

MKG-5316-65

Sports Marketing

Fall 2018

Wednesday, 2:00 – 5:00 pm

3 credits

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I. COURSE DESCRIPTION

The main objective of this course is to lay down the foundations of sports marketing, at a time when the sports industry faces huge transformations through technology, media and, of course, money. The course will look at the different actors of the industry, namely teams, players, leagues, federations, events, managers, sponsors, equipment makers, etc. Comparisons between North America, Europe and the rest of the world will be made throughout the seminar by referring to concrete examples and recent research conducted by the professor. This class intends to broaden our horizons on sport business and sports marketing, as the two are strongly intertwined.

As such, this class is designed for two types of students: first, those who want to have a look at a fascinating industry and learn specific marketing approaches that could be of value in their career; second, students who are specifically looking to work (if not already working) in the sports industry and want to acquire (additional) knowledge and develop valuable skills.

During the semester, students will develop analytical and practical skills in sports marketing, as well as in sports business. Students will be exposed to both theory and practice. In addition, students will also be asked to reflect on the ethical aspects of sports marketing and sports business.

II. TOPICS AND COURSE OBJECTIVES

Eleven topics will be covered throughout the seminar:

1. The sports industry today and major trends that impact the actors of the sports ecosystem;
2. The role and value of “fan-actors”, co-creators of their experience and ambassadors of the sports organization;
3. The creation and management of a sports brand;
4. The most effective branding strategies, such as product and brand extensions, co-branding, lifestyle branding, retro-marketing and storytelling;
5. The development of a value proposition for fans around pricing strategies;
6. The sports arenas, multipurpose stadiums and their socio-economic impact;
7. The benefits of sporting events, be they major or minor ones, and how they can lead to a successful place branding strategy for cities, regions and countries;

8. The risks of sports betting, corruption, doping, etc., as well as their impact on the integrity of sports and the sports brand;
9. Sports for development and peace initiatives / projects;
10. The globalization of sports and the internationalization of sports actors;
11. The synthesis of syntheses to crystallize our learnings.

Additionally, students will work on developing:

- Oral and written communications skills;
- Interpersonal skills and team work;
- A reflection on their career path and their personal growth.

The first two skills mentioned above will be used during the oral presentations and the semester project. For the third one, the students will be challenged with a self-evaluation formative / synthesis exercise at the end of the semester, among others.

Nota bene 1: In order to get the most out of this fascinating class and achieve their learning objectives, students must be ready to seriously commit to the course or refrain from registering altogether.

Nota bene 2: Neither audio nor video recording of the course sessions is allowed.

Nota bene 3: Given the growing concern among both professors and students over significant lapses in classroom etiquette (i.e. incessant chatting, recurring lateness, repeatedly walking in and out of class, use of technology in disruptive ways), it is imperative to remind students that they shall be held accountable for espousing a responsible professional behavior, as well as for creating a classroom environment that is conducive to effective learning.

Nota bene 4: The use of technology in class in ONLY permitted for work related to the course. Cellphones must be switched off and stored away unless indicated otherwise by the professor.

III. EVALUATION AND SCALE OF GRADING

Students will be marked on six items:

1. The early sports quiz (**September 19, 2018**): 10%.
2. The analysis and presentation of a weekly topic (**starting September 19**): 10%.
3. The mid-term exam (**October 17**): 20%.
4. The marketing plan presentation, including a report in power point format (**December 5**): 25%.
5. The final exam (**December 12**): 30%.
6. The individual contribution to the course (**throughout the semester**): 5%.

Nota bene 1: Overall, the individual assignments represent 65% of your final grade.

Nota bene 2: All assignments must be delivered in English.

3.1 The early sports quiz (10%).

In order to start the semester on the right foot and get the students involved accordingly, a quiz shall be held on **September 19**. Students shall have 25 minutes to answer specific questions based on all the readings, material and content scheduled up to that point.

Nota bene: No make-up quiz under any circumstances.

3.2 The analysis and presentation of a weekly topic (10%). Starting September 19, students will take the stage.

What does the work involve? Every week, we shall study a specific topic related to sports marketing and sports business. In teams of six individuals, students will have 25 minutes maximum to analyze and present the respective topic (see the list of topics below). First come, first served basis, as the topic is unique to each group:

September 19: “Fan-actors”.

September 26: Building and managing a sports brand: Similarities and differences between a sports organization and an athlete.

October 3: Effective branding strategies in sports.

October 10: Dynamic pricing strategy in sports.

October 24: Multipurpose stadiums.

October 31: Place branding through sports.

November 7: Organizing sporting events: Opportunities and risks for small and big events.

November 14: Ethical issues in sports and their impact on the integrity of both the game and the industry.

November 21 (could be rescheduled on November 28, based on the constraints of the agenda; to be confirmed): Sports for development and peace projects / initiatives.

November 28: Internationalization strategies in sports.

Evaluation criteria. The mark for the presentation will be based on three elements (10 points in total):

- The quality of the content of the presentation: Research, analysis and relevant examples [minimum of three video examples which are no older than four years old] (6 points);
- The quality of the material used throughout the presentation (power point, layout of the text, written English, etc.) (2 points);
- The communication skills of the group members, including the respect of the time allocated for the presentation (2 points).

As per the **structure** of your exposé, I strongly recommend you to use the following:

- The introduction and the definition of the topic you present;
- The components of the topic presented in details that allow us to understand the subject you analyze, for instance the different forms it takes, its pros and cons, examples that enable you to support your point, etc.;

- The possible comparisons you can make between countries and cultures in relation with the topic you present (do not be shy to explore what is being done around the world!);
- The future perspectives and your recommendations;
- The conclusion and synthesis of your exposé;
- The presentation shall end with a debate question or a game that will allow you to launch the discussion with the rest of the classroom and crystallize the learnings. This question or game shall take place following the 25 minutes at your disposal to make your exposé.
- The discussions shall continue under the helm of the professor who will complement the content the students would have contributed in building. In this regard, this shall be a perfect illustration of a co-construction of our learnings.

What to hand in to the professor? Prior to entering the stage, students will hand in:

- A paper copy of their slides;
- A list of references used to prepare the written document;
- A cross-evaluation of your team members (the form can be found at the end of this syllabus).

Moreover, an electronic version of their presentation, including the video links (from youtube, please), will be sent to the professor by e-mail the day before the students' exposé.

Nota bene 1: A late submission of the required documents, in all or in part, will result in points being deducted from the presentation grade.

Nota bene 2: All students are on stage for the exposé.

Nota bene 3: Each student grade shall be based on their respective contribution, as reflected by their performance on stage and the cross-evaluation forms.

Nota bene 4: An absence on the day of your scheduled presentation shall automatically result in a mark of "0" for this assignment.

Nota bene 5 (deadline): The teams and the order in which the presentations will be carried out must be finalized by September 12, at 3:30 pm, at the latest. All the necessary information will be provided to the professor in writing.

3.3 *A mid-term exam (20%).*

Content and format. The mid-term exam will be held on **October 17, 2018**, during class hours¹. The mid-term exam will cover all material presented and discussed in class from the beginning of the term up to what shall be on the agenda during the class held on week 6. This means all the teaching material, the presentations, as well as all the book chapters identified in the syllabus and other articles / examples / exercises posted by the professor on “moodle”. The exam will evaluate whether the students have mastered the key concepts learnt in class and how diligent they have been in doing the preparation that is expected from them in a university course. The mid-term exam will be made up of short answer-type questions.

Exam logistics. The duration of the mid-term exam will be 90 minutes maximum.

Nota bene: NO make-up exam under any circumstances.

3.4 *A marketing plan presentation, including a written report in power point format (25%).*

What does the work involve? Each team, composed of six students, which can be the same as your first presentation group, will choose a sports brand, as long as it has an international potential. From there, teams shall prepare a written report and deliver a presentation of a marketing plan, based on the learnings acquired in class, as well as primary and secondary data collected.

All projects are unique to each and every team. The deadline to transmit the information to the professor, in writing, on your choice and team members is **September 19 at 3:30 pm**.

Content. The report shall be prepared in power point format and include the following sections:

- An executive summary which underlines the main conclusions and recommendations of the report (not to be confused with an introduction, please);
- An introduction;
- A brief but precise presentation of your chosen sports brand;

¹ Unless noted otherwise.

- A marketing plan, including the “4 Ps” but also specific examples of marketing actions undertaken by the brand, domestically and internationally, with a direct link to some concepts and strategies studied in class;
- A conclusion which summarizes the key points of your work, as well as perspectives for the brand in years to come;
- A bibliography;
- Appendices, if necessary.

Format AND deadline. The following instructions must be respected:

- The report shall have a maximum of 20 pages, written in power point format;
- It shall be in Arial font, with characters no smaller than 18 pts;
- It will be printed in colors, with a proper binding;
- The document shall be handed in before entering the stage, **December 5**;
- You must evaluate the contribution of your teammates and insert all evaluation sheet with your report. Alternatively, a team may decide to fill in only one evaluation sheet. Of course, this or these sheets do not count towards the page limit of the report.

In addition to their written report, students will have 10 minutes maximum to make an oral presentation. The report shall help you deliver your performance on stage. The evaluation criteria for both the report and the exposé are underlined below.

Evaluation criteria. The presentation and the written report shall be evaluated as follows:

- The written report in power point format: The structure of your work; The clarity of your ideas and recommendations; The research and analysis efforts; The overall quality of your visual presentation and written English (10 points);
- The oral abilities of the team members: The way you express yourself and how prepared you are to enter the stage; The ability to convince your audience; Respect of the time allocated for the exposé; How you carry yourself in front of the classroom (10 points);
- The overall quality of your report and exposé: Content and format-wise, how good is your work? (5 points).

Nota bene 1: All team members are on stage during the presentation.

Nota bene 2: An absence on the day of the presentation shall automatically result in a mark of “0”.

Nota bene 3: Past the deadline, the written report shall not be evaluated.

3.5 A final exam (cumulative) (30%).

Content and format. The final exam will be held on **December 12**, during class hours². The final exam will cover all material presented in class from the beginning of the term, including all presentations, examples exercises and readings assigned to the students by the professor. The exam will evaluate whether the course objectives were met and whether students were able to develop the skills that are related to the topics covered in class. The final exam will mostly be made up of mini-cases. Through the final exam, I will assess the students' knowledge and understanding of fundamental concepts underlined in class and their ability to apply these concepts to sports marketing cases.

Exam logistics. The final exam will, first and foremost, evaluate comprehension. Consequently, for this exam only, students will be allowed to bring a 21.5 x 27.9 cm “cheat sheet” with notes on both sides of the page. Notes can be hand-written or typed. The final exam will be 3h00 long.

Nota bene: NO make-up exam under any circumstances.

3.6 A contribution to the class (5%)

What am I looking for? A learning experience is a joint responsibility between the professor and the students. Furthermore, we intend to make this class a true seminar. Consequently, students' participation is instrumental in the dynamics of the course and the learning process. This means that students are expected to be physically and psychologically present in class and participate in a constructive way, even those who are introvert. In this regard, I will take into account the attendance, as well as the frequency and quality of interventions, such as by providing a sound analysis of a case study, current examples, etc.

² Unless noted otherwise.

Lack of discipline and *savoir-vivre* will be penalized in the contribution grade. This includes, without being limited to, the inappropriate use of cellphones and social media in class. As actor Colin Firth once said in one of his movies: “Good manners make a man, they make a woman”.

Scale of grading			
A+ = 90% and above	A = 85% to 89.9%	A- = 80% to 84.9%	B+ = 77% to 79.9%
B = 73% to 76.9%	B- = 70% to 72.9%	C+ = 67% to 69.9%	C = 63% to 66.9%
C- = 60% to 62.9%	D+ = 57% to 59.9%	D = 55% to 56.9%	E = Below 55%

In order for a student to pass the course MKG-5316, he or she must respect the two following rules:

- a. Achieve an overall grade of at least 55% in all the activities of the course, as described in the evaluation section, AND
- b. Achieve an overall grade of at least 55% in the individual work and evaluation, as described in the evaluation section. In this class, individual assignments represent 65% of your final grade.

The Marketing Department will refuse any request to repeat an exam regardless of the program of studies, once a student presences herself or himself at an exam and has undertaken such an exam at the scheduled time.

Please, also note that the evaluation of the professor’s performance shall probably take place on the 12th or 13th week of class.

ASESH

Étudiants ayant une déficience de type visuelle, auditive, motrice, trouble d’apprentissage, trouble envahissant du développement et trouble de santé mentale

Les étudiants qui ont une *lettre d’Attestation des mesures d’aménagements académiques* obtenue auprès d’un conseiller de l’**Accueil et soutien aux étudiants en situation de handicap (ASESH)** doivent rencontrer leur professeur au début de la session afin que des mesures

d'aménagements en classe ou lors des évaluations puissent être mises en place. Ceux qui ont une déficience ou une incapacité mais qui n'ont pas cette lettre doivent contacter l'**ASESH** au 514-987-3148 ou se présenter au local AB-2300 le plus tôt possible.

PLAGIARISM, ACADEMIC FRAUD AND HARASSMENT

“Regulation no.18 (Règlement no.18) of the Université du Québec à Montréal deals with the integrity and honesty of academic work in all its forms. This regulation deals with all acts of plagiarism (copying, cheating, etc.) and all the penalties that may be imposed on the individuals found guilty of such act of plagiarism or fraud. It is the responsibility of everyone to be aware of the existence of this regulation. Ignorance of this regulation cannot be invoked in the defence of a student who has committed such an act. Professors and instructors have the duty to enforce its application. The text of Regulation no. 18 dealing with infractions of an academic nature is provided below”.

Plagiarism

Regulation no. 18 on infractions of an academic nature

Any act of plagiarism, fraud, copying, cheating or falsification of a document which is committed by a student, as well as any participation in these types of acts or attempts at committing them, during an exam or assignment subject to evaluation or in any other circumstance, constitutes an infraction in the sense or meaning of this regulation.

The non-exhaustive list of infractions includes:

The substitution of persons or individuals;

The total or partial use of somebody else's text by pretending it to be your own, without reference to the original author;

The transmission of an assignment or work for evaluation which essentially constitutes an assignment or work which had already been the object of an academic evaluation at the University or in another institution of learning, except when a prior authorization had been granted by the professor;

Obtaining through theft, scheming, manoeuvring or corruption questions or of answers of exams or of any other non-authorized document or material, or of a non-deserved

evaluation;

The possession or use, before or during an exam, of any non-authorized document;

The use during an exam of the copy of an exam belonging to another person;

Obtaining non-authorized help or assistance, whether it be collective or individual;

The falsification of a document, in particular, of a document transmitted by the University or of a document from the University which has been transmitted or not to a third party or person, under any circumstance;

The falsification of research data in an assignment or work, in particular, in a thesis, dissertation, a "mémoire-cr ation", a report on a practical training, stage, or a research project;

The penalties for the above infractions are specified in article 3 of Regulation no. 18;

For additional information on academic infractions and on how to avoid them, please see:

www.integrite.ugam.ca

Policy statement on Sexual harassment (Policy 16)

Sexual harassment is defined as a unilateral and unwanted verbal or physical conduct of a sexual nature with the effect of compromising the recipient's rights including the right to fair and reasonable conditions of employment or education and the right to the safeguard of dignity.

According to Policy 16, harassing conduct includes:

1. Making persistent or abusive sexual requests that are unwanted.
2. Making suggestive remarks, comments, jokes, or subjecting someone to persistent verbal abuse of a sexual nature that could adversely affect the recipient's work or educational environment.
3. Making sexual advances or persistent unwanted proposals of a sexual nature.
4. Physical contact, fondling, pinching, patting, rubbing, and unwanted kissing.
5. Making submission to or rejection of the above cited conduct the basis for employment or educational decisions.
6. Any acts of voyeurism or exhibitionism
7. The use of physical violence to pressure or force the recipient to have sexual contact or unwanted sexual intimacy with oneself.
8. Any other offensive behavior that is of a sexual nature and is unwanted.

For further information on sexual harassment policy, please visit our website:

http://www.instances.ugam.ca/ReglementsPolitiquesDocuments/Documents/Politique_no_16.pdf

Anyone who wishes to speak and or report incidents of sexual harassment to the Sexual Harassment Prevention Office may get in touch with us at:

514-987-3000, poste 0886

<http://www.harcelement.ugam.ca>

IV. BIBLIOGRAPHY

Mandatory book:

Desbordes, M. and A. Richelieu (2012). *Global Sport Marketing. Contemporary Issues and Practice*. London, UK: Routledge Publishers. (a new edition shall appear in 2019)

Nota bene 1: It is expected that the mandatory book is in each and every student possession; the readings must be done prior to coming to class!

Nota bene 2: Please, note that I will go above and beyond the book during our lectures. Each week, the chapters must be read in order to prepare for the class content and discussions. But by no means shall I repeat the book chapters during our classes.

Course site on “moodle”:

The course site can be accessed at <http://www.moodle.ugam.ca>. I invite all students to visit the site regularly for the course slides, internet links, updates, information and pedagogical surprises! Should you have a specific question for the professor, please contact me directly by e-mail, phone or in person, not via the forum.

Nota bene: Check the syllabus before sending questions for which you already have the answer(s). This is a precious tool that you should consult throughout the semester!

V. COURSE OUTLINE^{© 3}

Date	Content	Preliminary reading	Task
Week 1 September 5	Introduction. Syllabus. Course objectives and expectations. Major trends in the sports industry.	Desbordes & Richelieu, Introduction. Articles and other documents on “moodle”.	<u>Teams for the first presentation:</u> Topic and team members transmitted in writing to the professor. <u>Exercise to be done by the students:</u> Identify five major trends in the sports industry today.
Week 2 September 12	“Sportainment”: The merger of sports and entertainment.	Desbordes & Richelieu, Chapter 7. Articles and other documents on “moodle”.	<u>Last day to finalize your team for the first presentation.</u>
Week 3 September 19	Early sport quiz. “Fan-actors”: Co-creators and ambassadors of the sports organization / actor / brand.	Articles and other documents on “moodle”.	<u>Last day to finalize your team for the semester project. Hand-in the info to the professor in writing.</u> <u>1 presentation.</u>
Week 4 September 26	Building and managing a sports brand.	Desbordes & Richelieu, Chapter 1. Articles and other documents on “moodle”.	<u>1 presentation.</u>
Week 5	Branding strategies.	Desbordes &	<u>1 presentation.</u>

^{© 3} For information purposes only. We may elaborate on certain items depending on the level of interest of students or the difficulty of the topic. Furthermore, I am not responsible for events outside of my control that occur during the semester which may disrupt the class and / or the semester.

October 3		Richelieu, Chapter 3. Articles and other documents on "moodle".	
Week 6 October 10	Developing a value proposition for fans around pricing strategies. Preparation for the mid-term exam.	Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 7 October 17	Mid-term exam		
Week 8 October 24	Multipurpose arenas.	Desbordes & Richelieu, Chapter 8. Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 9 October 31	Place branding through sports.	Desbordes & Richelieu, Chapter 4. Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 10 November 7	Organizing and managing events.	Desbordes & Richelieu, Chapter 5. Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 11 November 14	Ethical issues in sports.	Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 12 November 21	Sports for development and peace.	Articles and other documents on "moodle".	<u>1 presentation (could be moved to November 28, depending on the</u>

			<u>agenda).</u> <u>Two weeks left before the semester project due date: Time to wrap things up!</u>
Week 13 November 28	Internationalization and globalization of sports 1.	Desbordes & Richelieu, Chapters 2 & 6. Articles and other documents on "moodle".	<u>1 presentation.</u>
Week 14 December 5	Internationalization and globalization of sports 2. End of content. Synthesis of syntheses to crystallize our learnings. Job opportunities in the sports industry. Preparation for the final exam.	Desbordes & Richelieu, Conclusion. Articles and other documents on "moodle".	<u>Semester projects deadline AND presentations.</u> What have I learnt in this class? What competencies can I bring to a sports organization? Identification of sports marketing job and research opportunities.
Week 15 December 12	Final exam		

Wishing you an enjoyable semester of sports!

VI. CROSS EVALUATION FORM FOR THE TWO PRESENTATIONS

STUDENT NAME: _____

In the table below, you shall assess the contribution of each and every team member, including yours, by providing a grade between 0 and 100%. Be fair and respectful, please!

Name of the team member	Grade of the team member out of 100%
Member 1:	Grade:
Member 2:	Grade:
Member 3:	Grade:
Member 4:	Grade:
Member 5:	Grade:
Member 6:	Grade:
Member 7:	Grade: