

NATALIA LATUSZEK<sup>a</sup>

# Corporate Hospitality and Experience Creation: A Case Study of Grand Slam Tennis Tournaments

**Abstract.** Participation in sporting, cultural, or other events is associated with a variety of experiences that are central to corporate hospitality (CH), whose main goal is to build relationships with key stakeholders. Despite its practical relevance, CH remains underexplored in academic literature, especially from the perspective of event organisers. In order to address this research gap, this article aims to analyse the structure of CH products in the context of experience creation. The study focuses on four Grand Slam tennis tournaments and is based on a thematic analysis of the tournaments' websites, which was conducted at the turn of 2023/2024. The findings show that CH elements form an experiencescape that can enhance the enjoyment of corporate guests compared to that of regular spectators. A comprehensive CH product at a tennis tournament should include premium seating, high-quality food and beverages, dedicated staff, tennis-related activities, and other exclusive services.

**Keywords:** corporate hospitality, tennis tournament, Grand Slam, experience

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## 1. Introduction

Scientific articles regarding sport events tend to focus on mega events such Summer and Winter Olympics (Baade & Matheson, 2002, 2016; Balmer et al., 2001; Essex & Chalkley, 2004; Gaudette et al., 2017; Kasimati, 2003; Short, 2008) or the FIFA World Cup (Baade & Matheson, 2004; Ngonyama, 2010; Preuss, 2007; Sofotasiou et al., 2015). In contrast, comparatively little research attention has been paid to tennis tournaments, despite the high level of interest in this discipline, reflected

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<sup>a</sup> Poznań University of Economics and Business, [Natalia.latuszek@ue.poznan.pl](mailto:Natalia.latuszek@ue.poznan.pl), <https://orcid.org/0000-0002-1187-1974>

in the growing attendance at these tournaments. Two consecutive Grand Slam tournaments held in late 2023 (us Open) and early 2024 (Australian Open) saw unprecedented numbers of spectators, with the attendance at the latter exceeding over 1 million (Australian Open, 2024; US Open, 2023b). Nevertheless, in the academic literature tennis tournaments are usually mentioned only as examples or part of the background for further analysis (e.g. Dziawgo, 2020; Smolianov & Aiyeku, 2009), while only few studies investigate them in detail. Existing research in this field covers different topics ranging from tournament-oriented issues, such as analysis of attendees' profiles (Burillo et al., 2018), spectators' emotions (Bal et. al., 2011), tournament promotion (Bennett et al., 2006), sponsors fit (Delia & Armstrong, 2015), the role of stakeholders in decision-making by event organisers (McCarthy & Frawley, 2008) and environmental sustainability (Trendafilova et al., 2021); to the effects of suspense and surprise on entertainment demand (Bizzozero et al., 2016), the impact of the presence of elite tennis players on the demand for tournaments tickets (Chmait, Robertson et al., 2020), social media user engagement depending on the performance of tennis players (Chmait, Westerbeek et al., 2020); and more general topics such as the relationship between the number of tennis tournaments and the number of players from each country (Filipic et al., 2013), economic and noneconomic consequences of building tennis facilities (Johnson & Sack, 1996) and decision-making in the context of urban politics (Sack & Johnson, 1996). None of the studies listed above deals with the issue of corporate hospitality in the context of a tennis tournament. The closest any of the studies comes to exploring aspects of CH is the one by Cayla et al. (2013), who investigated the role of business parties between companies sponsoring two tennis tournaments.

Specific elements of the CH product have also received little attention in the literature. According to Balliau et al. (2018, p. 3), it "includes not only premium seating but optionally also catering and additional entertainment activities in the stadium". While the authors of this study do not analyse how the product components could affect the guest experience, they emphasise that a company cannot directly deliver an experience to the consumer because the way it is received depends on individual characteristics of every person; however, the customer's interaction with the product can be supported by the provision of appropriate conditions (Blumenthal & Jensen, 2019; Hussadintorn Na Ayutthaya & Koomsap, 2024; Mossberg, 2007). These conditions make up an experiencescape, which, in the context of tourism, according to Mossberg (2007), consists of the following elements: the physical environment, personnel, other tourists, and products/souvenirs, all linked by a common theme/story. Lindberg & Østergaard (2015) add this list the element of time, understood as a break from everyday life, while a study by Blumenthal and Jensen (2019) indicates that immersion can be experi-

enced even in a relatively brief period of time. Taking all of the above into account, the purpose of the following study is to analyse the structure of CH products at Grand Slam tennis tournaments in the context of experience creation and answer the following research question: how can the design of a CH product enhance the experiences of event participants?

## 2. Literature Review

### 2.1. Characteristic of Corporate Hospitality

Davidson (2019) understands corporate hospitality (CH) as a company's practice of inviting its customers and other stakeholders to jointly attend attractive events. Participation in an event is free of charge for guests, while all expenses are covered by the hosting company (Bennett, 2003; Drake, 2013). In addition, R. Bennett (2003) and Walzel (2010) add that CH is intended to benefit the company not only by being another way of presenting or selling its products, but also by providing "many opportunities for hosts to demonstrate shared interests with clients and similarities in values and attitudes" (Bennett, 2003, p. 230). In other words, the main purpose of CH is to build and develop relationships with clients, while economic benefits play only a secondary role (Balliauw et al., 2018; Walzel, 2010). Moreover, Drake (2010, 2013) underlines that the CH can be targeted at various groups of the company's stakeholders (the media, politicians, suppliers, celebrities, and partners of guests), not just customers or employees. Davidson (2019) extends this list by including the financial community (actual and potential investors) and members of the local community.

CH activities typically last one day or less, although guests' involvement in hallmark or mega events may be an exception to this rule (Drake, 2010). While the most popular events that companies invite their special guests to are to do with sports (Balliauw et al., 2018; Dann & Dann, 2005), CH is by no means limited to this category of events (Davidson, 2019; Drake, 2010; Sylvestre & Moutinho, 2007). The core component of a CH product is participation in a specific event, but the CH offer usually takes the form of a comprehensive package. In the case of sports events, this may include premium seating with an excellent view of the game, catering, and additional entertainment (Balliauw et al., 2018; Davidson, 2019). A dedicated space for CH guests is a key part of the offer (Devine & Devine, 2012), and such spaces can be grouped into three categories. The first includes seats located close to the action. The second refers to VIP suites, sometimes called "boxes," reserved

for the exclusive use of the host and their guests. In this context, CH is associated with premium seating and luxury suites (see Lawrence & Moberg, 2009; Shapiro et al., 2012; Titlebaum et al., 2013; Titlebaum & Lawrence, 2011, 2018, and many more). The third category involves access to a shared suite or lounge area for all CH clients and sponsors (Balliau et al., 2018; Cayla et al., 2013; Dann & Dann, 2005; Davidson, 2019).

To better understand the structure behind these offerings, it is important to examine how the CH market is organised. The supply is represented by an event organiser, who provides the CH product (Fig. 1). The organiser is responsible for the event as a whole and can be referred to as the event owner. Distribution and management of CH activities may be delegated to an external operator, who assumes partial or full responsibility for these areas and acts as an intermediary between the event owner (CH seller) and the company (CH buyer/host). Companies generate demand for CH offers and pay for them, while the services are ultimately consumed by their guests (Balliau et al., 2018; Dann & Dann, 2005).

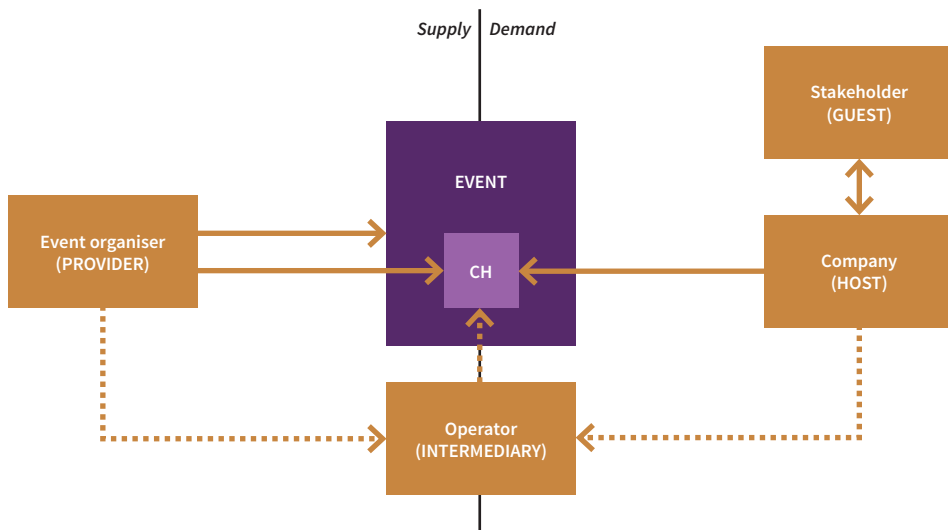


Fig. 1. Key actors in the corporate hospitality (CH) market

Source: Based on Balliau et al. (2018), Dann & Dann (2005)

The CH host is usually the centre of researchers' attention. Existing studies focus on the motivations to use CH (Bennett, 2003; Clayton, 2010; Dobni, 2012; Drake, 2013), the measurement of CH results (Bennett, 2003; Drake, 2013) and business relationships (Cayla et al., 2013; Cobbs, 2011). The perspectives of guests and the event organiser tend to be overlooked in the analysis. An investigation concern-

ing the guests' point of view could include the perceived value of such activities, the impact of CH on the host's brand and products, and whether CH can be seen as a form of bribery, as Ramsay (1990) suggests. In the literature, an event usually serves only as a background for building relationships between the company and its stakeholders. The supply perspective is investigated by Clayton (2010), who analysed the impact of the recession on CH sellers, and by Dann & Dann (2005, p. 1), who define CH as "a sport event-specific function, either exclusive or syndicated, which is organised by a clearly identifiable sport provider". Balliauw et al. (2018) analyse the supply and demand side jointly, because in their opinion host and event organiser "create the hospitality experience for the guests together, and it is in both parties' interest to optimise this experience through cooperation" (p. 5). However, this approach is rare in CH research.

## 2.2. Benefits and Challenges of Corporate Hospitality

Every party in the CH market can benefit from this kind of activity. While guests enjoy a free opportunity to participate in a memorable event and to begin or strengthen their relationship with the host company, which expects them to benefit its financial performance in the long term. This happens only by building relationships with existing clients but also by retaining profitable customers, fostering loyalty and trust, laying the groundwork for future contracts, or enhancing corporate image and identity (Bennett, 2003). In addition to benefits in terms of increased revenue, Balliauw et al. (2018) emphasise other positive outcomes, such as networking opportunities and promoting diversity among attendees.

However, despite these advantages, CH activities are not without their challenges. Both CH providers and hosts must navigate three potential problems (Bennett, 2003; Davidson, 2019; Ramsay, 1990):

1. The risk of CH being perceived as a form of bribery,
2. Its vulnerability to economic fluctuations,
3. Growing competition among hosting companies or event organisers.

Because CH is free of charge for the guests and "buyers of corporate hospitality are trying to influence the purchasing behaviour of the customers receiving the hospitality", and thereby affect the clients' judgement, CH is sometimes perceived as a form of bribery (Ramsay, 1990). R. Bennett (2003) notes that this risk exists especially when the company's guests include representatives of public authorities. However, a host can address this issue in several ways. R. Bennett (2003) suggests that a company should use CH as a public relations tool rather than as another direct

way of selling products, which aligns with the true purpose of CH. Davidson (2019) also highlights the importance of transparency.

Another issue related to CH is its vulnerability to economic conditions, which means that companies tend to decrease their spending for such activities in times of recession. However, according to R. Bennett (2003) and other studies cited by him, research does not confirm such a tendency, which means that CH is less sensitive as an indicator of the company's economic situation. According to Baxter (2000, p. 2, as cited in Bennett, 2003), CH "no longer acts as a barometer of economic activities, i.e. a slowdown in company activity does not necessarily mean a reduction in CH budgets". In this case, a difficult economic situation may actually reveal the real importance of CH in a hosting company's strategy (Bennett, 2003).

The last challenge refers to the growing CH market (Bennett, 2003). Potential guests are likely to receive many invitations, which increases competition among hosts. As a result, they try to meet the growing expectations by spending more to provide memorable, exceptional entertainment. The positive side of this situation is that hosts can choose from a wider range of CH offers provided by different event organisers, which in turn becomes a challenge for CH sellers, who are forced to constantly improve their products and enrich their event programmes to distinguish themselves from the competition (Devine & Devine, 2012).

### 2.3. Corporate Hospitality and Experience

As already mentioned in the introduction, the concept of *experiencescape* in the context of tourism was defined by Mossberg (2007) as consisting of the physical environment, personnel, other tourists, and products or souvenirs — all connected by a common theme or story (see Fig. 2). The environment can support activities within the service setting, facilitate interactions between tourists and staff as well as among tourists themselves, and help differentiate the product from those offered by the competitors. In other words, the environment can have a positive or negative impact on the perception of the organiser and their tourism product. Two other elements are to do with social surroundings. The role of staff, especially the front-line personnel, is well documented in the tourism literature, while interactions with other tourists can create a sense of community with people sharing similar interests and values, and enable the collective co-creation of the experience, all of which can enhance the overall enjoyment. The last element comprises products and souvenirs, which are treated by Mossberg (2007, p. 68) "as a tangible symbol in the tourists' consumption" and remind tourists of their travel experience.

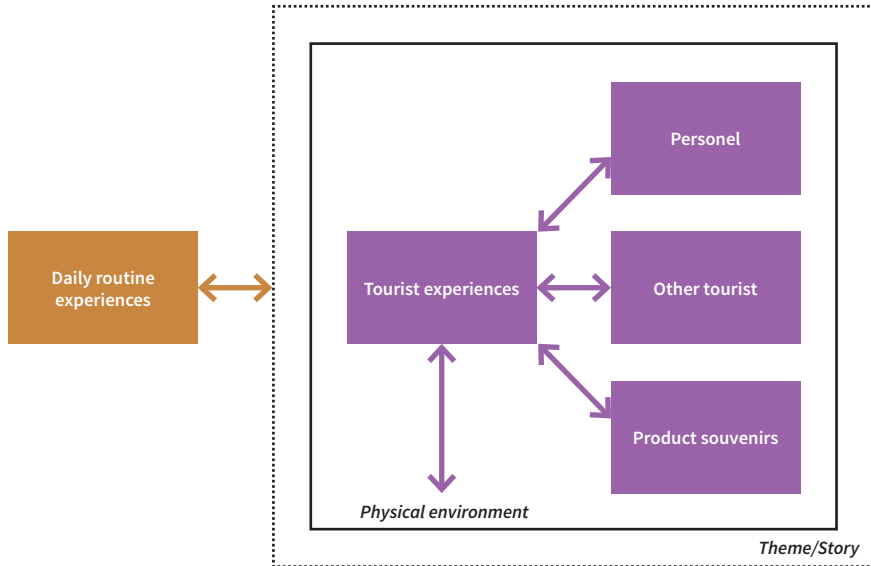


Fig. 2. Factors influencing the consumer experience within the context of tourism

Source: Mossberg (2007)

Following Lindberg & Østergaard (2015), this framework can be extended by including the temporal dimension of experience, which, as pointed out by Blumenthal and Jensen (2019), can be associated with a sense of immersion even in a relatively short time. This insight is particularly relevant for events and CH activities, which are often brief but aim to leave a lasting impression on their participants.

Sporting events, which are often featured in CH activities, are closely associated with memorable experiences. Among various disciplines that have played a key role in this context tennis has been gaining increasing popularity. It is therefore not surprising that Devine & Devine (2012, p. 129) list this sport among disciplines for which “the corporate hospitality market is a vital source of revenue”. This fact was also noted in a study conducted in Australia by Dann & Dann (2005). This trend benefits tournament organisers and, indirectly, the regions where such events are held, mostly thanks to their impact on local spending — according to statistics, business tourists generally spend more than those travelling for personal reasons (Eurostat, 2025; Foley et al., 2013). Moreover, G. Bennett et al. (2006) observe that tennis fans tend to have a higher level of income compared to enthusiasts of other sports.

Probably the only disadvantage of tennis lies in the fact that it “is not a sport that pits one city or region against another, it does not generate the fan loyalty one associates with team sports such as football and baseball” (Johnson & Sack, 1996, p. 377). However, there are competitions, such as the Davis Cup and the Billie Jean

King Cup, which involve national teams, or the Laver Cup, where Team Europe (comprised of European athletes) plays against the Team representing the rest of the World (Laver Cup, 2025). Furthermore, tennis can foster a sense of community pride when a future star makes their first appearance at a local tournament. Players themselves may also develop a connection to a particular city or event thanks to its atmosphere, the technical characteristics of the courts, or their past achievements. Local governments or tournament organisers can reinforce this bond by honouring the most successful athletes, as exemplified by the town of Halle in Germany, which named the road leading to the main stadium (home of the Gerry Weber Open) after Roger Federer (Reuters, 2012). Thus, while tennis may not generate traditional team-based loyalty, it can inspire other meaningful forms of attachment and identification.

### 3. Method

The following study is based on qualitative data regarding the official websites of four Grand Slam tennis tournaments. The author carried out a thematic analysis to determine the structure of corporate hospitality offerings and how they are presented in the context of experience creation. The study was undertaken at the turn of 2023 and 2024 after the end of the 2023 tennis season, which means that all information on corporate hospitality relates to CH products offered in 2024.

The study was conducted following the procedure outlined by Braun & Clarke (2006). First, relevant information about CH offerings was collected by visiting the official websites of Grand Slam tournaments or by a Google search involving the phrase “corporate hospitality [tournament name]”. The author examined titles of dedicated pages or subpages presenting CH, as well as their placement within the overall structure of the event’s website. Additionally, attention was paid to the number of available packages and the way of their presentation, including the use of various visual materials. In the following stage, texts describing elements of CH were coded to facilitate subsequent thematic analysis (Terry et al., 2017). While most codes were derived directly from data (Eriksson & Kovalainen, 2016; Terry et al., 2017); some were based on terms referring to specific categories of spaces (premium seats, private space, business space/lounge), which are widely used in the literature. After analysing different themes, the author identified four themes corresponding to the main CH components: space, food and beverages, tennis-related attractions, and other elements. Additional attention was paid to expressions referring to experiences in the CH descriptions. The study focused on Grand Slam tournaments were analysed, since these events are the most important competitions in the annual



tennis calendar (Figure 3). The term Grand Slams refers to four tournaments: the Australian Open, Roland Garros, also known as the French Open, Wimbledon, and the US Open. All of them are overseen by the International Tennis Federation (ITF) and their characteristics are presented in Table 1. Tennis players (male or female) receive 2000 points in the overall ranking for winning each of these events, which determines their seed at the following tournaments (more information about the importance of ranking for tennis players can be found in Clarke & Dyte, 2000). Seeding is used to ensure that the top players do not face each other in the early rounds of a tournament.

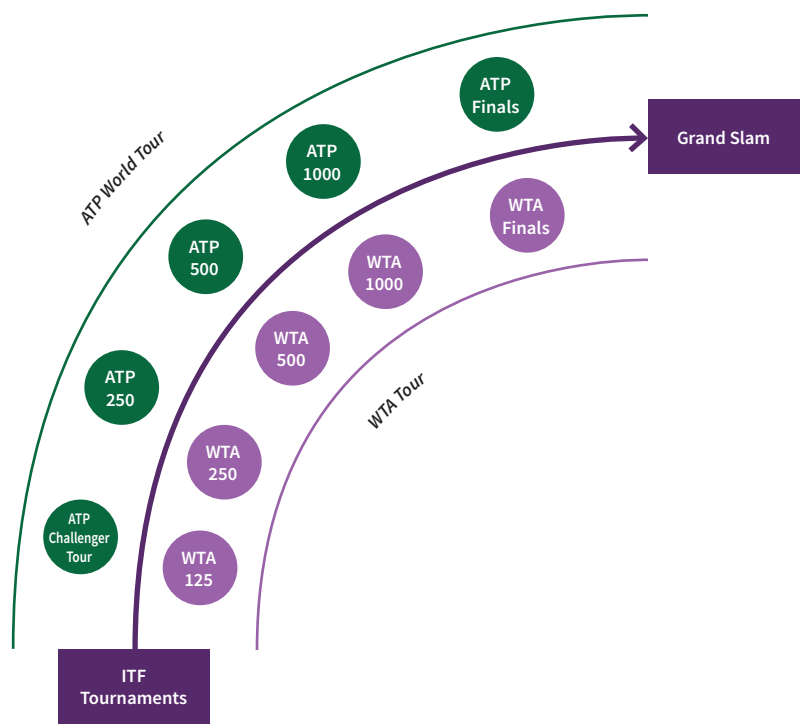


Fig. 3. Classification of tennis tournaments  
Source: Based on ATP (2024), ITF (2024), WTA (2024)

|                 | Australian Open      | Roland Garros | Wimbledon             | US Open                                |
|-----------------|----------------------|---------------|-----------------------|--|
| Location        | Melbourne, Australia | Paris, France | London, Great Britain | New York, The United States of America |
| Surface         | Hard                 | Clay          | Grass                 | Hard                                   |
| Established     | 1905                 | 1891          | 1877                  | 1881                                   |
| Dates (in 2024) | Jan 14–28            | May 26–June 9 | July 1–14             | Aug 26 – Sept 8                        |

Source: Based on ATP (2024), Grasso (2011)

Other tournaments in the tennis calendar (Fig. 3) are managed by the Association of Tennis Professionals (ATP) and the Women's Tennis Association (WTA). Male competitions are divided into two categories: the ATP World Tour and the ATP Challenger Tour. The ATP World Tour consists of the ATP 1000, ATP 500, and ATP 250 series, depending on the number of points for the winner. Therefore, ATP 1000 events are mostly distinguished from others by the biggest importance and prize money (after Grand Slam tournaments). The ATP Challenger Tour represents the lowest level of male competition organised by the ATP. A similar classification is used in the WTA Tour: WTA 1000, WTA 500, WTA 250, and WTA 125, where the number means the points for the female winner. In the tennis competition calendar, there are also two notable events: the ATP Finals and WTA Finals for the best eight male and female players at the end of every year. At the lowest level of tournaments are ITF events, dedicated to young athletes just starting their professional adventure with tennis or older ones, who come back to the sport after an injury. The same institution is responsible for the Davis Cup and the Billie Jean King Cup (formerly known as the Federation Cup or Fed Cup), representing male and female competition among the nations accordingly (ATP, 2024; ITF, 2024; WTA, 2024).

## 4. Results

The most important results are presented in Table 2. Among the Grand Slam tennis tournaments, the Australian Open stands out because its CH product was not limited to the business client segment but was also available to individual visitors. In contrast, at Roland Garros, two options were offered: year-round activities (seminars), where the venue space can be used outside the tournament, and a CH product associated with the tournament itself (hospitality). At Wimbledon, the relevant page was titled "hospitality", while the US Open additionally featured "luxury suites", which is a common term in the United States. The tournaments' CH pages are rather easily accessible, except Roland Garros, which has created a dedicated website, but without a visible, direct link from the home page.

The tournaments differed in the number of products on offer and in the manner in which they were presented. The products were organised by the location of business spaces or restaurants, with the exception of the Australian Open, where there were three product categories, each associated with specific visitor experiences. It is also worth noting that the Australian offering was presented with the least visual detail, in contrast to that of Wimbledon, which contained the most elaborate visuals, including videos and virtual tours, in addition to photos.

Table 2. A comparison between CH products of the Grand Slam tennis tournaments

|                              | Australian Open  | Roland Garros   | Wimbledon  | US Open   |
|------------------------------|--|---|--|---|
| PRESENTATION of the products |  |   |  |   |
| Name of CH website           | Premium experience   | Hospitality and Seminars  | Hospitality  | Luxury suites and Hospitality   |
| Place on the event's website | Home page > Visit > Premium Experience   | dedicated website   | Home page > Tickets > Hospitality  | dedicated website Home page > Tickets > Luxury suites and Hospitality   |
| Entity responsible for CH    | not specified  | not specified   | external provider  | not specified   |
| Manner of presentation       | Division of products into 3 categories:<br>1) Private spaces<br>2) Dining experiences<br>3) Tennis experiences | Division of products into various locations   | Division of products into various locations  | Division of products into various locations   |
| No. of offers                | more than 12   | 5   | 8  | 7   |
| Graphic presentation         | 1 photo  | 3–5 photos per offer  | 5–10 photos per offer<br>videos<br>virtual tours   | 6–10 photos per offer<br>videos   |
| STRUCTURE of the products    |  |   |  |   |
| Examples of product elements | Space  | – premium seats<br>– private space<br>– business space<br>– restaurant table  | – premium seats<br>– private space<br>– business space<br>– restaurant table   | – premium seats<br>– private space<br>– business space<br>– restaurant table  |
|                              | Food and beverage  | – four-course fine dining menu<br>– curated wine pairing<br>– custom three course share-style menu<br>– two-hour beverage package<br>– premium grazing buffet<br>– private champagne bar  | – gourmet lunch or dinner created by a renowned catering partner<br>– drinks served throughout the day                                   | – three-course à la carte menu<br>– traditional Wimbledon afternoon tea including a selection of sandwiches, pastries & strawberries and cream<br>– innovative premium cocktails prepared by in-house mixologists<br>– specially selected wines, beers and soft drinks<br>– butler services |
|                              | Tennis   | – access to the Dressing Room of Rod Laver Arena<br>– guided tour of RLA<br>– Walk of Champions tour  | – access to the practice matches on the Philippe-Chatrier court in Tribune Présidentielle<br>– free access to all the qualifying matches | – opportunity to meet a former British tennis celebrity<br>– opportunity to meet and speak with a tennis celebrity  |
|                              | Other  | – dedicated host<br>– photographer  | – parking space<br>– gifts<br>– cloakroom<br>– free Wi-Fi access   | – live music / DJ<br>– concierge<br>– personal hostess<br>– parking space<br>– chauffeur  |
|                              |  | – all-inclusive dining from a high-end buffet<br>– all-inclusive beer & wine from indoor and outdoor bars<br>– in-seat beverage and snack service<br>– à la carte selection of premium liquors and fine wines<br>– Chef's table hospitality | – Special Player Appearance<br>– access to behind-the-scenes tours<br>– photos with the trophy<br>– chalk talks with tennis legends      | – parking space<br>– chauffeur<br>– concierge<br>– exclusive shop<br>– gift<br>– dedicated attendant  |
| Price per person             | dining experience:<br>from AU\$389   | from €280 to 10<br>160 before tax   | from £885 to 2<br>305 before tax   | available upon inquiry  |

Source: Based on Australian Open (2023), Hospitality Roland Garros (2023), US Open (2023a), Wimbledon (2023)

The elements of CH products were divided into four categories (themes): space, food and beverages, tennis, and others (Table 2). Products offered at all tournaments included all kinds of spaces mentioned in the literature, as well as restaurant tables. Food and beverages were an important part of all events, especially at Wimbledon, where, of course, guests could enjoy English tea and the renowned

strawberries. Although the London event has the longest history, it was the Australian Open and us Open that offered the greatest variety of tennis activities. The range of other services varied between the tournaments but mostly included the support of dedicated staff and parking spaces.

Roland Garros provides the most detailed information about the prices, depending on the date, session, and seat category. In the case of the Australian Open, only prices for the dining experience offers are listed; more information could be obtained from the tickets page, which offered three options: only ticket, ticket + dining, or ticket + experience. It was difficult to compare prices since the range of products was very diverse. Moreover, the tournaments are scheduled at various times of the season, and when the research was conducted, most tickets for the Australian Open had already been sold out, while the pricing for the us Open may not yet have been prepared.

When analysing the content, attention was paid to the presence of experience-related elements in the CH product descriptions. The Australian Open offered “the ultimate Rod Laver Arena viewing experience” and an experience combining elements associated with food and sport: “tennis like you’ve never tasted it”. One of the restaurants in the complex could “bring a luxurious dining experience”. It all culminated in “an unparalleled, and entirely unique Grand Slam experience”: the chance to walk across centre court accompanied by flashbulbs while the tennis stars warm up before the match.

The product descriptions of CH at Roland Garros were not nearly as vivid. While they highlighted the main elements of the offering and the uniqueness of the venue (“the legendary Suzanne-Lenglen court”, “the mythical Philippe-Chatrier court”), they also included references to the spectator experience, such as “Our teams will do everything to make you spend an unforgettable moment at Roland-Garros”. “Our Promises” page mentions the legacy of French cuisine: “a unique experience based on the richness of French gastronomy”. However, little attention was paid to this aspect in descriptions of particular offerings.

At Wimbledon, many texts began with an identification of a key element of the product, which would guarantee that the guests would have “an unforgettable” or even “a once-in-a-lifetime experience”. Such an experience could be provided by, among other things, a seat at the Players’ Tables, an exquisite tasting menu, or the professional assistance of concierge service, a chauffeur, and a personal hostess. In the case of the London tournament, the “award-winning official tennis hospitality experience” was underlined several times, but without a clear indication of what award(s) the CH product had received and when.

The product description provided by the us Open, like the Paris tournament, is fairly concise. It mainly outlines what visitors can expect as part of different

offerings. However, it was emphasised that all of these elements make up an experience, which was characterised as “unique”, “exclusive”, “the most premium” or even as a “pinnacle”. They also provide “access to unrivalled experiences”, which includes the opportunity to join special tours, take a photo with the trophy and meet tennis legends.

## 5. Findings and Discussion

CH product elements identified in the study represent three categories listed by Balliauw et al. (2018): space, catering, and other services/activities. The category of space includes premium seats, private spaces, and business spaces, which include lounges, clubs, shared reception areas, etc., where different business guests can meet each other. Based on the collected data, this list was supplemented by restaurant tables. The “other” category for was further subdivided into tennis and other or supportive elements because they facilitate the use of other elements of the product.

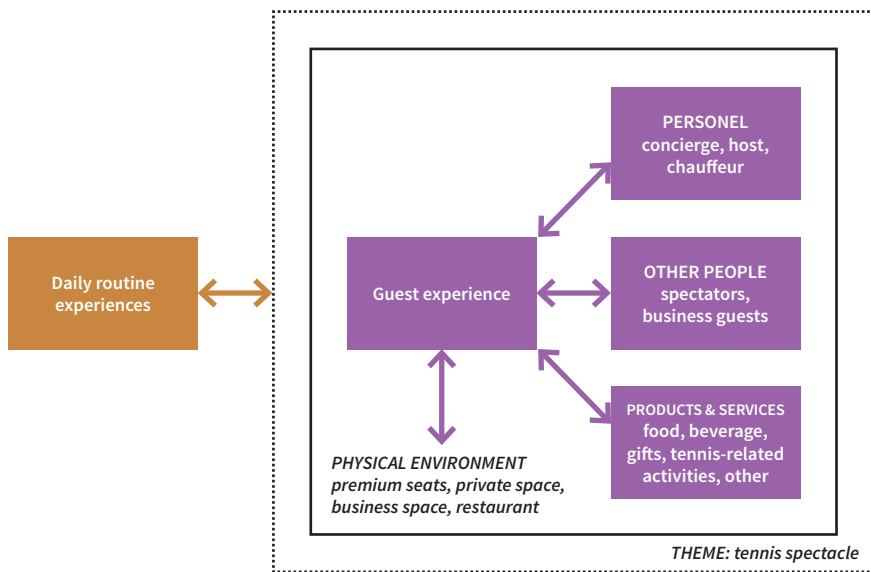


Fig. 4. A tennis tournament experiencescape

Source: Based on Mossberg (2007)

The components of the CH product form a tennis tournament experiencescape, as defined by Mossberg (2007). Premium seats, restaurants, and private and busi-

ness spaces create a physical environment where experiences are created. Personnel, like concierges or hosts, are committed to the visitors' well-being. CH guests can share their emotions with other spectators, but away from the crowd and in more comfortable conditions, which can facilitate immersion. Another advantage of CH is an opportunity to network with other business guests, which may not otherwise be possible (Cayla et al., 2013; Cobbs, 2011). Products and souvenirs mentioned by Mossberg (2007) can be replaced by dining and beverage services, gifts, tennis-related and other activities. All elements are linked by the theme of "an amazing sporting spectacle" (Hospitality Roland Garros, 2023).

It is important to note that the experience of consuming a CH product represents a more sophisticated form of attending a sporting event. It is transformed from merely watching a game to a premium viewing experience that provides sporting excitement in a comfortable environment and with supportive ancillary services. The ordinary consumption of food and beverages is upgraded to a fine dining experience. While this aspect is emphasised with respect to the products of all Grand Slam tournaments, the Australian Open and Wimbledon highlight it as an additional attraction by including the profiles of renowned chefs (with the London event, even legitimised by Michelin stars). The impression of exclusivity and uniqueness is intensified by the care of dedicated staff, as well as the availability of parking spaces or a separate entrance which helps to avoid queues. Furthermore, the opportunity to talk to a tennis legend, walk on the centre court or take a photo with the trophy are unforgettable experiences that many tennis fans dream of. For most, however, it is unattainable, which is precisely what makes CH Grand Slam products so desirable.

## 6. Conclusions

### 6.1. General Conclusions

In summary, CH can influence guest experience with product elements that together create the Grand Slam tennis tournament experiencescape. These elements can enhance the experience of attending a sporting event, but also provide additional experiences, for example tennis-related activities, which are only available in a limited number of CH offerings (except the Australian Open, which can be purchased by anyone who can afford it) and provide "a once-in-a-lifetime experience".

If Grand Slam tournaments are treated as a benchmark for other tennis events, it is reasonable to conclude that any CH product should include an exceptional space

for game viewing and business networking. Providing a fine dining experience already seems to a standard element of CH, which means organisers cannot fail to provide it. Not many venues are as renowned as the centre courts in Melbourne, Paris, London, and New York, but that does not change the fact that other tournaments should offer a CH product, including special tennis-related activities. It would also seem necessary to provide a dedicated staff member to look after guests. Moreover, product descriptions should feature words like premium, luxury, stunning, etc., which emphasise product uniqueness and imply that it is worth the price.

## 6.2. Theoretical Implications

The article contributes to the literature by characterising the key actors in the CH market and adopting the perspective of the event organiser (the CH provider), which has so far been under-researched. It presents the first attempt to analyse the structure of the CH product at Grand Slam tennis tournaments in the context of experience creation. The findings indicate that among various business spaces in sporting venues, an additional category can be identified — a table in a restaurant — which is naturally associated with the dining experience. The importance of dedicated staff and tennis-related attractions is also emphasised. Furthermore, the study highlights that the elements of a CH product can influence guest experience by creating a *tennis tournament experiencescape*, and the proposed framework can serve as a starting point for future research.

## 6.3. Practical Recommendations

The study has practical implications as it suggests the recommended structure of a CH product, with Grand Slam tournaments serving as a benchmark that other event organisers can refer to. However, the recommendations are not limited to tennis competitions, as the main CH components can apply to other sporting events. The discipline-specific element should be adapted to the characteristics of each sport — such as football, basketball, martial arts, or others — but can include meetings with sports stars, photos with trophies, or access to areas unavailable to the general public. The way Grand Slam tournaments present their CH products can also serve as a model, highlighting the uniqueness of the offer and referring to one-of-a-kind experiences. It is also recommended to rely on rich visual content, including photos, videos, and virtual tours when showcasing the key elements of CH, especially the available spaces.

## 6.4. Limitations and Future Research

The case study approach provides valuable insights into the structure of the CH product at Grand Slam tennis tournaments, but limits the generalisability of the findings. Therefore, the practical implications take the form of recommendations rather than detailed guidelines that could be applied to every event. Consequently, similar analyses should also be conducted for other sports disciplines and event categories. The use of secondary data can only indicate the potential importance of how specific elements of the CH product can shape guest experiences. The actual impact on experiences can only be examined through field research, e.g. through in-depth interviews with participants and/or observation of their behaviour during CH events. This should be the focus of future research. Moreover, closer attention should be paid to event organisers, for example, in terms of CH management within strategic event planning, or the importance of CH revenue for the overall profitability of the event. Since the literature review highlighted challenges faced by organisers, it would be worth investigating whether these challenges remain relevant or whether new ones have emerged, and how CH has been evolving in this respect. As a relatively under-researched topic, CH offers a wide range of research opportunities for scholars.

## CRedit Authorship Contribution Statement

**NL:** conceptualization, data curation, formal analysis, funding acquisition, investigation, methodology, project administration, resources, software, supervision, validation, visualization, writing — original draft, writing — review & editing.

## Declaration of Competing Interest

None.

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## Turystyka korporacyjna a kreowanie doświadczeń — studium przypadku wielkoszlemowych turniejów tenisowych

**Streszczenie.** Udział w wydarzeniach sportowych, kulturalnych lub innych wiąże się z różnorodnymi doświadczeniami, które mają istotne znaczenie dla turystyki korporacyjnej, ponieważ jej głównym celem jest budowanie relacji z kluczowymi interesariuszami. Pomimo praktycznego znaczenia tej formy turystyki nie poświęcano jej dotąd zbyt dużo uwagi w badaniach naukowych, a w szczególności pomijano perspektywę organizatorów tego typu wydarzeń. Wobec tej luki badawczej, niniejszy ar-

tykuł zawiera analizę struktury produktów turystyki korporacyjnej w kontekście kreowania doświadczeń. Przedmiotem badania są cztery turnieje tenisowe zaliczane do tzw. Wielkiego Szlema. Na przełomie 2023/24 dokonano analizy tematycznej stron internetowych tych wydarzeń. Wyniki pokazują, że elementy produktu turystyki korporacyjnej tworzą przestrzeń doświadczeń, która może wzbogacić wrażenia gości korporacyjnych w porównaniu do tego, czego doświadczają pozostali widzowie. Kompleksowa oferta turystyki korporacyjnej podczas turnieju tenisowego powinna uwzględniać miejsca premium, wysokiej jakości jedzenie i napoje, dedykowany personel, aktywności związane z tenisem oraz inne ekskluzywne usługi.

**Słowa kluczowe:** turystyka korporacyjna, turnieje tenisowe, Wielki Szlem, doświadczenie



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