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international CENTER OF RESEARCH IN INTERNATIONAL MANAGEMENT



**Summer School in Football Stadia Management**  
**24-30 June, 2019**  
**Udinese Dacia Arena**

**Draft Programme**

When	Content	Description	Venue
<b>Monday 24 June</b>			
Morning	Registration at Hotels		Respective Hotels
Afternoon	Registration		Dacia Arena: Programme Registration Desk
	UNIT 1 Welcome; SST Introduction; Course programme Introduction; Participants' Introduction; Events in Udine during the week	The detailed program of the course will be presented, along with a visit to the host facilities. The classroom will be broken down to working groups which will be involved in projects during the school.	Dacia Arena: Conference Hall
	UNIT 2 The international sport business scenario: moving fast to globalisation	Introducing the global sport landscape: key players, economics, trends, emerging markets. A big picture on what is at stake in sports and which is the real social, media and economic impact.	Dacia Arena: Conference Hall
	UNIT 3 Udinese Calcio. The club & the Dacia Arena: toward a strategic repositioning	Introducing the global sport landscape: key players, economics, trends, emerging markets. A big picture on what is at stake in sports and which is the real social, media and economic impact.	Dacia Arena: Conference Hall
	Bus to hotels		
Evening	Free evening	Freetime; Suggested places of interest (pubs, restaurants, evening events suggestions)	



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Tuesday 25 June			
Morning	Dacia Arena Visit	Tour of the Stadium and its facilities	The Stadium (all facilities), Parking lot, Training fields, etc.
	Coffee break		
	UNIT 4 Theaters of Dreams. New generation stadia and arena are probably both Iconic & Functional	Stadia and arena are the modern temples where the sport religion is celebrated today. They often represent the symbol of their communities and location. And they are becoming destination, multifunctional districts and huge real estate deals with relevant legacies and social impacts. At the center of the show stadia and arena are now pillars of sport marketing strategies. We'll go deep in this to understand what's going on and what are the lessons learned from the best practices.	Dacia Arena: Conference Hall
Lunch			Dacia Arena: Restaurant
Afternoon	UNIT 5 How to build a Football Stadium	<ul style="list-style-type: none"> <li>• Launching the plan</li> <li>• The Administrative procedure</li> <li>• Financing the project &amp; the new stadium economics</li> <li>• The architectural &amp; urbanistic Design (transportation, security, operations, capacity, costs, sostenability, etc.)</li> </ul>	Dacia Arena: Conference Hall
	Coffee break		
	How to build a Football Stadium	<ul style="list-style-type: none"> <li>• Launching the plan</li> <li>• The Administrative procedure</li> <li>• Financing the project &amp; the new stadium economics</li> <li>• The architectural &amp; urbanistic Design (transportation, security, operations, capacity, costs, sostenability, etc.)</li> </ul>	Dacia Arena: Conference Hall
	Bus to hotels		
Evening	Program dinner/event		tbd in Udine or in the region



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<b>Wednesday 26 June</b>			
Morning	UNIT 6 How to run a Football Stadium	<ul style="list-style-type: none"> <li>• Make or Buy: Inhouse and/or Outsourcing Facilities management. Partners/business clients selection Stadium Manager</li> <li>• Corporate Hospitality</li> <li>• The Role of the Stadium Manager</li> </ul>	Dacia Arena: Conference Hall
	Coffee break		
	How to run a Football Stadium	<ul style="list-style-type: none"> <li>• Make or Buy: Inhouse and/or Outsourcing management. Partners/business clients selection Stadium Manager</li> <li>• Corporate Hospitality</li> <li>• The Role of the Stadium Manager</li> </ul>	Dacia Arena: Conference Hall
Lunch			Dacia Arena: Restaurant
Afternoon	UNIT 7 Social media and the club: the role of the stadium.	Share! This is the keyword in sports and contents development is key to every successful strategy of fans engagement. Passion & emotion is what matters for brands and new sporting communities are the most required targets of consumers.	Dacia Arena: Conference Hall
	Coffee break		
	Social media and the club: the role of the stadium.	Share! This is the keyword in sports and contents development is key to every successful strategy of fans engagement. Passion & emotion is what matters for brands and new sporting communities are the most required targets of consumers.	Dacia Arena: Conference Hall
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Thursday 27 June			
Morning	UNIT 8 Football brands management: how to develop the intangibles through the tangibles	Global football is exploding. Football brands become very important means to increase visibility for partner companies. How can the stadium reinforce this trend?	Dacia Arena: Conference Hall
		The case of Macron Arena	Dacia Arena: Conference Hall
	Coffee break		
	UNIT 9 Sponsorship marketing & Stadia Sponsorship revenues	Sponsorships keep on being the leading engines of the sport business. They are growing faster than other investments and revenues streams in sports and show the relevance of passion and emotions for brand enrichment and fans engagement. Stadia ownership and/or control allows to leverage sponsorships' revenues (i.e. namingrights, commercial relationships, internal layout redesign, short movies, interviews, cartoon and infographics)	Dacia Arena: Conference Hall
Lunch			Dacia Arena: Restaurant
Afternoon	UNIT 10 If we build it, will they come?	How to expand Matchday revenues, spectators trustworthiness, and load ratio through the stadium. Analysis and presentation of the best practices in the customer relationship	Dacia Arena: Conference Hall
		How to expand Matchday revenues, spectators trustworthiness, and load ratio through the stadium. Analysis and presentation of the best practices in the customer relationship	Dacia Arena: Conference Hall
	Coffee break		



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Afternoon (continued)	UNIT 11 Leveraging value from our premises	The stadium is the theatre of the club, but it also an iconic and suggestive venue that could leverage extra value. Ideas to improving commercially the stadium-theatre internal areas. Could the stadium become a media platform that could help firms communicating and promoting their brands? (Enhancing Brand visibility, launch events, restauration, shop in shop etc.	Dacia Arena: Conference Hall
	Bus to hotels		
Evening	Program dinner/event		tbd in Udine or in the region
<b>Friday 28 June</b>			
Morning	UNIT 12 What could technology bring? Improving the technology infrastructure to enhance the stadium business expansion potential	Applying the best ITC, AI, Digital technologies to stadia may significantly improve the clubs' managerial opportunities	Dacia Arena: Conference Hall
	Coffee break		
	UNIT 13 Knowing your customers. Big Data & CRM strategies in sports.	Data are changing our patterns of behaviours and are driving marketing plans for brands and rightsholders. Data scientists will probably become the most required job in sports soon as nothing like sporting events are able to produce tons of data to be applied for improving performances as well as consumptions.	Dacia Arena: Conference Hall
Lunch			Dacia Arena: Restaurant
Afternoon	Knowing your customers. Big Data & CRM strategies in sports.	Data are changing our patterns of behaviours and are driving marketing plans for brands and rightsholders. Data scientists will probably become the most required job in sports soon as nothing like sporting events are able to produce tons of data to be applied for improving performances as well as consumptions.	Dacia Arena: Conference Hall



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Afternoon (continued)	UNIT 14 The stadium as a role model for a smart energy hub	The case of the Amsterdam football stadium as the first 2nd use EV battery based multi-use storage system	Dacia Arena: Conference Hall
	Coffee break		
	UNIT 15 Skilled and competent. The new-generation sport manager.	The complexity of the global sports requires skilled management to cope with the emerging challenges. The global labor market is dynamic and the old fashion profile of the former star involved in the organization is not enough anymore.	Dacia Arena: Conference Hall
<b>Saturday 29 June</b>			
Morning + Afternoon	UNIT 16 The business and cultural environment of Udinese Calcio and Dacia Arena	Udine City tour + Company visit	
<b>Sunday 30 June</b>			
Morning	UNIT 17 Business Networking Session	Award Cerimony & Farewell Buffet	Dacia Arena: tbd
Evening	UNIT 18 The operation of an international event	Final match of the 2019 (22nd. edition) UEFA European Under-21 Championship	Dacia Arena