COURSE TITLE: Managing Sport and Entertainment E252
Summer15 Block Week

Subject Area: MSO
Lecturer: Chris Voss
   Email Address: cvoss@london.edu
   Room Location: A202
   Extension: 8812
Lecturer: PY Gerbeau
   Contact through Chris Voss

Course Administrator: Jagruti Patel
   Email Address: jagrutipatel@london.edu
   Room Location: A208
   Extension: 8821
Course Code: E525
Term: SUM15
Credit Value: 1.0

FACULTY BIOS

Chris Voss is Emeritus Professor of Operations Management at London Business School, where he served as deputy dean. He is an alumnus of the School where he gained his Masters and PhD. He has researched and written extensively in the area of service operations, including sports and entertainment. His teaching has included Management of Services, and Managing Sport and Entertainment. His recent research has included design of experience-centric services, service architecture and modularity, e-services, globalization of services and service innovation. His research has been published in: Journal of Service Research, Journal of Operations Management, Journal of Product Innovation Management, Decision Science Journal, International Journal of Operations and Production Management and others.

PY Gerbeau has a long and successful career is sport and leisure, and has also been executive in residence at London Business School. He recently stepped down as CEO of X-Leisure, the UK’s largest leisure organization. He is an expert in turn rounds and was responsible for the turn round at the Millennium Dome and for turn round at Euro-Disney where he was Vice President Operations. He has extensive experience in sports including having captained the French Olympic ice-hockey team and been a professional player in the NHL.

COURSE SUMMARY

Aims & Objectives

This elective focusses on the business of sport and entertainment. The aim to is to develop understanding and skills in the strategic, operational and marketing management of these two related and converging sectors. It is designed to foster strategic and operational thinking in a rapidly professionalizing area and one that is key to future economic growth.

This course is aimed at participants who are considering going now or in the future into the management of sports and creative industries such as entertainment, those who might interface
with these industries through areas such as sponsorship, financing and marketing, and more broadly those who wish to learn about these important and very distinctive sectors.

**COURSE FORMAT**

This course is offered as a block week

**LEARNING OUTCOMES**

On successful completion of this course, you will be able to:

- Understand the various business models of sport and entertainment and to explore such areas as the role of sponsorship, agents, sources of revenue and ownership
- Understand the possible strategies for sports clubs in different club and international contexts
- Explore how managers in creative industries can effectively allocate resources in a product portfolio, in particular the use of blockbuster strategies
- Understand the challenges of pursuing a blockbuster strategy and the relationship with the long tail
- Assess how advances in digital technology are affecting products and channels in sport and entertainment, and how they put pressure on existing revenue models
- Understand the challenges of globalising sport and entertainment

**ASSESSMENT**

Assessment Table:

<table>
<thead>
<tr>
<th>Assessment type</th>
<th>Weighting</th>
<th>Group/ Individual</th>
<th>Formative/ Summative</th>
<th>Requirem ent to pass? Y/N</th>
<th>Timing in Course schedule</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>One case study executive summary</td>
<td>30%</td>
<td>Individual</td>
<td>Formative</td>
<td>N</td>
<td>Submitted prior to the class in which the case is discussed</td>
<td>Two pages maximum</td>
</tr>
<tr>
<td>Class participation and contribution</td>
<td>20%</td>
<td>Individual</td>
<td>Formative</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Exam or Project assignment</td>
<td>50%</td>
<td>Individual</td>
<td>Summative</td>
<td>Yes</td>
<td>Individual Exam due One week after the class. Project 2 weeks</td>
<td>10 pages plus exhibits maximum</td>
</tr>
</tbody>
</table>

Minimum requirements to pass this course:

1) minimum 50% in the weighted final numerical score AND
2) minimum 50% in the aggregate of the individual components

**Assessment Overview**

1. **Case Executive Summary**

   You should write an executive summary on any case in the course. The summary should be based on analysis of the issues and context of the case, diagnosis of problems, if any, drawing on appropriate frameworks from the course, and present argued conclusions. The case questions should help you analyse the case, but **you should not just answer the questions one by one**, in your executive summary.

   Style: single space, minimum font 10, two pages maximum. It should be submitted **prior** to the class in which the case is discussed.
It should be emailed to me: cvoss@london.edu.

Write ups submitted after the start of the class session in which the case is discussed will not be accepted.

2. There will be a choice from two post-course assignments - Individual exam or project assignment

2.1.1 Individual Exam

You will be given a case study after the last session of the course. You should submit a full analysis and write up of the case study by one week after the class.

Style: 1 1/2 space, minimum font 10, ten pages maximum plus exhibits. Exams must be submitted by email to cvoss@london.edu

2.1.2 Individual project

You may choose a project rather an exam. The objective of an individual project assignment choice is to enable you to:

- study in greater depth an industry, organisation or topic in entertainment or sport that you are interested in
- apply the tools and frameworks of the course
- learn through interaction with organisations and players in the field

This is designed to allow you to pursue an area of particular interest. I will discuss with individuals possible topics and provide appropriate support. Companies and topics should be within the context of this course.

The content of the report will vary very much depending on the topic or industry chosen. It should show a strong understanding of the business or industry studied, the markets, experiences delivered etc. and its business model. Where appropriate, issues should be identified and explored. These should be supported by appropriate data and analysis. This should lead to a view on the way forward. For example how the company can transform itself, create new and innovative products or business models etc. For an industry, this might be the way the industry will develop, the challenges and uncertainties and the implications for the players and stakeholders.

The grading will reflect the quality of the research, the quality of the analysis (projects should not just be descriptive).

Writing up and presenting the project

The project write up should be no more than 10 pages long plus four pages of exhibits. It should be written in Times 12 font or Arial 11 font and 1 ½ spaced. It should be emailed to cvoss@london.edu by two weeks after the class

Examples of previous projects

Ticketing Strategies in the National Football League
Overview of the Middle East Filmmaking Industry – Traditional and New Media
Bundesliga - forever a local brand?
Can independent movie producers still make it with Hollywood?
Xross Saudi
Olympic Lessons for the Business Arena
Meeting the entertainment needs of a new generation
The future of the US PGA tour
Fashion Evolution: From Retail Niche to Mass Market Entertainment
How to save FC Machida Zelvia from demotion
The College Hockey Experience
Football on mobile phones and opportunities for football clubs
Working Title Films Ltd: The Success Story of British Film Production
IOC’s creation of the Youth Olympic Games
The economics of superstars: Alternative theories and implications for the music industry
Course Participation and Contribution
In a case-based course active contribution to the class discussion is central to learning for yourself and fellow participants. Grading will be based on the quality of the contribution, not the volume. Contribution can be based on your analysis of the case studies, adding to ongoing discussions and bringing interesting and relevant questions and issues.

Assessment and Learning Outcomes
The case executive summary is designed to reinforce the learning objectives of understanding the business models of sport and entertainment and the particular managerial challenges. The end-of-course exam is designed to test and develop your skills in integrating the concepts from the course in a business context. The optional alternative project is designed to allow participants to use the learning from the course to pursue an area of particular interest.

Plagiarism Declaration
All students completing this course should be aware that in submitting any assignment for this course, you agree to the following declaration:

“I certify that the coursework that I have submitted is entirely my own unaided work, and that I have read and complied with the School’s guidelines on plagiarism and referencing as set out in the School handbook.

I understand that the School may make use of plagiarism detection software and that my work may therefore be stored on a database which is accessible to other users of the same software.”

Students should be aware that, where plagiarism is suspected, a formal investigation may be carried out under the School’s Student Disciplinary Procedure. This may result in penalties ranging from mark deduction to expulsion from the School.

PRE-REQUISITES & RELATED COURSE
There are no compulsory pre-requisites.

COURSE PREPARATION AND READING

Prework: Please prepare the following two case studies in advance of day 1 of the course.

Red Bull and Auto Racing
- See question on page 12 of the case

Grand Central Publishing (A)
- Should Grand Central continue to bid for Dewey? Wait for the scheduled auction or pull out? Why?
- What is the role of authors, agents and publishers in the book acquisition process? Who benefits most from the auction system?
- How would you characterise the product development and marketing process at Grand Central – is it generally successful?

Read:
- From Niches to Riches: Anatomy of the Long Tail

You are required to submit one, two-page write-up of a case study during the course. Details are given above. You may choose one of these two cases, if you wish to submit the assessment early. All write-ups must be submitted BEFORE the class in which the case is discussed.

Course work: Each evening you must read the specified material and fully prepare the cases for the following day. This will normally be one reading and two cases. Please see the draft course outline at the end of the document.

Course materials will distributed:
There are a number of readings specified in the course outline.

We have not specified a textbook for this course, but for those of you who want to explore the area in greater depth, we recommend the following:

**Sport**
* A comprehensive and useful book on international sport

* A bestselling book on managing baseball, now a blockbuster film!

Szymanski, Stefan. Winners and Losers – The Business of Football, Viking, 1999
* Excellent book on the business of soccer

**Entertainment and the creative industries**
* This book covers in detail many of the important themes of the course. Anita Elberse, a Harvard Professor, gained her PhD at LBS

Vogel H.L., Entertainment Industry Economics, a guide for financial analysis, Cambridge University Press, 2004
* A thorough book, looking in detail and the economics of a wide set of the entertainment industry.

* This is an comprehensive academic study by one of Harvard’s top economist, very academic, but very readable

The Entertainment Economy: How Mega-Media Trends Are Changing; By Michael J. Wolf; Times Books; (1999)
* Rather over-hyped, but interesting

**TEACHING METHODS**

Teaching/contact hours: 36
Suggested independent study hours: 12

This is a case study based course. The following teaching methods will be used on this course:

Lectures, Case discussions, visiting speakers and an optional project

**Punctuality**

The course has a lot of visiting speakers. It is impolite to roll in late for their contribution. Please make a particular effort to be punctual. If you know that you are to be unavoidably late, please let Chris Voss know.

**COURSE STRUCTURE**

The next page sets out the course structure
## Managing Sport and Entertainment - Course Outline

This is the outline for a previous delivery - some speakers and details may change for 2015

<table>
<thead>
<tr>
<th>Session 1a</th>
<th>Monday April 8</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 – 10:15</td>
<td><strong>Introduction</strong>&lt;br&gt;The value of promotion and sponsorship;&lt;br&gt;Case: Red Bull</td>
<td><strong>Managing Fashion-based entertainment</strong>&lt;br&gt;Case - Marquee: the business of nightlife</td>
<td><strong>Sport and Digital media</strong>&lt;br&gt;Case: Major League Baseball Advanced Media</td>
<td><strong>Creating Global entertainment:</strong>&lt;br&gt;Guest speaker: David Lightbody</td>
<td><strong>Leveraging a creative Business:</strong> - Cirque du Soleil</td>
</tr>
<tr>
<td>10:30 – 11:45</td>
<td><strong>Sports sponsorship</strong>&lt;br&gt;Guest speaker - David Portas.&lt;br&gt;Group work - Grand Central Publishing</td>
<td><strong>Guest speaker:</strong> Steve Thomas, founder and former CEO of Luminar Leisure</td>
<td><strong>Guest Speaker</strong>&lt;br&gt;Jeff Nathenson - Head of Football, YouTube</td>
<td>David Lightbody</td>
<td><strong>Sport and entertainment convergence</strong>&lt;br&gt;Guest speaker: Michael Bolingbroke – formerly Senior Vice President Cirque du Soleil</td>
</tr>
<tr>
<td>Lunch</td>
<td><strong>Session 1b</strong>&lt;br&gt;11:45 – 12:45</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:45-14:00</td>
<td><strong>Blockbuster Strategies</strong>&lt;br&gt;Case: Grand Central Publishing</td>
<td><strong>Turning round an entertainment venue and business:</strong>&lt;br&gt;Case: PY and the Dome</td>
<td><strong>New Business models</strong>&lt;br&gt;Case: Radiohead</td>
<td><strong>Creating a successful Club:</strong>&lt;br&gt;Cases: Real Madrid Sir Alex Ferguson</td>
<td><strong>Turning Round a sports Franchise:</strong> - Case: Chicago Blackhawks</td>
</tr>
<tr>
<td>14:15 – 15:30</td>
<td><strong>Managing sport and entertainment - overview</strong></td>
<td><strong>Sports Business Models/ Analytics</strong></td>
<td><strong>Exploiting IP</strong>&lt;br&gt;Case: Marvel Enterprises</td>
<td>Guest speaker: Michael Bolingbroke – Chief Operating Officer Manchester United</td>
<td><strong>Course wrap up</strong></td>
</tr>
<tr>
<td><strong>Evening Preparation</strong></td>
<td>Prepare&lt;br&gt;-Marquee – the business of nightlife&lt;br&gt; - PY and the Dome&lt;br&gt;Read:&lt;br&gt;-Playing for Profits</td>
<td>Prepare:&lt;br&gt;- Major League Baseball Advanced Media&lt;br&gt;-Marvel Enterprises Inc. --Radiohead: Music at your own price (A)</td>
<td>Prepare:&lt;br&gt;-Real Madrid Club de Futbol&lt;br&gt;-Sir Alex Ferguson</td>
<td>Prepare:&lt;br&gt;-Cirque du Soleil – The high wire act…&lt;br&gt;-Chicago Blackhawks</td>
<td></td>
</tr>
</tbody>
</table>

---

Page 6 of 6