

KNOWLEDGE PLATFORMS
AND RESEARCH LABS

RESEARCH REPORT 2023



THE FUTURE MUST ALWAYS BE IMAGINED AND SOUGHT



The research activity and its continuous dissemination are the destiny and duty of a School of Management. It may seem like a strong statement but this phrase expresses in the most appropriate way the sense of the challenges and times we are experiencing and that allows us to guide to the future with the strength and passion that distinguishes SDA Bocconi.

Higher-education, applied research and the growth of people are closely linked and forward-looking. There is no growth in people's lives if the gaze is not turned to the future and when the gaze is no longer able to grasp the future, growth stops, it no longer affects and it no longer has an impact on the surrounding society. Growth is not a solitary act but a path, which becomes more exciting if done with good travel companions. In this sense, growth, training, applied research, relationships and sharing are closely linked. We must therefore have the desire and ambition to talk about the future every day. This is the ambition of every School of Management, this is definitely the hallmark of our School of Management, SDA Bocconi School of Management.

To understand what it means to speak and plan the future every day, we need to reflect on the two simple words - so simple to seem obvious - that are found immediately after SDA Bocconi, that is "School" and "Management".

The concept of "School" is a concept of community and continuous construction. In a world where research, knowledge and education are seen as an act of consumption, which materializes - and is likely to run out - in the very short moment of a download, the concept of "School" is exactly the opposite in that it is not confused with the learning tool - physical or digital, synchronous or asynchronous - but is clearly above the available tools and offers a meditated synthesis, at the service of the community, and built with the support of diverse interlocutors who interact with each other, from faculty, staff, students, alumni, companies and institutions that meet every day on our campus. The quality and intensity of relations become the quality of the School and the energy to continue on its way.

The concept of "Management" is at its root a concept of responsibility. Management means guiding men and women, resources and organizations. It's an act of responsibility by definition. It is devoid of sectorial affiliation, as it crosses institutions and organizations with profoundly different characteristics: from listed companies to private ones, from small to large, from public to non-profit sector. If responsibility is the deepest nature of management, its attitude today must be that of transversality. Knowledge and therefore management can no longer be placed in predefined areas, in vertical silos that define their own rules and aspire to perfection, which becomes self-referentiality and closure. The marketing silos, the finance silos, the technology silos and so on. Vertical perfection becomes complacency and then only leads to dryness and inability to think about the future every day.

The task of a School of Management is to ensure the highest level of vertical understanding, knowing well that "teaching" or "doing" management actually means destroying vertical silos with the force of creativity, with the courage to always get out of your comfort zone, with the will to always advance those vertical knowledge that are then questioned. But it also means identifying and welcoming new vertical silos, new disciplinary areas that were not even imaginable: from artificial intelligence, to cybersecurity, to the space economy and to what is to come, that today we cannot imagine but that we are certain that it will come. SDA Bocconi in management has always seen the transversality that passes from companies, to public administrations and financial intermediaries. This transversality today is leading the SDA to have a broader spectrum ranging from geopolitics themes to data sciences and AI, because businesses, institutions and financial intermediaries demand this to understand the world and face their challenges.

The knowledge platforms that the School has created go exactly in this direction and are the inexhaustible force that continuously links the drive for innovation, the drive for vertical understanding within the disciplinary field, the push to transversality that is the necessary condition in order to understand the complexity of the scenarios that every business decision-maker must observe. But above all, without research the ability to affect with the activity of higher-education dries up and becomes a ritual. The nature of being a School is to continually strengthen the bridge between the needs of companies and institutions and the ability to always look to the future.

The challenges of the School become the collective challenges, the knowledge that is produced through research is a collective and community act, which then brings initiative, enthusiasm and benefit to individuals but remains a strongly collective act. This is why our School has the task of helping individuals and organizations to think about the future every day. Not to deny the present but to live it more intensely and with greater responsibility. This is the responsibility of the manager and is the hallmark of the leaders, who are formed in our classrooms. It is the perfect link between the School and its community, between the programs that we develop every day with passion and the participants, between the content of our training and the task of the manager. This is why the School does not offer a solution but builds the possible solutions through the extraordinary experience of many colleagues who direct our programs and live every day with those who have or have the ambition to have the responsibility of guiding men and women, resources and organizations.

The space to build the future is vast, and the School is always there whenever there is courage and a desire to design innovative solutions. That's where we have to start if we want to give answers to the people and organizations that choose the SDA. History therefore continues and always evolves, with determination and impact.

STEFANO CASELLI

Dean SDA Bocconi School of Management

Milan, 30 October 2023



ARTS, SPORT, ENTERTAINMENT AND CULTURE

The SDA Bocconi Knowledge Platform in Arts, Sport, Entertainment and Culture (ASEC) coordinates all the research initiatives related to diverse subfields in which Italy stems as champion in world.

Italy is one of the few countries in the world whose economic system can rely on a vast cultural heritage, a widespread sense of beauty and taste, a natural attitude towards creativity, culture and lifestyle. Italian Excellence relies on all these factors. The industries and organizations leveraging on this competitive advantage frequently experience common trends such as the blurring between the aesthetic and the utilitarian functions of arts and creativity, the use of material and immaterial cultural capital and heritage as primary resources for their production, the potential of generating revenues from trade and intellectual property rights, their standing at the crossroads between craftsmanship and industrial production.

From 2023 to 2025 research activities of the ASEC Platform concentrate around four main different areas:

Arts Ecosystems and Cultural Policies

Embracing a wide spectrum of cultural domains– from publicly subsidized high arts to market-driven mass culture – this research area explores how arts and cultural organization might cope with key managerial challenges such as how to reshape and restructure arts organizations to foster creativity and innovation, how technology affects the production and distribution of arts and culture, how public administration might support the development of arts and cultural ecosystems, how to secure revenues to maintain arts organizations' financial health, how to address arts audience needs overcoming obstacles and constraints to cultural participation.

Cultural Tourism, Eno-Gastronomy, and Sustainable Destinations

Cultural resources, eno-gastronomy and place-bound identities represent major attractions for tourism demand and internationalization of tourism flows. Territories require innovation, sustainable managerial approaches, and joint public-private efforts to be competitive in the visitor economy. This area of research investigates how territories can leverage on their cultural assets, revitalize existing tourism products, and expand to new interest markets in a sustainable way. The main topics of interest refer to tourism demand trends and visitor behavior; new business models in tourism supply and hospitality; sustainable destination management and governance practices; value networks, public-private cooperation and innovation in tourism.

The Business of Sports and the Events Industry

Sports and Entertainment industries are global businesses. Athletes are at the core of the sports system and are a relevant area of study in terms of performance and careers, together with the sustainable growth of clubs, leagues and federations that produce successful competitions. Sport goes together with organization of unique and sustainable events that also have an entertainment component. The events industry also includes many categories of events, in particular music & art performance, sports, festival, exhibition and conferences, and corporate events. This area of research explores new frontiers such as the need for technology strategic awareness in managing events, the impact and legacy of events on local and national economies, the international diplomacy among countries and stakeholders, the ways companies might leverage data and which new trends shape the future of the business of sport and events industry.

Fashion, Luxury and Design Industry

Fashion, luxury and design companies represent the backbone of Made in Italy and Italian Excellence (link). This area of research investigates emerging trends and dynamics in the industries as well as the key managerial challenges a creative business face. Past studies in the area have explored the artification and customization phenomena for luxury brands, digital strategy and omnichannel customer relationship management in the fashion industry, the role of critics as gatekeepers in high-end fashion, the resilience of luxury companies in times of change.

The Knowledge Platform in Arts, Sport, Entertainment and Culture also supports the activities of the International Journal of Arts Management (link), the essential reading for the art and creative management community.



Alex Turrini

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Sport and Entertainment Knowledge Center

The Sport and Entertainment Knowledge Center at SDA Bocconi is an international, independent and privileged cultural hub. The Center coordinates initiatives related to the world of sports and entertainment, and develops long-term relationships with main actors at international level.

The Center aims to support strategic decision makers through data analysis and managerial innovation. Knowledge is generated by combining different economic-managerial competencies and constantly engaging in new debates to analyze, compare and propose new social, cultural and economic models in sport and entertainment.

1. Sport and Entertainment Knowledge Center (SEKC) Mission and Key Figures

The Sport and Entertainment Knowledge Center at SDA Bocconi coordinates projects and initiatives related to the world of sports and events, developing long-term relationships with their main actors, generating knowledge and promoting the culture of sports and events management at an international level. SEKC aims to support strategic decision-makers in sports and events through data analysis and managerial innovation.

The SEKC is an international, independent and privileged cultural hub that in recent years has been able to actively collaborate with the main institutional actors involved in the decision-making, political and economic processes in sports and events industries. Knowledge is generated by combining different economic-managerial competencies and constantly engaging in current debates to analyze, compare and propose new social, cultural, and economic models in sport and events.

The sports and entertainment systems have economic implications, but they also have social and cultural implications through their main assets: **athletes, artists, events, fans, clubs, leagues, event organizers, entertainment and media companies and events facilities.**

This working approach enables us to make a significant impact on people, businesses, and institutions by developing positive sporting values at all levels.

SEKC works with organizations and institutions with the aim of:

- **Understanding the economic, managerial, and social dynamics** that drive the international sports and events system
- **Developing and innovating knowledge** on sports and events matters
- **Conducting benchmark analyses** through case studies and empirical evidence
- **Having an independent and privileged point of view** on sports and events industries.

1.1

Sport and Entertainment Knowledge Center in figures

The Sport and Entertainment Knowledge Center was launched in 2013. Professor Dino Ruta is its founder and leader. Thanks to the dedication of the entire faculty and its partners, significant goals have been reached. Below are some key figures about the impacts produced in the past few years.

110+

● Student countries of origin

50+

● Partners and collaborating institutions

1500+

● Alumni

15+

● Faculty Members

2. Sport Knowledge Center Practices

Over the years, the Sport and Entertainment Knowledge Center has gained considerable expertise in the main practices regarding the area of sports and event management. In particular, the SEKC team works on knowledge development according to the following categories and topics that are relevant for the Center’s educational initiatives and targets:

- **Sports Organizations (Federations, Leagues and Clubs)**

- Sports Economics
- Strategy & Business Models
- Ownership & Governance
- Social and Educational Performances
- Internationalization
- Fanbase and Community Engagement
- Branding
- Media Rights & Distribution



- **Athletes and Coaches**

- Elite Athletes’ Performance
- Winning Mindset and Culture
- Academies and Talent Development- Careers and Personal Branding
- Team-working and Leadership
- Global Skills and Cultural Agility

- **Ecosystems**

- Olympics and Paralympics
- **Sports** (football / soccer, basketball, golf, volleyball, tennis, motors, cricket)
- **Entertainment** (media productions, concerts and music festivals, cultural and territorial events, performing art events, awards ceremonies)
- **Exhibitions** (world expos, B2B / B2C / B2G major events)

- **Wellness**

- Wellbeing and Performance
- Business Ecosystem
- HR Policies, Welfare & Corporate Lifestyle Plans
- Digital Gym and Health Services



- **eSports**

- eSports Ecosystems
- Athletes and Teams
- Value Creation Model
- Fanbase and Community Engagement
- DigitalChallenges and Event Operations

The above-mentioned contents are integrated with know-how in the field of: **Research and Analytics**.

All these knowledge practices form the basis for the creation of educational initiatives following the Center’s mission. As the dedicated unit at SDA Bocconi, the SEKC acts as an Educational tool to add value to specific institutions and organizations by coordinating **Training, Network** and **Research Initiatives** about Sports and Events, as presented more in more detail in the following sections.

3. Training



3.1 Masters

The FIFA Master

The **International Master in Management, Law, and Humanities of Sport (FIFA Master)** is organized by CIES (FIFA), led by Professor Denis Oswald (IOC Member), in partnership with three leading universities in their fields

- Humanities Module, **De Montfort University** (UK)
- Management Module, **SDA Bocconi School of Management** (Italy)
- Law Module, **Université de Neuchâtel** (Switzerland)

The FIFA Master is a full-time master lasting 10 months and during which the participants attend classes in three different universities. In 2022 (23rd edition) the master was attended by **27 students**, from around **19 different countries**. In 2022 the FIFA Master was ranked as the **no.1 course in Europe** for the 10th time, and no.4 in the world, by the Sport Business Postgraduate Rankings.

More information available at <https://www.sdabocconi.it/fifa>

The Executive Master in Business of Events

The **Executive Master in Business of Events (EMBE)** is dedicated to the Sports, Entertainment and Exhibition Industries and it is one of the first executive masters related to the business of events with a global perspective with the aim of creating and disseminating an event-industry culture for better managerial decisions and actions in the field. The topic of events is outlined by providing participants with an all-inclusive framework that can be applied in different reference contexts: sports, entertainment and exhibitions. EMBE is an executive part-time master lasting 12 months and takes the participants to four different key cities (Doha, London, Milan and Rome). An international Advisory Council, led by Giovanni Malag, has been created with the aim of making a further contribution to the academic team of EMBE, led by Professor Dino Ruta, in terms of valuable contents or topics to be addressed, through ideas, tips and in-class presentations. The first edition of the Master will start in January 2024.

More information available at www.sdabocconi.it/embe

3.2 Executive Programs

Program in Sport Management (online live)

Since 2011, the Executive Program in Sports Management organized by SDA Bocconi has targeted future sports managers with a flexible formula that is compatible with participants' work commitments. For the duration of one and a half months, the program consists of 40 hours of classes, approximately half live and half recorded, that

provide participants with the tools and managerial skills needed to professionally organize and manage sports organizations, facilities and events.

More information available at <https://www.sdabocconi.it/en/executive-open-programs/management-dello-sport>



**Sport Marketing and Sponsorship
(online on demand)**

The Sport Marketing and Sponsorship program develops useful skills for managing marketing and sponsorship activities, planning and organizing sport events. Starting from the analysis of the best practices, the consultation with experts in the field and practical application of the acquired knowledge, the course offers reference models, operational tools and new ideas on how to manage business in an innovative way.

1-to-1 Academy in Management and Entrepreneurship for Athletes and Artists

A development path on the SDA Bocconi campus for people with accomplished artists and sporting talents. The program enables athletes and artists to improve and develop awareness, to understand the implications and accountability of a managerial role in a professional context and more generally in that of companies and institutions (including non-profit). The Program offers a custom and dedicated support through an Academic Director, a Learning

Facilitator, a personalized coaching path, ad hoc meetings with C-levels and a project work developed throughout the program.

More information available at <https://www.sdabocconi.it/en/1-to-1-academy-in-managementandentrepreneurship>



**3.3
Partnerships
and Collaborations**

The Sport and Entertainment Knowledge Center organizes **custom programs** creating strategic partnerships and collaborations. These **training programs are in collaboration with foreign institutions**, for example, in 2022, it organized a personal branding program for 40 students, residents in Qatar, in collaboration with Josoor Institute.

Diploma Programs in Sports Management and Major Events Management

In 2019, SDA Bocconi – through the SEKC – formed a partnership with Josoor Institute, the Qatari center of excellence in sports and events industries, aimed at boosting managerial expertise in the field of sports and events management in the MENA region, also in view of upcoming events like the FIFA World Cup Qatar 2022™. SDA Bocconi is the lead academic partner, providing executive education and organizational oversight to Josoor Institute for its two flagship professional programs, Sports Management and Major Events Management. The SEKC manages the development and delivery of program contents, the selection of faculty, and all faculty and delegate assessments. The Diploma Program are organized in six blocks, each one dedicated to specific topics of sports and events management. The 6th Cohort of the programs – the 4th in partnership with SDA Bocconi – concluded in March 2022.

International Business Academy

Since 2017, the SEKC has organized an International Business Academy

in collaboration with NBPA – National Basketball Players Association, the only course for NBA players that takes place outside the US. It is designed to prepare players for the growth and development of their international brand, mainly through lectures, testimonials and field visits. In 2023, the 5th edition of the Program included 17 NBA basketball champions for a week-program.

Football Management Executive Program

Since 2021 the Football Management Executive Program by FIGC (Italian Football Federation) in partnership with SDA Bocconi School of Management has represented a landmark program for improving knowledge and skills in all areas of management of professional football organizations. The program provides a set of fundamental tools in the football industry, in collaboration with FIGC. The Program is organized in four modules, the last delivered at Centro Tecnico Federale in Coverciano. Additional information may be found at: www.sdabocconi.it/figc

International Sports Management at Columbia UniversityBattute

Since 2015 Prof. Dino Ruta has been an affiliate Professor at Columbia University where he teaches International Sports Management in Columbia University's Master of Science in Sports Management program, presenting and discussing the international managerial challenges and comparing the American vs. the international sports model. The Master in Sport Management at Columbia University is the 7th most esteemed worldwide (according to the 2022 Sport Business Postgraduate Rankings).

4. Network

**4.1
Key Actors**

The know-how of the sport system at SDA Bocconi is a natural consequence of the in-depth knowledge developed over the years through experiences and relationships with market leaders and key players of the international sports and events systems. The main actors involved in the networks are:

- **Clubs** (AC Milan, FC Barcelona, FC Internazionale Milano, Juventus FC, Vero Volley, AS Roma, Spezia Calcio, Manchester City, Venezia FC, Leeds United FC)
- **Sport Brands** (Adidas, Bianchi, Ducati, Ferrari, Red Bull, Technogym)
- **Federations and Associations** (ASOIF - Association of Summer Olympic International Federations, CONI - Comitato Olimpico Nazionale Italiano, FIGC - Federazione Italiana Giuoco Calcio, FIFA - Fédération Internationale de Football Association, IGF - International Golf Federation, UEFA - Union of European Football Associations, FIBA - Fédération Internationale de Basketball, World Rugby, FINA - Fédération internationale de natation, FIP - Federazione Italiana Pallacanestro, FIJLKAM, QFA - Qatar Football Association, ECA - European Club Association, European Leagues, NBPA - National Basketball Players Association)
- **Event Organizers** (FIFA World Cup Qatar 2022, Giro d'Italia, Ryder Cup 2023, ATP - Association of Tennis Professionals, Formula 1, Balich Wonder Studios)
- **Leagues** (LaLiga, Lega Serie A, MLS - Major League Soccer, NBA - National Basketball Association, Turkish Airlines EuroLeague, QSL - Qatar Stars League, USL - United Soccer League)
- **Marketing and Media** (IMG, Infront, La Gazzetta dello Sport, Mediaset, RCS Sport, Sky Sport, Nielsen)
- **Universities and Institutions** (CIES - International Centre for Sports Studies, Josoor Institute, Supreme Committee for Delivery and Legacy Qatar 2022, Columbia University, Stockholm School of Economics, Sciences Po, The London School of Economics and Political Science, Fondazione Milano Cortina 2026)
- **Other Entities** (KPMG, Football Benchmark, Opta Sports, Sportmaker, PWC, Sportradar, Volleyball World)



4.2
Community Activities

The Sport and Entertainment Knowledge Center Faculty organizes and supports initiatives and events for the diffusion and development of knowledge. In the last 10 years, the Sport and Entertainment Knowledge Center has organized or participated in the following dissemination initiatives and events:

- **All the Roads lead to Rome: Impacts and Legacy of the 2023 Ryder Cup** (workshop organized in collaboration with Bocconi Alumni Topic Sport, Federgolf and Ryder Cup Europe) – 29 May 2023 <https://www.bocconialumni.it/permalink/content/all-roads-lead-to-rome-impacts-and-legacy-of-the-2023-ryder-cup>
- **Event Milano-Cortina/EMBE** (Webinar with Diana Bianchedi and Giovanni Malagò) – 2 May 2023
- **Lo sport in aula** (Interview for viaSarfatti25) – 6 April 2023
- **Let’s talk about EMBE** (Webinar with Lavinia Biagiotti Cigna) – 14 March 2023
- **Il futuro del calcio italiano e le sfide manageriali che lo attendono** (Webinar with Gabriele Gravina) – 27 February 2023
- **Explore the new program: Executive Master in Business of Events** (Webinar with Andrea Scrosati) – 14 February 2023
- **Discover the new Executive Master in Business of Events** (Launch Event) – 1 December 2022
- **SDA Bocconi Insight: Major sports events and legacy** – 24 October 2022
- **SDA Bocconi Insight: The central role of sport in Qatar’s development** – 26 September 2022
- **Bocconi Golf Days** (initiative organized by Topic Sport of Bocconi Alumni Community) – 16, 17, 21 and 23 September 2022
- **Stati Generali del Mondo del Lavoro e dello Sport** (speech by Dino Ruta) – 12 September 2022
- **EuroBasket 2022** – Athletes and careers: who takes responsibility? (workshop organized in collaboration with Bocconi Alumni Topic Sport, FIBA and FIP) – 7 September 2022
- **Class CNBC: Il Milan è di RedBird** (interview with Dino Ruta) – 31 August 2022
- **CIVICA European Week: Sport and Social Impact** (one-week course organized for Bocconi University) – 20-24 June 2022
- **MBA Reunion 2022** (conference moderated by Dino Ruta) – 18 June 2022
- **More than a game 3.0** (social initiative organized by NBPA Foundation) – 14 June 2022
- **SVOLTE with Javier Zanetti** (interview in collaboration with Corriere della Sera) – 5 April 2022
- **SDA Bocconi Insight: L’importanza dei contenuti digitali nel mondo dello sport** (podcast with Dino Ruta) – 4 April 2022
- **Foreign ownership in Italian soccer: opportunities and prospects for men’s and women’s soccer** (SDA Bocconi webinar organized in collaboration with FIGC) – 10 February 2022
- **SNACKNEWS: Olimpiadi invernali al via, 4 cose da sapere sui blindatissimi Giochi made in China** (interview with Dino Ruta for Corriere TV) – 2 February 2022
- **Scandalo plusvalenze nel calcio, Dino Ruta: “La soluzione? Il modello americano”** (interview with Dino Ruta for Open) – 23 December 2021
- **Football management: a new training course for soccer sustainability** (SDA Bocconi webinar organized in collaboration with FIGC) – 26 May 2021

- **Professional sports, study and work: different phases of a unique career** (webinar organized by Next Gen Educational/LBA) – 4 May 2021
- **SNACKNEWS: Olimpiadi e calcio. E se il virus avesse messo in crisi anche l’emozione dello sport?** (interview with Dino Ruta for Corriere TV) – 22 March 2021
- **The NBA model in volley could work in a European dimension** (interview with Dino Ruta for Volley News) – 28 April 2020
- **Sky Sports Room: leadership, between myth and reality** (interview with Dino Ruta for Sky Sport) – 24 January 2020
- **SDA Bocconi and Josoor Institute partner to impact the future of sports and event management** – February 2019
- **Segreti e bugie del calciomercato** (book presentation with Dino Ruta organized by EGEA) – March 2018
- **Performance Tech: materiali e metodologie a servizio dei record** (speech by Dino Ruta organized by Festival dello Sport di Trento) – October 2018
- **Sport Mega Trends: new business, new tech** (speech by Dino Ruta organized by Festival dello Sport di Trento) – October 2018
- **Basketball revolution: le nuove sfide manageriali del basket italiano** (event moderated by Dino Ruta organized by Bocconi Students for Sport Management) – November 2018
- **Vincere ma non solo** (Business Talk organized by Manpower Group) – December 2018
- **Scuola e sport per promuovere la cultura manageriale sportiva in ambito internazionale** (interview with Dino Ruta for Sport Business Management) – July 2018

- **Sky Basket - Basketball, TV rights and the statistical revolution of sport** (initiative organized by Bocconi Students for Sport Management) – 30 November 2017
- **Sport promotes social inclusion, permits people to feel better, makes welfare sustainable** (event moderated by Dino Ruta organized by Bocconi University) – 30 November 2017
- **Beyond the limits - The key to Success** (initiative organized by Bocconi Students for Sport Management) – 22 November 2017
- **The evolution of Motorsport: between marketing, communication and social networks** (initiative organized by Bocconi Students for Sport Management) – 20 November 2017
- **Financial Fair play and football game system: a regulatory, comparative and perspectival analysis** (initiative organized by Sport Knowledge Center) – 22 June 2017
- **The Future of HR in Football: Chelsea FC – FC Internazionale** (initiative organized by MBA Football Club) – 16 March 2017

- **The Value of the UEFA Champions League Final: Bringing stakeholders to the ultimate stage** (event organized by Sport Knowledge Center) – 11 May 2016
- **Rome 2024: Planning for Sustainability and Legacies** (initiative organized by Sport Knowledge Center) – 25 February 2016
- **Sport Method and Wellness: the voice of people, companies and institutions** (initiative organized by Sport Knowledge Center) – 2 October 2015
- **UEFA Financial Fair Play: how the football system is evolving** (initiative organized by Sport Knowledge Center) – 7 September 2015
- **UEFA Financial Fair Play: opportunities to change the European football system?** (initiative organized by Sport Knowledge Center) – 21 April 2015
- **The managerial challenges of the Italian and international Basket** (initiative organized by Sport Knowledge Center) – 27 March 2015

4.3
Alumni Network

The Alumni Network has the aim of creating a community of professionals, establishing new connections, creating stimulating debates about cultural industry issues, and learning and sharing best practices: that is the purpose of the network. The Alumni, based all over the world, are one of the major assets of the Business School and the Sport Knowledge Center constantly maintains its relationship with them. The Bocconi Alumni Community (www.bocconialumni.it) works for the enhancement of the Bocconi Alumni engaged in the sport system. The leader of the Sport Topic of the Bocconi Alumni Community (BAC) is Frank Leenders, Director General at FIBA Media & Marketing Services SA. Moreover, FIFA Master Alumni has established an association, the FIFA Master Alumni Worldwide (www.fifiama.org), which promotes many different initiatives to develop and share knowledge about football management.



5. Research Activities

The research activities of the Center focus on three streams: Data Collection & Analysis for Training Initiatives, Peer Reviewed Publications and Case Studies.

5.1 Data Collection & Analysis for Training Initiatives

The research conducted considers the needs of stakeholders and companies in the field of sports and events referring to the knowledge practices (see Point 2 above). The Center acts as a point of reference for the identification of hot topics, the analysis and design of alternative proposals, such as innovative solutions aimed at institutions, businesses, and civil society for creating long-term development of the sports and events sectors. Given the above, the Center carries out such research through international training initiatives as a way of supporting organizations and institutions in thriving for success (see Point 3 above).

5.2 Peer Reviewed Publications

Research outputs from SEKC have been published by scientific and practitioner journals of primary interest in the sector of sports and events

Books and Chapters

- **Ruta, C.D.** (2022) “Qatar the Land of Sports and Events: Human Capital Strategies for Socio-Economic Impacts”. Egea, Milan.

- **Ruta, C.D.** (2018) “Vincere, ma non solo” di Javier Zanetti. Postfazione. Mondadori.
- **Ruta, C.D. and Sala, I.** (2016) “People Management in Sport Organizations”. In “Human Resource Management in Mission Driven Organizations: Lessons in HRM for Managing People in a Values-Driven Company”. Edited by Brewster, C. and Cerdin, J.L., Pearson FT Press.
- **Holt, R. and Ruta, C.D.** (Eds) (2015) “The Routledge Handbook of Sport and Legacy: meeting the challenge of major sports events”. Routledge.
- **Ruta, C.D.** (2015) “A strategic and pluralistic approach to planning legacy: the case of the Giro d’Italia”. In “The Routledge Handbook of Sport and Legacy: Meeting the Challenge of Major Sport Events” edited by Holt, R. and Ruta, C.D., Routledge, Sport and Leisure studies.
- **Ruta, C.D. and Manzoni, B.** (2015) “City Capacity Building: Preparing to Exploit the Legacy of a Large-Scale Sports Event. The Case of Valencia and the 2007 America’s Cup”. In “The Routledge Handbook of Sport and Legacy: Meeting the Challenge of Major Sport Events” edited by Holt, R. and Ruta, C.D., Routledge, Sport and Leisure studies.
- **Ruta, C.D. and Sala, I.** (2015) “Allenare Leader Responsabili”. In Magni, M. and Pennarola, F. (Eds), “Responsible Leadership: creare benessere, sviluppo e performance a lungo termine”, Egea, Milano.

- **Draebye, M.** (2014) “Strategic Management of Football Organisations”. In “Football Management”, UEFA, 2014.
- **Guenzi, P. and Ruta, C.D.** (2013) “Leading Teams: Tools and Techniques on Successful Team Leadership from Sports World”. Wiley, London.
- **Peterson, D. and Ruta, C.D.** (2013) “Per me... numero 1. Aneddoti sportivi (e non) per allenarsi da leader”. Egea, Milan.
- **Imperatori, B. and Ruta, C.D.** (2013) “The integration of online and face-to-face social networking: the need for managerial reconfiguration. The Fubles.com experience”, in Olivas-Lujan M.R. and Bondarouk T. (Eds.), “Social Media in Human Resource Management”, Emerald, pp. 181-200.
- **Draebye, M. and Raju, P.N.** (2012) “Strategic Management of Sports Governing Bodies”. Greyhouse Knowledge.
- **Ruta, C.D., Imperatori, B. and Cavenaghi J.** (2012) “The Effects of ICT on Sports Fan Management”, in Torres-Coronas, T. and Vidal-Blasco, M.A., “Social e-Enterprise: Value Creation through ICT”, IGI Global, USA, pp. 243-262.
- **Guenzi, P. and Ruta, C.D.** (2010) “Team leadership: idee e azioni tra sport e management”. Egea, Milan.
- **Guenzi, P.** (2006) “Sport marketing and Facility Management: From Stadiums to customer-based multipurpose Leisure Centers”, in Desbordes, M. and Bolle, G. (Eds.),

- “Marketing and Football: an international perspective”, Butterworth-Heinemann.

Papers and Articles

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5.3 Case Studies

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