

Faculty Business and Economics

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**Minor**  
**Business of Sport and Entertainment (MBSE)**  
Fall Semester 1 2020-21

## Minor Business of Sport and Entertainment, Fall Semester 1 2020-2021

### Basic information

	Title	Business of Sport and Entertainment (MBSE)
1	study guide number	6000MBSE18
2	Study year	2020-2021
3	Faculty	Business and Economics
4	Offering Course/ Program	Sport Marketing
5	Croho	34409
6	Program Manager	Marjolein van Vlaanderen
7	Minor coordinator Program	Tinie Denton , <a href="mailto:h.m.a.denton@hva.nl">h.m.a.denton@hva.nl</a>
8	Minor type	Broadening
9	Fulltime / Part-time	Fulltime >> 30 ECTS
10	Brief description	See below

The international Minor Business of Sport and Entertainment (MBSE) is offered both in the Fall and Spring semester. An international classroom is offered with English as standard language.

The focus of this minor is on the Business of Sport and Entertainment on a global scale.

The objective is to offer students the opportunity to develop more extended marketing- and business skills in the specialized industries of sport and entertainment. In order to achieve this the following subjects are part of the program: Bidding and Hosting of Sport Events, Live Music and Festivals, Sport and Entertainment Specials including topics such as Media, Sponsoring, Sustainability and SES skills and Project.

After successful completion of this minor students will be competent:

- A) to recognize and describe current developments, stakeholders and different business models in the Sport and Entertainment industries and bring this into practice.
- B) to work as a junior consultant in the Sport and Entertainment industries. As a team player the student can demonstrate skills regarding communications, client relations, project management, research, analysis, filter, creation, reporting, advising and presenting to a client.

The program consists of:

70% – lectures, guest lectures, workshops, assignments and visits to events.

30% – practical project activities, students work as junior consultants in a team for real clients on real assignments.

NOTE:

Due to the COVID-19 challenges/aftermath no compulsory study trip abroad will be organized.

If feasible some local/domestic activities/visits will be offered instead at minimum cost (max 50/75 euro).

11	Connection with HvA profile	See below
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**Cornerstone 1: Urbanization in a big city, Urban Management, Urban Vitality**

The subjects Bidding and Hosting of Sport Events (BHE), Live Music and Festivals (LMF), Sport and Entertainment Specials (SES) such as the modules Sustainability and Law are providing connections.

Example of topics: Why do cities put themselves forward as candidate to host global sport events? What is the process from bidding, preparation, execution to leaving a lasting legacy? What is the economic and social importance for upcoming markets / cities?

**Cornerstone 2: Innovative entrepreneurship in a metropolitan area**

ICT, creative industry and service industry.

The subjects Live Music and Festivals (LMF) and Sport and Entertainment Specials (SES) such as Sponsoring and Media and Project (PRC) are providing connections.

Example of topics: development of TV-formats, participation in organization of the international ADE (Amsterdam Dance Event) as well as attending the conference (applicable in semester 1 only).

Entrepreneurship, innovating and participating in the knowledge economy.

The subjects Project (PRC) and the Sport and Entertainment Specials such as Sponsoring and Media are providing connections.

12	Cooperation with other Courses/ Programs	Not applicable
13	Language	English
14	Target group	Exchange students, AUAS/HvA students and external KiesOpMaat (KOM) students
15	Additional admission requirements	Command of the English language at minimum CEF level B-1, preferably CEF level B-2 Some knowledge of the subject Marketing (preferably 2 years). Students have to be available for a weekly 30 hours study effort. Classes are run on Monday-Tuesday-Wednesday-Thursday. Students have to demonstrate a passion for sport, entertainment and/or events.
16	Titles educational units	See testing program
17	Number ECTS per educational unit	See testing program
18	Testing and assessment per educational unit	See testing program
19	Number of contact hours per week	16 hours per week (Monday-Tuesday-Wednesday-Thursday)
20	Final result	See testing program
21	Particular conditions	Regarding students: laptop, travel at own expenses to some local/national companies as well as to meet their client regarding their project assignments. Activity program at 50-75 euro.
22	Minimum number of students	Not applicable
23	Maximum number of students	25
24	Location	Fraijlemaborg location (FMB), Fraijlemaborg 133, 1102 CV AMSTERDAM, The Netherlands

25	Contact persons	Exchange students: <a href="mailto:incoming.fbe@hva.nl">incoming.fbe@hva.nl</a> HvA/KOM students: <a href="mailto:onderwijsbureau.fbe@hva.nl">onderwijsbureau.fbe@hva.nl</a> Programm: Tinie Denton, <a href="mailto:h.m.a.denton@hva.nl">h.m.a.denton@hva.nl</a>
26	As from which year is the minor given?	2010
27	Which grade was given to the minor by the students in recent evaluations?	8,6–8,5
28	What was the number of participants in the most recent minor?	29 students
29	What was the success rate (in %) in the most recent minor?	90%
Information for KiesOpMaat (KOM) –participation only:		
31	Learning goals	See description educational units
32	Admission requirements	See description educational units
33	Literature	See description educational units
34	Language	English
35	Minor contact people regarding the KOM–learning agreements	<a href="mailto:onderwijsbureau.fbe@hva.nl">onderwijsbureau.fbe@hva.nl</a> , Mrs. I. Odenhoven
36	(additional) costs	Some visits in the Netherlands, Educational trip abroad, approximately euro 500/600
37	Location	Location Wibauthuis, Wibautstraat 3B (WBH), Amsterdam

## Minor MBSE description Testing Program per module

Testing methods abbreviations:

Assessment = AS, Assignment = OP, Paper = PA, Project = PJ, Presentation = PS, Written test = TS

# BLOCK 1 OF THE SEMESTER

1	Name educational unit	Bidding and Hosting of Events (BHE)
2	Study guide number	6600BHE_18
3	Description	This course focuses on large global sport events. First of all we will look into the impact and large scale of these events. Why do these cities or countries put themselves forward as candidate, what is the process from bidding, preparation, execution and leaving a lasting legacy? What is the economic and social importance for the upcoming markets?
4	Teaching methods	Lecture, guest-lectures, visit if feasible
5	Testing and weighing	Testing: TS
6	Number of ECTS	5
7	# contact hours (average p/week)	During block 1 only - 4 hours per week
8	Study material Mandatory and advised literature + other study material	<p>2015 Mueller what makes an event a mega event.</p> <p>2016 Taks the rise and fall of mega sport events, the future is in non mega events</p> <p>ASOIF future of global sport</p> <p>IOC 2014 Olympic Agenda 2020</p> <p>Arup 2017 cities alive rethinking strategies for host cities</p> <p>Deloitte 2011 How major sporting events can drive positive change for host communities and economies</p> <p>Hartman &amp; Zandberg 2015 The future of mega sport events examining the Dutch Approach to legacy planning</p> <p>2007 Preuss the Conceptualisation and Measurement of Mega Sport Event legacies</p> <p>2017 12 De Nooij Van den Berg 2012 Bidding Paradox JOSS</p> <p>PWC 2004 The Economic impact of the Olympic Games</p> <p>Konecke and De Nooij 2017 Bidding in democratic and authoritarian regimes socioeconomic analysis and strategic insights</p> <p>2014 TSE consulting the bid and host city perspective</p> <p>Walters 2008 bidding for major sport events</p> <p>Westerbeek Turner Ingerson 2002 Key success factors in bidding for hallmark sport events</p> <p>Bason and Grix 2017 Planning to fail leveraging the Olympic Bid</p>
9	Learning goals / competences	<ul style="list-style-type: none"> <li>• Formulate and Explain trends and developments in the industry of bidding and hosting of events</li> <li>• Explain the dynamics, effects and use of events with regards to desired changes of host cities and countries</li> <li>• Apply and create reasons from cities and countries for wanting to host events</li> <li>• Explain and apply key ingredients of a successful bidding campaign</li> <li>• Create your opinion on the current developments in the global world of bidding and hosting of events.</li> </ul>
10	Lecturer	Jilles Visser

## BLOCK 1 OF THE SEMESTER

1	Name educational unit	Live Music & Festivals (LMF)
2	Study guide number	6600LMF_18
3	Description	This course is about the (live) entertainment sector and the festival market. It focusses on the business side of these domains. It will cover characteristics and structure of the music industry, festivals & dance events, emphasizing financial aspects such as business models and artist settlements, marketing, branding, innovation and a variety of branch inherent topics. It will offer insight in the concept creation of music events, major trends and developments and a basic sociology of events. In short; during this course you will learn about the business of events and gain insight in the way the music industry works.
4	Teaching methods	Lectures and where feasible some fieldtrips
5	Testing and weighing	Testing: TS
6	Number of ECTS	5
7	# contact hours (average p/week)	During block 1 only 4 hours per week
8	Study material Mandatory and advised literature + other study material	Articles will be shared on dedicated BrightSpace MBSE platform; Extracts from: Dance-onomics, Economic Significance of EDM for the Netherlands, p1-20, research report by EVAR, October 2012. Welcome to the Experience Economy, B. Joseph Pine II & James Gilmore, p 97-105, Harvard Business Review 1998. Customer Intimacy and Other Value Disciplines, Michael Treacy & Fred Wiersema, p 84-93, Harvard Business Review 1993. Current reports. selected pages from 'What's Blocking New Yorkers from Getting Tickets'. Selected pages from 'Pricing Challenges In The Live Events Industry'. literature & articles, extracts will be placed on MBSE platform London is Europe's live music festival About the live music industry High times in the low lands Festiville organizers arrested after Belgian fest chaos Live survey European club circuit 2018
9	Learning goals / competences	By the end of this course the student will be able to: 1. Describe and explain the music and festival industry in general both in terms of market(size) and economic impact, as with regards to the business models that structure it commercially. Understand what the latest trends in this sector are and why they occur. Perform a quick scan of any festival (provided data availability) and evaluate its strengths & weaknesses 2. Explain the financial structure of live events and festivals: e.g. tickets, additional ticketing products, drinks, food, side events, side products, merchandise, lockers 3. Explain various frameworks of the marketing of events & explain theoretical models such as 'the experience economy', 'value strategies' and 'storytelling'. Understand the main features of branding, identity and event marketing. Evaluate marketing strategies and make strategic recommendations to increase engagement. 4. Demonstrate understanding of social and sociological mechanisms in the field of dance and music events. Understand in basic terms why consumers like visiting events. Identify several types of music consumers in terms of community or neo-tribe. Regarding ticketing: 1. Describe and explain the ticketing industry in terms of market alliances and economic impact, as well as with

		<p>regards to the business models run by ticketing companies</p> <p>Understand and explain what current trends in this sector are, and why they occur</p> <p>2. Describe and explain the nature of secondary ticketing in terms of its different shapes, market development, consumer rights and basic legal issues, music industry stance &amp; action and political action or lack of it</p> <p>Understand and explain what current trends concerning secondary ticketing are, and why they occur</p> <p>3. Name and explain the basic pricing classification</p> <p>Recognize these principles in actual and present day events, and understand how they are applied</p> <p>4. Name and explain the main features of pricing as a selling tool in entertainment</p>
10	Lecturer	Peter de Baare

# BLOCK 1 OF THE SEMESTER

1	Study guide number	6600SES_18
2	Name educational unit	Sport and Entertainment Specials (SES)
3	Description	<p>This subject offers current topics such as: Media, Sponsoring, Sustainability and SES skills. Students will compile an individual portfolio based on weekly tasks for Media and Sponsoring. A group assignment will be executed for both Sponsoring and SES skills.</p> <p>Such as (subject to changes):</p> <p><b>MEDIA</b> How do traditional broadcasters sell advertising space and what is the impact of regulators and perishable assets in this? What are the currencies CPM and GRP and how are they used? Attention will be given to the close relation between technology, media and telecommunications. Key trends and examples of successful marketing campaigns in Sport and Entertainment will be touched upon. The key elements of a TV-format will be explained and applied by the student in the creation of a TV format.</p> <p><b>SPONSORING</b> What is the definition of sponsoring and how does the landscape look like. Which steps are taken to define a sponsoring strategy? How do research agencies contribute to the accountability of investments in sponsorships? The key elements of a Sponsorship proposal will be explained and applied by the student in the creation of a Sponsorship Proposal.</p> <p><b>SUSTAINABILITY</b> Sustainability in Sports and Events is about the fact that companies have a responsibility towards society and to the environment. Especially in a globalized world. It gives us opportunities for sustainable solutions, innovation, growth and profit. Nowadays every company or organization has to find a balance between the three P's: People, Planet and Profit. Towards a sustainable world. A sustainable business takes responsibility for the environmental sustainability as well as the social sustainability. Sustainability issues give companies the opportunity to innovate towards new products, services or processes that benefit both society and the business. Sport and Entertainment also operate in a globalized world with the same new challenges</p> <p><b>SES SKILLS</b> In the SES skills module we focus on skills sets that are relevant for a future career in Sport and/or Entertainment. In team students develop and execute a workshop in which they share knowledge and create an interactive learning experience.</p>
4	Teaching methods	Lectures, guest lectures
5	Testing and weighing	Testing: Assessment (AS), from individual portfolios and group tasks.
6	Number of ECTS	10
7	# contact hours (average p/wk)	During block 1 only 8 hours per week
8	Study material Mandatory and advised literature + other study material	<p>Amongst others:</p> <p>Nielsen 2018 Top 5 Commercial Trends in Sport IOC Media guide Pyeongchang 2018 The Wit how to create a hit format Live Nation fan study power of live Deloitte TMT 2020 and Football Money League 2020 People, planet, profit Documentary before the flood <a href="http://learninglegacy.independent.gov.uk/publications/london-2012-post-games-sustainability-report-a-legacy-of.php">http://learninglegacy.independent.gov.uk/publications/london-2012-post-games-sustainability-report-a-legacy-of.php</a> <a href="https://library.olympic.org/Default/doc/SYRACUSE/73418/embracing-change-rio-2016-sustainability-report-organising-committee-for-the-olympic-and-paralympic-?_lg=en-GB">https://library.olympic.org/Default/doc/SYRACUSE/73418/embracing-change-rio-2016-sustainability-report-organising-committee-for-the-olympic-and-paralympic-?_lg=en-GB</a></p>



9	Learning goals / competences	<p>After completion of this course students can:</p> <p><b>MEDIA</b> Formulate and Explain trends and developments in Media in Sport and Entertainment Explain roles of the stakeholders in the sales of TV advertising by traditional broadcasters. Apply and Create ingredients of a successful TV format.</p> <p><b>SPONSORING</b> Formulate and Explain trends and developments in Sponsoring in Sport and Entertainment. Explain and apply key ingredients of a sponsoring strategy and advise on measurement and evaluation. Apply and Create a sponsorship proposal</p> <p><b>SUSTAINABILITY</b> Formulate and Explain trends and developments in the industry of sustainability and corporate social responsibility (CSR). Explain the need for corporate and social awareness on sustainability and CSR Apply and create different concepts of sustainability and CSR. Explain and apply various concepts of 'green' events, venues, fundraising and sport4development. Have an opinion on the current developments in the global world of sustainability and CSR.</p> <p><b>SES SKILLS</b> Develop and execute a workshop as a team to fellow students in a team to enhance skills that are relevant for a future career in Sport and or Entertainment.</p>
10	Lecturers involved	Tinie Denton, Milica Zolak

## BLOCK 2 OF THE SEMESTER

1	Name educational unit	Project (PRC)
2	Study guide number	6600PRC_18
3	Description	<p>The Minor Business of Sport and Entertainment consists of theoretical courses with assignments and a practical course. The practical course is a Project (PRC). This subject of the minor allows students to gain experience as a junior consultant.</p> <p>During this minor the students will work as a Junior consultant for a client who asks to provide a reasoned and elaborated answer on his central question (i.e. how to reach new customers, how to engage with clients by making use of sports(events)). The student must come up with robust insights that are new to the client and will have to provide advice which should be valuable. But next to this, the student should provide insights that are valid and will have to deal with the tension between practical relevance and methodological rigor. To come up with a plan that gives insights in how and why a certain advice is given. The student will combine setting up and executing practical research with creative concepts and concluding with recommendations.</p>
4	Teaching methods	Working in project teams combined with some visits to clients. Guidance by dedicated lecturers acting as senior consultants to oversee the process.
5	Testing and weighing	<p>Testing: PJ, AS, PS. The PRC module runs in BLOCK 2 only.</p> <p>Weighing grading:          25% Product 1 &gt; geared towards research          25% Product 2 &gt; geared towards concepts          25% Final Deliverables to client, advise/presentation          25% Assessment personal Reflection/team evaluation</p>
6	Number of ECTS	10
7	Number of contact hours	During block 2 only 6/8 hours per week
8	Study material Mandatory and/or advised literature + other study material	Any literature or sources provided by the client and/or senior consultant that are relevant for the specific project students will be assigned to.
9	Learning goals / competences	<p>After completion of this course students can:</p> <ul style="list-style-type: none"> <li>Demonstrate an understanding how to service a client in the Sport and/or Entertainment Industry as a junior consultant</li> <li>Work in a structured and efficient manner towards agreed deliverables</li> <li>Demonstrate resilience when 'the going gets tough'</li> <li>Apply time management skills</li> <li>Work in an international team with students of whom English might not be their first language</li> <li>Carry and share responsibility as a team member for the whole process</li> <li>Put knowledge and insights gained in theoretical classes into practice</li> </ul> <p>Regarding the research skills needed to complete the project students will have achieved the following results:</p> <ul style="list-style-type: none"> <li>The student can describe the elements of, and compose an outline of the current situation that is written from a micro, meso and macro perspective</li> <li>The student can formulate a marketing decision problem and marketing research problem, and subsequently formulate the central research question and sub-questions</li> </ul>

		<p>The student understands the elements of a literature review and can critically evaluate literature and write a literature review based on the core topic(s) of the central research question</p> <p>The student can formulate the fundamental characteristics of quantitative research</p> <p>The student can formulate the fundamental characteristics of qualitative research</p> <p>The student can choose and substantiate a research approach that is based on the central question and the underlying sub-questions</p> <p>The student is able to give a detailed description of how the (primary or secondary) data are gathered and analyzed</p> <p>The student is able to present the gathered information in such a way that the information can be traced back to the source.</p>
10	Lecturers involved	Peter de Baare, Marije Booij, Milica Zolak, Nanna van Ginhoven, Jilles Visser, Tinie Denton