

Globalization and the internationalization of sport

I. COURSE DESCRIPTION

Companies in the consumer goods industry have long ago understood the opportunities that foreign countries represent. Hence, we should not be surprised to find Adidas in Indonesia, Dunkin Donuts in Germany, McDonald's in India, Nestlé in Belarus, P&G in Romania, and so on. However, it is only until recently that sports teams have started capitalizing on markets outside their immediate reach. Part of this is due to the nature of professional sports, which, for a long period of time, represented a local affair limited, at best, to a national or continental event. However, owing to the progress of technology and the increasing exchange across countries and cultures, professional sports haven taken a global dimension. All the more so since, some teams (FC Bayern Munich, Dallas Cowboys, Juventus Turin, etc.) and players (David Beckham, Roger Federer, Tiger Woods, etc.) have achieved the status of international or even global brands, and are managed as such.

But how do you go from a local product to a national and, eventually, a global brand in sports? What are the determinants of success required to start building a global sports team brand? What process should a sports team follow? What strategies are available to a sports team to establish itself as a global brand? We shall find some answers to these questions in this course, which will focus on globalization and the internationalization of sport.

With this idea in mind, this seminar should enable students to deepen their reflection, both from a conceptual and managerial point of view, on the following dimensions, around which the course is structured:

- 1) The globalization and internationalization concepts
 - a. The globalization concept and its expressions
 - b. The process of internationalization
 - c. The internationalization of brands
 - d. The globalization of sport: What? Why? Who? Where?
 - e. The synthesis of syntheses
- 2) The internationalization of branding in sport
 - a. Why should a sport team go international?
 - b. The process of internationalization of branding in sport: similarities and differences with theory and other industries

- c. The relevant strategies for the internationalization of branding in sport: a look at different actors (players, leagues, events, sponsors, equipment makers, etc.)
- d. Are all sport and all teams born equal? The importance of the context and some determinants of success in order to go international
- e. The synthesis of syntheses

From a pedagogical point of view, the seminar intends to develop three types of competencies among students (e.g. analysis, synthesis and evaluation). Throughout this course, students will develop analytical and practical skills in sports marketing. Students will be exposed to both theory and practice. Students will also be asked to reflect on the ethical aspects of sports marketing and sports business at the international level.

Based on the readings for the class, we will articulate the main concepts and establish links with the practical world of sports marketing and sports business. Cases, exercises, debates and other pedagogical surprises will complement the professor's performances. The objectives of this approach are three-fold:

- Develop critical thinking;
- Encourage the participation of a large number of students, even the introverts, in a context where risk is minimal;
- Help students analyze the relevance of theories by way of constructive criticism and real examples.

Furthermore, students will do synthesizing exercises and resolve practical cases. These methods will help enhance the learning process and enable students to develop specific skills related to sports marketing. These skills will hopefully become of use on the job market.

II. EVALUATION OF STUDENTS' LEARNINGS

Students will be marked on:

1. The presence, as well as the quality and intensity of their participation to class discussions: 10%.
2. The oral presentation of a case study in international sports marketing (in groups of 3, 4 or 5): 40%
3. A final exam which will cover all the material seen in class during the seminar: 50%.

Guidelines for the case study resolution:

What does the work involve. In teams of three, four or five, depending on the number of students signed up for the course, students will have 25 minutes to solve a case study, chosen among those listed at the end of the syllabus (first come, first served).

Evaluation criteria. The mark for the resolution of the case study will be based on the following five elements:

- The relevance of the proposed solution(s) (6 points).
- The coherence and structure of the presentation (16 points).
- The quality of the material used throughout the presentation (6 points).
- The communication skills of the group members (the ability to convey a convincing message), as well as the respect of the time allocated for the presentation (6 points).
- The managerial and conceptual implications you can draw from the case (6 points).

III. READINGS

Part 1: The globalization and internationalization concepts

- Cheng, J. M.-S., C. Blankson, P. C. S. Wu and S. S. M. Chen (2005). "A stage model of international brand development: The perspectives of manufacturers from two newly industrialized economies – South Korea and Taiwan". *Industrial Marketing Management*, 34 (5): 504-514.
- Hollis, N. (2009). "Rethinking globalization". *Marketing Research*, (Spring): 12-18.
- Mitry, D. J. and D. E. Smith (2009). "Convergence in global markets and consumer behaviour". *International Journal of Consumer Studies*, 33: 316-321.
- Oyedele, A., M. S. Minor and S. Ghanem (2009). "Signals of global advertising appeals in emerging markets". *International Marketing Review*, 26 (4/5): 521-541.
- Park, H.-J. and N. J. Rabolt (2009). "Cultural value, consumption value and global brand image: A cross-national study". *Psychology & Marketing*, 26 (8): 714-735.
- Resnick, B. (2010). "Top of mind". *Brandweek*, (January 25): 54.
- Rosenbloom, A. and J. E. Haefner (2009). "Country-of-origin effects and global brand trust: A first look". *Journal of Global Marketing*, 22 (4): 267-278.

- Townsend, J. D., S. T. Cavusgil and M. L. Baba (2010). "Global integration of brands and new product development at General Motors". *Journal of Product and Innovative Management*, 27: 49-65.
- Van Gelder, S. (2004). "Global Brand Strategy". *Journal of Brand Management*, 12 (1): 39-48.
- Varman, R. and R. W. Belk (2009). "Nationalism and ideology in an anticonsumption movement". *Journal of Consumer Research*, 36 (December): 686-700.

Part 2: The internationalization of branding in sport (and a comparison with other fields)

- Abreu, M. (2006). "The brand positioning and image of a religious organisation: An empirical analysis". *International Journal of Nonprofit and Voluntary Sector Marketing*, 11 (2): 139-146.
- Balmer, J. M. T., H. Stuart and S. A. Greyser (2009). "Aligning identity and strategy: Corporate branding at British Airways in the late 20th century". *California Management Review*, 51 (3): 6-23.
- Fullerton, S. and G. R. Merz (2008). "The four domains of sports marketing: A conceptual framework". *Sport Marketing Quarterly*, 17 (2): 90-108.
- Jun, J. W. and H. M. Lee (2007). "Enhancing global-scale visibility and familiarity: The impact of World Baseball Classic on participating countries". *Place Branding and Public Diplomacy*, 3 (1): 42-52.
- Kemming, J. D. and Ö. Sandikci (2007). "Turkey's EU accession as a question of nation brand image". *Place Branding and Public Diplomacy*, 3 (1): 31-41.
- Lee, S. (2010). "Marketing through sport: A case of a religious organization". *International Review of Public and Nonprofit Marketing*, January, online. <http://www.springerlink.com/content/h1285l48n605654w/>.
- Merrilees, B., D. Getz and D. O'Brien (2005). "Marketing stakeholder analysis. Branding the Brisbane Goodwill Games". *European Journal of Marketing*, 39 (9/10): 1060-1077.
- Rein, I. and B. Shields (2007). "Place branding sports: Strategies for differentiating emerging, transitional, negatively viewed and newly industrialised nations". *Place Branding and Public Diplomacy*, 3 (1): 73-85.
- Richelieu, A., S. Lopez and M. Desbordes (2008). "The internationalization of a sports team brand: The case of European soccer teams". *International Journal of Sports Marketing & Sponsorship*, 9 (4): 29-44.
- Vincent, J., J. S. Hill and J. W. Lee (2009). "The multiple brand personalities of David Beckham: A case study of the Beckham brand". *Sport marketing Quarterly*, 18 (3): 173-180.

IV. CASE STUDIES

All cases come from Chadwick, S. and D. Arthur (2008). *International cases in the business of sport*. Oxford: Butterworth-Heinemann.

- FC Barcelona, pp. 1-12.
- National Hockey League, pp. 13-29.
- Manchester United, pp. 114-134.
- Guinness, pp. 151-164.
- Atlético de Madrid, pp. 205-221.
- Olympic brand, pp. 222-242.
- National Basketball Association in Africa, pp. 372-388.

Wish you a nice seminar!