

Commercial Business Strategies in Sport *Organisations*

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BEYOND THE LOGO. INTO THE CULTURE.

HOW TOP SPORTS PARTNERSHIPS BECAME PLATFORMS, NOT JUST SPONSORSHIPS



SPOTIFY & BARCELONA

MORE THAN A SHIRT. A VOICE IN THE CLUB.



TITLE PARTNER

First-ever front-of-shirt partner in Barça history.



CULTURAL INTEGRATION

"Spotify Camp Nou", co-branded playlists, podcasts and club content.



FAN CONNECTION

Local artists, matchday activations, exclusive fan experiences.



BUSINESS IMPACT

Partnership extended in 2024 and 2025. Reported value: €280M+ over initial term (2022-2026+).



ADIDAS & REAL MADRID

BUILT ON HERITAGE. DRIVEN BY INNOVATION.



KIT PARTNER & CO-CREATOR

Long-term jersey partner designing kits that blend performance with lifestyle.



GLOBAL STORYTELLING

Joint campaigns, content series and digital experiences that go beyond matchdays.



COMMUNITY & PURPOSE

Programs around sustainability, inclusion and youth development.



BUSINESS IMPACT

Deal extension in 2023 through 2030. Reported value: ~€120M per year, making it one of the most valuable kit deals in sports.



NIKE & NBA

ELEVATING THE GAME. TOGETHER.



EXCLUSIVE ON-COURT PARTNER

Official outfitter of the NBA, WNBA, NBA G League and USA Basketball.



DIGITAL & DATA INTEGRATION

NBA App, Nike Apps, player and team content, stats and personalized experiences.



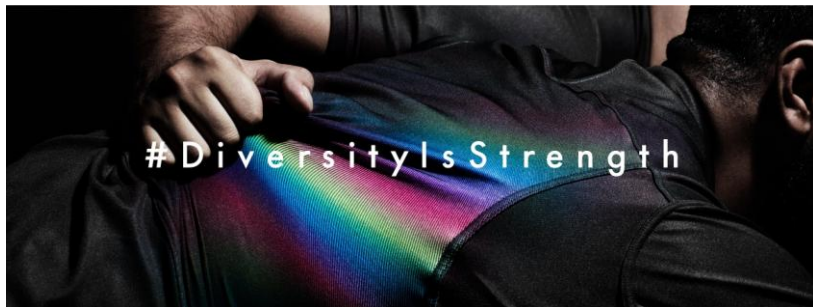
CULTURE & COMMUNITY

Nike Basketball, grassroots programs, All-Star activations and social impact initiatives.



BUSINESS IMPACT

Partnership generates over \$1B annually for Nike, running through the 2024-25 season with extension options.







Official Training Kit Partner

AXA TRAINING CENTRE





Health

Empty Seat



Competitive Advantage !



BRANDFIT

V
S



BRAND FIT

A shared territory: proximity, passion and popular culture



+



+



*Marseille
toujours plus loin*





RDC

la nouvelle destination du monde



DROIT AU BUT

BRANDFIT

PARTENAIRES POUR S'ÉVADER



PARTENARIAT TOURISME & SPORT

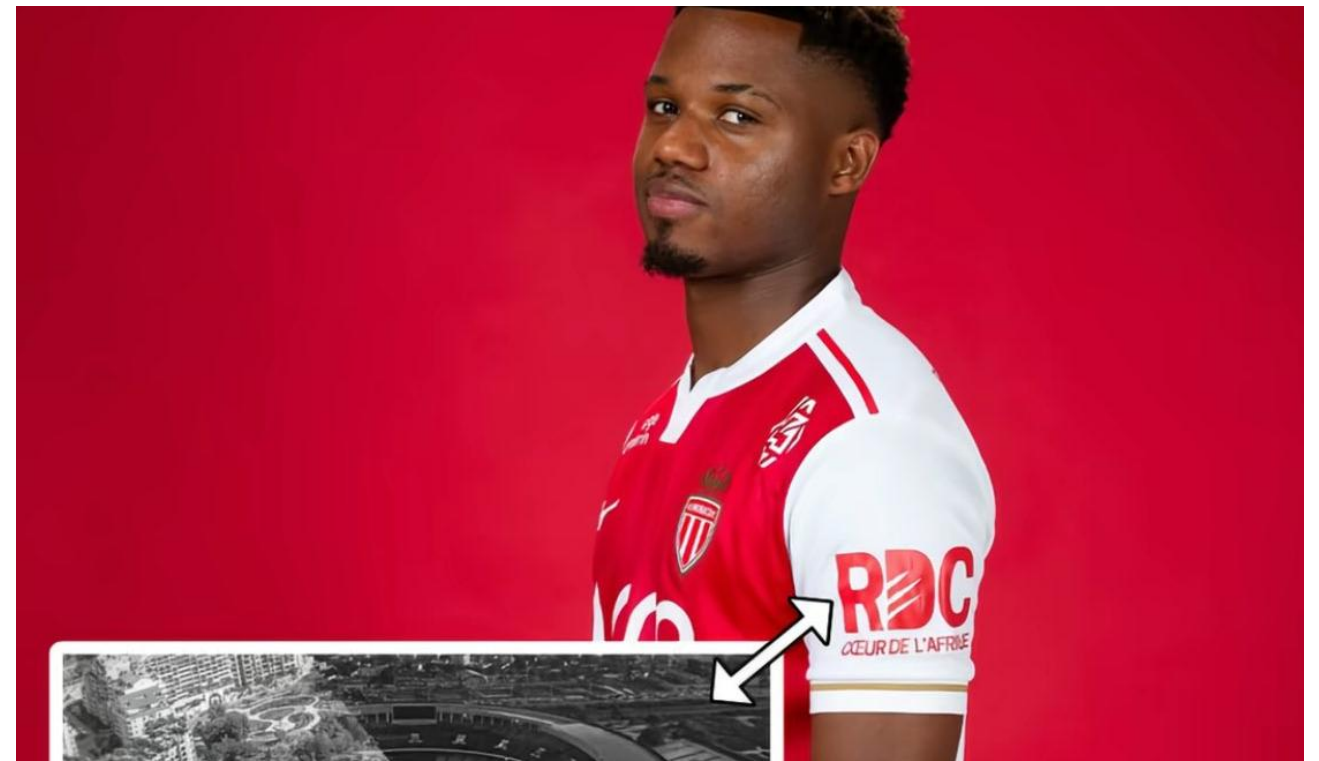
OM × SUBLIME CÔTE D'IVOIRE

Un partenariat premium au service du rayonnement international





BRANDFIT



CMA CGM OFFICIAL PARTNER OF PARIS 2024



LOADING PARIS 2024

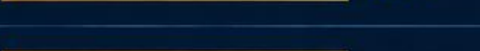
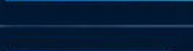


BRANDFIT



EUROPE'S BIGGEST FRONT-OF-SHIRT DEALS

Top 10 annual sponsorship values across the Big Five leagues

#	CLUB	KIT SUPPLIER	ANNUAL DEAL VALUE (€ MILLION)	DEAL PERIOD	SHARE OF CLUB COMMERCIAL REVENUE
1	 MANCHESTER CITY	Etihad Airways	 75.9	2019–2029	 18.6%
2	 REAL MADRID	Emirates Airline	 74.0	2022–2026	 13.1%
3	 MANCHESTER UNITED	Snapdragon	 66.4	2024–2029	 16.7%
4	 PARIS SAINT-GERMAIN	Qatar Airways	 65.0	2025–2028	 15.6%
5	 FC BAYERN MÜNCHEN	Deutsche Telekom	 65.0	2025–2032	 14.1%
6	 FC BARCELONA	Spotify	 65.0	2025–2030	 11.1%
7	 ARSENAL	Emirates Airline	 58.4	2023–2028	 18.7%
8	 LIVERPOOL	Standard Chartered Bank	 58.4	2022–2027	 15.2%
9	 TOTTENHAM HOTSPUR	AIA	 46.7	2019–2027	 14.2%
10	 ATLÉTICO DE MADRID	Riyadh Air	 40.0	2023–2027	 23.8%



TOP ANNUAL VALUE



MANCHESTER CITY

€75.9m



HIGHEST DEPENDENCY



ATLÉTICO DE MADRID

23.8%

of commercial revenue

Values converted to EUR using the average 2025 exchange rate.
Source: Football Benchmark Club Finance & Operations Platform.



BRANDFIT



LAVAZZA
1895

Live the Lavazza Experience at the Nitto ATP Finals





OFFICIAL SUPPLIER



• 115 YEARS •

THE LONGEST PARTNERSHIP
IN SPORTING HISTORY

SHOP THE WIMBLEDON BALL



LEARNING OBJECTIVES

FROM SPONSORSHIP STRATEGY TO ACTIVATION

Develop the skills to analyse, design and deliver effective sponsorship activation programmes.

01



ANALYSE

Assess the strategic fit between a sponsor and a sport property.

02



PROSPECT

Identify, target and approach relevant new sponsors.

03



CUSTOMISE

Build a tailored sponsorship proposition that creates value for both partners.

STRATEGIC THINKING • OPERATIONAL EXECUTION



BE AN INSIDE TRM





PSG's Commercial Strategy

Jean-Claude Blanc

MORE
THAN
A CLUB

HOW DO YOU CHOOSE YOUR PARTNERS?

Fewer partners. Greater value.



EXCLUSIVITY

A limited number
of premium brand
positions



ACTIVATION

Visibility beyond
the pitch and
year-round
hospitality



ACCESS

Players' image
rights and the club's
digital platforms



ALIGNMENT

Active partners
sharing PSG's
values



"We are premium because there are very few places to join PSG."

— Jean-Claude Blanc

JEAN-CLAUDE BLANC
PARIS SAINT-GERMAIN

PARIS
UNITES
TALENT

WHAT IS **RESHAPING** SPONSORSHIP?

Seven forces transforming the market from media exposure to strategic value creation

1 **MARKET EXPANSION**

Rights fees and partnership portfolios keep growing.

2 **SPONSOR INFLUENCE**

Greater voice, visibility and responsibility.

3 **PROOF OF IMPACT**

Outcomes must go beyond media exposure.

4 **ACTIVATION & COMMUNITY**

Engagement converts rights into relationships.

5 **DIGITAL TRANSFORMATION**

Data, content and platforms reshape the experience.

6 **NEW SPORT ECOSYSTEMS**

Esports, creators and emerging formats broaden access.

7 **STRATEGIC INTEGRATION**

Sponsorship connects brand, business and societal objectives.



SPONSORSHIP IS NO LONGER A COMMUNICATION TOOL — IT IS A STRATEGIC CAPABILITY.

*You already knew it. **Now prove it.***

FANS
CULTURE
DATA
COMMUNITY
BUSINESS
IMPACT

A STRONGER
TOMORROW

MORE
THAN
A GAME

CAPTAIN NOAH • MENSİK COBOLLI JODAR RIUD ZVEREV ALCARAZ
CAPTAIN AGASSI • TIEN SHELTON BUBLIK FRITZ DE MINAUR PAUL

EUROPE TAKES ON THE WORLD



LAYER CUP

LONDON 2026

THE O2 | SEPTEMBER 25-27

STORYTELLING OR STORYLIVING?

— ENDORSEMENT & SPONSORSHIP —

LAVER
CUP

2022

FEDERER ON
THE FIFTH
LAVER CUP



GLOBAL SPORTS SPONSORSHIP MARKET

Market size by type, 2024–2034 (USD billion)



+126%
market growth

8.5%
CAGR



THE FUTURE OF SPORTS MEDIA

Expected growth of content formats and consumption channels



TYPE OF CONTENT

- 1  Highlights / on-demand video
- 2  Live video content
- 3  Team- and athlete-generated content
- 4  Fan-generated content
- 5  Results, news, data & statistics
- 6  Sponsor-generated / branded content
- 7  Original content & documentaries
- 8  Digital audio content

HIGHER
EXPECTED GROWTH



LOWER
EXPECTED GROWTH

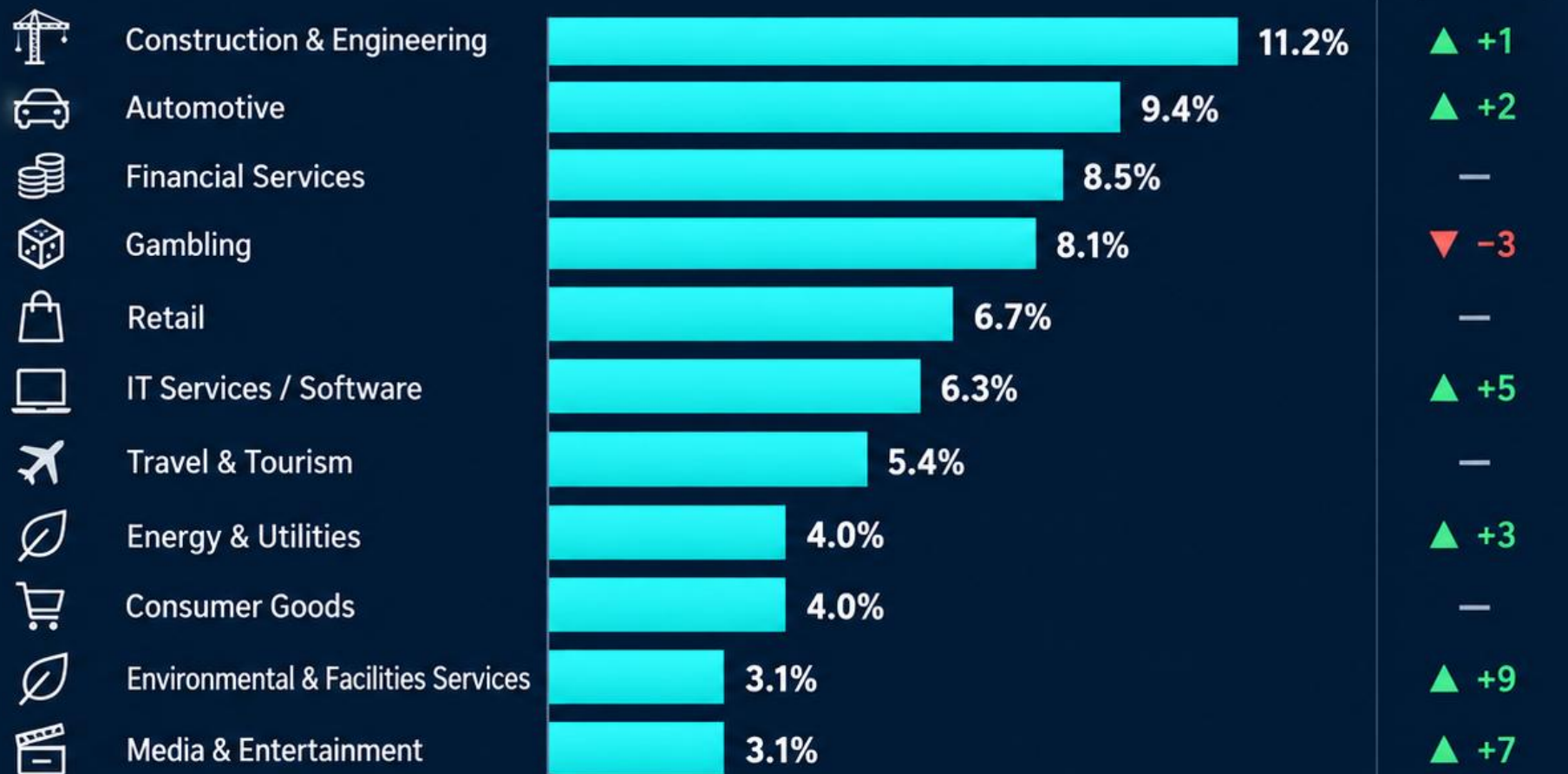


CONSUMPTION CHANNEL

- 1  Tech firms (Facebook, Amazon, Google)
- 2  Pure OTT platforms (DAZN, Netflix)
- 3  Rights holders' OTT platforms
- 4  Broadcasters' OTT platforms
- 5  Digital channels with native / scraped content (COPA90)
- 6  Unofficial live streams
- 7  Pay-TV broadcasters
- 8  Free-to-air broadcasters

LEADING SPONSOR SECTORS IN TEAM SPORTS

Share of main sponsorship deals and change in ranking



#1 SECTOR

Construction & Engineering

11.2%



FASTEST RISER

Environmental & Facilities Services

+9



BIGGEST DECLINE

Gambling

-3

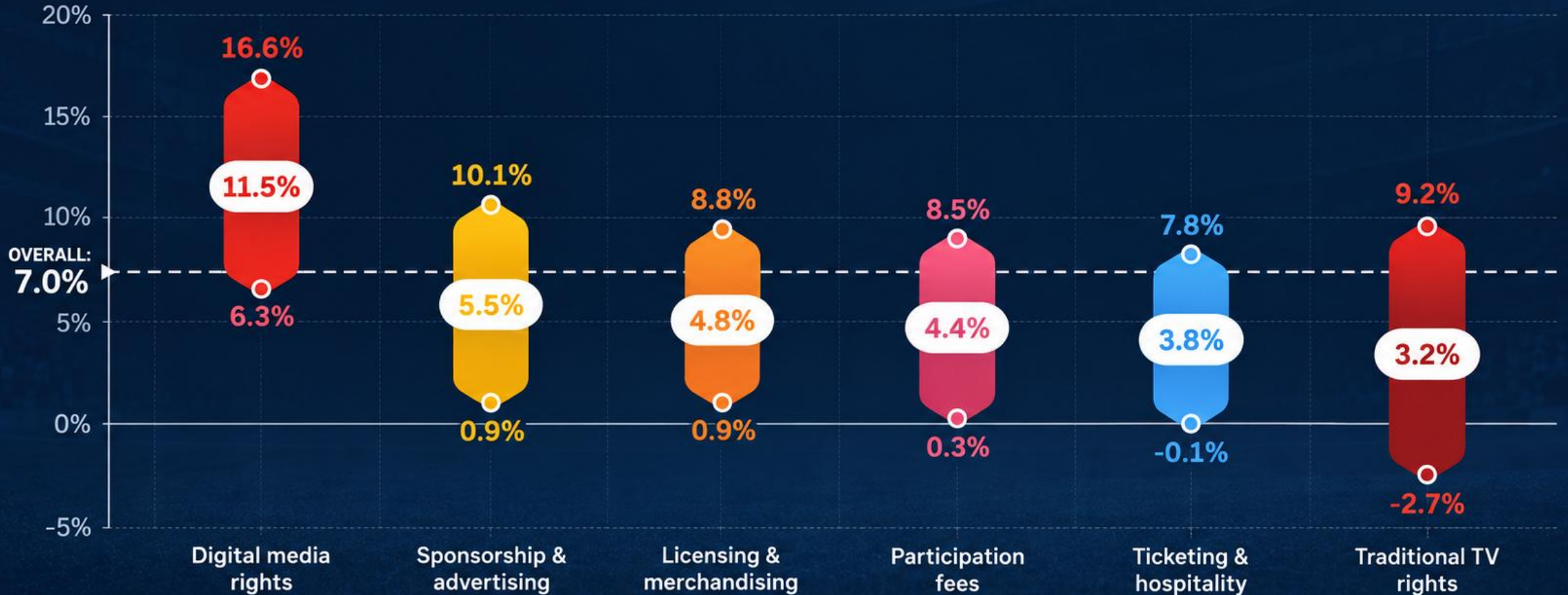


KEY TAKEAWAY

SPONSORSHIP IS SHIFTING TOWARD TECHNOLOGY, INFRASTRUCTURE AND SERVICES.

ANNUAL GROWTH RATE BY REVENUE STREAM

Expected annual growth over the next 3–5 years

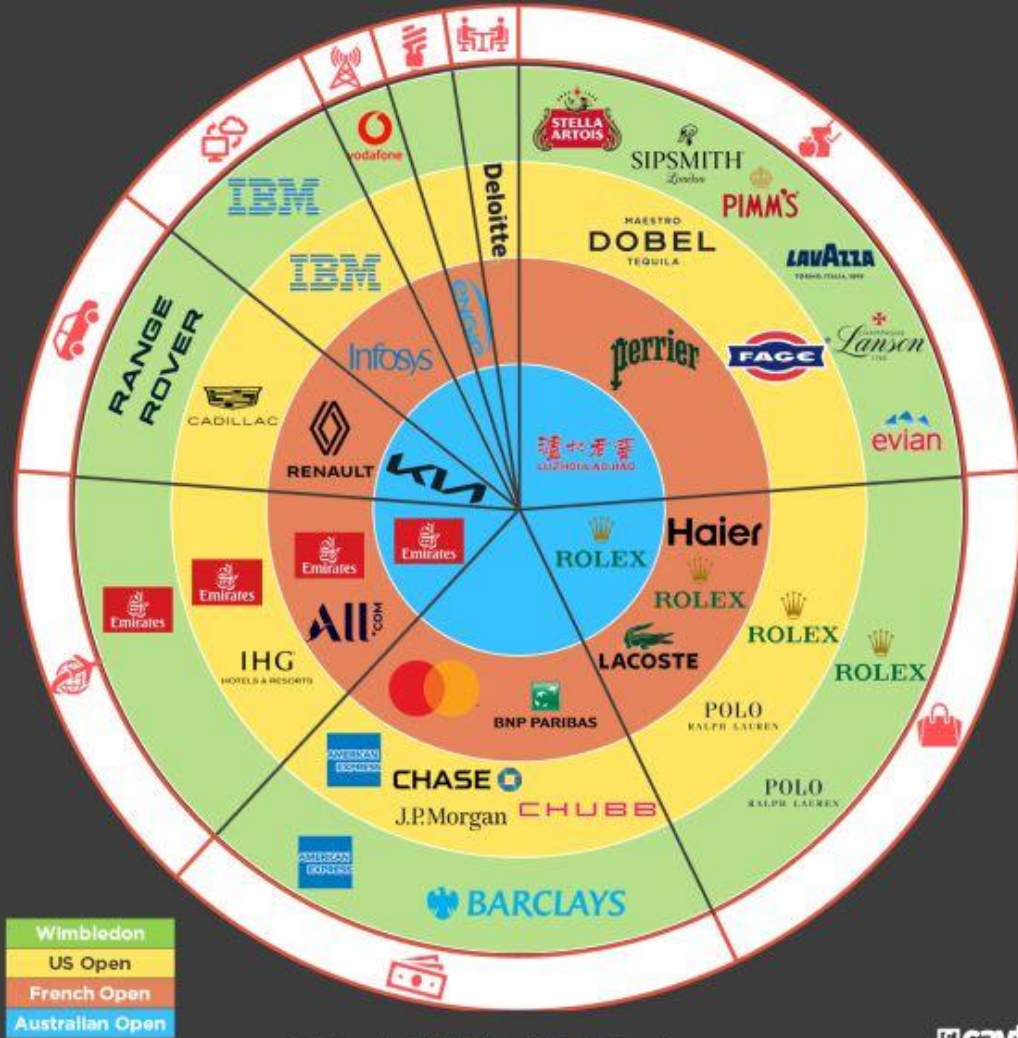


TOP 3 SPONSOR PRIORITIES TO DRIVE ROI



Data-driven personalisation is the leading ROI priority.

TENNIS GRAND SLAM'S MAIN PARTNERS



How gambling sponsors have taken over the Premier League.

PREMIER LEAGUE
SHIRT SPONSORS
2024/25



FOOTBALL CLUBS AS GLOBAL TOURISM PLATFORMS

Destination partnerships across Europe's leading leagues



Premier
League



×

VISIT
RWANDA



×

TAMPA BAY
FLORIDA



×

EXPERIENCE
Kissimmee
FLORIDA



×

Maldives
...the sunny side of Me



×

VisitMalta



×

experience
abu dhabi



×

VISIT
LAUDERDALE
EVERYONE UNDER THE SUN



×

EXPLORE
LA RDC
COEUR DE L'AFRIQUE



×

DUBAI



×

VISIT
RWANDA



SERIE A



×

DRC
PREMIUM PARTNER



×

visit
QATAR

JUVENTUS



×

VISIT
Detroit



×

RIYADH
SEASON



Clubs transform global audiences into destination visibility.

Source: Premier League, LaLiga and Serie A

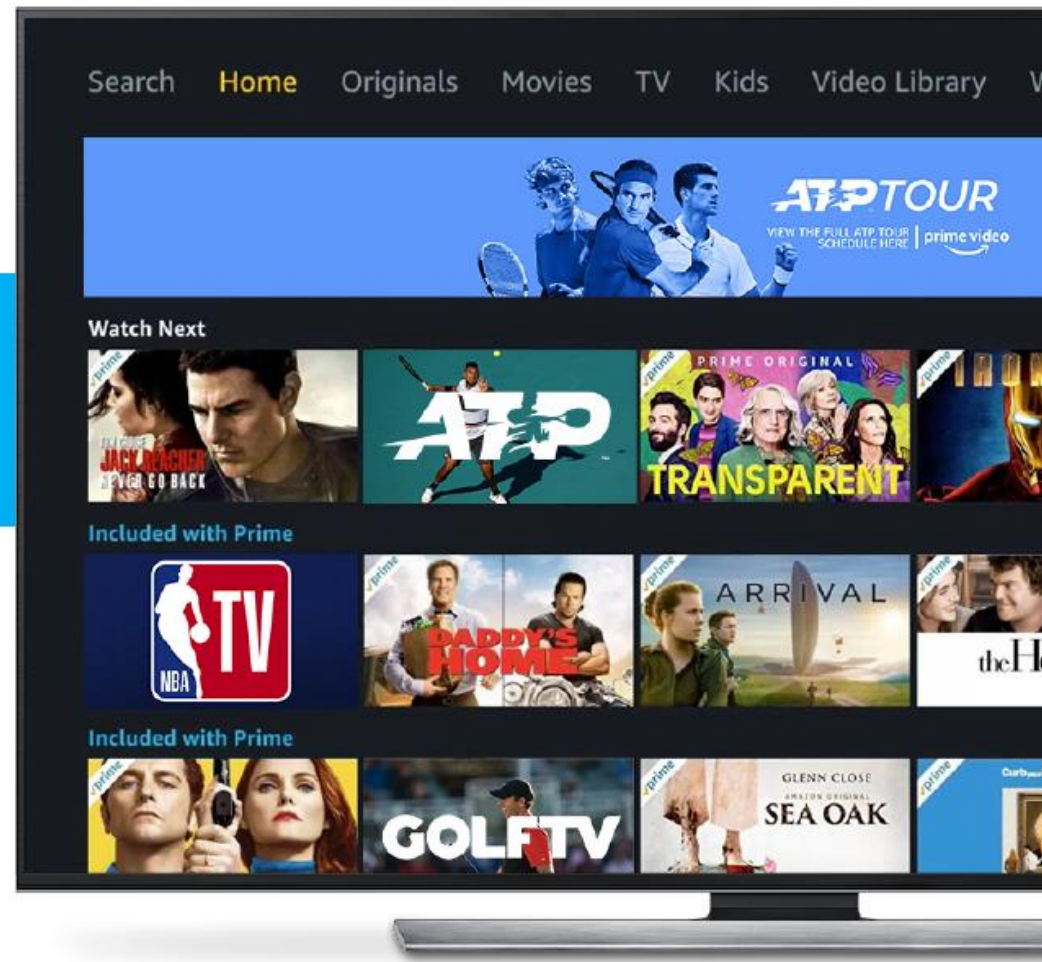


TRAVEL
SUPPORTS
A BRIGHTER
GAME



WE ARE IN THE ENTERTAINMENT BUSINESS

COMPETITION IN THE MEDIA INDUSTRY IS FIERCE DUE TO THE VAST CHOICE OF CONTENT DISTRIBUTED BY AN INCREASING NUMBER OF DIGITAL PLATFORMS (OTT DISTRIBUTION) – MEDIA AND TECH GIANTS ARE BECOMING BOTH CREATORS AND DISTRIBUTORS OF CONTENT, WITH THE MAJOR PLAYERS ENTERING INTO THE SPORTING ARENA.





OFFICIAL PRINCIPAL PARTNER

PSG x ALL

FROM SHIRT SPONSORSHIP TO A GLOBAL LOYALTY PLATFORM



395M PSG FOLLOWERS



265M ACCOR CUSTOMERS

A STRONGER
TOMORROW
TOGETHER



GLOBAL REACH

UNITING FANS AND TRAVELERS
ACROSS EVERY CONTINENT



MEMBERSHIP & EXPERIENCES

TURNING PASSION INTO
EXTRAORDINARY STAYS



CULTURAL ACTIVATION

BRINGING THE PARIS SAINT-GERMAIN
UNIVERSE TO LIFE THROUGH ACCOR



HOSPITALITY
FUELS
BIGGER
STORIES

PARIS
TO THE WORLD



SÉBASTIEN BAZIN
ACCOR CHAIRMAN & CEO

“Connecting French heritage,
global hospitality and
fan passion.”

MORE
THAN
A GAME

WHAT SPONSORS EXPECT TO GAIN

The strategic benefits brands seek from sponsorship



IMAGE, LOYALTY
AND AWARENESS
DOMINATE



SPONSORSHIP

A VALUE EXCHANGE

“

Commercial support—financial or in kind—provided to an activity in return for the right to build a valuable association with it.

MEENAGHAN, 1983

TWO COMPLEMENTARY ACTIVITIES

1



SPONSORSHIP RIGHTS

The sponsor provides cash or in-kind resources. The sponsored property grants association and communication rights.

2



SPONSORSHIP ACTIVATION

The sponsor invests additional resources to communicate and amplify the partnership.

CORNWELL & MAIGNAN, 1998

RIGHTS + ACTIVATION = VALUE CREATION

SPONSORSHIP AS A VALUE EXCHANGE

Resources flow to the property. Rights, meaning and access flow back to the sponsor.



THE VALUE OF SPONSORSHIP EMERGES FROM ACTIVATING THE CONNECTION.

THREE STRATEGIC APPROACHES TO SPONSORSHIP

From executive passion to long-term strategic alignment



01

PASSION-DRIVEN

Sponsorship initiated by a leader's personal passion for sport

Examples

RLD • Kampf • Weber • Lagardère

FOCUS: PERSONAL COMMITMENT



02

OPPORTUNITY-DRIVEN

Sponsorship used to unlock visibility, access or business opportunities

Examples

Sodexo • Veolia • Vinci • Eiffage •
Bouygues • Thomson • PSG

FOCUS: BUSINESS POTENTIAL



03

STRATEGY-LED

Sponsorship fully integrated into brand positioning and corporate strategy

Examples

"We all speak football" • "We are tennis"

FOCUS: STRATEGIC FIT

PASSION → OPPORTUNITY → STRATEGIC INTEGRATION

SPONSORSHIP IN PRACTICE

HOW OPPORTUNITIES REALLY EMERGE

Relationships create the opening. Strategy turns it into value

75%

RELATIONSHIPS & SERENDIPITY



Executive meetings
and personal
introductions



Two personalities —
one decisive
connection



Stakeholder dynamics
and actor games



The capability to
recognize unexpected
opportunities

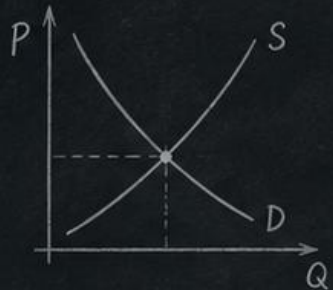
25%

FORMAL STRATEGY



CREATE THE CONDITIONS FOR LUCK — THEN STRUCTURE THE OPPORTUNITY





SAY'S LAW: WHAT IT REALLY MEANS

Supply creates purchasing power — not guaranteed demand for every product

*Production
Income
Expenditure
= Economic Activity*

WHAT PEOPLE OFTEN THINK

**EVERY PRODUCT WILL
AUTOMATICALLY FIND A BUYER.**



Supply creates its own demand — literally.



WHAT THE PRINCIPLE ACTUALLY SUGGESTS

**PRODUCTION GENERATES INCOME
AND PURCHASING POWER.**



At the aggregate level, producing goods creates the means to demand other goods.

Not every product succeeds. Prices, preferences and coordination still matter.

PRODUCTION → INCOME → PURCHASING POWER → DEMAND

SPONSORSHIP MARKETS

MEGA-EVENTS VS OTHER SPORT PROPERTIES

The balance of supply and demand shapes the commercial approach.



MEGA-EVENTS

DEMAND > SUPPLY

-  Prestigious, scarce properties
-  Selective sponsor portfolio
-  Competitive bidding
-  Revenue optimisation

OPEN CALL → SELECTION → CLOSING

SUPPLY ↔ DEMAND



OTHER SPORT PROPERTIES

DEMAND < SUPPLY

-  Broader and more competitive market
-  Active prospecting
-  Tailored value proposition
-  Relationship building

PROSPECT → CUSTOMISE → PITCH → CLOSE

SCARCITY ATTRACTS DEMAND • ABUNDANCE REQUIRES SELLING

MAKE THE DIFFERENCE

From sponsorship exposure to sustainable competitive advantage

STRATEGIC SPONSORSHIP

The partnership reinforces what makes the brand unique.



Distinctive Activation

TURN ENGAGEMENT INTO MEANING



Brand Reputation

BUILD TRUST AND POSITIVE ASSOCIATIONS



Competitive Advantage

A STRONGER, MORE DIFFERENTIATED BRAND

EXAMPLES (REFERENCE)

Red Bull Coca-Cola Sony
Microsoft Orange BNP Paribas



VISIBILITY



MEANINGFUL
ACTIVATION



DIFFERENCE

SAME STAGE.
DIFFERENT OUTCOMES.

VISIBILITY-LED SPONSORSHIP

Visibility creates awareness, but not necessarily preference.



Media Exposure

BROAD REACH, HIGH IMPRESSIONS



Generic Activation

STANDARD, LOW DIFFERENTIATION



Limited Differentiation

AWARENESS WITHOUT PREFERENCE

EXAMPLES (REFERENCE)

Lenovo Poweo Alice
Li-Ning Alpe d'Huez



THE VALUE OF SPONSORSHIP COMES FROM **STRATEGIC FIT** — NOT EXPOSURE ALONE.

STRATEGY
DRIVES
LASTING IMPACT

THE POWER TO **LEVERAGE & ACTIVATE**

Transforming sponsorship rights into audience engagement and commercial value

01 LEVERAGE

Using complementary marketing communications to unlock the commercial potential of the sponsor-sponsee association



PURPOSE: AMPLIFY THE RIGHTS

02 ACTIVATE

Creating communications and experiences that promote audience engagement, involvement and participation



PURPOSE: MOBILIZE THE AUDIENCE



RIGHTS



LEVERAGE



ACTIVATION



ENGAGEMENT



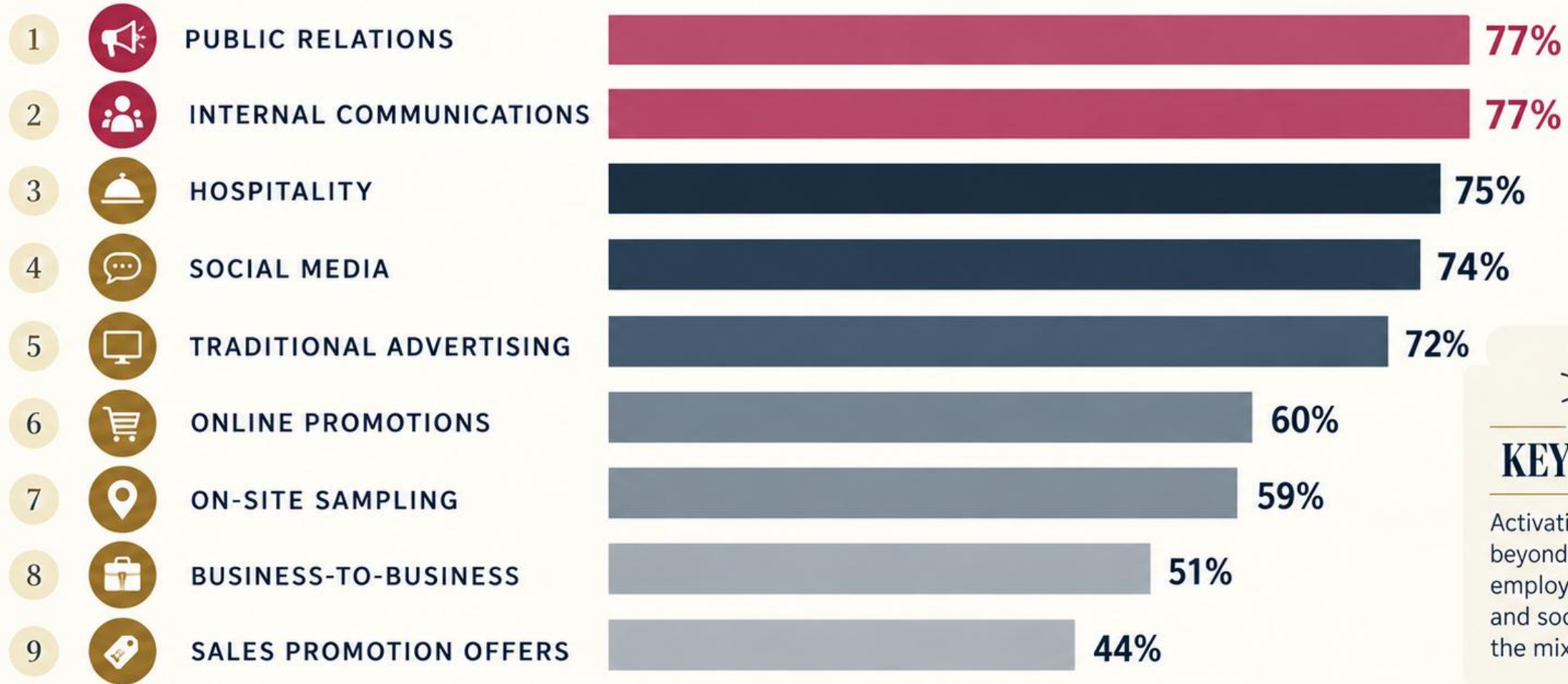
VALUE

- 
- A wide-angle photograph of a football stadium at night, filled with a large crowd of fans. In the foreground, several fans' arms are raised in celebration. The stadium lights are on, and the field is visible. In the sky, three white drones are flying. The text '• ACTIVATION' and '• « Connect the fans to the brands »' is overlaid on the image.
- ACTIVATION
 - « Connect the fans to the brands »

SPONSORSHIP ACTIVATION

THE MOST WIDELY USED COMMUNICATION CHANNELS

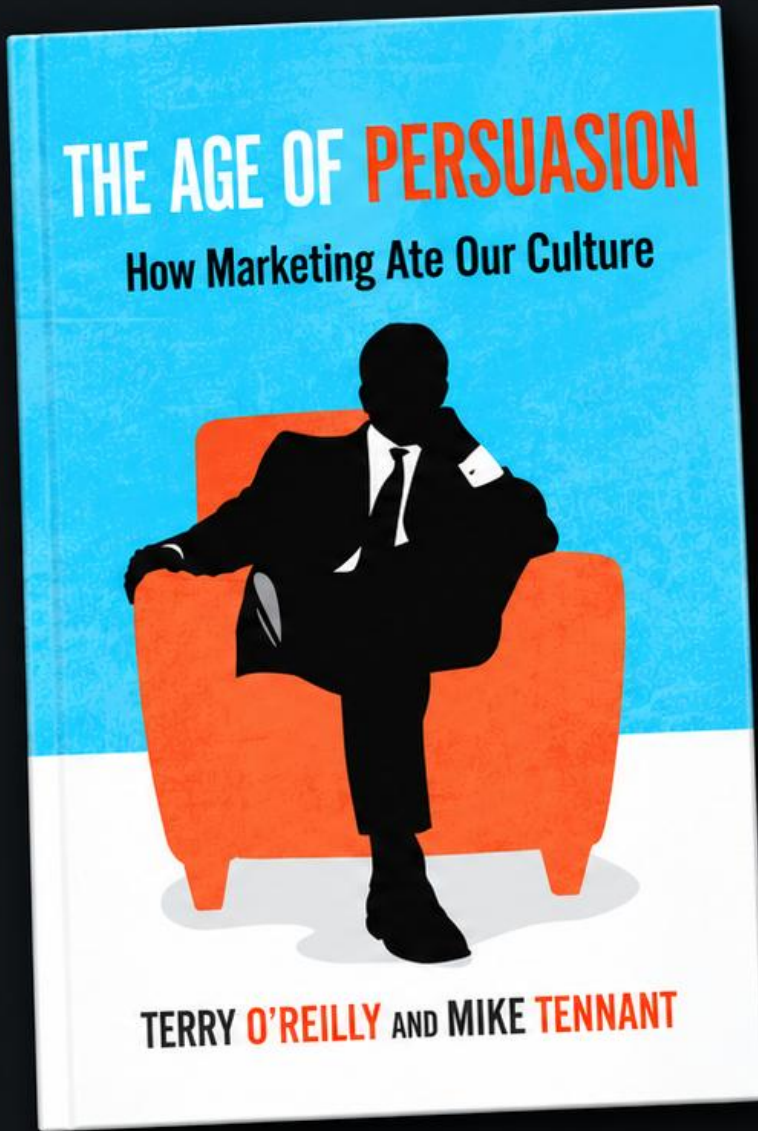
Share of sponsors using each activation channel



KEY INSIGHT

Activation extends far beyond advertising: PR, employees, hospitality and social media lead the mix.

SCARCITY ATTRACTS DEMAND • ABUNDANCE REQUIRES SELLING



PROMOTIONAL STRATEGY

How brands move audiences from attention to action



Communication designed to inform, persuade or remind target audiences about an organisation and its offerings.

Adapted from Keller

SPONSORSHIP ACTIVATION AXIS

From broad visibility to deep audience engagement



As activation becomes more targeted, reach narrows — but **engagement and value deepen.**

BUILDING THE RIGHT ACTIVATION MIX

Combine tools across four dimensions to turn rights into measurable value



BENEFITS



COSTS

**01**

VISIBILITY

Make the partnership seen and recognized

- Billboards
- Printed Collateral
- Scoreboards & Officials
- Media Assets
- On-site Teams
- Naming
- Branding

02

RELATIONSHIPS

Create direct connections with key stakeholders

- Public Relations
- Digital Marketing
- Mobile Marketing
- Seminars & Conferences

03

EXPERIENCE

Turn audiences into active participants

- Fan Objects
- Activation Stands
- Games & Contests

04

ENGAGEMENT

Build meaning, affinity and long-term involvement

- Cause-related Marketing
- Special Events
- Official Supplier Programs



OPTIMIZE THE MIX: OBJECTIVES × AUDIENCES × BENEFITS × COSTS

VREE

SPONSORSHIP ACTIVATION MODEL

From exposure to lasting fan engagement



EXPOSURE → CONNECTION → EXPERIENCE → ENGAGEMENT

FROM STRATEGY TO ACTIVATION

TURN SPONSORSHIP OBJECTIVES INTO ACTION

01



WHY?

Define the purpose

- Target audiences
- Brand visibility
- Value creation
- Internal engagement
- Sponsor objectives

02



HOW?

Design the activation

- Select activation tools
- Create relevant experiences
- Connect channels and audiences
- Allocate resources

03



MEASURE

Prove the impact

- Set KPIs
- Track ROI and ROO
- Learn and optimise

WHY → HOW → IMPACT

YOUR JOB: ALIGN NEEDS, OBJECTIVES, ACTIVATION TOOLS AND MEASUREMENT

SPORT MARKETING AGENCIES

Partner externally — or build in-house?



The right model is rarely “agency or no agency” — it is **the right allocation of capabilities.**

THE SPONSORSHIP ACTIVATION CYCLE

From sponsor insight to continuous improvement and loyalty



INSIGHT → DESIGN → DELIVERY → MEASUREMENT → EVOLUTION

VALUE PROPOSITION & ACTIVATION PLATFORM

Interactional Typology



NBA BASKET TEAM '06 — A PAN-EUROPEAN BASKETBALL CONCEPT

Combining open participation, elite competition and urban entertainment

BASKETBALL
UNITES
EUROPE

1



OPEN PARTICIPATION

Basketball competition
and free practice

2



PUBLIC EXPERIENCE

An open arena designed
for broad audiences

3



ELITE FORMAT

High-level 5-on-5
championship

4



EUROPEAN NETWORK

8 host cities: Lyon, Paris,
Cologne, Munich, Madrid,
Barcelona, Milan and Rome.

CITIES
PEOPLE
GAME
CULTURE

ONE FORMAT. EIGHT CITIES.
A SHARED BASKETBALL CULTURE.

MORE
THAN A GAME
A BIGGER TOMORROW



AUTHENTIC ATHLETIC APPAREL



VISIBILITY ACTIVATIONS

- Street marketing, flyers, printed materials and TS staff
- Staff presence and gifts for players
- On-court visibility: 16 m billboards, ITV wall and tents



SENSEMAKING ACTIVATIONS

- “Champion of the Court”: 1 vs 1 format
- 300–350 players per day
- Two targets: elite players and teens (streetwear)

NIKE — ACTIVATION STRATEGY

SPORT BRINGS PEOPLE FURTHER

MORE
THAN
A GAME



VISIBILITY ACTIVATIONS



Printed logo
supports



Nike shoes for
staff & winners



10 m courtside
billboards



SENSEMAKING ACTIVATIONS



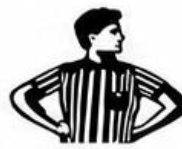
Nike 3-point
shootout



Product
showcase



Jordan Camps
recruitment buzz



Foot Locker

CULTURE MOVES PEOPLE



BRAND EXPOSURE

VISIBILITY ACTIVATIONS

- Logo on printed materials
- Referees wearing Foot Locker apparel
- 10-metre courtside billboards



FAN EXPERIENCE

ENGAGEMENT ACTIVATIONS

- Flyers and NBA Jam 06 website driving traffic to Foot Locker stores to collect entry tickets
- “Foot Locker €10,000 Challenge”: shoot from centre court
- Promotional vouchers for participants and winners

BALL
CHANGES
EVERYTHING



NBA LIVE 07

PLAY
COMPETE
CONNECT



VISIBILITY ACTIVATIONS

- Branded print materials
- EA SPORTS Lounge area
- Court No. 2: 10 m EA SPORTS billboards



SENSEMAKING ACTIVATIONS

- NBA LIVE 07 video-game promotion with dedicated stands
- Virtual tournament culminating in the European Finals
- Finalists attended the Suns vs. 76ers game
- Winners received an invitation to the 2007 NBA All-Star Game in Las Vegas

>> IT'S IN THE GAME.™

FAN FEST 2006 — THE STADIUM BEYOND THE STADIUM

How public viewing transformed the FIFA World Cup into an urban mass experience



LIVE CONTENT

Giant-screen match viewing



SHARED EMOTION

Collective celebration
and belonging



URBAN EXPERIENCE

Free access in the heart
of the city



COMMERCIAL ECOSYSTEM

Sponsors, hospitality,
food and entertainment



MATCH



PUBLIC SPACE



COMMUNITY



EVENT VALUE

THE EVENT EXPERIENCE EXPANDED FAR BEYOND THE TICKETED VENUE.



AVAYA — COMMUNICATIONS PARTNER

Connecting the FIFA World Cup ecosystem



ROLE

Official communications services provider



VISIBILITY

2–4 pitch-side billboards ·
8 × 6.5 m



SENSEMAKING

- Official website: facts, news & products
- VoIP promotion through press and media

STRATEGIC TAKEAWAY

From technical infrastructure to **visible brand experience**





Coca-Cola
OFFICIAL PARTNER

*Believing
in a brighter
game™*



VISIBILITY ACTIVATIONS

- Two to four pitch-side billboards
- Brand visibility using team colours



SENSEMAKING ACTIVATIONS

- FIFA World Cup™ Trophy Tour
- Official match balls
- Coca-Cola Football Camp
- Panini Virtual Football Stickers
- Support for children across six SOS Children's Villages

PARTNERSHIP PLATFORM

- Powerade — Official Sports Drink
- Bonaqa — Official Water Supplier
- "We All Speak Football" campaign

SOME
PARTNERSHIPS
GO FURTHER



FOOTBALL
BRINGS PEOPLE
CLOSER

MASTERCARD × FIFA — FROM VISIBILITY TO PRICELESS EXPERIENCES

A 20-year partnership transformed media exposure into customer relationships

1 LONG-TERM RIGHTS PLATFORM

-  20+ years with FIFA
-  Global brand visibility
-  Leadership association with international football
-  Relationships with cardholders and partner banks



2 MEDIA VISIBILITY

-  2–4 pitch-side advertising boards
-  10–13 minutes of brand visibility during a 90-minute broadcast



3 MEANINGFUL ACTIVATION

-  Hospitality experiences
-  Priceless Photo with Pelé and Jürgen Klinsmann
-  Personalized souvenir credit cards
-  Mastercard city football championship



EXPOSURE

EXPERIENCE

RELATIONSHIP

RIGHTS CREATE VISIBILITY. ACTIVATION CREATES MEANING.

PEOPLE × PASSION × POSSIBILITIES

McDONALD'S × FIFA WORLD CUP 2006

Global sales promotion powered by football engagement

FOOTBALL
BRINGS
PEOPLE
TOGETHER



VISIBILITY

2 – 4 pitch-side billboards



FAN ENGAGEMENT

Player Escort Programme

1,048 children • Ages 6–10



LOCAL ACTIVATION

Tailored promotions in key markets

Germany		Goleo, celebrities & tickets
Brazil		Country Burgers
China		TV advertising & merchandise
USA		Limited-edition World Cup merchandise
India		Table football
Japan		Mini balls & mini Goleo
Mexico		Special packaging
UK		Mobile 'Text to Win' game



Exclusive FIFA Fantasy Football • Salads • Fruit • McCafé



Goleo collectible activation



GLOBAL PLATFORM × LOCAL EXECUTION

A BIGGER GAME
A BRIGHTER TOMORROW

TOUR DE FRANCE — PARTNERSHIP ECOSYSTEM

A multi-tier sponsorship architecture

PARTENAIRES MAJEURS / MAIN SPONSORS



DIFFUSEURS OFFICIELS / OFFICIAL TV BROADCASTERS



PARTENAIRES OFFICIELS / OFFICIAL SPONSORS



FOURNISSEURS OFFICIELS / OFFICIAL SUPPLIERS



SUPPORTERS OFFICIELS / OFFICIAL SUPPORTERS



PARTENAIRES TECHNIQUES / TECHNICAL SPONSORS



PARTENAIRES MÉDIAS OFFICIELS OFFICIAL MEDIA SPONSORS



FOURNISSEURS MÉDIAS OFFICIELS OFFICIAL MEDIA SUPPLIERS



PARTENAIRES INSTITUTIONNELS INSTITUTIONAL SPONSORS



Le Tour de France

PLUS
QU'UNE COURSE
UNE LÉGENDE

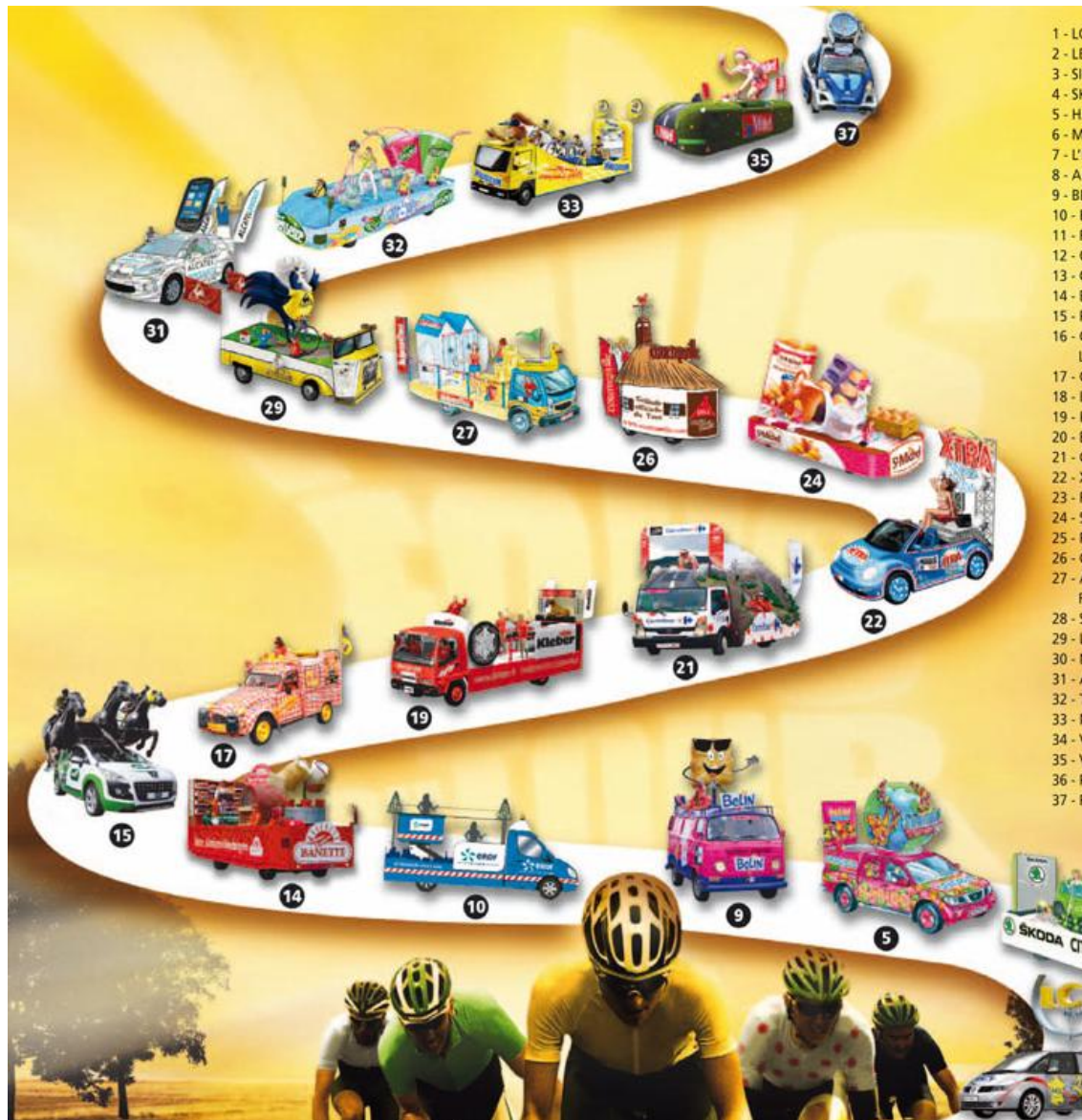
Tour de France™

THE ADVERTISING CARAVAN

A moving brand activation platform

VISIBILITY • ENGAGEMENT • EXPERIENCE





Vittel

VITTEL x TOUR DE FRANCE

FROM VISIBILITY TO CONSUMER ENGAGEMENT

*Le Tour
de France*

*Au cœur
des Vosges*



14 CARS



500,000

products distributed
to spectators



3 MILLION

TDF PACKS
Retail sales activation



SAMPLING & PR

30,000 Eauficielles
provided free to spectators



ROUTE VISIBILITY

Vittel red arches over
the final 25 km



BRAND ORIGIN

Showcasing Vittel's Vosges
roots through the caravan
activation

“

*“The Tour de France and its caravan provide a complete platform
for connecting with the public and meeting our consumers.”*

Françoise Bresson — Sponsoring Director, Nestlé Waters / Vittel

*Plus loin
ensemble*



ANTARGAZ × TOUR DE FRANCE

Using a mobile event platform to reach rural communities



PEOPLE
ENERGY
CLOSER
TO TOMORROW



“ Our customers live in rural areas. The Tour de France is the perfect way to meet them. ”

Antoine Willaume

Communications & Marketing Director, Antargaz



EVENT PRESENCE

Village • Advertising caravan •
Intermediate stop • VIP



HOSPITALITY

PR & hospitality area at the
intermediate stop
50 km before the finish • 200 m² exclusivity



LOCAL ENGAGEMENT

Flamme Gaz Nature trophy
presented with the town mayor
Branded mascot



MASS DISTRIBUTION

200,000
clappers

250,000
magnets



antargaz

BRINGING THE BRAND TO
ITS CORE COMMUNITIES.

RURAL
COMMUNITIES
STRONGER
TOGETHER

RETAIL BRANDS X TOUR DE FRANCE

Proximity, French origin and nationwide activation



“Our Tour de France partnership is built on proximity. It promotes our products, our French roots and our distinctive positioning.”

— Éric Marchyllie
Sponsoring Director, Carrefour



A MAJOR RETAIL ACTIVATION PLATFORM
IN THE TOUR DE FRANCE



IN-STORE ENGAGEMENT

Games and promotional campaigns



DIGITAL COMMUNITY

C-letour.fr connecting cycling participants and fans



EVENT EXPERIENCE

Advertising caravan and branded vehicles



SPORTING ASSET

Best Climber jersey

TURNING NATIONAL REACH INTO LOCAL PROXIMITY

HOW TO ASSESS A PROSPECTIVE SPONSOR

PEOPLE
BRANDS
SPORT
OPPORTUNITIES

Six dimensions to evaluate strategic fit and activation potential

01



TARGET & BRAND FIT

Identity, image, audiences and brand strategy

02



STRATEGIC OBJECTIVES

Direction, competitive advantage and anticipation of future needs

03



COMMUNICATION CHANNELS

Media ecosystem, content platforms and audience touchpoints

04



FINANCIAL POTENTIAL

Revenue, profitability, assets and investment capacity

05



EXISTING SPONSORSHIP PORTFOLIO

Current partnerships, activation patterns and category conflicts

06



DECISION-MAKER ACCESS

Identify the internal sponsor and understand their profile, influence and personal connection to the sport — as a fan, participant or network member





BNP PARIBAS × ROLAND-GARROS

Brand presence embedded in the event environment



BRANDED EVENT ASSET

SPONSORSHIP MADE TANGIBLE



SPONSORSHIP 3.0

BNP PARIBAS

GROUP CHALLENGE

Design a value-based sponsorship contract for a new tennis event

USING THE VREE MODEL

BUILDING YOUR ACTIVATION OFFER

From brand identity to measurable value

01



DEFINE YOUR BRAND

Clarify who you are, what makes you different, and the values behind your value proposition.

02



SELECT THE RIGHT TARGET

Identify the industry, shared values and strategic reasons for building the partnership.

03



DESIGN THE ACTIVATION PROGRAM

Create relevant experiences that fit the sponsor's needs and deliver a compelling client value proposition.

04



MEASURE VALUE CREATION

Define success metrics: Return on Objectives (ROO) and Return on Investment (ROI).

05



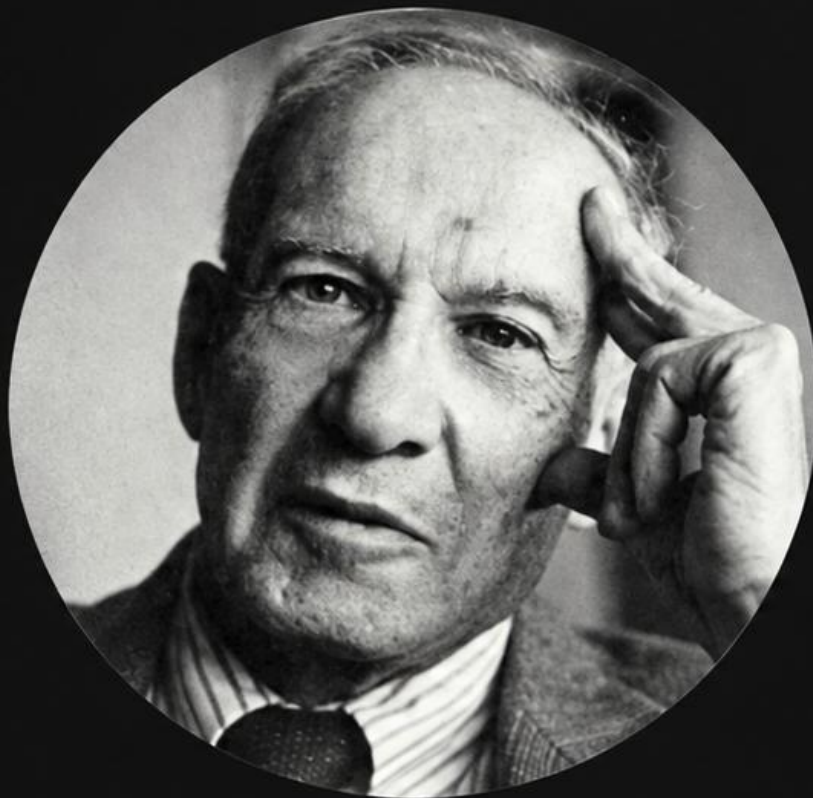
STRUCTURE THE OFFER

Build clear activation packages and set the right pricing.

“

You can't
MANAGE
what you don't
MEASURE.

— PETER F. DRUCKER



Cause-Related Marketing
vs. *CSR*



EMOTION ²



What's
the
BIG
difference?

YOPLAIT — SAVE LIDS TO SAVE LIVES

Turning everyday consumption into cause engagement



If you held the cure in your hand,
would you throw it away?



PRODUCT AS MEDIA



SIMPLE PARTICIPATION



EMOTIONAL PURPOSE

A SMALL GESTURE. A SHARED IMPACT.

**Pampers**[®]

unicef 

PAMPERS × UNICEF

1 PACK = 1 VACCINE



=



PROTECTING MOTHERS AND BABIES



SAME
THINGS
DIFFERENT
MEANING

(PRODUCT)RED™

WHEN PRODUCTS BECOME PURPOSE PLATFORMS

A cause-related marketing model connecting consumption, brands and global health

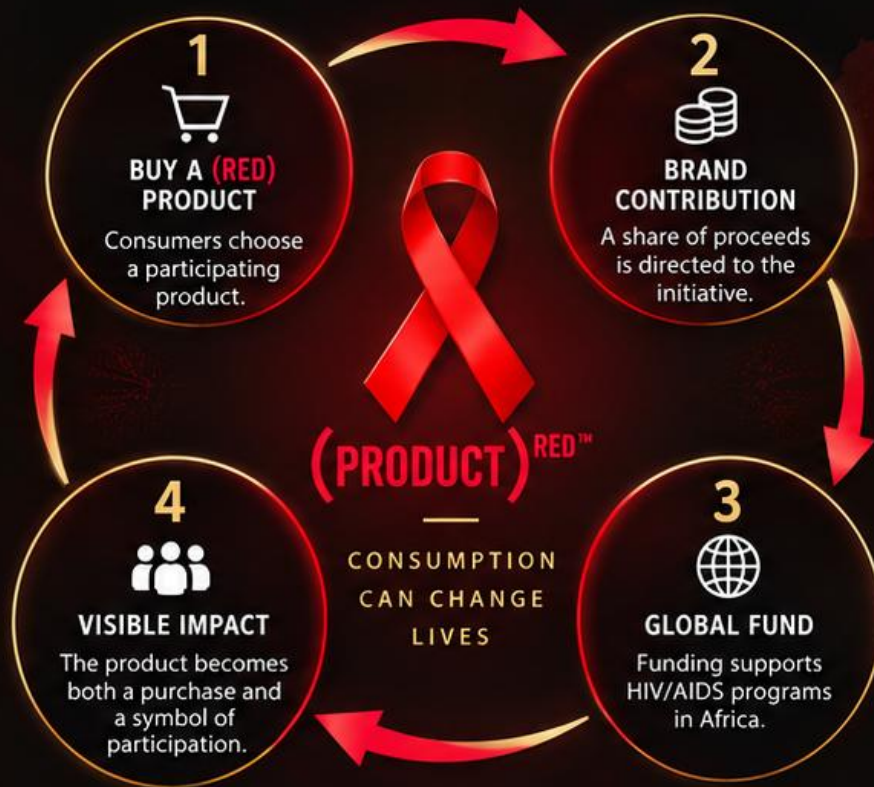
PEOPLE
BRANDS
PURPOSE
A HEALTHIER
TOMORROW



MUSIC
iPod (RED)
Iconic music.
A higher purpose.



(EMPORIO ARMANI) RED
EYEWEAR
Emporio Armani (RED)
Style with a stronger vision.



FASHION
GAP (RED)
Everyday style.
Extraordinary impact.



MOBILE
Motorola (RED)
Communication for a better tomorrow.



APPAREL (RED) babywearer
Small clothes.
A bigger future.



**PRODUCT
DESIRABILITY**



**SOCIAL
PURPOSE**



**PARTNER
NETWORK**



SHARED VALUE

THE CAUSE IS **EMBEDDED IN THE PRODUCT** — NOT ADDED AFTER THE PURCHASE.

BENETTON — PROVOCATION AS BRAND POSITIONING

Breaking social taboos to generate visibility, debate and distinctiveness



**SOCIAL
TABOOS**

**HUMAN
DIFFERENCE**

ATTENTION • CONTROVERSY • BRAND MEANING



OPPORTUNISM

OR

PRAGMATISM?

SHARED VALUE • PURPOSE • PERFORMANCE

THE BUSINESS OF DOING WELL BY DOING GOOD

Creating economic value through positive impact



CAUSE-RELATED MARKETING

Business performance aligned
with social impact



COOPERATIVE MODEL

A for-profit company and a nonprofit organization combine resources around a shared cause.



MUTUAL VALUE

The partnership creates social impact while strengthening brand relevance, engagement and reputation.



NOT PHILANTHROPY

Unlike a standalone donation, cause-related marketing is an integrated marketing relationship linked to business objectives.



SHARED CAUSE



COORDINATED ACTION



MUTUAL BENEFIT

ETHICAL CORPORATE SOCIAL RESPONSIBILITY

Super Bowl XL — Detroit case study

Babiak & Wolfe (2006)



PEOPLE
PARTNERSHIPS
STRONGER
CITIES

01

EMERGING BUSINESS PROGRAM



Partners:

1 corporate + 1 nonprofit



Reach:

750 companies registered;
contracts offered to 250



Purpose:

Create opportunities for
women- and minority-owned
businesses to participate in the
Super Bowl business process

02

SUPER MAKEOVER



Partners:

1 corporate + 4 government partners



Purpose:

Improve the city of Detroit through
litter removal, painting over graffiti
and clearing weeds in high-traffic
pedestrian areas

03

PROJECT "GREEN"



Partners:

1 corporate + 2 nonprofits +
4 government partners



Purpose:

Plant 2,500 trees and plants
to offset carbon emissions



KEY TAKEAWAY

Event legacy × Cross-sector partnerships × Measurable local impact

SUPER BOWL XL — RESPONSIBILITY BEYOND THE GAME

Discretionary corporate responsibility as a host-city legacy platform (Babiak & Wolfe, 2006)

DETROIT
STRONGER
TOGETHER

A STRONGER DETROIT
THROUGH SPORT



COMMUNITY
OPPORTUNITY
LASTING CHANGE

1

EDUCATION



- Super Reading Program
- Youth Education Town

Purpose: Reading, libraries, mentoring and youth development.

2

CULTURE & INCLUSION



- One World, One Detroit
- Rock My Soul

Purpose: Diversity, dialogue and African-American arts.

3

COMMUNITY INFRASTRUCTURE



- SuperBuild
- Rebuilding Together

Purpose: Homes, neighborhood facilities and post-Katrina support.

4

CHARITY & PARTICIPATION



- NFL Charities Bowling Classic
- NFL Experience
- Taste of the NFL

Purpose: Fundraising, family engagement and hunger relief.



CORPORATE PARTNERS

Resources | Expertise | Visibility

HOST-CITY LEGACY

PEOPLE • COMMUNITY
OPPORTUNITY



NONPROFITS

Local Knowledge | Program Delivery | Community Trust



PUBLIC ACTORS

Facilitation | Infrastructure | Long-term Support



MEGA-EVENT

Global attention. Local opportunity.



PARTNER MOBILIZATION

Align resources and expertise.



COMMUNITY PROGRAMS

Deliver discretionary CSR initiatives.

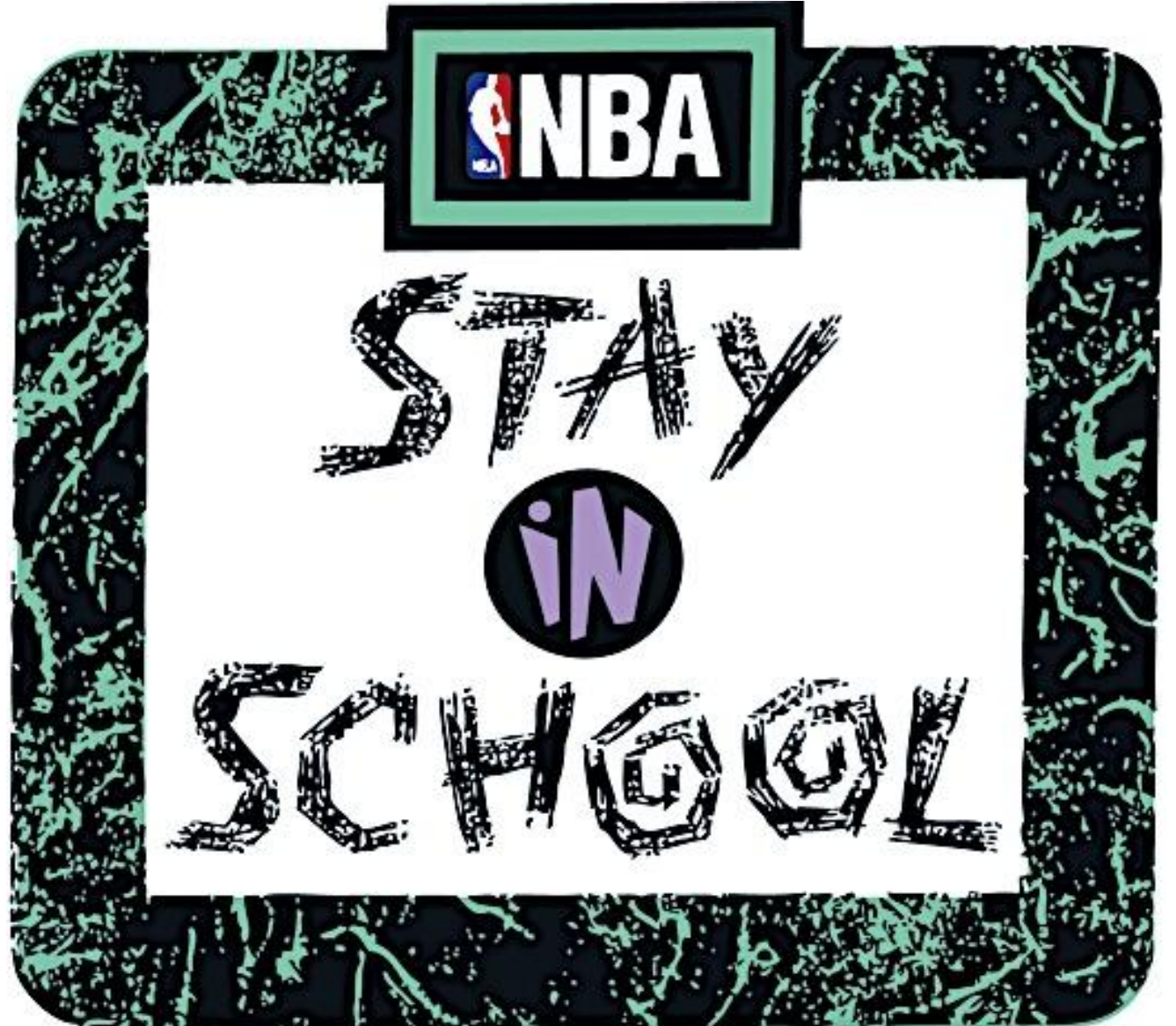


TERRITORIAL LEGACY

Stronger communities beyond the event.

THE EVENT LASTS DAYS.
RESPONSIBILITY SHOULD CREATE VALUE THAT LASTS YEARS.





A photograph of Jaren Jackson Jr. wearing a teal Memphis Grizzlies jersey with the number 15. He is standing in a gymnasium with bleachers in the background. A banner for "BO TIME" is visible behind him. The image is slightly blurred.

Jaren Jackson Jr.
Memphis Grizzlies

360° STADIUM TOUR – A PLATFORM FOR CHANGE

Transforming global entertainment reach into social mobilisation

MUSIC
PEOPLE
PLANET
A BRIGHTER
TOMORROW



GLOBAL REACH

Stadium-scale audiences



EMOTIONAL ENGAGEMENT

Music, narrative and
shared experience



CAUSE AMPLIFICATION

Visibility for humanitarian
and environmental organisations

BE THE CHANGE.



GREENPEACE

Chernobyl Children's
Project International



FROM SPECTACLE TO COLLECTIVE ACTION

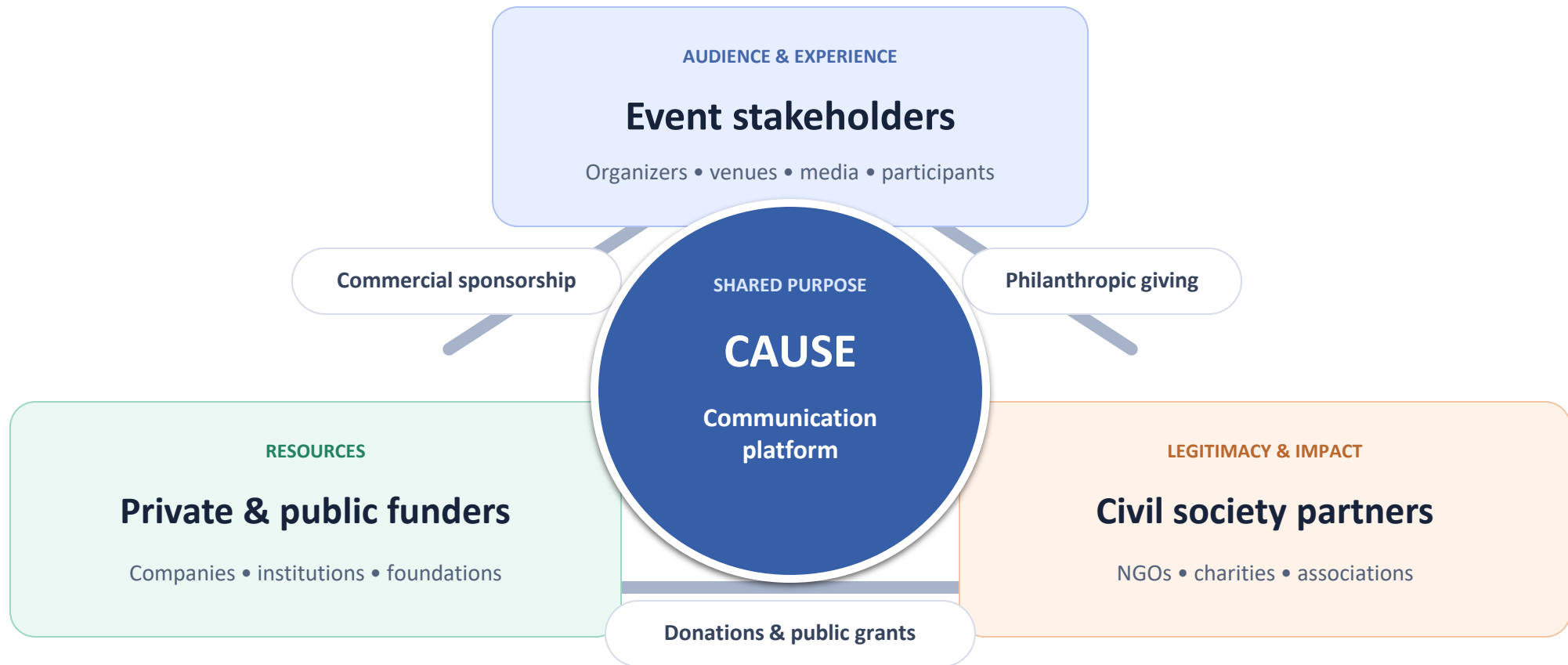


Barça's most difficult game is about to begin



A cause-driven event connects three stakeholder ecosystems

The cause acts as a communication platform that aligns resources, legitimacy and audience reach.



VALUE IS CO-CREATED WHEN FUNDING, LEGITIMACY AND ENGAGEMENT REINFORCE ONE ANOTHER.

FROM CAUSE SELECTION TO **SHARED VALUE**

A four-step cause-related event strategy



SHARED-VALUE OUTCOMES



**SPONSORS
ROI**

Business & brand value



**NGO / ASSOCIATION
IMPACT**

Mission outcomes & reach



**EVENT
ROO**

Objectives, equity & legacy

SPONSORSHIP ECOSYSTEM

Build a sponsor ecosystem through cross-partnerships

HOW DO WE CREATE VALUE
ACROSS THE NETWORK?



CSR: RESOURCE BUNDLING & SYNERGIES

Public-private resources creating shared social value



Four pathways to activate cross-partnerships



FROM ISOLATED SPONSORS TO A **CONNECTED VALUE-CREATION NETWORK**

TWO EVENTS. TWO VALUE-CREATION LOGICS.

How event architecture shapes experience, audiences and partnerships



PLACE-BASED SPECTACLE



Fixed venue



High-density live audience



Hospitality & premium access



Short, intense event window



SHARED VALUE ASSETS



EMOTION



MEDIA



PARTNERSHIPS

VENUE INTENSITY



NARRATIVE CONTINUITY



STORY-DRIVEN ADVENTURE



Global route



Remote digital audiences



Human endurance & storytelling



Long-duration engagement



DIFFERENT FORMATS — THE SAME CHALLENGE:
TURN SPORTING UNCERTAINTY INTO LASTING VALUE.



DESTINATION MARKETING: A STRATEGIC CONVERGENCE





“A brand for a company is like a reputation for a person. You **EARN REPUTATION** by trying to **DO HARD THINGS WELL.**”

JEFF BEZOS

IDENTITY IS DESIGNED. **REPUTATION IS EARNED.**

10 ESSENTIALS FOR SPONSORSHIP **ACTIVATION**

ACTIVATE



01 — EVENT AMBASSADORS

Activate brand ambassadors at the event



02 — CONTENT ENGAGEMENT

Create rich, authentic event content



03 — DIGITAL INTEGRATION

Leverage the event's digital channels



04 — DIGITAL TOUCHPOINTS

Plan content from pre-event to post-event



05 — ONLINE COMMUNITY

Connect audiences, assets and offers online

AMPLIFY



06 — BRAND AFFINITY

Build brand value and credibility



07 — MAXIMIZE DIGITAL REACH

Broaden content distribution and amplification



08 — TARGETED PROMOTIONS

Design original, event-specific campaigns



09 — MEASURE PERFORMANCE

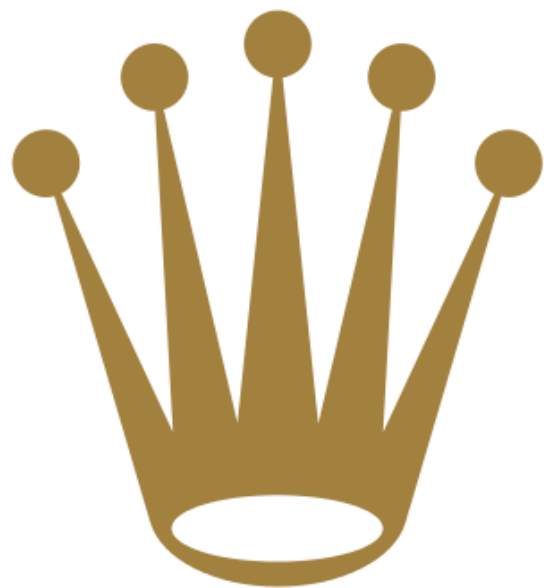
Track reach, engagement and conversion



10 — GENERATE LEADS

Connect event assets and offers to the sales funnel

CONVERT & MEASURE



ROLEX

Sponsorship in Marketing

T. Bettina Cornwell

Leverage is all spending beyond the paid
Activation is that part of leveraging that
promotes, sustains, encourages, involvement
or participation.



Leveraging and Activation

