

Workshop Programme



Sport and Sport Business

Facing the Challenges of
Internationalisation

heilbronn business school

Im Studlenzentrum der Dieter Schwarz Stiftung

April, 23rd - 24th 2007

Location:
heilbronn business school ▪
Bahnhofstraße 1 ▪ 74072 Heilbronn ▪ Germany ▪
12th Floor



OUTLINE

Sport plays one of the most significant roles in the everyday life of people around the world, for both those who actively participate in it or just watch and support it. Reflected by the mass media, sport, today has not only become great entertainment, an occupation and a lifestyle, but solid business as well. Sport businesses internationalize, build global brands and, increasingly, develop modes of international operation. The trade around the globe of sporting goods, sports equipment as well as the construction of sports complexes, racecourses and arenas has developed into a multi-billion dollar business in recent years. The United Nations estimate that sport- related turnover amounts to 3% of total world economic activity. In total, the global sports industry is valued by the United Nations at around US\$1.5 trillion - or the equivalent of US\$240 for every person on the planet. In addition, cities and nations that host and successfully manage mega-sporting events are able to promote themselves on a global scale, and can expect to increase tourism, create jobs, improve infrastructure, and boost national demand for products and services.

Given its importance, it is surprising that the international spread of sport-related industries and the economic impacts of mega-sporting events has not been covered extensively in International Business research and literature so far. In this sense, the workshop at *heilbronn business school* aims to link context, practices and institutions of a specific industry and challenge mainstream International Business approaches and theories that might be used to explain this development. The workshop seeks to gain a better understanding of the globalisation of sports and sport-related industries, including the motives and patterns of internationalisation; the economic impacts of mega-sporting events and solutions or lessons from International Business approaches and theories they need to learn in the course of going global. By doing so, we also respond to calls from within the sport industry as well as in the sport management literature for building theoretical models that capture the international dimension of sports.

Organisers

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ABOUT HEILBRONN BUSINESS SCHOOL



Education in Business Management: heilbronn business school is an internationally oriented university specialising in management education. It is a learning organisation in which the university administration, professors, lecturers, staff and students cooperate closely to achieve the university's vision. In July 2006, it received institutional accreditation from the Wissenschaftsrat, the advisory body to the German Federal Government and the state governments for higher education institutions and the research sector. heilbronn business school is also officially recognised by the government of Baden-Württemberg as a university of applied sciences under German Law.

International Scope: The faculty at heilbronn business school consists of internationally renowned professors and lecturers from Germany and abroad. Its programmes' and research focus is on future global market trends and international developments in business practice. heilbronn business school is developing strategic partnerships with other universities in Great Britain, the USA, Eastern Europe, Asia and South America with the aim of enhancing its international profile in education and research.

Connecting Research to Practice: It is the aim of heilbronn business school to provide executives with exciting new research-based insights into strategies, concepts, methods and solutions. The university has focused its research on practical and empirical projects in the fields of leadership, innovation, international business and the use and implementation of information technologies in business practice. Consulting projects are also carried out within these subject areas.

In Dialogue with Leaders and Executives: heilbronn business school offers companies the opportunity to cooperate in education and research. Its academic programmes have been developed in dialogue with companies for the careers of the future. The university organises events and meetings between academics and managers with the aim of integrating the work of scientific disciplines and business practice.

Promotion of Management Talent: heilbronn business school is a private-foundation university, established to develop management talent. The courses of study and teaching concentrate on a range of part-time Masters Programmes in management and business law. Possibilities exist for post-graduate doctoral studies in cooperation with partner universities. Further education programmes for management teams are also offered.



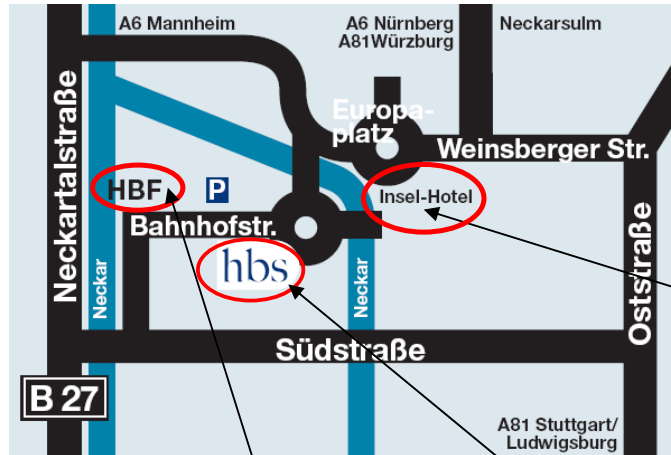
Time	Subject	Speakers	Place
Until 3:30pm	Arrival at Insel Hotel		Insel Hotel
3:30pm	Departure to Audi Forum		In front of hbs building ("Neckarturm")
4pm	Arrival at Audi Forum, Reception		Audi Forum, Neckarsulm
4:30pm	Welcome by the President of heilbronn business school	Prof. Dr. Rommel, President of heilbronn business school	Audi Forum, Room "NSU"
4:45pm	Audi's History and Involvement in Motor Sports	Uwe Hans Werner, Director of Audi Forum	Audi Forum, Room "NSU"
5:30pm	Discovery Tour of the Audi Forum and the Audi Production Plant in Neckarsulm		Audi, Neckarsulm
7.45pm	Dinner		Restaurant "Nuvelari", Audi Forum
Around 10:30pm	Departure to Insel Hotel		In front of Audi Forum

Time	Subject	Speakers	Affiliation	Title
8:00-8:30am	Welcome by the Organisers	Harald Dolles, Sten Södermann	heilbronn business school (Germany) School of Business, Stockholm University (Sweden)	Sport and Sport Business – Facing the Challenges of Internationalisation
8:30-9:15am	Keynote Speech	Ralf Karnowsky	Intersport Germany eG, Heilbronn (Germany)	Intersport – 50 Years of National and International Development
9:15-9:30am	Break			
9:30-10:30am	1st Session Economic Impacts of Mega Sporting Events	Wolfram Manzenreiter	Department of East Asian Studies, University of Vienna (Austria)	The Benefits of Hosting – Japanese Experiences from the Football Worldcup 2002 Korea/Japan
	Chair: Simon Chadwick	Siri Terjesen	Brisbane Graduate School of Business, Queensland University of Technology (Australia)	Venturing beyond the Marathon – the Entrepreneurship of Ultrarunning and the IAU Worldcup in Korea
10:30-10:45am	Coffee Break			
10:45-11:45am	2nd Session Beyond Mega Sporting Events – Political and Social Impacts	Chandrashekhar Lakshman & G. R. Chandrashekhar	Indian Institute of Management, Indore (India)	Differential Impact of Mega Sporting Events on Nations – Developed versus Emerging Economies of Asia
	Chair: Ming Li	Sue Bridgewater	Warwick Business School, University of Warwick (UK)	Sports Business and Emerging Markets
11:45-1:30pm	Lunch			
1:30-2:30pm	3rd Session Mega Sporting Events in China	Holger Preuss	Institute of Sport Science, Johannes Gutenberg-University, Mainz (Germany)	Ambush Marketing in the Chinese Sports Business
	Chair: André Richelieu	Anna Fyrberg	School of Business, Stockholm University (Sweden)	The Coming Olympic Equestrian Games – Driving Hong Kong's Brand Image

2:30-2:45pm	Break			
2:45-4:15pm	4th Session International Development of the Sports Industry Chair: Sue Bridgewater	Simon Chadwick	Birkbeck Sport Business Centre, Birkbeck University of London (UK)	Sport – From Local Socio-Cultural Contest to 21 st Century Global Industry
		Arun Kumar Jain	Indian Institute of Management, Lucknow (India)	The State of Internationalisation of the Sports Industry in India – Some Conceptualisations
		Ming Li	School of Recreation and Sport Sciences, Ohio University (USA)	The Sport Industry in Eastern Asia – Implications of International Expansion for Sport Businesses
4:15-4:30pm	Coffee Break			
4:30-6:00pm	5th Session Branding and Sponsoring Chair: Siri Terjesen	Anne Bourke	College of Business & Law, UCD Business Schools, Dublin (Ireland)	Strategic change in National Governing Bodies: Insights from the Gaelic Athletic Association
		Michael Schilhaneck	University Bayreuth (Germany)	Brand Management in the Professional Sports Club Setting
		André Richelieu & Michel Desbordes	Faculty of Administrative Science, Université Laval, Québec (Canada) Université Marc Bloch, Strasbourg (France)	The Internationalisation of a Sports Team Brand – The Case of European Soccer Teams
6:00-6:30pm	Break			
6:30-8:30pm	Panel Discussion Chairs: Sten Södermann Harald Dolles	Sten Söderman & Harald Dolles	School of Business, Stockholm University (Sweden) heilbronn business school (Germany)	Introduction: The Network of Value Captures in Professional Football
		Lars-Christer Olsson	Formerly: Union of European Football Association, Nyon (Switzerland)	Governing Institutions of Sports – Are Major Sports In-Sourcing rather than Out-Sourcing Marketing and TV?
		Martin Hägele	FC Bayern München AG, Munich (Germany)	International Marketing Strategies – As seen from a Leading Professional Football Club's Perspective
From 8:30	Reception			

DIRECTIONS

By car:



Motorway A6 exit 36 (Untereisesheim), towards Heilbronn. At the garden center („Pflanzen Kölle“) take exit at the right. At traffic light on top of the hill turn left towards the city center („Zentrum“) Pass the bridge, 2nd traffic light turn right into „Kranenstraße“. At roundabout turn right again.


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heilbronn business school building „Neckarturm“

Heilbronn main train station („Heilbronn Hauptbahnhof - HBF“)

From Stuttgart Airport by train:

At the airport, turn to the regional train station, following this sign: . Take line S 2 or S 3 towards Stuttgart main train station (Hauptbahnhof). Arriving at the basement of the station, walk up to the supra regional tracks and take a regional train (RE or RB) towards Heilbronn.

It is recommended to buy a ticket for the complete journey already at the airport train station. A one-way ticket from the airport to Heilbronn costs about €12.40 and the journey takes about 1.5 hours (including changing time). Trains run about every half an hour.

Arriving at Heilbronn main train station („Heilbronn Hauptbahnhof – HBF“), walk out of the station building, turn left and walk along „Bahnhofstraße“ until you arrive in front of the building („Neckarturm“, Bahnhofstr. 1) where heilbronn business school is located. The hotel is on the opposite side of the building.

ABOUT HEILBRONN



Position: Heilbronn lies at the intersection of the following motorways/federal roads: A 81 (Singen-Stuttgart-Heilbronn-Würzburg) and A 6 (Saarbrücken-Mannheim-Heilbronn-Nürnberg) also B 27 (Stuttgart-Heilbronn-Würzburg), B 39 (Speyer-Heilbronn-in the direction of Schwäbisch-Hall) and B 293 (Heilbronn-Karlsruhe).

Economy: 57,033 jobs entailing N.I. contributions thereof in Industry: 33,1 %, commerce: 23,5 %, service sector: 40,9 % (Source: State Statistics Office as at 30.06.2006). 1,442 trade business (Source: Heilbronn-Franken Chamber of Trade as at 31.12.2006) Principal industries: Metal (car accessories, machine and tool construction), electronics, food and luxury foods, paper and printing, chemicals, salt mining. Important wholesale concerns, efficient retail sector, with a wide catchment area.

Wine production: One of the largest German wine producing areas with 531 ha of vineyards. Germany's leading red wine region. Principal grape varieties: Trollinger, Black Riesling, Lemberger, Riesling, Kerner. Wine Panorama Trail on the theme "Wine & Wine production in Heilbronn" on the Wartberg; "Wine Villa".

Sports facilities: Franken Stadium - 18,000 spectators, "Knorr-Arena" at Europaplatz 4,000 seats (ice rink in winter, venue in summer), "Römerhalle" (sports hall) - over 900 spectators, 37 sports grounds, 35 playing fields, 48 gymnasiums & sports halls, also horse riding facilities, shooting ranges, roller skating rink, ice skating rink, climbing wall, indoor climbing wall in Block E, 90 tennis courts, squash courts, opportunities for water sports on the Neckar river and canal, cycle tracks, skating areas, rollerblading routes. 72 sports clubs with 30,000 members and 118 clubs for general leisure activities.

History: 741 A.D. - first mention in a document as "Helibrunna"; 1146 - market, mint & port; 1281 - first known charter granted by Rudolf I of Habsburg; 1371 - first constitution as an "Imperial City" (under the direct rule of the Emperor); 1633 - the "Heilbronn Convention" (alliance of the Protestant powers with Sweden); 1803 - end of the "Imperial City" period; late 19th century - one of the largest industrial towns in Württemberg; 04/12/1944 - over 6000 people die in an air raid, the Old Town is destroyed; since 1970 a "Großstadt" (special designation linked to number of inhabitants).

Further Information: For further information visit www.heilbronn.de and www.heilbronn-marketing.de/index.asp?lang=02

ABOUT AUDI FORUM



Picture taken from: http://www.museummobile.de/neckarsulm/deutsch/02_markeausstellung/02_01.php

The Audi Forum: The Audi Forum Neckarsulm invites you to get to know Audi better. It offers the fascinating opportunity to experience the brand, its products, services and history authentically at one of the company's major production locations, and to really feel Audi's unmistakable philosophy.

The Audi Forum Neckarsulm therefore sees itself as an open communication platform whose diverse range of services is geared as much to Audi customers as it is to interested guests and the organisers of gastronomic, business and cultural events. The Customer Center for customers collecting their new Audi, extensive presentations of customisation options, accessories and lifestyle articles, the historical brand exhibition, exclusive conference area, exciting plant tours and, last but not least, an excellent restaurant: the diversity and quality of the services on offer make the Audi Forum Neckarsulm an attractive centre of encounters, information and experiences. Dominated by modern, spacious architecture, the whole world of Audi is waiting for you under one roof.

Tours: The tours of the Audi Neckarsulm plant provide an exciting and informative look behind the scenes of modern car production. Experience the entire production process of the Audi A6 or Audi A8, from the press shop and body shop via the paint shop and assembly and on to the final inspection. Witness the so-called "marriage", where the power train and body are joined together. Gain a lasting impression of how logistical processes interact and of the high standard of production technology expertise at the Audi Neckarsulm plant. The tours take place in small groups and are led by experienced employees who will be happy to answer your questions. We also offer special tours of the Audi Forum Neckarsulm. Here you can find out more about all areas of the forum and experience the fascination of the Audi world in compact form.

Brand Exhibition: Take a journey through time, back through over 100 years of automotive history. The Audi brand exhibition on the second floor of the Audi Forum Neckarsulm presents a lively, vivid impression of the success story of individual mobility – and the modern-day Audi brand. Numerous historical exhibits bear testimony to the company's innovative prowess and pioneering achievements in impressive style. At the same time, historical circumstances and backgrounds are brought alive, making a tour of the brand exhibition an informative experience.

Abstract

Strategic change in National Governing Bodies (NGBs): Insights from the Gaelic Athletic Association (GAA)

As noted by Slack (1997) sport organizations are not unitary entities that can be clearly defined, but are complex sets of socially and historically constituted relationships which include Nike, Quicksilver & Reebok on the one hand and the International Rugby Board (IRB), the Special Olympics and the Women's Tennis Federation (WTA) on the other. This paper highlights the unique characteristics of sports organizations, mission and governance arrangements and the factors which facilitate them gain and sustain a competitive edge. By using the Gaelic Athletic Association (GAA) which is a leading NGB in Ireland as a case study, insights will be shed on the strategy formulation, sources of organizational change (internal / external) and the role of values and coercion pressure (Amis, Slack & Hinnings, 2002) in achieving change. Reference will be made to the barriers to strategic change – defensive routines; group think; and strategic drift and cultural web (Hendry & Seidl, 2003). Johnson et al (2005) note that to effect change powerful support is required from an individual – the leadership (or otherwise) role of the GAA's chief executive will also be considered.

Contact

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CV

Dr. Ann Bourke - currently lectures in International Business and Services Management at UCD Schools of Business. She is also Vice Principal for Teaching and Learning in the UCD College of Business & Law. Her research interests include adult learning, international trade in higher education, career progression among aspiring elite athletes, governance of sports bodies and strategic change initiatives. She has published in these areas, facilitated workshops and presented at many international conferences. She is a member of the EASM Board and of the UCD President's Task Force which is currently reviewing the role of sport in the university.

Publications

- Amis, J. Slack, T and Hinnings C. R. 2002, Values and Organizational Change, *The Journal of Applied Behavioural Science*, 38, 4, 436 - 465
- Achieving competitive advantage and leading strategic change in sport organizations, in J Beech and S Chadwick (eds.) *The Marketing of Sport*, Harlow: FT Prentice Hall (2005).
- Hendry J and Seidl, D. 2003, The Structure and Significance of Strategic Episodes: Social Structures Theory and the Routine Practices of Strategic Change, *Journal of Management Studies*, 40, 1, 175 – 196.
- Johnson, G. Scholes, K and Wittington, R, 2005, *Exploring Corporate Strategy*, Harlow: FT Prentice Hall.
- Slack, T. 1997, *Understanding Sports Organizations*, Champaign, IL: Human Kinetics.

Abstract

Sports Business and Emerging Markets

The growth of emerging economies such as China and India has made these high priority for global sports businesses. A number of global sports brands have identified China as their highest priority whilst the excellence of India in cricket and hockey has also pushed it up the agenda for global sports businesses. This session would tackle the issues relating to marketing global sports brands in these markets together with the challenges of operating in these uncertain and rapidly changing contexts.

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Dr Susan Bridgewater has a BA (Hons) from Durham University in French and German and an MBA and PhD from Warwick University. Having previously worked for Unilever as a Brand manager and New Markets Manager, she joined the faculty at Warwick in 1991 after completing her MBA. Susan's research interests lie in the area of emerging markets and internationalisation. Her PhD thesis studied the entry and expansion decisions of MNEs in Ukraine. She has latterly studied the mode of operation of MNEs in China and the internationalisation of small, high-technology firms. Her recent research considers the impact of the internet on the internationalization process of firms.

Publications

Alternative Marketing Paradigms and Sport, The Marketing of Sport, London, Forthcoming (2006)

International Marketing and Globalization in Sport, The Marketing of Sport, London, Forthcoming (2006)

International Marketing Relationships; Profitable Marketing Relationships, Palgrave, Basingstoke, 275 (2002)

Abstract

Sport – From Local Socio-Cultural Contest to 21st Century Global Industry

Sport and sporting contests are at the heart of human existence. Organised contests have taken place throughout human history, fulfilling roles that have been underpinned by social, cultural, political and physiological motives amongst others. As such, sports have often developed as local, socio-culturally embedded activities. During the 20th Century, the predominant localisation of sport began to change as forces of internationalisation and latterly globalisation began to influence the way in which sporting contests are staged. At the same time, over the last decade, many sports have simultaneously commercialised, professionalised and become more managerially oriented. In combination, this has led to dramatic changes in sport most notably resulting in, for instance, a focus on overseas markets, the global development of sports.

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CV

Dr Simon Chadwick works at Birkbeck, the University of London, where he is a Director of the Birkbeck Sport Business Centre. Dr Chadwick has taught, researched, published and consulted extensively in the area of international sport, most recently working with FC Barcelona and Atletico Madrid in Spain. His research interests are based around sport marketing, in particular the management of football shirt sponsorship programmes, advertising and marketing communication strategies in sport, relationship marketing in sport, sports branding, fan behaviour and segmentation, the use of the internet by sports clubs and the marketing of sports memorabilia to collectors. He is Editor of the International Journal of Sports Marketing and Sponsorship and of Elsevier Publishing's Sport Marketing book series. Simon is also co-editor of 'The Business of Sport Management' and 'The Marketing of Sport' (both published by Financial Times Prentice Hall), and 'International Cases in the Business of Sport' (published by Elsevier).

Publications

With John Beech: The Marketing of Sport, FT Prentice Hall (2006)

With John Beech: The Business of Sport Management, FT Prentice Hall (2004)

With John Beech: The Business of Tourism Management, FT Prentice Hall (2005)

Abstract

Ahead of the Game - The Network of Value Captures in Professional Football

By looking at the international dimension of soccer (European football or henceforth football) our research focus on the development of value captures in the professional football business. We identify and describe the business parameters in professional football that vary from those of any other business. The proposed network of value captures recognizes the following dimensions (1) the product and its features, (2) the various customers groups, and (3) the vision of the future of the club central to different levels of strategy aggregation. Knowing how those value captures are interlinked is of significant practical relevance and importance. To advance the empirical analysis further the value captures are be organized along two dimensions: its extent of "virtuality" as well as its spatial spread into local, regional, international or global business. Finally two dominating trends in the football business are elaborated: (1) exploring global markets, and (2) developing the individual club as a global brand.

Early Sponsor Awareness – The Case of the Olympic Games in Beijing 2008

The aim of this exploratory research is to contribute to the understanding of sponsorship effectiveness through the development of a conceptual "actions-performance-scheme" linking sponsorship to brand equity factors to performance. In doing so, we seek to respond to calls in the literature for greater

attention to the strategic role played by sponsorship. The action factor consists of "image factors", "revenue streams" and "fan community approaches". The performance factor, also based on current research, is also presented as a three dimensional view: a "product image", a "corporation image" or a "region image". Our proposed framework enables matching with real data consisting of 200 randomly chosen advertisement experts from Chinese newspapers and the web revealing six types of patterns of action-performance. Also, according to our estimations the effectiveness on an aggregate level is low. The empirical conclusions thus constitute an outsider's view on actual performance and on assumed corporate actions.

Contact

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CV

Harald Dolles is Professor of Management and International Business as well as academic director research at heilbronn business school. He received his Diploma in business administration and his Ph.D. in international business from the University Erlangen-Nuremberg in Germany, with a focus on East Asia. He has been assistant professor at the Department of Leadership and Human Resource Management at Bayreuth University and taught on the University's sports business programme. From 2001 to 2006 Harald joined the German Institute for Japanese Studies – the German government supported think tank in Asia – as senior research fellow at which he continued doing research on IHRM, international co-operative ventures, entrepreneurship, and sports business. He has lectured in several countries, has held visiting positions across the globe and published books, book chapters and numerous articles. From childhood up Harald has been an active sports fan and sports man, heavily involved in vintage motorcycle racing, trials and sidecar racing with his kids.

Publications

The Changing Environment for Entrepreneurship Development Private Business in the People's Republic of China, in: Sten Södermann (ed.): Emerging Multiplicity: Integration and Responsiveness in Asian Business Development, Houndmills, Basingstoke: Palgrave, ISBN 1403991766, 2006, pp. 234-254.

With Sten Söderman: Early Sponsor Awareness – The Case of the Olympic Games in Beijing 2008, in: Martin Hemmert (ed): "Emerging Economies in Asia and Europe: New Challenges for Competition and Collaboration", Korea University Business School (Seoul, Korea). 2006, pp. 402-419.

With Sten Söderman: Transfer of Institutional Practices in Sports – From European Football to the Development of Professional Football in Japan (J-League), in: Wolfgang Dorow (ed): "The Transfer of Organisational Practices: Enhancing Competitiveness in Asia/Pacific – European Business Relationships" Proceedings of the 22nd Annual Conference Euro-Asia Management Studies Association, European University Viadrina (Frankfurt/Oder, Germany), Collegium Polonicum (Ślubice, Poland). 2005, pp. 81-105.

With Sten Söderman: Implementing a Professional Football League in Japan – Challenges to Research in International Business, Working Paper no. 05/6. German Institute for Japanese Studies. Tōkyō 2005. 39 p.

With Sten Söderman: Ahead of the Game – The Network of Value Captures in Professional Football, Working Paper no. 05/5. German Institute for Japanese Studies. Tōkyō 2005. 42 p. (also Working Paper Stockholm University, Business School. Stockholm 2006).

With Sten Söderman: Ahead of the Game – The Network of Value Captures in Professional Football, Working Paper. Stockholm University, Business School. Stockholm 2006. 42 p.

With Sten Söderman: Globalization of Sports – The Case of Professional Football and its International Management Challenges, Working Paper no. 05/1. German Institute for Japanese Studies. Tōkyō 2005. 28 p.

With Torsten M. Kühlmann, eds.: Sino-German Business Relationships during the Age of Economic Reform, München: Iudicium, ISBN 3-89129-674-6, 2002. 202 p.

Abstract

The Coming Olympic Equestrian Games – driving Hong Kong's brand image

The marketing of destinations is becoming increasingly globalized and sophisticated. One strategy that can be employed to gain a higher degree of attractiveness for a particular destination is to integrate sporting events into a marketing plan. These integrated events are often 'mega events' where the Olympic Games are a prime example. Integrating sporting events with a destination is a form of co-branding where the destination captures values from the image of the event. An immediate case study is the upcoming Olympic Equestrian event to be held in Hong Kong in 2008 after being moved from host city Beijing. Hong Kong has stated that the city needs to improve its image amid increasing competition between tourist destinations globally. The equestrian event provides an opportunity to examine a co-branding scenario between an event and a destination and identify image transfer through brand integration. This study will focus on this image transfer and ask how, through the utilization of associations inherent in a brand, image can be strengthened. Through a review of the relevant literature, print media, official Hong Kong documents and interviews with equestrian officials this study also seeks to empirically identify image transfer using a conceptual model of associations, a process that will indicate if, and in what way, Hong Kong can strengthen its brand.

Contact

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CV

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| 2007 | Two papers are in construct in the context of sport and branding Utilizing Endorsement of favorable Equestrian Associations, The Swedish Sports Confederation: Sponsor and Branding strategies |
| 2007 | Member of the board, Stockholm Equestrian Federation |
| 2006 | Paper presented at the EAMSA conference in November 2006 Olympic Equestrian Games – driving Hong Kong's brand image |
| 2006 | Paper presented at the EMAC conference in May 2006 Image factors for marketing meeting destinations |
| 2006- | Researcher and Teaching Assistant at School of Business, Marketing Department |
| 2005 | Master of Business Administration, School of Business, Stockholm University |
| Since 1998 | Professional Rider, Horse jumping |

Publications

Olympic Equestrian Games – driving Hong Kong's brand image
Paper presented at the EAMSA conference (2006)

Image factors for marketing meeting destinations, Paper presented at the EMAC conference (2006)

Abstract

Development of world-class sports at country-level – the case of India

India is one of the ancient civilizations in the world, and with more than one billion people it is the second most populous nation in the world after China. India has done well in many fields yet its performance in modern-era sports has been singularly lack-lustre. Meanwhile, the shift of sports industry from the “old” economy model to the “new” economy model has brought about large-scale effects on the game. The sports as an industry enjoys a virtuous cycle of “network effect” and “winner-takes-all-syndrome” – typical of a “new economy” business.

In this scenario, can traditional theories of international business (and trade) explain the success and failure of nations? What could be an alternative conceptualization to explain the performance of nations in sports? This paper posits such questions and the attempts to answer them. Following this, we develop a three dimensional model called The Framework of Global Competitiveness Alignment (FGCA). This framework takes into consideration the softer and the harder dimensions such as culture, policy-direction, strategy, and “ethos” prevailing within nations. The model suggests a Way Forward for improving the sports competitiveness of a nation.

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CV

Professor Jain has had an unusual career. He is a gold-medalist mechanical engineer and a PhD from Indian Institute of Management-Ahmedabad. At age 35, he switched to full-time after a 13-year stint as a successful first-generation entrepreneur. As a researcher and author, Professor Jain’s research and articles have appeared in international journals including Harvard Business Review (latest in HBR-Japan May 06 issue is The Elephant Dances – India Emerges).

As a consultant, Professor Jain headed a Strategy Research consultancy in between his stints as a member of faculty at IIM-Bangalore and IIM-Lucknow. He is on the board of several organizations, including Primary market Advisory Committee of Securities Exchanging Board of India. Dr Jain has been a University Captain and Player for Badminton, Chess, and Hockey during his college days.

Publications

Managing Global Competition - achieving world-class performance, Competence Publishing, Delhi

Competitive Excellence - critical success factors, Vikas Publishing, Delhi

Crafting and Executing Strategy”, co-authored SIE, McGraw Hill, Delhi

International Business - competing in the global marketplace, co-authored SIE, McGraw Hill, Delhi

Abstract

Intersport – 50 Years of National and International Development

Intersport Germany and Intersport International Corporation are presented and compared with regard to turnover achievements, foundation and employees. Moreover, market share and the collaboration with partners are discussed.

Contact

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CV

After finishing his studies of English language and literature, Ralf Karnowski worked as an assistant researcher at the Sport Institute at the University Tuebingen, Germany. After finishing his apprenticeship as a management assistant in wholesale and export trades, he joined Intersport. From 1985-1989 he built up the training and executive development programme. In 1994, he initiated a Junior Circle and developed it. Since 1999, Ralf has been serving as the HR Director at Intersport.

Besides his position at Intersport, Ralf also got involved into examining committees of local Universities and Schools. He is a member of the Lionsclub Bottwartal, of the local rowing club, "Heilbronner Ruderschwaben" and the Association of German Football Trainers.

Ralf Karnowski is married and has two children, Eva and Heiko.

Abstract

Differential impact of Mega-Sporting events on nations: Developed versus emerging economies of Asia

This research examines the impact of mega sporting events on business and economic growth by using the Dunning – Porter framework. Specifically, we comparatively analyze the differential impacts of mega sporting events in two countries, viz., Japan, and India. Japan and India served as main hosts of the FIFA World cup 2002, and the ICC Cricket World cup 1996, respectively. We hypothesized and found that there are significant differences in the nature and direction of the impact such mega sporting events have on society and the economy of these two nations. Consistent with our expectations, an examination of the Leading Index and the Coincident Index of the conference board business cycle indicators for Japan over the period 1990 – 2006 indicates that after 2002 both these indices have shown positive growth (conference-board.org). Comparative data for India suggests no such increase ex-post, but significant increases ex-ante. We explore the differential impacts of mega sporting events on social and economic development, growth, and infrastructure. We extend the comparison of these two nations and seek to generalize the differences across developed versus emerging markets of Asia. We develop managerial implications from the perspectives of the different ‘players’ in question in the respective markets.

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He has 15 years of rich experience in India and the United States, spanning both industry and academia.

His most recent assignment was with Longwood University, USA.

He has presented several papers at various international conferences and has publications in several refereed journals to his credit. His main areas of interest are in managerial leadership, knowledge management, decision making in organizations, HRM, and Organizational theory. He is interested in cross-cultural issues in all of these areas.

Publications

A grounded theory of the role of leaders in information and knowledge management (2007). *Leadership & Organizational Development Journal*, 28, 1, 51-75.

Top executive knowledge leadership: Managing knowledge to lead change at General Electric (2007), *Journal of Change Management*, 5, 4, 429 – 446.

A theory of leadership for quality: Lessons from TQM for leadership theory (2006), *Total Quality Management and Business Excellence*, 17, 1, 41-60.

With Brokaw, S.C.: Cross-cultural consumer research in India: A review and analysis (1995), *Journal of International Consumer Marketing*, 7, 3, pp. 53-80.

Abstract

The Sport Industry in East Asia:

Implications of International Expansion for Sport Businesses

Fighting for greater market shares and growth has been considered one of the major reasons why today so many sport businesses want to expand internationally. "International expansion is no longer an option anymore for many businesses, but a vital means for survival" (Li, Hofacre, & Mahony, 2001, p. 206). Sport organizations are looking for global markets while transnational corporations are interested in using sports as vehicles for global expansion. General Motors and Coca-Cola decided to spend around \$2 billion to sponsor Olympic sports. However, many sport businesses found that their expansion efforts were barricaded due to differences existing in many areas between their home countries and the intended market or nation for expansion. Collectively, the nations in Eastern Asia are gradually becoming an important player on the world sport stage. This paper will first provide an overview of the sport industry in three nations in East Asia. In addition, the paper will reveal a number of cultural, financial, and legal issues that may be faced by international sport businesses planning to expand into them. Specifically, the conceptual framework developed by Love (1995) will be used to examine (a) whether the host country's culture is receptive to an international company expanding to that country, (b) whether the government regulations in the host country allow and support an international sport business, (c) whether there is strong competition from the domestic segment of the same industry, and (d) whether growth potential warrants expansion. A comparative summary will be provided at the end of the paper.

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Ming Li is the Director of the School of Recreation and Sport Sciences at Ohio University and a Professor in Sports Administration. Before joining the faculty at Ohio University, he taught at Georgia Southern University for eleven years. He received his bachelor's degree in education from Guangzhou Institute of Physical Culture (PRC), his master's degree in education from Hangzhou University (PRC), and his Doctor of Education from the University of Kansas in Sport Administration. He has served as a consultant to several institutions in program evaluation and development in sport management. Li has memberships on the editorial boards of several professional journals, including Journal of Sport Management, International Journal of Sport Management, and Sport Marketing Quarterly. He was recently appointed as Assistant Editor for the ICHPER.SD Journal. He is an Honorary Guest Professor of the Guangzhou Institute of Physical Education, Guangzhou, China.

Publications

Economics of Sport. With: S. Hofacre, D. Mahony
 Morgantown, WV, Fitness Information Technology, Inc. (2001)

Managing Sport Organizations
 In J.B. Parks, B.R. & Quarterman, J (2nd ed) Contemporary Sport
 Management, Champaign, IL (2003)

Outsourcing Sport Marketing Operations by NCAA Division I Athletic
 Programs: An Exploratory Study. With: W. Burden
 Sport Marketing Quarterly, 11. (2002)

Abstract

The 'benefits' of hosting: Japanese experiences from the 2002 Football World Cup

Sport mega-events have significant meanings for reimagining strategies for urban growth in highly developed economies. This inquiry into the relationship of the 2002 Football World Cup, regional development and public policy in Japan have been prompted by theoretical considerations on the changing background of regional politics in the 1990s and empirical observations of current trends in sports politics and professional sports. My discussion of losers and winners in the 2002 Football World Cup will start with short reflections, both theoretical and empirical, on the very basic question of why regional authorities might invest into the promotion of sports. Then I will provide some survey data on the expected World Cup effects and insight into the major expectations raised by the ten Japanese host cities and prefectures which a further section will contrast with actual outcomes of the World Cup. Forecasting data are taken from the results of various studies conducted by private think tanks in Japan prior to the World Cup. My assessment of regional policy performance is based on a study on evaluating administrative accountability in host regions of the 2002 Football World Cup. Data referring to the impact of the World Cup are taken from official statistical sources and Japanese media sources. Findings imply that local governments placed different expectations on the World Cup, depending on the environment and conditions surrounding each government. Regions having more soft assets tended to attach less value to the event, since they clearly envisioned less necessity to enhance their regional image by exploiting the cultural appeal of the World Cup. The comparison of survey data with economic figures does not establish a direct relation between actual outcome and the degree of involvement of regional authorities but clearly demonstrates that in mature economies the business of mega-events has no effect at all or a negligible effect at best.

CV

Since 2004	Assistant Professor and University Lecturer at Department of East Asian Studies, University of Vienna (Austria)
2006	Visiting Professor at Department of Far East Studies (LCAO), Université 7, Denis Diderot, Paris (France)
1994-2004	Assistant and University Lecturer at Department of East Asian Studies, University of Vienna (Austria)
1994	Post graduate Study Course in Japanese at Faculty of Arts, University of Vienna; PhD

Publications

Leisure in Contemporary Japan. Annotated Bibliography and List of Books and Articles. Wien: Institut für Japanologie (1995) (= Beiträge zur Japanologie; 33)

With John Horne: Sports Mega-Events: Social Scientific Analyses of a Global Phenomenon. Oxford: Blackwell Publishers (2006) (= Sociological Review Monograph Series).

With John Horne: Japan, Korea and the 2002 World Cup. London/New York: Routledge (2002). 219pp.

Contact

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Abstract

Are major sports in-sourcing rather than out-sourcing Marketing and TV?

Mr. Olsson's presentation describes ideas and thinking behind the decisions to in-source marketing and TV to the organization itself rather than relying on external consultants and brokers. The three main sports, the Olympics, FIFA and UEFA have all had the same development. Moreover, Mr. Olsson gives an insight into management principles of an organization like UEFA since knowledge about this limited.

Very few understand the real complication of having a pure political over head and still manage commercially very successful businesses.

Contact

Formerly: Union of European Football Associations (UEFA),
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CV

2004-Feb 2007	CEO of UEFA
2000-2003	Director of Professional Football and Marketing at UEFA
1991-1999	General Secretary of the Swedish Football Association, including Tournament Director for EURO-92 in Sweden
1990	General Secretary of the Swedish Football League

During the 70ies and 80iesl he held different occupations in the public and private sector. In parallel, he did some research at the University of Lund in Business Administration.

Abstract

Ambush Marketing in the Chinese Sports Business

Over 30% of the costs of the Olympic Games are funded by sponsors, also the Olympic Games in Peking. The sponsors, in turn, refund their sponsorship by raised sales. Thus, they use the sponsorship in their communication policy and especially TV is an important media channel. Many, especially western companies, are interested in the gigantic Chinese market and therefore also instrumentalise the Chinese TV.

On the one hand, we would like to elaborate to what extent Chinese TV commercials contain typically Chinese elements with regard to linguistics and culture studies. On the other hand, we are trying to discover to what extent the Olympic sponsors can benefit from their sponsorship activities in the TV. All over the world, companies try to delude consumers by cleverly connecting themselves with the event without being an official sponsor. If they succeed, they achieve the same advertising impact as the official sponsors. This type of marketing is called ambush marketing and has appeared at mega sporting events for already 15 years. We exemplify this by a Chinese TV Commercial of the Olympic Games 2004 and work out whether or not there is more ambush marketing in China than in other nations, which types of ambush marketing can be found and to what extent testimonials, creativity and plagiarism are necessary.

Contact

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CV

since 4/2005	Visiting Professor at the "School of Management" at the Beijing Sport University
since 4/2005	at the Institute of Sport Science
since 7/2004	Councilorship at the Faculty of Sport at the Johannes Gutenberg-University Mainz
since 4/2005	at the Institute of Sport Science
since 3/2004	Chairman of the budget committee at the Faculty of Sport at the Johannes Gutenberg-University Mainz
since 4/2005	at the Institute of Sport Science
since 10/2003	Juniorprofessor for Sport economy and -management at the Faculty of Sport at the Johannes Gutenberg-University Mainz
7/2002 to 9/2003	Scientific Assistent at the German Sport University Cologne, Institute Sporteconomy and -management

Publications

Economics of the Olympic Games. Hosting the Games 1972 - 2000. Sydney: Walla Walla(2000).

With Weiss, H.-J. Torchholder Value Added. Der ökonomische Nutzen Olympischer Spiele in Frankfurt RheinMain 2012. Eschborn: AWV-Verlag (2003).

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Az olimpiai játékok gazdasági háttere - Az 1972 - 2008. évi olimpiai játékok összehasonlítása, Budapest, Sanoma Budapest Kiadó (2006).

Abstract

The internationalisation of a sports team brand: The case of European soccer teams

The internationalisation of sports has become today's reality. Fans and media exposure for sports teams are increasing all over the world. This represents a real opportunity for sports teams to transcend the local market and the sports arena.

The purpose of our paper is thus to describe and explain how a sports team can become an international global brand. Building on previous research on the internationalisation of brands, the academic contribution of this research lies mainly in the conceptualization of the internationalisation of a sports team brand, as well as with the description and explanation of how a sports team can position itself as an international global brand. This process involves different stages associated with different status for the brand: i) Local brand; ii) Regional brand; iii) National brand; iv) International continental brand; and v) International global brand.

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CV

2007	Nominated for the Teaching Excellence Award, Université Laval
Since 2006:	Associate Professor, Marketing Department Université Laval, Québec City (Professor since 2001)
2006	Recipient of a Socrates Teaching Award, Université Laval
Winter 2001	Lecturer, McGill University (intl. Business Policy)
2000-2001	Lecturer at UQAM (International Marketing)
Fall 2000	Strategy Consultant, DDI
1999-2000	Lecturer "Marketing", UQAM
1998-2002	PhD, JOINT PhD Program in Business Administration Université du Québec à Montréal (UQAM). Thesis on the internationalization strategies of Canadian telephone operators

Publications

With Frank Ponsand and Sten Söderman: The internationalisation of a sports team brand: The case of Football Club Barcelona". In J. James (Ed.), Sport Marketing Across the Spectrum. Morgantown, WV: Fitness Information Technology, Publishers (2007).

With Benoît Séguin and Norm O'Reilly: Leveraging the Olympic brand through the reconciliation of corporate and consumers brand perceptions". International Journal of Sport Management & Marketing, 2007. Special issue on branding in sport.

With Barbara Manivet: Dangerous liaisons: How can sports brands capitalize on the Hip Hop movement. International Journal of Sport Management & Marketing (2007). Special issue on branding in sport.

Abstract

Brand Management in the Professional Sports Club Setting

Empirical work illustrates the economical importance of club brands, where brand equity was found to significantly impact the economic success of sports organizations. However, market research results regularly indicate that the majority of professional sporting clubs lack of appropriate branding practices. Consequently it is the purpose of this presentation to introduce a conceptual club brand management framework which comprises strategic as well as operative brand management options for professional sports clubs. The principal idea for the development of this conceptual framework was to choose a generally valid theoretic brand management model which represents the present state of academic research and to modify it to the special requirements of the chosen field of analysis. From the range of existing theoretical approaches the model by Meffert and Burmann and its extension (1996; 2002) was selected. Objective of this procedure was to firstly identify possible club branding options and to secondly use those findings to design a special brand management framework for the professional sports club setting which provides information about how to build and maintain strong club brands.

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CV

Michael Schilhaneck is a PhD-student and Research Assistant at the University of Bayreuth in Germany at the Department of Sport Management. He is also a Visiting Lecturer at the University of Cooperated Education in Stuttgart and a scholar of the Konrad-Adenauer-Stiftung. Michael is the author of the books *Wirtschaftliche Erfolgsfaktoren von Profiklubs* (2004) and *Vom Fußballverein zum Fußballunternehmen* (2006) and has published in *Sports & Society* as well as *Spectrum der Sportwissenschaften*. During his studies Michael worked as an intern for the Sydney Organising Committee of the Olympic Games (SOCOG) and for the NHL-franchise Washington Capitals.

Publications

Wirtschaftliche Erfolgsfaktoren in Profivereinen. Bayreuth: Verlag Sportökonomie Uni Bayreuth e.V (2004).

Managementleitlinien für Profiklubs. Die Umsetzung wirtschaftlicher Erfolgsfaktoren in Profivereinen veranschaulicht am Beispiel eines US-Profiklubs. *Spectrum der Sportwissenschaften*, 17 (1), 62-78 (2005).

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Abstract

Ahead of the Game - The Network of Value Captures in Professional Football

By looking at the international dimension of soccer (European football or henceforth football) our research focus on the development of value captures in the professional football business. We identify and describe the business parameters in professional football that vary from those of any other business. The proposed network of value captures recognizes the following dimensions (1) the product and its features, (2) the various customers groups, and (3) the vision of the future of the club central to different levels of strategy aggregation. Knowing how those value captures are interlinked is of significant practical relevance and importance. To advance the empirical analysis further the value captures are be organized along two dimensions: its extent of “virtuality” as well as its spatial spread into local, regional, international or global business. Finally two dominating trends in the football business are elaborated: (1) exploring global markets, and (2) developing the individual club as a global brand.

Early Sponsor Awareness – The Case of the Olympic Games in Beijing 2008

The aim of this exploratory research is to contribute to the understanding of sponsorship effectiveness through the development of a conceptual “actions-performance-scheme” linking sponsorship to brand equity factors to performance. In doing so, we seek to respond to calls in the literature for greater

attention to the strategic role played by sponsorship. The action factor consists of “image factors”, “revenue streams” and “fan community approaches”. The performance factor, also based on current research, is also presented as a three dimensional view: a “product image”, a “corporation image” or a “region image”. Our proposed framework enables matching with real data consisting of 200 randomly chosen advertisement experts from Chinese newspapers and the web revealing six types of patterns of action-performance. Also, according to our estimations the effectiveness on an aggregate level is low. The empirical conclusions thus constitute an outsider’s view on actual performance and on assumed corporate actions.

Contact

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Sten Söderman is visiting professor at the University of Luxemburg and professor of International Business at the Stockholm University School of Business. He has a MA in Political Science and a PhD in Business Administration from Stockholm University. He was previously professor at the Luleå University of Technology. During ten years he worked as a business consultant specialized on start-up operations (in Manila, in Geneva and in Brussels) Sten Söderman's research has focused on market strategy development and implementation currently emphasizing on international expansion of European firms in Asia and also the global entertainment economy. He is the author and editor of 17 books and a number of cases and articles. The most recent is "Skills and Complexity in Management of IJVs: Exploring Swedish Managers' Experiences in China", International Business Review, 2007. The books include for example "Industrial Location Planning", "Export promotion by Governments", "Manage your business abroad" and most recently "Emerging multiplicity-Integration and Responsiveness in Asian Business Development" published 2006 by Palgrave Macmillan. In Swedish he has published "Handbook for exporters" and "Business development, with examples from H&M, IKEA,ABB and Volvo". He is a member of the editorial boards of International Journal of Business Innovation and Research and International Journal of Sports Marketing and Sponsorship

Publications

With Frank Ponsand and André Richelieu: The internationalisation of a sports team brand: The case of Football Club Barcelona". In J. James (Ed.), Sport Marketing Across the Spectrum. Morgantown, WV: Fitness Information Technology, Publishers (2007).

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With Harald Dolles: Transfer of Institutional Practices in Sports – From European Football to the Development of Professional Football in Japan (J-League), in: Wolfgang Dorow (ed): "The Transfer of Organisational Practices: Enhancing Competitiveness in Asia/Pacific – European Business Relationships" Proceedings of the 22nd Annual Conference Euro-Asia Management Studies Association, European University Viadrina (Frankfurt/Oder, Germany), Collegium Polonicum (Ślubiце, Poland). 2005, pp. 81-105.

With Harald Dolles: Implementing a Professional Football League in Japan – Challenges to Research in International Business, Working Paper no. 05/6. German Institute for Japanese Studies. Tōkyō 2005. 39 p.

With Harald Dolles: Ahead of the Game – The Network of Value Captures in Professional Football, Working Paper no. 05/5. German Institute for Japanese Studies. Tōkyō 2005. 42 p. (also Working Paper Stockholm University, Business School. Stockholm 2006).

With Harald Dolles: Ahead of the Game – The Network of Value Captures in Professional Football, Working Paper. Stockholm University, Business School. Stockholm 2006. 42 p.

Abstract

Venturing Beyond the Marathon: The Entrepreneurship of Ultrarunning and the IAU World Cup in Korea

Based on a longitudinal case study and interviews with key organizers and stakeholders, this article explores the entrepreneurial development and professionalism of ultradistance running (ultrarunning) in South Korea, culminating with the 2006 hosting of the IAU World Cup 100K. The economic, entrepreneurial and socio-cultural sporting context of Korea, mega-sporting events, ultrarunning and entrepreneurship theory are reviewed. Following an overview of the role of Korean context and culture in growing the sport of ultrarunning, an in-depth analysis of the 2006 IAU World Cup describes the entrepreneurial individuals, opportunity recognition and resources. Particular attention is paid to the entrepreneurs' qualities of self-leadership and the bricolage process of acquiring resources. This paper provides evidence of the entrepreneurial process of organizing a major grassroots sporting event and the development and professionalization of ultrarunning in Korea. Key aspects of sports entrepreneurship and implications for major grassroots sport events in Asia are discussed.

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Siri Terjesen is a Senior Lecturer at the Brisbane Graduate School of Business at Queensland University of Technology, Visiting Research Fellow at the Max Planck Institute of Economics in Jena, Germany, and Lecturer at the London School of Economics & Political Science's summer school. She has published in Strategic Management Journal, Small Business Economics, Journal of Business Ethics and Venture Capital and is co-author (with Anne Huff, Steve Floyd and Hugh Sherman) of Strategic Management (Wiley, 2008). Siri is on the boards of Corporate Research Board, NPRC and Silicon Capital. She is also a keen distance runner and won the bronze medal at the 2006 IAU 50K Trophy World Championships in Winschoten, Netherlands.

Publications

- With Singh, V.: Female Presence on Corporate Boards: A Multi-country study of Environmental Context," Journal of Business Ethics.
- With Acs, Z., O'Gorman and C., Szerb, L: Could the Irish Miracle be repeated in Hungary?" Small Business Economics, 28(2/3): 123-142.
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