

IB 334 THE BUSINESS OF SPORTS IN EUROPE

IES Abroad London

DESCRIPTION: During the 20th century the sports industry grew exponentially from its origins as an amateur pastime to a complex phenomenon that moves billions of dollars on a global scale. Nowadays, we refer to sports as an industry, and one that sees a huge influx of capital: money ranging from sponsors, licensing and broadcasting rights to buyouts by venture capital and investments by billionaires. The sports industry is the largest entertainment industry world-wide, with the most popular sports and teams showcasing a positive impact on the global economy. In 2023, a study published by the European Commission on the economic impact of sport stated that the share of sport-related GDP within the EU is 2.12% and amounts to Euro 279.7bn. Furthermore, the share of sport-related employment amounts to 2.72% of total EU employment, equivalent to almost 5.7 million people.

Despite political, economic, environmental and financial crises, the sports industry has continued to grow. Technology advances in the video game market have created a platform for new forms of entertainment to penetrate the sports industry. Though there are similar tendencies globally, some important distinctions can be made between sports industry models in the US and Europe. Focusing on the European sports industry, this course highlights the main challenges and the future of sports governance, ownership, financing, marketing and management of leagues, teams, facilities and events.

The BWC 2023 Ranking of Sports Cities created by the communication agency BWC (part of WPP) places two British cities, namely London and Manchester, in the top 5 of the top 100 sporting cities. This course will therefore cover case studies linked to the London and also British and European sporting disciplines. Throughout the course critical analysis of key issues and controversies affecting the sports industry in Europe is undertaken, ethical scandals involving sports betting, the impact of the recent wars on sports events, participation, tourism and the dramatic impact of technological innovations on sporting success.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:

Lectures: These will provide students with the theoretical constructs and concepts used within the course and also to clarify content issues and application

Course-related trips: These involve activities and visits off site to see first hand the concepts discussed in class.

Class debates and discussion: These serve to facilitate further understanding and application of concepts covered in class lectures and through experience gained by living and studying in London.

Analysis of audio-visual materials: Use of a variety of audio and web-based materials brings concepts and issues to life and allows for students to fully appreciate the issues being discussed throughout the course

Moodle and course discussion sites: Additional materials to back up the class lecturers will be found on Moodle and the class discussion site through which current information can be delivered to students throughout the course and interaction is expected.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class participation (25%)
- Oral presentation (25%)
- Essay (25%)
- Final exam (25%)

Class **participation** is assessed according to attendance, completion of class-based tasks and activities and active participation in class. Students are expected to prepare all required readings prior to class and actively contribute to class discussions.



The **oral presentation** is done in teams and requires students to add to the development of knowledge in the business of sports in Europe through interactive content generation and dissemination. Objectives of the presentation:

- Introduce a sporting discipline of your choice that is new or that has been around but shows evidence of losing its fan appeal in Europe.
- Create a branding solution for this sporting discipline using marketing communications tools.
- Discuss the rationale for your chosen branding solution. The presentation should be 20 minutes.

The essay should be 2,000 words maximum (excluding the referencing list, abstract, title page, pictures, graphs, charts, and appendices), with full academic referencing of sources, and represents a comparative analysis of a European and USA sports business topic of your choice from the course content list. Evidence of critical skills should be present.

The **final exam** is an in-class written exam on the main topics covered on the syllabus.

LEARNING OUTCOMES:

By the end of the course students will be able to:

- Articulate the complexities of the European sports industry and its economic, social and cultural importance.
- Compare and contrast the US and European sports industries in terms of governance systems, ownership and business models, competitive strategies, financial management, technology and innovation management, fan behaviour, communication and commercialization strategies.
- Critically analyse the key issues and controversies facing the European sports industry as part of accelerated globalizing processes.
- Accurately identify and rationally evaluate established and emerging trends in the current and future management of sports entities, facilities and events in Europe.

ATTENDANCE POLICY:

Regular class attendance is mandatory. Irregular attendance may result in a lower grade in the course, and/or disciplinary action. The IES Abroad London class attendance policy does not allow for unexcused absences, and grades will be docked one-half letter grade for each such absence. Rare exceptions will be made for the following reasons:

- The student is too sick to attend class. In this instance, the student must call the IES Abroad Centre before class to notify any of the IES Abroad staff. It is not sufficient either to email, send a message with a friend or call the Centre after the class has started.
- A serious illness or death in the immediate family requiring a student to travel home. This requires written approval from the Centre Director before departure.

Arriving more than 10 minutes late to class may count as an unexcused absence. Immigration laws in the UK are extremely strict, and we jeopardize our legal status in hosting students who do not regularly attend class. Students who do not attend class regularly will be reported to the appropriate officials and risk dismissal from the program and deportation from the UK. If a student incurs absences representing 25% of the total class hours, they will be issued with an Attendance Warning. Any absences after a warning has been issued, will result in unauthorised absences and student will need to provide evidence to authorize any absences. If student continues to be frequently absent, they will be invited to disciplinary meeting with Associate Director & Dean of Faculty.

Session	Content	Assignments / Reading
Session 1	Introduction. Inside the European sports system. Facts and figures. Case study discussion. Quiz.	Core Reading: International Olympic Committee (2020) The European Sport Model, (online) https://rm.coe.int/the-european-sport-model-paper-by-the-ioc/1680a1b876 Beech, J. and Chadwick, S. (2013) The Business of Sport Management, 2nd ed, London: Pearson Education, section A parts 2,4 and 6 Supplementary Reading: Duffraisie, S., Moreau, S., Sbeti, N. and Vonnard, P. (2020) The European Sport Space: Circulations, Organizations, and European Identity, Digital Encyclopaedia of European History (online) https://ehne.fr/en/node/12288 Miege, C. (2017) Where Does The European Model of Sport Stand 25 years on from the Bosman Ruling?, Sport Et Citoyennete (online) https://www.sportetcitoyennete.com/en/articles-en/where-does-the-european-model-ofsport-stand-25-years-on-from-the-bosman-ruling Zimbolist, A. (2003) Sport as Business, Oxford Review of Economic Policy, v 19, n4, pp 503 – 511 Beck, H. Prinz, A. and Van der Burg, T. (2022) The League System, Competitive Balance, and the Future of European Football, Managing Sport and Leisure (online) https://doi.org/10.1080/23750472.2022.2137056
Session 2	Managing brands in European sport. Case study.	Core Reading: Couvelaere, V. and Richelieu, A. (2005) 'Brand Strategy in Professional Sports: The Case of French Soccer Teams, European Sport Management Quarterly, v 5, n 1, pp.23-46 Keller, K. L. and Swaminathan, V. (2019) Strategic Brand Management, 5th global ed, London: Pearson Education, chapters 1,2,3 and 7 Supplementary Reading: Richelieu, A. (2014) Strategic Management of the Brand in the World of Sport, Journal of Brand Strategy, v 2, n 4, Henry Stewart Publications Shilbury, D., Westerbeek, H. , Quick, S., Funk, D. and Karg, A. (2020) Strategic Sport Marketing, 4th ed, New York: Routledge, chapters 4 (Positioning) and 5 Rein, I., Kotler, P. and Shields, B. (2006) The Elusive Fan Reinventing Sports in a Crowded Marketplace, New York: McGraw Hill Higher Education

		Doyle, J. P., Su, Y., Kunkel, T. (2020) Athlete Branding via Social Media. Examining the Factors Influencing Consumer Engagement on Instagram, European Sport Management Quarterly, v 22, n 4, pp. 506-526 Mikkelsen, S. (2023) World Rugby Rebrand Sevens Series as SVNS for 2023/24 Season, With Eight Chase the Sun Events Scheduled for Men and Women (online) https://olympics.com/en/news/world-rugby-new-svns-rugby-sevens-series-2023 Shaw, J. (2022) World Rugby Restructures Sevens World Series in Rebrand (online) https://www.sportstravelmagazine.com/world-rugby-restructures-sevens-world-series-inrebrand Lloyd, O. (2023) World Rugby Sevens Series Rebranded as SVNS With New Relegation Format (online) https://www.insidethegames.biz/articles/1139038/world-rugby-sevensseries#:~:text=World%20Rugby%20has%20rebranded%20its,and%20accessible%20to%20younger%20audiences Rial, B. (2023) Festival-style Events Planned as World Rugby Rebrands Sevens Series (online) https://www.thestadiumbusiness.com/2023/07/18/festival-style-events-planned-as-worldrugby-rebrands-sevens-series
Session 3	The European sports consumer. Fan/consumer typologies. Case study.	Core Reading: Beech, J. and Chadwick, S. (2007) The Marketing of Sport, 1st ed, London: Prentice Hall Financial Times chapters 5, 6 and 7 Shank, M. D. (2005) Sports Marketing A Strategic Perspective, 3rd ed chapters 5, 6 and 7 Stewart, B., Smith, A. and Nicholson, M. (2003) Sport consumer typologies: A critical review, Sport Marketing Quarterly, v 12, n 4, pp. 206–216. Supplementary Reading: Sullivan, M. (2009) Sport Consumer, in Chadwick, S. (2009) The Business of Sport Management, Harlow: Pearson Education, pp128 – 153 File, K. and Worlledge, T. (2023) Fan Identity and Football Culture: Locating Variation in the Discursive Performance of Football Fan Identities in a UK Stadium, Soccer & Society, V 24, n 7, pp. 974-989 FIFA (2023) One Month On: 5 billion Engaged With the FIFA World Cup Qatar 2022, (online) https://www.fifa.com/tournaments/mens/worldcup/qatar2022/news/one-month-on-5billion-engaged-with-the-fifa-world-cup-qatar-2022-tm Hutchins, B., Rowe, D. and Ruddock, A. (2009), “Its Fantasy Football made easy: Networked Media, Sport, The internet and the Hybrid Reality of MyFootballClub”, Sociology of Sport Journal, v 6, n 1, pp 89 - 106 Koenigstorfer, J., Groeppel-Klein, A. and Schmitt, M. (2010), ‘You’ll never walk alone’ —How Loyal Are Soccer Fans to Their Clubs When They Are Struggling Against Relegation? Journal of Sport Management, v 24, n 6, pp. 649-675

		Rahman, M. M., Rosenberger III, P. J., Ho Yun, J., de Oliveira, M. J. and Kocher, S. (2023) Keeping the ball rolling: using the S-O-R framework to investigate the determinants of football fan loyalty, Asia Pacific Journal of Marketing and Logistics, Emerald Publishing Limited Weber, R., Brand, A., Koch, F. and Niemann, A. (2021) Cosmopolitans and Communitarians: A Typology of Football Fans Between National and European Influences, International Review for the Sociology of Sport, v 57, n 4, pp. 532–551
--	--	--

Session 4		Course-related trip / guest lecture
Session 5	The organisational structure of European sports. Case studies.	Core Reading: Andreff, W. and Szymanski, S. (2008) Handbook on the Economics of Sport, Edward Elgar Publishing, chapters 21,24, 27 and 28 Supplementary Reading: Lam, E. T. C. (2014) The Roles of Governance in Sport Organizations, Journal of Power, Politics and Governance, v 2, n 2, pp. 19-31 Geeraerta, A., Alm, J. and Grolle, M. (2014) Good Governance in International Sport Organizations: An Analysis of the 35 Olympic Sport Governing Bodies, International Journal of Sport Policy and Politics, v 6, n 3, pp. 281–306 Kim, M. E. J. (2023) What's New at Paris 2024? Discover the Sport of Breaking, (online) https://olympics.com/en/news/paris-2024-what-is-breaking-new-olympic-sport Nair, R. (2023) Club World Cup set for June-July 2025, new Intercontinental Cup in 2024 FIFA, Reuters (online) https://www.reuters.com/sports/soccer/club-world-cup-set-june-july-2025-newintercontinental-cup-2024-fifa-2023-12-17/#:~:text=Dec%2017%20(Reuters)%20%2D%20FIFA's,governing%20body%2C%20said%20on%20Sunday FIFA (2023) FIFA Council Confirms Key Details for FIFA Club World Cup 2025™ (online) https://www.fifa.com/fifaplan/en/tournaments/mens/fifa-club-world-cup/articles/fifacouncil-confirms-key-details-club-world-cup-2025 FIFA (2023) FIFA Club World Cup 2025: Dates, Format and Qualifiers (online) https://www.fifa.com/fifaplan/en/articles/fifa-club-world-cup-2025-dates-format-andqualifiers Prince-Wright, J. (2023) USA to Host 32-team FIFA Club World Cup in 2025 (online) https://www.nbcsports.com/soccer/news/usa-to-host-32-team-fifa-club-world-cup-in-2025

Session 6	The competition system in Europe. New product development. Case study.	Core Reading: OECD (2023) Session III: Competition and Sports (online) https://one.oecd.org/document/DAF/COMP/LACCF(2023)5/en/pdf Zuev, V. (2018) The European Model of Sport: Values Rules and Interests, International Organizations Research Journal, v 13, n 1, pp. 51-65 Council of Europe (2023) Further Developing the European Sports Model (online) https://rm.coe.int/further-developing-the-european-sports-model-european-sport-charterpa/1680a1b1cf Supplementary Reading: Ke, X. and Wagner, C. (2020) Global Pandemic Compels Sport to Move to eSports: Understanding from Brand Extension Perspective, in Managing Sport and Leisure, Routledge, Taylor Francis Group (online) https://doi.org/10.1080/23750472.2020.1792801 Szymanski, S. (2009) Organising Competition, in Szymanski, S. (2009) An Introduction to the Economics of Modern Sports, New Jersey: Princeton University Press, pp. 27 – 58 Llorens, M. R. (2017) eSport Gaming: The Rise of a New Sports Practice, Sport, Ethics and Philosophy, v 11, n 4, pp. 464–476
w/c 20th October	MID-TERM	Exam week / break week
Session 7		Group presentations (module assessment - 25%)

Session 8	Volunteering in European sport Case studies.	Core Reading: Nichols, G., Hogg, E., Knight, C., Mirfin-Boukouris, H., Uri, C. and Storr, R. et al (2016) Motivations of Sport Volunteers in England: A review for Sport England, Sport England EOSE (2023) Sport Volunteering in Europe: Realities, Opportunities and Challenges, EOSE Secretariat Supplementary Reading: Cuskelly, G., Hoyer, R. and Auld, C. (2006) Working with Volunteers in Sport. Theory and Practice, London: Routledge Nagel, S., Seippel, O., Breuer, C., Feiler, S., Elmose, K., Llopis-Goig, R., Nichols, G., Perényi, S., Piątkowska, M., Piłsudski, J. and Scheerder, J. (2020) Volunteer Satisfaction in Sports Clubs. A Multilevel Analysis in 10 European countries, International Review for the Sociology of Sport, v 55, n 8, pp. 1074–1093 Rochester, C. (2018) Trends in Volunteering, Building Change Trust International Olympic Committee (2012) Volunteers: Helping to make the Games happen (online) https://olympics.com/ioc/news/volunteers-helping-to-make-the-gameshappen Koutrou, N. and Pappous, A. (2016) Towards an Olympic Volunteering Legacy: Motivating Volunteers to Serve and Remain-A Case Study of London 2012 volunteers, Voluntary Sector Review, v 7, n 3, pp. 269-291 Alexander, A. and Kim, S. B. (2015) Segmenting Volunteers by Motivation in the 2012 London Olympic Games, Tourism Management, v 47, pp. 1-10 Kim, S. B., Alexander, A. and Kim, D. Y. (2019) Volunteers' Motivation, Satisfaction, and Intention to Volunteer in the Future: The London 2012 Olympic Games, Journal of Tourism and Leisure Research, v 5, n 8, pp.431-454 Dickson, T. J., Darcy, S. and Benson, A. (2017) Volunteers with Disabilities at the London 2012 Olympic and Paralympic Games: Who, Why and Will They Do It Again? Event Management, v 21, pp. 301-318 Koutrou, N., Pappous, A. and Johnson, A. (2016) Post-Event Volunteering Legacy: Did the London 2012 Games Induce a Sustainable Volunteer Engagement? MDPI Paris 2024 (2023) Paris 2024 Volunteer Programme (online) https://www.paris2024.org/en/volunteers
-------------------------	--	---

Session 9	Solidarity mechanisms in European sport. The role of public sector. Revenue distribution. Case studies.	Core Reading: ASOIF (2022) The Solidarity Model of Organised Sport in Europe and Beyond. A Stable Platform for Collaboration (online) https://www.asoif.com/sites/default/files/download/the_solidarity_model_of_organised_sport_in_europe_and_beyond.pdf Beech, J. and Chadwick, S. (2007) The Marketing of Sport, 1st ed, London: Prentice Hall Financial Times chapter 10 Supplementary Reading: Ozaydin, S. and Donduran, M. (2019) An Empirical Study of Revenue Generation and Competitive Balance Relationship in European Football, Eurasian Journal of Business and Economics, v 12, n 24, pp. 17-44 Wicker, P. and Breuer, C. (2013) Examining the Financial Condition of Sport Governing Bodies: The Effects of Revenue Diversification and Organizational Success Factors, International Society for Third-Sector Research and The Johns Hopkins University, v 25, pp. 929-948 Terrien, M., Dufau, B., Carin, Y. and Andreff, W. (2023) Economic Models of French Amateur Soccer Clubs. From One Crisis to the Other: Which Transformation?, Journal of Global Sport Management, v 8, n 3, pp. 630–650 Salgado-Barandela, J., Barajas, A. and Sánchez-Fernández, P. (2021) Sport-Event Portfolios: An Analysis of Their Ability to Attract Revenue From Tourism, Tourism Economics, v 27, n 3, pp. 436-454
Session 10	Internationalisation of audiences and digitalisation. Sports commercialisation. Stakeholders. Media rights. Case studies.	Core Reading: Beech, J. and Chadwick, S. (2007) The Marketing of Sport, 1st ed, London: Prentice Hall Financial Times chapters 17, 18, 22 and 23 Pittz, T., Bendickson, J. S., Cowden, B. J. and Davis, E. Philip (2021) Sport Business Models: a Stakeholder Optimization Approach, Journal of Small Business and Enterprise Development, v 28, n 1, pp.134-147 Supplementary Reading: Szymanski, S. (2009) Sports and Broadcasting in Paybooks and Checkbooks: An Introduction to the Economics of Modern Sports, New Jersey: Princeton University Press, pp 125 -155 Parlasca, S. (2006) Collective Selling of Broadcast Rights in Team Sports, in Handbook on the Economics of Sport, eds Andreff, W. and Szymanski, S. (2006) Cheltenham Glos: Edward Elgar Publishing, pp 719 – 729 Chappelet, J. I. (2023) The Governance of the Olympic System: From One to Many Stakeholders, Journal of Global Sport Management, v 8, n 4, pp. 783-800 Urrutia, I., Robles, G., Kase, K. and Marti, C. (2008) The Internationalization of Club Atletico de Madrid S.A.D: Creating Value Beyond Borders, A Differential Strategy, in International Cases in the Business of Sport, eds Chadwick, S. and Arthur, D. (2008) Oxford: Butterworth Heinemann, pp. 205 – 221

Session 11		Course-related trip / guest lecture Individual essay (module assessment – 25%)
Session 12 Last class	Ethics, equality and sustainability in European sport. Case study.	Core Reading: Beech, J. and Chadwick, S. (2007) The Marketing of Sport, 1st ed, London: Prentice Hall Financial Times chapter 20 Nyström, A. G., Mccauley, B., Macey, J., MScholz, T., Besombes, N. et al.. (2022) Current Issues of Sustainability in Esports, International Journal of Esports (online) https://www.ijesports.org/article/94/html Supplementary Reading: Evans, A. B., Agergaard, S., Campbell, P. I., Hylton, K. and Lenneis, V. (2020) Black Lives Matter: Sport, Race and Ethnicity in Challenging Times, European Journal for Sport and Society, v 17, n 4, pp. 289-300 Fifka, M. S. and Jaeger, J. (2020) CSR in Professional European Football: an Integrative Framework, Soccer & Society 2020, v 21, n 1, pp. 61-78 Forrest, D. and Simmons, R. (2003) “Sport and Gambling”, Oxford Review of Economic Policy, v 19, n 4 Morgan, H., Bush, A. and McGee, D (2021) The Contribution of Sport to the Sustainable Development Goals: Insights from Commonwealth Games Associations, Journal of Sport Development, v 1, n 2 (online) https://www.sportanddev.org/sites/default/files/202307/morgan.sport_.and_.sdgs_.pdf Woods, R. B. and Butler, B. N. (2021) Social Issues in Sport 4th ed, Champaign: Human Kinetics
w/c 8th December		Exam (module assessment - 25%)

READING LIST:

CORE

- Andreff, W. and Szymanski, S. (2008) Handbook on the Economics of Sport, Edward Elgar Publishing
- ASOIF (2022) The Solidarity Model of Organised Sport in Europe and Beyond. A Stable Platform for Collaboration (online)
https://www.asoif.com/sites/default/files/download/the_solidarity_model_of_organised_sport_in_europe_and_beyond.pdf
- Beech, J. and Chadwick, S. (2013) The Business of Sport Management, 2nd ed, London: Pearson Education
- Council of Europe (2023) Further Developing the European Sports Model (online) <https://rm.coe.int/further-developing-the-european-sports-model-european-sport-charter-pa/1680a1b1cf>
- Cuskelly, G., Hoyer, R. and Auld, C. (2006) Working with Volunteers in Sport. Theory and Practice, London: Routledge
- EOSE (2023) Sport Volunteering in Europe: Realities, Opportunities and Challenges, EOSE Secretariat
- International Olympic Committee (2012) Volunteers: Helping to make the Games happen(online)
<https://olympics.com/ioc/news/volunteers-helping-to-make-the-games-happen>
- Shank, M. D. (2005) Sports Marketing A Strategic Perspective, 3rd ed
- Zuev, V. (2018) The European Model of Sport: Values Rules and Interests, International Organizations Research Journal, v 13, n 1, pp. 51-65

RECOMMENDED

- Alexander, A. and Kim, S. B. (2015) Segmenting Volunteers by Motivation in the 2012 London Olympic Games, *Tourism Management*, v 47, pp. 1-10
- Beck, H. Prinz, A. and Van der Burg, T. (2022) The League System, Competitive Balance, and the Future of European Football, *Managing Sport and Leisure* (online) <https://doi.org/10.1080/23750472.2022.2137056>
- Doyle, J. P., Su, Y., Kunkel, T. (2020) Athlete Branding via Social Media. Examining the Factors Influencing Consumer Engagement on Instagram, *European Sport Management Quarterly*, v 22, n 4, pp. 506-526
- Duffraisie, S., Moreau, S., Sbeti, N. and Vonnard, P. (2020) The European Sport Space: Circulations, Organizations, and European Identity, *Digital Encyclopedia of European History* (online) <https://ehne.fr/en/node/12288>
- FIFA (2023) FIFA Council Confirms Key Details for FIFA Club World Cup 2025™ (online) <https://www.fifa.com/fifaplus/en/tournaments/mens/fifa-club-world-cup/articles/fifa-council-confirms-key-details-clubworld-cup-2025>
- FIFA (2023) One Month On: 5 billion Engaged With the FIFA World Cup Qatar 2022, (online) <https://www.fifa.com/tournaments/mens/worldcup/qatar2022/news/one-month-on-5-billion-engaged-with-the-fifa-worldcup-qatar-2022-tm>
- File, K. and Worlledge, T. (2023) Fan Identity and Football Culture: Locating Variation in the Discursive Performance of Football Fan Identities in a UK Stadium, *Soccer & Society*, V 24, n 7, pp. 974-989
- Hutchins, B., Rowe, D. and Ruddock, A. (2009) It's Fantasy Football made real: Networked Media, Sport, The internet and the Hybrid Reality of MyFootballClub, *Sociology of Sport Journal*, v 6, n 1, pp 89 - 106
- Ke, X. and Wagner, C. (2020) Global Pandemic Compels Sport to Move to eSports: Understanding from Brand Extension Perspective, in *Managing Sport and Leisure*, Routledge, Taylor Francis Group (online) <https://doi.org/10.1080/23750472.2020.1792801>
- Kim, M. E. J. (2023) What's New at Paris 2024? Discover the Sport of Breaking, (online) <https://olympics.com/en/news/paris2024-what-is-breaking-new-olympic-sport>
- Kim, S. B., Alexander, A. and Kim, D. Y. (2019) Volunteers' Motivation, Satisfaction, and Intention to Volunteer in the Future: The London 2012 Olympic Games, *Journal of Tourism and Leisure Research*, v 5, n 8, pp.431-454
- Koutrou, N. and Pappous, A. (2016) Towards an Olympic Volunteering Legacy: Motivating Volunteers to Serve and Remain-A Case Study of London 2012 volunteers, *Voluntary Sector Review*, v 7, n 3, pp. 269-291
- Koutrou, N., Pappous, A. and Johnson, A. (2016) Post-Event Volunteering Legacy: Did the London 2012 Games Induce a Sustainable Volunteer Engagement? *MDPI*
- Lloyd, O. (2023) World Rugby Sevens Series Rebranded as SVNS With New Relegation Format (online) <https://www.insidethegames.biz/articles/1139038/world-rugby-sevens-series#:~:text=World%20Rugby%20has%20rebranded%20its,and%20accessible%20to%20younger%20audiences>
- Llorens, M. R. (2017) eSport Gaming: The Rise of a New Sports Practice, *Sport, Ethics and Philosophy*, v 11, n 4, pp. 464–476
- Miege, C. (2017) Where Does The European Model of Sport Stand 25 years on from the Bosman Ruling?, *Sport Et Citoyennete* (online) <https://www.sportetcitoyennete.com/en/articles-en/where-does-the-european-model-of-sport-stand-25-years-onfrom-the-bosman-ruling>
- Mikkelsen, S. (2023) World Rugby Rebrand Sevens Series as SVNS for 2023/24 Season, With Eight Chase the Sun Events Scheduled for Men and Women (online) <https://olympics.com/en/news/world-rugby-new-svns-rugby-sevens-series-2023>
- Nair, R. (2023) Club World Cup set for June-July 2025, new Intercontinental Cup in 2024 -FIFA, Reuters (online) [https://www.reuters.com/sports/soccer/club-world-cup-set-june-july-2025-new-intercontinental-cup-2024-fifa-2023-1217/#:~:text=Dec%2017%20\(Reuters\)%20%2D%20FIFA's,governing%20body%2C%20said%20on%20Sunday](https://www.reuters.com/sports/soccer/club-world-cup-set-june-july-2025-new-intercontinental-cup-2024-fifa-2023-1217/#:~:text=Dec%2017%20(Reuters)%20%2D%20FIFA's,governing%20body%2C%20said%20on%20Sunday)
- Paris 2024 (2023) Paris 2024 Volunteer Programme (online) <https://www.paris2024.org/en/volunteers>

- Prince-Wright, J. (2023) USA to Host 32-team FIFA Club World Cup in 2025 (online)
<https://www.nbcsports.com/soccer/news/usa-to-host-32-team-fifa-club-world-cup-in-2025>
- Rahman, M. M., Rosenberger III, P. J., Ho Yun, J., de Oliveira, M. J. and Kocher, S. (2023) Keeping the ball rolling: using the S-O-R framework to investigate the determinants of football fan loyalty, Asia Pacific Journal of Marketing and Logistics, Emerald Publishing Limited
- Rein, I., Kotler, P. and Shields, B. (2006) The Elusive Fan Reinventing Sports in a Crowded Marketplace, New York: McGraw Hill Higher Education
- Richelieu, A. (2014) Strategic Management of the Brand in the World of Sport, Journal of Brand Strategy, v 2, n 4, Henry Stewart Publications
- Shaw, J. (2022) World Rugby Restructures Sevens World Series in Rebrand (online)
<https://www.sportstravelmagazine.com/world-rugby-restructures-sevens-world-series-in-rebrand>
- Shilbury, D., Westerbeek, H., Quick, S., Funk, D. and Karg, A. (2020) Strategic Sport Marketing, 4th ed, New York: Routledge
- Szymanski, S. (2009) Organising Competition, in Szymanski, S. (2009) An Introduction to the Economics of Modern Sports, New Jersey: Princeton University Press, pp. 27 – 58
- Sullivan, M. (2009) Sport Consumer, in Chadwick, S. (2009) The Business of Sport Management, Harlow: Pearson Education, pp128 – 153
- Urrutia, I., Robles, G., Kase, K. and Marti, C. (2008) The Internationalization of Club Atletico de Madrid S.A.D: Creating Value Beyond Borders, A Differential Strategy, in International Cases in the Business of Sport, eds Chadwick, S. and Arthur, D. (2008) Oxford: Butterworth Heinemann, pp. 205 – 221
- Weber, R., Brand, A., Koch, F. and Niemann, A. (2021) Cosmopolitans and Communitarians: A Typology of Football Fans Between National and European Influences, International Review for the Sociology of Sport, v 57, n 4, pp. 532–551
- Woods, R. B. and Butler, B. N. (2021) Social Issues in Sport 4th ed, Champaign: Human Kinetics
- Zimolista, A. (2003) Sport as Business, Oxford Review of Economic Policy, v 19, n4, pp 503 – 511