

## SPORTS & TECHNOLOGY MANAGEMENT (AD406)

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ECTS credits: 4

### Course Overview

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From the most competitive sports footwear to the fastest bikes, or the construction of the most connected sports arenas, in recent years a lot of effort, ingenuity, creativity and specific technical knowledge has been devoted to achieving sporting excellence and a more efficient generation of business in the sports industry. Technological progress has led to numerous innovations in the sports sector that have resulted in improved results, performance, safety, and has contributed to the improvement of the show and its management.

Over time the different stakeholders in the competitive landscape that is the sports industry have been using technological developments in areas like the media, production, transportation etc. to obtain competitive advantages and they will continue to do so. Sport is an ideal ecosystem in which new technological developments can find practical application, exactly because it is so competitive.

In this course we aim to provide students the tools to manage projects that involve integrating new technologies in a dynamic environment like sport. Through a number of projects with real companies we will take the students through this complex process.

The course will have a pragmatic focus where theory has a supporting role for the main objective of developing a real solution for a real brief of a company.

An important aspect of this process will be optimal teamwork.

### Related courses

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AD406 will be related to the courses of:

- New Product & Service Development, Innovation and creativity in which the students have learned other tools for creative problem solving, understanding users and developing products.
- Electives of the Sports Management major in which students have acquired a thorough understanding of the peculiarities and complexities of the different areas of the sports industry.

### Course Objectives

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This course seeks to assist you in:

- Developing a broad **understanding of the complexity of successfully implementing technological solutions in a sports environment**
  - Special attention to specific requirements of different application areas of the technological innovation, understanding of the needs and desires of stakeholders and the quantification of the value creation of the new solution.
- Get a **practical and hands-on experience** of product/solution development in the context of the sports industry

- Providing **the tools necessary for the different steps of the process of technological innovation in sport**
- Understanding and experiencing **the iterative process and its complexity**

## Learning Outcomes

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By the end of this course, students should have obtained knowledge of:

- the complexities of dealing with sports' stakeholders in introducing new technological innovation;
- the conditions that need to be in place or created to successfully introduce technological innovation in the sector;
- have experienced the process of developing (high) tech solutions for a competitive environment sector like the sports industry,
- going through a creative process working in a team.

## Course structure and calendar

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Below you can find the main topics that will be covered. Considering the practical character of the course the agenda can vary according to the progress of the course. Please note that additional workshop sessions may be added to the schedule to allow work with mentors and/or clients.

ses.	date	theme	topic
1	Tue. 18-Sep	Intro	Introduction & Course explanation
2	Thu. 20-Sep	Project 1	Project groups, introduction project 1 "Club & Facility Management"
3	Tue. 25-Sep	Project 1	The role of technological innovation in the sports sector
4	Thu. 27-Sep	Project 1	Problem definition and project breakdown
5	Tue. 02-Oct	Project 1	Business Case: The introduction of a new ticketing system
6	Thu. 04-Oct	Project 1	In class concept presentation and peer feedback sessions
7	Tue. 09-Oct	Project 1	Problem definition and project breakdown
8	Thu. 11-Oct	Project 1	eSports seminar with Sun
9	Thu. 16-Oct	Project 1	Lab/Company visit: Gaming, VR and AR
10	Tue. 18-Oct	Project 1	Group work session
11	<b>Tue. 23-Oct</b>	Project 1	<b>Group Presentations Project 1 (to client via Skype)</b>
12	Thu. 25-Oct	Project 1	Lab preparation gaming and virtual reality
13	Tue. 30-Oct	Project 2	Introductory session Watlicam
			<i>Midterm break</i>
14	Tue. 13-Nov	Project 2	Company presentation Watlicam
15	Thu. 15-Nov	Project 1	Evaluation Project 1 & Feedback session, introduction Project 2 "Commercialization of Sports Tech"
16	Tue. 20-Nov	Project 2	Theory session
17	Thu. 22-Nov	Project 2	Problem definition and project breakdown
18	Tue. 27-Nov	Project 2	Market exploration and definition
19	Thu. 29-Nov	Project 3	Preparation Madrid trip
20	Tue. 03-Dec	Project 3	Madrid visit - Microsoft GSIC, WiZink Center

20	Tue.	04-Dec	Project 3	Madrid visit - Wanda stadium
20	Tue.	05-Dec	Project 3	Madrid visit - RFEF
	Thu.	06-Dec		Bank Holiday
21	Tue.	11-Dec	Project 3	Recap of Madrid visit
22	Thu.	13-Dec	Project 2	Extra coaching sessions
23	Tue.	18-Dec	Project 2	Final Class session: Group work
24	Thu.	20-Dec	Project 2	<b>Final Group Presentations Project 2</b>
				Christmas Holiday

## Continuous Assessment

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### REQUIREMENTS, EXPECTATIONS, AND ASSESSMENT

Since the objective of this class is, in effect, to put into practice the skills and processes of Sports & Technology Management & New Product Development, we expect you to treat the group work in this course very seriously. You are in charge with your team to develop technological solutions for real problems/challenges in a sports organisation or company. As the managers of this class, we assume that the people we are working with are good, hard-working and intelligent people who are capable of meeting the requirements of this job.

In big lines we expect the following points of commitment from the course participants:

- **Attend class.**  
It is imperative that you are here. You CANNOT miss classes. This course is only effective if everyone participates actively:
  1. **Class Attendance:** Students are permitted 4 absences without penalty (or need for medical or other justification). The 5<sup>th</sup> absence results in the loss of 0.25 points, the 6<sup>th</sup> absence in a further 0.25 points, the 7<sup>th</sup> absence in a further 0.25 points, and with the 8<sup>th</sup> absence the student receives a 0 for attendance. **Note: After 8 absences this is a serious situation and you are in danger of failing the course.**
  2. **Class Participation:** Come to class ON TIME, PREPARED to take part in the case discussions and other activities. You will be assessed on the QUALITY of your comments and your ability to CONNECT with and build upon the comments made by your colleagues.
  3. **Group work is most important for the grade.** All the deliverables and work will be done in groups. A team work is expected to create leveraging of the strong points of ALL members! Therefore, you are expected to ALL work in the group. Make good tasks distributions, you should comply with your responsibilities and be responsible to your other team members. If you do your work badly this will affect the grade of the whole group. You will be assessed on your contribution and interaction with your colleagues/team mates. A peer validation will be applied in which you colleagues will validate your participation and you will validate their participation.
- **Meet deadlines.**  
Meet due dates. This is the policy for ALL assignments, exercises, presentations, activities. Late stuff submissions are not accepted. For every day of delay your grade will be rested with one point. If you have one week of delay, even when the deliverable is excellent you will not be able to receive more than 5 points. More than one week of delay of a deliverable you will receive 0 points.

- **Demonstrate academic integrity in all of your work.**

If you are caught cheating in any form on exams, plagiarizing or rehashing in exercises, activities, assignments, presentations or handing in work you did not do, be prepared to receive a failing final grade for the course.

Be sure your work is your own. You are responsible for citing all sources on which you rely, using quotation marks when language is taken directly from others' work, and knowing how to use your own language to paraphrase a source (hint: changing a few words is not sufficient). If you cite a direct quote, you must provide a reference with a page number for the citation.

- **Comply with deliverables and presentations.**

Big part of the coursework consists of preparation and presentation of deliverables as indicated further on in the course schedule.

The deliverables and presentations should be done according to guidelines and templates you will receive during the course.

The deliverables and presentations will form 70% of the course grade and are therefore very important for your final grade.

- **Communication and hand in of deliverables.**

All the presentations and other deliverables should be handed in on **E-study** in the deposits that are created in the course structure. Also our feedback, course slides, articles and other necessary course material will be delivered through **E-study**.

We will be available for questions and support during the group work classes, through an e-mail you can previously do a request for an appointment slot during the work group classes.

Contact details of the team of professors can be found in the course contract.

- **Be punctual.**

Come to class ON TIME. No excuses are allowed. Late arrivals disrupt the flow of the class. In addition, tardiness at work would not be tolerated.

- **Revision Date**

Once the semester is over and final grades posted, there will be a time slot of a day devoted to revision.

## Course evaluation

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The Course grade will be based on **presentations and group work**. **There will be NO EXAMS**. The grading will be based on the following point breakdown:

- **Project reports (3 deliverables): 60% (20% each)**
- **Project Presentations (Proj 1&2): 30% (15% for each presentation)**
- **Individual self-evaluation report: 10%**

DELIVERABLE	DUE DATE	% final grade	TYPE
Project 1: Club & Facility Management	9 Oct	15%	TEAM
Presentation Project 1	11 Oct	10%	TEAM
Project 2: Sports Performance & Apparel Innovation	13 Nov	20%	TEAM
Presentation Project 2	15 Nov	10%	TEAM
Final Project: Company / Startup of own choice. Focus: eSports, Concept Change & Fan Engagement	18 Dec	25%	TEAM
Presentation Final Project	20 Dec	10%	TEAM
Self-evaluation report	10 Jan	10%	INDIVIDUAL

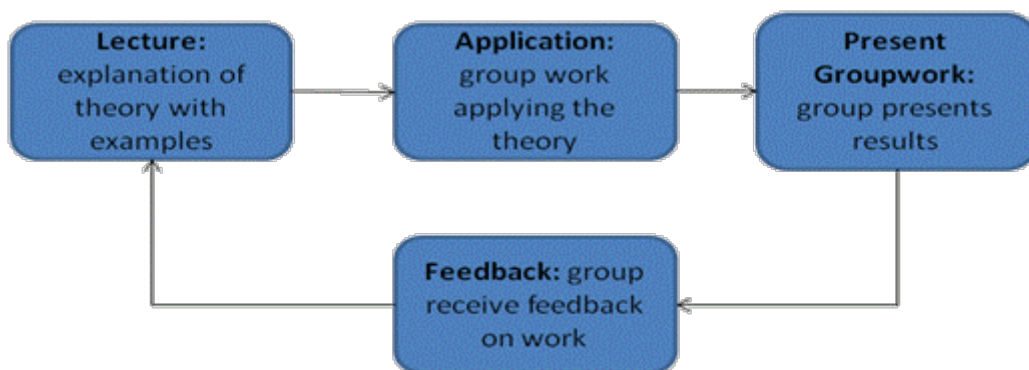
**Requirement to pass this course is to meet the minimum of 50%**

- Re-take policy: Considering the course is based on an ongoing process and deliverables during the course, **there will be NO RETAKE possible.**

## Methodology

The course will have a mayor weight in practical group work. The students will be split up in different work groups, each to develop new technological solutions addressing real problems and/or opportunities. Projects will be done for and with the support of real companies and the work groups will have to actively engage with the companies in order to find optimal solutions. They will be guided through the process and will have to present their final product/solution to a panel of professors and representatives of the company.

The course will follow the following process:



The students will be guided through the process of technological innovation in sport by the professor and a mentor (one per group) who will provide support to groups at key moments. In class we will explain necessary theory, templates and guidelines. These will be applied in-group work in order to deliver a portfolio of hand-ins that should be presented. The groups will then receive feedback on their work to be able to take on the next project.

At the end of each project the groups will present their final concept design of a technological solution to the companies that initially presented the project briefs.

During the working sessions the professor will be present to provide the students with guidance and further support for their new product/service development project. **Furthermore the students will have to make appointments to have mentoring sessions with the professors or mentors outside normal class time. This is to give students additional support to develop their products. SKYPE CAN BE USED FOR MENTORING SESSIONS.**

A major part of the grading of the course will be based on the group work and presentations. Therefore group work and self-organization will be important for a successful evaluation of the course.

## Readings

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As well as the main textbook, additional readings will be posted on the estudy intranet or handed out in class. Most of these readings will consist of articles, internet blogs and other interesting links.

### **Recommended Textbooks**

Rosner & Shropshire, "The Business of Sports", Jones & Bartlett Learning 2011

Gratton & Solberg, "The Economics of Sports Broadcasting", Routledge 2007

Gómez, Kase & Urrutia, "Value Creation & Sport Management", Cambridge 2012

Karl Ulrich, Steven Eppinger, "Product design and development", Mac GrawHill, 2007 fourth edition

Tom Kelly, "The art of innovation"

### **Other sources:**

<http://www.jnd.org/>

<http://web.mit.edu/evhippel/www/>

<http://www.ulrich-eppinger.net/>

## Course Social Media

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At the beginning of the course, together with the working groups different social media will be used upon convenience for each group for a fluent communication between students of the working groups and with the professor.

For the tutoring sessions it will be important to define the adequate communication platform to allow the professor to have continuous access to all the work of the group done.

Alternative can be wordpress blog, facebook page or twitter.

laSalle

Universitat Ramon Llull

## About the professors

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**Professor:** Stephan van Uijtregt

**E-mail:** [stephan.van.u@gmail.com](mailto:stephan.van.u@gmail.com)

### **ABOUT THE PROFESSOR:**

Stephan van Uijtregt teaches New Product Development at LaSalle. He also lectures on Sports Management at several universities in Barcelona, including the European University and United International Business Schools. In addition to teaching, he runs his own consulting company that is specialized in sports innovation. Stephan has been involved in numerous innovation projects for elite athletes or sports teams both in the Netherlands and Spain and was co-founder of Inesport, the Spanish platform for innovation in the sports industry.

Originally from Eindhoven (The Netherlands), Mr. van Uijtregt earned his Master's Degree in Industrial Engineering & Management Science from Eindhoven University of Technology. He is fluent in Dutch, Spanish, English, and German and also has a working knowledge of Catalan, Italian and Portuguese.

Apart from enjoying his family, Mr. van Uijtregt also likes spending time with friends, reading, and travelling. He is a self-described fanatic about sports, particularly cycling, swimming and soccer, and enjoys endurance sports like running, cycling or triathlon.

More info at: <https://www.linkedin.com/in/stephan>

**Mentor:** Chris Kennett

**E-mail:** [ckennett@salleurl.edu](mailto:ckennett@salleurl.edu)

### **ABOUT THE MENTOR:**

Chris Kennett obtained his Ph.D from Loughborough University in the field of management. He was head of research and training at the Olympic Studies Centre (CEO-UAB) working closely with the International Olympic Committee in areas of communication and education, and was associate lecturer at the Universitat Autònoma de Barcelona (UAB). He is now a full time tenured professor at the La Salle (Universitat Ramon Llull) on both undergraduate and postgraduate programs, and is Director of the Undergraduate Business Programmes. Chris has been involved in several innovation projects and has led challenge-based educational courses for over 10 years. His current interests are focused on consumer engagement in the digital era, and he has been published widely in the areas of sports management.