



Course Calendar

The Business of Marketing in Sport

Faculty: Matthew Diamond

Format: Cohort-Based | 5 Weeks | Hybrid (Async + Live Executive Touchpoints)

Week 1 – The Business of Sport: Where the Money Flows

Learning Focus

- Map the major revenue streams in sport: media rights, sponsorship, ticketing, merchandising, betting, licensing.
- Understand how sport's business model differs from traditional consumer industries.
- Debate which revenue streams are most vulnerable and which hold the most growth potential.

Pre-Work (Async | 2–3 hrs)

- **Core Case (Ivey):** *The National Hockey League and the Vancouver Canucks: Competing on Revenue Sharing* (W14149).
- **Supporting Readings:**
 - *The Business of Sports: Text and Cases* (HBS excerpt).
 - *Canadian Sponsorship Landscape Study, 2023* (custom excerpt).
 - *Why Live Sports Rights Are Still the Crown Jewel* (HBR, 2021).
- **Optional Enrichment:**
 - *Rogers Communications: Sportsnet and NHL Rights Deal* (Ivey W16179).

- Podcast: *SBJ Morning Buzzcast – Media Rights in Flux*.
- **Prep Prompt:** “Which revenue stream is most at risk in the next 5 years, and why?”

Live Session (90 min)

- **Guest Exec:** Bell Media / TSN senior leader.
- **Format:**
 - 15 min framing lecture.
 - 30 min fireside chat on media rights & monetization.
 - 30 min breakouts: “If you were NHL commissioner, which revenue stream would you prioritize?”
 - 15 min Q&A + wrap.

Assignments

- 1-page Reflection Memo: “Which sport revenue stream is most at risk in the next 5 years?”
 - Discussion participation: post + 2 peer responses.
-

Week 2 – Media, Content & Fan Engagement (The Core Product)

Learning Focus

- Explore how media rights deals are valued and monetized.
- Compare linear broadcasting economics to streaming/direct-to-consumer.
- Understand how fan engagement extends monetization through ads, subscriptions, and sponsorship activation.

Pre-Work (Async | 2–3 hrs)

- **Core Case (Ivey):** *Rogers Communications: Sportsnet and NHL Rights Deal* (W16179).
- **Supporting Readings:**
 - *Why Sports Rights Are the Last Must-Have for TV* (HBR, 2021).
 - *Streaming Sports: Can DTC Win?* (HBS Technical Note 522029).
 - *The Global Value of Sports Media Rights, 2023* (Statista/Sportico).
- **Optional Enrichment:**
 - *NFL and Digital Media Rights* (HBS 518037).
 - *DAZN: A Digital Sports Disruptor* (HBS 520043).
 - Podcast: *SBJ Media Innovators – Rise of DTC Platforms*.
- **Prep Prompt:** “Should the NHL prioritize traditional media rights or go DTC by 2030?”

Live Session (90 min)

- **Guest Exec:** TSN or DAZN Canada leader.
- **Format:**
 - 15 min framing: Rogers \$5.2B NHL deal.
 - 30 min fireside chat on valuation, streaming risks, fan engagement.
 - 30 min breakouts: “Should NHL go fully DTC in 2030?”
 - 15 min poll + share-out + Q&A.

Assignments

- 2-page Mini-Case Memo: “Should leagues prioritize guaranteed rights deals or riskier DTC models?”
- Discussion participation: post + 2 peer responses.

Week 3 – Sponsorship & Betting: The Growth Engines

Learning Focus

- Sponsorship as the financial backbone of sport.
- Sports betting as a new growth driver.
- How brands measure ROI in sport partnerships.

Pre-Work (Async | 2–3 hrs)

- **Core Case (HBS):** *FanDuel: Betting on Sports* (HBS 520038).
- **Supporting Readings:**
 - *The ROI of Sports Sponsorships* (HBR).
 - *Canadian Sponsorship Landscape Study, 2023* (updated sections).
- **Optional Enrichment:**
 - *Maple Leaf Sports & Entertainment: Commercializing Sports* (Ivey 9B14A014).

Live Session (90 min)

- **Execs:** Andrew Sneyd (FanDuel) + brand sponsor leader.
- **Format:**
 - 20 min faculty framing on sponsorship frameworks.
 - 25 min fireside chat on FanDuel's Canada entry.
 - 30 min breakout: *Design a sponsorship activation for FanDuel or another property.*
 - 15 min feedback + Q&A.

Assignments

- Group Sprint: 1-page sponsorship activation plan (peer-reviewed).
 - Discussion: “Is sports betting a growth engine or a reputational risk?”
-

Week 4 – Athletes, Brands & Emerging Sports

Learning Focus

- Athlete branding and endorsements.
- Women’s sport as a growing sponsorship opportunity.
- Emerging sports (Pickleball, Padel, esports) as new markets.

Pre-Work (Async | 2–3 hrs)

- **Core Case (HBS):** *Serena Williams: Building a Brand* (HBS 517050).
- **Supporting Readings:**
 - HBR: *The New Sponsorship Playbook: Women’s Sports & Inclusion*.
 - SBJ: *Pickleball’s Explosion: From Backyard Game to \$1B Industry*.
- **Optional Enrichment:**
 - *eSports at the Crossroads* (HBS 518024).
 - Media excerpt: *Padel’s Growth in Europe and North America*.

Live Session (90 min)

- **Execs:** Senior sports agent + Don Rea (PGA) + Niki da Silva (Golf Canada) + **Matt Rubinoff (Fairgrounds / Pickleball & Padel)**.
- **Format:**
 - 20 min faculty framing: athletes as businesses + new sports as markets.

- 25 min panel on endorsements, women's sports, emerging sports.
- 30 min breakout: "Would you invest in a Pickleball/Padel league as a sponsor today?"
- 15 min share-out + exec reactions.

Assignments

- Peer-reviewed Memo: *Should Brand X sign Athlete Y?* (choice: legacy star or emerging athlete).
 - Discussion board debate: "Emerging sports vs. legacy leagues — where would you invest?"
-

Week 5 – Legacy, Culture & The Future of Monetization

Learning Focus

- Balancing tradition and innovation.
- Monetizing heritage properties (Hockey Hall of Fame, Olympics, FIFA).
- Forecasting the next wave: tech, betting, new sports.

Pre-Work (Async | 2–3 hrs)

- **Core Case (Ivey):** *Hockey Hall of Fame: Managing Tradition and Growth* (custom case – in development with Jamie Dinsmore).
- **Supporting Readings:**
 - HBR: *The Future of Sports Business: Tech, Betting, Experiences*.
 - Article excerpt: *What Legacy Properties Can Learn from Emerging Sports*.
- **Optional Enrichment:**
 - *International Olympic Committee and the Future of the Olympics* (HBS).

- *MLS: Soccer in America's Future* (Ivey).

Live Session (90 min)

- **Execs:** Jamie Dinsmore (HHOF) + Keith Pelley (MLSE/League exec).
- **Format:**
 - 15 min faculty framing: future monetization models.
 - 25 min exec conversation: preserving culture while innovating.
 - 35 min Final Project presentations (student teams).
 - 15 min exec feedback + course wrap.

Assignments

- **Final Project:** Marketing plan for a sport property/team/event (legacy or emerging sport).
 - Deliverables: 8–10 min live presentation + written deck.
 - Peer evaluations of group contributions.
-

Assessment Mix

- Individual Reflections/Memos – 20%
 - Discussion Participation – 20%
 - Group Sprint Work – 20%
 - Final Project (Presentation + Deck) – 40%
-

This design:

- Builds logically from **revenue map** → **media rights** → **sponsorship** → **athletes/emerging sports** → **future monetization**.
 - Threads **sponsorship** and **making money** throughout.
 - Includes both **legacy institutions** (NHL, HHOF, Rogers, Serena) and **emerging sports** (Pickleball, Padel, women's leagues).
 - Anchors each week with **executive access** + an **Ivey/HBS case**.
-

Excellent — here's a **Final Project Brief** you can hand directly to students (syllabus-ready). It's structured with clarity on objectives, deliverables, process, and grading.

Final Project Brief

The Business of Marketing in Sport – Final Group Project

Objective

The final project challenges you to **apply course concepts** to design a marketing plan for a sport property, team, league, or event. You will integrate insights from media rights, sponsorship, athlete branding, and emerging trends to present a strategic, creative, and financially grounded plan.

Project Options

Your team may choose one of the following:

1. **Legacy Property:** e.g., NHL franchise, CFL team, Hockey Hall of Fame, PGA Tour.
2. **Emerging Sport:** e.g., Pickleball, Padel, esports, women's professional league.

3. **Major Event:** e.g., World Cup, Grey Cup, Women's World Hockey Championship.
-



Deliverables

1. **Written Deck (10–12 slides max)**

- **Executive Summary** (1 slide): What is your big idea?
- **Business Context** (1–2 slides): Current revenue model + market analysis.
- **Target Market & Insight** (1–2 slides): Who are you reaching? Why now?
- **Sponsorship/Media Strategy** (2–3 slides): How will you make money?
- **Activation Plan** (2–3 slides): Key tactics, partnerships, athlete/brand integrations.
- **Financial Snapshot** (1–2 slides): Revenue potential, sponsor ROI, risks.
- **Future Outlook** (1 slide): Scalability, legacy vs. innovation balance.

2. **Live Presentation (8–10 minutes per team)**

- Delivered in Week 5 live session.
 - Audience: faculty, peers, and guest executives.
 - Includes Q&A (5 minutes).
-



Timeline

- **Week 2:** Teams formed (5–6 students each).
- **Week 3:** Topic selection due (legacy vs. emerging).
- **Week 4:** Draft outline submitted (faculty feedback provided).

- **Week 5:** Final presentations delivered live.
-



Grading Breakdown (40% of final grade)

- **Quality of Analysis (30%)**
 - Depth of research, application of frameworks, financial logic.
 - **Creativity & Insight (25%)**
 - Bold, fresh ideas supported by evidence.
 - **Clarity & Persuasion (20%)**
 - Professionalism of slides, clarity of storytelling, executive-ready presentation.
 - **Team Collaboration (15%)**
 - Equal contributions, peer evaluation feedback.
 - **Q&A Handling (10%)**
 - Ability to defend recommendations with confidence.
-



Success Criteria

- Is the marketing plan **innovative yet realistic**?
 - Does it demonstrate **how money is made in sport**?
 - Does it integrate insights from at least **3 course themes** (media, sponsorship, athletes, emerging trends)?
 - Is the pitch **executive-ready**: clear, concise, compelling?
-

💡 *Tip:* The best projects will balance **strategic analysis** with **creative execution**. Think like both a **consultant** and a **marketer**: show your numbers, but also sell your story.
