

Commercial Business Strategies in *Sport Organisations*

lionelmaltese.fr
@lionelmaltese

Lionel Maltese

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

Associate Professor Sport Business Management Kedge Business School

Senior consulting sport business management

Twitter : @lionelmaltese

FROM SPORT BUSINESS KNOWLEDGE TO PROFESSIONAL COMPETENCIES



01 | DISCOVER

Engage • Question •
Identify real-world challenges

Student participation • Wooclap



02 | DECODE

Methods • Models •
Best practices

Turn insight into strategic
understanding



03 | DO

Student challenges •
Live case studies

Apply • Decide • Deliver

LEARN
THINK
SOLVE
LEAD



LEARNING **BY DOING**

From the classroom to the sport business arena

Every session, you will tackle a live professional issue, apply strategic frameworks and deliver practical recommendations.



1

REAL-WORLD CHALLENGE



2

5 SPECIALIST TEAMS



3

ANALYSE & BUILD



4

1 ACTIONABLE SOLUTION

Think like a strategist. **Work** like a team. **Deliver** like a professional.

OLYMPIC GAMES
PARIS 2024

Highlights ÉMOTIONS Best of

EUROSPORT
HOME OF THE OLYMPICS





INTERNATIONAL
TENNIS HALL OF FAME





Roger Federer Brand Values & Stories to tell ?

ATHLETE EARNINGS — 2023

On-field income vs. commercial endorsements

SPORT
BUSINESS
INSIGHTS

PEOPLE
MARKETS
OPPORTUNITIES

#	ATHLETE	TOTAL (US\$M)	On-field income	Endorsements	ON-FIELD (US\$M)	ENDORSEMENTS (US\$M)
1	Cristiano Ronaldo	\$136			\$46	\$90
2	Lionel Messi	\$130			\$65	\$65
3	Kylian Mbappé	\$120			\$100	\$20
4	LeBron James	\$119.5			\$44.5	\$75
5	Canelo Álvarez	\$110			\$100	\$10
6	Dustin Johnson	\$107			\$102	\$5
7	Phil Mickelson	\$106			\$104	\$2
8	Stephen Curry	\$100.4			\$48.4	\$52
9	Roger Federer	\$95.1			\$0.1	\$95
10	Kevin Durant	\$89.1			\$44.1	\$45

FEDERER:
99.9%
COMMERCIAL
INCOME

\$0.1M on-field •
\$95M endorsements

*A global icon whose
earnings came almost
entirely from off-field
opportunities.*

ROGER FEDERER

and some of his crazy brand endorsements



Barilla

\$8M/yr

Barilla is the largest pasta company in the world!

Lindt

\$7M/yr

ROLEX

\$8M/yr

Federer has been with Rolex since 2006.

CREDIT SUISSE

\$2.5M/yr

Credit Suisse also supports the Roger Federer Foundation (RFF)- USD 1M/yr.

Sunrise

\$4M/yr

\$4M/yr

NETJETS

\$30M/yr

UNI QLO

\$8M/yr

MOËT & CHANDON

Wilson | \$3.5M/yr

A lifetime deal with Wilson. Federer will be an ambassador for the brand post-retirement.

Mercedes

\$5M/yr

The luxury car-maker has been a sponsor for more than a decade. The deal also gives Federer a new Benz car every 6 months!

\$3M/yr
(2007 - 2015)

Gillette

NIKE | \$10M/yr
(1994 - 2018)

Federer was with Nike for 20+ years. But it couldn't put together a deal sweet enough to keep Federer!

○ Currently under contract

● Not under contract

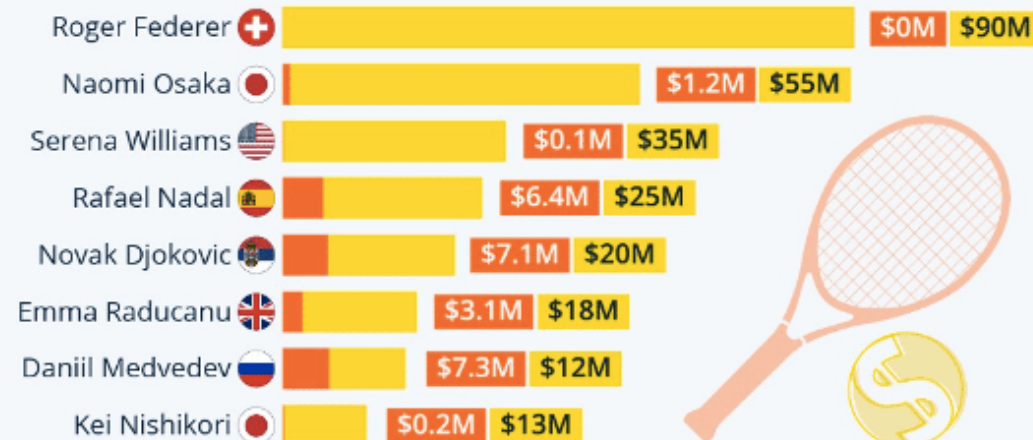
Source: Various news reports

FINSHOTS

Federer's Brand Pays Off Even When He's Not Playing

Estimated earnings of the highest-paid tennis players in the 12 months since August 2021

■ On-court ■ Off-court



Off-court earnings include income from endorsements, appearances, licensing and memorabilia, as well as cash returns from any businesses operated by the player. All earnings before taxes and agents' fees.

Source: Forbes



statista



Retail, Brand strategy, business creation, Sponsorship activations

LET'S GET TO KNOW EACH OTHER

Information is the starting point.



ACADEMIC BACKGROUND

PhD in Management — IAE Aix-en-Provence, 2004
Econometrics Engineer — Aix-Marseille University, 2001



SPORT BUSINESS EXPERIENCE

- FIBA 3x3 World Tour — Marseille
- ATP tournaments — Strategy & event development
- BNP Paribas — PR, experience & innovation



SPORTS & INSPIRATIONS

- Tennis • Basketball • Football • Rugby Sevens • Paddleboarding
- OM • Celtics • Juventus • Warriors • Canadiens • Eagles • Seahawks
- Federer • Sinner • Curry • Ray Allen • Tatum • Zidane • Slater

YOU & ME — LET'S SHARE, CHALLENGE AND LEARN





“Just do what
you do **best.**”

— *Red Auerbach*



A CAREER AT THE CROSSROADS OF RESEARCH, EDUCATION & SPORT BUSINESS

Three complementary fields of expertise developed over more than 25 years

01

SINCE 2001

RESEARCH

Strategy • Resources • Sport ecosystems

Academic foundations



Research grounded in professional practice



02

SINCE 2005

EDUCATION

University leadership • Strategy • Entrepreneurship

Aix-Marseille University



Strategy & entrepreneurship
Head of Business Management Bachelor

Associate Professor • KEDGE Business School



Guardian Msc ISEM

03

SINCE 1999

SPORT BUSINESS

Events • Governance • Consulting

ATP & WTA event management



Governance & major competitions



Sport business strategy & marketing



THREE DIMENSIONS OF PERFORMANCE

Achieve the goal. Optimise the resources. Create sustainable value.

01



EFFECTIVENESS

Do the right things

GOAL → EXPECTED OUTCOME

02



EFFICIENCY

Do things right

TIME + COST + ENERGY → OPTIMAL USE

03



PROFITABILITY

Create economic value

REVENUE – COSTS → PROFIT



PERFORMANCE = EFFECTIVENESS × EFFICIENCY × PROFITABILITY



SALARY **vs.** TOTAL REWARD

SALARY

What you are paid



BASE PAY

The figure employees see first



TOTAL REWARD

Everything the job gives you



Base pay & bonuses



Benefits & protection



Flexibility & time



Learning & career growth



Recognition & responsibility



Purpose & work environment



A GREAT JOB IS MORE THAN A PAYCHECK.

Evaluate the complete employee value proposition.





Msc ISEM Brand Values
& Stories to tell ?



Kedge Business School & Sport Expertise :

1



Value Proposition ?

2



Value Creation ?

3



Outputs ?

4



Inputs ?

Lionel Maltese • Jean-Philippe Danglade

Marketing du Sport et événementiel sportif

Préface de Marshall Glickman

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

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

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

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

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

Alain Ghibaud, fondateur et directeur associé de SportCarrière (1^{er} cabinet de recrutement français et de conseils en ressources humaines Sports & Entertainment)



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



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

Marketing du Sport et événementiel sportif

Lionel Maltese
Jean-Philippe Danglade

Marketing du Sport et événementiel sportif

Lionel Maltese • Jean-Philippe Danglade



CONTINUITY · STANDARDS · NETWORK

MY ROLE IN YOUR LEARNING JOURNEY



MSc ISEM GUARDIAN · SINCE 2006

01



CONNECT

Bring together academic insight, professional expertise and alumni networks.

02



SELECT

Involve students in identifying relevant experts, topics and real-world challenges.

03



TRANSFER

Turn knowledge and experience into practical, career-ready competencies.



**PROTECTING THE PROGRAMME'S
IDENTITY. CONNECTING ITS
GENERATIONS. PREPARING ITS FUTURE.**



SPORT CREATES **BUSINESS VALUE** THROUGH EMOTIONAL ENGAGEMENT





and anticipate tomorrow's world.

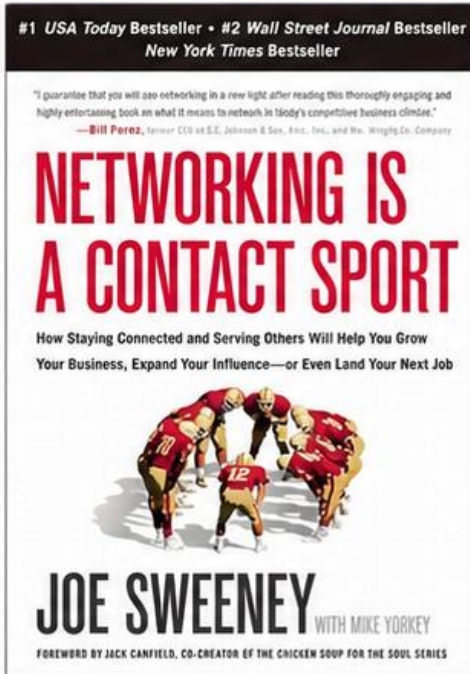


It's the joy of being together.

THE STRENGTH OF WEAK TIES

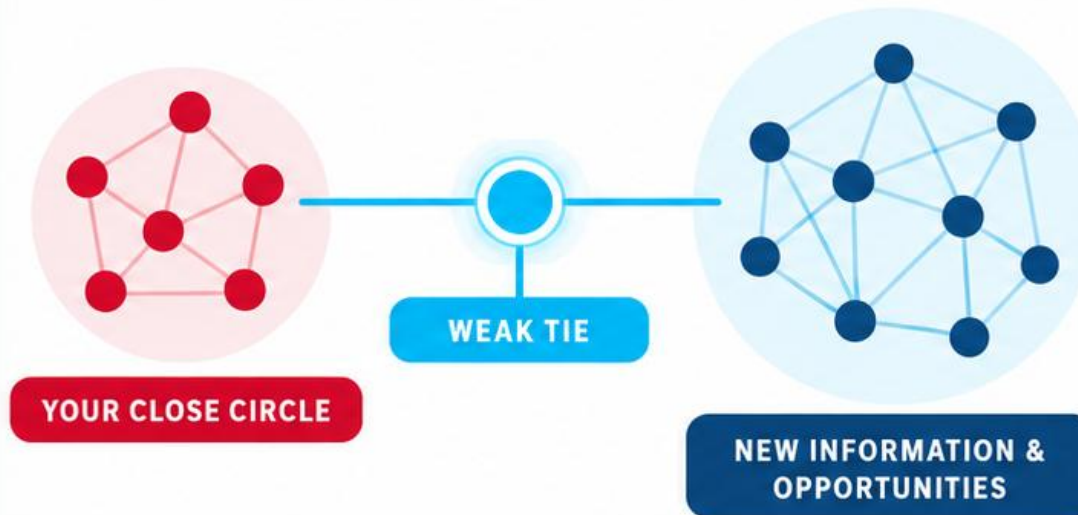
Why relationships beyond your inner circle matter

PRACTICAL MINDSET



Networking is a contact sport.

Weak ties connect us to information and opportunities beyond our immediate circle.



THEORETICAL FOUNDATION



MARK GRANOVETTER

The Strength of Weak Ties • 1973



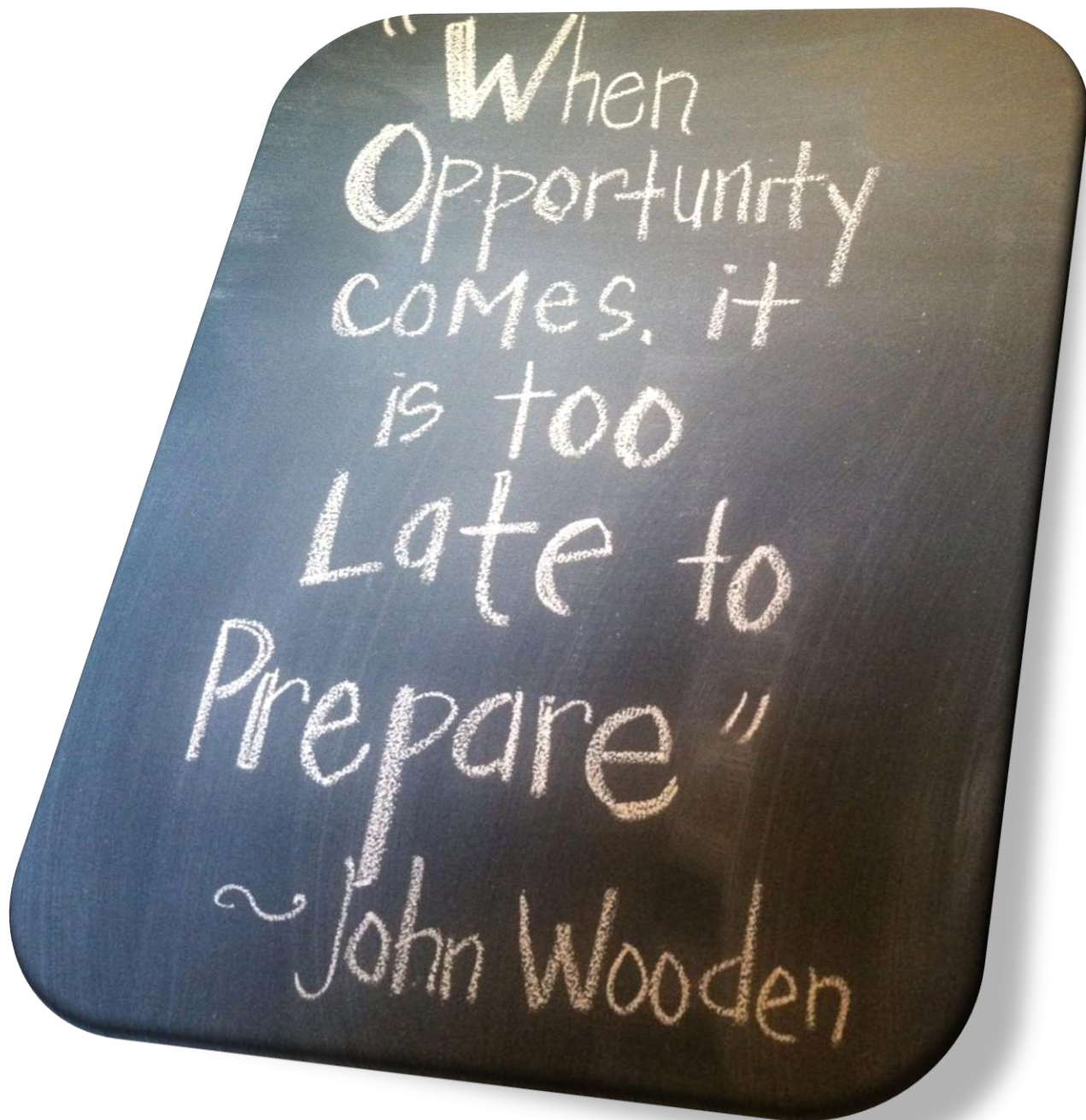
STRONG TIES BUILD TRUST. WEAK TIES EXPAND REACH.

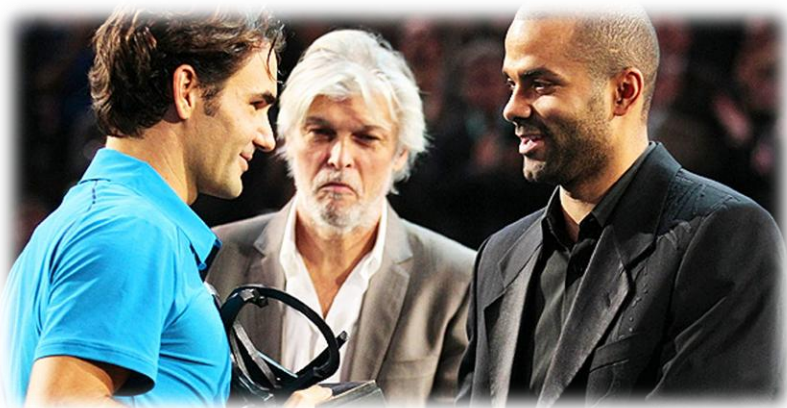
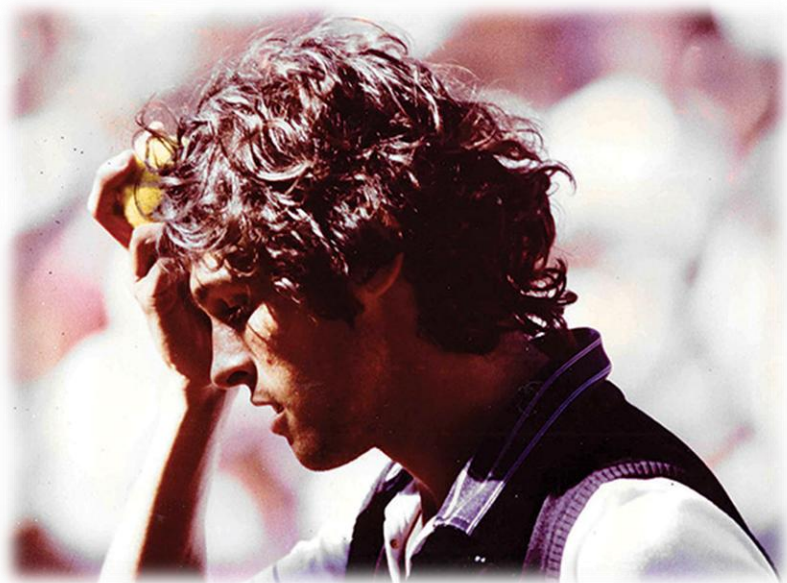


Luck is what happens
when
PREPARATION
meets
OPPORTUNITY.

Vince Lombardi







Jean-François Caujolle since 1993

Pierre Maltese since 1978

Jean-Claude Blanc since 2000

**WE ARE LIVERPOOL.
THIS MEANS MORE.**



**PASSION
BEYOND
REASON**



VERPOOL F.C.
SUPPORT & BELIEVE



ROME & LONDON

1978



1981



1984



ROME

2005



ISTANBUL

100th Anniversary





SPORTAINMENT BUSINESS

PLACE & MOMENT FOR FANS



COMPETITION, BUSINESS & CULTURE

Marshall Glickman

CEO, G2 Strategic • Former President, Portland Trail Blazers • Former CEO, EuroLeague



NORTH AMERICA

From competition to entertainment: sport is primarily market-driven.



FRANCE & EUROPE

Competition and sporting culture remain central, while economic pressure accelerates professionalization.



**SUCCESS LIES IN THE RIGHT BALANCE
BETWEEN ECONOMICS AND CULTURE.**



SPORT
BUSINESS
STRATEGY
GLOBAL IMPACT

SPORT as STRATEGIC SOFT POWER

How nations and organizations convert sport into influence, attractiveness and economic power

PEOPLE
CULTURE
CITIES
OPPORTUNITIES
A STRONGER TOMORROW



TECHNOLOGY

Performance, data & innovation



TALENT

Global icons & destination appeal



INFLUENCE

Reputation, diplomacy & cultural reach

GLOBAL ATTRACTIVENESS



INFRASTRUCTURE

Arenas, events & territorial development

INVEST
CONNECT
ATTRACT
DEVELOP
CREATE OPPORTUNITY

INVESTMENT IN SPORT CREATES VALUE FAR BEYOND THE FIELD.

SPORT
PEOPLE
PLACES
PROSPERITY

LIVE
CONNECT
ENGAGE
BELONG
GROW

FAN ENGAGEMENT IS **BIG BUSINESS**

TURNING LIVE EMOTION INTO YEAR-ROUND RELATIONSHIPS

FANS
PEOPLE
PASSION
POSSIBILITY



CONTENT

Real-time storytelling

- Live moments
- Highlights & behind the scenes
- Fan-generated content
- Multi-platform reach



DATA

Personalized experiences

- Understand fan preferences
- Targeted content and offers
- Customized journeys
- Measure and grow lifetime value



COMMUNITY

Shared identity and participation

- Belonging and connection
- Fan conversations
- Join in (polls, challenges, UGC)
- From fans to advocates



COMMERCE

Tickets, media, merchandise & partners

- Drive attendance
- Grow media and streaming
- Merchandise and digital products
- Sponsorship and brand partnerships



FROM SPECTATORS TO **ACTIVE, VALUABLE COMMUNITIES**



PEOPLE



ENGAGEMENT



REVENUE



LONG-TERM VALUE

SPORT
BUILDS
BRIGHTER
PEOPLE



**SHOW
ME THE
MONEY!**

COURSE OBJECTIVE

SHOW ME THE VALUE

Turn sport emotion into
measurable business performance.



ENGAGE



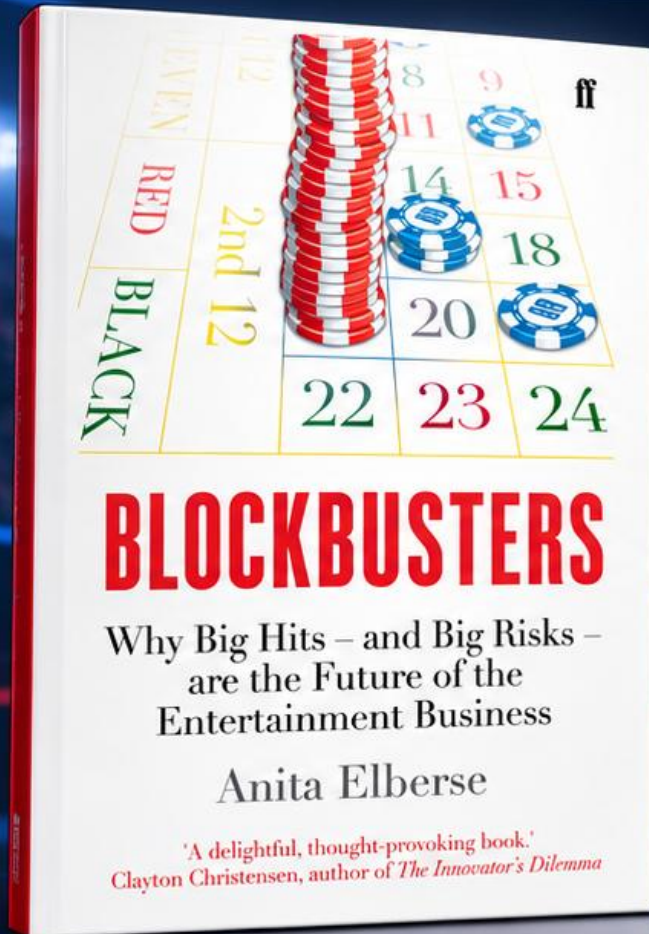
CREATE VALUE



CAPTURE VALUE

FROM EMOTIONAL IMPACT TO ECONOMIC IMPACT

THE BLOCKBUSTER STRATEGY IN SPORTS MEDIA



POWER
TO THE
Players



TENNIS UNITES A BRIGHTER TOMORROW

NATIONS
PLAY.
TENNIS
GROWS.

ITF x KOSMOS

A HISTORIC DAVIS CUP TRANSFORMATION DEAL



25
YEARS

Partnership duration



\$3
BILLION

Investment commitment



18
NATIONS

One-week season-ending
Finals

A new World Cup of Tennis Finals designed to reshape the Davis Cup and fund global tennis development.

KEY ACTORS

ITF

Rights holder &
governing body

Kosmos

Event and investment
partner

Gerard Piqué

Founder & President

Hiroshi Mikitani / Rakuten

Financial backing

ANNOUNCED IN 2018

MORE
TENNIS
FOR A
BRIGHTER
TOMORROW



WINNING THE ELUSIVE FAN

Four strategic dimensions of sport marketing

01



RELATIONSHIP MARKETING

CRM · Ticketing · Public
Relations · Social Capital

THE PLACE TO BELONG

02



EXPERIENTIAL MARKETING

Entertainment · B2C · B2B · C2C

THE PLACE TO LIVE THE SHOW

03



BRAND MANAGEMENT

Brand identity · Merchandising ·
Fan expression

THE PLACE TO EXPRESS YOUR BRAND

04



EVENT COMMUNICATION & SPONSORSHIP

Media · Partnerships ·
Activation · Engagement

THE PLACE TO LEVERAGE & ACTIVATE



CONNECT



EXPERIENCE



EXPRESS



ACTIVATE

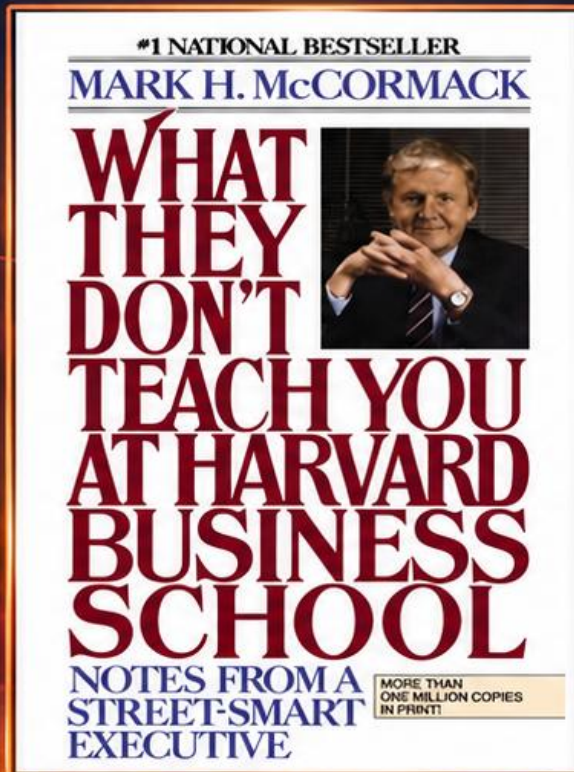
HOW TO ADD **VALUE** IN SPORT BUSINESS

Two complementary capabilities. One competitive advantage.

01

BUSINESS & MARKETING CAPABILITIES

Understand the market. Build the offer. Capture value.



02

THE ENTREPRENEURIAL MINDSET

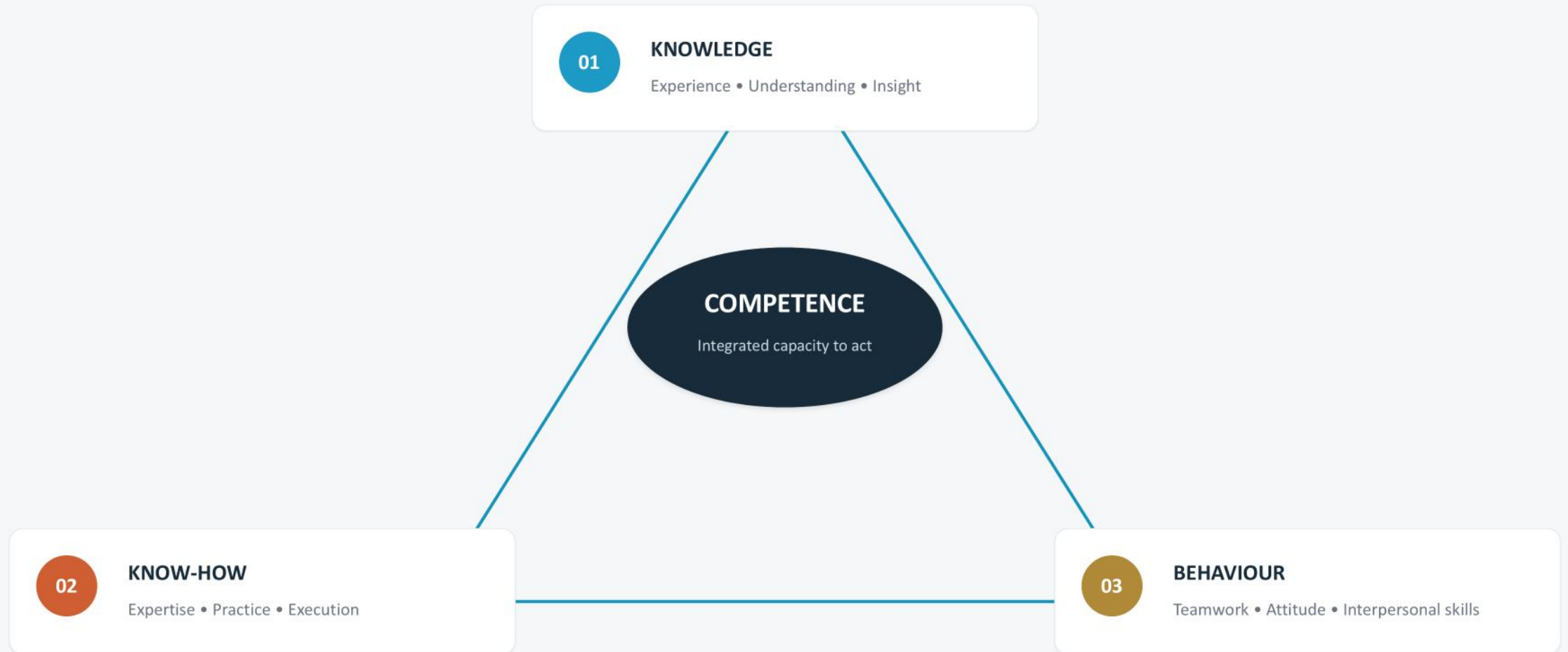
Take risks. Make decisions. Turn vision into action.



KNOWLEDGE **×** STREET SMARTS **×** EXECUTION = **VALUE CREATION**

WHAT MAKES COMPETENCE?

Competence emerges when knowledge, know-how and behaviour reinforce one another.



SPORT BUSINESS MARKET COMPETENCIES

Three complementary skill sets to create value in the sports industry



01

SALES & REVENUE

Ticketing • Sponsorship •
Rights • Negotiation •
Merchandising • Licensing •
CRM • Venue Management



02

COMMUNICATION

Branding • Digital • Media •
Public Relations • Content •
Fan Engagement



03

EVENT MANAGEMENT

Coordination • Project
Management • Suppliers •
Recruitment • Team Operations

ONE MARKET. THREE COMPLEMENTARY COMPETENCIES.

ASSESSMENT

FINAL EXAM STRUCTURE

Two complementary sport business perspectives

SPONSORSHIP ACTIVATION MANAGER



B2B

SPONSORSHIP ACTIVATION



3-4 GROUPS

50%



FAN RELATIONSHIP MANAGER



B2C

TICKETING & FAN RELATIONSHIP MANAGEMENT



GROUP OR INDIVIDUAL

Membership strategy for federations

50%



FINAL GRADE = SPONSORSHIP 50% + FAN RELATIONSHIP 50%

[LEDGER]

Antonio



SPURS × [LEDGER]

A strategic bridge between **sport**,
technology and **global markets**.



**GLOBAL
VISIBILITY**

BRINGING THE SPURS
TO A GLOBAL AUDIENCE



**COMMUNITY
TRUST**

BUILDING ENGAGEMENT
THROUGH SPORT
AND EDUCATION



**EUROPEAN
EXPANSION**

CONNECTING TO
NEW MARKETS WITH
A GLOBAL STAR



**More than a jersey patch:
a platform for brand activation.**

PEOPLE
IDEAS
GAMES
FURTHER





Elliot Collignon ✓ · 1st

Global Brand Partnerships @Ledger | Dizygn Founder

Paris, Île-de-France, France · [Contact info](#)

4,773 followers · 500+ connections



Ledger

Experience



Global Brand Partnerships

Ledger

Oct 2024 - Present · 2 yrs

Paris, Île-de-France, France · Hybrid

🏆 LEDGER | SAN ANTONIO SPURS (June 2025)... more

💎 Diffusion, Réflexion stratégique and +1 skill



Lecturer - Marketing Strategy

KEDGE Business School

Oct 2024 - Present · 2 yrs

Marseille, Provence-Alpes-Côte d'Azur, France

💎 Réflexion stratégique





RUGBY CLUB TOULONNAIS
ICI, TOUT EST DIFFÉRENT



SEMINAR PROGRAM

FROM MARKET INSIGHTS TO ACTIVATION

A 30-hour journey combining strategic frameworks, real-world cases and hands-on practice

30
HOURS

LEARN • APPLY • DELIVER



01

MARKETS & CASE STUDIES

Decode sport-business ecosystems and value creation



02

SPONSORSHIP ACTIVATION

Turn partnerships into engaging brand experiences



03

TICKETING & FRM STRATEGY

Build revenue through data and fan relationships



04

WORKSHOP & COACHING

Design activation and FRM solutions



05

GROUP PRESENTATIONS & CHALLENGE

Pitch, defend and refine your recommendations

INSIGHTS → STRATEGY → ACTIVATION → PERFORMANCE

FROM BNP PARIBAS MASTERS TO **ROLEX PARIS MASTERS**

How can a tournament reinvent its identity without losing its heritage?

SPORT
PEOPLE
CITIES
OPPORTUNITIES



2006–2011

**BUILDING THE
EVENT BRAND**

Identity · Audience · Sponsorship



2011–2016

**CONSOLIDATING
THE POSITION**

Continuity · Differentiation ·
Fan experience



THE FUTURE ?

**REINVENTING
THE PARIS MASTERS**

New partner · New venue ·
New promise?

TENNIS
A BIGGER
STORY
IN PARIS

HERITAGE
EVOLUTION
PEOPLE
TOMORROW

WHAT SHOULD CHANGE — AND WHAT MUST REMAIN?

STRATEGIC GOALS

BUILDING A LEADING INDOOR SPORT EVENT

01



TICKETING

100,000 SPECTATORS

STRATEGIC
AMBITION

Grow the event by
aligning audience,
experience and
reputation.

02



REPUTATION

SPORTAINMENT &
FAN EXPERIENCE

03



POSITIONING

THE No. 1 INDOOR TOURNAMENT

ONE AMBITION • THREE INTERDEPENDENT GOALS

POSITIONING THE SPORT EVENT

A strong sporting product, transformed into a differentiated experience for distinct audiences



PRODUCT QUALITY × EXPERIENCE × SERVICE = DISTINCTIVE POSITIONING

ACTION: TWO SESSIONS, TWO VALUE LOGICS

Balancing attendance volume with event differentiation



DAY SESSION VOLUME



More matches • Longer playing time • Broader access

Primary objective
MAXIMIZE ATTENDANCE



KEY CHALLENGE

Create complementarity —
avoid cannibalization



NIGHT SESSION DIFFERENTIATION



Star players • Entertainment • Premium experience

Primary objective
MAXIMIZE ATTRACTIVENESS

ACCESS & PARTICIPATION



ATTRACTION & EXPERIENCE

STRATEGIC TRANSFORMATION

GOALS 2011–2016

Turning sponsorship activation into economic and experiential value



PROFITABILITY

€100K → €125K



**SPONSORSHIP
ACTIVATIONS**

STRATEGIC ENGINE



INNOVATION

SPORTAINMENT REFERENCE

2011–2016

ACTIVATE PARTNERS • GROW VALUE • DIFFERENTIATE THE EXPERIENCE

A photograph of three men in business suits sitting at a table, likely at a conference or press event. The man in the foreground is smiling and looking towards the right. The man in the middle is also smiling and looking towards the right, with his hands clasped. The man in the background is looking towards the right. They are all wearing dark blue suits. The background is a blurred indoor setting with a green plant.

STRATEGIC RESOURCES

COMPETENCIES

Turning expertise into sustainable value creation



“

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.





PARIS LA DEFENSE ARENA

ROLEX PARIS MASTERS

1:02

ROLEX PARIS MASTERS

ROLEX

ROLEX PARIS MASTERS

ROLEX

ROLEX PARIS MASTERS

0:00

ROLEX

Haier



EtienneThobois



Tony Estanguet



Bernard Lapasset

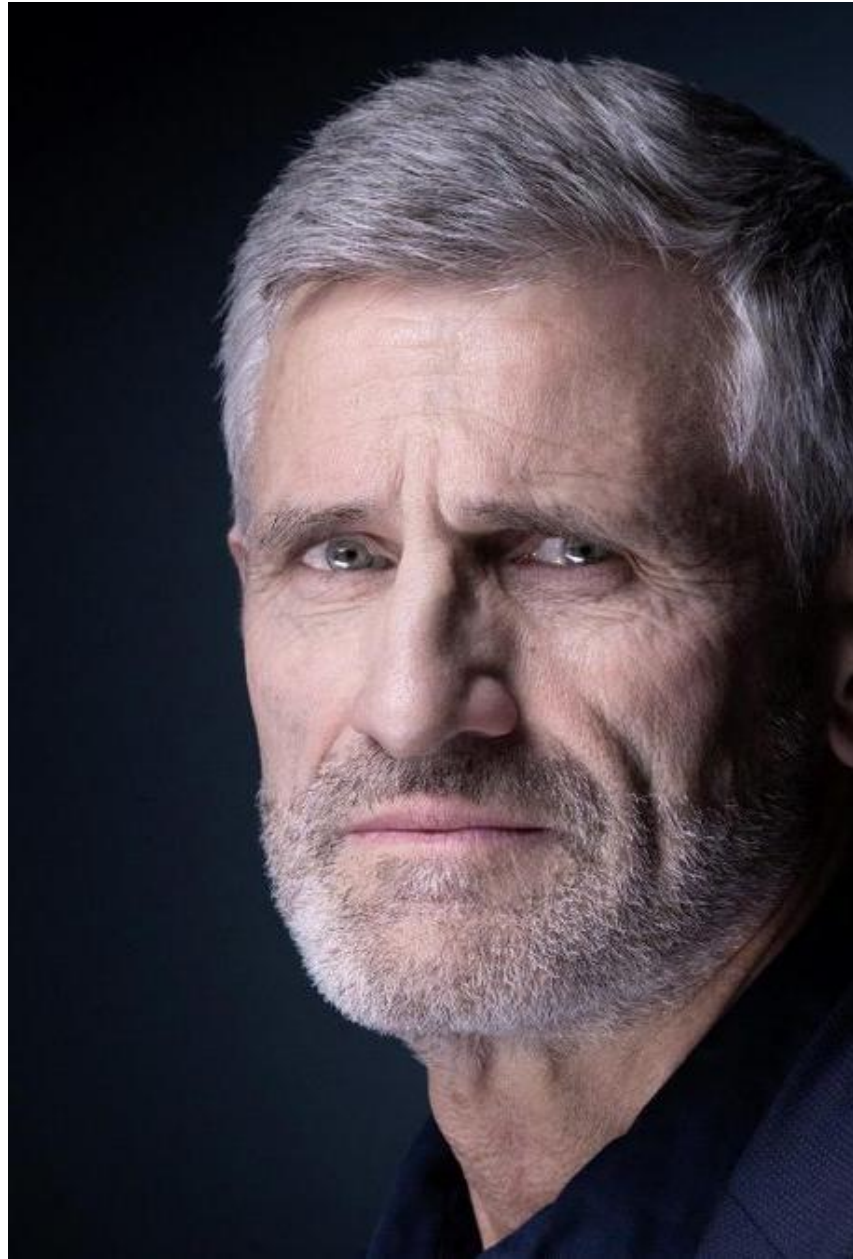


LOS ANGELES





WELCOME TO **LA28**







OM « CHAMPION PROJECT » ?







EP 01 **PROMESSE**

**SANS JAMAIS
RIEN LACHER**

LA SAISON 24/25 DE L'OM



EP 02 **CIEL D'AUTOMNE**

**SANS JAMAIS
RIEN LACHER**

LA SAISON 24/25 DE L'OM



EP 03 **QUI SOMMES-NOUS ?**

**SANS JAMAIS
RIEN LACHER**

LA SAISON 24/25 DE L'OM



EP 05 **ZONE D'OMBRE**

**SANS JAMAIS
RIEN LACHER**

LA SAISON 24/25 DE L'OM

STRATEGY • EFFICIENCY • HERITAGE • REPUTATION

Four dimensions of sustainable sporting leadership



STRATEGY

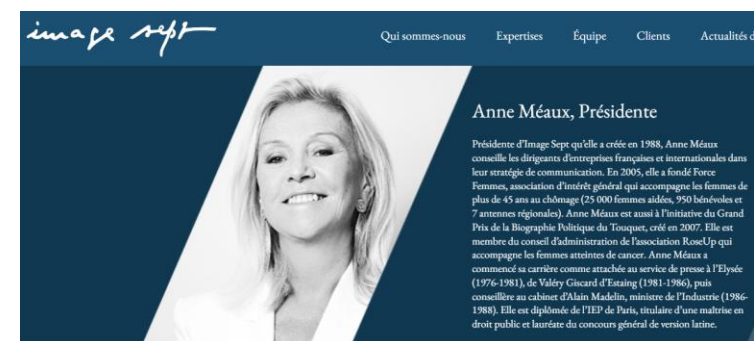
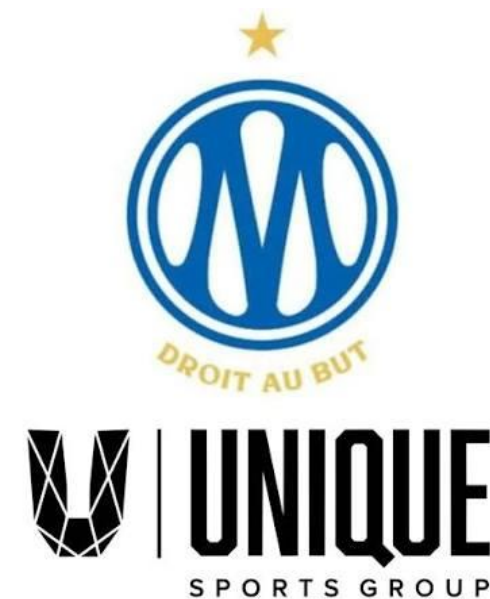


EFFICIENCY



HERITAGE

REPUTATION



THE HIGH-TURNOVER **VORTEX**

People-management failures become measurable business losses

ROOT CAUSES

PEOPLE-MANAGEMENT FAILURES



BUSINESS EFFECTS

MEASURABLE BUSINESS LOSSES



TURNOVER IS NOT AN HR METRIC — IT IS A STRATEGIC COST.

PEOPLE
STAY.
BUSINESSES GROW.



Bertrand KALKIAS ✓ · 1st

Head of Strategic Alliances (Sponsoring/Licensing/Retail) chez
Olympique de Marseille | Executive MBA

Greater Marseille Metropolitan Area · [Contact info](#)

500+ [connections](#)



Olympique de Marseille



KEDGE Business School

Experience



Olympique de Marseille

20 yrs 9 mos

- **Head of Strategic Alliances**
Jul 2021 - Present · 5 yrs 3 mos
Marseille, Provence-Alpes-Côte d'Azur, France
- **Senior Partnerships Sales Manager**
Jan 2019 - Jul 2021 · 2 yrs 7 mos
- **Key Account Manager/Responsable Commercial Grands Comptes**
Feb 2015 - 2019 · 4 yrs
Région de Marseille, France
- **Responsable Commercial**
2006 - 2015

Education



KEDGE Business School

Global Executive MBA

2012 - 2014



KEDGE Business School

MS INTERNATIONAL SPORT & EVENT MANAGEMENT

2004 - 2005

The background is a dark green stadium at night, illuminated by bright green spotlights from the top corners. A network of thin green lines with small circular nodes is overlaid on the scene, particularly visible on the left and right sides. The overall color scheme is monochromatic green with high contrast.

GAME CHANGER

KEEP POLITICS OUT OF SPORTS!

SPORTS NETWORK

COMPETITION

The background of the image shows two sprinters in a starting crouch on a track at night. The track is illuminated by bright blue and yellow lights, creating a sense of speed and competition. The sprinter on the left is in a blue crouch, while the one on the right is in a yellow crouch. The background is dark, with stadium lights visible in the distance.

“Entertainment is temporary happiness, but real happiness is permanent entertainment.”

— Amit Kalantri

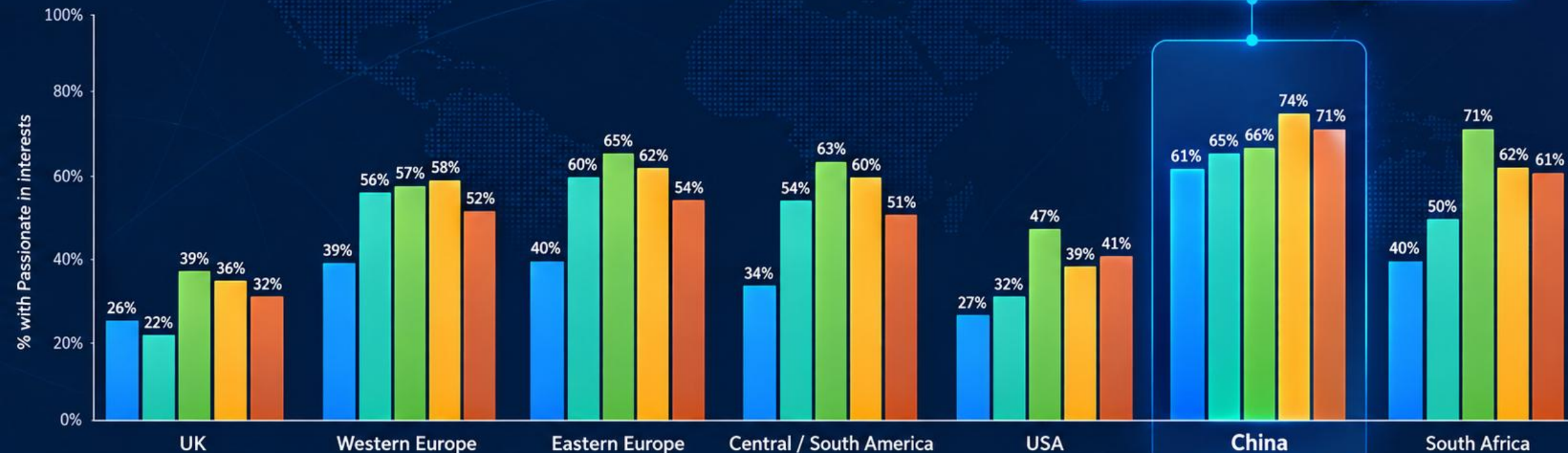
HOW DOES **SPORT** COMPARE WITH OTHER INTERESTS?

Share of people passionate about each interest

Sport **Cinema / Movies** **Music** **Travelling** **Cooking / Food**



SPORT PEAKS IN CHINA AT 61%



CONTENT IS KING

WITH CONSUMPTION HABITS CHANGING, NON-LIVE CONTENT CREATION & PRODUCTION IS BECOMING INCREASINGLY IMPORTANT TO CAPTURE AND ENGAGE WITH YOUNGER AUDIENCES & ATTRACT NEW FANS TO OUR SPORT.

We must invest in the creation of a centralised production unit, specialising in short form & off-court content, that will become the [ultimate collaborator and modern marketing partner to the players and tournaments](#).

The strongest route to market for this content is via [collaboration with the players](#).

[Investment in the creation of ATP Studios will be critical to delivering highly-engaging, premium content to grow our athletes' following and the sport's digital presence.](#)



FROM BADGING TO BUILDING

Sponsorship creates value when visibility becomes authentic engagement

SPONSORSHIP IN MARKETING

Effective communication through
sports, arts and events



T. Bettina Cornwell



FOUNDATIONAL REFERENCE

T. Bettina Cornwell · Sponsorship in Marketing



BADGING

Logo exposure
Passive visibility
Short-term awareness



BUILDING

Brand engagement
Audience relationships
Long-term value creation



LEVERAGE

Invest beyond
the rights fee



ACTIVATE

Create meaningful
interactions

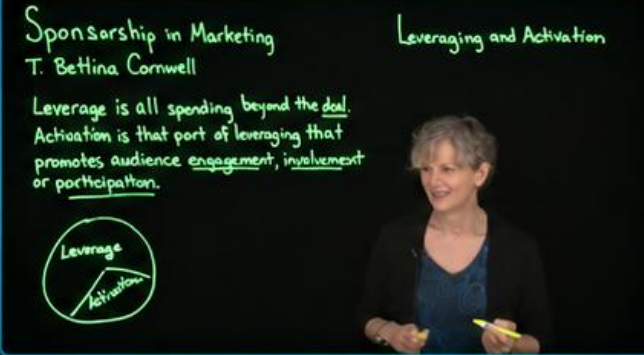


ENGAGE

Build participation
and relationships



LESS SPONSORSHIP AS ADVERTISING. **MORE SPONSORSHIP-LINKED MARKETING.**



LEVERAGING &
ACTIVATION

Bettina Cornwell · 2019



GROUP CHALLENGE

ACTUAL ULTIM × AMAZON PRIME

Design a high-impact event activation at the Port of Marseille.



PARTNERS

ACTUAL × Voile Intérim



EVENT FORMAT

5-day ULTIM experience
with the sailing crew



KEY MOMENT

Amazon Prime series launch



DATE

MAY 2026

FROM OCEAN RACING
TO AUDIENCE
ENGAGEMENT



YOUR MISSION

Create an activation concept that connects
the series, the crew, the boat and the Marseille audience.

