



IB 334 THE BUSINESS OF SPORTS IN EUROPE
IES Abroad Rome

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. While sports have been affected by and simultaneously contributed to accelerated globalizing tendencies, some important distinctions can be made between sports industry models in the US and Europe (Symanski, 2009). Focusing on the European sports industry, this course highlights the structures and systems of governance, and the ownership, financing and management of leagues, teams, facilities and events. Case studies examined include Euroleague Basketball, Virtù Roma, the English Premier League, London 2012 Olympic Games, and innovations in new stadium developments in Europe.

The comparison continues with an analysis of media rights negotiations and commercialization processes for major sports such as Cricket, F1 and Moto Sports. The role of sports marketing, in particular the management of endorsement deals and brands by leading sports apparel companies such as Nike, Adidas and Puma in US and European markets are compared. Throughout the course critical analysis of key issues and controversies affecting the sports industry in Europe is undertaken, including the over-commercialization of sports, ethical scandals involving sports betting, and the sustainability of team and league business models and changing technological innovations in sport.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COSTS: A class activity is a soccer game during the semester.

METHOD OF PRESENTATION:

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

Class debates and discussion: These serve to facilitate further understanding and application of concepts covered in class lectures and reading material / case studies.

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 lectures 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 - 10%
- Challenges and quizzes - 15%
- Blog creation and presentation - 25%
- Technology applied essay - 25%
- Final exam -25%

Class participation is assessed according to active involvement in lectures, completion of class tasks and activities, completion of the weekly quizzes and active participation throughout the course. Students are expected to prepare all required readings prior to class and actively contribute to class debates and online interactions.



The **oral blog creation and presentation** 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 blogs:

- Create content that critically analyzes a given theme related to the business of sports in Europe;
- Diffuse those contents through online networks;
- Generate informed discussion about the theme;
- Participate actively in the blogs created by other teams.

The presentation of the discussion created on the blog and its outcomes should be 20 minutes long.

The **essay** should be the equivalent of 2,500 words but with an infographic style to the delivery and design with full academic referencing of sources and is an in-depth analysis of technology and media technology applied to a sports entity.

The **final exam** is an in class exam covering each of the main topics 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: As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Rome classes, including course-related excursions. If a student misses more than three classes in any course without justification, 3 percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Week	Content	Assignments
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Week 1 and 2	Sport Media, Sport Governance, and a history of Sports in Europe. Inside the European sports system. The sport media cultural complex – the relationship between sport producers, the media, commercial organizations and the sport fan The globalization of sport and its governance in Europe. Case: Cricket and its development into a major sport business From amateurism to professionalism: a very brief history of sports in Europe and their fan base expansion	• Zimbalist, A. (2003). Sport as business. <i>Oxford review of economic policy</i>, 19(4), 503-511. • Hoehn, T. (2006). Governance and governing bodies in sport. <i>Handbook on the economics of sport</i> pp 227 – 239 • FIFA case study: selected newspaper articles • Sloane, P. J. (2006). 28 The European model of sport. <i>Handbook on the Economics of Sport</i>, pp 299 – 307 • McTague, T. (2019) America's Wildly Successful Socialist Experiment. <i>The Atlantic Daily</i>, September 2019 • Follow these 2 sites ○ Sports Pro https://podcasts.apple.com/gb/podcast/sportspro-podcast/id689306502 ○ UnofficialPartner https://podcasts.apple.com/si/podcast/unofficial-partner-podcast/id1459630823
Week 3, 4 and 5	Professional Leagues and Clubs: Ownership, Structure and Financing How professional leagues and clubs operate in Europe. Organizational and competition structures. Cases: Leagues (EPL, La Liga, Champions League, Euroleague) Team ownership models. Cases: Football club cases (FCB, MUFC, Manchester City, RB Leipzig, Forest Green Rovers); Financial regulation of sports organizations. UEFA Financial Fair Play Cases: Football and Basketball finances	• Hamil, S. (2008). Manchester United: the commercial development of a global football brand. <i>International cases in the business of sport</i>, 114-134. • Primault, D. (2007). European professional basketball in crisis: 1992–2002. <i>Handbook on the Economics of Sport</i>, pp 530 – 542 • Szymanski, S. (2010). The financial crisis and English football: The dog that will not bark. <i>International Journal of Sport Finance</i>, 5(1), 28-40. • Bank, S. A. (2022). The Emerging Battle for Control of Global Football. <i>California Western International Law Journal (forthcoming 2022)</i>, UCLA School of Law, Public Law Research Paper, (22-10). • Watch: ○ Covid-19 and Football Clubs https://youtu.be/viPqe93rW2c?t=10 ○ Bloomberg Business of Sport - https://podcasts.apple.com/za/podcast/bloomberg-business-of-sports/id1259520237
Week 6, 7 and 8	European Event and Facility Management. Stadium design in Europe. Trends and tendencies in European event and facility management. Major event management	• Andreff, W., & Szymanski, S. (Eds.). (2006). <i>Handbook on the Economics of Sport</i>. Edward Elgar Publishing. • Kuper, S., & Szymanski, S. (2009). Soccernomics: Why England loses, why Germany and Brazil win, and why

	models in Europe (mixed economy model and city marketing) Major sports facility construction in Europe. How ICTs are enhancing event and facility management, as well as spectator experiences.	the United States, Japan, Australia, Turkey—and even Iraq—are destined to become the Kings of the World's most popular sport. - Follow - Are you not entertained? https://podcasts.apple.com/sg/podcast/are-you-not-entertained/id1438454748
Week 9 and 10	The European Sports Consumer How sport consumer behavior is changing: Fan/consumer typologies; the global sports fan. The importance of fan identity, culture and heritage The Playstation generation. Cases: Formula 1, Tour de France, EA sports and gaming Data Analysis and Sport: changing tendencies and the future of the scout and the manager Lesson Objective(s) To understand the role of the fan in the sport business To understand the changing use of technologies in sport To evaluate the effectiveness of data analysis on and off the pitch	- Billings, A. C., Qiao, F., Conlin, L., & Nie, T. (2017). Permanently desiring the temporary? Snapchat, social media, and the shifting motivations of sports fans. <i>Communication & Sport</i>, 5(1), 10-26. - Beech, J., & Chadwick, S. (Eds.). (2004). <i>The business of sport management</i>. Pearson Education. - Keaton, S. A., Watanabe, N. M., & Ruihley, B. J. (2015). What types of sportfans use social media? The role of team identity formation and spectatorship motivation on self-disclosure during a live sport broadcast. <i>Television, social media and fan culture</i>, 89-107. - Follow https://www.sportbusiness.com/2020/03/introducing-the-sportbusiness-content-hub/ - Wired Podcast - https://podcasts.apple.com/ke/podcast/the-wired-podcast/id404893471 http://kennethcortsen.com/football-soccer-analytics-the-search-for-competitive-advantages/ - Watch https://www.youtube.com/watch?v=ILcXH_4rwr4&feature=youtu.be
Week 11 and 12	Sponsorship, Branding and Endorsement Sport sponsorship and endorsement in Europe. From philanthropy to brand management: the search for ROI (Return on Investment) on sponsorship deals. Creating icons (from Beckham to Ronaldo). The ethics of sport sponsorship: the growth of sports betting; tobacco; alcohol.	- Al Masari, H. J., & O'Connor, S. (2013). Sport marketing in the modern age: A case study of Etihad Airways' sponsorship of Manchester City Football Club. In <i>Sport management in the Middle East</i> (pp. 81-102). Routledge. - Lamont, M., Hing, N., & Gainsbury, S. (2011). Gambling on sport sponsorship: A conceptual framework for research and regulatory review. <i>Sport Management Review</i>, 14(3), 246-257.

	Managing brands in European sport and the role of social media and brand love The future of sports business in Europe. Saturation and over-commercialization: is it time for sport to return to its roots?	Ireland, R., Chambers, S., & Bunn, C. (2019). Exploring the relationship between Big Food corporations and professional sports clubs: a scoping review. <i>Public health nutrition</i>, 22(10), 1888-1897.
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COURSE RELATED TRIPS: RDC Espanyol Stadium and Euroleague Basketball HQ.

REQUIRED READINGS:

- Al Masari, H. J., & O'Connor, S. (2013). Sport marketing in the modern age: A case study of Etihad Airways' sponsorship of Manchester City Football Club. In *Sport management in the Middle East* (pp. 81-102). Routledge.
- Andreff, W., & Szymanski, S. (Eds.). (2006). *Handbook on the Economics of Sport*. Edward Elgar Publishing.
- Bank, S. A. (2022). The Emerging Battle for Control of Global Football. *California Western International Law Journal (forthcoming 2022)*, *UCLA School of Law, Public Law Research Paper*, (22-10).
- Beech, J., & Chadwick, S. (Eds.). (2004). *The business of sport management*. Pearson Education.
- Billings, A. C., Qiao, F., Conlin, L., & Nie, T. (2017). Permanently desiring the temporary? Snapchat, social media, and the shifting motivations of sports fans. *Communication & Sport*, 5(1), 10-26.
- Hamil, S. (2008). Manchester United: the commercial development of a global football brand. *International cases in the business of sport*, 114-134.
- Hoehn, T. (2006). Governance and governing bodies in sport. *Handbook on the economics of sport* pp 227 – 239
- Ireland, R., Chambers, S., & Bunn, C. (2019). Exploring the relationship between Big Food corporations and professional sports clubs: a scoping review. *Public health nutrition*, 22(10), 1888-1897.
- Keaton, S. A., Watanabe, N. M., & Ruihley, B. J. (2015). What types of sportfans use social media? The role of team identity formation and spectatorship motivation on self-disclosure during a live sport broadcast. *Television, social media and fan culture*, 89-107.
- Kuper, S., & Szymanski, S. (2009). Soccernomics: Why England loses, why Germany and Brazil win, and why the United States, Japan, Australia, Turkey—and even Iraq—are destined to become the Kings of the World's most popular sport.
- Lamont, M., Hing, N., & Gainsbury, S. (2011). Gambling on sport sponsorship: A conceptual framework for research and regulatory review. *Sport Management Review*, 14(3), 246-257.
- McTague, T. (2019) America's Wildly Successful Socialist Experiment. *The Atlantic Daily*, September 2019
- Primault, D. (2007). European professional basketball in crisis: 1992–2002. *Handbook on the Economics of Sport*, pp 530 – 542
- Sloane, P. J. (2006). 28 The European model of sport. *Handbook on the Economics of Sport*, pp 299 – 307
- Szymanski, S. (2010). The financial crisis and English football: The dog that will not bark. *International Journal of Sport Finance*, 5(1), 28-40.
- Zimbalist, A. (2003). Sport as business. *Oxford review of economic policy*, 19(4), 503-511.

RECOMMENDED READINGS:

- Andreff, W., & Szymanski, S. (Eds.). (2006). *Handbook on the Economics of Sport*. Edward Elgar Publishing, 241-253
- Angresano, J. (2008). Handbook on the Economics of Sport, by Wladimir Andreff and Stefan Szymanski. Cheltenham, United Kingdom: Edward Elgar, 2006. 848 pp. *Journal of Sports Economics*, 9(3), 333-335.

- Barget, E., & Gouguet, J. J. (2007). The total economic value of sporting events theory and practice. *Journal of Sports Economics*, 8(2), 165-182.
- Barros, C. P., & Leach, S. (2006). Analyzing the performance of the English FA Premier League with an econometric frontier model. *Journal of Sports Economics*, 7(4), 391-407.
- Ferrand, A. (2008). Olympic marketing: the power of the five rings band. *International cases in the Business of Sport*, 222-242.
- González-Gómez, F., & Picazo-Tadeo, A. J. (2010). Can we be satisfied with our football team? Evidence from Spanish professional football. *Journal of Sports Economics*, 11(4), 418-442.
- Lago, U., Simmons, R., & Szymanski, S. (2010). The financial crisis in European football: An introduction. In *Football Economics and Policy* (pp. 151-161). Palgrave Macmillan, London.
- Mueller, T., & Roberts, M. S. (2008). The effective communication of attributes in sport-sponsorship branding. *International Journal of Sport Communication*, 1(2), 155-172.
- Parrish, R. (2008). Access to major events on television under European law. *Journal of consumer policy*, 31(1), 79-98.
- Rines, S., & Miller, H. (2007). *Driving Business Through Sport 2*. International Marketing Reports.
- Rines, S., & Miller, H. (2007). *Driving Business Through Sport 2*. International Marketing Reports.