Games • FIFA World Cup •  
World Athletics Championships •  
Super Bowl • March Madness •  
NBA, MLB & NHL Finals



# THE SPORT EVENT ECOSYSTEM

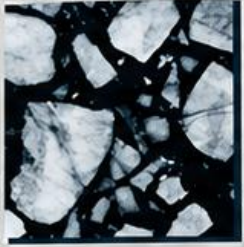
Value is co-created through a network of interdependent stakeholders

PEOPLE  
EVENTS  
BRIGHTER  
SOCIETIES



NO SINGLE ACTOR CREATES VALUE ALONE





## The External Control of Organizations

A Resource Dependence Perspective

Jeffrey Pfeffer  
and Gerald R. Salancik

STANFORD BUSINESS CLASSICS

Pfeffer & Salancik — Resource Dependence Perspective

BEFORE USING STRATEGIC ANALYSIS TOOLS

# HOW CAN ORGANIZATIONS BUILD STRATEGIC AUTONOMY?

Controlling external dependencies to perform, grow and endure

01



## STRATEGY

What choices create direction and advantage?

02



## EXTERNAL CONTROL

How can organizations manage stakeholders and critical dependencies?

03



## SENSEMAKING

Which lenses help us understand sport organizations and their ecosystems?



## FROM DEPENDENCE TO STRATEGIC CAPACITY



# TWO VISIONS OF STRATEGY

Adapting to the environment — or transforming the organization

POSITIONING

## STRATEGIC FIT

Michael Porter



EXTERNAL  
ANALYSIS



SWOT &  
FIVE FORCES



COMPETITIVE  
POSITIONING



Align the organization with the structure  
of its environment.

MOVEMENT

## STRATEGIC INTENT

Gary Hamel & C. K. Prahalad



RESOURCE-BASED  
VIEW



CORE  
COMPETENCIES



CONTINUOUS  
TRANSFORMATION



Leverage distinctive resources to reshape  
the competitive future.

FROM ADAPTATION  
TO TRANSFORMATION

STRATEGY IS BOTH A POSITION TO DEFEND AND A FUTURE TO BUILD.

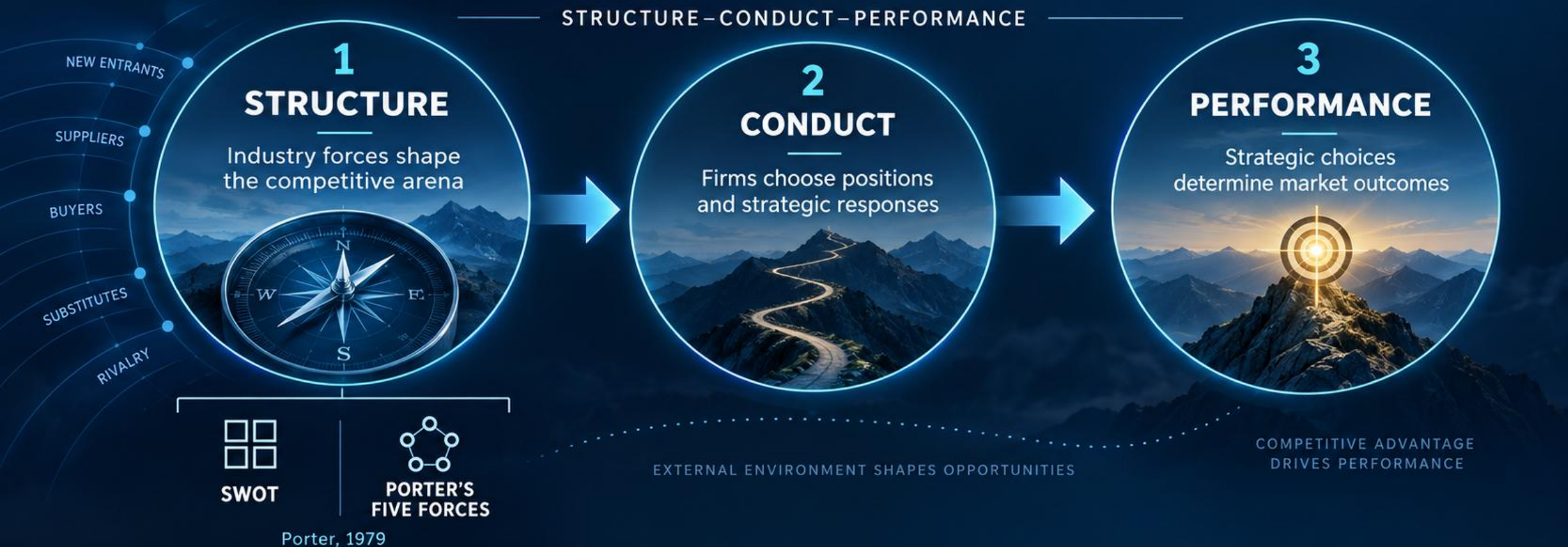


# STRATEGIC FIT

Understanding where to compete before deciding how to compete

INDUSTRY INSIGHTS  
BETTER CHOICES  
STRONGER PERFORMANCE

## WHAT BUSINESS ARE WE IN?



IN THE FIT PERSPECTIVE, STRATEGY MEANS **ALIGNING THE FIRM WITH ITS ENVIRONMENT.**



# PORTER'S FIVE FORCES

Assessing the competitive structure of an industry





# STRATEGIC INTENT

What can we achieve with what we already have?

WHAT CAN THE FIRM  
DO **UNIQUELY WELL**?



**01**

**RESOURCES**

What the firm owns  
and can access



**02**

**CAPABILITIES**

What the firm knows  
how to do



**03**

**STRATEGIC INTENT**

Ambition guides the  
orchestration of resources



**04**

**SUSTAINABLE  
ADVANTAGE**

Distinctive value  
competitors struggle  
to replicate



**RBV FOUNDATIONS** — Wernerfelt (1984) · Barney (1991) · Grant (1991)



STRATEGY IS SHAPED BY UNIQUE RESOURCES —  
**AND REALIZED THROUGH CAPABILITIES.**



# FROM RESOURCES TO STRATEGIC ASSETS

How firms mobilize, combine and renew what they control



**FOUNDATION: EDITH PENROSE**  
*The Theory of the Growth of the Firm*

— IDEAS FOR A MORE  
CAPABLE TOMORROW



**OPERATIONAL CAPABILITIES**  
Run today's organization

VS



**DYNAMIC CAPABILITIES**  
Renew tomorrow's resource base

Helfat et al., 2007



RESOURCES



CAPABILITIES



ORCHESTRATION



STRATEGIC VALUE

— DIFFERENT RESOURCES. GREATER POSSIBILITIES. —

CAPABILITIES  
BUILD A BRIGHTER  
TOMORROW



# ASSET ORCHESTRATION

Managerial action transforms interdependent assets into superior value



**THE CHALLENGE** — CO-SPECIALIZED ASSETS INCREASE COORDINATION COMPLEXITY



» **VALUE DOES NOT COME FROM OWNING ASSETS —  
IT COMES FROM ORCHESTRATING THEM.**

OXFORD

**DYNAMIC  
CAPABILITIES**  
& strategic management

*Organizing for Innovation and Growth*

**DAVID J. TEECE**

**David J. Teece**

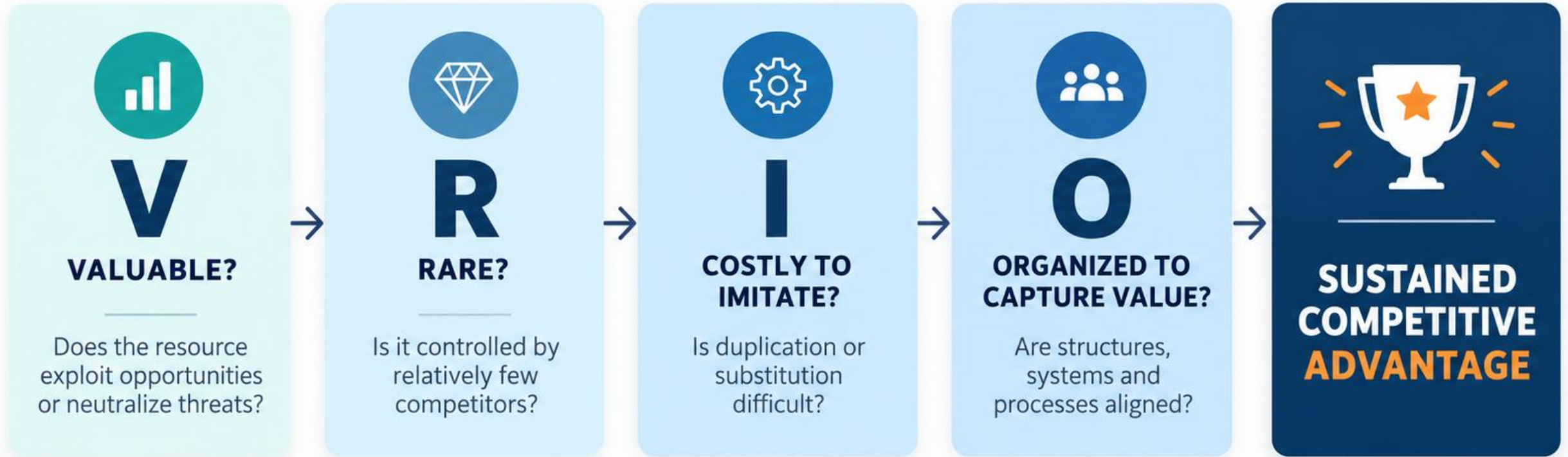
*Dynamic Capabilities &  
Strategic Management*



# RESOURCE-BASED VIEW: THE VRIO FRAMEWORK

Barney (1991, 1995)

RESOURCES → CAPABILITIES → VALUE



Non-substitutability is associated with the earlier VRIN formulation.



# TACTICAL ADAPTATION TO THE EXTERNAL ENVIRONMENT

PEOPLE + ANALYSIS + ADAPTATION = COMPETITIVE ADVANTAGE

ANALYSE  
ADAPT  
COMPETE  
WIN

FOOTBALL  
STRATEGY  
IN ACTION

1

Strategy and tactics respond to the external environment: rival teams, opportunities and threats.

2

The coach adapts the tactical system to the opposition, while players—the resources—adjust to the chosen positioning and playing structure.



“Adaptation is intelligence in action.”

— JOSÉ MOURINHO



TACTICAL  
ADAPTATION



ANALYSE  
THE CONTEXT



ADAPT  
THE PLAN



UNLOCK  
PERFORMANCE

TACTICS  
CREATE  
OPPORTUNITIES



# THE HEAD COACH AS A VISIONARY ORCHESTRATOR



## RESOURCES

Players & capabilities



## STRATEGY

Tactical system



## INTERNAL ANALYSIS

Strengths & weaknesses



## ENVIRONMENT

Opportunities & threats

The coach aligns resources and tactics with the demands of the competitive environment.





FROM THEORY TO ACTION

# SO WHAT?

## RESOURCE ORCHESTRATION IS THE CORE CAPABILITY OF THE MODERN SPORT CEO

HOW DO WE TURN STRATEGIC THEORY INTO MANAGERIAL ACTION?



### 01 DESIGN

Build a business model grounded in a specific RBV analysis



### 02 ALIGN

Engage stakeholders and sustain collective performance



### 03 ADAPT

Prepare the organization for emerging opportunities and threats

LEAD  
PEOPLE  
RESOURCES  
HIGHER  
POTENTIAL



**ANALYZE** THE ASSETS. **ORCHESTRATE** THE ECOSYSTEM. **CREATE** VALUE.



# HOW SHOULD WE CATEGORIZE RESOURCES?

Three foundational classifications

## BARNEY (1991)

3 CAPITAL CATEGORIES



### PHYSICAL CAPITAL

Technology, facilities, equipment and location



### HUMAN CAPITAL

Training, experience, judgement and relationships



### ORGANIZATIONAL CAPITAL

Structures, controls, routines and coordination systems

## GRANT (1991)

6 RESOURCE CATEGORIES



Financial



Physical



Human



Technological



Organizational



Reputational

## WERNERFELT (1989)

3 RESOURCE TYPES



### FIXED ASSETS

Facilities and equipment



### BLUEPRINTS

Patents, brands and reputation



### TEAM EFFECTS

Routines, habits and accumulated experience



**COMMON LOGIC:** Resources combine tangible assets, intangible assets and organizational capabilities.



# FROM REVENUE STREAMS TO STRATEGIC ASSETS

How sport clubs and events convert resources into long-term value

PEOPLE  
EVENTS  
PLACES  
LASTING VALUE

## SPORT CLUBS & EVENTS RESOURCE BASE

### FINANCIAL RESOURCES

-  Ticketing
-  Sponsorship & Partnerships
-  Media Rights
-  Merchandising
-  Public Funding  
(institutions, subsidies)
-  Player Trading — clubs only

### REPUTATIONAL RESOURCES

-  History & Heritage
-  Sporting Performance
-  Attendance & Audience



## STRATEGIC ASSET PORTFOLIO

-  **HUMAN ASSETS**  
Players & coaches — clubs only
-  **RELATIONAL ASSETS**  
Partners, networks & public relations
-  **REPUTATIONAL ASSETS**  
Event, sport, club & player reputation
-  **PHYSICAL ASSETS**  
Venues, infrastructure & territory
-  **ORGANIZATIONAL ASSETS**  
Core competencies, event know-how & project management



**RESOURCES BECOME STRATEGIC ONLY WHEN CAPABILITIES TURN THEM INTO VALUABLE ASSETS.**



# SPONSORSHIP: FROM VISIBILITY TO VALUE CREATION

INSIGHT  
PEOPLE  
IMPACT

SPORT PEOPLE BRANDS A STRONGER TOMORROW

## STRATEGIC OBJECTIVES



Brand  
image



Image  
transfer



Awareness



Visibility



Target  
specificity



Media  
exposure



**Examples:** BNP Paribas, Louis Vuitton, Rolex, Peugeot, Indesit, adidas, Nike, FedEx, Coca-Cola, Philips, Renault, Mercedes-Benz



## COMMERCIAL FOUNDATION



## LEVERAGE & ACTIVATE

FROM RIGHTS TO REAL IMPACT

1

### Rights

Secure sponsorship  
rights and assets.



2

### Activation

Bring the partnership  
to life through campaigns,  
content and experiences.



3

### Engagement

Reach and connect  
with target audiences  
across multiple touchpoints.



4

### Business Impact

Drive measurable  
value for both brand  
and property.





# THE EVENT MANAGER'S SOCIAL CAPITAL

Relational & business networks as strategic assets



## PUBLIC RELATIONS



"I guarantee that you will see networking in a new light after reading this thoroughly engaging and highly entertaining book on what it means to network in today's competitive business climate."

—Bill Perez, former CEO of S.C. Johnson & Son, Nike, Inc., and Wm. Wrigley Jr. Company

## NETWORKING IS A CONTACT SPORT

How Staying Connected and Serving Others Will Help You Grow Your Business, Expand Your Influence—or Even Land Your Next Job



JOE SWEENEY WITH MIKE YORKEY

FOREWORD BY JACK CANFIELD, CO-CREATOR OF THE CHICKEN SOUP FOR THE SOUL SERIES



## NETWORK VALUE

Relationships → Reputation → Opportunities → Revenue



HISTORY  
REPUTATION  
MEDIA RIGHTS  
GREATER VALUE

# FROM SPORT LEGACY TO MEDIA VALUE

PEOPLE  
EVENTS  
BRANDS  
LAST LONGER

SPORT DRIVES MORE THAN GAMES

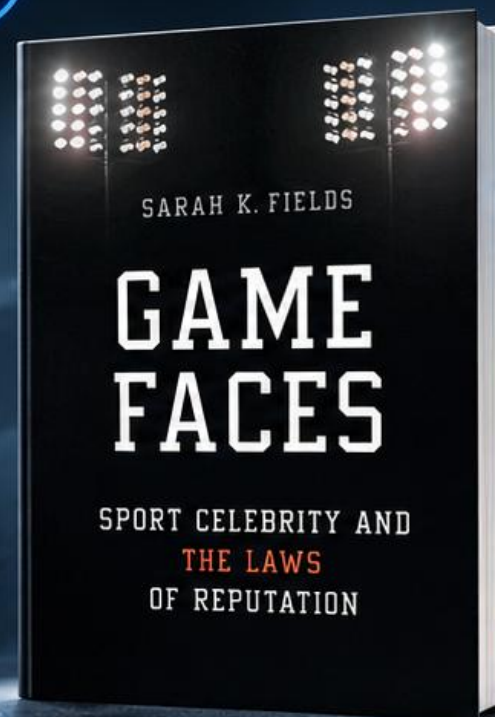


## EVENT LEGACY & HISTORY

Olympic Games · America's Cup · Tour de France · Roland-Garros · Wimbledon



## CORPORATE REPUTATION



PEOPLE  
PERCEPTION  
TRUST  
LONG-TERM VALUE



## MEDIA RIGHTS & COMMERCIAL BRANDS

FANS · AUDIENCES · HIGHER VALUE ·

SPORT  
BUILDS  
CULTURE

MEDIA  
TURNS IT  
FURTHER



# VENUE & TERRITORY AS STRATEGIC ASSETS



## STADIUM

Wimbledon, Roland-Garros,  
Madison Square Garden



## TERRITORY

Tour de France, Formula 1,  
Rally & Tennis (Monte-Carlo),  
24 H Le Mans, Stade Toulousain



## FACILITIES

Training camps,  
infrastructure and  
hosting conditions



## Matchday Revenue Indicators

Borussia Dortmund vs. Bayern Munich



Average Attendance  
2016-17



80,830

75,000



Stadium  
Capacity



81,360

75,000

Signal Iduna Park

Allianz Arena

Corporate  
Hospitality  
VIP Boxes



18

106

Cheapest Ticket  
Price (Average)



€ 14.03

€ 12.06

Cheapest Season  
Ticket Price (Average)



€ 217

€ 160

Stadium  
Tour Price



€ 12

€ 19

Matchday  
Revenue



€ 61.1 M

€ 101.8 M

Data obtained from:  
Transfermarkt  
Deloitte Money League  
The Telegraph  
90 min  
Bundesliga

Nov 4th, 2017



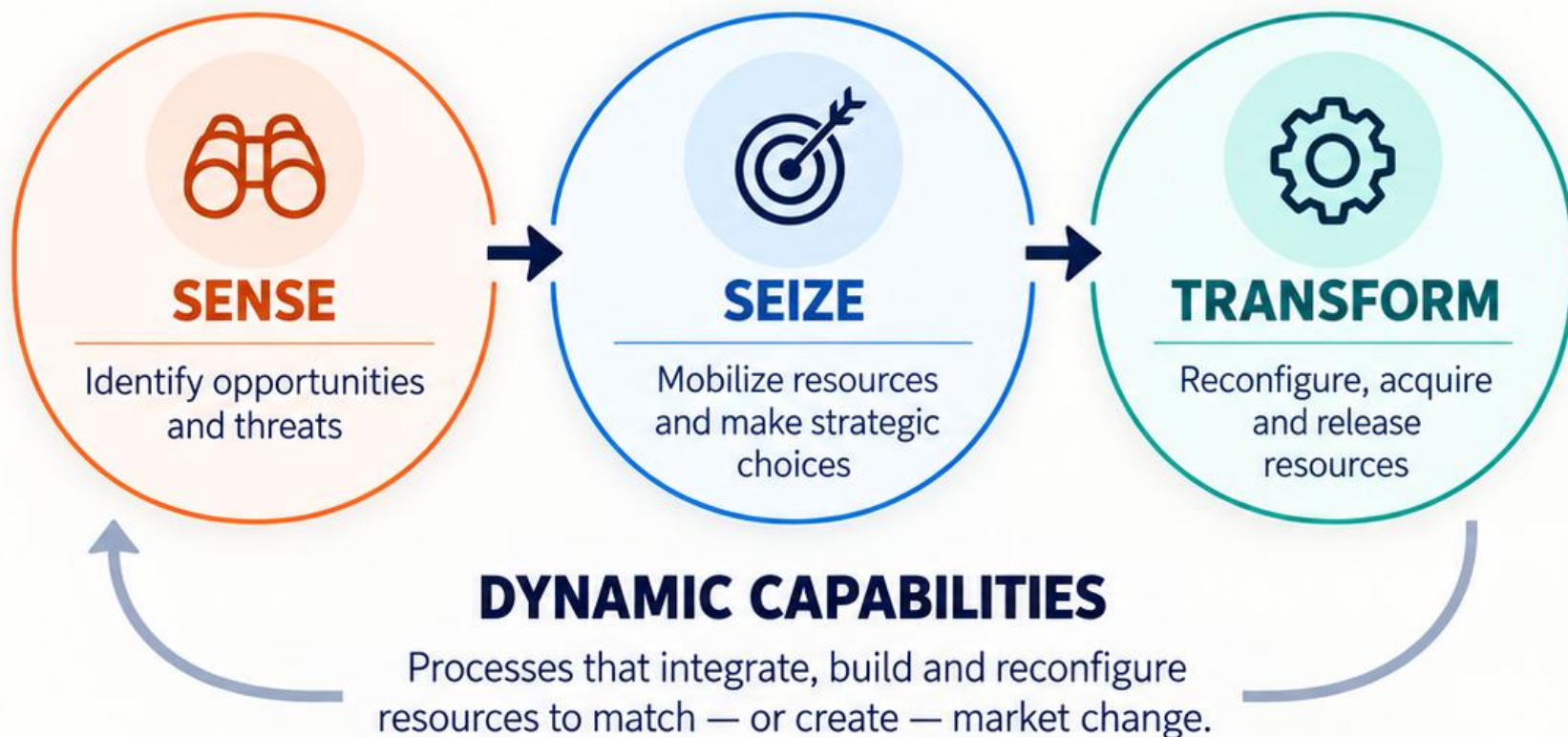
## REVENUE ENGINE

Ticketing • Hospitality • Merchandising



# DYNAMIC CAPABILITIES IN ACTION

How organizations reconfigure resources to shape change



## ASO × TOUR DE FRANCE AN ORGANIZATIONAL MEGA-EVENT

Project management coordinates a temporary ecosystem of teams, cities, sponsors, media, logistics and public authorities.



**ORGANIZATIONAL CAPABILITIES TURN RESOURCES INTO REPEATABLE PERFORMANCE**



# FROM RESOURCE PORTFOLIO TO SUSTAINABLE SUCCESS

A resource orchestration model for sport organizations

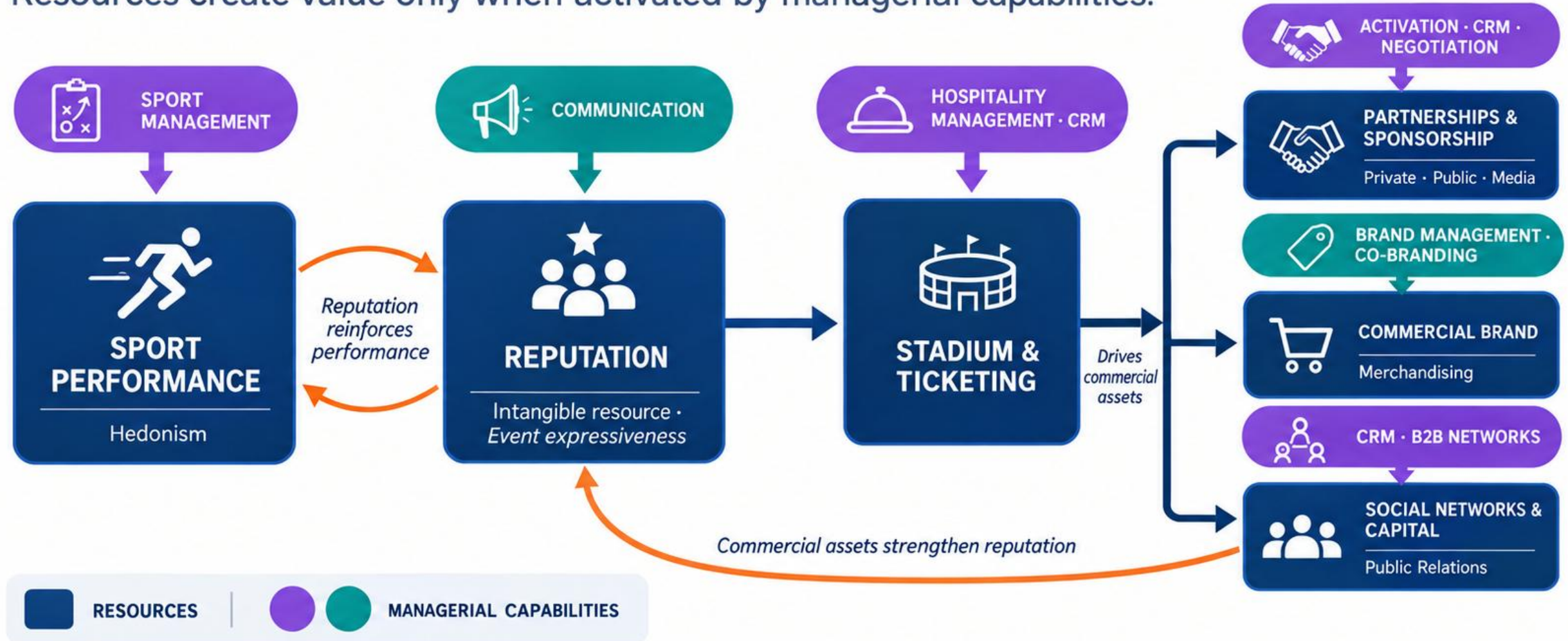


RESOURCES CREATE POTENTIAL. ORCHESTRATION CONVERTS IT INTO SUSTAINABLE PERFORMANCE.



# FROM SPORT PERFORMANCE TO COMMERCIAL VALUE

Resources create value only when activated by managerial capabilities.



ORCHESTRATING RESOURCES AND CAPABILITIES TRANSFORMS EVENT EXPRESSIVENESS INTO COMMERCIAL VALUE.

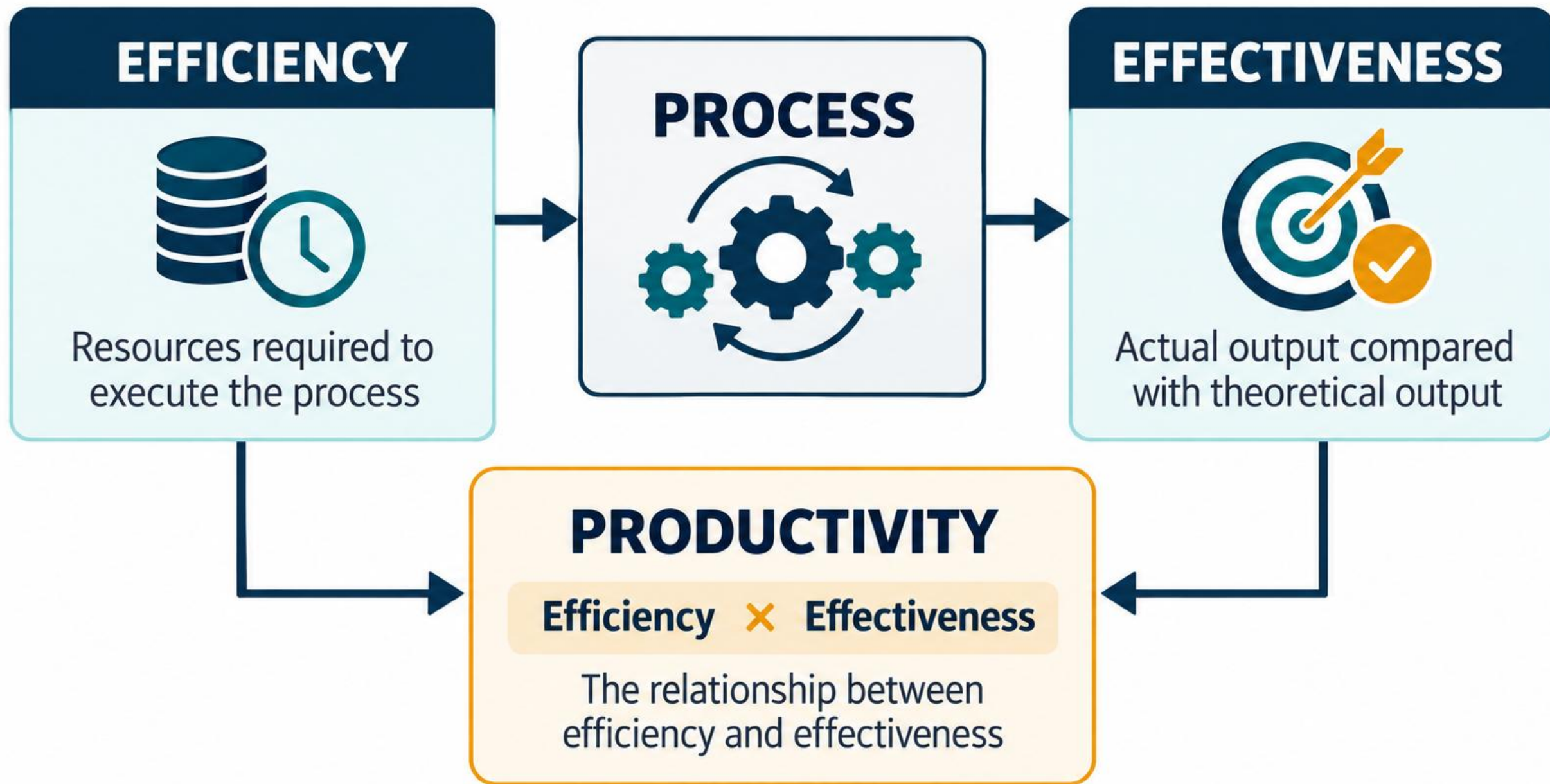


A close-up, low-angle shot of a row of white chess pawns on a chessboard. The pawns are arranged in a diagonal line from the bottom left towards the background. The lighting is dramatic, coming from the side, casting long shadows and highlighting the texture of the pawns. The background is dark and out of focus.

THE ESSENCE OF STRATEGY IS  
CHOOSING WHAT NOT TO DO.

MICHAEL PORTER

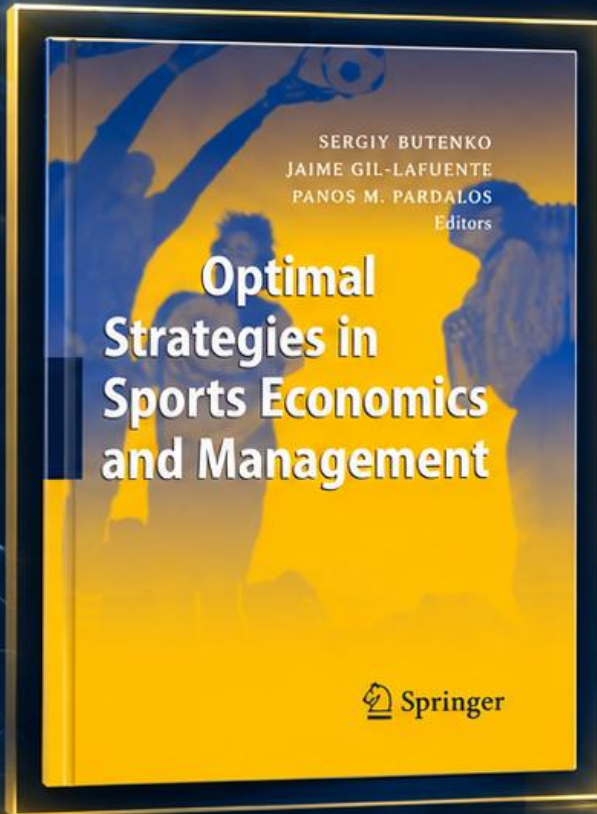






# SEMINAR LEARNING JOURNEY

From ecosystem analysis to AI-supported strategic decision-making



## Academic foundation

Optimal Strategies in Sports Economics and Management

01



### SPORT BUSINESS ECOSYSTEM

Map the actors, resources and interdependencies

02



### SPORT BUSINESS MODELS

Understand how value is created, delivered and captured

03



### RELATIONAL BUSINESS MODEL

Activate networks, partnerships and stakeholder relationships

04



### REPUTATIONAL BUSINESS MODEL

Build trust, legitimacy and long-term brand value

05



### INDIVIDUAL EXAM + AI INTEGRATION

Apply the frameworks through critical, AI-supported analysis



FINAL  
CHALLENGE

IDEAS  
NETWORKS  
VALUE  
IMPACT