

LECTURE 3

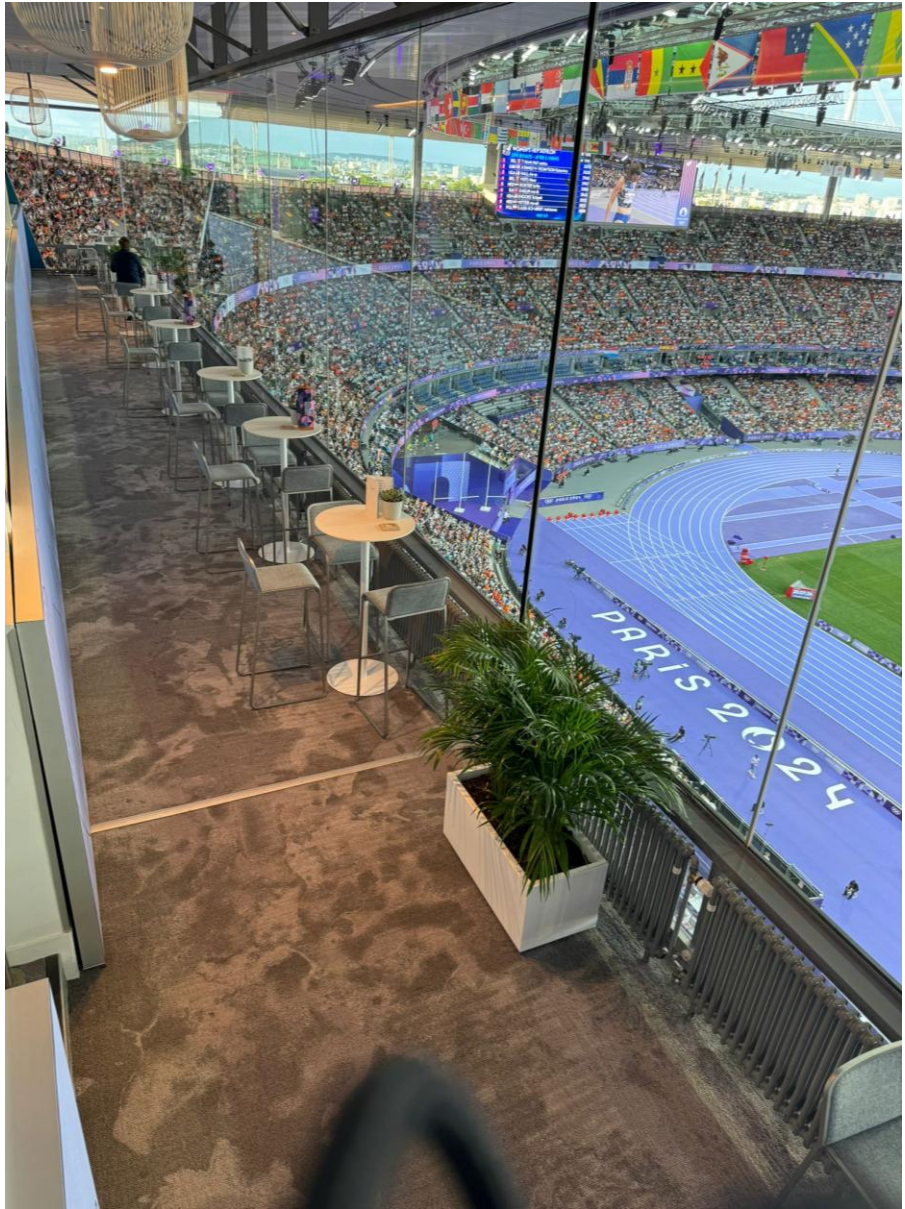
STRATEGIC SPORT BUSINESS MANAGEMENT



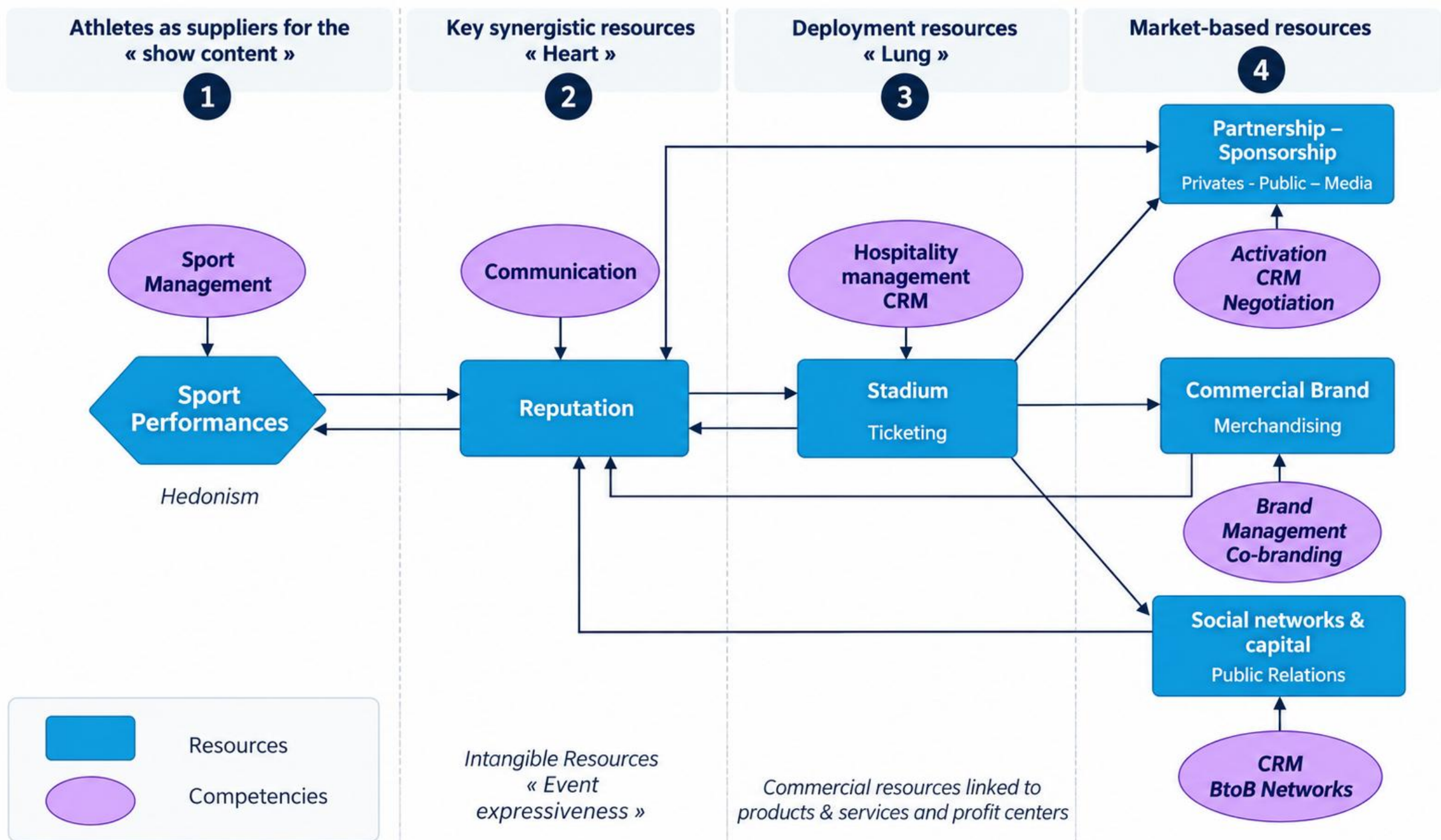
Lionel Maltese
Maître de Conférences Aix Marseille University – CERGAM IAE
Aix-en-Provence - #OIMS Laval University Canada
Associate Professor Sport Business Management Kedge Business
School
Delegate Manager Marseille – Lyon ATP250 - Senior consulting
sport business management
Twitter : @lionelmaltese



How It Works Hospitality

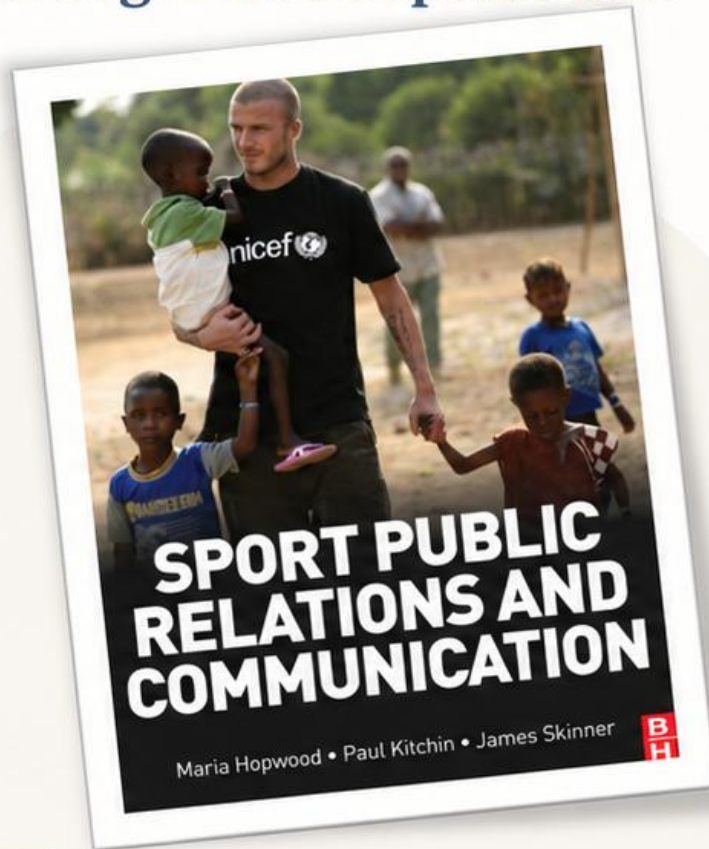






FOCUS ON RELATIONAL BUSINESS MODELS

From communication to
strategic interdependence



1



How do we implement a relational model?

Design structures, processes and capabilities
to embed relationship-building across the organisation.

2



How do we involve stakeholders?

Engage internal and external stakeholders through
meaningful, two-way relationships.

3



How do we maintain relationships over time?

Nurture trust, deliver mutual value and ensure
long-term commitment.

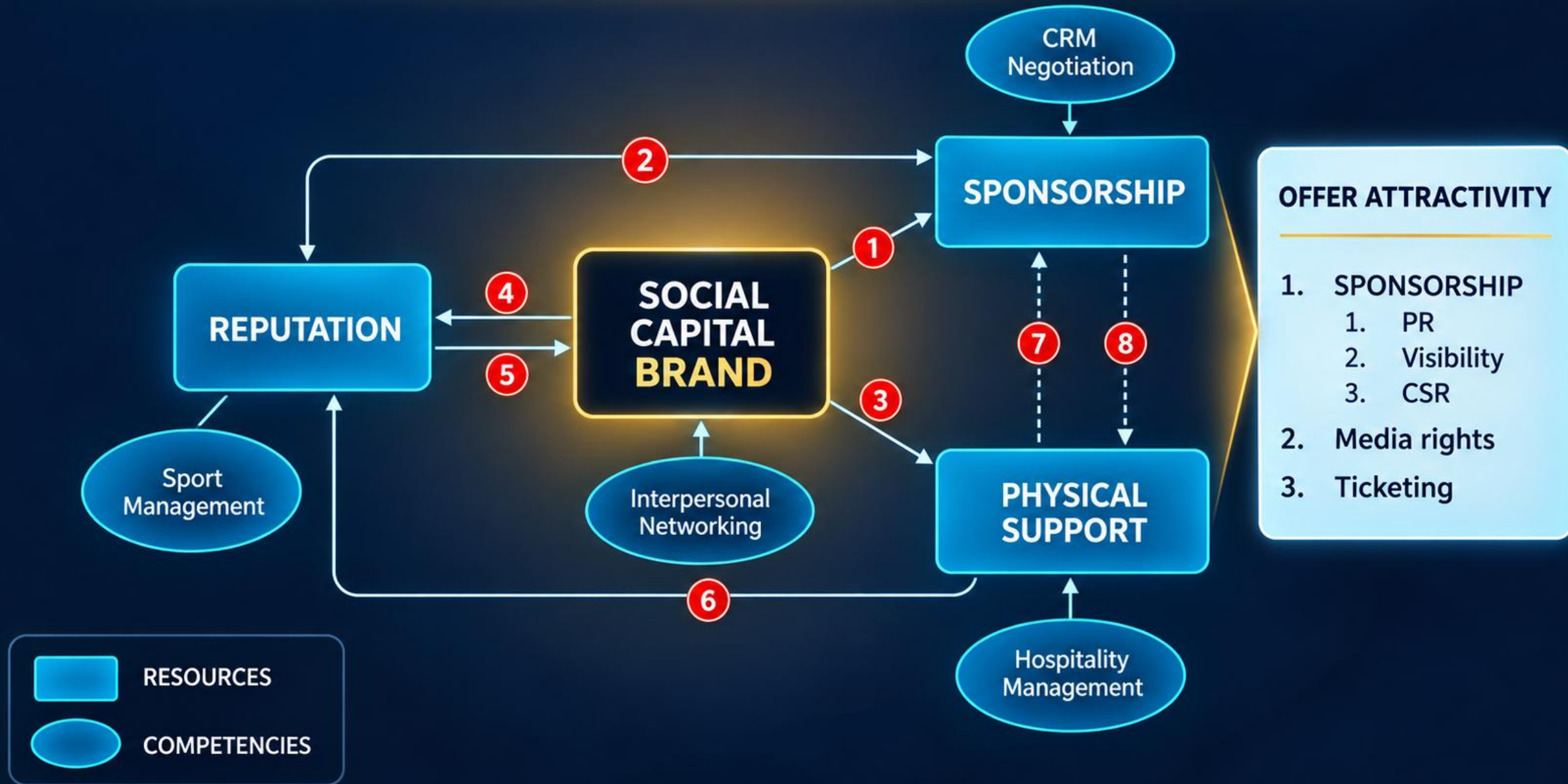
4



How do we create dependency and influence the external environment?

Build strategic interdependence to shape networks,
mobilise support and influence the broader environment.

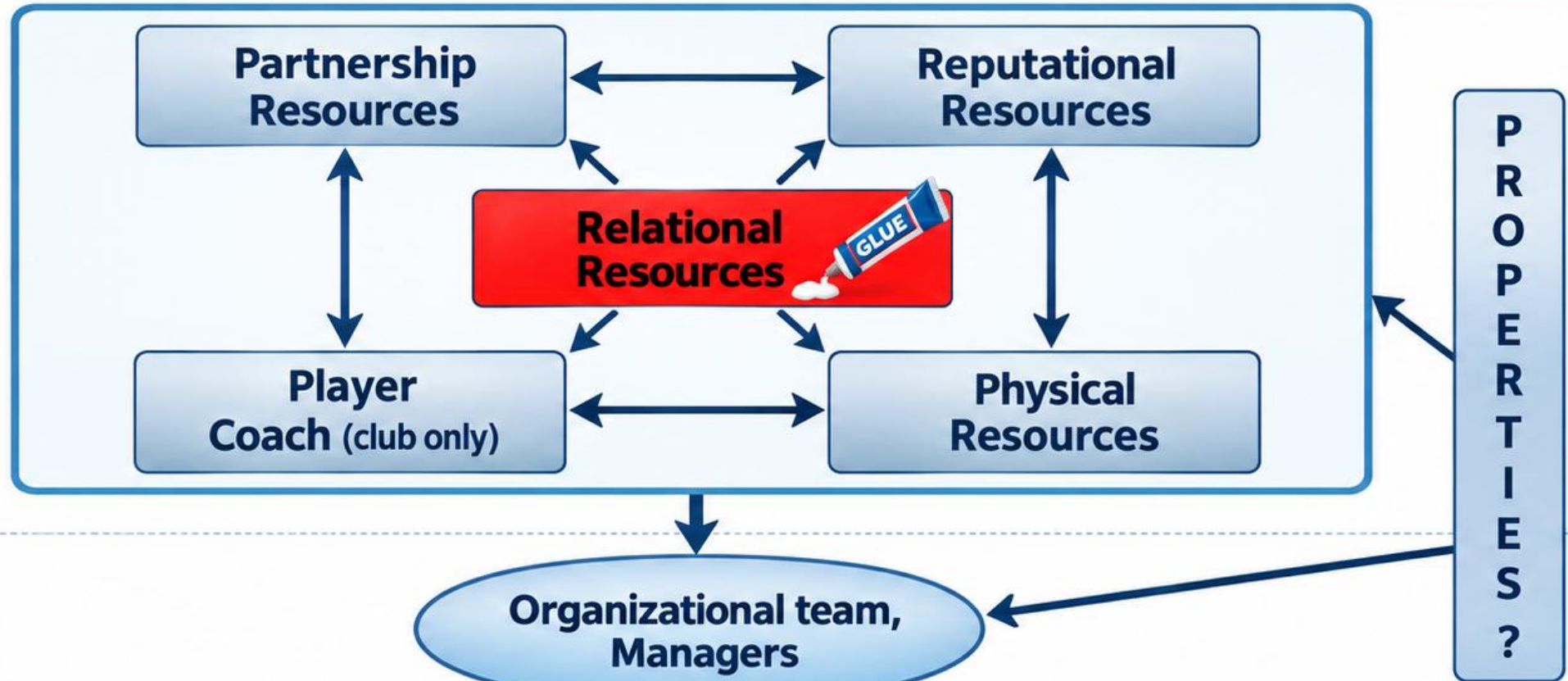
RELATIONAL (« MEETIC ») BUSINESS MODEL



Concepts

RBV first model for a sport organization

Resources portfolio



Core Competencies, Capabilities

Performance, Success

RELATIONAL RESOURCES AS A PIVOTAL ASSET

PEOPLE • CONNECTIONS • OPPORTUNITIES • VALUE



**Generate profit through
Public Relations &
Hospitality**

VISIBILITY DRIVES OPPORTUNITY



**Leverage social capital
and core networking
competencies**

PEOPLE CREATE POSSIBILITIES



**RELATIONAL
RESOURCES**

*The relational engine
of value creation*



**Understand sports-event
organisations as
THE PLACE TO BE**

EVENTS BRING PEOPLE TOGETHER



**Build B2B markets and
long-term relationships**

TRUST TURNS CONNECTIONS
INTO GROWTH



CREATING SUSTAINABLE

VALUE

FOR ORGANISATIONS, PEOPLE AND MARKETS

WHAT IS THE DIFFERENCE BETWEEN PUBLIC RELATIONS AS A LUXURY GUEST HOUSE AND HOSPITALITY AS A FIVE-STAR HOTEL?



Same objective? Different relational logic.

STUDENT CHALLENGE

ŠKODA TOUR DE FRANCE VIP PROGRAM

How to measure and manage **relational ROI**



YOUR CONTENT = BRAND EQUITY

RELATIONAL CONTENT → REAL VALUE

PEOPLE



THE RELATION =

RELATIONS



YOUR SOCIAL CAPITAL

EXPERIENCES



YOUR INDIVIDUAL RELATIONSHIPS

VALUE



YOUR SUPPORT (PLACE) = HOSPITALITY =
WAY OF LIFE (FRENCH TOUCH)



YOUR OPTIMIZATION = SPORT AS EMOTIONAL
MOMENT AND PLACE TO GENERATE EXTRA-BUSINESS



BRAND EQUITY

STRONGER RELATIONS > MORE OPPORTUNITIES

FROM RELATION TO VALUE



Trust



Experience



Extra-business

RELATIONS TODAY
VALUE TOMORROW

CONTENT
BUILDS
PEOPLE
BUILDS BRANDS

PUBLIC RELATIONS (PR)?



BERNAYS — MANAGEMENT FUNCTION

“Public Relations is a management function which tabulates public attitudes, defines the policies, procedures and interest of an organization followed by executing a program of action to earn public understanding and acceptance.”

Edward Bernays



CROZIER (1957) — PUBLIC GOODWILL

“Public Relations is a set of processes used by managers to gain external publics’ sympathy and goodwill.”

COMMON PURPOSE



UNDERSTANDING



ACCEPTANCE



GOODWILL

PR = MARKETING ASSET



A very « large » communication tool : financial communication, lobbying, media, Sponsorship...



More than 200 definitions... for us : It's a marketing activity implemented by a firm, a public or private organization, a person or a group, to create, establish, maintain or improve, on the one hand loyalty, understanding and sympathy, and on the other hand, the relationships with the public inside and outside the institution, at the origin of its development (Kotler and Dubois, 2004).

PR FOR EVENTS MANAGERS

01



Press-relations : control & development

02



Events creation during your event

03



Political PR

04



« People » exploitation
(dedicated person in your organization)

05



Construction and management
of relational networks inside
and outside your event

06



Forging an « iron cage » for your event
network : be careful about the balance
between quantitative and qualitative
interpersonal relationships

“Celebrity Utility”: People and Former Professional Athletes

FROM SYMBOLIC CAPITAL TO RELATIONAL ACCESS



Celebrity utility converts visibility into *relational resources*.

THE EXAMPLE OF CHINA : THE IMPORTANCE OF INTERPERSONAL RELATIONSHIPS (**GUANXI – 关系**) IN BUSINESS

GUANXI – 关系

The Chinese word « guanxi » (关系) **refers to the concept of drawing on connections in order to secure favors in personal relations** (Luo, 2000).



KEY CHARACTERISTICS :

- 1** Implicit mutual obligations, assurances and understanding
- 2** Attitudes toward long term social and business relationships
- 3** More than a friendship or a simple interpersonal relationship : it includes reciprocal obligations to respond to requests for assistance.



So Guanxi means **interpersonal linkages with the implication of continued exchange of favors** ⇔ in my experience in a PR agency we can transfer this phenomenon in sports events !



OPERATIONAL EXCELLENCE
FOR SUSTAINABLE LIVING



GESTION DE L'EAU
ASSAINISSEMENT



COLLECTE DÉCHETS INDUSTRIEL
PROPRETÉ URBAINE
DÉCHÉTERIES
TRAITEMENT
TRI ET VALORISATION
NÉGOCE



NETTOYAGE INDUSTRIEL
SÉCURITÉ
ÉVÉNEMENTS
ESPACES VERTS
ANTI-NUISIBLES
MAINTENANCE
CENTRALE D'ACHAT



TRAITEUR
RÉCEPTION
LIEUX D'EXCEPTION



CONNECTING CAPABILITIES
TO GLOBAL OPPORTUNITIES

Operational control

Hospitality experience

Reputational leverage



A GLOBAL HUB FOR
SPORT, MEDIA AND EVENTS



CLEANER CITIES | ICONIC EVENTS | STRONGER PARTNERSHIPS

QATAR AND NICOLLIN
FOR A MORE SUSTAINABLE TOMORROW





GEN
COM

CEO are also key FANS !!!!!!!!!!!!!!!!!!!!!!!!!!!!!



PR CONSUMING REASONS

PEOPLE | EXPERIENCES | RELATIONSHIPS



01



Happiness & passion

An individual happiness therapy

02



Demonstration

Be visible to their guests

03



Strategic

Use CRM and guest insights to anticipate their needs

From emotional experience to relationship intelligence.

PR SEGMENTATION

One communication strategy. Five relationship priorities.



PR & PRESS RELATIONS



Do not reduce PR with press relations



Generally, PR are using to
(Occurrence Agency Study, 2003):

Brands and products communication (70 %)  **70 %**

Institutional communication 

Press relations (53 %)  **53 %**



But on the fields, the tools are :

Press relations (97 %)  **97 %**

Institutional communication (91 %)  **91 %**

Internal communication (89 %)  **89 %**



The Strength of Weak Ties

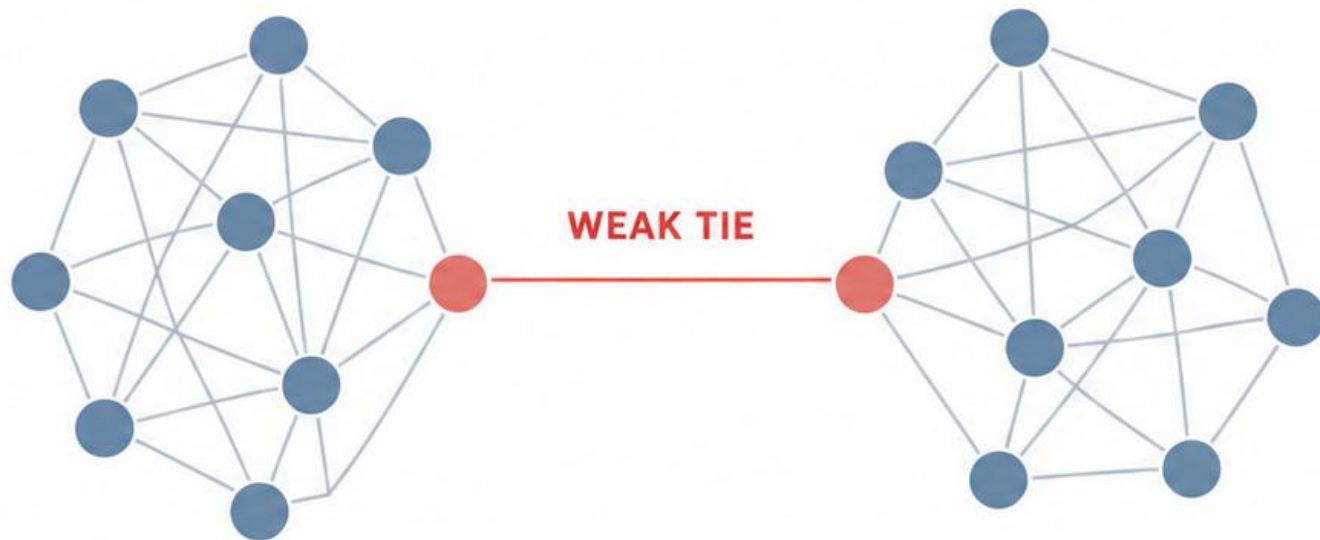
Mark Granovetter
American Journal of Sociology

SHARP TIES



WHAT IS A WEAK TIE?

THE POWER OF A WEAK TIE: BRIDGING OTHERWISE SEPARATE NETWORKS



TIE STRENGTH = A LINEAR COMBINATION

F

Frequency of contact

E

Emotional intensity

I

Intimacy (mutual confiding)

R

Reciprocal services

$$I_{ij} = w_1F + w_2E + w_3I + w_4R$$

Granovetter leaves the exact functional form and weighting “postponed for future empirical work.”

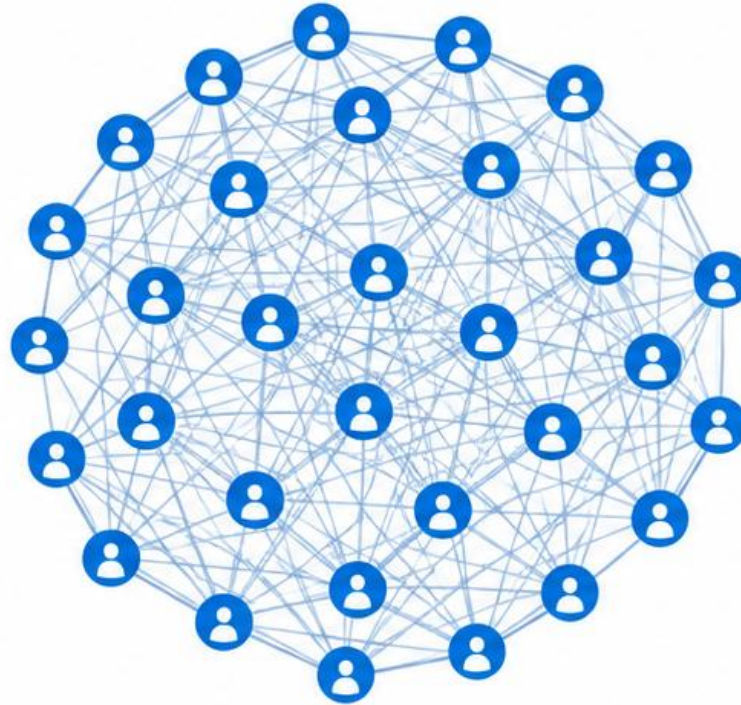
Strong and Weak Ties



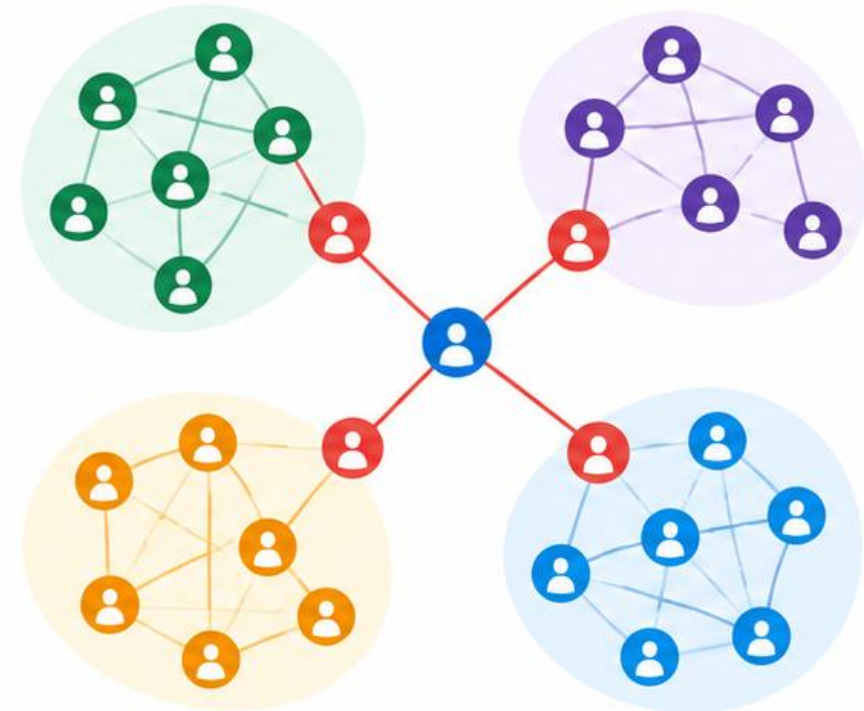
Our '**weak ties**'
act as **bridges**.

They connect us to
other groups of people
we would not know
otherwise.

Facebook Friends



Real Life Friends



— Strong tie



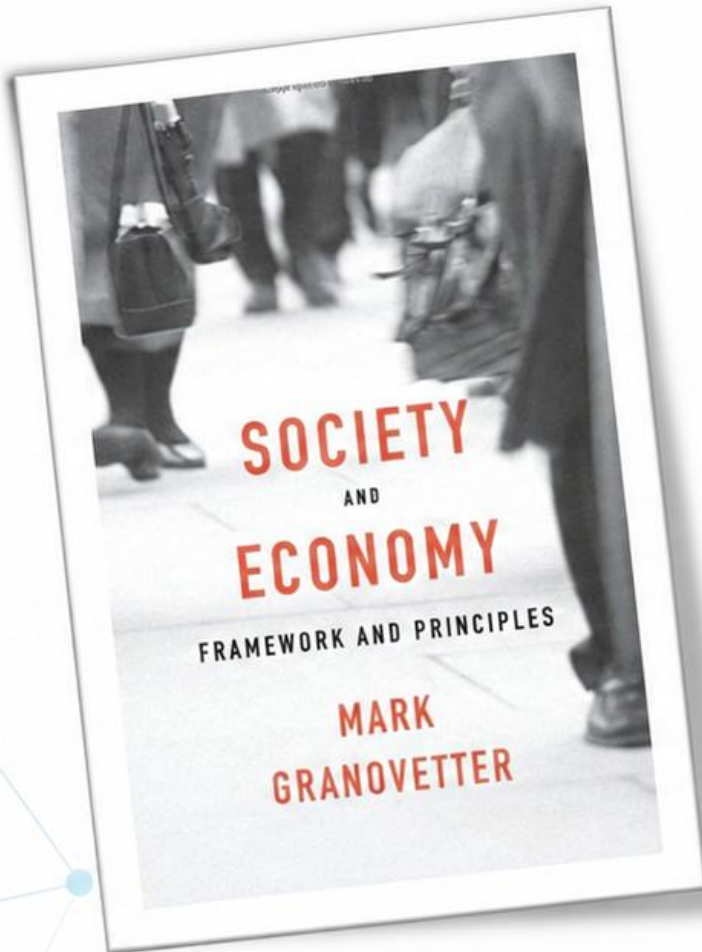
— Weak tie (bridge)



A different group
of people

Interpersonal “Ties” Efficiency

(Granovetter, 1973) applied to Sport Public Relations.



Weak ties become strategically valuable when they are cultivated over time.



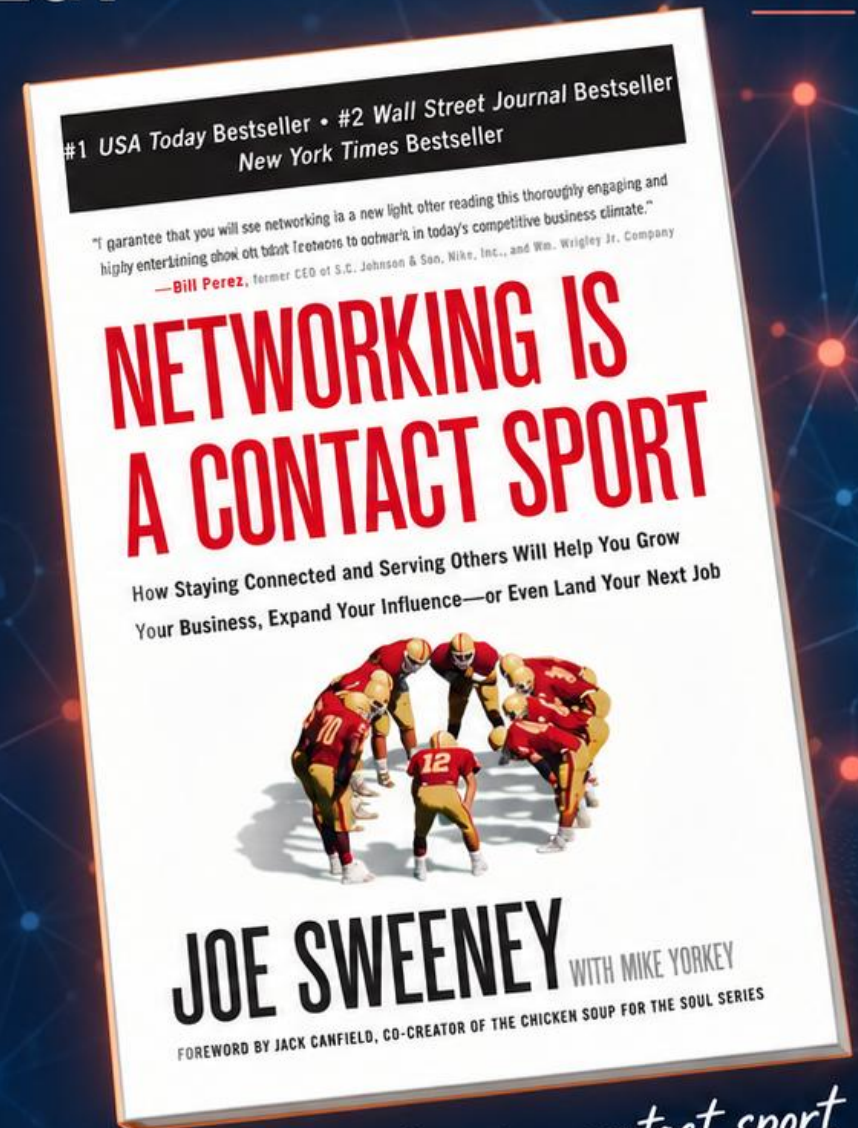
THE MAIN OBJECTIVE OF A PR STRATEGY

RELATIONSHIPS
BUILD
OPPORTUNITIES



From event-based contacts to an
orchestrated strategic asset.

PEOPLE
REPUTATION
OPPORTUNITIES
GROWTH

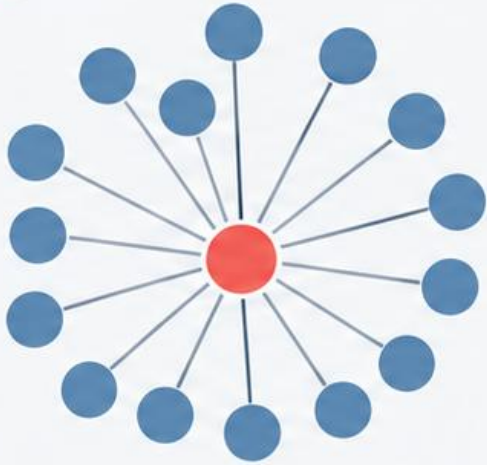


Networking is a contact sport

THE DANGERS OF NETWORKS

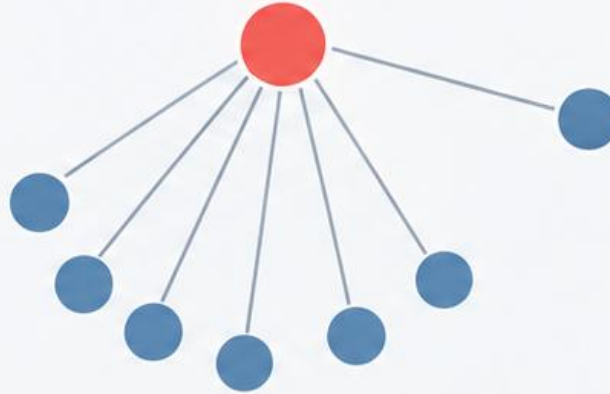
NETWORKS CREATE VALUE — BUT ALSO VULNERABILITY

1 NETWORK OVERLOAD



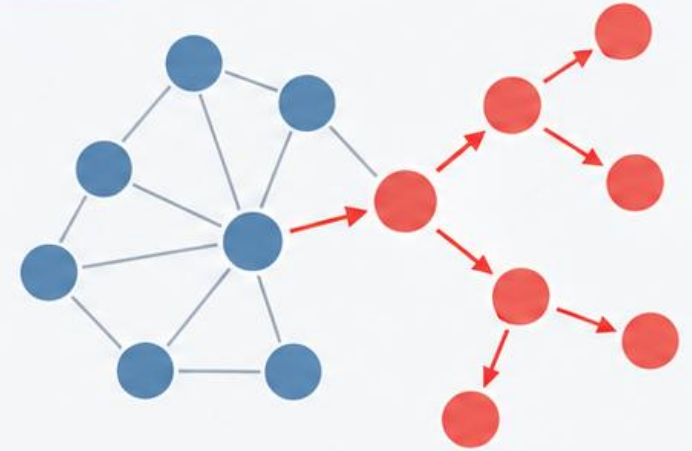
Too many ties to manage?
Strong ties or weak ties?

2 DEPENDENCY



Reliance on a limited
number of key actors

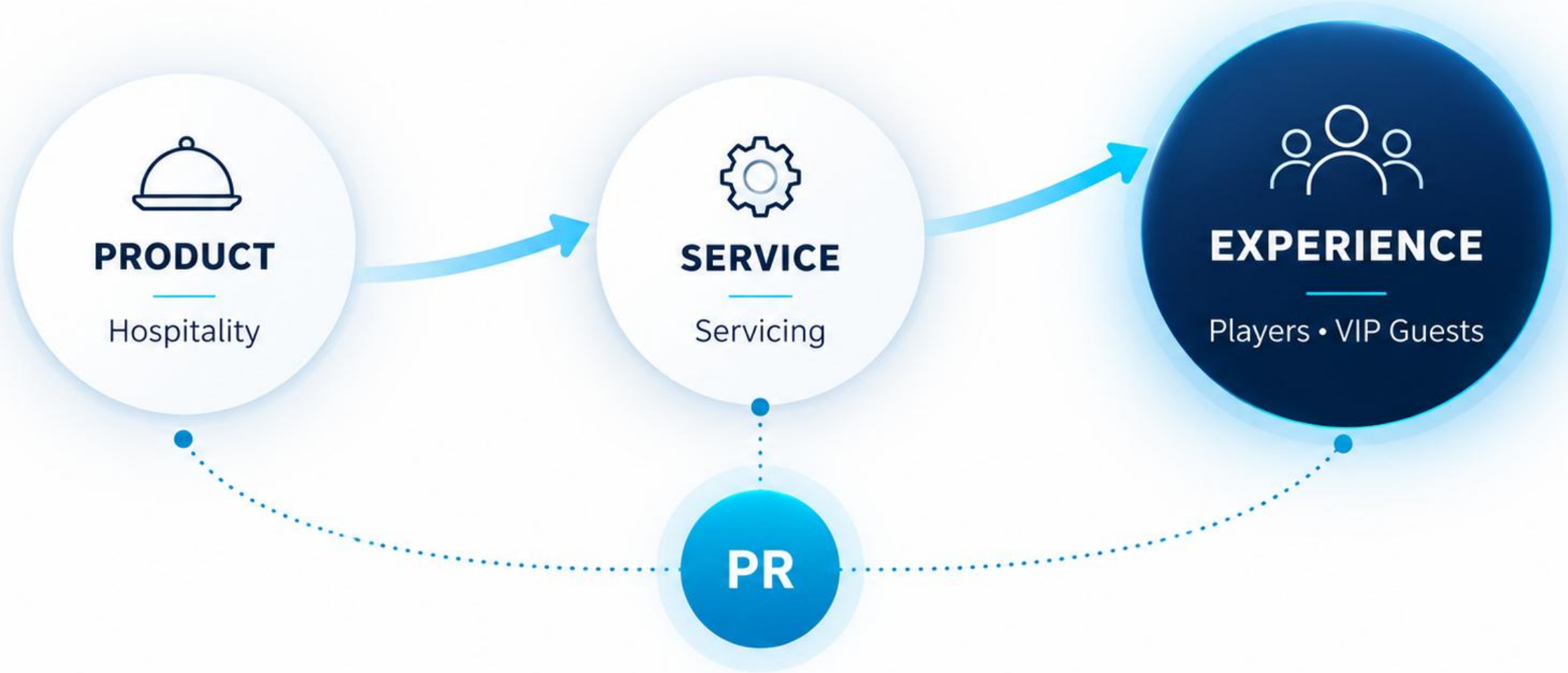
3 RUMOR PROPAGATION



False information can spread
rapidly through the network

THE MANAGERIAL CHALLENGE: BUILD CONNECTIONS WITHOUT LOSING CONTROL

FROM **PRODUCT** TO **EXPERIENCE**



PR connects every touchpoint

CASE STUDY

OCCADE → CANAL+ EVENTS

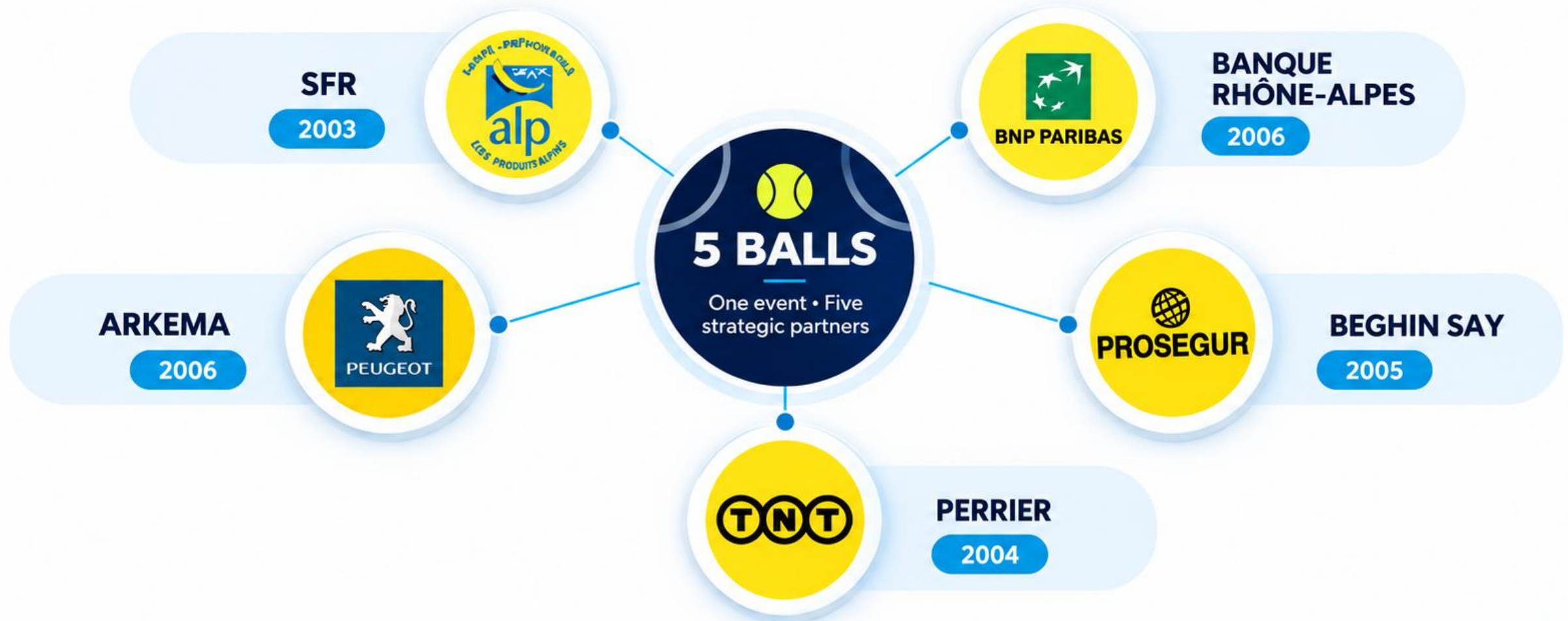
GRAND PRIX DE TENNIS DE LYON

21st EDITION



PARTNERSHIP STRATEGY (GPTL)

The '5 Balls' Strategy — building a diversified partner portfolio



A progressive partnership architecture designed to diversify resources and reduce dependency.

GPTL

REPUTATION OUTCOMES

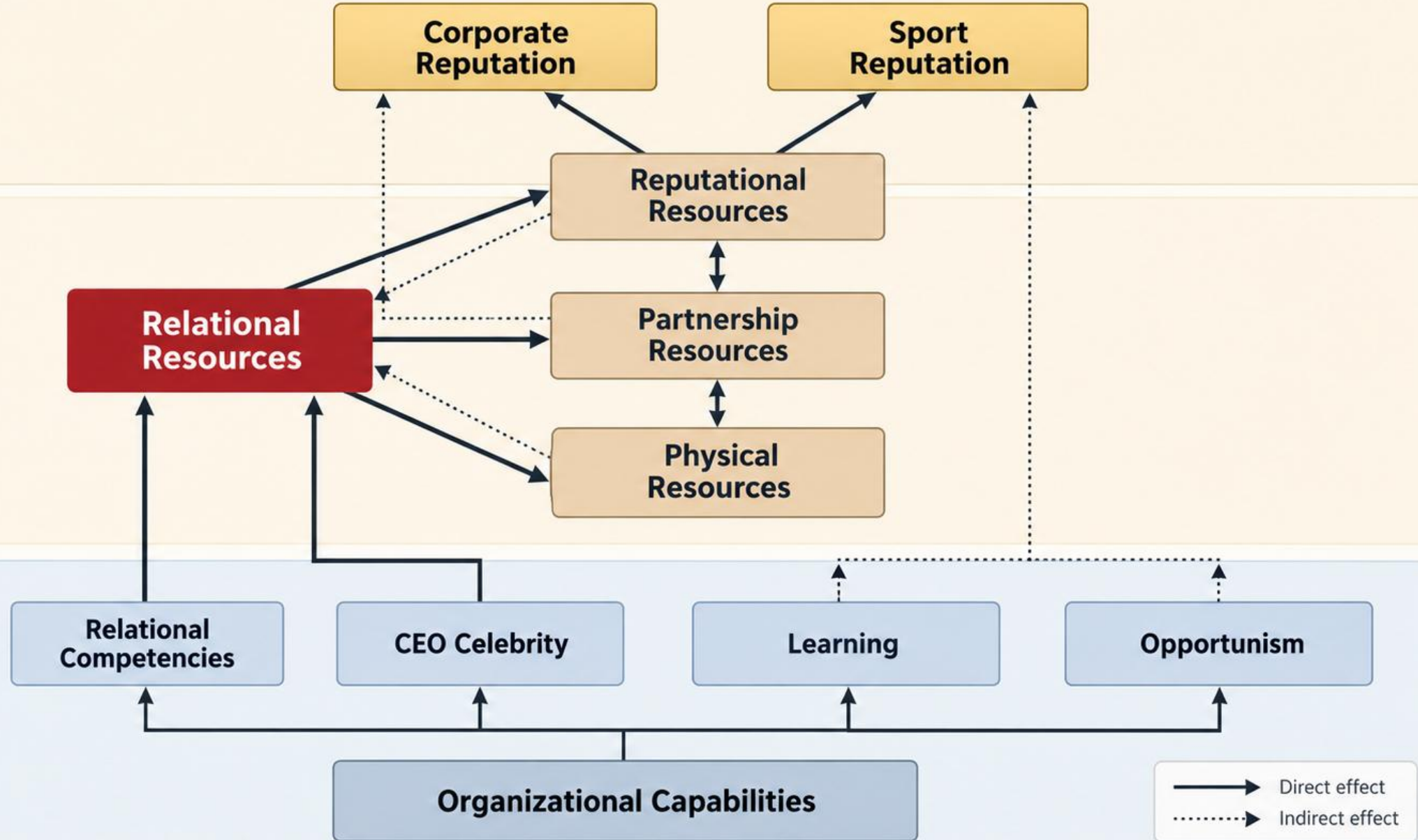
Value created for the organization and sport

RESOURCE ORCHESTRATION

Key resources and their dynamic interrelationships

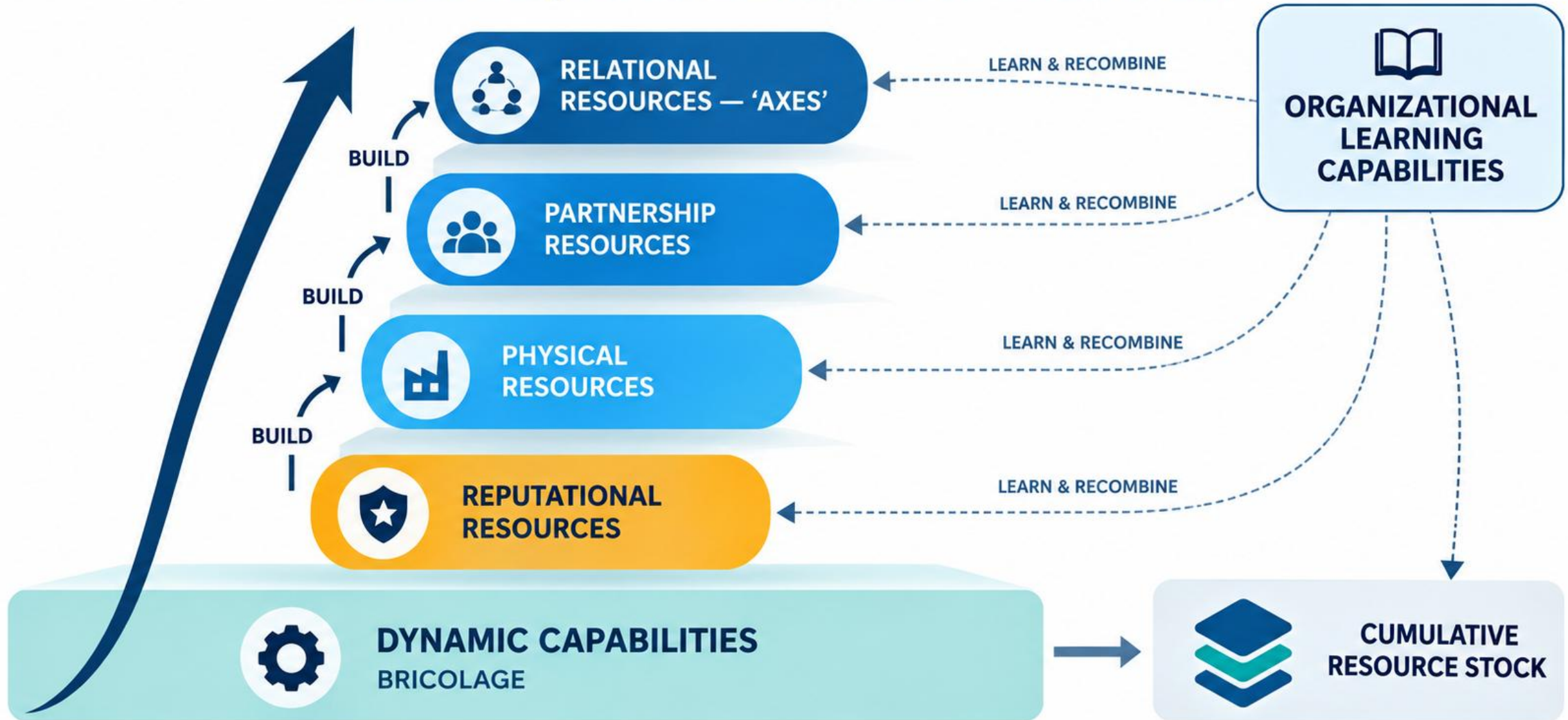
ORGANIZATIONAL ENABLERS

Drivers that activate and leverage resources



THE RESOURCE CASCADE

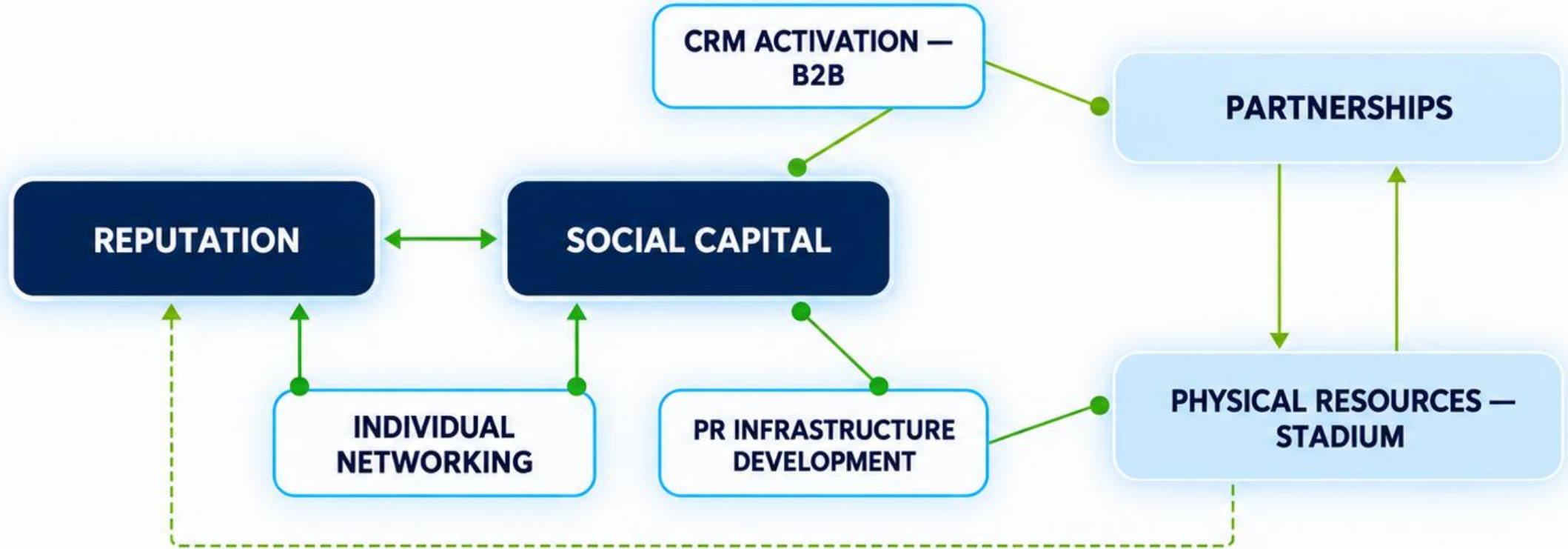
From bricolage to cumulative resource orchestration



Resources are progressively built, connected and reinforced over time.

RELATIONAL BUSINESS MODEL

How relational capabilities activate and reinforce strategic resources



RESOURCE BASE



CORE CAPABILITIES



DIRECT IMPACT



INDIRECT IMPACT



DEPLOYMENT



Relational capabilities connect reputation, social capital and physical assets to create partnership value.

EVENT DEVELOPMENT: WHAT STRATEGIC BALANCE?

Three tensions shaping the event's future



IDENTITY

PR platform, public event,
sporting competition —
or business ecosystem?



DEPENDENCY

How can sponsor turnover
and reliance on public
partners be reduced?



ARENA VALUE

Does the arena create
distinctive value — or
simply shift dependency?



HOW CAN THE EVENT BUILD A **DISTINCTIVE AND RESILIENT** BUSINESS MODEL?

CANAL+

EVENTS

A NEW STRATEGIC TURNING POINT?

Media expertise. Event capabilities.
What value can be orchestrated?

WHAT CHANGES WHEN A MEDIA BRAND ENTERS THE EVENT BUSINESS?



open

Sud de France

25-31 OCTOBRE 2010
Arena Montpellier

250
ATP
WORLD TOUR

TSONGA

GASQUET

MONFILS

SIMON

RENSEIGNEMENTS & BILLETTERIE :
www.opensuddefrance.fr

IN PARTENARIAT AVEC CANAL+

RMP PARRAINS
ET PARTENAIRES OFFICIELS

CANAL+



open

Sud de France

30 JANVIER - 5 FÉVRIER 2012
Park&Suites Arena | Montpellier

MONFILS
TENANT DU TITRE

SODERLING • GASQUET...

250
ATP
WORLD TOUR

RENSEIGNEMENTS & BILLETTERIE :
www.opensuddefrance.fr
ET DANS TOUS LES POINTS DE VENTE HABITUELS

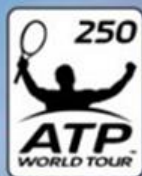
Park&Suites
ARENA

UN EVENEMENT
CANAL+ EVENTS

OPEN

 *Sud de France*

DU 4 AU 10 FÉVRIER 2013
Park&Suites Arena | Montpellier



BERDYCH

GASQUET

MONFILS

INFOS & BILLETTERIE : www.opensuddefrance.com



OPEN

 *Sud de France*

DU 4 AU 10 FÉVRIER 2013
Park&Suites Arena | Montpellier



Montpellier : l'Open Sud de France de tennis en sursis

PATRICE ESPINASSE

30/07/2013, 09 h 25 | Mis à jour le 30/07/2013, 10 h 11

Recommander

21

+1

1

16 réactions



La Park & Suites Arena a accueilli 41 000 spectateurs, début février. (JEAN-MICHEL MART)

Enjoy, qui commercialise l'événement, traîne des pieds. La Région « réfléchit ». Ça sent le roussi

La Park & Suites Arena accueillera-t-elle encore l'Open Sud de France, en 2016 ? La question n'est pas tranchée, mais elle se pose avec acuité depuis qu'Enjoy, la structure qui commercialise l'événement montpelliérain, a fait comprendre qu'elle le remettait en question dans sa pérennité. Son nouveau directeur, Antoine Perragin, est clair sur ses

Facebook

Twitter

Envoyer par mail

Imprimer

+ grand + petit

PARTENARIATS

DOSSIER

FORMATION CONTINUE

Métier ?

Si vous changez !

Midi Libre

Présente

les 100 métiers

qui recrutent en

Languedoc-Roussillon

vidéos et fiches métiers

MÉTÉO

Montpellier

AUJOURD'HUI	DEMAIN	APRÈS-DEMAIN
 17° / 22°	 16° / 24°	 14° / 25°

Publicité Votre annonce ici

RANDO JET
cliquez ici pour plus d'infos
C'est dans la plus belle base nautique d'Europe que Rando Jet vous propose de découvrir leur multitude d'activités !

CANOE LE MOULIN
www.canoelemoulin.fr
Venez découvrir un site splendide au pied des Cévennes ! Plusieurs parcours allant de 3 km à 17km pour le plus long (5h)

PRÊT À DÉCOLLER ?
reneignez-vous
Gagnez de nombreux lots en achetant votre logiciel compta-gestion Ciel by Sage.

PRÉVOIR VOS OBSÈQUES
documentation gratuite ici.
Pensez y maintenant pour ne plus y penser demain. Financement à votre rythme.

01-08 FEV. 2026

SUD DE FRANCE ARENA
MONTPELLIER



OPEN
Occitanie

ATP
250



BUILDING THE FUTURE

Five strategic questions for a sustainable business model



PEOPLE
PASSION
PROGRESS
A BRIGHTER TOMORROW



Midi Libre

Accueil > Sport > Tennis

Tennis : la Métropole de Montpellier arrête son financement pour l'Open Sud de France qui se retrouve en grand danger



L'Open Sud de France pourrait quitter Montpellier et la Sud de France Arena. / MIDI LIBRE - RICHARD DE HULLESSEN

Actu > Occitanie > Hérault > Montpellier

Montpellier. Christian Assaf : "L'Open Sud de France tarde à trouver son modèle économique"

Si la 14e édition de l'Open Sud de France devrait se dérouler du 28 janvier au 4 février, l'avenir du tournoi ATP250 de Montpellier est particulièrement incertain.



26 JAN. 02 FEV. 2025

SUD DE FRANCE ARENA MONTPELLIER

ATP 250

OPEN Occitanie

NOS CHAMPIONS

SINNER 2023

ZVEREV 2017

MONFILS 2010-2014-2020

BUBLIK 2022-2024

La Région Occitanie

VEOLIA

Emirates

LEXUS

HEAD

TENNIS

N

WINAMAX

Midi Libre

RMC

Sud de France ARENA

UN EVENEMENT SPORT EVENTS

01-08 FEV. 2026

SUD DE FRANCE ARENA MONTPELLIER

ATP 250

OPEN Occitanie

HURKACZ

CAZAUX

FILS

MPETSHI PERRICARD

WAWRINKA

16 ÈME ÉDITION

ATP 250

La Région Occitanie Pyrénées - Méditerranée

montpellier méditerranée métropole

M Montpellier

pays de l'or AGGLOMÉRATION

VEOLIA

Emirates

LEXUS

HEAD

TENNIS

N NICOLIN

RMC INFO TALK SPORT

Midi Libre

Sud de France ARENA Occitanie

UN EVENEMENT SPORT EVENTS

YOUR CHALLENGES

TURNING PUBLIC RELATIONS INTO MEASURABLE VALUE



PUBLIC RELATIONS

Building relationships—not simply managing visibility



PEOPLE & EXPERIENCE

Entertainment is fundamentally about people



CUSTOMER ROI

How can value and impact be demonstrated?



FROM VIP EVENT TO PR BRAND

Can a VIP event become a lasting relational asset?

...the place to be



— THE —
PLACE
TO **MEET**

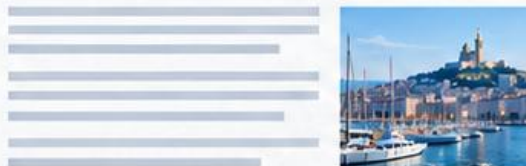
FROM PRESTIGE TO PURPOSE: DESIGNING EXPERIENCES THAT CREATE RELATIONSHIPS

STUDENT CHALLENGE

GL EVENTS × MARSEILLE: WHAT WILL THE ECOSYSTEM LOOK LIKE IN FIVE YEARS?



GL EVENTS EXPANDS IN
HEALTHCARE THROUGH
THE ACQUISITION OF
MCO CONGRÈS



IMAGINE

A new venue and
experience model



ORCHESTRATE

Sport, business,
health and
institutional partners



DELIVER

A sustainable
value-creation
roadmap for 2031



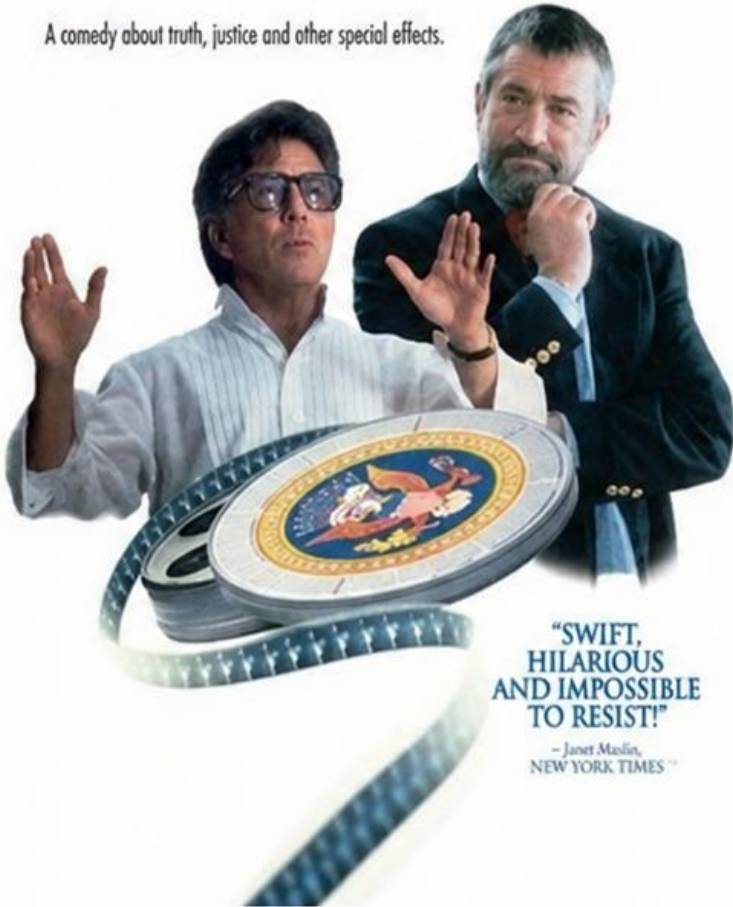
YOUR MISSION

Design the future GL events × Marseille ecosystem

NETWORKING: THE COOPETITION PARADOX

DUSTIN HOFFMAN ROBERT DE NIRO
WAG THE DOG

A comedy about truth, justice and other special effects.



COOPETITION CONTEXT



Industrial factors

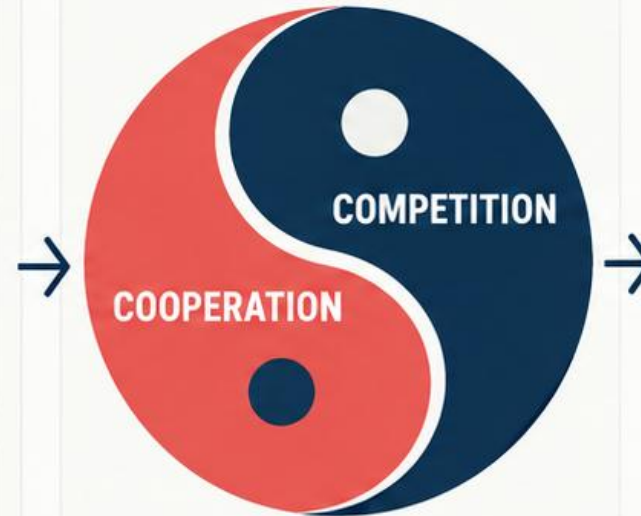


Relational factors



Firm-specific factors

THE PARADOX



COMPETITIVE TENSIONS



Inter-organizational emotional ambivalence



Organizational emotional ambivalence



NETWORKING MEANS COOPERATING WITH ACTORS WHO MAY ALSO BE COMPETITORS

OPEN PARC

AUVERGNE-RHÔNE-ALPES

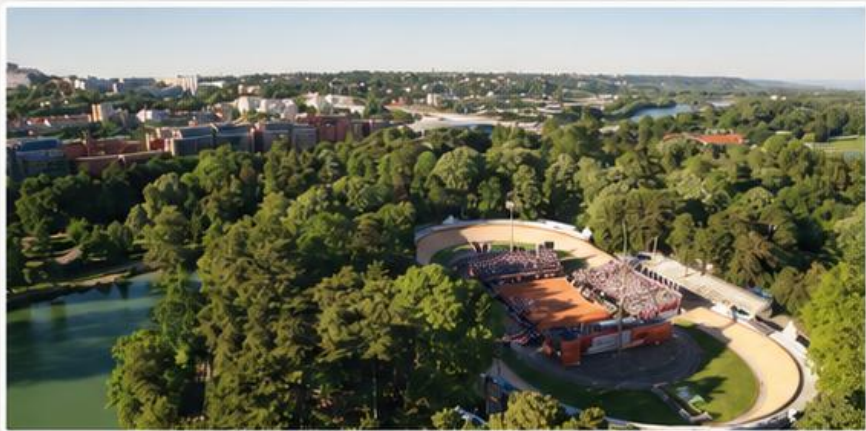
LYON



L'OPEN PARC AUVERGNE-RHÔNE-ALPES - LYON

ICONIC NATURAL VENUE

Parc de la Tête d'Or · Lyon



NATURE
TENNIS
LYON
TOGETHER

ASSETS

SPORTING & EXPERIENCE ASSETS

First French ATP clay-court event before Roland-Garros

Ideal preparation for players

An exceptional experience for fans and partners



Open Parc Auvergne-Rhône-Alpes marked the return of top-level tennis to Lyon.

In its first three editions, the tournament welcomed leading international players, including Dominic Thiem, John Isner, Juan Martín del Potro, Jo-Wilfried Tsonga, Thomas Berdych, Nick Kyrgios, Roberto Bautista Agut, Denis Shapovalov, Félix Auger-Aliassime and Richard Gasquet.

A NEW RENDEZVOUS FOR TENNIS IN FRANCE



50+
HOURS BROADCAST
ON TV



42
ATP 250 TOURNAMENTS
WORLDWIDE



ONLY 4
IN FRANCE
Montpellier · Marseille · Metz · Lyon



280M+
MEDIA CONTACTS

The Open Parc Auvergne-Rhône-Alpes took place in the heart of the Tête d'Or Park, an emblematic place in Lyon – an iconic place to play tennis.

This park which is the 1st Urban Park of France has been transformed in just two weeks to accommodate center court, VIP village and to host the tennis lovers.

This site was a great success with both partners and players who have not stopped saying that the frame was unpublished !

- Center court of **4500 seats**
- **4 courts**
- One VIP village of **2500 m2**
- Many playful and interactive animations
- **Private boxes** and VIP seats
- **Premium** public relation operations
- An eco-citizen and societal dimension



THE TOURNAMENT











Chers partenaires,

*Nous tenons à vous remercier
pour votre présence et les bons
moments de partage tout au
long de la semaine.
Nous vous donnons rendez-vous
l'année prochaine.*

À très vite,

L'équipe Open Parc Auvergne-Rhône-Alpes.



COOPETITION

AS A STRATEGIC CAPABILITY

Orchestrating cooperation and competition across a regional sport ecosystem

SHARED
INFRASTRUCTURES



COMPLEMENTARY
NETWORKS



JOINT
VALUE CREATION



OPEN PARC
AUVERGNE-RHÔNE-ALPES
LYON

BOUNDARIES BECOME RESOURCES WHEN PARTNERS LEARN TO ORCHESTRATE THEM.

L'ATP confirme la disparition du tournoi de Lyon en 2025

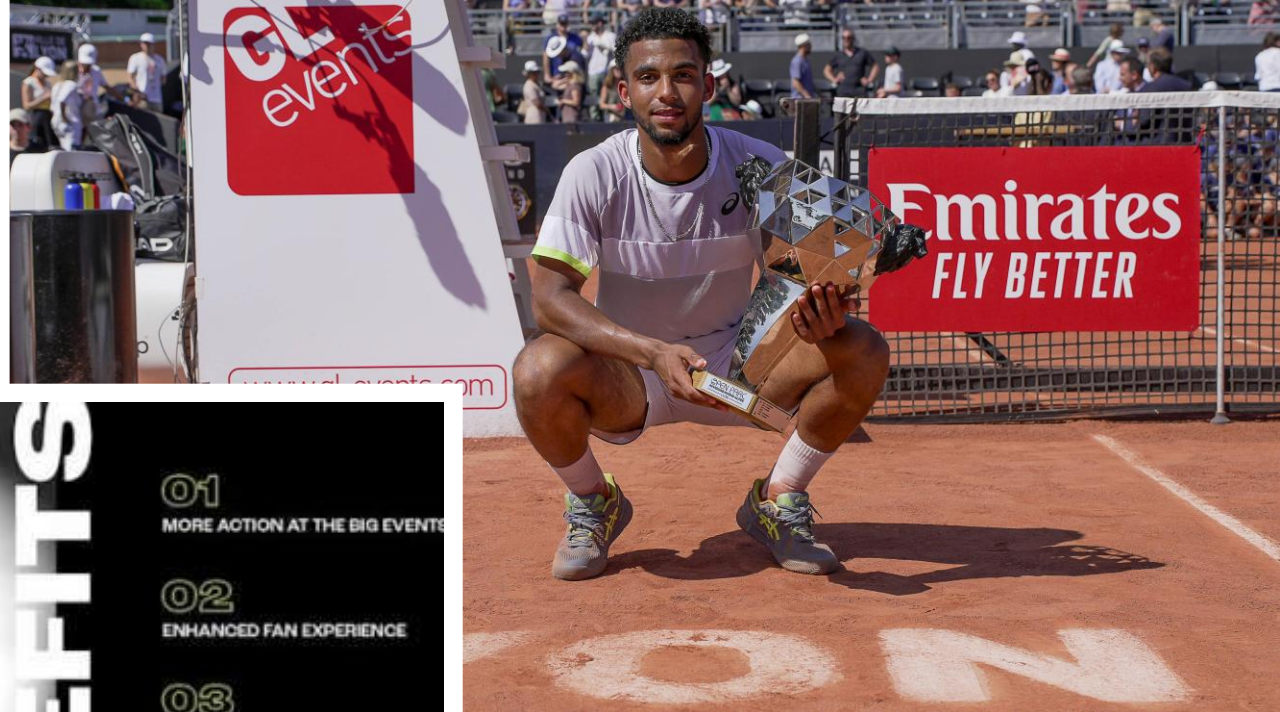
L'ATP a fait l'annonce officielle ce jeudi : l'Open Parc, disputé à la Tête d'Or depuis 2017, déménage à Munich.

Le Progrès - 09 nov. 2023 à 15:15 | mis à jour le 09 nov. 2023 à 15:15 - Temps de lecture : 1 min





1	Holger Rune	
2	Taylor Fritz	
3	Alexander Zverev	
4	Botic Van De Zandschulp	
5	Sebastian Baez	
6	Lorenzo Sonego	
7	Roberto Bautista Agut	
8	Marcos Gironi	





KEY BENEFITS

- 01 MORE ACTION AT THE BIG EVENTS
- 02 ENHANCED FAN EXPERIENCE
- 03 NEXT-LEVEL TOURNAMENTS
- 04 ALIGNED PLAYER & TOURNAMENT
- 05 ADVANCED LEADERSHIP & INTEGRATION



Tennis : clap de fin pour l'Open parc de Lyon... pour l'instant

L'Open parc Auvergne-Rhône-Alpes à Lyon va animer les allées du parc de la Tête d'or pour la dernière fois, du 18 au 25 mai 2024. Mais le tennis reviendra à Lyon, assure son directeur, Thierry Ascione.

Flora CHADUC , le mardi 07 mai 2024



📌 Tennis : après la fin de l'Open Parc, un tournoi ATP 250 aux portes de la LDLC Arena

Même si rien n'est officiel, tout porte à croire que quelques mois après le départ de l'« Open Parc Auvergne-Rhône-Alpes » à Munich, un tournoi de cette catégorie de l'ATP Tour sera très bientôt organisé (2026 ou 2027) à Décines par le duo Ascione-Tsonga.

Luc Paganon - 15 juil. 2025 à 19:00 | mis à jour le 03 août 2025 à 01:06 - Temps de lecture : 3 min



Aulas prend possession de la LDLC Aréna

Par Jean-François Pibre - 4 S SPORTS ET LOISIRS





ACTION BIAS

ACTIVITY ≠ EFFECTIVENESS

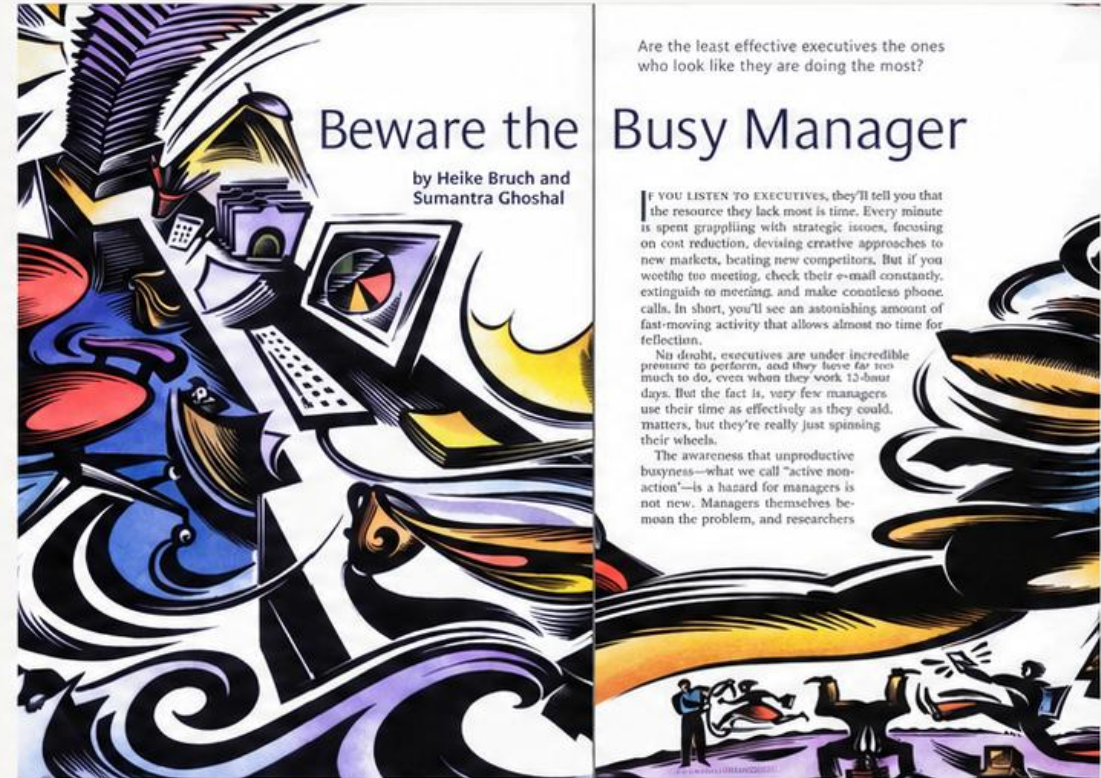
A BIAS FOR ACTION



HOW EFFECTIVE MANAGERS
HARNESS THEIR WILLPOWER,
ACHIEVE RESULTS,
AND STOP WASTING TIME

BIAS FOR ACTION

Decisive action creates momentum



Beware the Busy Manager

by Heike Bruch and
Sumantra Ghoshal

Are the least effective executives the ones
who look like they are doing the most?

IF YOU LISTEN TO EXECUTIVES, they'll tell you that the resource they lack most is time. Every minute is spent grappling with strategic issues, focusing on cost reduction, devising creative approaches to new markets, beating new competitors. But if you watch them meeting, check their e-mail constantly, extinguish no meeting, and make countless phone calls. In short, you'll see an astonishing amount of fast-moving activity that allows almost no time for reflection.

No doubt, executives are under incredible pressure to perform, and they have far too much to do, even when they work 12-hour days. But the fact is, very few managers use their time as effectively as they could. matters, but they're really just spinning their wheels.

The awareness that unproductive busyness—what we call "active non-action"—is a hazard for managers is not new. Managers themselves began the problem, and researchers

THE BUSY MANAGER TRAP

Constant activity can destroy focus

THE REAL CHALLENGE

Combine energy with focus, willpower and disciplined execution

EFFECTIVE MANAGERS DO NOT DO MORE — THEY CONCENTRATE THEIR ENERGY ON WHAT MATTERS

LDLC ARENA: A TERRITORIAL OWNERSHIP ECOSYSTEM

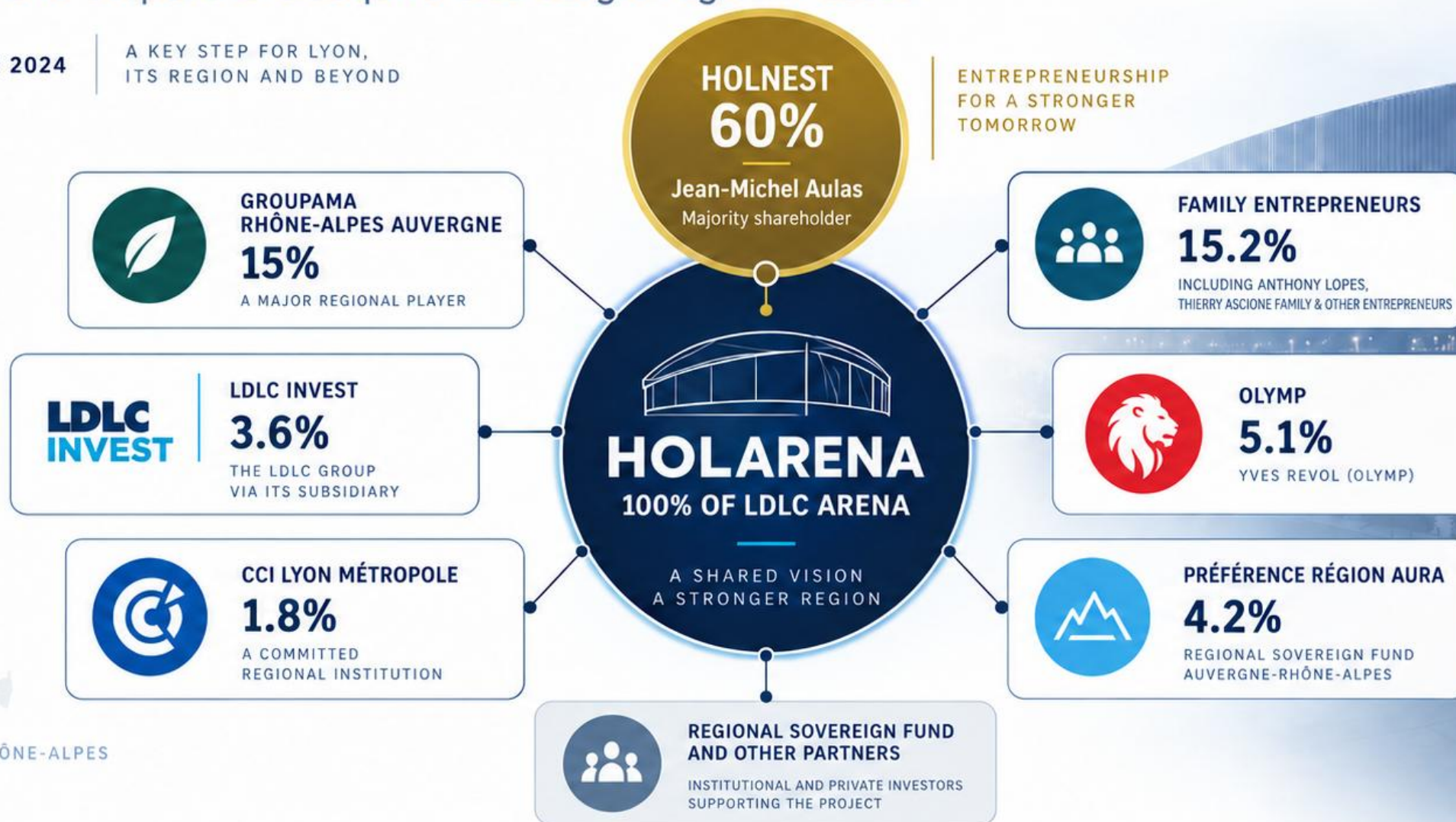
Holnest and 13 partners acquire a strategic regional asset



21 JUNE 2024

A KEY STEP FOR LYON,
ITS REGION AND BEYOND

SPORTS
CULTURE
TERRITORY
PEOPLE
OPPORTUNITIES



LDLC
ARENA

MORE
THAN A VENUE
A CATALYST
FOR THE TERRITORY

LYON
AUVERGNE-RHÔNE-ALPES
FRANCE
EUROPE



FROM VENUE OWNERSHIP TO TERRITORIAL ORCHESTRATION

A coalition of family capital, regional institutions and entrepreneurs supporting Lyon's cultural and sporting influence.

PEOPLE
PLACES
POTENTIAL

STUDENT CHALLENGE

OPEN PARC AUVERGNE-RHÔNE-ALPES

HOW CAN A REGIONAL ATP EVENT BUILD A MORE RESILIENT BUSINESS MODEL?

TENNIS
PEOPLE
REGION
TOMORROW

01

PHYSICAL ASSET CONSTRAINTS

Overcome venue and infrastructure limitations



02

LONG-TERM LOCAL NETWORKING

Turn regional relationships into durable strategic assets



03

INTERNATIONAL THREATS

Anticipate global competition for players, partners and audiences



YOUR MISSION: DESIGN A GROWTH STRATEGY THAT COMBINES
LOCAL ROOTS WITH INTERNATIONAL REACH



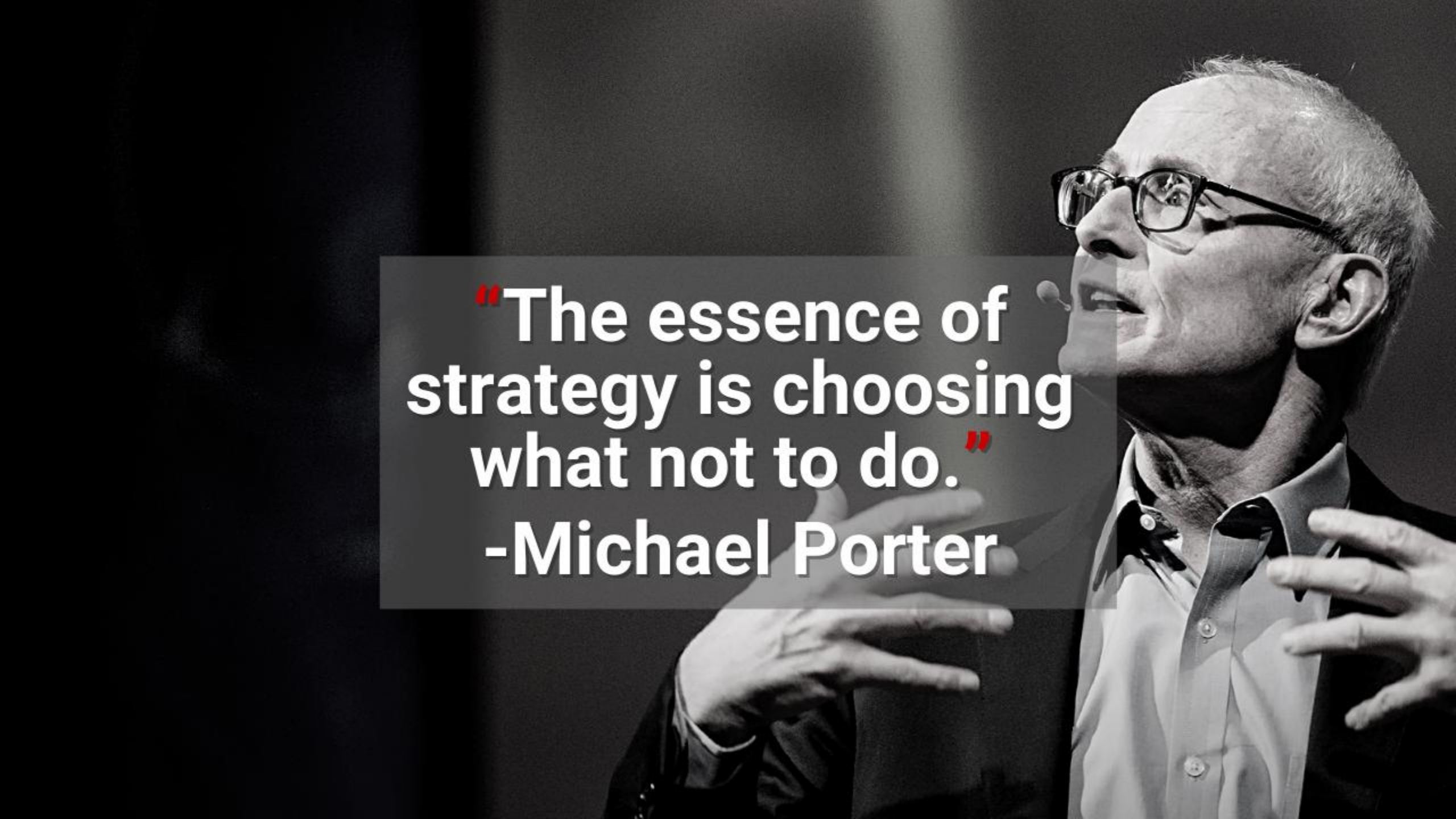
A
STRONGER
TOMORROW
TOGETHER

STRATEGIC VISION, CONTROL & EXECUTION

THE BRAND CHALLENGE

LDLC ARENA OR THE EVENT?



A black and white photograph of Michael Porter, a man with glasses, wearing a light-colored button-down shirt under a dark jacket. He is gesturing with both hands while speaking, looking upwards and to the left. A small lapel microphone is clipped to his shirt. The background is dark and out of focus.

***"*The essence of
strategy is choosing
what not to do.*"***
-Michael Porter

A hand in a dark suit points at a glowing orange point on a digital world map. The map is composed of blue dots and lines, with several other blue dots connected by curved lines. The background is dark blue.

THINK GLOBAL. ACT LOCAL.

GLOBAL VISION • LOCAL VALUE CREATION