

Strategic Sport Business Management



Lionel Maltese

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Senior consulting sport business management

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LECTURE 02

BUSINESS MODEL

How is value created, delivered and captured?

CREATE • DELIVER • CAPTURE



CASE HISTORY

PHILIPS OPEN OF NICE

From opportunistic creation
to the question of strategic
continuity



01

APRIL SLOT

Outdoor clay-court tournament



02

TOURNAMENT LEADERSHIP

Former French ATP players Pascal Portes & Dominique Bedel



03

MARKET OPPORTUNITY

Positioned against the Monte-Carlo Masters, leveraging star-player appeal: Sampras, Courier, Bruguera...



04

PHILIPS-DRIVEN CREATION

The event was created specifically for Philips



05

RESOURCE ALLOCATION

Resources concentrated on meeting Philips' immediate needs



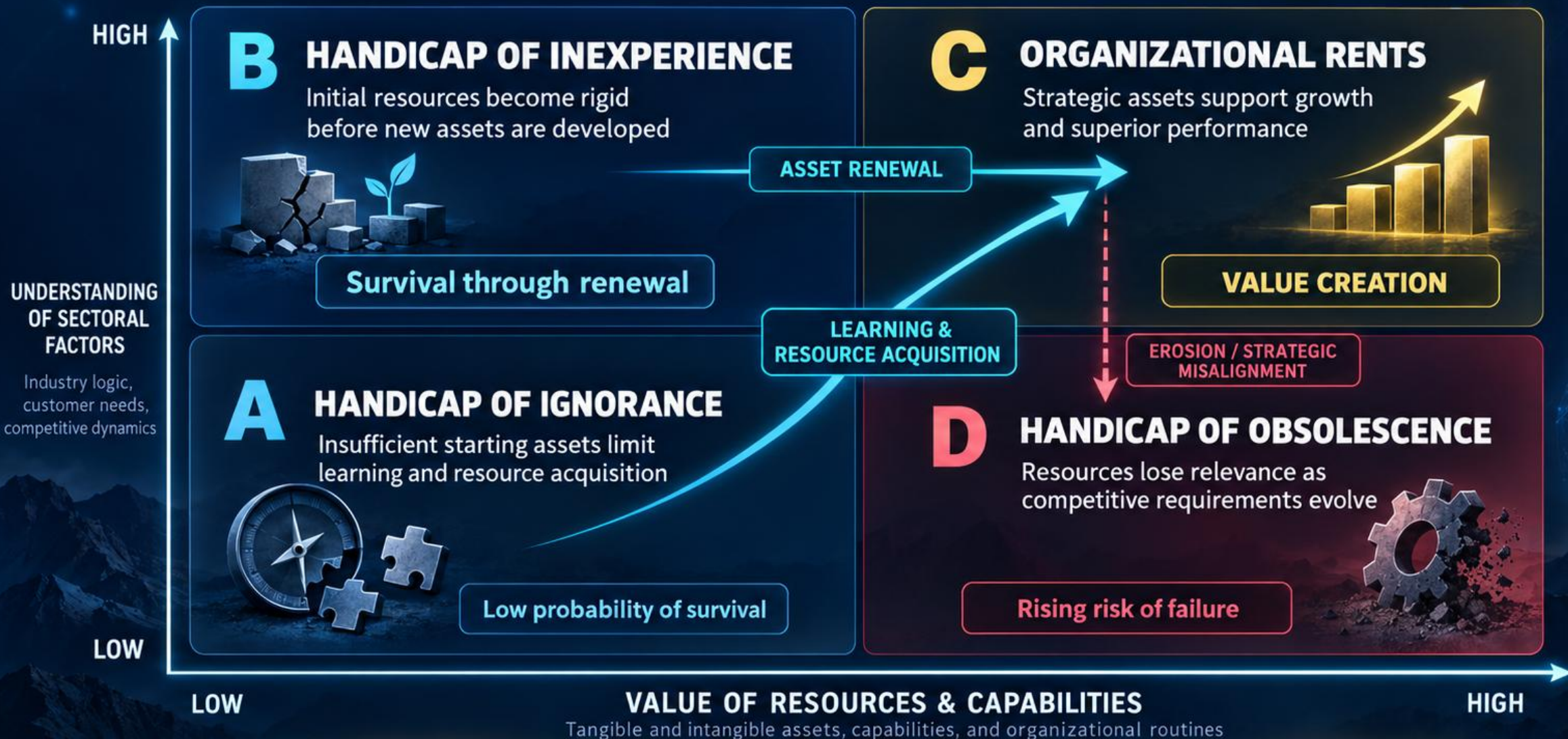
06

STRATEGIC QUESTION

Was there a genuine long-term vision beyond the title sponsor?

LEARNING FROM RESOURCE FAILURES

Survival depends on building valuable resources while understanding sector dynamics



RESOURCES CREATE RENTS ONLY WHILE THEY REMAIN VALUABLE AND ALIGNED WITH THE ENVIRONMENT.

FAILURE CASE STUDY

Philips Open of Nice · ATP Tournament · 1995

THE 'HONEYMOON' ILLUSION

Early enthusiasm can mask structural weaknesses.



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to the question of strategic
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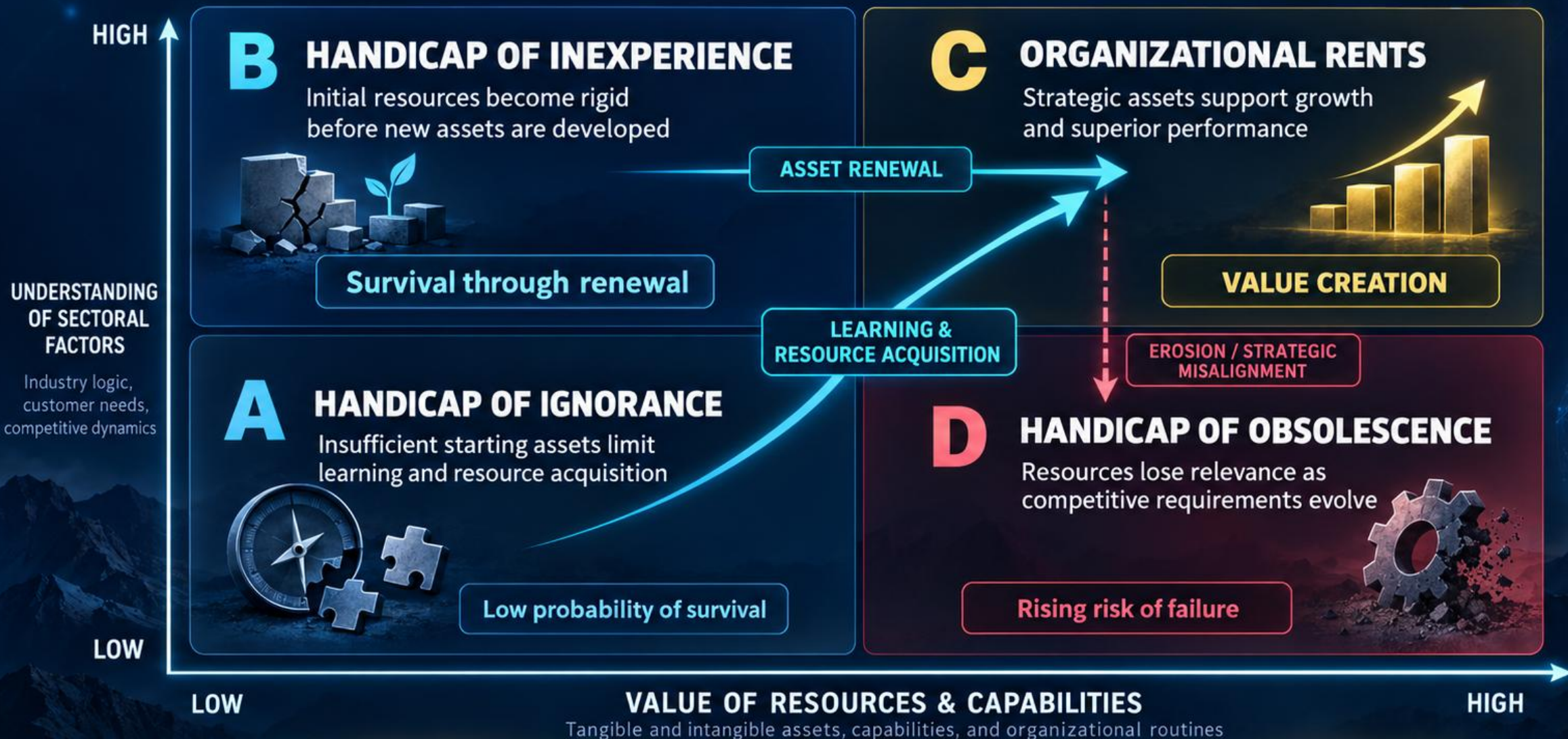
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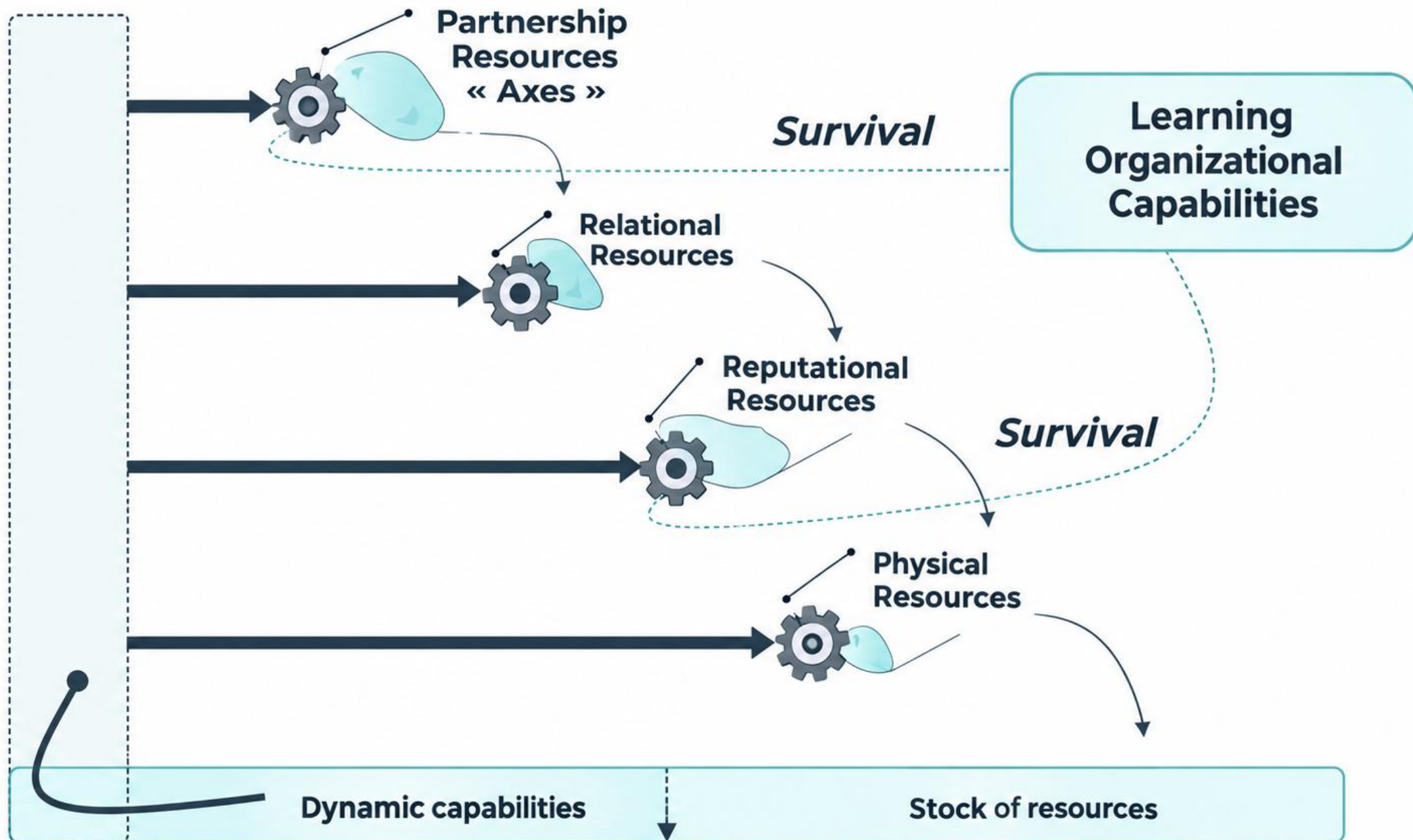
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EDF

MÉTROPOLE
NICE CÔTE D'AZUR

NICE C

MÉTROPOLE
NICE CÔTE D'AZUR



Open Nice Côte d'Azur | Positioning



Heritage & Proximity

- Historical tournament and part of French sporting heritage
- Favourable location for player-fan proximity



Strategic Timing

- Roland-Garros ambush marketing
- Final preparation before the French Open, at the heart of the clay-court season
- Last stop before a Grand Slam, with broad international media coverage



Relationship & Hospitality



- High-quality public relations
- Customised offers and organisational flexibility

International Player Platform



- A melting pot of top French players and Top 15 members of the ATP World Tour
- Jean-François Caujolle, Co-Director

*A distinctive bridge between French tennis heritage,
player proximity and international visibility.*

DANGERS

TENNIS
BUSINESS
STRATEGY

PEOPLE
BRANDS
TENNIS
TOMORROW

MORE
THAN
A GAME

TITLE SPONSOR

NICE
CÔTE
AZUR

OFFICIAL SPONSORS



BNP PARIBAS



VEOLIA
ENVIRONNEMENT

EIFFAGE



CONSEIL GENERAL
DES ALPES-MARITIMES

SPONSORS

LENÔTRE
CÔTE D'AZUR



PEUGEOT



NICE

Babolat



EDF



NO STADIUM



NO TV RIGHTS



PUBLIC SPONSORS DEPENDENCY



RELATIONAL MODEL = SHORT TERM?



Shift from relational sponsorship to a reputational, asset-based model.

A
STRONGER
TOMORROW
TOGETHER

PEOPLE
PLATFORMS
PARTNERSHIPS
POSSIBILITIES

ONE SOLUTION FOR THIS CASE

TALENT
SPORT
MEDIA
BRANDS
OPPORTUNITY



CAA **SPORTS**

CAA **SPORTS**
THE ORCHESTRATOR



ENTERTAINMENT
TALENT



ELITE
ATHLETES

CAA **SPORTS**



MEDIA &
BROADCAST RIGHTS



BRANDS &
LICENSING



SPONSORSHIP
VALUE



650+

world-class athletes represented



Cross-sector expertise:

sport, entertainment, media, brands

A MORE
CONNECTED
TOMORROW

From talent representation to full ecosystem orchestration.

TALENT
MOVES
THE WORLD

CAA Sports | From Talent Representation to Ecosystem Orchestration

A multi-sport platform connecting athletes, clubs, events, media and corporate partners



BASKETBALL

LeBron James, Chris Bosh, Dwyane Wade, Carmelo Anthony, Tony Parker, Chris Paul

SUPERSTARS. GLOBAL REACH.



FOOTBALL

Drew Brees, Peyton Manning, Eli Manning, Tony Romo, LaDainian Tomlinson, Adrian Peterson

Cristiano Ronaldo, José Mourinho, David Beckham

NFL GREATS
GLOBAL ICONS
ELITE MANAGERS



BASEBALL

\$400 million in new guaranteed contracts negotiated in the past year (\$135 million more than the next closest agency).

Clients include Derek Jeter, Ryan Howard, Roy Halladay, Ryan Braun and Ryan Zimmerman.

MAJOR
CONTRACTS
LASTING
RELATIONSHIPS



HOCKEY

Sidney Crosby, Henrik Sedin, Evgeni Malkin, Jonathan Toews, Daniel Brière, Patrick Kane, John Tavares, Daniel Sedin.

ELITE TALENT. EXPANDING OPPORTUNITIES.



TENNIS / GOLF / ACTION SPORTS

Tennis: Novak Djokovic, Andy Murray, Andre Agassi, Stefanie Graf

Golf: Jack Nicklaus, Greg Norman

Action Sports: Tony Hawk, Shaun White, Jimmie Johnson

LEGENDS
CHAMPIONS
CULTURE MAKERS



TALENT

World-class athletes & teams



REPRESENTATION

Contracts, career management, brand strategy



EVENTS & PARTNERSHIPS

Competitions, venues, media, corporate alliances



GLOBAL VALUE CREATION

Greater reach, bigger opportunities, long-term impact

COMMERCIAL & EVENT ORCHESTRATION

BRINGING THE SPORTS WORLD TOGETHER



World Football Challenge (2009)

Six-city round robin featuring Chelsea FC, AC Milan, FC Internazionale Milano and Club America in the United States.



Yankee Stadium and Madison Square Garden partnerships

Won highly-coveted assignments to sell major corporate partnerships.



FC Barcelona, Chelsea FC, Juventus FC, StubHub

Among many other corporate clients.



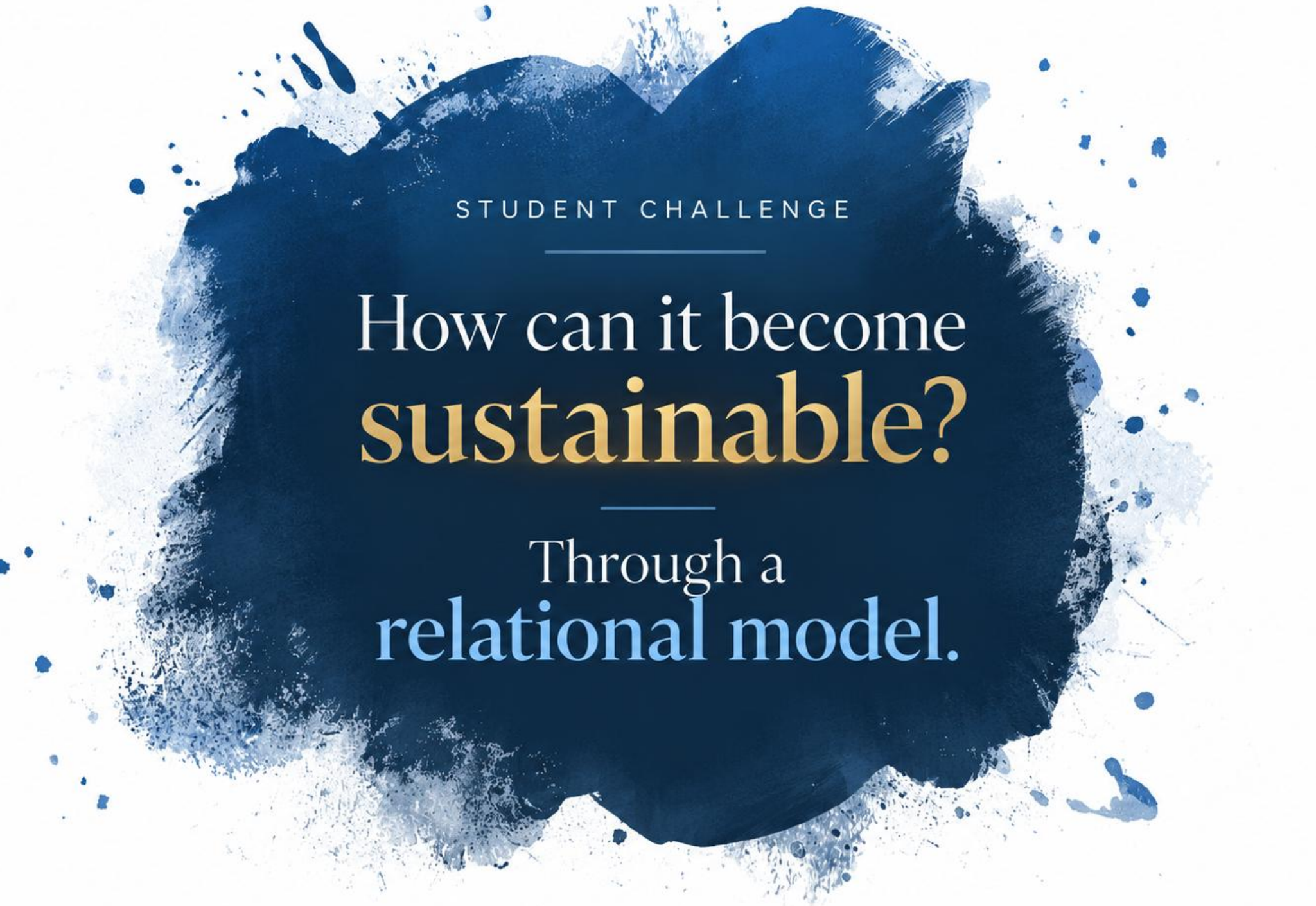
STRATEGIC VALUE CREATION

ASSET CONSTRUCTION

How do we build **strategic assets**?

Build deliberately. **Orchestrate efficiently.**



A large, dark blue ink splatter or brushstroke shape is centered on a white background. The splatter has a rough, textured edge with many smaller droplets and splatters radiating outwards. The text is overlaid on this central shape.

STUDENT CHALLENGE

How can it become
sustainable?

Through a
relational model.





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 su pétition, l'association est sur le point d'imploser.

Article réservé aux abonnés

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



LE DIRE

15:00 Gil Alma, l'acte Wagner" et "Nc voisins", en inn Namibie sur Fr

14:46 "Sans logem peut pas se co comment cette aide les persor

14:27 Plusieurs dic sans-abri ment pu profiter d'ur Noel grâce à o

14:10 Patrick Buisson la droite et anc conseiller de N Sarkozy, est m

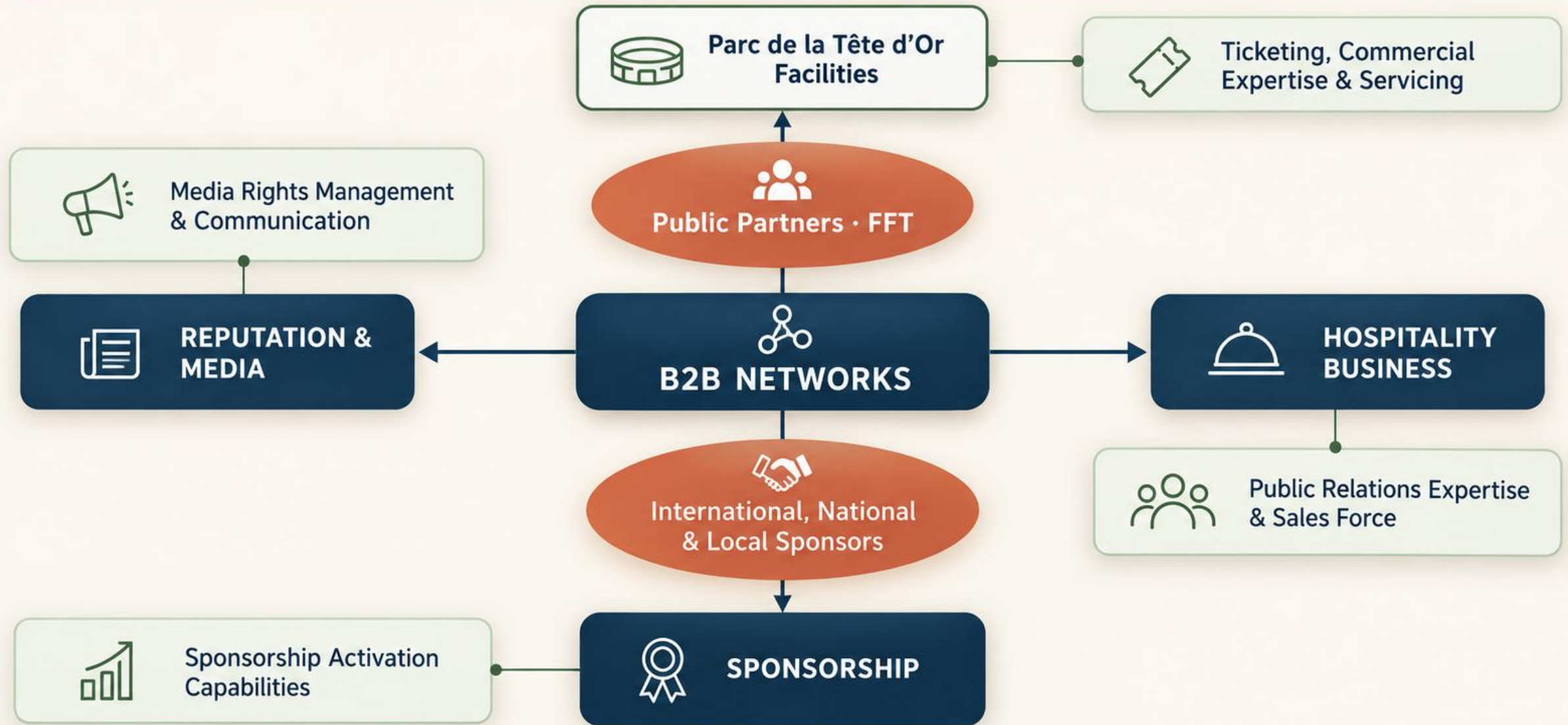
14:03 "Loin de Mosci Ukrainiens ont

ATP 250 **LYON**

A TERRITORIAL BRANDING PLATFORM



BUSINESS MODEL





Emirates
FLY BETTER



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

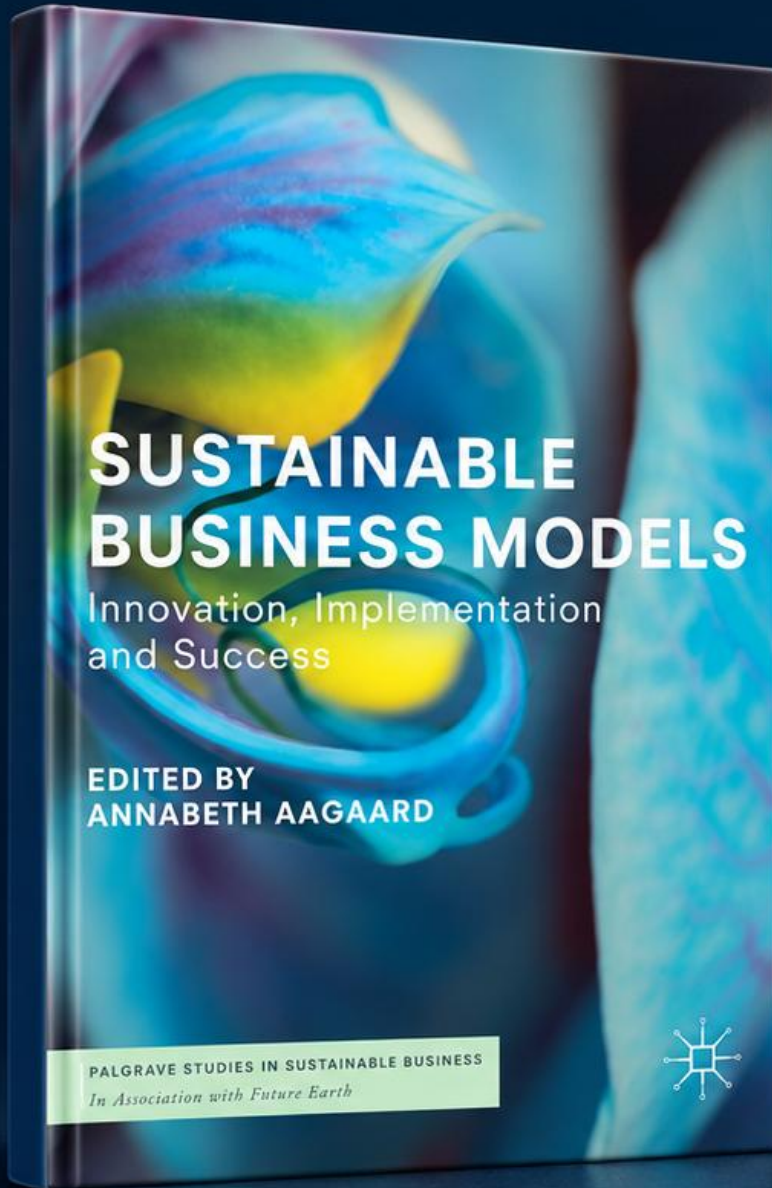
Open Parc : le tournoi de tennis de Lyon sera supprimé en 2025 !

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





WHY BUILD A SUSTAINABLE BUSINESS MODEL?

THE CHALLENGE

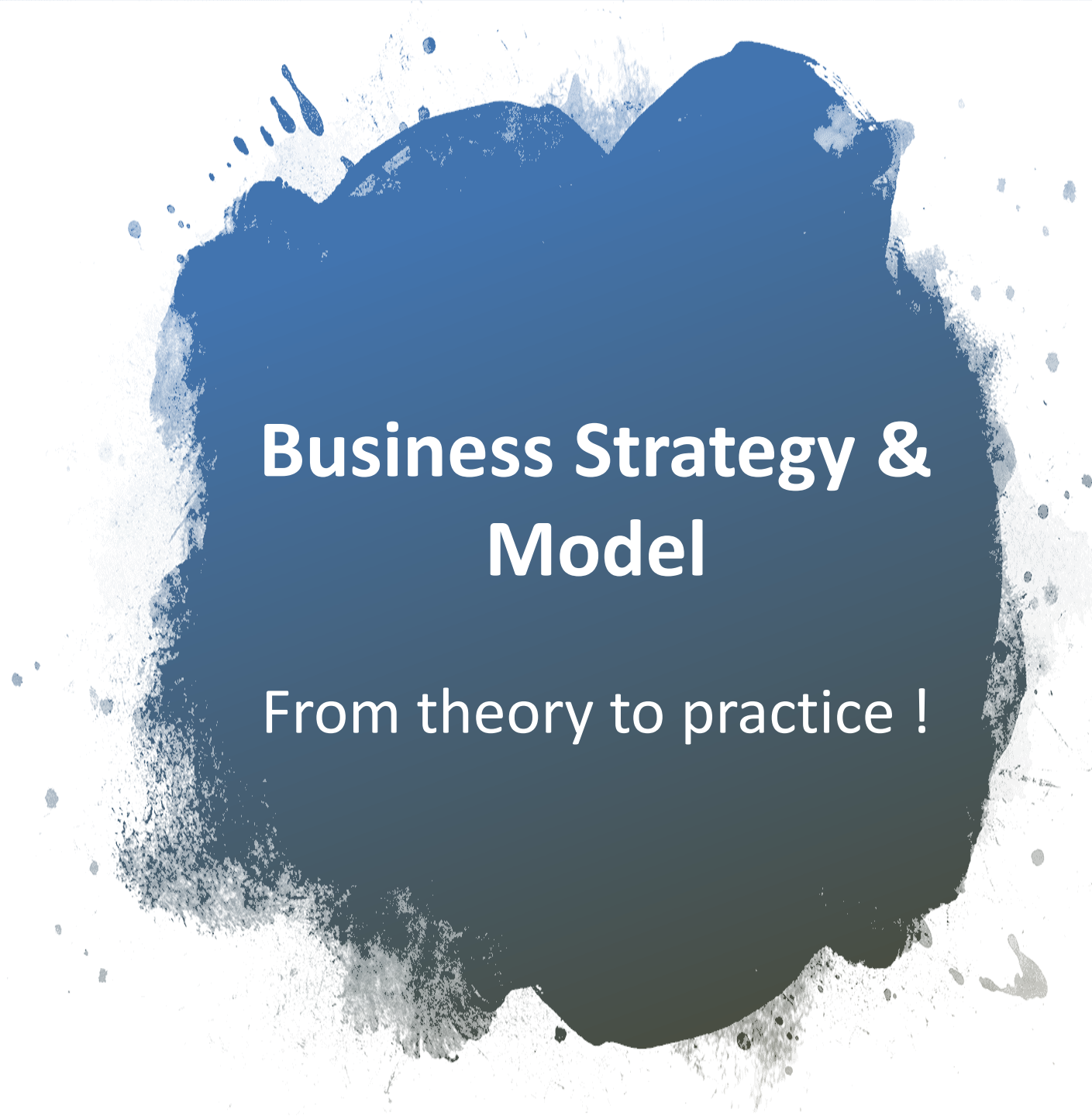
THEORY



SPORT EVENT
APPLICATION

Turning sponsor-dependent resources
into a resilient, long-term event ecosystem

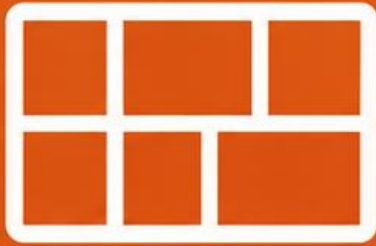




Business Strategy & Model

From theory to practice !

BUSINESS MODEL **vs** BUSINESS PLAN



BUSINESS MODEL

A visual blueprint of how the business creates, delivers and captures value

vs



BUSINESS PLAN

A structured roadmap explaining how the business will execute, grow and secure funding

STARTUPS TEST THE MODEL • COMPANIES FORMALISE THE PLAN

THE SPORT BUSINESS ROADMAP

A hybrid approach combining resource-based strategy and environmental analysis

STRATEGIC ALIGNMENT

Resources • Environment • Execution



RBV FIRST

Build strategy from
distinctive resources
and capabilities



01

EVALUATION

Diagnose resources
Assess capabilities
Identify strategic gaps



02

ORGANIZATION

Prioritize assets
Configure the value system
Allocate responsibilities



03

RESTITUTION

Synthesize insights
Present strategic choices
Define the action roadmap



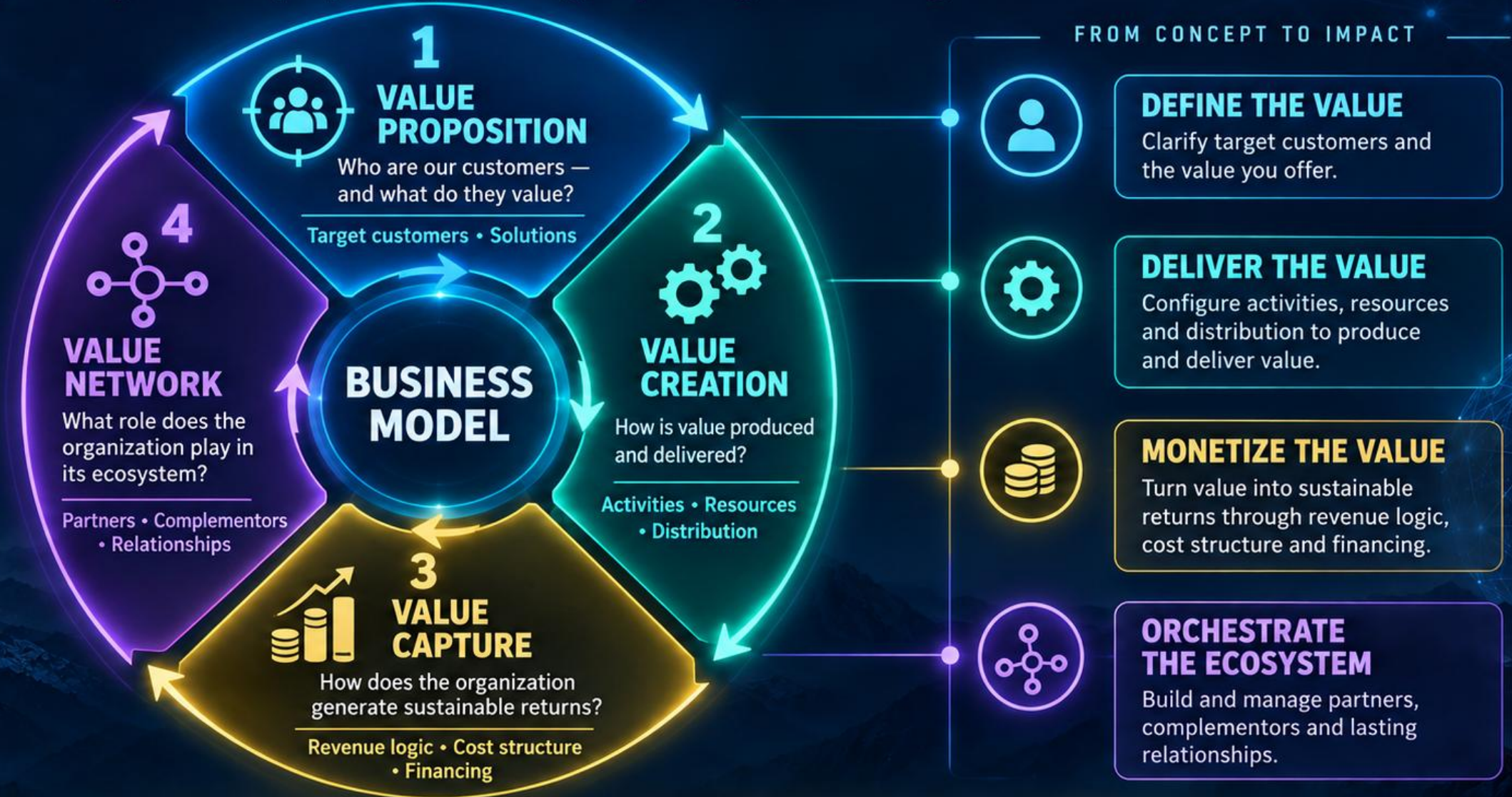
ENVIRONMENT AS CONTEXT

Use classical analysis to test
relevance and alignment

FOR SPORT ORGANIZATIONS, STRATEGY STARTS WITH RESOURCES — THEN TESTS THEIR FIT WITH THE ENVIRONMENT.

THE 4Vs OF A BUSINESS MODEL

An integrated system for proposing, creating, capturing and sharing value



A BUSINESS MODEL WORKS ONLY WHEN ALL FOUR VALUE LOGICS REINFORCE ONE ANOTHER.



PRODUCT VISION

—
THE WHY



STRATEGIC ROADMAP

—
THE HOW



PRODUCT BACKLOG

—
THE WHAT

BUSINESS PLAN — THE ROADMAP

A structured document translating strategic objectives into operational actions, financial projections and measurable milestones.



FROM STRATEGIC INTENT TO EXECUTION

PREAMBLE

DEFINE THE DESTINATION

Before choosing the strategy, set the ambition.

3-5 YEAR HORIZON



Where do we want to compete?



What value do we want to create?



What capabilities must we build?

DIRECTION COMES BEFORE EXECUTION.

STRATEGIC AMBITION



YEAR 3

YEAR 5

YEAR 4

YEAR 2

YEAR 1

THE EVALUATION PROCESS

Assess internal strategic potential in its external environment

01

MAP THE ASSETS

Identify resources and capabilities linked to key profit centers and stakeholders

**02**

EVALUATE STRATEGIC POTENTIAL

Assess each asset's capacity to generate sustained economic rents

VRIO**V**

Valuable

R

Rare

I

Inimitable

O

Organized

03

SCAN THE MACRO-ENVIRONMENT

Identify the external forces shaping asset value and vulnerability


ECONOMIC
POLITICAL
SOCIOCULTURAL
LEGAL

STRATEGIC ASSET PROFILE

Potential × Context × Stakeholder relevance



EVALUATION CONNECTS WHAT THE ORGANIZATION HAS WITH THE ENVIRONMENT IN WHICH IT MUST PERFORM.

ASSET ORCHESTRATION

David Teece • Berkeley Haas School of Business

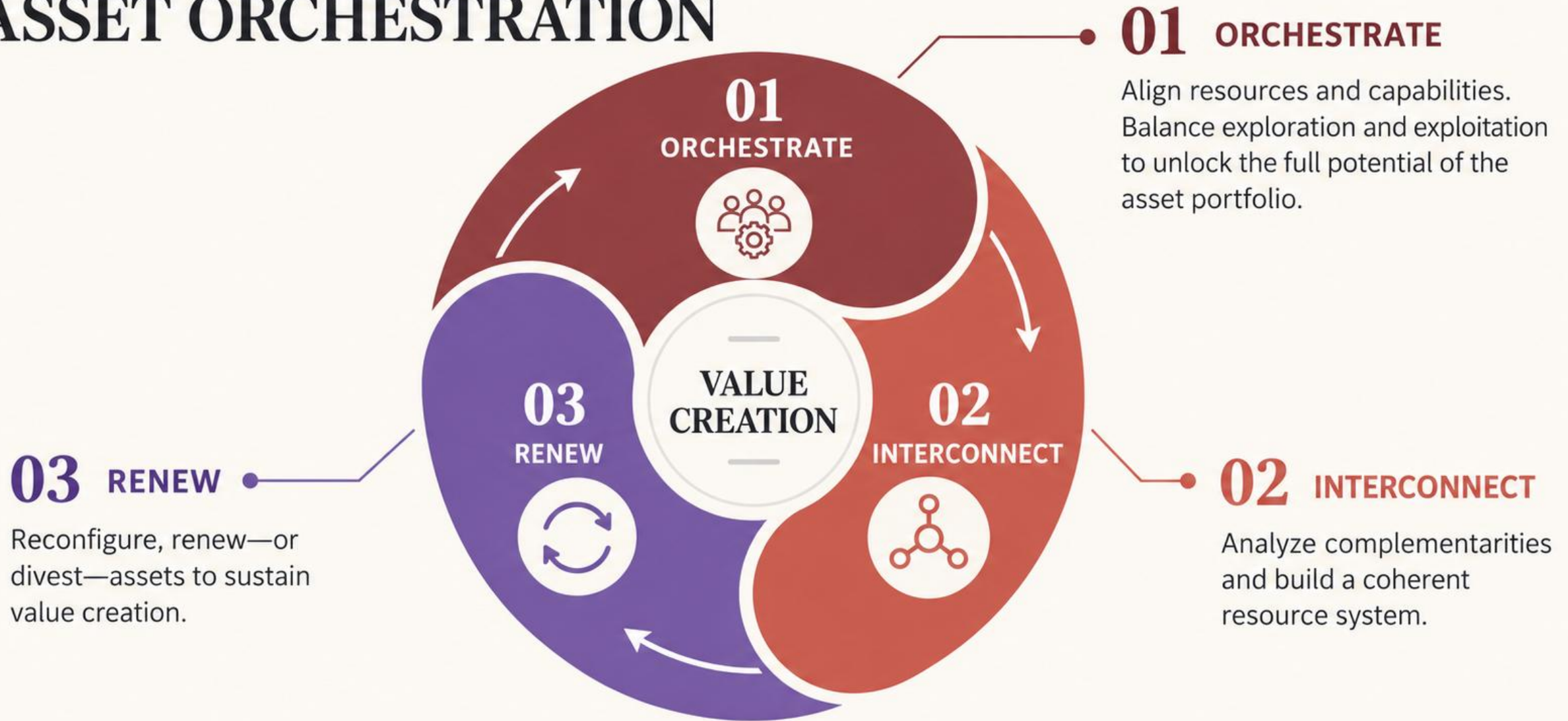
Managerial action that searches, selects and configures interdependent resources and capabilities.



Competitive advantage lies in the configuration —
not in the isolated resources.



VALUE CREATION THROUGH ASSET ORCHESTRATION

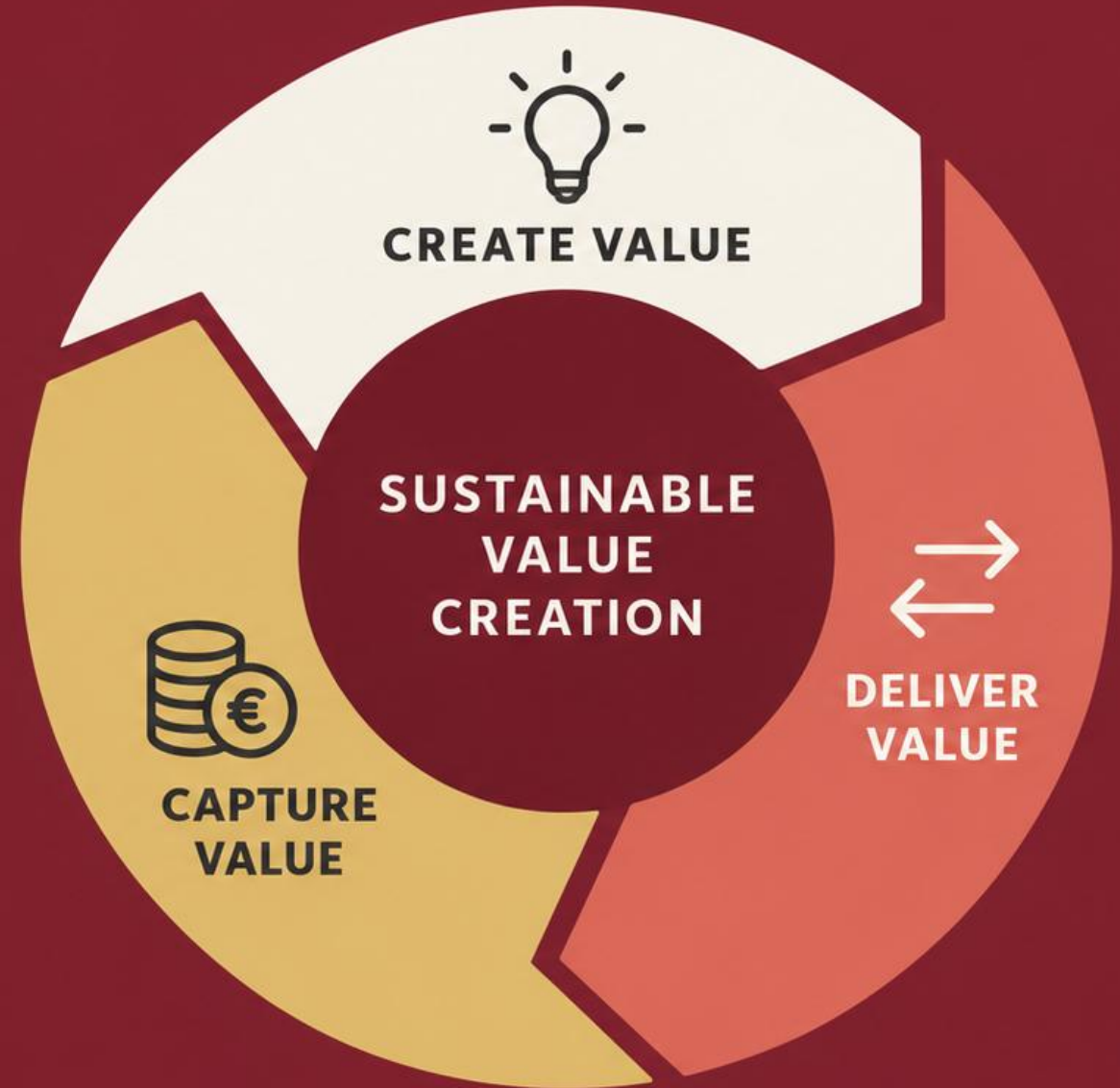


KEY TAKEAWAY

BUSINESS MODEL

A business model explains how an organization creates, delivers and captures value.

More than a diagram: the logic behind how the organization works and generates revenue.



5 KEYS TO EXPLAIN YOUR BUSINESS MODEL

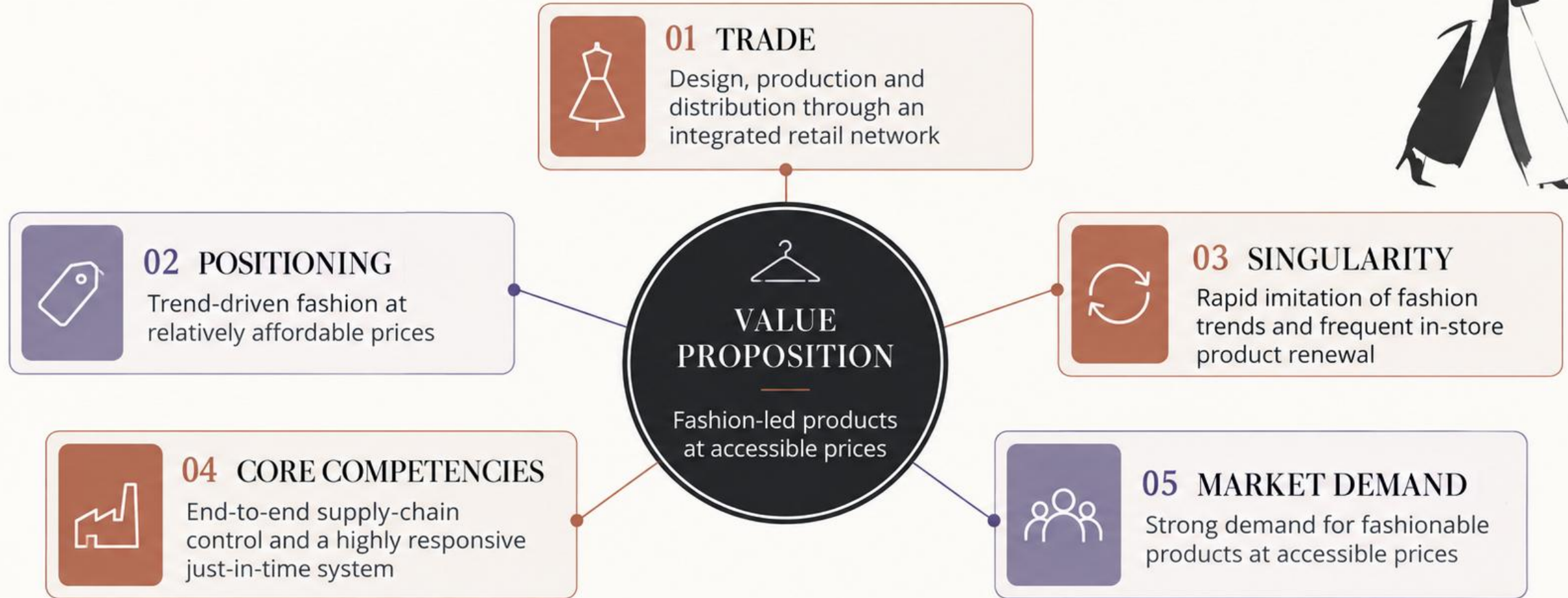


A coherent business model aligns the offer, differentiation, demand, capabilities and positioning.

THE ZARA BUSINESS MODEL

Speed, integration and accessible fashion

FASHION
FOR
A BRIGHTER
TODAY



PAMPELONNE ORGANISATION

A relationship-driven model for premium sports experiences



RELATIONAL CAPITAL × EXCLUSIVE ACCESS × EVENT EXPERTISE

TURN YOUR ANALYSIS INTO ACTION

Propose evidence-based
development priorities and
actionable marketing initiatives.



PUBLIC RELATIONS

Social capital



PARTNERSHIPS

Sponsorship
activation



COMMUNICATION

Content &
channels



BRAND MANAGEMENT

Identity &
positioning



MERCHANDISING

Products &
revenue



TICKETING & CRM

Data &
relationships



VENUE MANAGEMENT

B2B & B2C
experiences

PRIORITIZE — JUSTIFY — IMPLEMENT — MEASURE

What should the organization do next, why, and with what expected impact?



FROM ANALYSIS TO ACTION

RESTITUTION & ACTION PLAN

Six territories for creating value through sport



01 FAN-BASED VENUE MANAGEMENT

Hospitality • CRM & ticketing •
Sport-entertainment convergence



02 SPONSORSHIP ACTIVATION

Transform partnerships into
engaging brand experiences



03 CSR STRATEGY

Create social and environmental
value through sport



04 REPUTATION & BRAND MANAGEMENT

Build trust, visibility and long-term
brand equity



05 SPORT DEVELOPMENT

Training • Coaching • Scouting •
Performance



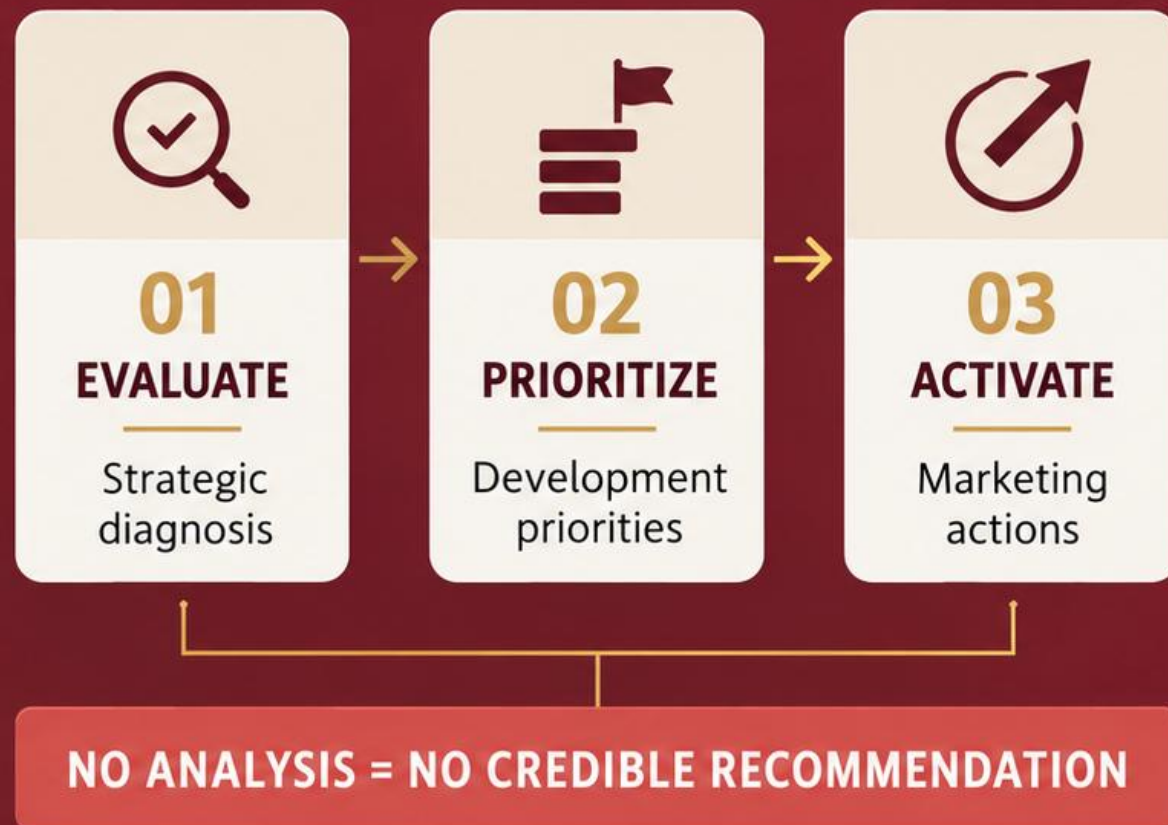
06 BUSINESS & MARKETING EXECUTION

Turn strategic ideas into
measurable actions

COORDINATE • ACTIVATE • CREATE VALUE

MAKE EVERY RECOMMENDATION COUNT

Your final recommendations must be directly grounded in your strategic analysis.



For every proposal, show the evidence, the strategic rationale and the expected impact.

SUCCESS CASE

OPEN 13 PROVENCE

1993—2025

1993

2025



FROM MARSEILLE ROOTS TO A
PROFESSIONAL TOURNAMENT
PLATFORM

A family-driven organisation built
through entrepreneurial bricolage

www.open13.fr





HIGHLIGHTS

TSITSIPAS CAPTURES MARSEILLE CROWN

ATPTOUR



PARION-
EST

HERNANDEZ





LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP 250

13

OPEN 13 PROVENCE

PALAIS DES SPORTS DE MARSEILLE - WWW.OPEN13.FR

05 AU 11
FÉVRIER 2024

Partenaire principal
13 DÉPARTEMENT
BOUCHES
DU RHÔNE

BNP PARIBAS
La banque d'un monde qui change

VEOLIA

nexity

EIFFAGE

Emirates

waterdrop

VILLE DE
MARSEILLE

ONET

sodexo

LA METROPOLE
d'Arles et du Comtat

dlsi

EUROPE 2

La Provence

UN ÉVÉNEMENT FFT



05 AU 11 FÉVRIER 2024

LE DÉPARTEMENT DES BOUCHES-DU-RHÔNE PRÉSENTE

ATP 250



13

OPEN 13 PROVENCE

10 AU 16
FÉVRIER 2025

PALAIS DES SPORTS DE MARSEILLE - WWW.OPEN13.FR



OPEN 13 PROVENCE

FROM A TENNIS TOURNAMENT TO A BRAND EXPERIENCE

BRAND
VALUES



01

MEETING

DISTINCTION



02

SHARING

VALUES



03

ENJOYMENT

PURPOSE



04

DISCOVERY

AMBITION

A distinctive event experience combines social connection, shared values, emotion and discovery.

MARSEILLE



A SINGULAR EVENT

GLOBAL REACH. LOCAL INTENSITY.



SPORTING EXCELLENCE

ATP 250 • International field •
Elite performance



ICONIC MOMENTS

Champions, emotion and
unforgettable stories



REPUTATIONAL VIP EXPERIENCE

Hospitality, relationships
and social capital



MORE THAN A TOURNAMENT — A DISTINCTIVE EXPERIENCE PLATFORM



SPORT HERITAGE

A tournament where generations become champions



01

TENNIS LEGENDS

13 former ATP World No. 1 players competed in Marseille

Djokovic • Nadal • Federer • Murray • Ferrero • Hewitt • Kuerten • Safin • Rios • Becker • Lendl

02

WORLD-CLASS WINNERS

Becker • Forget • Kafelnikov • Federer • Murray • Tsonga • Del Potro • Kyrgios • Medvedev • Tsitsipas • Rublev



03

THE NEXT GENERATION

Tsitsipas • Auger-Aliassime • Shapovalov • Humbert • Sinner • Rune • Fils



04

A TALENT REVEALER

From emerging talent to champions in Marseille

MARSEILLE: WHERE TENNIS HERITAGE MEETS THE FUTURE



PUBLIC RELATIONS & HOSPITALITY

THE PLACE TO MEET

For more than 32 years, Open 13 Provence has been a landmark for premium hospitality and relationship-building in Marseille.



6,000 m²

OF HOSPITALITY SPACE

Welcoming around 20,000 VIP guests during tournament week



30+

VIP SUITES

Premium spaces for partners and guests



25,000+

MEALS SERVED

Across 3 restaurants and 3 experiential settings



2,000+

VIP BOX SEATS

At the heart of centre-court action



NETWORKING — EXPERIENCE — BUSINESS



MEDIA IMPACT

GLOBAL MEDIA COVERAGE

70

COUNTRIES

40+ hours of TV coverage

23+

LIVE MATCHES

Broadcast internationally

15

DOMESTIC MEDIA
OUTLETS

TV, radio, press & web



TV BROADCASTERS

beIN
SPORTS



PRESS & WEB

La Provence

L'EQUIPE

Le Parisien

Le Point

20
minutes

LE FIGARO

L'EXPRESS



NATIONAL RADIO



A national event with international visibility.



MEDIA PERFORMANCE

A POWERFUL MEDIA FOOTPRINT



289,186,881

TOTAL CONTACTS



€15,334,071

ADVERTISING VALUE EQUIVALENT

CD13 IMPACT



143 impacts



64,213,422 contacts



€2,808,605 AVE



TV



105 impacts



42h 48m coverage



75,982,750 contacts



€5,511,046 AVE



PRESS



288 impacts



95,862,709 contacts



€2,251,751 AVE



RADIO



160 impacts



34,990,224 contacts



€156,779 AVE



DIGITAL



1,005 impacts



82,351,198 contacts



€7,414,495 AVE



CITIZENSHIP POSITIONING

A GLOBAL TOURNAMENT. A LOCAL RELATIONSHIP PLATFORM.



32 YEARS OF LOCAL ROOTS

A shared annual gathering for sport, business and public stakeholders



HUMAN RELATIONS AS AN ASSET

Hospitality and trust connect sponsors, executives and the local ecosystem



INTERNATIONAL VISIBILITY

World-class tennis amplified by more than 40 international media outlets



TERRITORIAL ATTRACTIVENESS

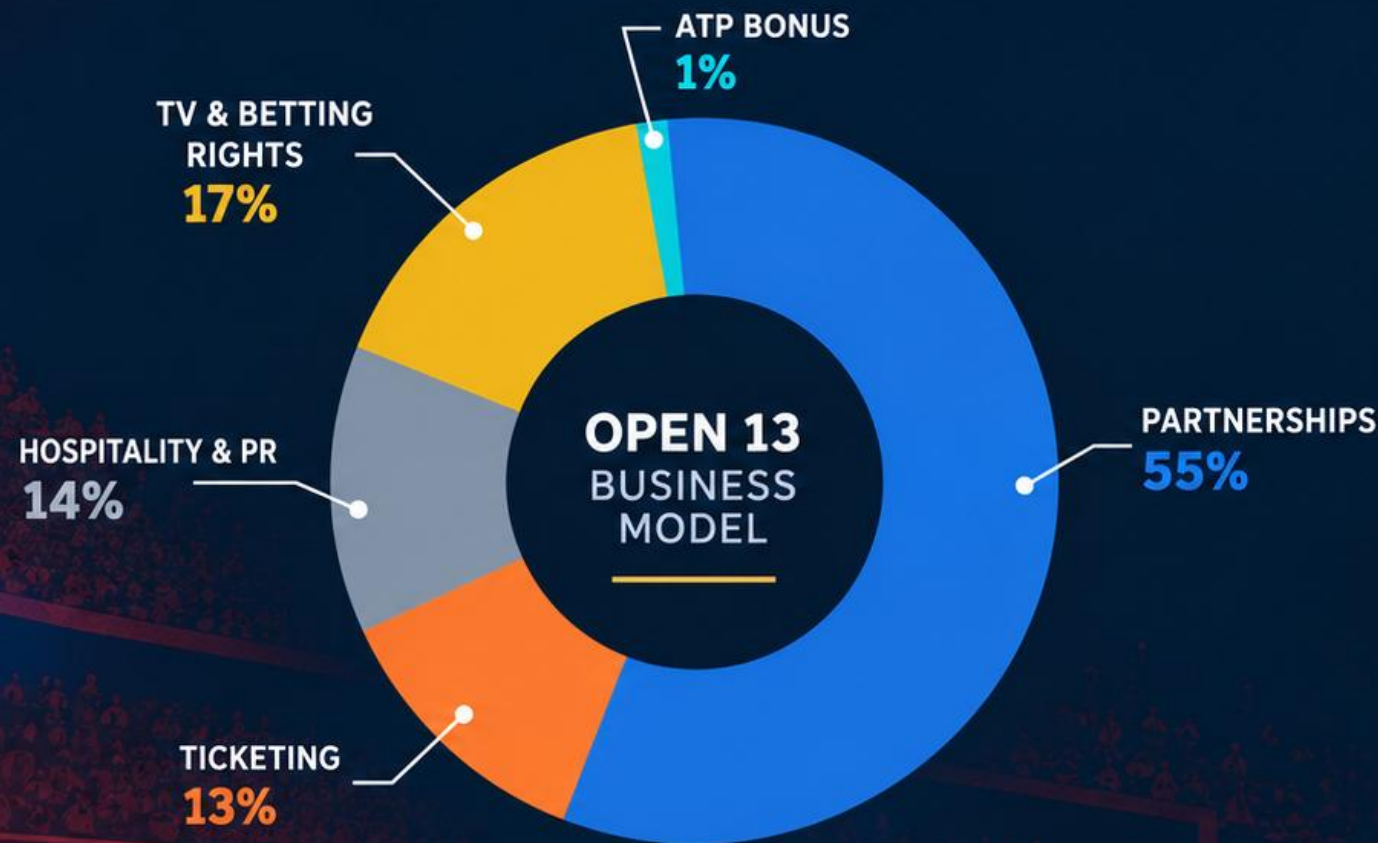
A reputational asset strengthening the Marseille Provence destination

SPORTING EXCELLENCE + SOCIAL CAPITAL = TERRITORIAL VALUE



REVENUE MIX & STRATEGIC DEPENDENCIES

The business model is highly partnership-led, with a clear exposure to public-sector and media-rights ecosystems.



WHAT THIS REVEALS



Partnerships are the dominant revenue stream.



Ticketing and hospitality reinforce the live-event economy.



Media rights and ATP bonuses remain complementary revenues.



KEY DEPENDENCY

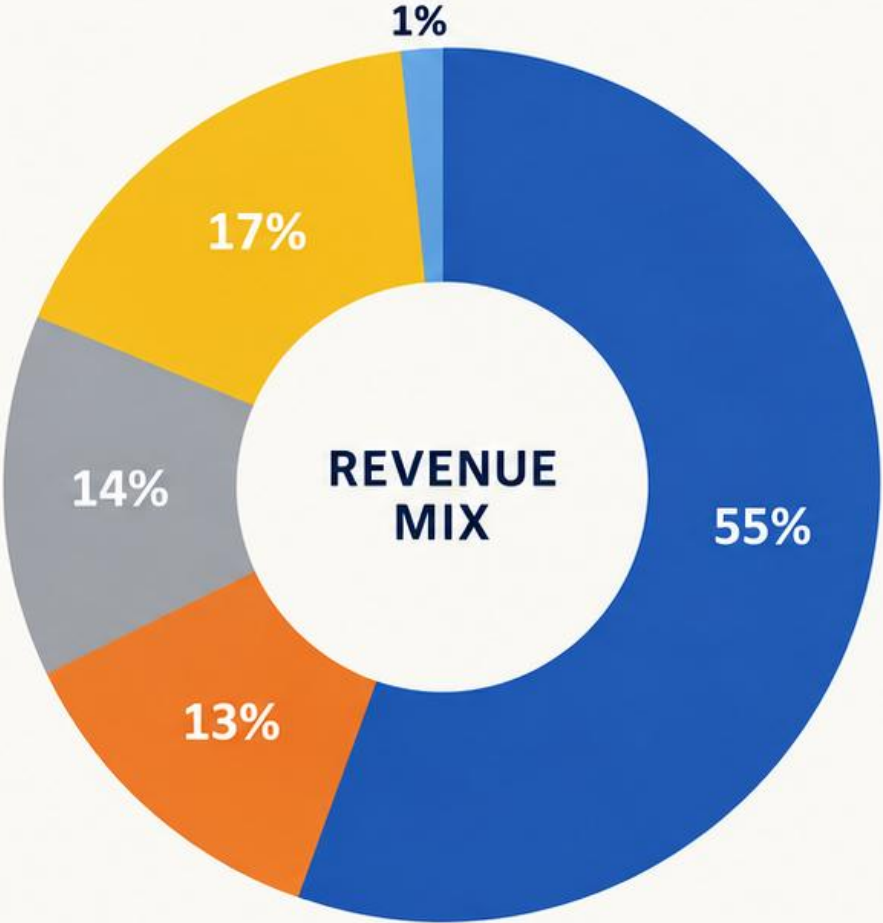
Strong CD13 dependency for ticketing operations
Organum ecosystem: Veolia, Eiffage, Suez, Dalkia, Nexity...
International TV rights > domestic TV rights



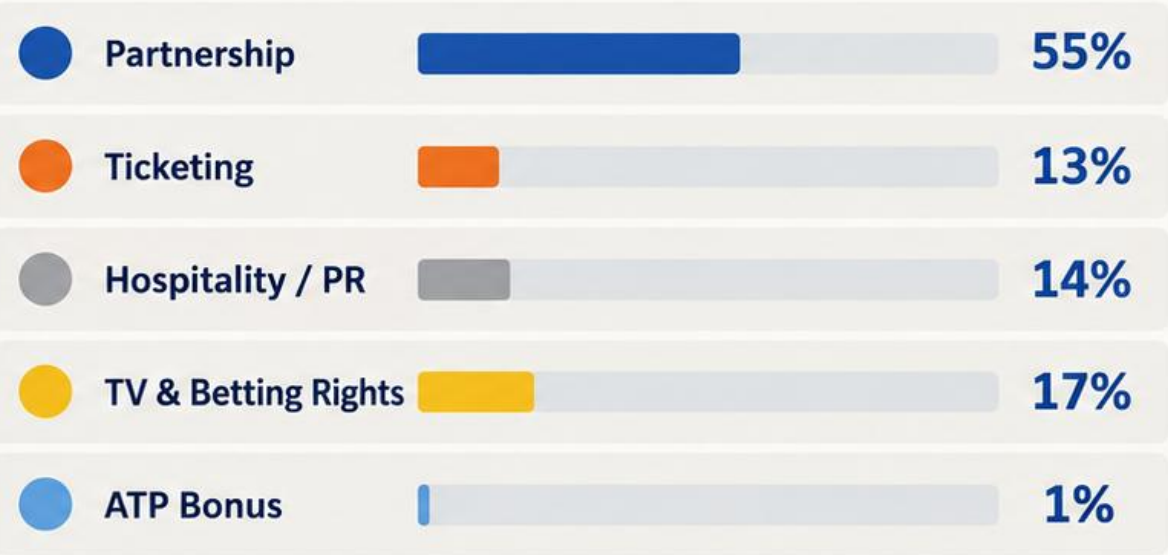
Strategic priority: diversify revenue while protecting the partnership engine.

WHERE DOES THE MONEY COME FROM?

Open 13 Provence — revenue mix and strategic dependency



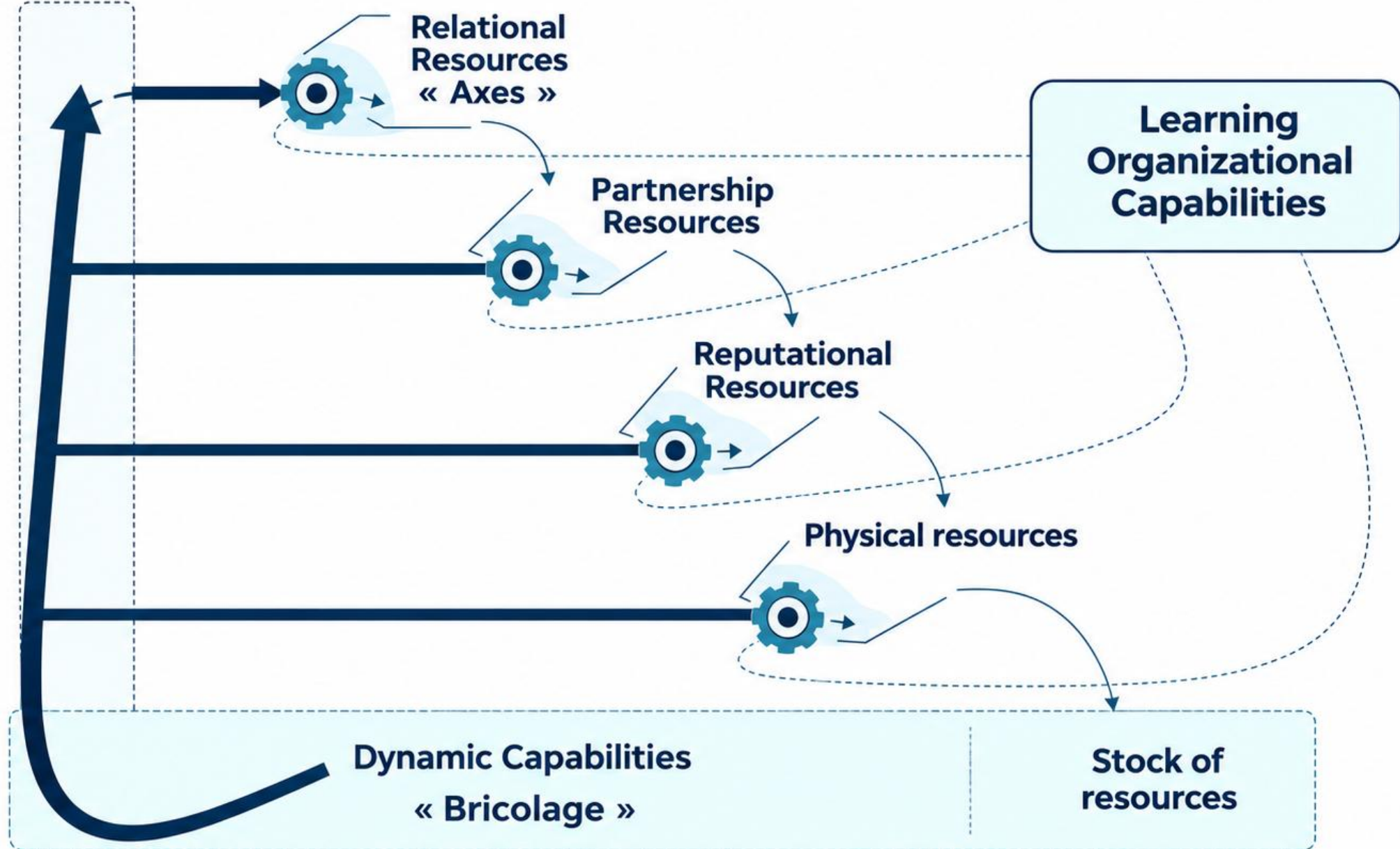
REVENUE STREAMS



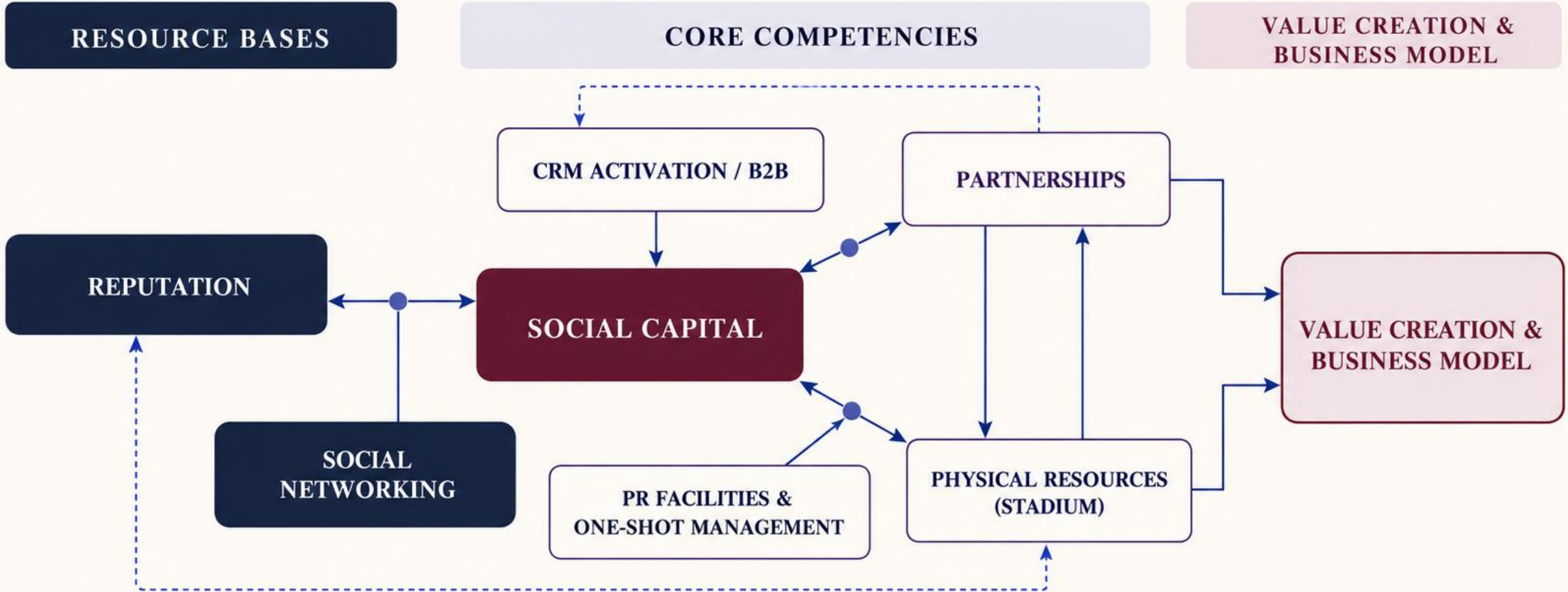
STRATEGIC DEPENDENCY

- 1 Strong CD13 dependency for ticketing
- 2 Organum (Veolia, Eiffage, Suez, Dalkia, Nexity...) dependency
- 3 International TV Rights > Domestic TV Rights

Cascade of assets



OPEN13 BUSINESS MODEL & RBV



Resources Basis



Core Competencies



DIRECT IMPACT



INDIRECT IMPACT



DEPLOYMENT

New investor from India...

KARTI P CHIDAMBARAM 

தமிழ் | English

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[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

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INFLUENCE • NETWORKS • SUCCESSION

THE FUTURE?

KARTI P. CHIDAMBARAM



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, Mohanam Rajesh

THE 100 MOST INFLUENTIAL PEOPLE IN THE WORLD

Palaniappan Chidambaram, FM



POLITICS | BUSINESS | GLOBAL CONNECTIVITY



INDIA

CAPITAL

PEOPLE

WHAT NEXT?

4
SLAM
TENNIS





MercedesCup

A STRATEGIC VISION FOR A UNIQUE TENNIS ECOSYSTEM

From human capabilities to sport credibility and brand orchestration.

PEOPLE
PERFORMANCE
BRANDS
A STRONGER
TOMORROW

01



CRAFT THE HUMAN STRATEGY

Sport-business organizations are not industrial firms. They require a distinctive approach to developing and orchestrating human capabilities.

02



PROTECT SPORT CREDIBILITY

Sport performance comes first: build and sustain sporting reliability, legitimacy and credibility.

03



ORCHESTRATE STRATEGIC ASSETS

Combining strategic assets and managerial capabilities creates a powerful brand and a distinctive value chain for the tennis ecosystem of tomorrow.

A
BOLDER
TENNIS
TOMORROW

HUMAN CAPABILITIES



SPORTING CREDIBILITY



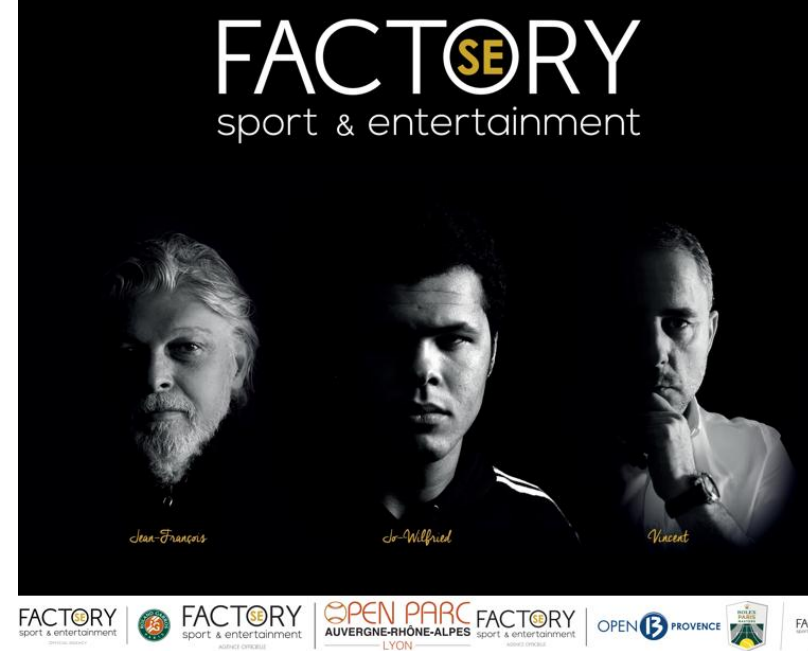
BRAND ORCHESTRATION

FROM TOURNAMENT HERITAGE TO A CULTURAL TENNIS BRAND

Three business-model logics — one strategic trajectory



Strategic vision: transform accumulated heritage into a distinctive cultural asset.











LE CÉLÈBRE TOURNOI NE SERA PLUS ORGANISÉ À MARSEILLE

Open 13, la fin d'une époque

Sans être une surprise, l'officialisation hier à la mi-journée par Pampelonne Organisation du déménagement du tournoi vers Lyon-Décines met un point final à une aventure commencée il y a 32 ans au Palais des Sports de Marseille.

Les esprits chagrins diront sans doute que le timing aurait pu être meilleur. À quelques heures de l'Olympico, Lyon récupère l'un des événements sportifs majeurs en Provence avec l'Open 13 qui, de fait, changera de nom. L'annonce, faite via un communiqué diffusé hier à la mi-journée n'a pas réellement surpris. L'horizon du tournoi semblait s'obscurcir d'année en année depuis la crise sanitaire et le changement de dates (octobre au lieu de février) ne laissait rien augurer de bon. "À partir de 2026 (du 18 au 25 octobre), le tournoi de tennis écrit un nouveau chapitre de son histoire à la LDLC Arena de Lyon-Décines. Ce choix est le fruit d'une analyse approfondie des infrastructures répondant aux standards techniques, logistiques et médiatiques imposés par l'ATP. Tout. La LDLC Arena, équipement de dernière génération situé au cœur de la Métropole lyonnaise, répond pleinement à ces exigences et offre toutes les garanties pour accompagner le développement futur du tournoi", annonce le texte publié par Pampelonne Organisation.

"On était dans le collimateur de l'ATP"
"On était sur la sellette depuis 4 ou 5 ans, confie Jean-François Caujolle, créateur du tournoi en 1993 et qui avait cédé ses parts à Jo-Wilfried Tsonga en 2023. Ce départ à Lyon n'est donc pas surprenant, il est logique même si ça s'est accéléré depuis janvier. Depuis que l'ATP a mis en place



Depuis 1993, le tournoi était un marqueur dans l'année sportive à Marseille. Il faudra désormais vivre sans. / PHOTO ARCHIVES GEORGES ROBERT

une commission pour améliorer les standards des tournois, on se savait dans le collimateur. L'ATP a supprimé 8 tournois 250 et s'apprête à en supprimer ou à en relever autant. Sans nouveau Palais des Sports à Marseille, ce n'était pas possible d'aller plus loin. Puis, il y a eu cette opportunité de nouvelle Arena avec le groupe Julias, la Région Auvergne - Rhône-Alpes était intéressée et moi j'ai vendu toutes mes parts à des repreneurs dont

le siège est à Lyon...". La fin de l'Open 13 Provence, c'est aussi la fin d'une manière de concevoir les événements sportifs. Grâce à leur savoir-faire, Jean-François Caujolle et ses équipes, réussissaient chaque année le tour de force de transformer les entrailles du Palais des Sports de Marseille, occupées en temps normal par un parking, en un village où se pressait le tout-Marseille, ama-

teur de tennis ou non. "On aurait pu peut-être avoir un an de plus. Mais ça ne serait pas allé au-delà. Ce n'était que de super moments. Dans ces circonstances, les remerciements sont toujours faciles mais sans le coup de folie de Lucien Vognard (président du Conseil général des Bouches-du-Rhône entre 1989 et 1998), puis de Jean-Noël Guérini, le tournoi n'aurait jamais pu exister. C'était complètement anachronique à l'époque

que le Département venait vers le haut niveau. Et malgré les changements politiques, tant au Département des Bouches-du-Rhône qu'à la Ville de Marseille, et même quand les institutions n'étaient pas alignées politiquement, on a toujours eu un regard bienveillant sur le tournoi. Même chez les privés, on a gardé les mêmes partenaires depuis le début. Cette fidélité est étonnante et exemplaire. Ce qui m'a marqué aussi, c'est le lien

familial qu'on a réussi à créer. Mon épouse, mon ex-épouse, les familles Maltese ou Fritz... Même notre médecin, Charles Lankar, qui a fait toutes les éditions sauf peut-être la première. L'équipe avait tiré un article "Les Bouglions du tennis" et ça m'avait bien plu parce que c'était vraiment ça. S'il a consacré plus de 30 ans de sa vie à ce tournoi, Jean-François Caujolle n'est pas amer en tournant la page. "Je ne dirai pas que ça finit en queue de poisson, mais c'est dommage. Je n'ai pas de rancune, ni de nostalgie ou de mélancolie. À chaque fois, on arrivait à faire un peu plus que ce que voulait la logique. Depuis l'après-Covid, ça devenait de plus en plus difficile. Cette fois-ci, on n'a pas pu relever le défi."

Quel avenir pour Jean-François Caujolle ? L'avenir du tournoi, qui s'écrit désormais à Lyon, s'écrit-il pour autant avec Jean-François Caujolle ? "Je vais être un temps dans la logique de les accompagner mais mes racines sont ici à Marseille même si Lyon est une ville que je connais parfaitement, presque une ville d'adoption. J'ai encore un contrat de deux ans. S'ils le veulent, je les accompagne. Maintenant, c'est à eux et ils sont jeunes. Je ne me vois pas encore diriger un tournoi à 85 ans. Il ne faut pas déconner (sic)." C'est l'ancien joueur et entraîneur de Jo-Wilfried Tsonga originaire de Villeurbanne, Thierry Ascione, qui lui succédera. La fin d'une époque.

Éric BRETON
eric.breton@lapresse.com

LES PLUS GRANDS JOUEURS ONT DISPUTÉ LE TOURNOI

Federer, Nadal, Djokovic, Becker Noah... Ils ont joué à Marseille

Depuis sa création en 1993 jusqu'à sa disparition en 2025, le tournoi marseillais a accueilli les plus grandes légendes du tennis. Un tableau de chasse assez unique.



Federer vainqueur en 2003. / PHOTO THIERRY GARRO

Dès la naissance de l'Open 13 en 1993, les anges du tennis se sont penchés au-dessus de son berceau pour lui donner cette chose en plus que les autres n'avaient pas forcément. Pour sa première édition, le tour-

Four qui ont dominé le tennis mondial pendant 15 ans ont tous pris part au moins à une édition de l'Open 13. Novak Djokovic en 2007, 2008, 2009, Rafael Nadal en 2006, battu par l'Alsinois Arnaud Clément en demi-finale, et enfin Andy Murray qui a ajouté Marseille à son palmarès en 2008. Ces dernières années encore, le Palais des Sports avait vu des débuts d'historiens s'inscrire sous ses yeux, comme celle de l'actuel N.1 mondial, l'Italien Jannick Sinner (2020, 2021). Un récit qui s'écrit désormais

ET MAINTENANT ?

Quel avenir pour le Palais des Sports de Marseille ?

Citée comme la raison principale du départ du tournoi, l'enceinte perd son événement phare.



Inauguré en fin d'année 1988 et n'ayant guère évolué depuis, le Palais des Sports de Marseille a du mal à rivaliser avec les enceintes de dernière génération en France et à l'étranger. Et avec la perte du tournoi, c'est son événement phare qui disparaît et allège considérablement sa programmation. "Je ne fais pas de politique, mais j'avais prévu

L'Open 13 Provence était l'événement phare de l'enceinte de la rue Raymond-Tessier. / PHOTO

encore ! L'Open 13 Provence, c'est fini, faute d'entretien du Palais des Sports par la Ville de Marseille ! [...] C'est une déception pour le Département 13 qui a soutenu ce tournoi international de tennis sur notre territoire." Adjointe au maire de Marseille, en charge des grands événements, Samia Ghali a répliqué via un communiqué : "La société Pampelonne, dont l'actionnaire majoritaire n'est plus un Marseillais, organisatrice historique de l'Open 13, vient d'annoncer son départ pour



L'événement, lancé il y a 32 ans au Palais des Sports, déménage pour Lyon à partir de l'année prochaine. La fin d'une ère. Pages Sports / PHOTO FRANCK PENNANT

Aujourd'hui
avec votre
journal.

Toute l'actu télé...



... bien-être et mode



Culture

Festivals : où sont les femmes ?

Selon une étude, les artistes féminines représentent seulement 26% des têtes d'affiche dans les festivals de musique. En Provence, si certains événements sont bons élèves en la matière, d'autres sont à la traîne... Pages Culture / PHOTO VALÉRIE VREL

CASE STUDY DEBRIEF

WHY DID IT FAIL?



Live Case Studies & Strategic Challenges

REAL CONTEXTS. STRATEGIC THINKING. MEANINGFUL IMPACT.

01



Students'
Live Case Study
Challenge

02



Pampelonne
Organization's
Future in Lyon?

03



The Rebirth of
the Marseille
Market?

04



A Comparative
Analysis:
Aurélie Fersing as a
Full-Time Employee /
Lionel Maltese as an
Independent Freelancer

LEARN

ANALYSE

ENVISION

COMPARE

PEOPLE / PLACES / IDEAS / A BRIGHTER TOMORROW

PAMPELONNE ORGANISATION — STRATEGIC OPERATING MODEL

Clear ownership across strategy, commercial development, marketing and operations

STRATEGIC
SUPPORT



TECHNICAL MANAGEMENT
MG (Supplier)



IT STRATEGY
LM (Supplier)



FINANCE
PM + EM (Supplier)

LEADERSHIP



JFC
SENIOR COMMERCIAL DIRECTOR

CORE
FUNCTIONS



COMMERCIAL
PC (Full Time)



TICKETING
BC (Full Time)



COMMUNICATION
YF (Full Time)



**MARKETING /
KEY ACCOUNT MANAGEMENT**
AF (Full Time)

OPERATIONS



ADMINISTRATION
KC (Full Time)



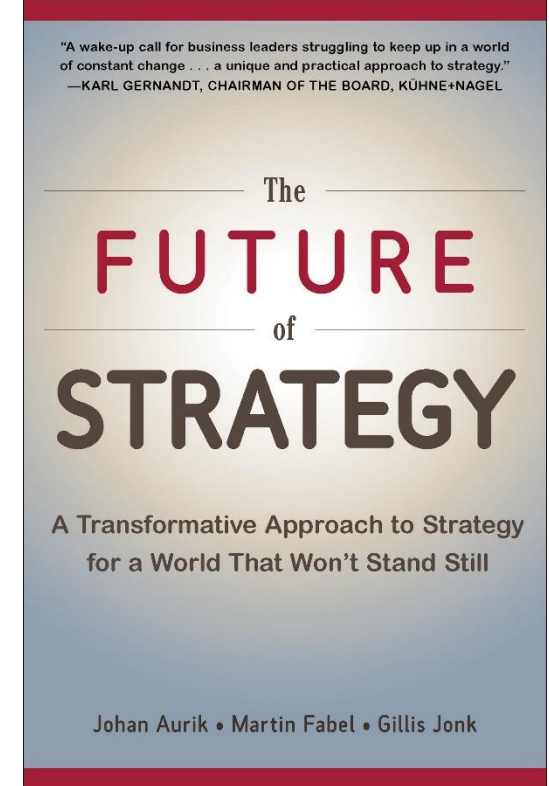
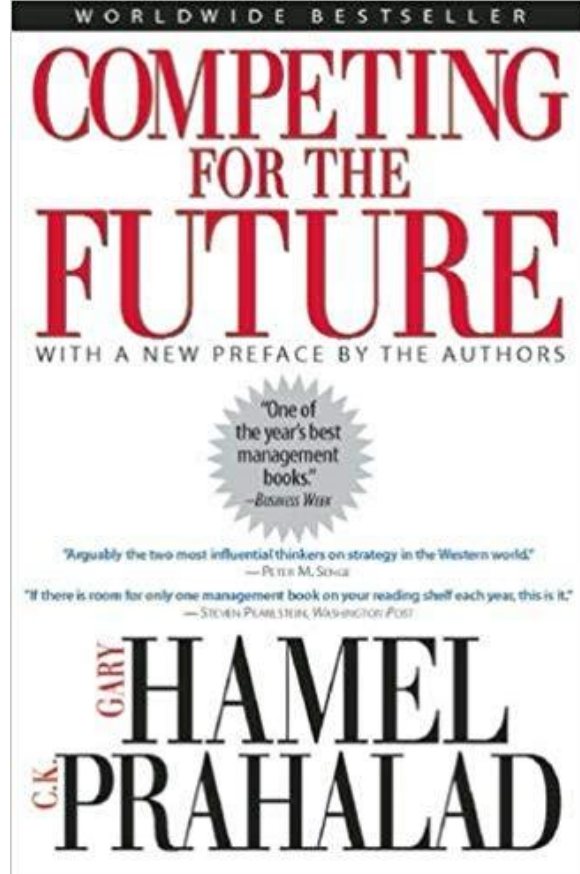
**COMMUNITY
MANAGEMENT**
MC (Full Time)

STRATEGY
PEOPLE
IMPACT



The model combines strategic coordination, commercial execution and specialized external capabilities.







Directeur du tournoi ATP 250 Marseille : "C'est un secret de polichinelle, il y aura bientôt un nouveau Masters 1000 en février (en Arabie Saoudite). Nous aurons un mini-circuit important avec Doha, Dubaï et ce Masters 1000. Forcément d'ici 3-4 ans, il y aura une réduction du nombre d'ATP 250"

ATP



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

Commenter

Partager



HOME » MASTERS 1000 IN RIYADH: A POSSIBILITY CLOSER THAN EVER

Masters 1000 in Riyadh: a possibility closer than ever

Rumors about the upcoming major tournament in Saudi Arabia are gaining strength on the ATP circuit, with consequences that would completely change professional tennis.

RAQUEL BERMÚDEZ RODRÍGUEZ | 26 APR 2025 | 11.14

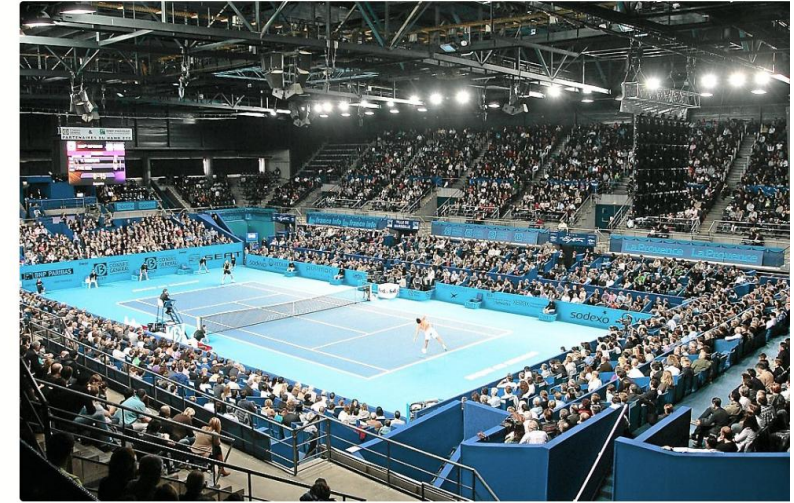


Masters 1000 in Riyadh: a possibility closer than ever. Photo: Getty



Démodé, le Palais des sports ?

Tennis Le projet d'une nouvelle salle est gelé avant les municipales



Le Palais des sports, ici lors de la finale 2013 de l'Open 13 de Marseille. - P.Magnien/20 Minutes



GL Events veut « créer un vrai lieu de vie » sur le Chanot

SPORT ORGANIZATIONS CREATE VALUE THROUGH RELATIONSHIPS

90%

of sports
organizations
rely on relational
ecosystems



“A vision without a strategy remains an illusion.”

Lee Bolman



— STRATEGIC TURN

FROM VISION TO STRATEGY



— A vision becomes powerful when it is orchestrated through resources, capabilities and action. —

Strategic Management | 2007–2011

A strategic journey with J.-F. Caujolle



BNP PARIBAS
MASTERS

ENTREZ DANS L'ARÈNE | PRÉPAREZ-VOUS | RÉSERVEZ | RE-VIVEZ 2008

SERVICE JOUR & NUIT!

BERCY DU 7 AU 15 NOV 2009

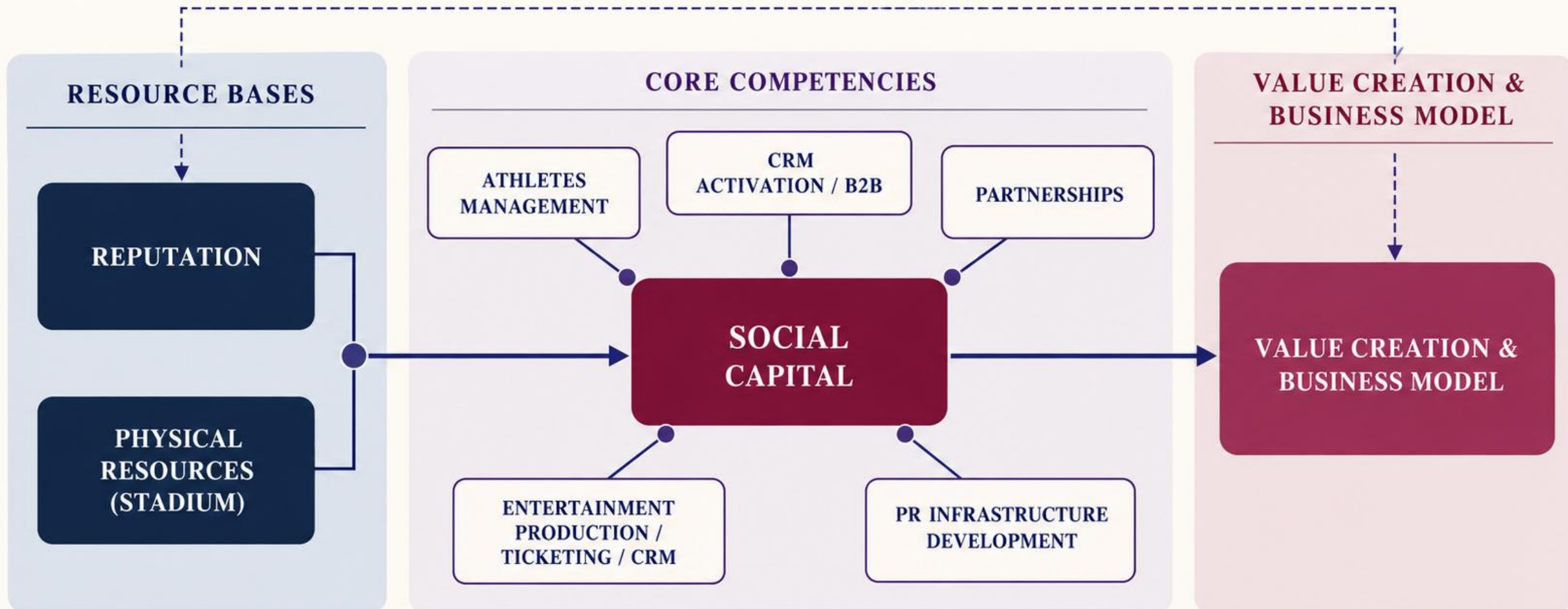
ENTREZ DANS L'ARÈNE !

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'ÉVÉNEMENT](#)

JO-WILFRIED TSONGA
VAINQUEUR 2008

BNP PARIBAS MASTERS / RPM — BUSINESS MODEL & RBV



**VIBRONS
PLUS
GRAND**



**ROLEX PARIS
MASTERS**
DU 25 OCT. AU 2 NOV. 2025
PARIS LA DEFENSE ARENA
#RolexParisMasters | rolexparismasters.com

ROLEX
LACOSTE
LUXULUS
VEOLIA
CGI
EUROSPORT
evian
Haier
HEAD
Hertz
Le Parisien
LOTZ
TATTINGER
TENNIS
PARIS LA DEFENSE ARENA

ROLEX PARIS MASTERS
ATP MASTERS 1000

**JANNIK
SINNER**

**ALEXANDER
ZVEREV**

**GRIGOR
DIMITROV**

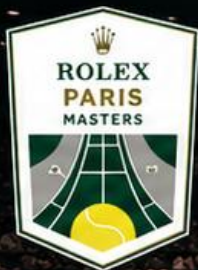


**ROLEX PARIS
MASTERS**
ACCOR ARENA DU 26 OCT. AU 3 NOV. 2024
MASTERS

ROLEX PARIS MASTERS
ATP MASTERS 1000

An aerial night photograph of the Paris La Défense Arena, a large, curved stadium illuminated with warm yellow lights. The stadium is situated near a body of water, and the surrounding city lights are visible in the background. Overlaid on the image is the text "THE NEW HOME OF THE ROLEX PARIS MASTERS IN 2025" in a bold, yellow, sans-serif font.

THE NEW HOME OF THE ROLEX PARIS MASTERS IN 2025



ROLEX PARIS MASTERS 2025

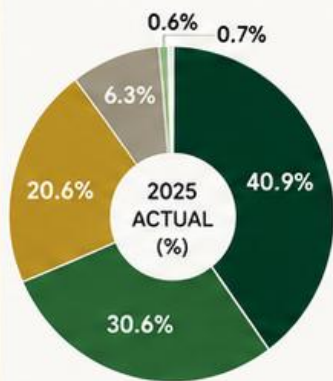
FINANCIAL SUMMARY (K€)

STRONG PERFORMANCE AND
PROFITABLE GROWTH

REVENUES

28,769 K€

+667 K€ vs Budget
(+2%)

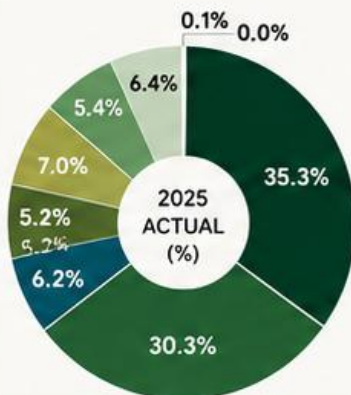


Media Rights	11,789 K€	(+5%)
Ticketing	8,805 K€	(0%)
Sponsorship	5,956 K€	(-2%)
Hospitality	1,809 K€	(-2%)
Operations & Other	410 K€	(+107%)
Exceptional Products	190 K€	(NS)

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
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.

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 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 Paris La Défense Arena, à Nanterre, à partir de 2025.

Tennis – Le Rolex Paris Masters déménage à « Paris La Défense Arena » à compter de 2025



Par [Alexandre Bailleul](#) 29 janvier 2024



Photo : Christophe Guibbaud / FFT

FROM REPUTATION TO CULTURAL VALUE

Only a small minority of sports organizations control the assets required to build a distinctive brand ecosystem.

10%

of sports organizations

have the conditions to develop a reputational or cultural business model



TAKEAWAY

Brand + **Venue** + **Media Rights** + **Asset Control** =

CULTURAL BUSINESS MODEL



LIVE NATION À PARIS LA DÉFENSE ARENA : ACCÉLÉRATION ÉCONOMIQUE OU STANDARDISATION DU SPORT-SPECTACLE ?



STRATÉGIE





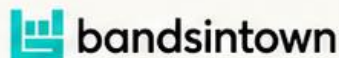
Key Partners



+200 more venues



UNIVERSAL MUSIC GROUP



Key Activities



Event Promotion



Management Services



Ticketing



Sponsorships



Key Resources



Online Ticketing System & Software



Venue Networks



Artists



Network of sponsors, partners, & personnel



Value Proposition

Promote & operate live entertainment events

Operate efficient online ticketing service

One of the world's largest e-commerce businesses

Effective advertisements and brand marketing opportunities

Services offered globally



Customer Relationship

Venues: provides ticketing service, concert promotion, and venue operation services.

Artists: Provides promotion services and management.

Consumers: Those purchasing the tickets to attend events from Live Nation.

Advertising Agencies: Providing a range of sponsorship opportunities and solutions to advertising.



Channels

Social Media:



Email Marketing:



Customer Segments

Gender



Female



Male

Age



18 - 45

Location



Global

Income



~\$50,000

Physographics



Music Fans
Sports Fans

Usage Rates



Medium - High



Cost Structure



Artist Fees



Production



Sponsorships



Taxes



Development



Maintenance



Marketing



Rentals



Management



Staff

Operating Expenses:
\$14.39 Million

22,200 Employees



Revenue Streams



Live Event Tickets



Vendor Fees



Food & Beverage Sales



Sponsorships



VIP Experiences



Merchandise



Alcohol Sales

Total Revenue:
\$15.09 Million

Gross Profit:
\$700 K

Student Challenge | FFT Tennis Events

From resource dependence to portfolio strategy

SPORT
PEOPLE
PLACES
GREATER VALUE

KEY ISSUES

CONSTRAINTS TODAY. OPPORTUNITIES TOMORROW.



Physical resource dependence

(La Défense Arena)



Internal & external asset management

ONE OWNER • TWO EVENTS • ONE PLACE

Paris – Île-de-France

ROLAND GARROS + ROLEX PARIS MASTERS



STRATEGIC QUESTIONS

FROM EVENTS TO A SUSTAINABLE PORTFOLIO.



Strategic options ?



The FFT's broader strategy for ATP / WTA events in France



FFT and France: power in tennis governance



THE STRATEGIC QUESTION

How can the FFT create value from two major events in the same metropolitan area?

Three Business Models in Sport Business

