



## **Services & Operations Management**

Module reference: 22MO0065 / C-Nr: 3701

Time / Classroom: Tuesday 14:00 - 15:45 (KOL-F-109) and  
Friday 10:15 - 12:00 (KOL-F-104)

Office hours: By appointment

Website: <http://www.business.uzh.ch/professorships/som.html>

Assistant: Carlos Gomez Gonzalez (carlos.gomez@business.uzh.ch)

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### **COURSE MATERIAL**

#### **Textbooks**

Chase, R. B. & Jacobs, F. R. (2018). *Operations & Supply Chain Management*, 15th edition, McGraw-Hill.

Fitzsimmons, J., Fitzsimmons, M., & Bordoloi, S. (2018) *Service Management. Operations, Strategy, and Information Technology*, 9th edition, McGraw Hill.

Both books are available in the Library of Business Administration at Plattenstrasse 14, 8032 Zürich.

Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). *Organisation – Theorie and Praxis aus ökonomischer Sicht*, 8th edition, Schäffer & Poeschel.

#### **Obtain the case studies**

The simulation, case studies and articles can be downloaded from Harvard Business Online (HBS). The price is \$64.37 for 13 required items (as of September 06, 2022). Payment must be made by credit card. The entire package has already been put together for you online. Access is as follows:

1. Go to the website <https://hbsp.harvard.edu/import/975652>
2. Register and note down your username (which should not contain umlauts such as ä, ö, ü). A list of the required course documents will now appear under "Services & Operations Management (Fall 2022)."
3. You may need at least version 4 of Adobe Acrobat Reader, which you can download from <http://www.adobe.com/products/acrobat/readstep2.html>
4. Now click on "Purchase Coursepack". Here the 14 required items are preselected, and you can add the two optional items by clicking on the boxes. If you do not need all case studies, you can add them individually to your shopping cart using the article numbers given. Make your way to the checkout.

Note down your Web ID number. If the ordered course materials do not appear automatically for download, you have to log in again under "My coursepacks" (point 1).



5. You will now find a link in your list of course materials to download the documents (sealed electronic download). Your username and password will be required to download the documents. The username is the same as the one you used to register with Harvard Business Online. The password is identical to the user's name.
6. You now have access to the documents (30-day limit). After downloading the documents, print them out immediately (- with the "Print" icon in Acrobat Reader).
7. If you have any questions or need technical assistance, please contact Harvard Business School Publishing directly 1-800-810-8858 or 617-783-7700 or send an email [tech-help@hbsp.harvard.edu](mailto:tech-help@hbsp.harvard.edu). Have your Web ID number ready.

**Case studies (C) and simulation (S):**

Nr.	Title	ID
1	Operations Strategy at Galanz	#910D05
2	American Connector Company	#693035
3	CreativeCalligraphyInvitations.com: A Production Process Analysis Exercise	#W88C37
4	Paediatric Orthopaedic Clinic at the Children's Hospital of Western Ontario	#908D01
5	Operations Management Simulation: Quality Analytics	#4404
6	General Micro Electronics, Incorporated: Semiconductor Assembly Process	#NA0217
7	OurCrowd: Growing a Crowdfunding Platform in a VC World	#KEL922
8	Swiggy, Foodora, and Yelp Hyperlocal Platforms	#IMB751
9	Vinci: Disrupting the Creative Industries	#below
10	Basic Attention Token (BAT) - Blockchain Based Digital Advertising	#below
11	Formula One Motor Racing	#703412
12	Fútbol Club Barcelona	#516031
13	Club Atlético Boca Juniors	#508056
14/15	Maria Sharapova: Marketing a Champion (A) and (B)	#507065 #507066

For the case study **Vinci: Disrupting the Creative Industries**, you will need the **Vinci White Paper** available at <https://byvinci.io/vinci-whitepaper.pdf>.

For the case study Basic Attention Token, you will need the White Paper **Basic Attention Token (BAT) - Blockchain Based Digital Advertising** which you can download directly at <https://basicattentiontoken.org/static-assets/documents/BasicAttentionTokenWhitePaper-4.pdf>

**SUMMARY**

The course presents advanced methods of Services & Operations Management with the help of four teaching methods: lecture, computer-based simulation, case study analysis, and presentations. Regarding content, the course focuses on Services & Operations Management from the perspective of executives. The main goal is to show ways in which **effective and**



**efficient Services & Operations Management can help a company to achieve and defend long-term competitive advantages over its competitors.**

**Services & Operations Management** is the business function that translates competitive and corporate strategies into specific products and services. Without successful Services & Operations Management, no company can survive in the long run. Traditionally, operations management deals with the production of physical goods. Since our society has increasingly turned into a **service society**, Operations Management has evolved into Services & Operations Management. The share of the service sector in the gross national product is now well over 70%. At the same time, **productivity** and **customer satisfaction** in the service area are below average. The main reason for this is that **Services & Operations Management** often has major deficits in practice. A typical example of this are **health care services**. Through the consistent application of scientifically based methods of Services & Operations Management, considerable competitive advantages can still be achieved.

Specifically, the course covers the topics of **operations strategy, process analysis, quality management, and platform- and sports management.**

**Operations strategy** shows how companies can implement their competitive strategy through suitable operations strategy based on **resources and skills** to achieve an advantage over their competitors.

**Process analysis** primarily addresses the determination of the **process capacity**, the **degree of utilization**, the **cycle- and throughput time**, and the identification of **bottlenecks**. With the help of this process analysis, options for **process optimization** are developed.

**Quality management** focuses on **statistical process control.**

**Managing (digital) service platforms** is mainly about **network mobilization, platform organization, and competitive strategies.** The course also focuses on new business models based on modern **blockchain technology** and shows how currently dominant platforms such as Amazon, Facebook and Uber may be attacked by decentralized platforms based on smart contracts.

In the **sports management** module, we examine how the **value creation process** works at the different levels of professional sports (association, league, club, athlete), and which **possibilities, constraints, and strategies of value appropriation** exist.

## TEACHING PHILOSOPHY

*If you give a hungry man a fish, you feed him for a day, but if you teach him how to fish, you feed him for a lifetime.*

Chinese proverb

The main advantage of a university education is not that you learn a range of ready-made problem solutions. The differentiating advantage is that you know scientific methods and acquire analytical- and communication skills to recognize, structure, articulate, and solve business problems.



Consequently, this course requires that you **actively participate by analyzing and discussion case studies**. In fact, you are largely responsible for your own learning progress. You do not only have to attend classes regularly, but also **prepare them thoroughly** to actively participate in the discussion.

**This means that you would read the materials and cases carefully, answer all given questions, and give a presentation on a case study.** It is advisable to prepare the tasks and case studies in groups. This will allow you to engage in intensive discussions and critical examinations of business problems while training communication skills.

For a successful participation, it is essential that you attend classes regularly. Please, be punctual and arrive at the lecture hall before the start of the lectures to avoid unnecessary disturbances, especially during the presentations.

## GRADING

The exact composition of the final grade depends on the number of participants and will be announced in the first week of class.

## PARTICIPATION

**Valuable contributions** to class are characterized by the following aspects:

1. Identify **undetected** problems
2. **Systematize** identified problems
3. Show **ways of solving problems**
4. Apply **appropriate methods** and **theories**
5. Support or refute arguments with **facts**
6. **Well-founded questioning** of “traditional thinking” and “prevailing opinions”
7. **Do not repeat** what is known or what has already been said

## EXAM

The relevant material for the written exam includes the course material, the provided literature, and the tasks and cases covered in class.

## SUGGESTIONS

Please feel free to contact us and share specific ideas to improve the added value of the course.



## SUPPORT AND ORGANIZATION

For questions regarding appointments, supervision of work, and other organizational matters, you can contact Carlos Gomez Gonzalez (carlos.gomez@business.uzh.ch).

## TOPICS AND DATES

The course will proceed according to the following schedule. The specified case studies, assignments, and corresponding literature must be prepared in advance for the classes. The grouping of these items can be found in the respective class date.

Date	Content, literature, assignments, and case studies
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Sept. 20	Introduction
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Sept. 23	Case Study Assignment
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## MODULE I: OPERATIONS STRATEGY

Sept. 27	Case Study: <b>Operations Strategy at Galanz</b>
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**Literature:** Chase/Jacobs Chapter 2

**Case Study:** Read the case study **Operations Strategy at Galanz** and answer the following questions:

1. What were the order winners/order qualifiers for Galanz in the microwave oven business during the early stage of its development?
2. Rank the importance of Galanz's operations objectives of cost, quality, flexibility, delivery, service, and innovations. How has the importance changed over the years?
3. What is the role technology has played in the success of Galanz?
4. What are Galanz's competitive and operations strategies, and how does its operations strategy support its competitive strategy?
5. What are the differences between OEM/ODM versus OBM in terms of production, design, marketing, distribution, and customer service?
6. Should Galanz develop its OBM business in the international market? Should Galanz continue its OEM and ODM businesses?
7. What should Mr. Liang do to lead his company to greater success? Should the company change its overall cost leadership strategy? How should the com-



pany set priorities and utilize its resources and capabilities to gain competitive advantages in the marketplace?

<b>Sept. 30</b>	<b>Case Study: American Connector Company</b>
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**Literature:** Chase/Jacobs Chapter 2

**Case Study:** Read the case study **American Connector Company** and answer the following questions:

1. How serious is the threat of DJC to American Connector Company?
2. How big are the cost differences between DJC's plant and American Connector's Sunnyvale plant? Consider both DJC's performance in Kawasaki and its potential in the United States.
3. What accounts for these differences? How much of the differences is inherent in the way each of the two companies compete? How much is due strictly to differences in the efficiency of the operations?
4. What should American Connector's management at the Sunnyvale plant do?

## MODULE II: PROCESS ANALYTICS

<b>Oct. 4</b>	<b>Operations Management: Process Analysis (Part 1)</b>
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**Literature:** Chase/Jacobs Chapter 11  
Fitzsimmons et al. Chapter 7

<b>Oct. 7</b>	<b>No class</b>
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<b>Oct. 11</b>	<b>Operations Management: Process Analysis (Part 2)</b>
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**Literature:** Chase/Jacobs Chapter 11  
Fitzsimmons et al. Chapter 7

<b>Oct. 14</b>	<b>Case Study: CreativeCalligraphyInvitations.com: A Production Process Analysis Exercise</b>
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**Literature:** Chase/Jacobs Chapter 9 und 11  
Fitzsimmons et al. Chapter 7



**Case Study:** Read the case study **CreativeCalligraphyInvitations.com: A Production Process Analysis Exercise** and answer the questions in page 3 of the case study.

<b>Oct. 18</b>	<b>Case Study: Paediatric Orthopaedic Clinic at the Children's Hospital of Western Ontario</b>
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**Literature:** Chase/Jacobs Chapter 9 and 11  
Fitzsimmons et al. Chapter 7

**Case Study:** Read the case study **Paediatric Orthopaedic Clinic at the Children's Hospital of Western Ontario** and answer the following questions:

1. Draw a process flow diagram
2. What is activity utilization at every step in the process? What is the direct labor utilization?
3. How is variability affecting capacity at the clinic? How can variability be controlled?
4. Where is the bottleneck in the process? What are the capacity constraints at the clinic?
5. What is the economic cost of wait times?
6. What recommendations would you make and why?

### MODULE III: QUALITY MANAGEMENT: SPC

<b>Oct. 21</b>	<b>Quality Management: SPC (Part 1)</b>
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**Literature:** Fitzsimmons et al. Chapter 6  
Chase/Jacobs Chapter 13  
Bohn, R. E. (2007). *Constructing and Using Process Control Charts*. HBS No. 686118. Boston, MA: Harvard Business School Publishing.

<b>Oct. 25</b>	<b>Quality Management: SPC (Part 2) &amp; Simulation Quality Analytics</b>
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**Literature:** Fitzsimmons et al. Chapter 6  
Chase/Jacobs Chapter 13



<b>Oct. 28</b>	<b>Case Study: General Micro Electronics, Incorporated: Semiconductor Assembly Process</b>
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**Literature:** Fitzsimmons et al. Chapter 6

Chase/Jacobs Chapter 13

**Case Study:** Read the case study **General Micro Electronics, Incorporated: Semiconductor Assembly Process** and answer the following questions:

1. Referring to the data in Exhibit 5, in your opinion is the process capable of meeting GME's internal wire-bond strength requirement of at least seven grams?
2. Referring to the data in Exhibit 5, is the wire-bonding process in control? What implications does your determination of whether the process is in control or out of control pose for assessing the new machine's capability to meet the wire-bond strength requirement?
3. In general, what are the options for improving the capability of a process? Which of these options would you recommend Regan focus on? Why?
4. Based on the results of the Design of Experiment study, what would you recommend Regan do to improve the wire-bond strength of the new machine?
5. Do you have any concerns regarding GME's ability to use the data from the Design of Experiment study? If so, what are your concerns? What would you recommend Regan do to mitigate your concerns?

#### MODULE IV: PLATFORM MANAGEMENT

<b>Nov. 1</b>	<b>Managing (Digital) Service Platforms (Part 1)</b>
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**Literature:** Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8<sup>th</sup> edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Franck, E., Dietl, H., Royer, S. (2008). Wettbewerbsvorteile auf zwei- and mehrseitigen Dienstleistungsmärkten - Verschiedene Formen der Wertschöpfungsorganisation. *Zeitschrift Führung and Organisation (zfo)*, 77(5), 332-340 (in German).

<b>Nov. 4</b>	<b>Managing (Digital) Service Platforms (Part 2)</b>
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**Literature:** Grossmann, M. Lang, M. Dietl, H. (2021): A Dynamic Contest Model of Platform Competition in Two-Sided Markets“, forthcoming in: *Journal of Theoretical and Applied Electronic Commerce Research*.



Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8th edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Dietl, H. (2010). Erfolgsstrategien im Plattformwettbewerb. *Schmalenbachs Zeitschrift für Betriebswirtschaftliche Forschung*, 62(10), 63-83 (in German). ([Link](#))

Dietl, H. (2017). Raiffeisen für die Zukunft: Traditionelles Geschäftsmodell für Geschäftsfelder der Zukunft. UZH Business Working Paper No. 370. (in German). ([Link](#))

<b>Nov. 8</b>	<b>Case Study: OurCrowd: Growing a Crowdfunding Platform in a VC World</b>
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**Literature:** Grossmann, M. Lang, M. Dietl, H. (2021): A Dynamic Contest Model of Platform Competition in Two-Sided Markets“, forthcoming in: *Journal of Theoretical and Applied Electronic Commerce Research*.

Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8th edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Dietl, H. (2010). Erfolgsstrategien im Plattformwettbewerb. *Schmalenbachs Zeitschrift für Betriebswirtschaftliche Forschung*, 62(10), 63-83 (in German). ([Link](#))

**Case Study:** Read the case study **OurCrowd: Growing a Crowdfunding Platform in a VC World** and answer the following questions:

1. Why is it so hard for crowdfunding platforms like OurCrowd to mobilize their platforms? What is preventing potential customers from using the platform?
2. Crowdfunding platforms like CircleUp and Crowdfunder charge fees to the startups that are seeking capital, whereas OurCrowd charges the investors. Which pricing strategy is better?
3. How does OurCrowd's Portfolio Reserve product create value for investors?
4. Whom do you view as OurCrowd's main competitors? Why?
5. Should OurCrowd pursue more aggressive partnerships with traditional VC companies? Why, or why not?
6. Should OurCrowd pursue larger deals? What are the risks and rewards of pursuing larger deals?



**Nov. 11** Case Study: **Swiggy, Foodora, and Yelp Hyperlocal Platforms**

**Literature:** Grossmann, M. Lang, M. Dietl, H. (2021): A Dynamic Contest Model of Platform Competition in Two-Sided Markets“, forthcoming in: *Journal of Theoretical and Applied Electronic Commerce Research*.

Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8th edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Dietl, H. (2010). Erfolgsstrategien im Plattformwettbewerb. *Schmalenbachs Zeitschrift für Betriebswirtschaftliche Forschung*, 62(10), 63-83 (in German). ([Link](#))

**Case Study:** Read the case study **Swiggy, Foodora, and Yelp Hyperlocal Platforms** and answer the following questions:

1. Describe the Swiggy business model. Enumerate the network effects.
2. Compare and contrast the three business models - Swiggy, Foodora, and Yelp! Explain the advantages and disadvantages.
3. Given that Yelp is a hyperlocal platform, how would it sustain its position against potential bigger rivals such as Google, Amazon, and Facebook?

**Nov. 15** Case Study: **“Vinci: Disrupting the Creative Industries”**

**Literature:** Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8th edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Dietl, H. (2010). Erfolgsstrategien im Plattformwettbewerb. *Schmalenbachs Zeitschrift für Betriebswirtschaftliche Forschung*, 62(10), 63-83 (in German). ([Link](#))

Dietl, H. (2017). Raiffeisen für die Zukunft: Traditionelles Geschäftsmodell für Geschäftsfelder der Zukunft UZH Business Working Paper No. 370 (in German). ([Link](#))

**Case Study:** Read the **Vinci White Paper** available at <https://byvinci.io/vinci-whitepaper.pdf> and answer the following questions:

1. How has the music industry evolved over time?
2. Explain Spotify’s business model and compare it with the linear business model of music labels.
3. Explain Vinci’s business model and value proposition. What are the problems that Vinci tries to solve?



4. Explain Vinci's ecosystem. Who are the main participants? What are the main platforms and tools?
5. Explain Vinci's tokenomics. What are its strengths and weaknesses?
6. What are Vinci's biggest challenges? How can the company overcome them?

<b>Nov. 18</b>	<b>Case Study: "Basic Attention Token"</b>
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**Literature:** Picot, A., Dietl, H., Franck, E., Fiedler, M., Royer, S. (2020). Organisation – Theorie and Praxis aus ökonomischer Sicht, 8th edition. Stuttgart: Schäffer & Poeschel. Chapter 6 (in German).

Dietl, H. (2010). Erfolgsstrategien im Plattformwettbewerb. *Schmalenbachs Zeitschrift für Betriebswirtschaftliche Forschung*, 62(10), 63-83 (in German). ([Link](#))

Dietl, H. (2017). Raiffeisen für die Zukunft: Traditionelles Geschäftsmodell für Geschäftsfelder der Zukunft UZH Business Working Paper No. 370 (in German). ([Link](#))

Dietl, H. (June 18, 2017). Bitcoin, Blockchain und Smart Contracts, in: *Cash* (in German). ([Link](#))

Dietl, H. (June 20, 2021). Ether Staken, in: *Cash* (in German). ([Link](#))

**Case Study:** Read the White Paper **Basic Attention Token (BAT) - Blockchain Based Digital Advertising** available at <https://basicattentiontoken.org/static-assets/documents/BasicAttentionTokenWhitePaper-4.pdf> and answer the following questions:

1. Explain BAT's business model. What is BAT's value proposition? For whom does BAT create value?
2. Is BAT a one-sided, two-sided or multi-sided business model?
3. What were the greatest challenges in the start-up phase? How can BAT overcome the chicken-egg problem and generate network effects?
4. Who are BAT's competitors? How could they react to BAT's challenge?
5. Why is Ethereum instead of Bitcoin often used for ICOs? Is ICO an appropriate way to fund the business? What are the advantages and disadvantages of ICOs as a financing method compared to traditional fundraising solutions?

## MODULE V: SPORTS MANAGEMENT

<b>Nov. 22</b>	<b>Sports Management (Part 1)</b>
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**Literature:** Dietl, H. (2010). Besonderheiten des Sports - Was rechtfertigt eine "eigene Ökonomik"? *Institute for Strategy and Business Economics*, University of Zurich, (Working Paper No. 137) (in German). ([Link](#))



Dietl, H., Fort, R. & Lang, M. (2012): International Sports League Comparisons, in: *Routledge Handbook of Sport Management*, edited by Leigh Robinson, Packianathan Chelladurai, Guillaume Bodet and Paul Downward, London, UK (Routledge), 388-404. ([Link](#))

Dietl, H., Grossmann, M., Hefti, A., & Lang, M. (2015). Spillovers in sports leagues with promotion and relegation. *Scottish Journal of Political Economy*, 62(1), 59-74. ([Link](#))

Dietl, H., Lang, M. & Werner, S. (2010). The Effect of Luxury Taxes on Competitive Balance, Club Profits, and Social Welfare in Sports Leagues, in: *International Journal of Sport Finance*, 5(1), 41-51. ([Link](#))

Dietl, H., Grossmann, M. & Lang, M. (2010). Revenue Sharing and Competitive Balance in a Dynamic Contest Model. *Review of Industrial Organization*, 36(1), 17-36. ([Link](#))

Dietl, H., & Weingärtner, C. (2011). The Effect of Professional Football Clubs' Legal Structure on Sponsoring Revenues. *Journal of Sponsorship*, 4(4), 377-390. ([Link](#))

Dietl, H. (February 14, 2021): Super Bowl Ökonomik, in: *Cash* (in German). ([Link](#))

<b>Nov. 25</b>	<b>Sports Management (Part 2)</b>
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**Literature:** Dietl, H. (June 30, 2014). Penalty vor der Verlängerung, in: *Cash*. (in German) ([Link](#))

Dietl, H. (April 22, 2014). „Sport“ ist Mord, in: *Cash*. (in German) ([Link](#))

Dietl, H. (February 10, 2014). Fussballclubs als Investitionsobjekte, in: *Cash*. (in German) ([Link](#))

Dietl, H., & Duschl, T. (2009). The Organization of Professional Sports Leagues: A Comparison of European and North-American Leagues from the Perspective of Platform Organization. *Institute for Strategy and Business Economics, University of Zurich*, (Working Paper No. 119). ([Link](#))

Dietl, H., Duschl, T., & Lang, M. (2011). Gehaltsobergrenzen und Luxussteuern: Erkenntnisse aus dem professionellen Mannschaftssport, in: *Die Unternehmung - Swiss Journal of Business Research and Practice*, Sonderband 1, 169-181. ([Link](#))

Dietl, H., Grossmann, M., & Lang, M. (2011). Competitive Balance and Revenue Sharing in Sports Leagues with Utility-Maximizing Teams. *Journal of Sports Economics*, 12(3), 284-308. ([Link](#)) ([Link2](#))

Nessler, C., Gomez-Gonzalez, C., Dietl, H., & Del Corral, J. (2020). Race and employment: The historical case of head coaches in college basketball. *Frontiers in Sociology*, 5(69), 1-16. ([Link](#))



Chen, Y., Dietl, H. M., Orlowski, J., & Zheng, F. (2019). The effect of investment into European football on the market value of Chinese corporations. *International Journal of Sport Finance*, 14(4), 249-261. ([Link](#))

Dietl, H., Lang, M., & Nesseler, C. (2017). The impact of government subsidies in professional team sports leagues. *International Journal of Sport Finance*, 12(1), 49-64. ([Link](#))

Schweizer, N., & Dietl, H. (2015). Brand management throughout professional athletes' careers. *The IUP Journal of Brand Management*, 12(4), 39-57. ([Link](#))

<b>Nov. 29</b>	<b>Case Study: Formula One Motor Racing</b>
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**Literature:** Dietl, H., & Duschl, T. (2009). The Organization of Professional Sports Leagues: A Comparison of European and North-American Leagues from the Perspective of Platform Organization. *Institute for Strategy and Business Economics, University of Zurich*, (Working Paper No. 119). ([Link](#))

Dietl, H., Duschl, T., Franck, E., & Lang, M. (2009). A Contest Model of a Professional Sports League with Two-Sided Markets. *Institute for Strategy and Business Economics, University of Zurich*, (Working Paper No. 114). ([Link](#))

**Case Study:** Read the case study **Formula One Motor Racing** and answer the following questions:

1. Explain the value creation process in Formula One.
2. What were the key steps in Bernie Ecclestone's transformation of Formula One into a multibillion dollar global sporting spectacle?
3. Evaluate the economic motivation of each of the key actors in the Formula One market. Why do pilots, teams, car manufacturers, advertisers, track owners, race promoters, and fans continue to flock the Formula One races?
4. What are the key challenges facing Formula One in the upcoming years? What, specifically, should Mr. E. do about the car manufacturers' threat to form a rival league?
5. What are the special features of Formula One compared to other global sporting events?

<b>Dec. 2</b>	<b>Case Study: Fútbol Club Barcelona</b>
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**Literature:** Dietl, H. (February 10, 2014). Fussballclubs als Investitionsobjekte, in: *Cash*. (in German) ([Link](#))

Dietl, H. (June 5, 2016). Der wahre Wert von Real Madrid, in: *Cash*. (in German) ([Link](#))

Dietl, H. (April 20, 2020). Die Grasshoppers werden chinesisches, in: *Cash*. (in German) ([Link](#))



Dietl, H., Franck, E., & Lang, M. (2008). Overinvestment in Team Sports Leagues – A Contest Theory Model. *Scottish Journal of Political Economy*, 55(3), 353-368 ([Link](#))

Dietl, H., & Weingärtner, C. (2011). The Effect of Professional Football Clubs' Legal Structure on Sponsoring Revenues. *Journal of Sponsorship*, 4(4), 377-390. ([Link](#))

Dietl, H., & Schweizer, N. (2014). Developing a framework to identify and systematise sources of inefficiencies in sports sponsorship from a sponsee perspective. *International Journal of Sport Management and Marketing*, 15(1/2), 36-56. ([Link](#))

Dietl, H. M., Özdemir, A., & Schweizer, N. (2017). Outsourcing sports sponsorship activities: a multi-theoretical approach. *Sport, Business and Management: An International Journal*, 7(1), 77-96. ([Link](#))

Dietl, H. (June 10, 2019). Lieber Besitzer als Präsident eines Fussballklubs, in: *Cash*. (in German) ([Link](#))

**Case study:** Read the case study **Fútbol Club Barcelona** and answer the following questions:

1. Explain the business model of FC Barcelona. What corporate goal is FC Barcelona pursuing? What strategy does FC Barcelona use for this? Is it successful?
2. What competitive advantages does the club have over its competitors? What are these competitive advantages based on?
3. Who has more power, FC Barcelona or its players?
4. What risks is FC Barcelona exposed to?
5. Case Update: Which strategic measures do you recommend to FC Barcelona for the future?

<b>Dec. 6</b>	<b>Case Study: Club Atlético Boca Juniors</b>
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**Literature:** Dietl, H. (June 29, 2015). Das Geschäftsmodell des FC Basel, in: *Cash*. (in German) ([Link](#))

Dietl, H., Lang, M., & Werner, S. (2009). Social welfare in sports leagues with profit-maximizing and/or win-maximizing clubs. *Southern Economic Journal*, 76(2), 375-396. ([Link](#))

Chen, Y., Dietl, H. M., Orlowski, J., & Zheng, F. (2019). The effect of investment into European football on the market value of Chinese corporations. *International Journal of Sport Finance*, 14(4), 249-261. ([Link](#))

**Case study:** Read the case study **Club Atlético Boca Juniors** and answer the following questions:



1. Explain the business model of Boca Juniors. How does Boca Juniors' model differ from that of the top European clubs?
2. How would you describe the brand "Boca Juniors"? What are the club's main tangible and intangible assets?
3. Who are Boca Juniors' customers? How is the market segmented?
4. Why do young players want to play for Boca Juniors? Why do many of them leave?
5. Should Macri and Ibarra enter negotiations with the Spanish and Italian clubs interested in buying Gago and Palacio? If so, how should they approach the talks?

<b>Dec. 9</b>	<b>Case Study: Maria Sharapova: Marketing a Champion (A) and (B)</b>
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**Literature:** Adler, M. (1985). Stardom and talent. *The American Economic Review*, 75(1), 208-212.

Dietl, H., & Schweizer, N. (2014). Developing a framework to identify and systematise sources of inefficiencies in sports sponsorship from a sponsee perspective. *International Journal of Sport Management and Marketing*, 15(1/2), 36-56.

Rosen, S. (1981). The economics of superstars. *The American Economic Review*, 71(5), 845-858.

Schweizer, N., & Dietl, H. (2016). Brand Management Throughout Professional Athletes' Careers. *The IUP Journal of Brand Management*, 12(4), 39-57. ([Link](#))

Dietl, H. (August 25, 2019). Der bestbezahlte Sportler aller Zeiten, in: *Cash*. (in German) ([Link](#))

**Case Study:** Read the case study **Maria Sharapova: Marketing a Champion (A) and (B)** and answer the following questions:

1. Should Max Eisenbud and the other members of "team Sharapova" engage in the Motorola partnership? Should they consider any other alternatives (and if so, which ones)? Why?
2. What should the team's general marketing strategy be for Maria Sharapova?
3. How can we describe the "brand" Sharapova?
4. What is agent Max Eisenbud's role? What can he do for Sharapova and for IMG? And how is he compensated for his efforts?
5. How would you describe IMG's approach to selling athlete endorsements? What are its strengths and weaknesses? How easy is it for competitors to replicate IMG's model?



6. After the case, Sharapova was tested positive for Meldonium in January 2016 when she was competing at the Australian Open. Was the crisis management effective? What would you have done differently? (Please use the Internet to inform you about the doping scandal and the reaction of the Sharapova camp).

**Dec. 13      Mock Exam**

**Dec. 16      No Class**

**Dec. 20      Solutions to Mock Exam**

**Dec. 23      Summary/Alternative date**

**Jan. 10, 2023 Examination date** (room details according to the course catalog).

**Attention:      This is an open-book and open-computer exam.**