Program Details
Analytics are the present and future of sports, on and off the field. While the sports industry is an analytics pioneer, data driven decision making has become essential to business success in nearly every industry. Starting an analytics program, however, is easier said than done. Taught by renowned sports strategist Ben Shields, this program provides executives insight into the sports industry’s “secret sauce” and helps them apply it immediately to the development of their own analytics program.

The first day of the program focuses on designing an analytics strategy. Faculty will introduce a strategic framework for developing an analytics program. Executives will learn how sports organizations have applied this framework on both the team personnel and business sides. Day one will conclude with an action-learning exercise to guide students in developing a working draft of their analytics strategy.

On the second day, the curriculum will focus on implementation. The success of an analytics program is not only driven by sound strategy but also the ability of an organization (and its executives) to execute through effective leadership and management. Critical topics on day two include making the right technology decisions, building and organizing an analytics team, and communicating data for impact. The day will close with a capstone session on leading an analytics transformation during which participants will share their new analytics vision for their organization.

Note: This is not an advanced data science course. This program is designed for executives who are looking for strategic insights and action plans on the management of analytics.

Takeaways
Participants of this program will learn:

- A framework for developing an analytics strategy that includes everything from problem definition and data collection to data warehousing, analysis, and decision making
- Best practices in team analytics strategies such as player evaluation, game strategy, and training and performance
- How organizations can use analytics to drive additional revenue and operate more efficiently
- The keys to building and organizing an analytics team that delivers insights to all parts of an organization
- How to recruit, empower and retain analytics talent
- Communication skills and tactics to make data insights relevant and actionable to a variety of stakeholders
- Criteria and tools for evaluating and selecting analytics technologies
- Strategies for fostering a culture that prioritizes data-driven decision making

Participants will also actively engage in action-learning exercises that will result in a draft of their analytics strategy and implementation plan.

Participants
- Executives seeking to refine and implement an analytics strategy for their organization
- Executives who may be transitioning to a leadership role that involves analytics
- The program is designed for both sports executives and non-sports executives: Sports executives will be exposed to comprehensive best practices and trends from across the industry. Non-sports executives will also benefit from studying the sports industry, as key concepts and skills in analytics management are transferrable to other industries.

http://executive.mit.edu/sam
## Sample Program Schedule
*(subject to change)*

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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</thead>
<tbody>
<tr>
<td>8:30 AM–9:00 AM: Registration and Continental Breakfast</td>
<td>8:30 AM–9:00 AM: Continental Breakfast</td>
</tr>
<tr>
<td>9:00 AM–11:00 AM: Sports Analytics and Data-Driven Decision Making</td>
<td>9:00 AM–11:00 AM: Deciding on Analytics Technology</td>
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<tr>
<td>1:15 PM–3:00 PM: Strategies in Business Analytics</td>
<td>1:15 PM–2:45 PM: Communicating Data for Impact</td>
</tr>
<tr>
<td>3:15 PM–4:45 PM: Designing your Analytics Strategy</td>
<td>3:00 PM–4:30 PM: Leading an Analytics Transformation</td>
</tr>
<tr>
<td>4:45 PM–5:45 PM: Networking Reception</td>
<td>4:30 PM–4:45 PM: Feedback Completion and Adjournment</td>
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## Program Faculty

**Ben Shields** is a Lecturer in Managerial Communication at the MIT Sloan School of Management. Ben Shields is a Lecturer in Managerial Communication at the MIT Sloan School of Management. Shields teaches Communication for Leaders, Advanced Leadership Communication, and Social Media Management: Persuasion in Networked Culture.

Shields’ research focuses on the intersection of social media technologies, data analytics, and audience behavior in the sports, media, and entertainment industries. He is the coauthor of two books: *The Sports Strategist: Developing Leaders for a High-Performance Industry* (Oxford University Press, 2015) and *The Elusive Fan: Reinventing Sports in a Crowded Marketplace* (McGraw-Hill, 2006). He has also written numerous articles and book chapters on sports media and marketing communications. He is currently working on a new project about the business value and persuasive power of social media platforms.

Shields served previously as the Director of Social Media and Marketing at ESPN. He oversaw social media strategy for the ESPN brand and collaborated across the enterprise to develop and implement company-wide social strategy. He also worked on marketing strategy for several ESPN brands and sub-brands, including the SportsCenter “DaDaDa” campaign and the Emmy Award-winning “It’s Not Crazy. It’s Sports” brand campaign.

Shields holds a BS and MA in communication studies and a PhD in media, technology, and society, all from Northwestern University.

## Contact Information

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