

Commercial Business Strategies in Sport Organisations

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Lecture 3







TOP VENUES

15,001 OR MORE CAPACITY (EXCLUDING STADIUMS)

#	VENUE LOCATION	TOTAL GROSS	TOTAL ATTENDANCE	NO. OF SHOWS
1	→ NO.1 WORLDWIDE Sphere LAS VEGAS	\$185.2M	819K	50
2	→ NO.1 U.K. & IRELAND O2 Arena LONDON	\$163M	1.6M	138
3	Madison Square Garden NEW YORK	\$126.3M	935K	65
4	→ NO.1 CONTINENTAL EUROPE Movistar Arena MADRID	\$90.5M	1.2M	99
5	Accor Arena PARIS	\$77.2M	1.7M	77
6	→ NO.1 OCEANIA Qudos Bank Arena SYDNEY	\$68M	504K	40
7	Kia Forum INGLEWOOD	\$63.2M	445K	36
8	T-Mobile Arena LAS VEGAS	\$63.2M	311K	24
9	Co-Op Live MANCHESTER	\$62.5M	696K	50
10	→ NO.1 MEXICO Palacio de los Deportes MEXICO CITY	\$60.7M	786K	55
11	Capital One Arena WASHINGTON	\$58.9M	373K	30
12	State Farm Arena ATLANTA	\$52.9M	412K	40
13	Barclays Center BROOKLYN	\$51.9M	492K	51
14	Xfinity Mobile Arena PHILADELPHIA	\$49.1M	542K	53
15	Ziggo Dome AMSTERDAM	\$46.5M	551K	42

#	VENUE LOCATION	TOTAL GROSS	TOTAL ATTENDANCE	NO. OF SHOWS
16	→ NO.1 SOUTH AMERICA Movistar Arena SANTIAGO	\$38.5M	681K	72
17	American Airlines Center DALLAS	\$36.6M	374K	35
18	Bridgestone Arena NASHVILLE	\$34.8M	367K	34
19	Prudential Center NEWARK	\$32.9M	382K	56
20	Kia Center ORLANDO	\$32.8M	324K	34
21	United Center CHICAGO	\$32.8M	193K	13
22	Coliseo de Puerto Rico Jose Miguel Agrelot SAN JUAN	\$32.3M	442K	49
23	Rod Laver Arena MELBOURNE	\$31M	247K	21
24	Benchmark International Arena TAMPA	\$30.2M	329K	44
25	Chase Center SAN FRANCISCO	\$29.2M	231K	23
26	Climate Pledge Arena SEATTLE	\$28M	256K	20
27	Golden 1 Center SACRAMENTO	\$27.5M	359K	57
28	Bell Centre MONTREAL	\$25.3M	247K	21
29	TD Garden BOSTON	\$24.6M	178K	14
30	Crypto.com Arena LOS ANGELES	\$23M	164K	13

**THE WORLD'S
BEST STADIUM?**



WASHINGTON
COMMANDERS



BERNABÉU
STADIUM

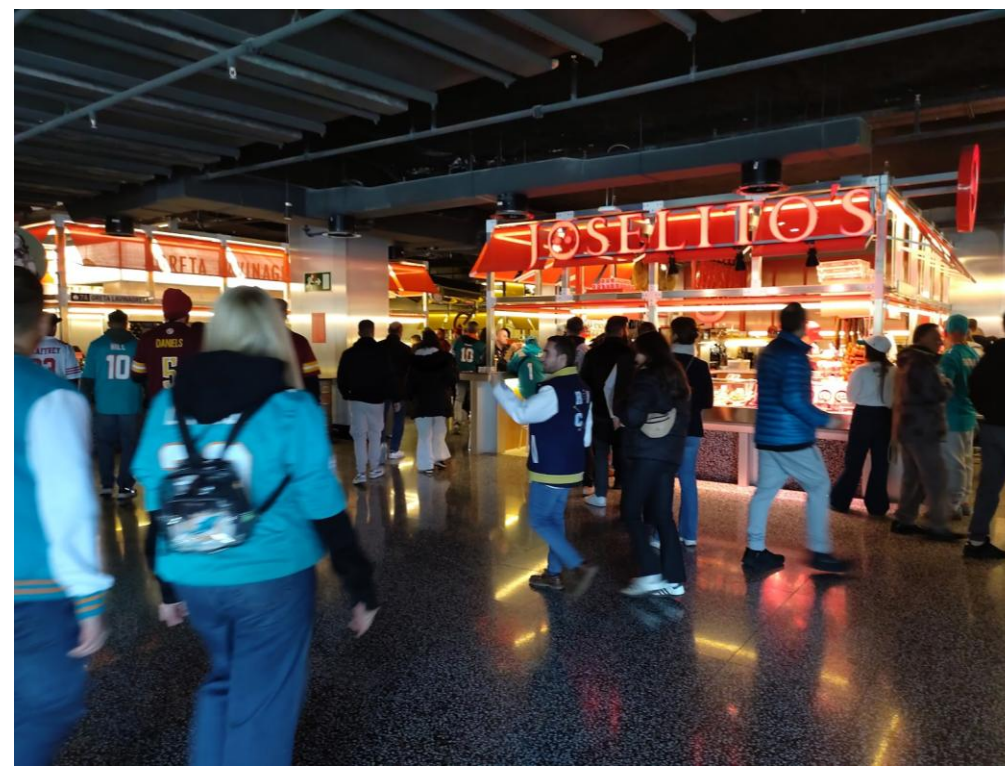
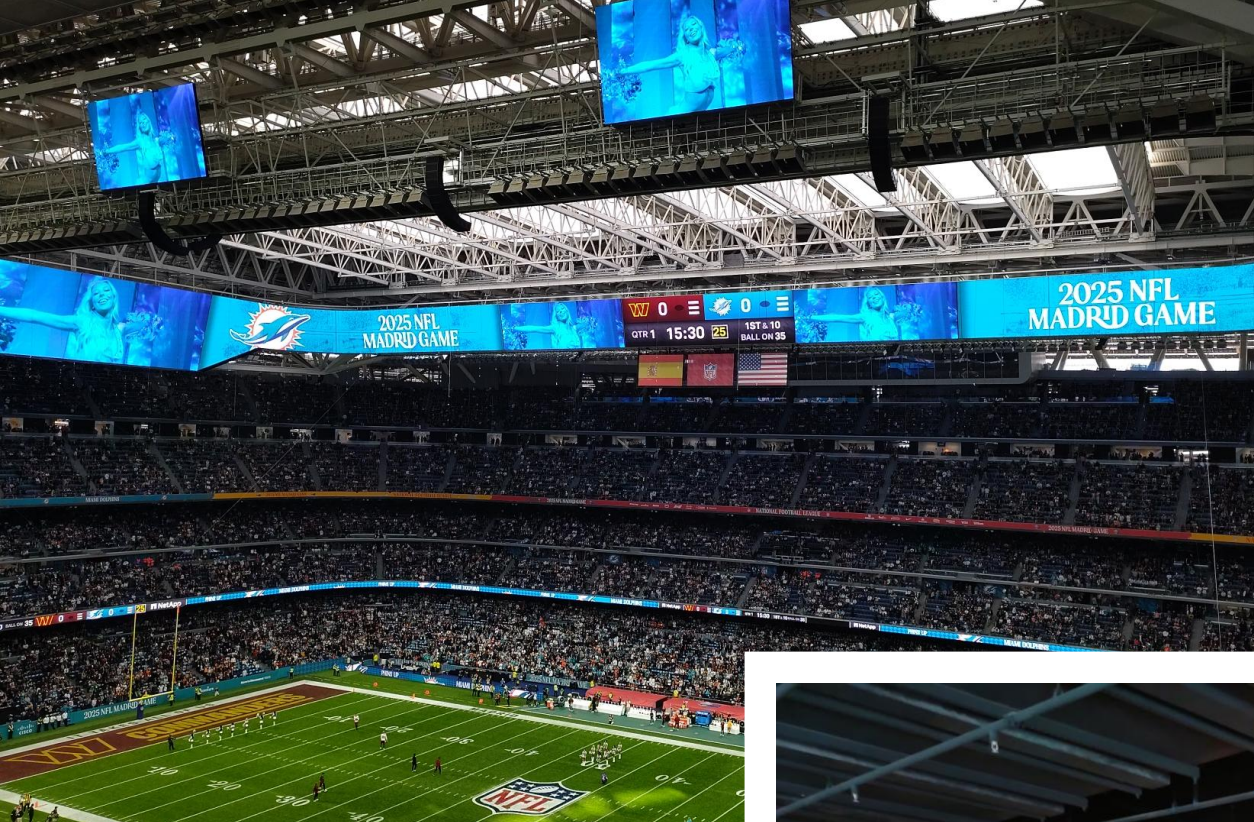


COMMANDERS *DOLPHINS*

16.11.2025

MIAMI
DOLPHINS







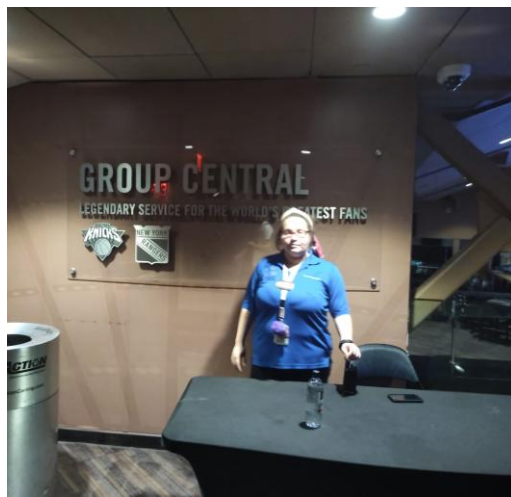


MERCEDES-BENZ STADIUM

ALL-ACCESS











2023 NFL INTERNATIONAL GAMES



WEMBLEY STADIUM



VS



ATLANTA FALCONS

JACKSONVILLE JAGUARS

OCTOBER 1, 14:30 BST

TOTTENHAM HOTSPUR STADIUM



VS



JACKSONVILLE JAGUARS

BUFFALO BILLS

OCTOBER 8, 14:30 BST



VS



BALTIMORE RAVENS

TENNESSEE TITANS

OCTOBER 15, 14:30 BST



DKB

FRANKFURT STADIUM



VS



MIAMI
DOLPHINS

KANSAS CITY
CHIEFS

NOVEMBER 5, 15:30 CET



VS



INDIANAPOLIS
COLTS

NEW ENGLAND
PATRIOTS

NOVEMBER 12, 15:30 CET



WEEK 9





€ 10,00
€ 11,00
€ 10,00

ADLER HÖRNE

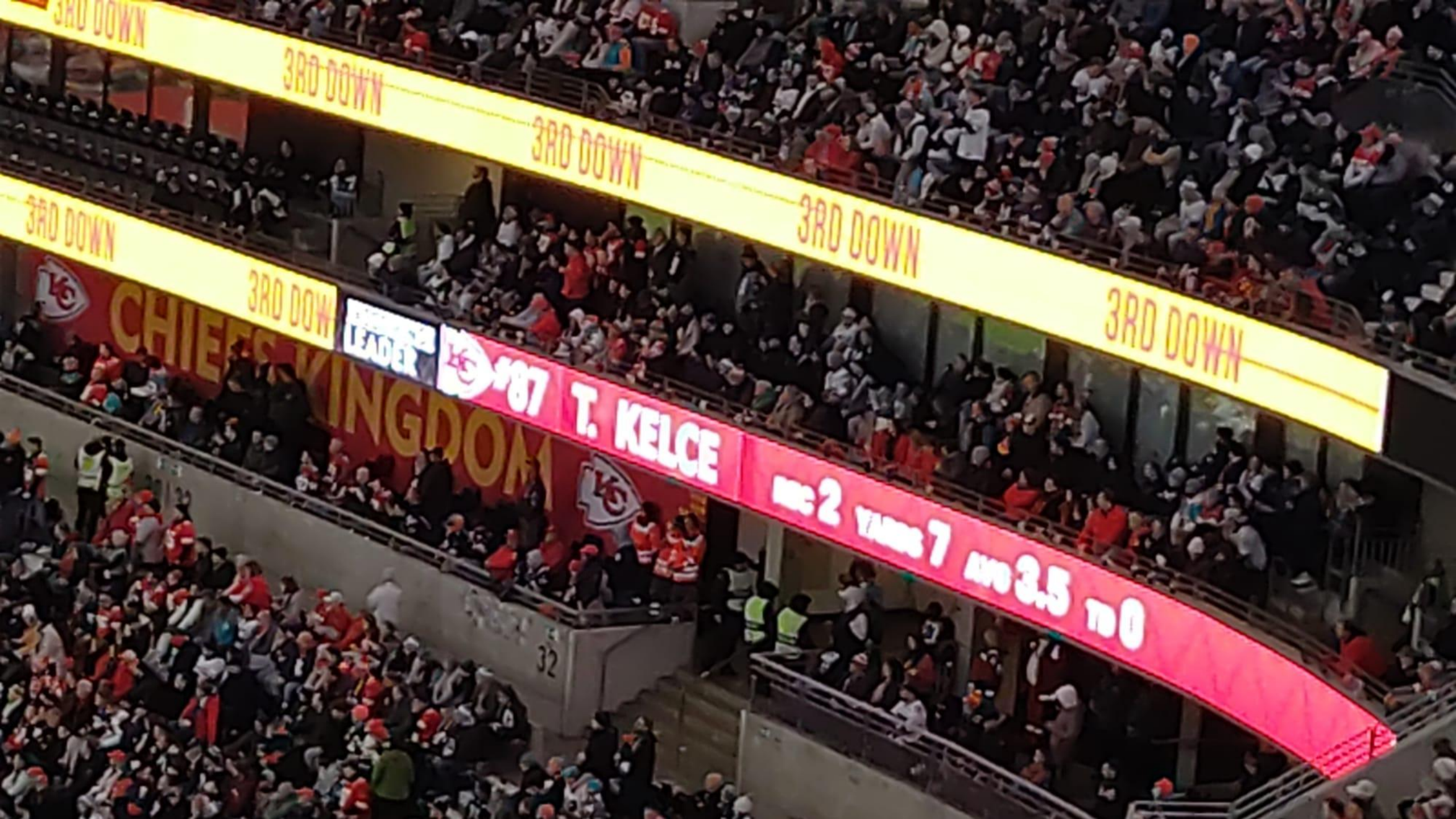
Team	Goals	Assists	Yellow Cards	Red Cards
Home	1	2	1	0
Away	0	1	2	0

Player	Goals	Assists
Player 1	1	2
Player 2	0	1









3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

LEADER

87

T. KELCE

REC 2

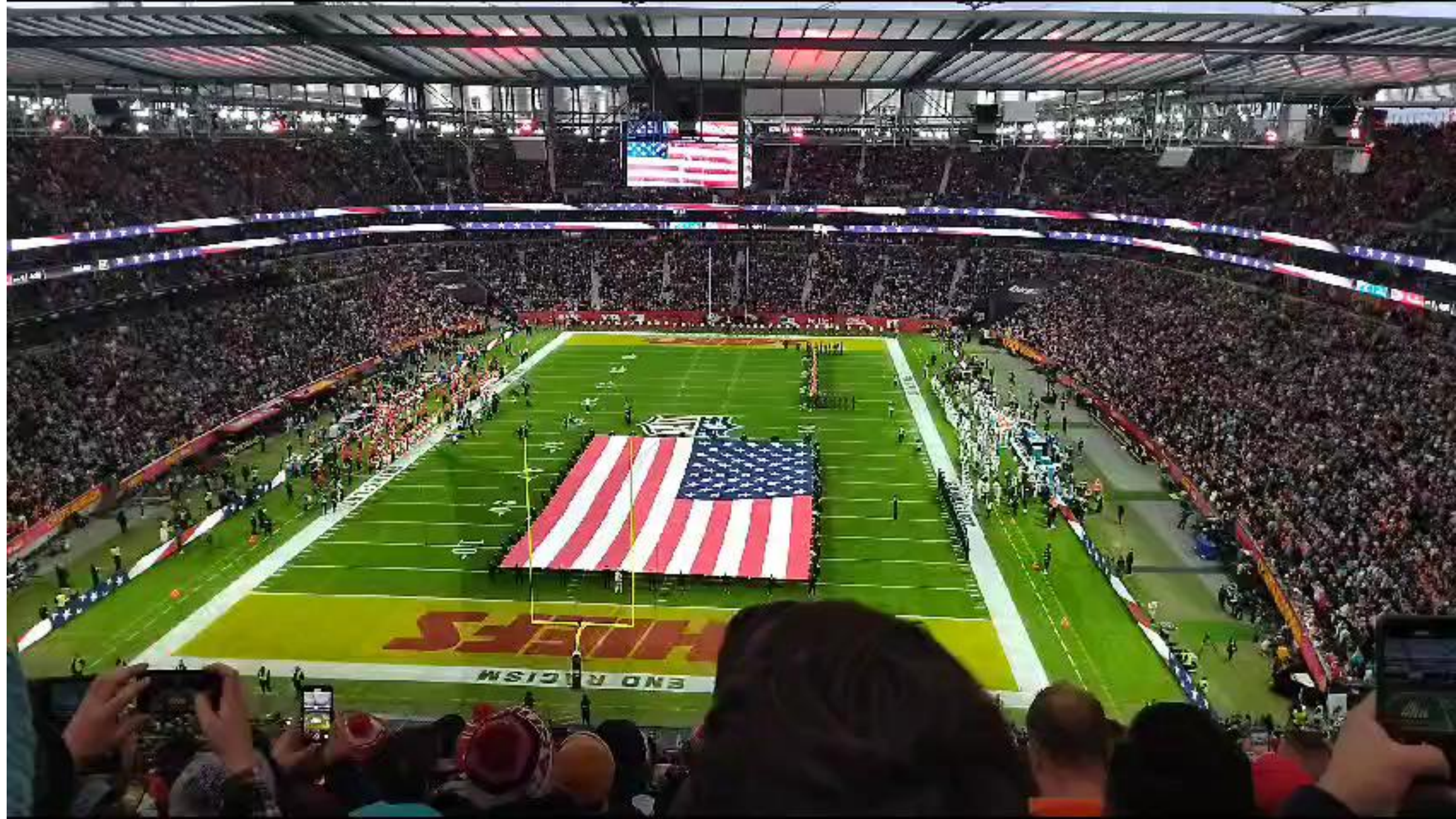
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AVG 3.5

TD 0

CHIEFS KINGDOM

32











WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES

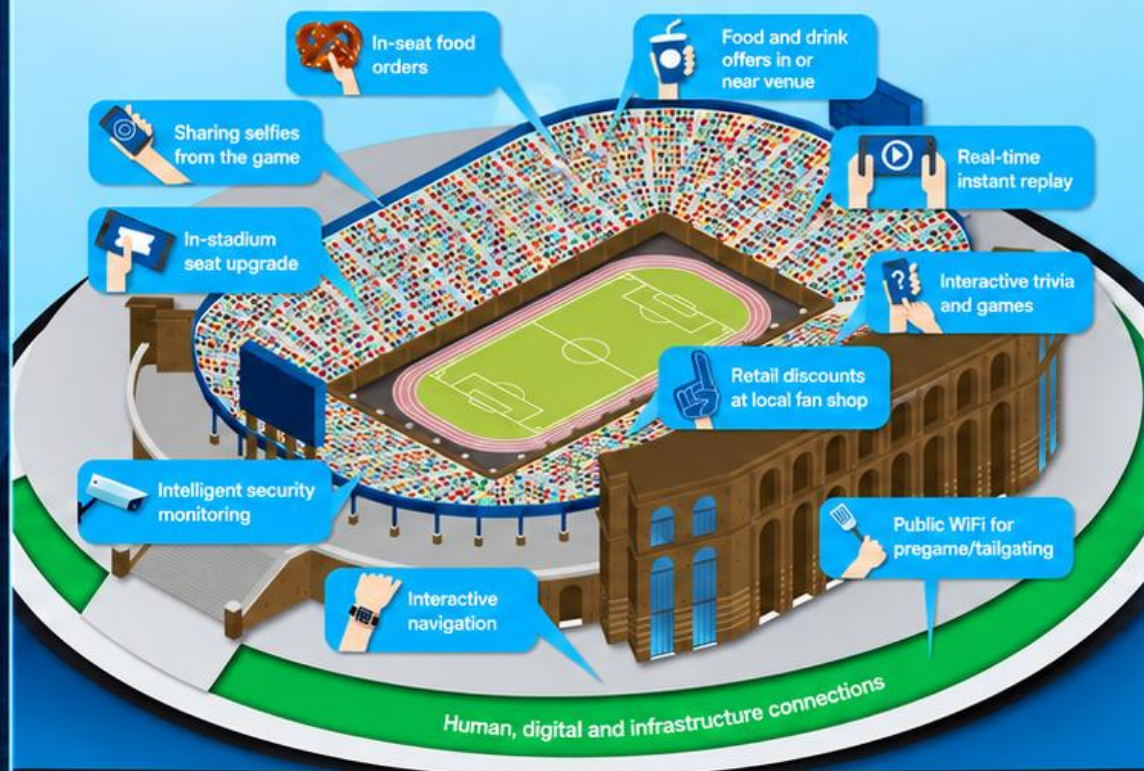
SPONSORED BY
DKB
Bank



SMART STADIUM & ULTIMATE FAN EXPERIENCE

The anatomy of the Ultimate Fan Experience

The fusion of design, strategy, technology and data to improve fan engagement, team performance, and venue optimization

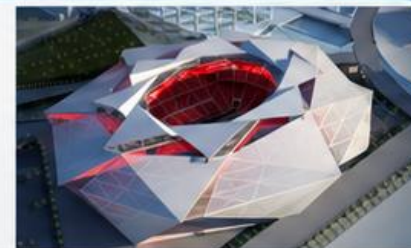


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Atlanta Falcons Smarter Stadium



IBM Delivers First-of-a-Kind NFL Fan Experience with
New Mobile Wireless Support for Atlanta Falcons

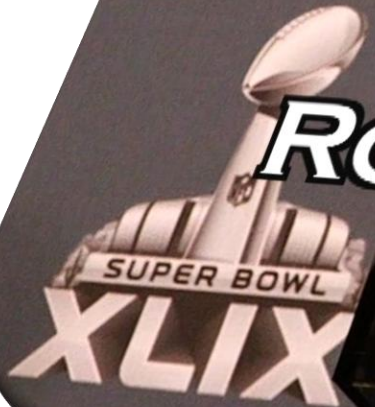
January 2015





KEY = THE FAN

KEY = THE FAN

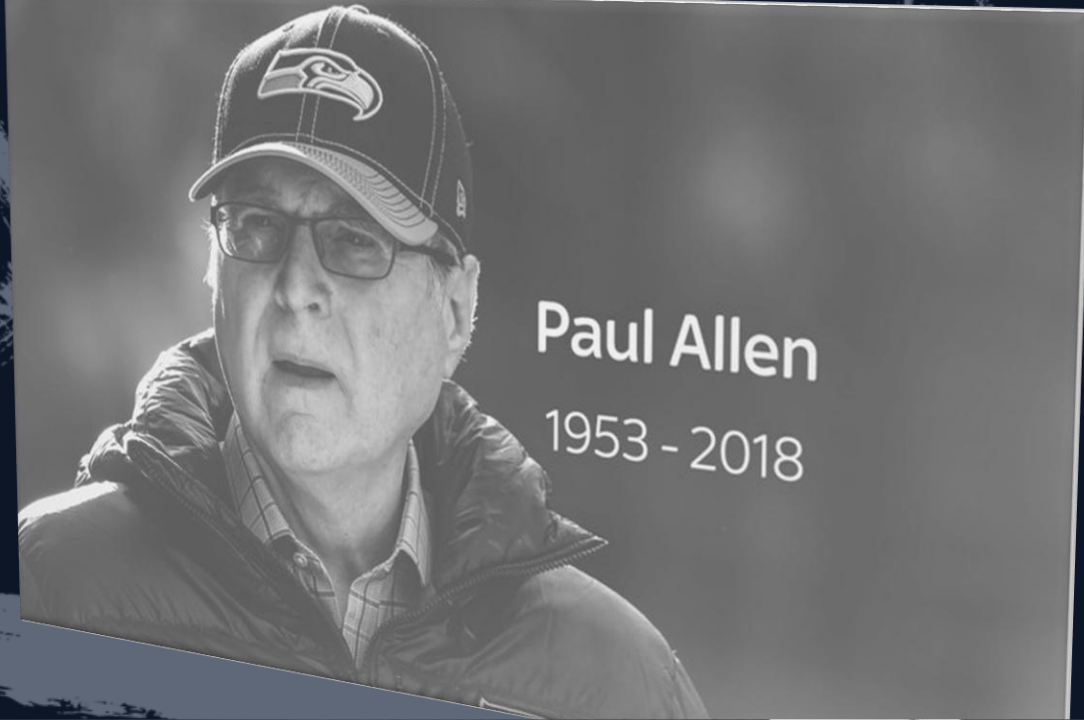


ROBERT KRAFT
NEW ENGLAND PATRIOTS
OWNER

BOSTON
Herald

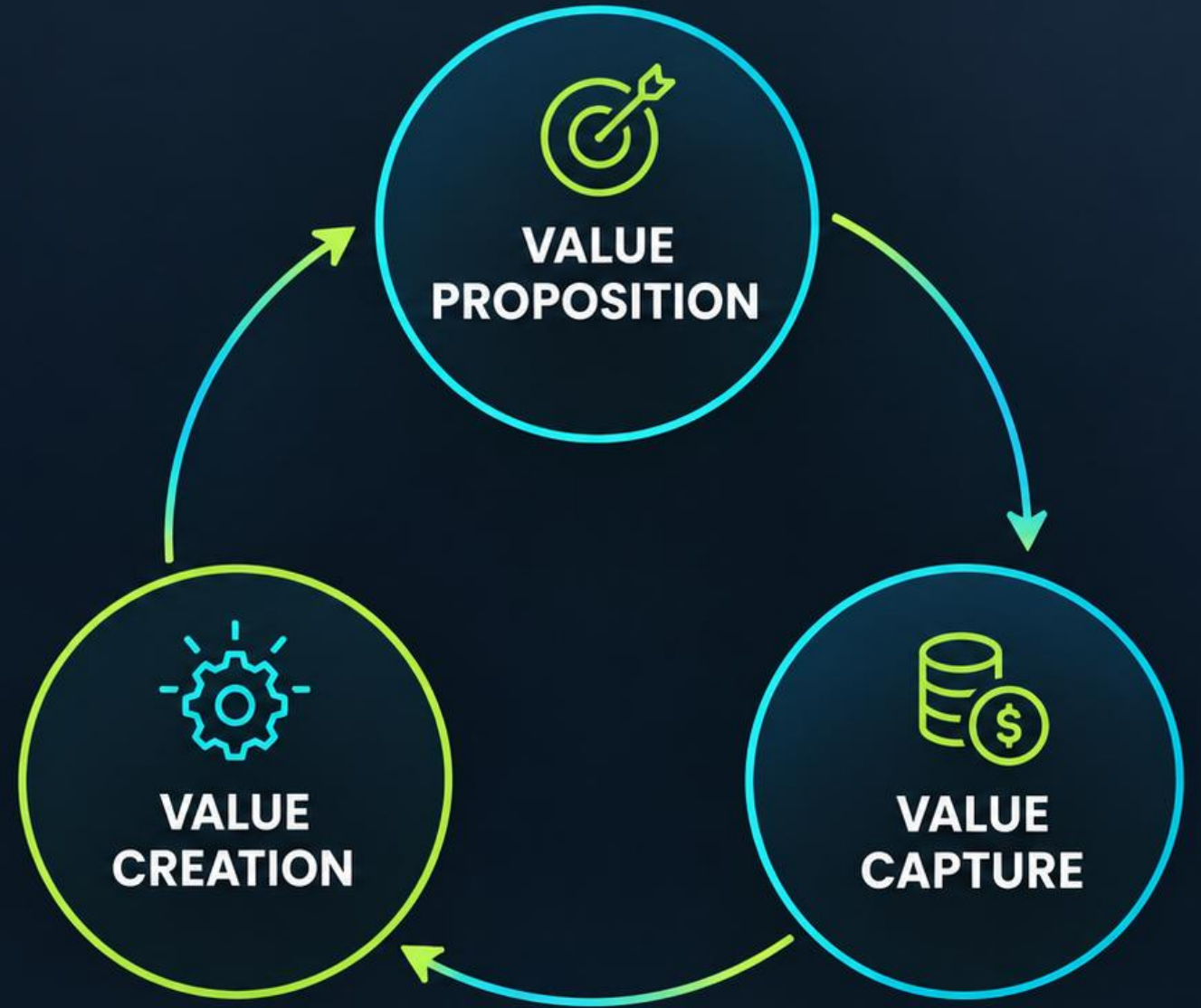


KEY = THE FAN



• KEY = THE FAN







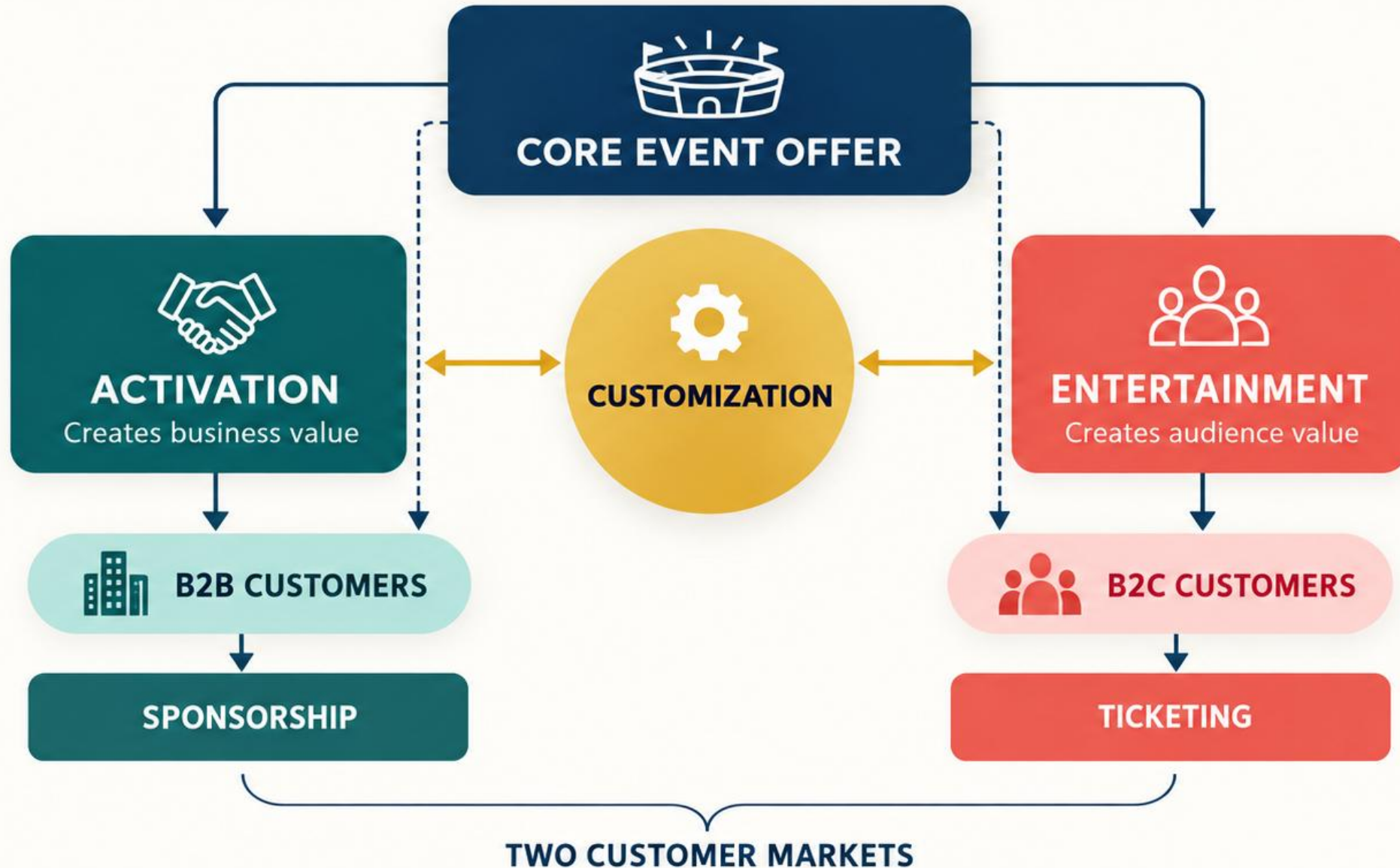
“
**WE DON'T SELL
WINS OR LOSSES.**”

The one thing you can't control in sports is which games you are going to win or lose. But what I could control was the experience the fans have.

—
MARK CUBAN

EVENT OFFER: ONE CORE, TWO MARKETS

Customization connects the event platform to distinct customer value propositions



SPONSORSHIP ACTIVATION

B2B IS THE FOUNDATION. FAN CONNECTION IS THE VALUE.

Turn partnership rights into meaningful brand experiences.



CONNECT THE BRAND TO THE FANS

B2C FAN STRATEGY

DO YOU KNOW YOUR MOST VALUABLE FANS?

From audience data to long-term
fan relationships



PASSIONATE
ATTENDEE



HIGH-VALUE
SUPPORTER



BRAND
ADVOCATE



01 IDENTIFY

Unify fan data and reveal
priority segments



02 ENGAGE

Deliver personalized
content and experiences



03 GROW

Strengthen loyalty,
advocacy and lifetime value

CRM + ENTERTAINMENT = FAN RELATIONSHIP MANAGEMENT



KNOW YOUR FANS

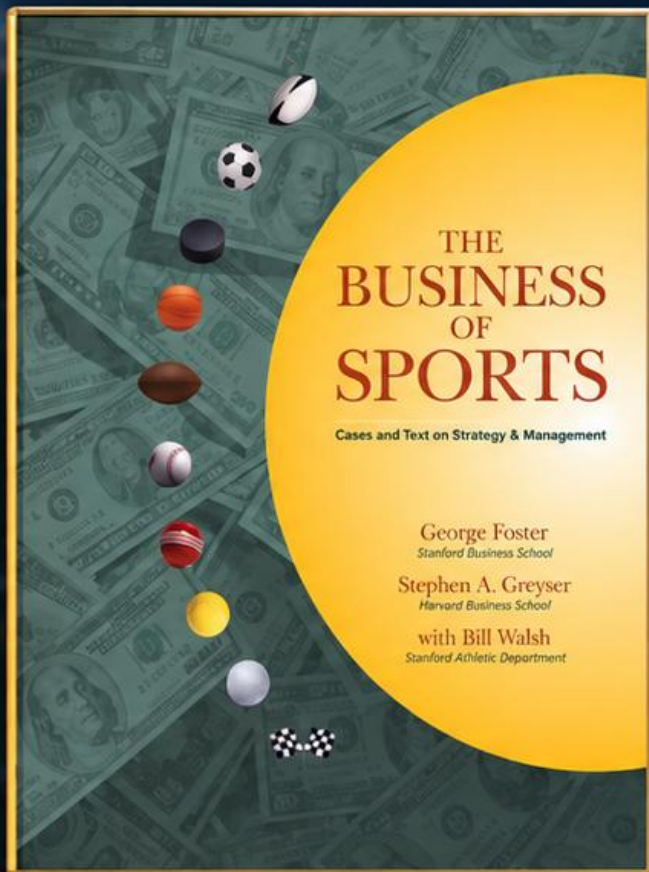


CREATE RELEVANCE



BUILD LOYALTY

FANS SUPPORT THE SPORT BUSINESS SYSTEM



Fans are the **foundation** of the business of sports.

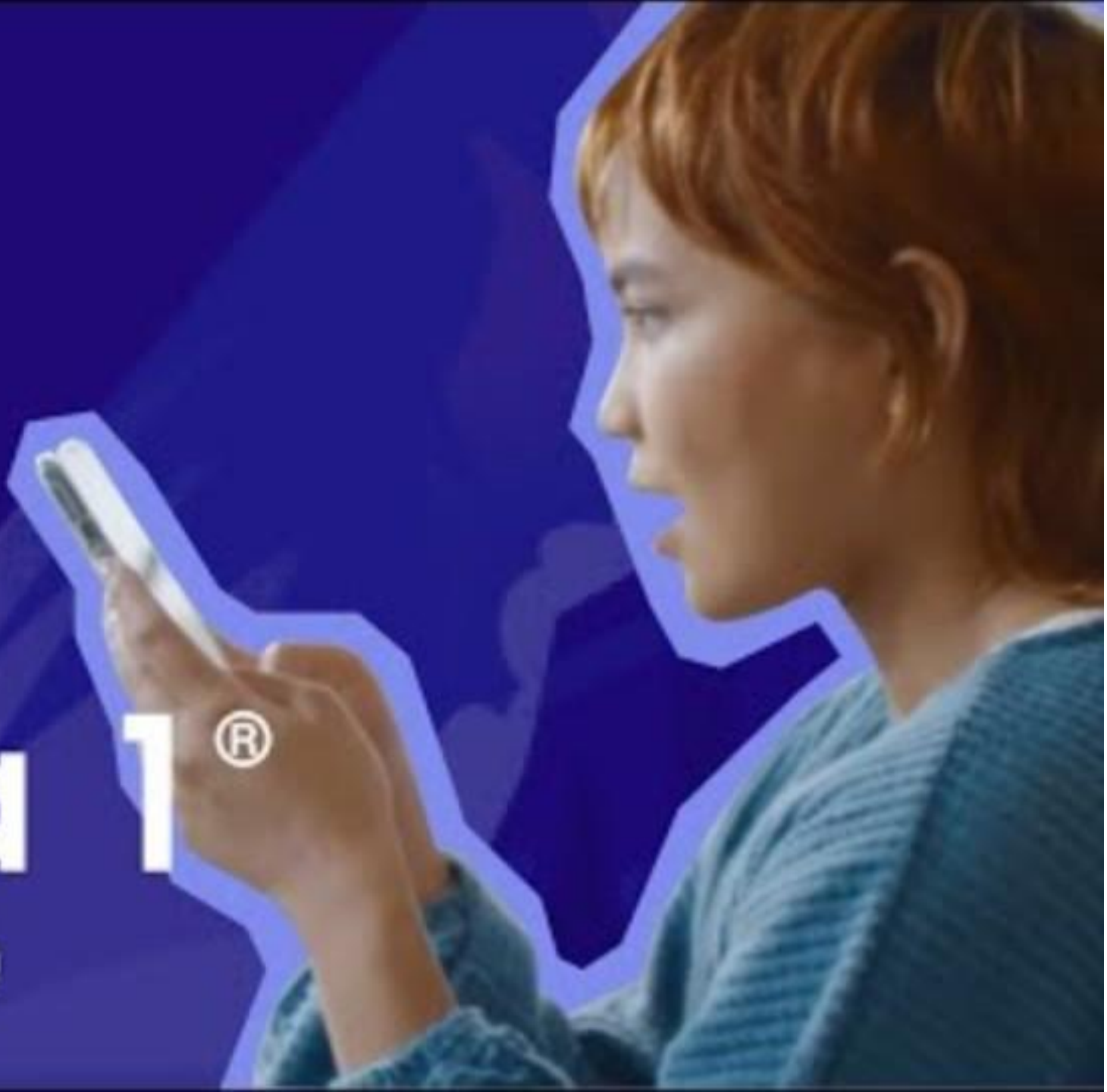
“ They support the entire apparatus: with their bodies at games; with their eyeballs watching on TV; and with their wallets for tickets, for cable and pay-per-view fees, and for merchandise, publications, videos, fantasy leagues fees, and equipment, as well as the sponsors’ products and services. ”

— Stephen A. Greyser · Harvard Business School

The Salesforce logo, consisting of the word "salesforce" in white lowercase letters inside a blue cloud-like shape.

salesforce

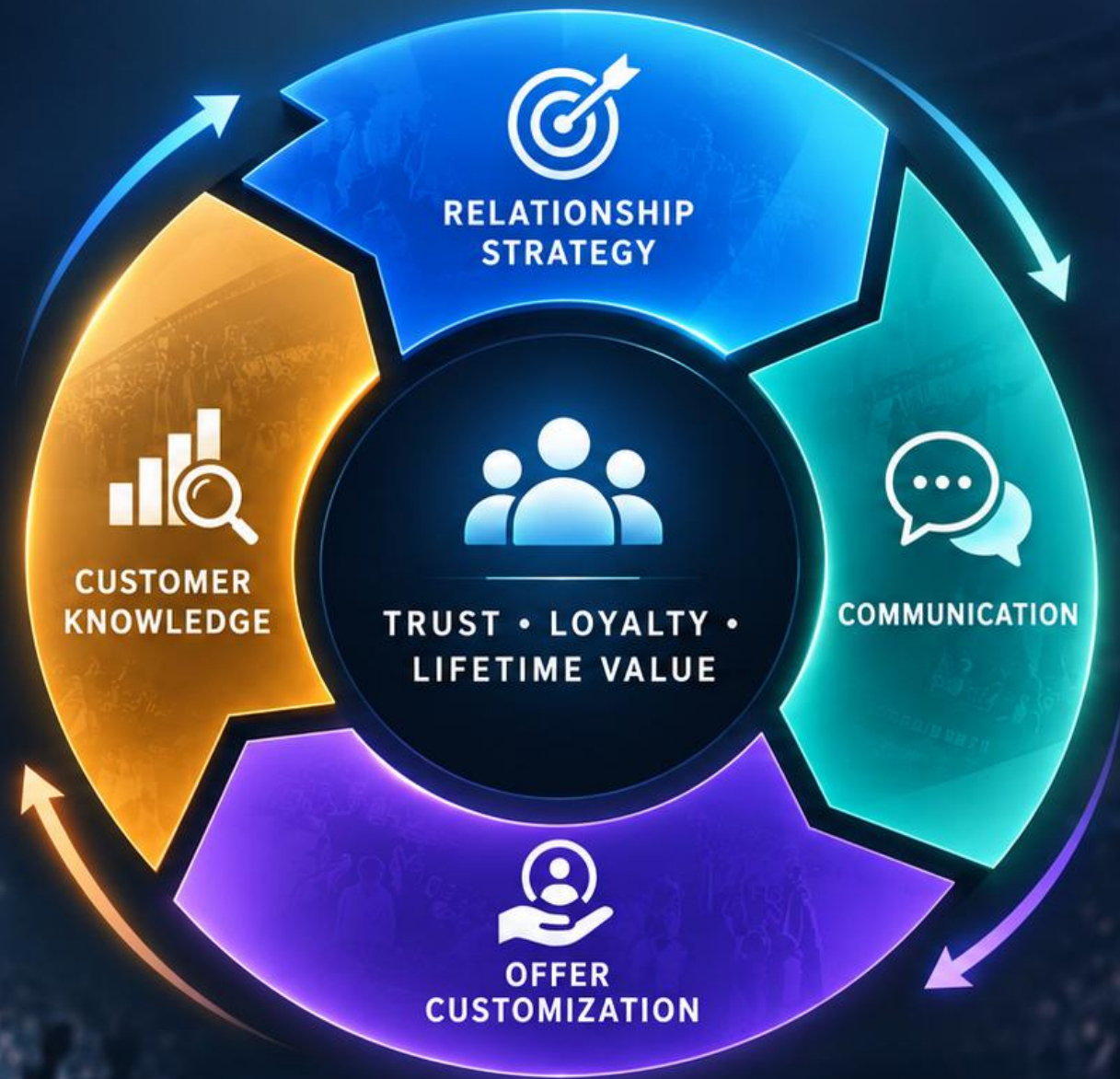
How Formula 1[®] Uses Salesforce



RELATIONSHIP MARKETING

Four capabilities turn audiences into long-term relationships

A continuous learning and
value-creation cycle



KNOW → PERSONALIZE → ENGAGE → LEARN

ATTRACT • ENGAGE • BUILD LOYALTY

Turning audiences into long-term fan relationships



01 | ATTRACT

Create a desirable fan offer

STORYTELLING & COMMUNICATION

Athletes • Coaches • Events



02 | ENGAGE

Drive participation and conversion

ACTIVATION & EXPERIENCES

Content • Promotions • Special offers



03 | BUILD LOYALTY

Develop direct, lasting relationships

FAN RELATIONSHIP MANAGEMENT

CRM • Social media • Communities



FROM ATTENTION TO ENGAGEMENT — FROM ENGAGEMENT TO LOYALTY



FROM EVENT AUDIENCES TO LASTING FAN RELATIONSHIPS

A CRM roadmap for sports event ecosystems

	ECOSYSTEM ASSETS	KEY LIMITATIONS	STRATEGIC RECOMMENDATIONS
01 KNOW	 Practitioners, clubs, federations, consumers, media and social platforms	 Sponsor invitations offer limited targeting and tracking	 Control invitation allocation, targeting and audience data
02 SELECT	 Motivational segmentation based on owned customer data	 External ticketing platforms fragment customer knowledge	 Build first-party data and convert CRM into Fan Relationship Management
03 ACQUIRE	 Stakeholder channels: media, sponsors, cities and athletes	 Without an integrated IT strategy, interaction remains limited	 Bundle the event with parking, food, merchandise and sponsor offers
04 RETAIN	 Loyalty programs and recurring fan engagement	 One-off events and external fan cards weaken continuity	 Develop a mobile strategy with expert technology partners



THE GOAL: OWN THE DATA • PERSONALIZE THE EXPERIENCE • EXTEND THE RELATIONSHIP

WHY FAN RELATIONSHIP MANAGEMENT?

NO FAN RELATIONSHIP. NO SUSTAINABLE GROWTH.

THE DISCONNECTION



EMPTY SEATS

Weak attendance and participation



LOW FAN VALUE

Limited merchandising and engagement



WEAKER PARTNERSHIPS

Less audience insight and sponsor value

THE STRATEGIC SHIFT



FAN RELATIONSHIP MANAGEMENT

Know fans • Personalize experiences • Build loyalty

FAN DATA



INSIGHTS
SEGMENTATION
PERSONALIZATION



ENGAGEMENT



REVENUE



ADVOCACY

PARTNERS



STRONGER
SPONSOR VALUE

A STRONGER
SPORT TOGETHER

FRM TURNS FAN KNOWLEDGE INTO RELATIONSHIPS — AND RELATIONSHIPS INTO GROWTH

FAN RELATIONSHIP MANAGEMENT

Turning fan data into lasting engagement



FRM manages fan relationships by combining data, customer knowledge and personalized experiences.



FROM EXPERIENCE TO ENGAGEMENT — FROM ENGAGEMENT TO LOYALTY

Six practices build deeper, data-driven fan relationships

1 • KNOW YOUR AUDIENCE

Unify CRM data across every touchpoint



2 • PERSONALIZE THE EXPERIENCE

Reward loyalty with relevant offers and membership



3 • OFFER EXCLUSIVE DIGITAL ACCESS

Streaming, second-screen, apps, VR and AR



4 • CREATE MEMORABLE EXPERIENCES

Engage fans in-stadium and beyond matchday



5 • BUILD AND EMPOWER THE COMMUNITY

Co-create through fan clubs, UGC and participation



6 • OWN THE FAN RELATIONSHIP

Use social channels—but control your platform and data



DATA



PERSONALIZATION



ENGAGEMENT



LOYALTY



FAN RELATIONSHIP MANAGEMENT GOES **BEYOND SELLING TICKETS.**



DYNAMIC TICKET PRICING

One event. Different demand. Different prices.



PRICE BY DEMAND

01

OPPONENT

Prices rise for high-profile teams, athletes or rivalries.



02

TIMING

Prices vary by day, time, season and stage of the competition.



03

SEAT LOCATION

Prices reflect visibility, proximity and comfort.



PERCEIVED VALUE + DEMAND + CAPACITY = OPTIMAL PRICE

MONEY-BACK GUARANTEES

Reduce perceived risk. Accelerate commitment. Strengthen demand.

MORE
FANS
STRONGER
TOMORROW



01

REWARD LOYALTY

Integrate guarantees into membership and loyalty programs

TRUST & RETENTION



02

CREATE FLEXIBLE PACKAGES

Design mini-packs for fan groups and sportainment audiences

ACCESS & CONVERSION



03

BUNDLE DEMAND

Use high-demand fixtures to support lower-demand inventory

OCCUPANCY & REVENUE



REMOVE THE RISK OF PURCHASE — NOT THE VALUE OF THE EXPERIENCE

REASSURE



CONVERT



RETAIN

SMART TICKETING & SERVICING

From online purchase to a seamless connected-venue experience



1

• E-COMMERCE TICKETING

Simple, mobile-first purchasing

2

2 • BENCHMARK BEST PRACTICES

Learn from leading US sports and ski destinations

3

3 • FRICTIONLESS MOBILE ENTRY

Fast, secure scanning and access control

4

4 • CONNECTED ARENA & STADIUM

One platform for access, services, data and engagement

BUY



ACCESS



EXPERIENCE



ENGAGE

PEOPLE
PLACES
POSSIBILITIES

REVOLUTIONIZING FAN ENGAGEMENT

HOW TECHNOLOGY IS SHAPING
THE FUTURE OF SPORTS



AUGMENTED & VIRTUAL REALITY

AR/VR is redefining what
it means to attend
sporting events.



ARTIFICIAL INTELLIGENCE

AI powers personalized
and predictive fan
experiences.



BLOCKCHAIN & DIGITAL COLLECTIBLES

Digital collectibles are
turning fans into
asset owners.



SOCIAL MEDIA & 5G

In-stadium and real-time
interactions are
stronger than ever.

CLASSICAL FAN SEGMENTATION

Four lenses for understanding sports audiences



DEMOGRAPHIC

Age • Life stage • Gender
Culture • Income • Education



GEOGRAPHIC

Location • Market size
Density • Climate



PSYCHOGRAPHIC

Lifestyle • Personality
Values • Interests



BEHAVIOURAL

Attendance occasion • Benefits sought
User status • Frequency • Loyalty • Attitude



COMBINE THE FOUR LENSES TO BUILD ACTIONABLE FAN PROFILES

OTHER FAN CLASSIFICATIONS

Hunt, Bristol & Bashaw



FANATICAL FAN

Wears team colours, fuels the live atmosphere and creates value for other fans.



DEVOTED FAN

Attends games and follows sport through media, seeking exclusive and behind-the-scenes content.



LOCAL FAN

Builds loyalty through local affiliation, community ties and identification with the city.



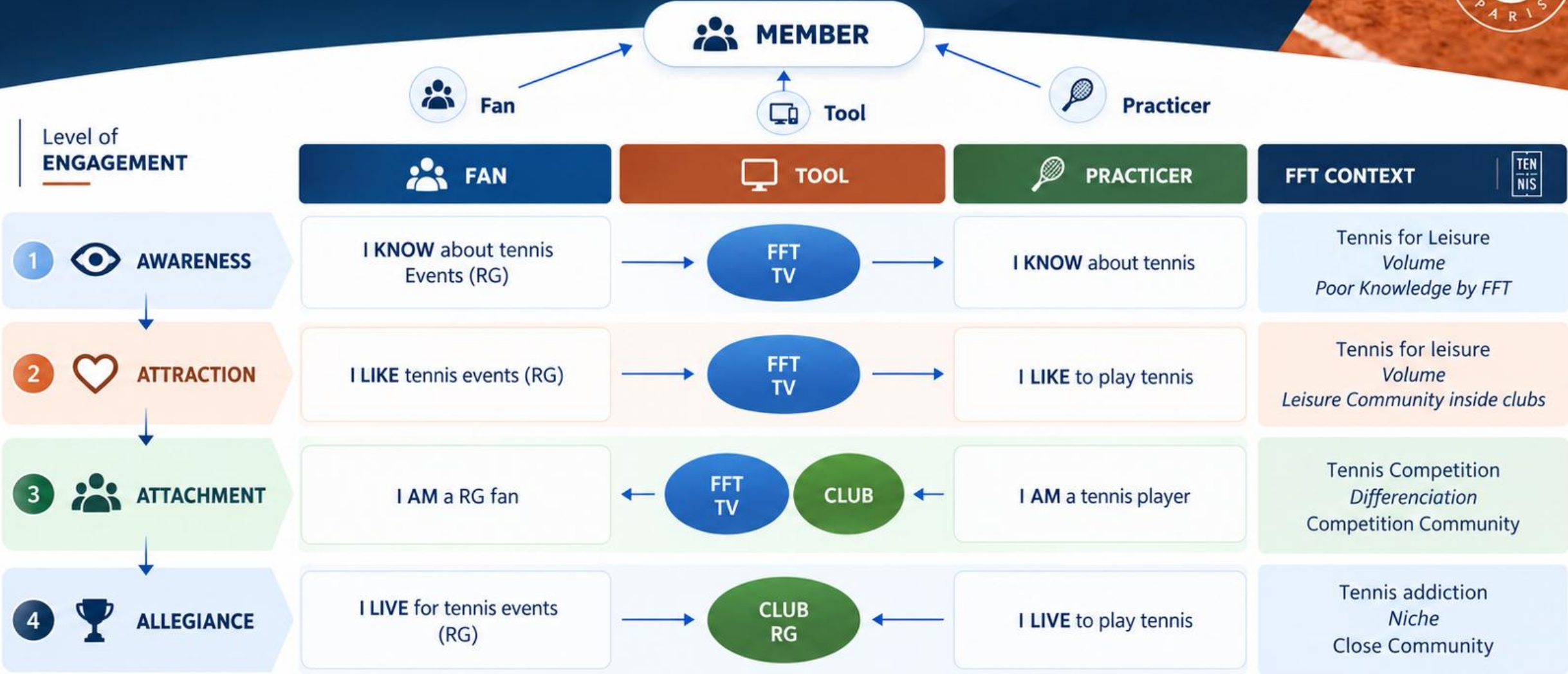
TEMPORARY FAN

Seeks unique, once-in-a-lifetime experiences driven by major events, big games and star players.

PHYGITAL STRATEGY

Fans & Members Relationship Management — FFT Case Study

TENNIS
MORE THAN
A GAME



Ticketing performance balances three imperatives



OPTIMIZE REVENUE WITHOUT COMPROMISING TRUST OR ACCESS

A dark, atmospheric night scene of a wet racetrack. A bright blue light trail curves along the right side of the track, receding into the distance. The word "PAST" is written in large, white, sans-serif capital letters in the center of the image. In the background, stadium lights and the silhouettes of grandstands are visible under a dark, cloudy sky. The wet asphalt of the track reflects the ambient light and the glowing trail.

PAST

STADIUM PRICING ARCHITECTURE

FROM SEAT LOCATION TO PERCEIVED VALUE





ARSENAL — MATCHDAY TICKET PRICING

Emirates Stadium | Category A vs Category B

VICTORY
THROUGH
HARMONY

ALWAYS
AHEAD
TOGETHER

EMIRATES
STADIUM



CURRENT MATCH DAY TICKET PRICES

Emirates Upper/Lower Tier

	Category A	Category B
Centre Upper	£100	£70
Centre Upper Back	£75	£53
Next to Centre Upper	£75	£53
Next to Centre Upper Back	£66	£47
Wing Upper	£66	£47
Wing Upper Back	£59	£41
Corner Upper	£66	£47
Goal Upper	£71	£50
Goal Upper Back	£59	£41
Centre Lower	£56	£38
Wing Lower	£51	£35
Corner Lower	£51	£35
Goal Lower	£51	£35

Family Enclosure

Adults - Lower Tier	£51	£35
Adults - Upper Tier	£66	£47
Senior Citizen/Cannon Club - Lower Tier	£22	£15
Senior Citizen/Cannon Club - Upper Tier	£27	£20
Junior Gunners - Lower Tier	£19	£14
Junior Gunners - Upper Tier	£25	£18



TICKETING & MEMBERSHIP SEGMENTATION

ARSENAL FC · 2011



Key	= Platinum / Gold Members	= Arsenal Ticket Exchange
	= Gold Members	= General Sale (no membership required)
	= Silver Members	= Ticket information
	= Red Members	= Matchday Hospitality available
	= Existing Travel Club members	= Travel information



Billets
Arsenal

		Arsenal vs Manchester City Carling Cup Tuesday, November 29, 2011, 20:00	= SOLD OUT
		Wigan Athletic vs Arsenal Barclays Premier League Saturday, December 3, 2011, 15:00	= SOLD OUT
		Olympiacos vs Arsenal UEFA Champions League Tuesday, December 6, 2011, 19:45	= BUY NOW
		Arsenal vs Everton Barclays Premier League Saturday, December 10, 2011, 15:00	= BUY NOW
		Manchester City vs Arsenal Barclays Premier League Sunday, December 18, 2011, 16:10	= SOLD OUT
		Aston Villa vs Arsenal Barclays Premier League Wednesday, December 21, 2011, 19:45	= 28-11-2011
		Arsenal vs Wolverhampton W. Barclays Premier League Monday, December 26, 2011, 15:00	= BUY NOW = 28-11-2011
		Arsenal vs QPR Barclays Premier League Saturday, December 31, 2011, 15:00	= BUY NOW = 01-12-2011
		Arsenal vs Manchester United Barclays Premier League Sunday, January 22, 2012, 16:00	= BUY NOW = 22-12-2011

Turn every interaction into an owned fan relationship

ACQUIRE & LEARN



ATTRACT



IDENTIFY



UNDERSTAND



PERSONALIZE



RETAIN

*Fans
for a brighter
tomorrow*

REINVENTING DIGITAL FAN ENGAGEMENT

The *Spectator App* — Seamless Fan Journey

MORE
THAN A GAME
A STRONGER
CONNECTION

1 BEFORE THE GAME

Tickets • Travel • Personal Profile



BUILD ANTICIPATION

2 DURING THE GAME

Live Content • Interaction • In-Seat Services



LIVE THE EXPERIENCE

3 AFTER THE GAME

Highlights • Social Sharing • Merchandising



KEEP THE CONNECTION

FOOTBALL LIVES ON

FAN ENGAGEMENT

The process of interacting with fans before, during and after events to encourage active participation across multiple channels and create a strong, lasting emotional bond.



BEFORE

Anticipation • Content • Community



DURING

Interaction • Participation • Experience



AFTER

Conversation • Loyalty • Advocacy



A STRONG, LASTING EMOTIONAL BOND



INTUIT DOME: VENUE EXCELLENCE & TICKETING INNOVATION

PEOPLE
TECHNOLOGY
LIVE EXPERIENCES
BIGGER TOGETHER

SPORTS FACILITY OF THE YEAR



AI-DRIVEN PERSONALIZATION



LIVE
MORE
HUMAN

ONE FAN VIEW. ONE CRM. A 365-DAY EXPERIENCE.

How EngageRM and the Microsoft ecosystem connected data, teams and fan journeys

BEFORE

100+ disconnected systems

Fragmented fan data • Low CRM adoption



**“THE RIGHT
INFORMATION
AT THE RIGHT TIME”**

01

CENTRALIZED DATA



Every department
accesses the same fan
information in real time

02

SMARTER SALES



Embedded scripts and
conversation intelligence
support consistent
selling and coaching

03

HIGHER PRODUCTIVITY



Automated renewals,
marketing journeys and
data capture improve
the year-round fan
experience



FROM FRAGMENTED SYSTEMS TO A CONNECTED FAN EXPERIENCE



THE FAN JOURNEY MODEL

GREAT FANS
BUILD BRIGHTER
TOMORROWS



EVALUATING THE EXPERIENCE

Measure every touchpoint ·
Track NPS · Convert satisfied
fans into advocates



WOW FACTOR

Enhances the experience



MUST DO

Gets the basics right



PEOPLE — PROACTIVE AND ENGAGING

- 1

BEFORE GAME DAY
- 2

BUYING A TICKET
- 3

DIGITAL COMMS
- 4

HEADING TO THE GAME
- 5

OUTSIDE THE VENUE
- 6

BUYING MERCHANDISE
- 7

FOOD AND DRINK
- 8

PRE-GAME
- 9

DURING THE GAME
- 10

LEAVING THE VENUE
- 11

AFTER THE GAME

FROM SERVICE TO FAN ENGAGEMENT

Designing a seamless in-stadium experience

01 SERVICE

Reduce friction



02 EXPERIENCE

Create memorable moments



03 INTERACTION

Invite fans to participate



04 ENGAGEMENT

Build an emotional connection



LESS FRICTION • MORE PARTICIPATION • STRONGER LOYALTY

THREE CORE CAPABILITIES

Design the experience. Deepen the relationship. Deliver the service.



01 FAN EXPERIENCE

The complete journey and emotional connection a fan develops with a team, brand or event.

DESIGN

Journey • Emotion • Touchpoints



02 FAN ENGAGEMENT

The depth of involvement, participation and attachment fans develop over time.

ACTIVATE

Content • Community • Interaction



03 FAN SERVICE

The operational support that makes every fan interaction simple, responsive and valuable.

DELIVER

Support • Access • Resolution

EXPERIENCE + ENGAGEMENT + SERVICE = LASTING FAN RELATIONSHIPS

VALUE CREATION & CAPTURE

ENGAGED FANS. STRONGER EXPERIENCES. HIGHER VALUE.



 **EXCLUSIVE CONTENT**

 **VIP ACCESS**

 **MATCHDAY OFFERS**

The right benefit, delivered at the right moment, creates measurable fan value.

— OUR PLATFORM —

MAKE SPONSORSHIP ACTIVATION EASY AND COST-EFFECTIVE

CURRENT EVENT
SPONSORSHIP



+

SPONSORSHIP IQ ACTIVATION PACKAGE

AMBASSADOR
ACTIVATION



CONTENT
ENGAGEMENT



ONLINE
AMPLIFICATION



=

MORE REACH •
MORE ENGAGEMENT •
MORE VALUE



A man in a blue suit is speaking into a microphone. The microphone has a blue foam cover with the word "FOUR" in white. A large, stylized "ONEVISION" logo is overlaid across the center of the image. The logo is composed of white outlines of the letters, with a yellow-to-orange gradient fill behind the letters "NE".

ONEVISION

 ONE VISION

KEY PRINCIPLES

01 UNITY

OUR COMPETITION LIES BEYOND TENNIS,
NOT WITHIN IT. WE MUST ALIGN OUR
INTERESTS AND WORK TOGETHER.

02 OPPORTUNITY

EMERGING TRENDS IN MEDIA AND
TECH PRESENT HUGE GROWTH
OPPORTUNITIES FOR TENNIS.

03 FANS

WE COMPETE AS PART OF THE ENTERTAINMENT
INDUSTRY. WE MUST INVEST AND PROVIDE A
RICHER EXPERIENCE FOR THE FANS.

AMBITION VS REALITY

Where are the critical gaps?

01



PLAYER WELFARE

Does calendar intensity increase injury risk?

03



PLAYER PATHWAY

Does the ATP 250 → 500 → Masters 1000 → Grand Slam pathway support athlete progression?

02



GLOBAL IMPACT

Does OneVision create meaningful value across territories?

04



FAN VALUE

Does the strategy truly improve the fan experience?



IDENTIFY THE GAP



PROVIDE EVIDENCE



PROPOSE SOLUTIONS

A STRATEGIC SOLUTION

B2B2C

Leverage partners to reach fans, activate demand and fill the venue.



**SPORT
ORGANISATION**



**BUSINESS
PARTNERS**



**FANS &
CUSTOMERS**

REACH • CONVERSION • OCCUPANCY • VALUE

Effective teamwork begins and ends with **communication.**

— Mike Krzyzewski

INTEGRATED STORYTELLING



SPORT

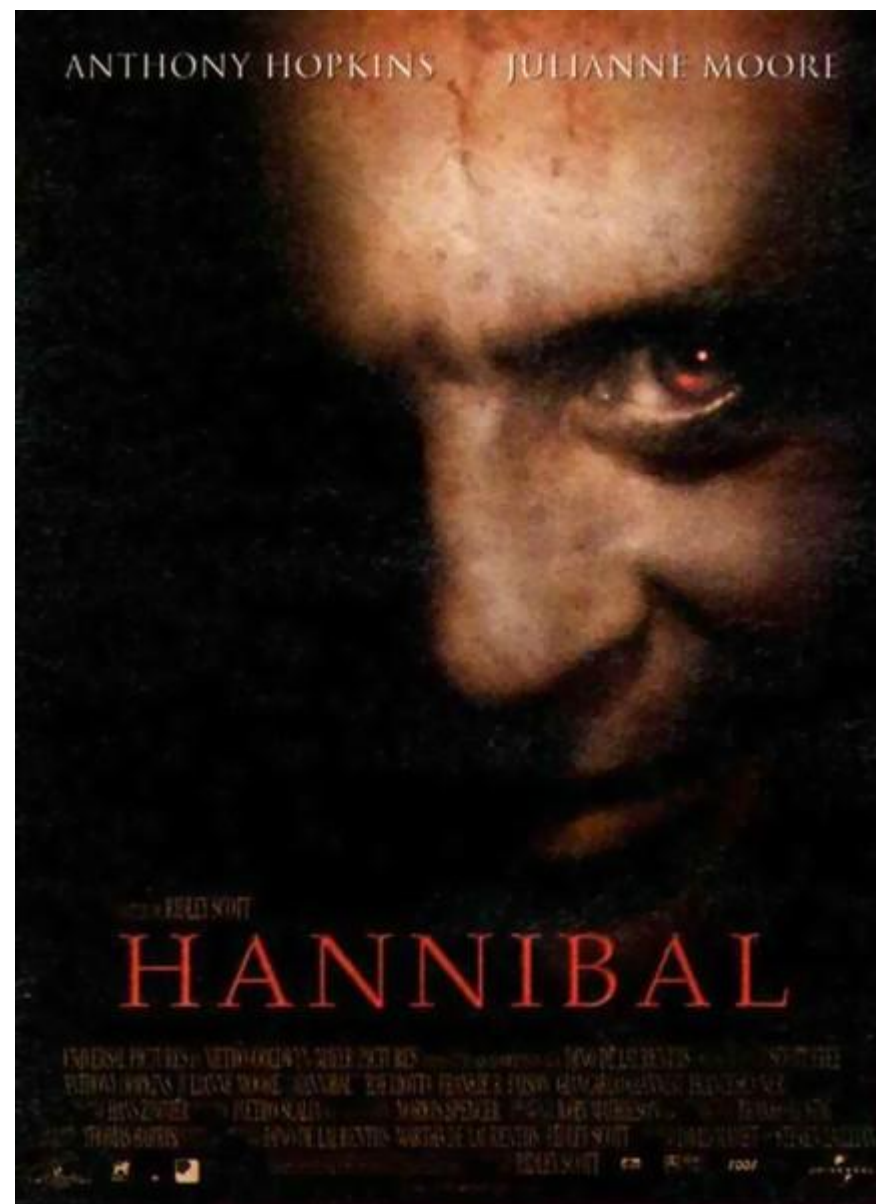
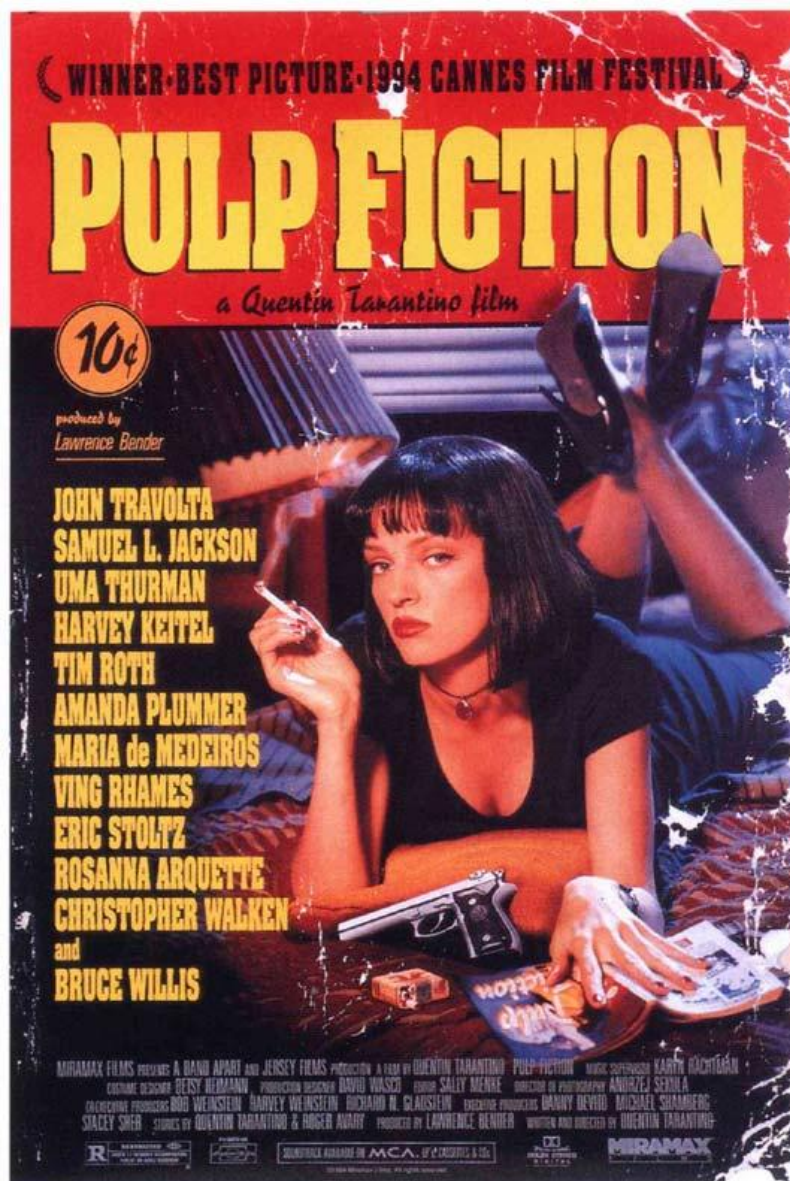


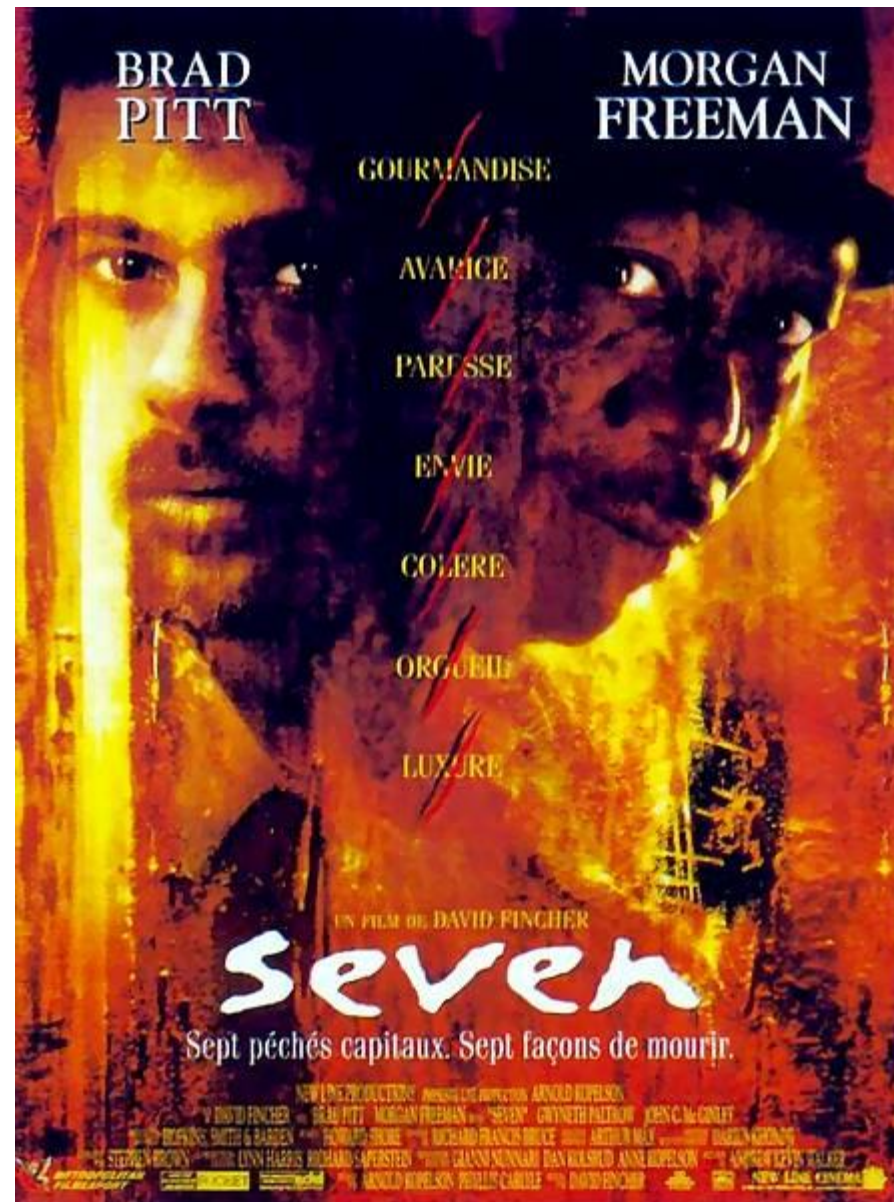
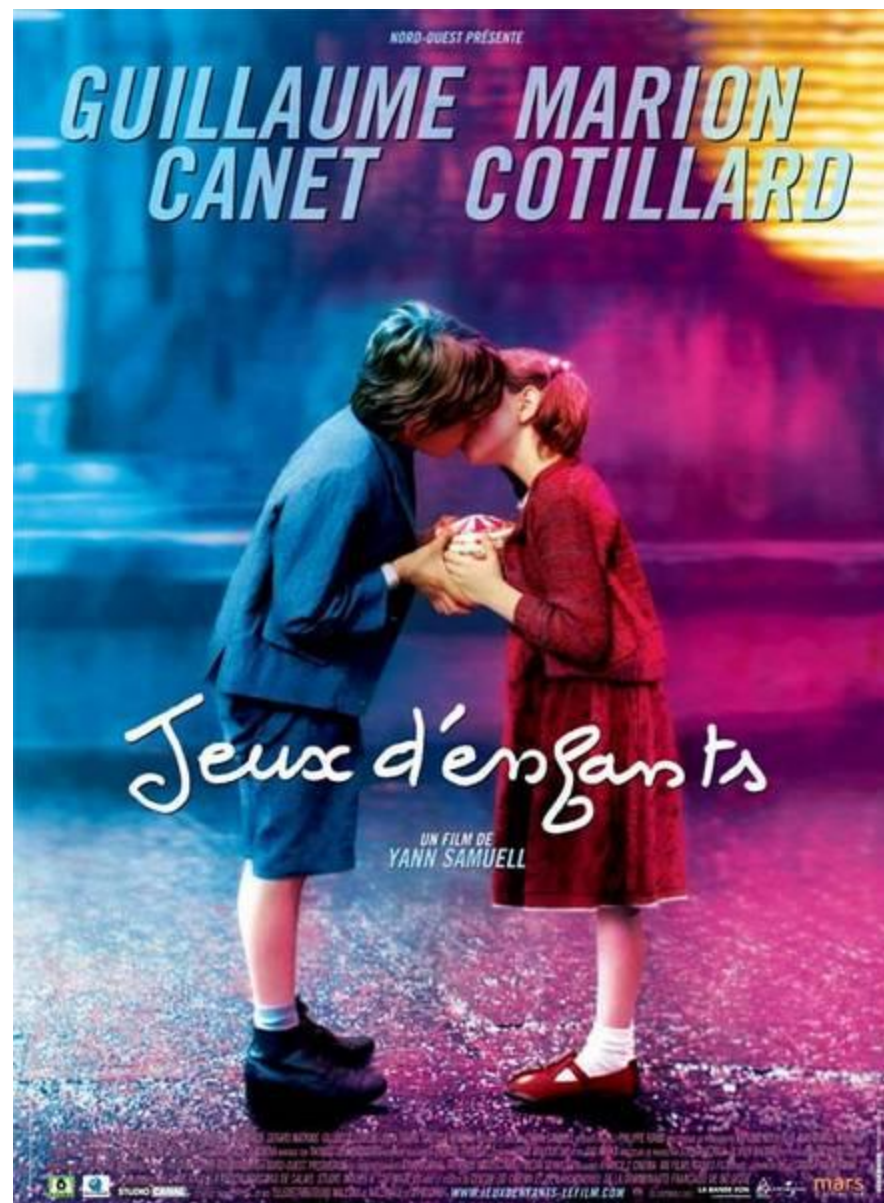
STORY

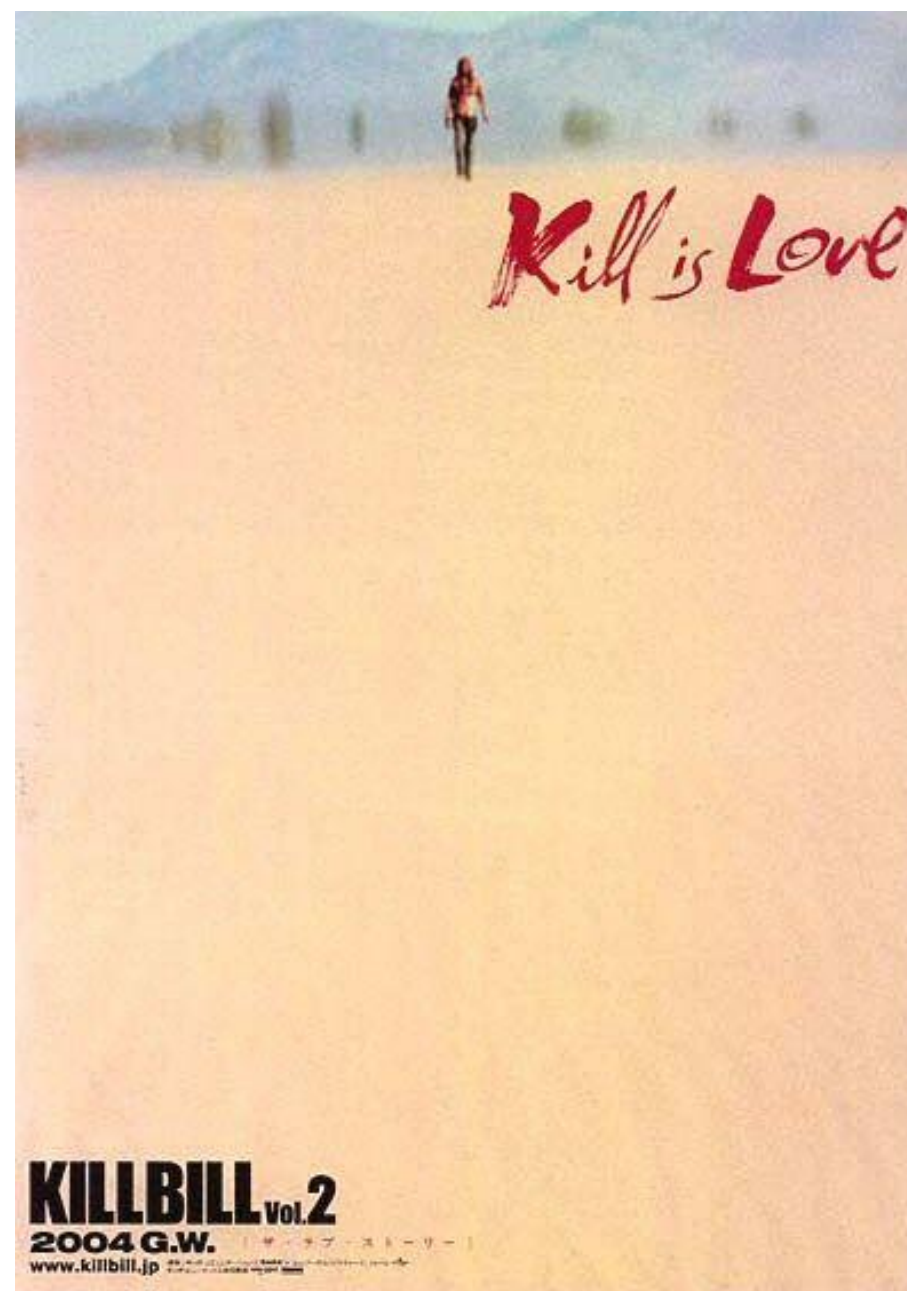
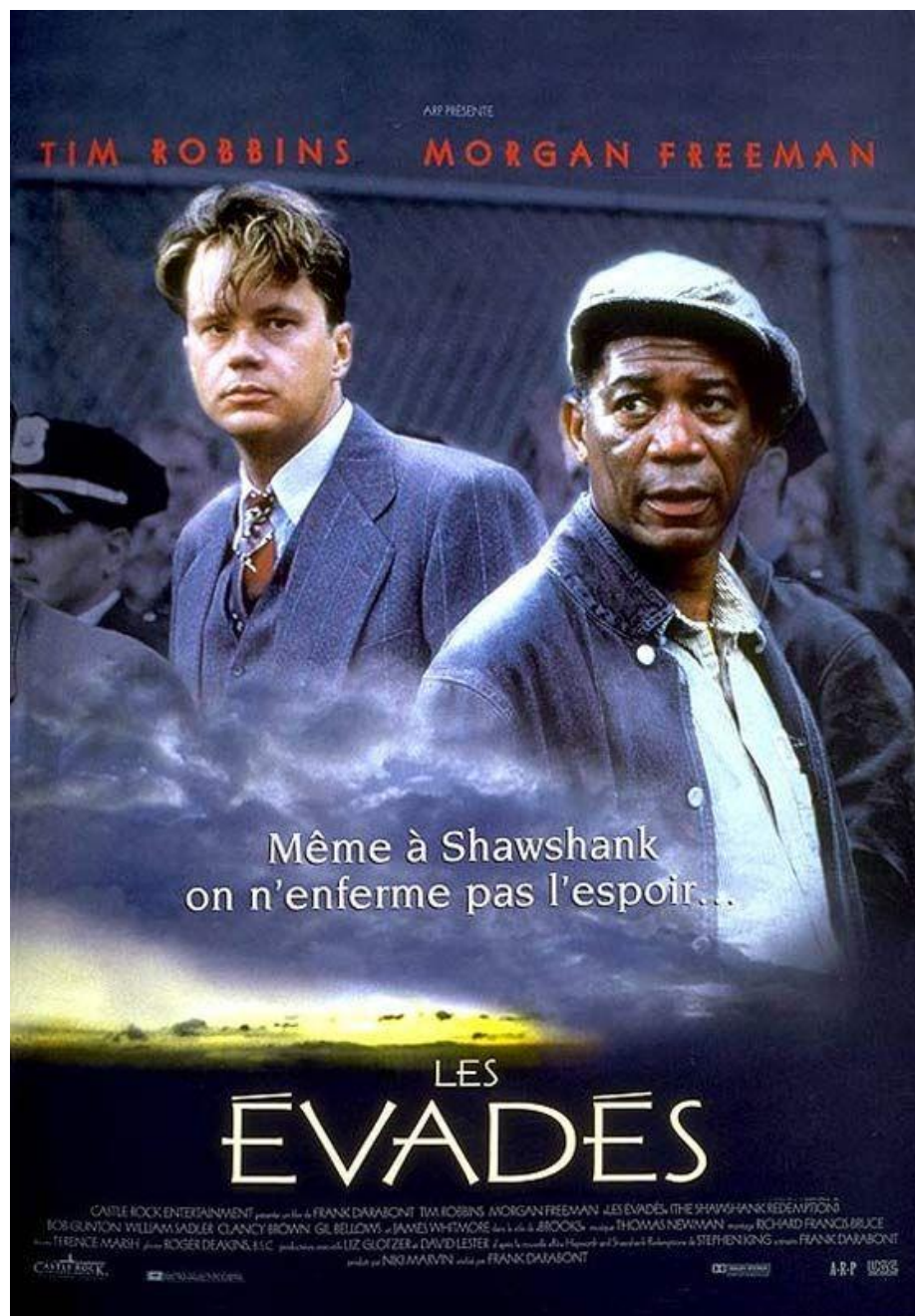


BRAND

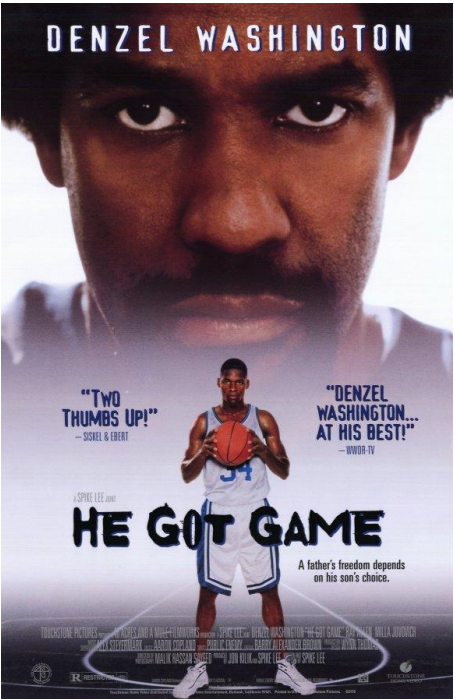
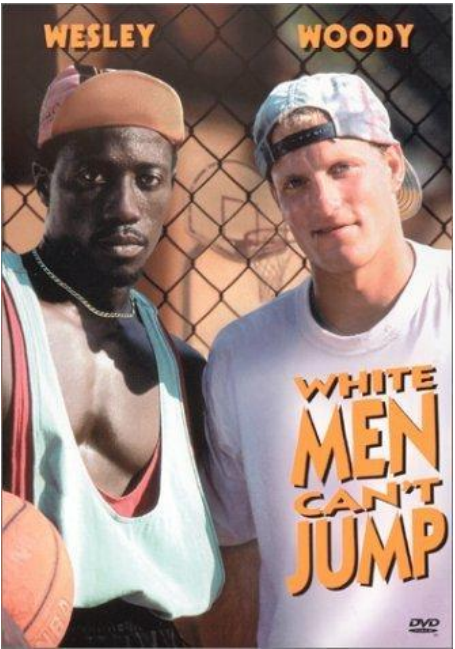
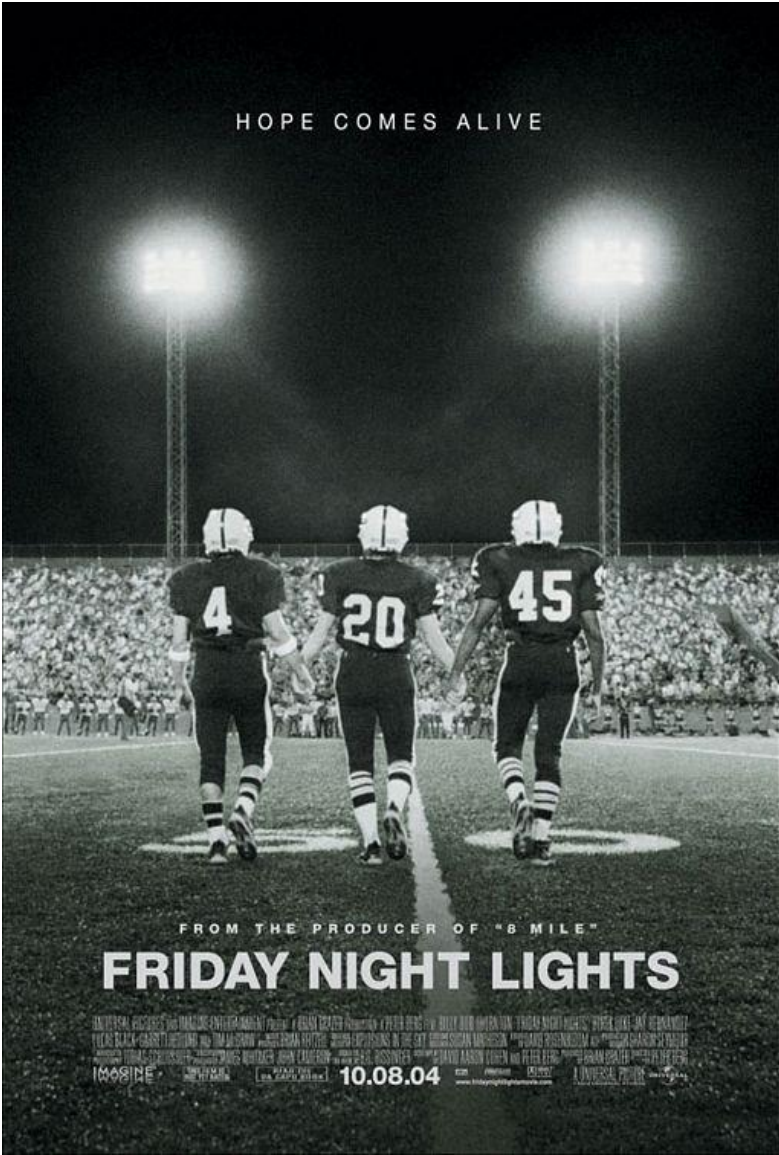
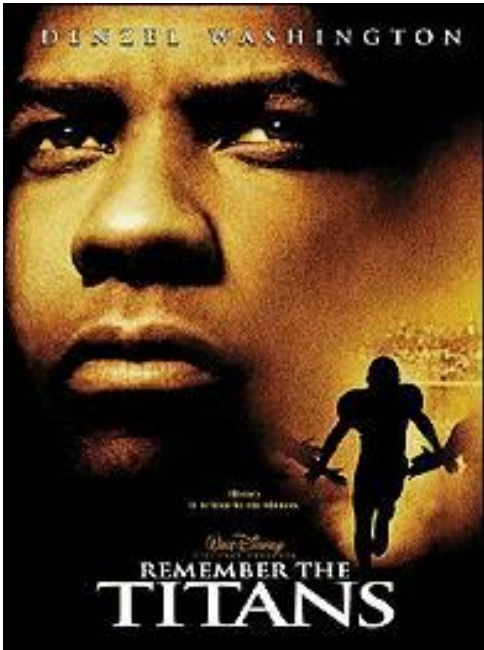
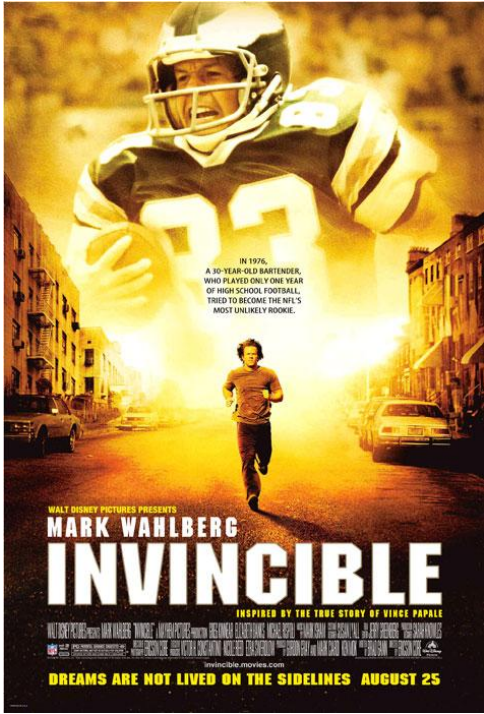


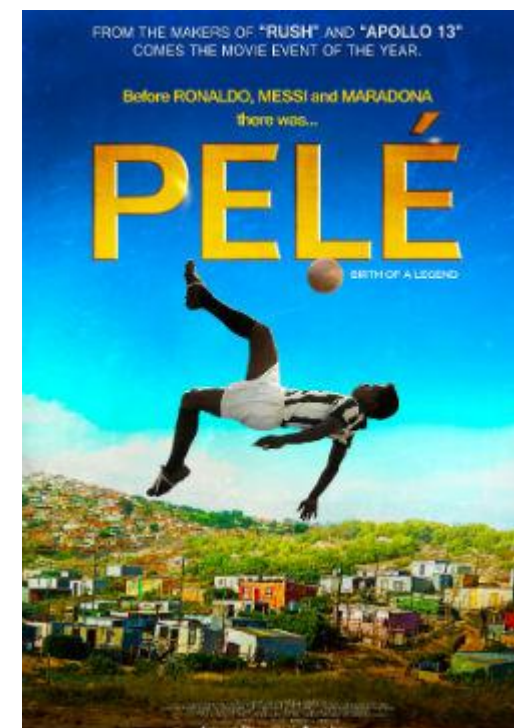
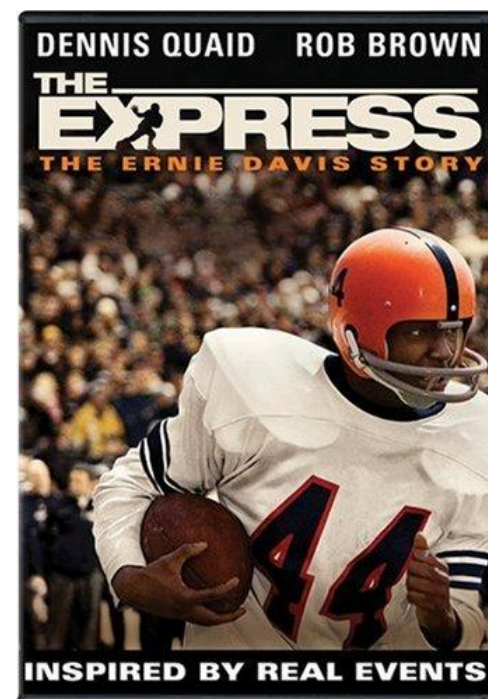
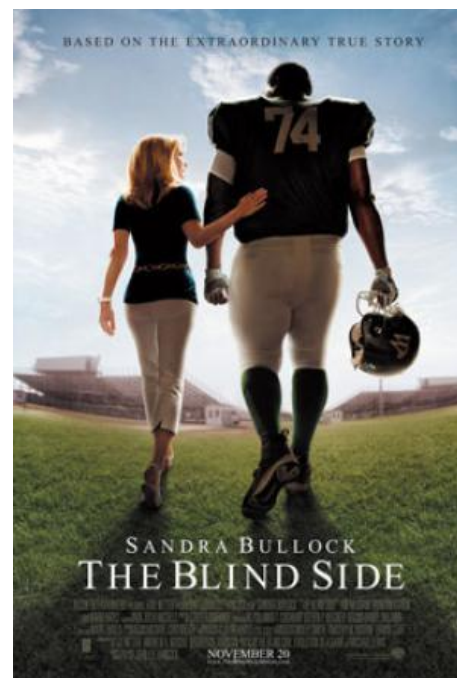
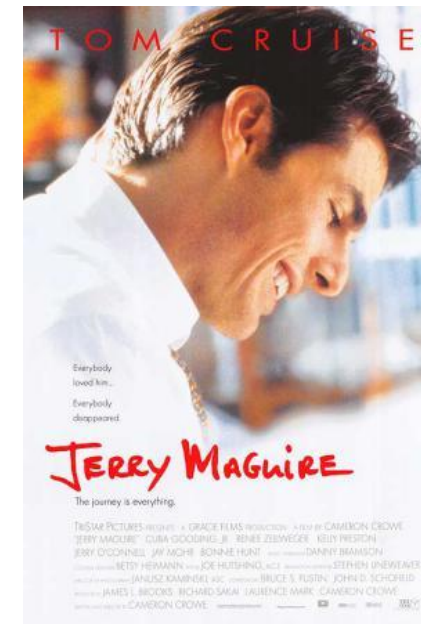
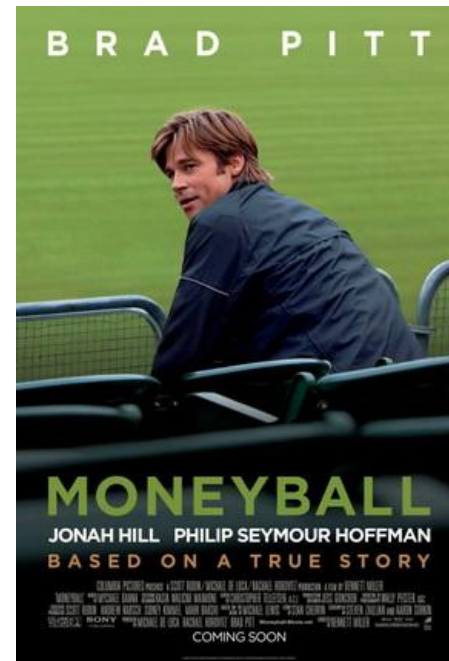
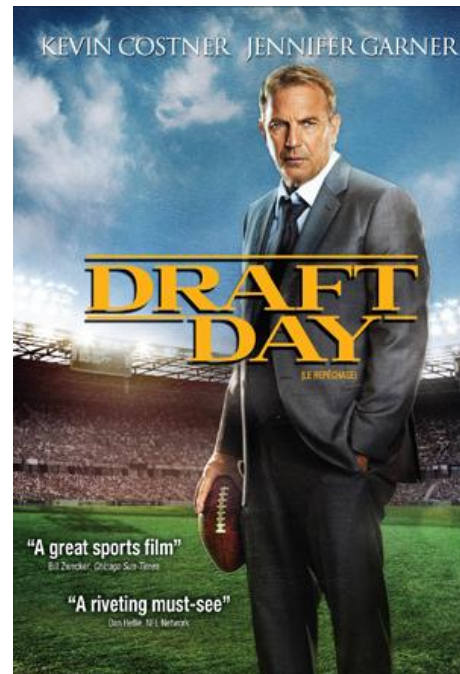
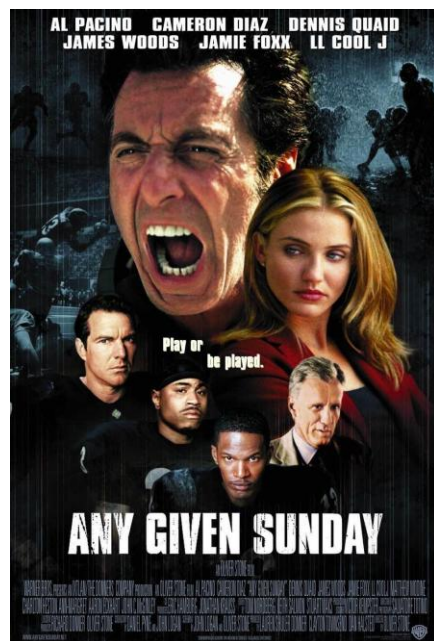






Movies and teasing...





COMMUNICATE TO CREATE VALUE

How an event connects markets, offers and stakeholders



CONNECT THE ECOSYSTEM

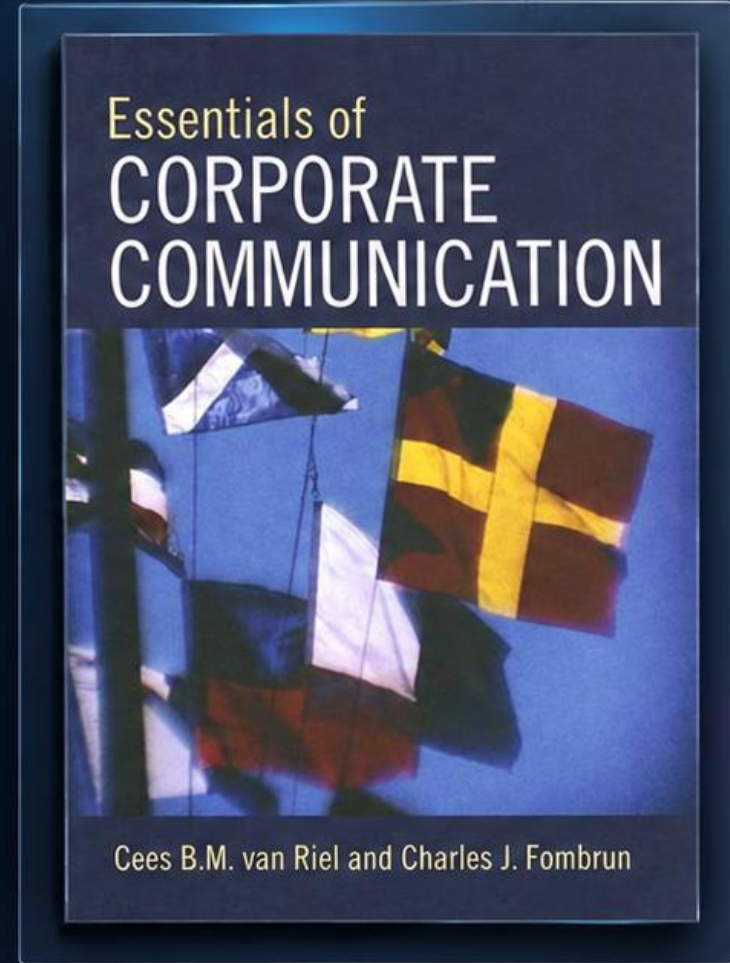


AMPLIFY THE MESSAGE



CREATE VALUE

STRATEGIC COMMUNICATION QUESTIONS



van Riel & Fombrun — *Essentials of Corporate Communication*

BALANCING SPORTS EVENT COMMUNICATION

Combine reach and relevance across the fan journey



MASS COMMUNICATION



Sponsors • Institutions • General Public



Media • PR • Social Media



AWARENESS • REPUTATION • BUZZ



ONE-TO-ONE COMMUNICATION



Fans • Buyers • Attendees



Ticketing • CRM • Direct Marketing



CONVERSION • PERSONALIZATION • LOYALTY



AN INTEGRATED COMMUNICATION STRATEGY

The right message • The right audience • The right moment

BUZZ MARKETING

When audiences amplify the message

PEOPLE
CONVERSATIONS
COMMUNITIES
BIGGER IMPACT

01 INTERACT

Consumers engage with a product, service or experience

02 SHARE

Word of mouth spreads through conversations and digital platforms

03 AMPLIFY

Trusted voices extend the original marketing message


BRAND /
EVENT MESSAGE



WHY IT WORKS

People tend to trust people more than promotional messages from organisations.



ENGAGEMENT

×



SHARING

×



TRUST

=



BUZZ

SIX PRINCIPLES OF VIRAL MARKETING

— PEOPLE SHARE IDEAS. GREAT IDEAS SPREAD. —

01 Offer Valuable Incentives

Give away valuable products or services to attract attention.



02 Make Sharing Effortless

Enable frictionless sharing via email, websites, visuals and downloads.



03 Tap Into Human Motivations

Build on common desires, emotions and social drivers.



04 Use Existing Networks

Activate communities and established communication networks.



05 Design for Scalability

Make the campaign easy to amplify as participation grows.



06 Leverage External Resources

Empower others to spread the message.



THE REPUTATION PLATFORM

Van Riel & Fombrun (2007)

The authentic position an organization chooses to stand for

A reputation platform aligns history, strategy and identity into a credible promise for internal and external stakeholders.

01 RELEVANT



Rooted in distinctive assets and capabilities

02 REALISTIC



Supported by credible stakeholder benefits

03 APPEALING



Emotionally meaningful and able to inspire support

AUTHENTICITY EMERGES WHEN IDENTITY, PROMISE AND ACTION **ALIGN**



CREATING A CORPORATE STORY

From positioning to measurable impact

Adapted from Van Riel (2001)



| A compelling event story is designed, activated, measured—and continuously refined.

IMPLEMENTING THE CORPORATE STORY

— A seven-step activation model —



*From strategic intent
to tested activation.*

TEST YOUR CORPORATE STORY

Does the narrative match stakeholder perceptions?



START WITH EVIDENCE

Do not apply a fixed 10% communication budget. Align resources with your reputation objectives and stakeholder needs.

ASSESS THE SIX REPUTATION PILLARS

01 EXPERIENCE

Products • Services • Venue

Stakeholders: customers and audiences

02 EMOTIONAL APPEAL

Identity • Attachment • Pride

Stakeholders: fans and players

03 VISION & LEADERSHIP

Purpose • Direction • Governance

Stakeholders: managers and partners

04 PERFORMANCE

Sporting • Economic • Organisational

Stakeholders: managers and investors

05 WORKPLACE

Culture • Talent • Employee experience

Stakeholders: players and employees

06 SOCIAL RESPONSIBILITY

Community • Institutions • Citizens

Stakeholders: NGOs and public authorities



REPUTATION IS BUILT
THROUGH CONSISTENT
ACTIONS — NOT
COMMUNICATION ALONE.



IDENTIFY THE GAP



PRIORITISE THE ISSUE

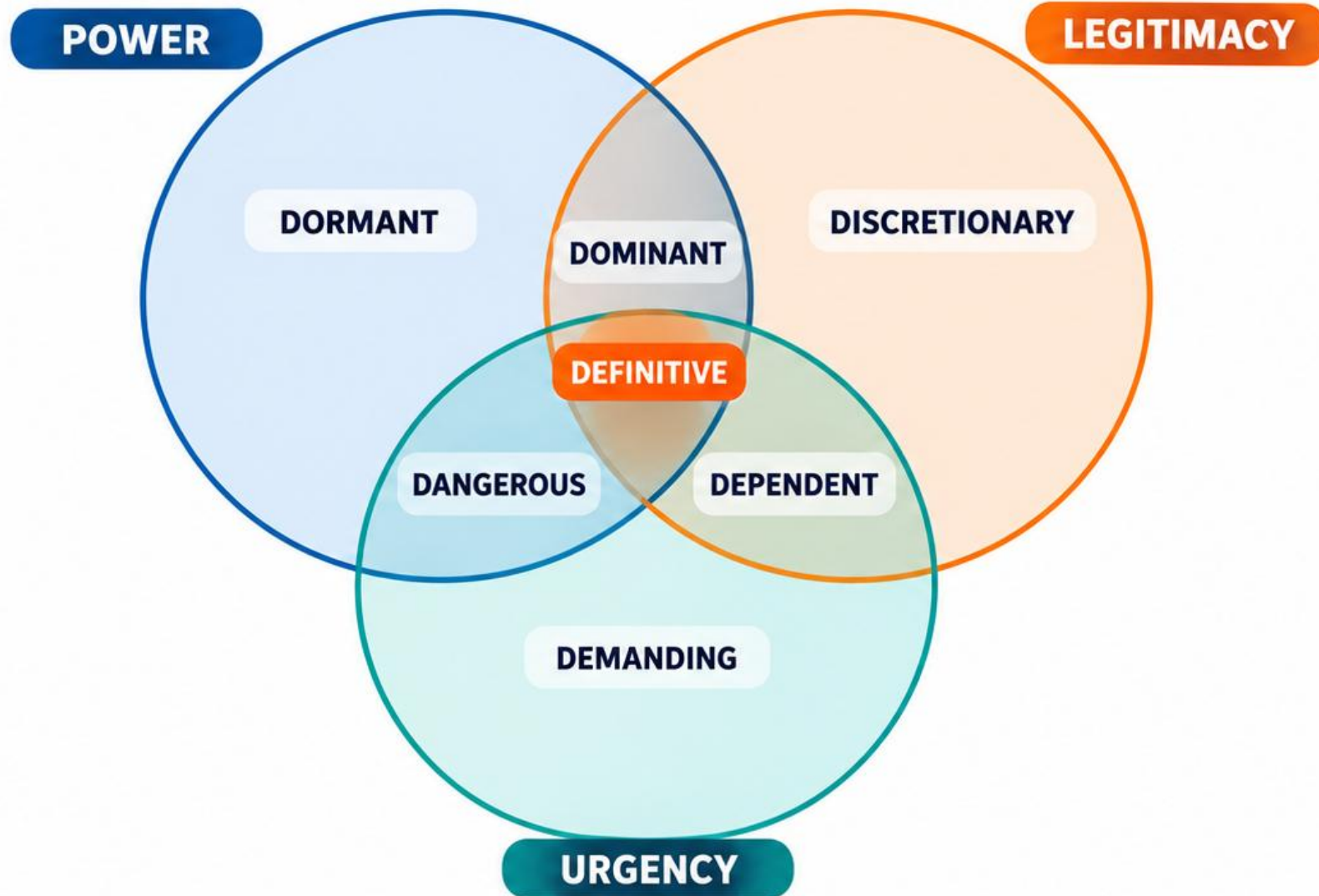


ADAPT THE STORY

PRIORITIZE YOUR STAKEHOLDERS

Stakeholder salience: who deserves attention first?

Mitchell, Agle & Wood (1997)



1

1 ATTRIBUTE —
LOW SALIENCE

2

2 ATTRIBUTES —
EXPECTANT

3

3 ATTRIBUTES —
HIGH PRIORITY



NON-STAKEHOLDER



Priority rises as power, legitimacy and urgency converge.

DEFINE YOUR COMMUNICATION OBJECTIVES

What change do you expect from each stakeholder?



INFORM → **INFLUENCE** → **ACTIVATE**

CASE STUDY
RYDER CUP 2018
From awareness to participation



ONE STAKEHOLDER • ONE DESIRED CHANGE • ONE MEASURABLE OBJECTIVE

4. CREATE A BRIEF

TURN EVENT STRATEGY INTO A COMMUNICATION BRIEF

SPORT
PEOPLE
CITIES
TOGETHER



STRATEGIC FOUNDATION

CLARIFY
FOCUS
DIFFERENTIATE

- | | | |
|----|-----------------|--|
| 01 | MARKET | Describe your market:
competitors & customers |
| 02 | MISSION | Why does the event exist? |
| 03 | DISTINCTIVENESS | What is the event's distinctive
competence? |



CORE MESSAGE

INSPIRE
CONVINCE
DRIVE ACTION

- | | | |
|---|---------|-----------------------------------|
| ★ | PROMISE | Programme, top games, experience |
| 📊 | PROOF | ROO, ROI |
| 💬 | TONE | Aggressive, humorous, provocative |

From strategic intent to a compelling event narrative.



**One brief.
One story.
One promise.**

FROM STRATEGY TO CREATIVE IDEA

Make the brand identity visible, memorable and shareable.



01 BUILD THE CONCEPT

Start with the organisation's identity, history and strategic ambition.



02 MAKE IT DISTINCTIVE

Use one strong idea, visual code or experience that audiences can recognise.



03 MAKE IT ACTIVATABLE

Design for multiple channels, partners, communities and real-world participation.



CREATIVE TEST

Does the idea express who we are — and give stakeholders a reason to engage?

SELECT THE RIGHT MEDIA MIX

Optimise reach, frequency and continuity — within budget.



PAID MEDIA | OWNED MEDIA | EARNED MEDIA | SOCIAL | LIVE EXPERIENCE | PARTNERS

ASK BEFORE YOU BUY

- ☒ Who must we reach?
- ☒ What action do we want?
- ☒ How often should they see it?
- ☒ When should we be present?



THE BEST MEDIA PLAN IS NOT THE LOUDEST — IT IS THE MOST RELEVANT.



PRE-TEST BEFORE YOU LAUNCH

Turn audience feedback into a stronger campaign.



WHAT DOES SUCCESS LOOK LIKE?



KNOWLEDGE

What do people understand?



ATTITUDE

What do people feel or support?



BEHAVIOUR

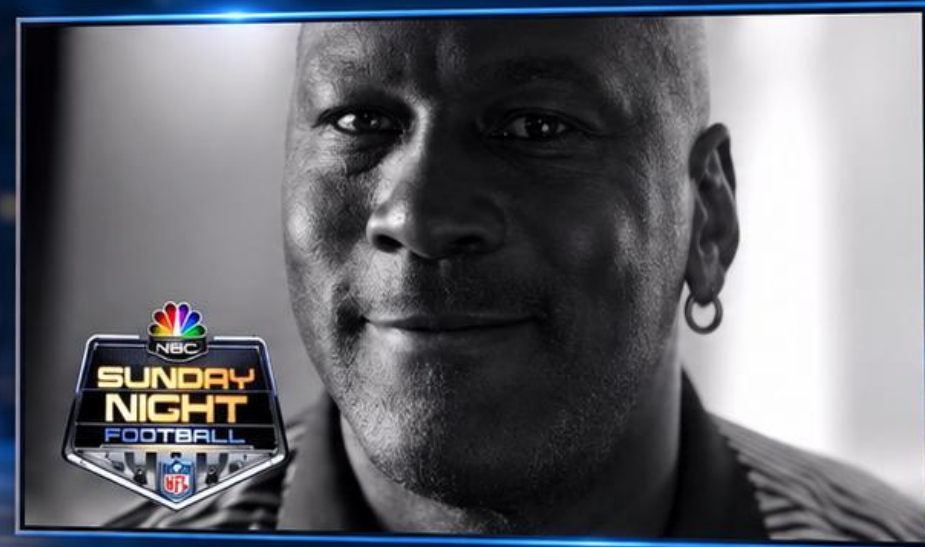
What do people do next?

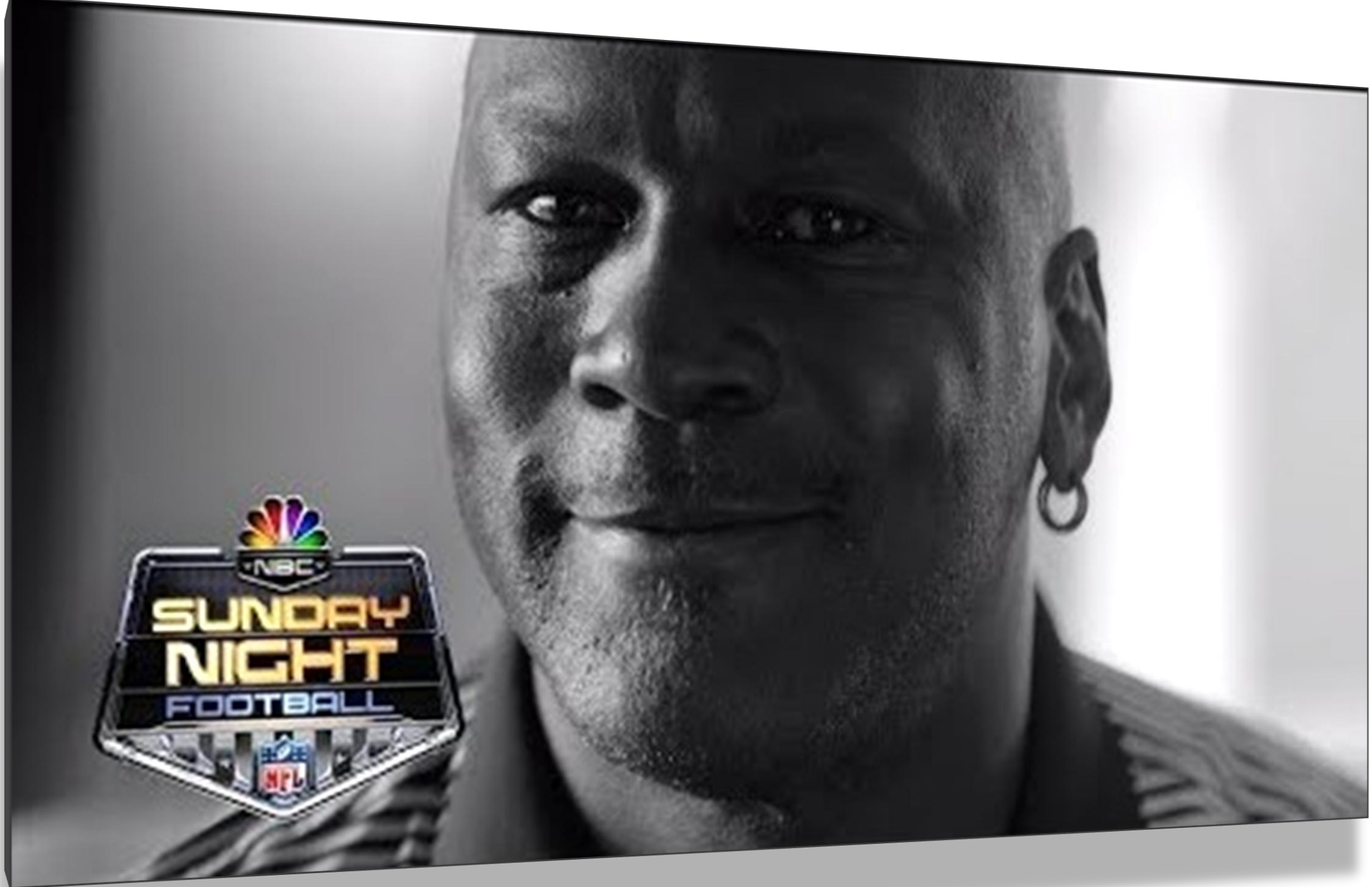
» NO LAUNCH WITHOUT LEARNING. »

“

There is no separation
between **sports**
and **entertainment...**
merge them together
and create something unique.”

Robert L. Johnson • Owner of the Charlotte Bobcats





Buzz « Entertainment »

SPORT • MEDIA • FANS • EMOTIONS • BEYOND THE GAME



FANS MAKE ENTERTAINMENT HAPPEN

TWO FORMS OF SPORT INFLUENCE



MVP 2014-15

SEASON STATS **23.8** PPG **7.7** APG **44%** 3-pt FG **2.0** SPG

SC BY THE NUMBERS

PER **28.0***
Win Shares **15.7***
Real Plus-Minus **9.16***

*Top 3 in NBA *Led NBA

NBA RECORD
286
3-pt FG

Broke own record of 272 set in 2012-13
Ray Allen: 269 in 05-06

NBA RECORD
24
games

5+ 3-pt FG
5+ assists

Triple the number by James Harden who had the 2nd most this season

SC BEST OF THE BEST

Warriors are one of 10 teams in NBA history with 67+ wins:

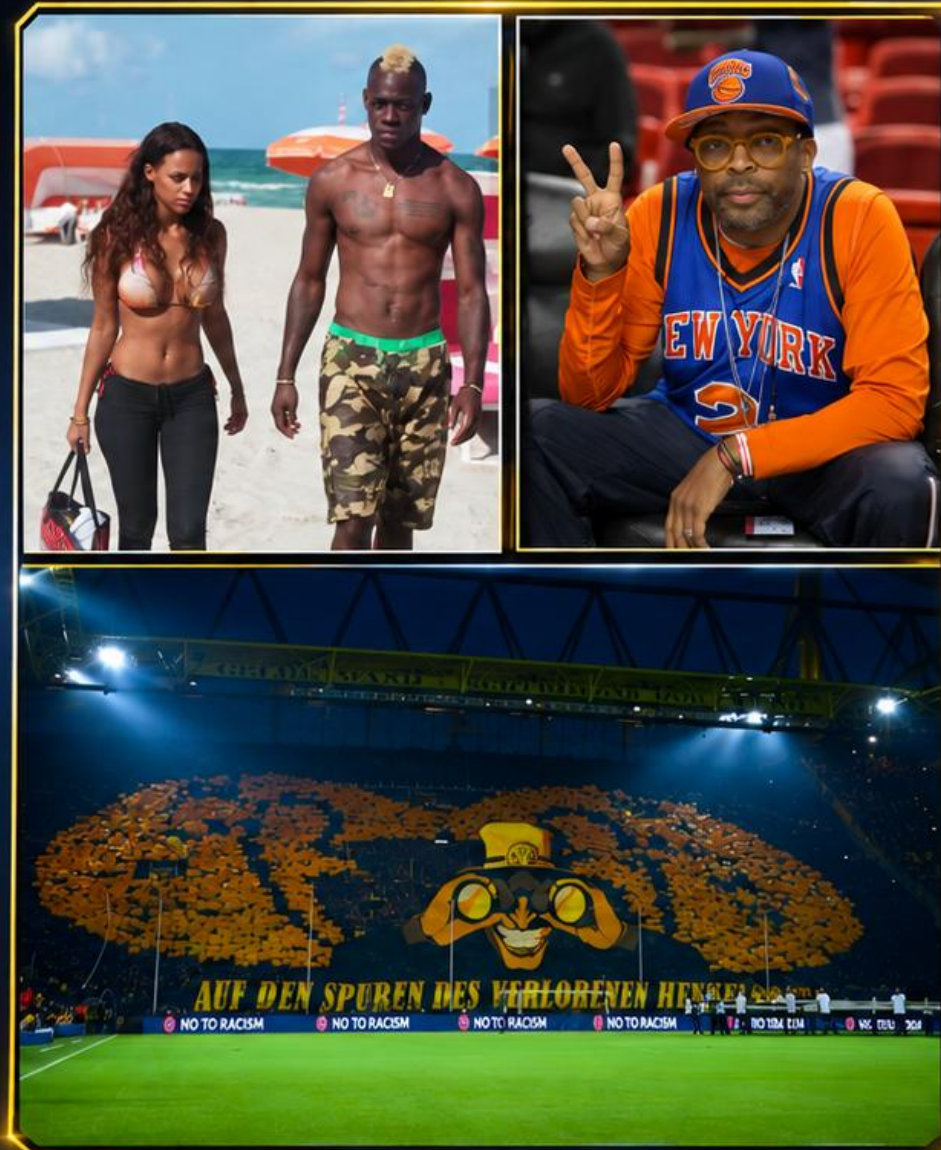
14-15	Warriors	67-15*
06-07	Mavericks	67-15*
99-00	Lakers	67-15
98-97	Bulls	69-13
95-99	Bulls	72-10*
91-92	Bulls	67-15*
85-86	Celtics	67-15
72-73	Celtics	68-14
71-72	Lakers	69-13
66-67	76ers	68-13*

*MVP played for team

SC IN GOOD COMPANY

14-15	86-87
Steph Curry	Magic Johnson

Only two point guards to lead a 65+ win team in scoring



BEE
COLLECTIVE BUZZ

INDIVIDUAL STAR POWER



COMMUNITY AMPLIFICATION



RESEARCH PROJECT

MOTIVATIONAL MARKETING STUDY OF **PARIS SAINT-GERMAIN FANS**

Frank Pons & Lionel Maltese

2015–2017

FROM OCCASIONAL FAN TO SUPER FAN

Map the relationship between audience growth and relationship strength.



DIAGNOSE



PRIORITISE



ACTIVATE



MEASURE

Fan type

Goals

Actions



TURN PASSION INTO A STRONGER TOMORROW

FANS TODAY. A BIGGER, STRONGER TOMORROW.

PARIS
SAINT-GERMAIN
—
MORE
THAN A CLUB

Fan type

Goals

Actions



Enlargement



**Music – Song – Videos Tifo...
Gameday**



Strengthening



Datatainment



PEOPLE
PURPOSE
LEGACY
BEYOND

FROM PRODUCTS TO THE HUMAN SPIRIT

Marketing 3.0 through iconic sporting legacies

From Products to
Customers to
the Human
Spirit

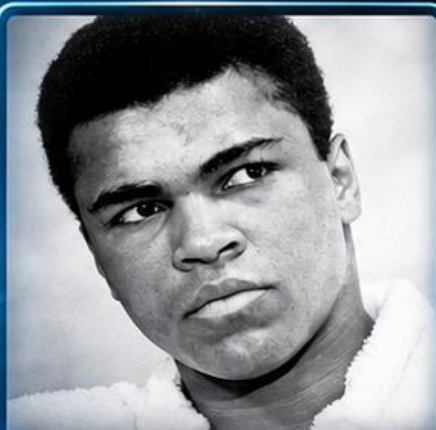


marketing 3.0



PHILIP KOTLER

HERMAWAN KARTAJAYA IWAN SETIAWAN



*"Float Like a Butterfly,
Sting Like a Bee"*

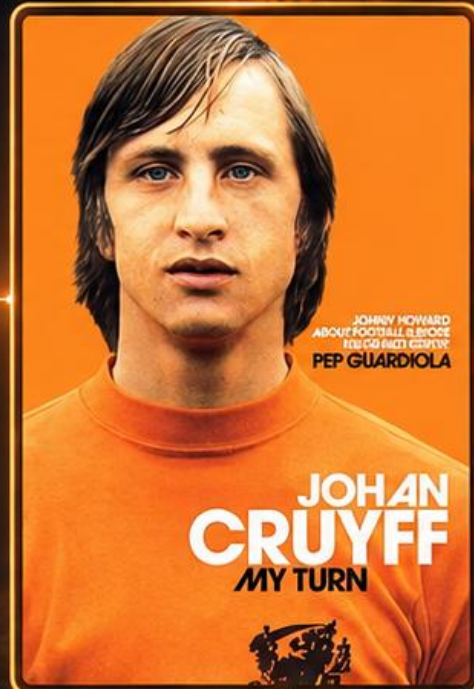
*Remembering
Muhammad Ali*



Jonah Lomu
1975 - 2015

Our writers pay tribute to a legend.
Only in today's paper.

Irish Examiner



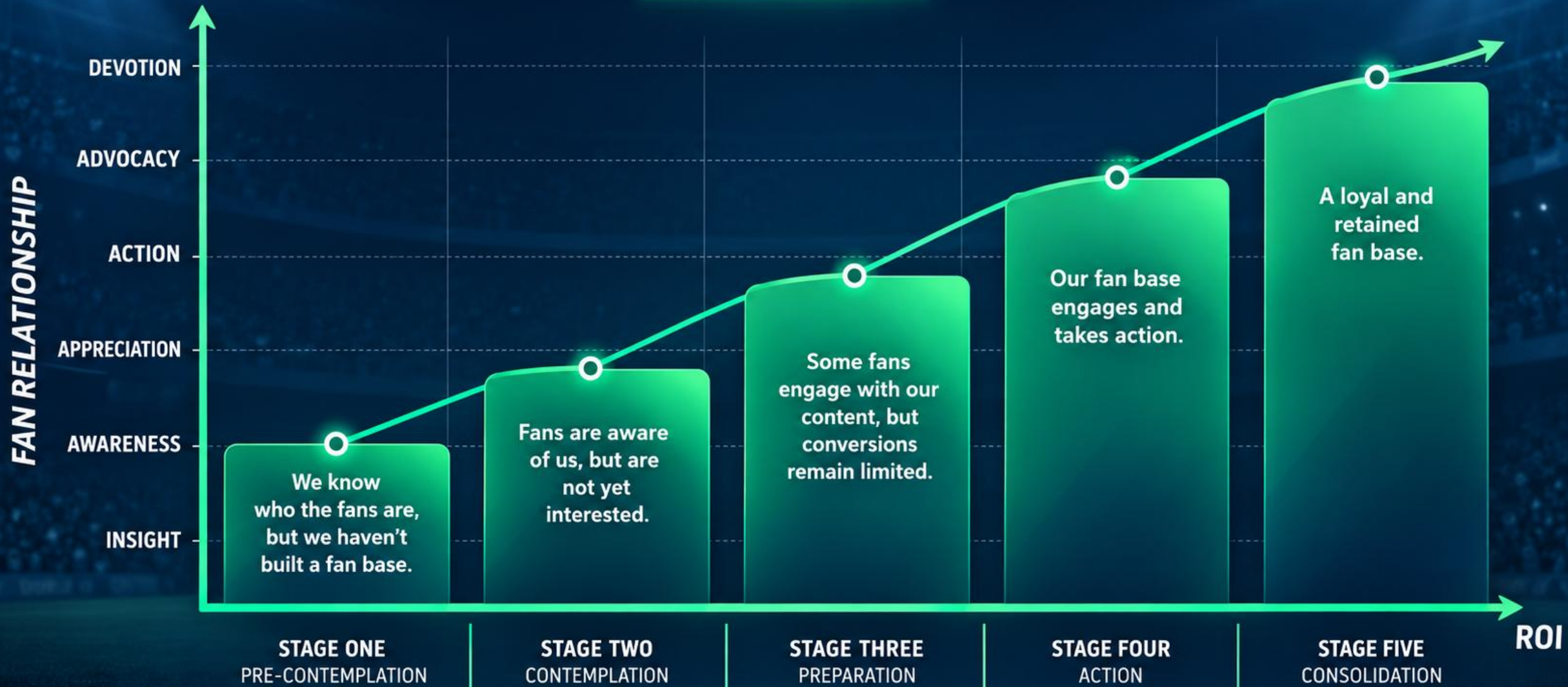
SPORT INSPIRES A MORE HUMAN TOMORROW



BILL RUSSELL

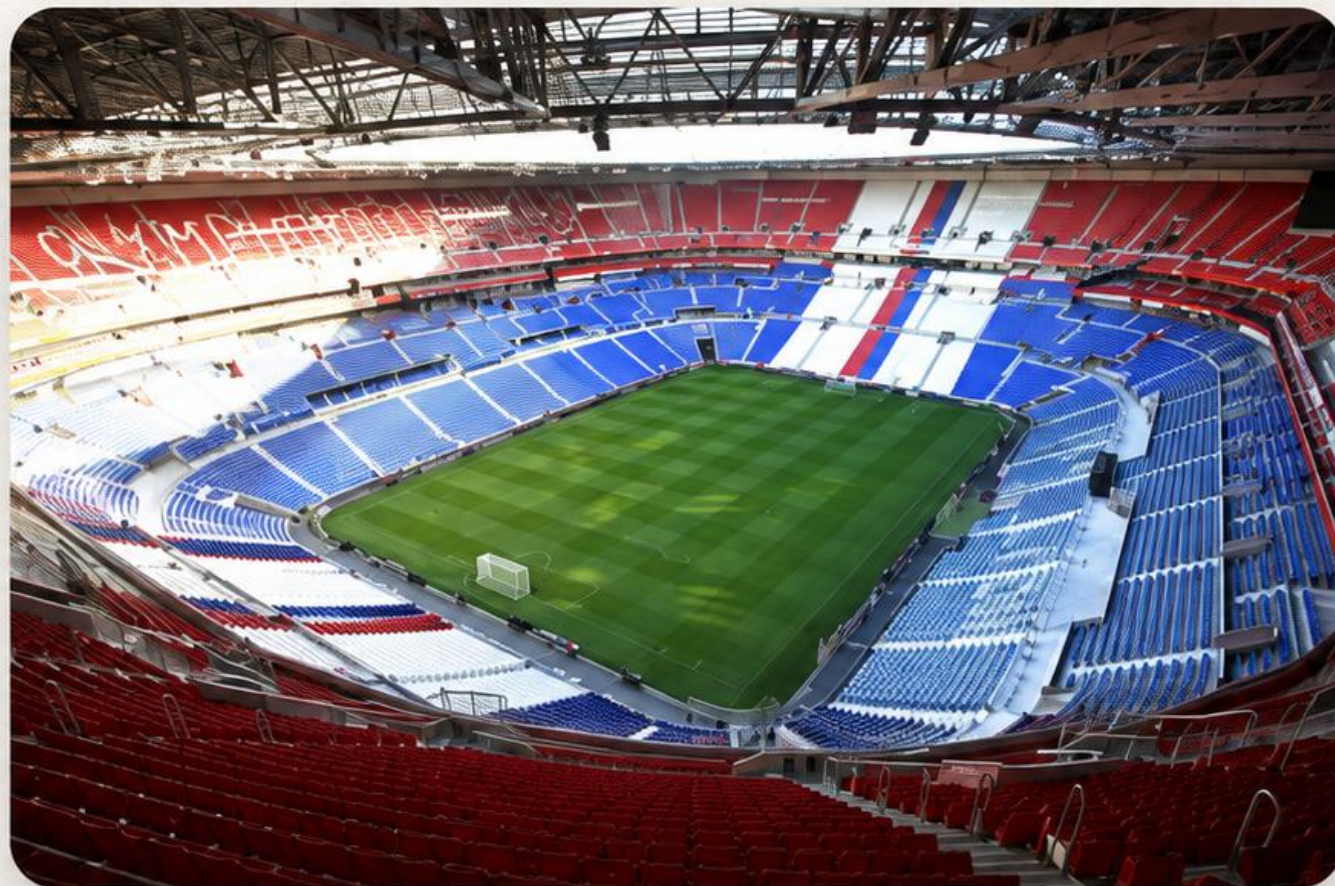
1934-2022

THE FAN ENGAGEMENT JOURNEY



ÉCONOMIE

« **Fan Relationship Manager** » et
« **Sponsorship Activation Manager** », deux métiers
d'avenir dans le sport
business





FAN ENGAGEMENT

“Your fans are the message”

— Marshall McLuhan (sort of)
“The medium is the message guy”

Group or individual **exam**

01



You are a sport federation: your choice!

02



You can use your events to transform fans into practicers

03



Give me a draft of maximum 12 pages / slides

04



AI: you have to explain me why you use it? (prompt, results quality, ...)