

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

The Data Revolution in Soccer: Lessons for Strategic Management

By

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Date : 26 Nov 2024 (Tue)
Time : 10:30 am – 12 noon
Venue : GH120C, PolyU

Abstract

Amidst recent advancements in big data, analytics, and AI, research has yet to converge on whether data-driven decision-making (DDD) interacts with human capital to generate competitive advantages. To resolve this question, we leverage the unique context of wearable technologies adoption in association football (soccer) to comprehensively study the channels through which DDD generates varying magnitudes of benefits for different organizations. Our research leverages an exogenous shock in the form of sudden approval for the live use of GPS wearable technologies in competitive games to uncover three primary findings. First, early adopters of DDD display improved performance across several indicators. Second, DDD applied to human capital reduces the chance of disruptive events such as player injuries, thus enabling more consistent organizational routines. Finally, resource-disadvantaged organizations gain more from the implementation of DDD since they depend more on organizational routines that are susceptible to disruptions, which DDD ameliorates, to gain a competitive edge.

Dr Simone Santamaria is an Assistant Professor at the Department of Strategy and Policy at NUS Business School. His research interests combine entrepreneurship and competitive strategy. His research explores how start-ups enter new markets, grow, strategically interact with established companies and divest their activities. His work has been published at leading management journals including *Management Science*, *Strategic Management Journal* and *MIT Sloan Management Review*. He has received the 2020 Glueck Best Paper Award from the Academy of Management. Dr Santamaria holds a Ph.D. degree in Business Administration and Management from Bocconi University. He teaches strategy and innovation courses at NUS Business School.

All interested are welcome.



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