



Unit Descriptors for the Pearson BTEC Higher Nationals Esports

Issue 2

For use with:

Pearson BTEC Level 4 Higher National Certificate in Esports (610/3124/0)

Pearson BTEC Level 5 Higher National Diploma in Esports (610/3125/2)

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Summary of Unit Descriptors for the Pearson BTEC Higher Nationals Esports Suite Issue 2 changes

Summary of changes made between previous issue and this current issue	Page number
<i>Unit 404: Planning an Esports Project</i> LO1, LO2, LO4 and M2 had a minor rephrase.	38-46
<i>Unit 405: Entrepreneurial Ventures</i> P4, P5, P6, P7, M2, M4, D1 had a minor rephrase.	47-57
<i>Unit 407: Tournament Operations</i> LO3, M3 and M4 had a minor rephrase.	69-78
<i>Unit 408: Audio-Visual Production</i> P4 had a minor rephrase.	79-88
<i>Unit 410: On-Air Talent</i> P3, M3, D1, D2 had a minor rephrase.	101-111
<i>Unit 411: Coaching Practice</i> LO4, P8 and M4 had a minor rephrase.	112-120
<i>Unit 413: Team Logistics</i> LO3 updated. LO1, LO2, LO3 essential content updated. P2, M2 had a minor rephrase. P5, P6, M3 updated.	129-138
<i>Unit 414: Ethics and Fair Play</i> D2 had a minor rephrase.	139-148
<i>Unit 416: Governance and Legislation</i> LO3, M3, D1 and D2 had a minor rephrase	158-167
<i>Unit 504: Event and Production Financing</i> LO1 had a minor rephrasing and essential content update. Switched the order of LO2 and LO3 and criteria renumbered accordingly. P1, P2, M1 had a minor rephrase. D1 and D2 updated.	197-206
<i>Unit 507: Set Design</i> P6 and M3 had a minor rephrase.	227-237
<i>Unit 510: High-Performance Environments</i> LO3, P6 and D2 had a minor rephrase.	258-267
<i>Unit 514: Social Landscape and Community Dynamics</i> LO3 updated. LO2, LO3, LO4, essential content updated. P5, P6, M3, D2 updated.	294-302
Various typos addressed across the specification e.g. full stops and alignment issues.	

Earlier issue(s) show(s) previous changes.

If you need further information on these changes or what they mean, contact us via our website at: qualifications.pearson.com/en/support/contact-us.html.

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1.0 Introduction

1.1 Qualifications overview

The unit descriptors included in this document are for use with the following qualifications:

- Pearson BTEC Level 4 Higher National Certificate in Esports: 610/3124/0
- Pearson BTEC Level 5 Higher National Diploma in Esports: 610/3125/2.

1.2 Qualifications indicated 'for England'

Qualifications that are indicated as 'for England' are designed to align to the requirements of specific occupational standards that meet the Institute for Apprenticeships and Technical Education's (IfATE) current occupation criteria. Meeting the requirements of the occupational standards relates to:

- qualifications that are 'quality marked' as Higher Technical Qualifications (HTQs)
- the knowledge, skills and behaviours for identified occupations that are associated with relevant occupational standards.

1.3 Qualifications not indicated 'for England'

Qualifications that are **not** indicated as 'for England' can be delivered at any centre, in the UK or overseas, subject to approvals from Pearson. These qualifications are not 'quality marked' as Higher Technical Qualifications by IfATE.

Qualifications without equivalent HTQ titles may be delivered by centres in England, subject to approvals from Pearson.

2.0 Programme structures

Programme structures define the unit combinations required for a given qualification. These are defined in *Section 6.0 Programme structures* in the relevant programme specification for the qualification.

2.1 Programme structures overview

The infographic provides an 'at a glance' view of the pathway structures available in these qualifications.

Level 4

CREDITS	UNIT TYPE	UNIT NUMBER	L4 GENERAL PATHWAY	UNIT TYPE	UNIT NUMBER	L4 OPERATIONS MANAGEMENT	UNIT NUMBER	L4 PRODUCTION	UNIT NUMBER	L4 ATHLETE SUPPORT AND DEVELOPMENT
15	L4 Core Mandatory	401	Esports Ecosystem	L4 Core Mandatory	401	Esports Ecosystem	401	Esports Ecosystem	401	Esports Ecosystem
15	L4 Core Mandatory	402	Skills and Tactics Analysis	L4 Core Mandatory	402	Skills and Tactics Analysis	402	Skills and Tactics Analysis	402	Skills and Tactics Analysis
15	L4 Core Mandatory	403	Event Planning and Delivery	L4 Core Mandatory	403	Event Planning and Delivery	403	Event Planning and Delivery	403	Event Planning and Delivery
15	L4 Core Mandatory	404	Planning an Esports Project	L4 Core Mandatory	404	Planning an Esports Project	404	Planning an Esports Project	404	Planning an Esports Project
15	L4 Optional			L4 Specialist Mandatory	405	Entrepreneurial Ventures	408	Audio-Visual Production	411	Coaching Practice
15	L4 Optional			L4 Specialist Mandatory	406	Branding and Sponsorship	409	Streaming and Broadcasting	412	Wellbeing, Lifestyle and Health
15	L4 Optional			L4 Specialist Mandatory	407	Tournament Operations	410	On-Air Talent	413	Team Logistics
15	L4 Optional			L4 Optional						

Level 5

CREDITS	UNIT TYPE	UNIT NUMBER	L5 GENERAL PATHWAY	UNIT TYPE	UNIT NUMBER	L5 OPERATIONS MANAGEMENT	UNIT NUMBER	L5 PRODUCTION	UNIT NUMBER	L5 ATHLETE SUPPORT AND DEVELOPMENT
15	L5 Core Mandatory	501	Professional Development	L5 Core Mandatory	501	Professional Development	501	Professional Development	501	Professional Development
30	L5 Core Mandatory	502	Esports Research Project	L5 Core Mandatory	502	Esports Research Project	502	Esports Research Project	502	Esports Research Project
15	L5 Optional			L5 Specialist Mandatory	503	Global Business and Emerging Markets	506	Content Creation	509	Team and Player Psychology
15	L5 Optional			L5 Specialist Mandatory	504	Event and Production Financing	507	Set Design	510	High-Performance Environments
15	L5 Optional			L5 Specialist Mandatory	505	Social Media Management	508	Creative Direction and Narratives	511	Inclusive Coaching and Special Populations
15	L5 Optional			L5 Optional						
15	L5 Optional			L5 Optional						

CREDITS	UNIT NUMBER	L4 OPTIONAL UNITS	CREDITS	UNIT NUMBER	L5 OPTIONAL UNITS
15	414	Ethics and Fair Play	15	512	Emerging Technologies
15	415	Game Design Philosophy	15	513	Game Analytics and Statistical Insights
15	416	Governance and Legislation	15	514	Social Landscape and Community Dynamics

- All Level 4 and Level 5 units have a value of 15 credits each, apart from unit 502 which is a 30-credit unit
- HNC is made up of 120 credits (i.e. 8 ´ 15 credit Level 4 units)
- HND is made up of 240 credits, of which 120 credits are at Level 5 (i.e. 6 ´ 15 and 1 ´ 30 credit Level 5 units) and 120 credits are at Level 4 (see previous point)
- At both Level 4 and 5, specialist units can also be selected as optional units for the General pathway, and for any of the specialist pathways
- For the General pathway, the combination of units selected must not replicate the rules of combination of any of the other specialist pathways

3.0 The unit descriptor

The unit descriptor is how we define the individual units of study that make up a Higher National qualification. Students will complete the units included in the programme you offer at your centre.

You can use any of the unit descriptors listed in *Section 4.0 Unit descriptors*. We have described each part of the unit as follows.

Unit title	A general statement of what the unit will cover.
Unit code	The Ofqual unit reference number.
Unit type	There are three unit types: <ul style="list-style-type: none"> • core (mandatory to all pathways) • specialist (mandatory to specific pathways) • optional (available to most pathways).
Unit level	All our Pearson BTEC Higher National units are at Levels 4 or 5.
Credit value	The credit value relates to the total qualification time (TQT) and unit learning hours (ULH). It is easy to calculate: <ul style="list-style-type: none"> • 1 credit = 10 ULH • 15 credits = 150 ULH. To complete a Higher National Certificate or Higher National Diploma, students must achieve all of the credits required. Refer to section <i>7.5 Calculating the Final Qualification Grade</i> in the programme specification.
Introduction	Some general notes on the unit: <ul style="list-style-type: none"> • setting the scene • stating the purpose and aim, and • outlining the topics to be learnt and skills gained through the unit.
Learning Outcomes	These clearly explain what students will be able to do after completing the unit. There are usually four Learning Outcomes for each unit.
Essential Content	This section covers the content that students can expect to study as they work towards achieving their Learning Outcomes.
Learning Outcomes and Assessment Criteria	Tutors can refer to this table when grading assignments. The table connects the unit's Learning Outcomes with the student's work. Assignments can be graded at 'Pass' (P), 'Merit' (M) and 'Distinction' (D), depending on the quality of the student's work.
Recommended Resources	This section lists the resources that students should use to support their study for the unit. It includes books, journals and online material. The programme tutor may also suggest resources, particularly for local information. It may also contain delivery requirements, e.g., specific equipment, case study material, learning resources depending on the subject.

Table 1: Description of each part of the unit

Web resources – referencing

Some units have web resources as part of their Recommended Resources lists. Hyperlinking to these resources directly can cause problems, as their locations and addresses may change. To avoid this problem we only link to the main page of the website and sign post students and tutors to the section where the resource can be found. Thereby, we have referenced web resources as follows.

[1] A link to the main page of the website

[2] The title of the site

[3] The section of the website where the resource can be found

[4] The type of resource it is, for example:

- research
- general reference
- tutorial
- training
- ebook
- report
- wiki
- article
- data set
- development tool
- discussion forum.

Examples

[1] www.britishesports.org

[2] British Esports Federation

[3] Careers advice

[4] (General reference)

Students and tutors must use a referencing system to cite and reference resources in an academic format.

4.0 Unit descriptors

Unit 401:	Esports Ecosystem
Unit code:	H/650/8000
Unit level:	4
Credit value:	15

Introduction

As we move deeper into the digital age, the transferable skills required to work in the esports industry reflect those predicted to play a major role in the employment of future generations across a wide range of job roles. The esports industry is one of the fastest growing industries in the world and it continues to grow exponentially in the UK and globally. With that growth comes an abundance of career opportunities.

This unit will introduce students to the network of organisations and key stakeholders, such as publishers, teams, leagues, tournaments and governing bodies, that form the esports ecosystem which, compared with most established industries, is in its infancy and some might say embryonic. While the significant growth of the industry is exciting, rapid expansion comes with difficulties that may need consideration for the sustainability of esports.

Students will explore a range of topics, including potential employment opportunities. Who are the key stakeholders in esports? Does esports operate under structural restraints due to the ownership of esports titles versus the needs of governing bodies to formulate a level playing field for all? How does this impact on questions around credibility and legitimacy? Who owns esports and can it facilitate effective governorship like traditional sport?

With an understanding of the industry and potential future developments, students can research existing enterprises and professionals to consider their own preferred career pathways in readiness to formulate a strategic career plan.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Examine the functions of key stakeholders in the esports ecosystem and the interrelation between them
- LO2 Compare the value of the esports industry to traditional sports to highlight key differences and the potential impact on the esports ecosystem
- LO3 Analyse the challenges and opportunities for structural change in the esports ecosystem for improving sustainability and monetisation
- LO4 Explore employment opportunities within the esports ecosystem to develop a strategic career action plan.

Essential Content

LO1 Examine the functions of key stakeholders in the esports ecosystem and the interrelation between them

Esports ecosystem:

Purposeful business arrangements, create and share collective value, participants and orchestrators.

Key stakeholders:

Publishers e.g. Riot Games, EA, Activision Blizzard, Epic Games, Valve, Psyonix, Ubisoft; publishers' responsibility e.g. developing and maintaining the esports titles, bug fixes, regular updates

Titles e.g. League of Legends, Valorant, Apex Legends, EAFC, F1, Call of Duty, Overwatch 2, Fortnite, CS:GO, DotA2, Rocket League, Rainbow Six Siege, Street Fighter 6

Tournament organisers e.g. LAN/online; 1st party (Blizzard, Valve, Riot), 3rd party (ESL, MLG, Insomnia, EPIC.LAN); franchise models; role of league organisers in structuring and managing professional leagues, including scheduling matches, enforcing rules and providing prize pools

Esports leagues; global e.g. League of Legends World Championships, Overwatch League, Call of Duty League, Rocket league Championship Series, The International, CS:GO Major Championship, Valorant Champions; Global Esports Games; education e.g. NUEL, NSE, British Esports Student Champs

Esports organisations; structure and hierarchy, grassroots to professional teams, roles of team managers, coaches and support staff

Globally based teams e.g. Fnatic, Team Liquid, Cloud9, Team Dignitas; UK-based teams e.g. Guild, Enpoint, Excel, Resolve, London Spitfire, London Royal Ravens; esports athletes e.g. Faker, NOtail, Boaster, S1mple

Consumers e.g. fans, communities, online viewership, in-person events, watch parties

Live stream platforms e.g. Twitch, YouTube, TikTok, Loco, Kick

Broadcasters e.g. ESPN2, CBS, Nimo TV, AfreecaTV, Sky TV, Ginx TV

Sponsors and advertisers e.g. endemic, non-endemic

Enterprise e.g. investors, entrepreneurs, start-up enterprises

Global companies e.g. Tencent, Amazon, Microsoft, Sony, Savvy Games Group

National and international federations and representative bodies e.g. Global Esports Federation, Europe Esports Development Federation, Africa Esports Development Federation, Oceania Esports Development Federation, Pan Am Esports Development Federation, British Esports Federation, Korea e-Sports Association (KeSPA), Saudi Esports Federation, Olympic Games, Asian Games, Commonwealth Games, Invictus Games.

LO2 Compare the value of the esports industry to traditional sports to highlight key differences and potential impact on the esports ecosystem

Revenue generation in esports:

Key revenue streams e.g. ticket sales for events, selling of merchandise, media and broadcasting rights, prize pools, online content, private investment

Sponsorship e.g. hardware exclusivity deals, in-stream promotional content, social media content creation around sponsors, allocation of screen space, influencers, branded streaming channels.

Esports industry value:

Global, national; historical value, current value, predicted value

Sources of financial information e.g. Newzoo, Ukie (UK interactive entertainment), Statista, World Economic Forum, Mintel; publicly owned teams' financial reports

Traditional sport value e.g. Premier League (PL) football, National Basketball Association (NBA), National Football League (NFL)

Acquisitions and mergers: traditional sport e.g. golf (Professional Golfers' Association and LIV Golf), football (Saudi Arabia Public Investment Fund and Newcastle Utd FC); sport and entertainment e.g. World Wrestling Entertainment (WWE) and Ultimate Fighting Championship (UFC); esports e.g. Savvy Games Group and ESL Gaming and FACEIT, Microsoft and Smash.gg, Tencent and Fortnite, Epic Games, League of Legends Studio, PUBG, Ubisoft and Discord

Audience, viewership e.g. comparison between esports and traditional sports; under-monetisation of esports; potential based on audience size.

LO3 Analyse the challenges and opportunities for structural change in the esports ecosystem for improving sustainability and monetisation

Government influence:

Case studies e.g. legal classification of esports across different countries and the impact of this in terms of the ability to obtain funding for development; the interrelationships and interdependencies between government departments and esports organisations e.g. Britain, USA, South Korea, China, Japan, Sweden, Germany, Qatar, Saudi Arabia.

Governing bodies and regulatory bodies:

Traditional sport structure e.g. the football pyramid, promotion and relegation, global, international and national governing bodies, including the International Federation of Association Football (FIFA), Union of European Football Associations (UEFA), Football Association (FA), International Basketball Federation (FIBA), FIBA Europe and Basketball England

Esports structure e.g. publishers' ownership of esports titles, global commercial operations, vertical integration models

Commercial vs not-for-profit bodies: publishers own esports titles, private companies created for commercial gain, controlling influence over leagues and tournaments; esports organisations – profit driven and part of global leagues and tournaments; not-for-profit organisations (e.g. British Esports Federation, Global Esports Federation) representing esports at national and global levels

Governance: conflict of interest between profit and not-for-profit organisations, establishing authority to implement rules, recognition of governing bodies at national, international and global levels; collaborative relationships between organisations (e.g. publishers, governing bodies), regional institutions (e.g. British Esports Federation, Esports Scotland, Esports Wales, Esports Northern Ireland) and global organisations (e.g. Global Esports Federation) the voice of esports but not governing bodies; conflict of interest and structural restraints between bodies, federations and publishers

Resistance to change: identification of common trends of thought or behaviour that enable barriers to the implementation of new actions or processes

Integrity and credibility e.g. the International Olympic Committee, Commonwealth Games Federation, World AntiDoping Agency (WADA), Esports Integrity Commission (ESIC), Gambling Commission

Education: increased awareness and understanding, promotion of esports, development of bespoke esports qualifications e.g. in UK BTEC Nationals (HNC and HND), degrees, other regions following suit; collegiate esports and scholarships (USA).

LO4 Explore employment opportunities within the esports ecosystem to develop a strategic career action plan

Transferable skills acquired through involvement in esports:

Leadership, teamwork, communications, strategic thinking, multitasking, dexterity, analytical skills, problem-solving, decision-making, time management, critical thinking, adaptability, reacting under pressure.

Key areas of employment:

Competition e.g. player, coach, analyst, observer, team manager

Team/player health and wellbeing e.g. psychologist, trainer, nutritionist

Media and entertainment e.g. caster, streamer, content creator, video production, social media manager, community manager, journalist, photographer, lighting, set creation, graphics, engineer, vision mixer

Live events e.g. event management, project manager, runner, producer

IT and technology e.g. network architect, technician, cybersecurity, game design, software developer, data analyst, virtual reality/augmented reality specialist who works on creating innovative esports experiences

Other areas of employment e.g. legal, financial, human resources, sales, marketing, advertising, sponsorship, administration, business.

Personal career planning:

Identification of preferred career pathway e.g. specific job role(s), expected requirements to enter that job role, self-audit of skills against those expectations, SWOT (strengths, weaknesses, opportunities, threats) analysis.

Networking and industry connections:

Building and expanding a professional network within the esports community

Engaging with industry professionals through events and conferences e.g. Esports in Education Summit, Bett Global Series, Insomnia gaming festival, EPIC.LAN, ESI, EsportsNext Conference, British Esports Student Champs finals

Connecting with industry professionals through social media platforms e.g. LinkedIn, X (formerly known as Twitter), Instagram

Using mentorship opportunities and seeking guidance from experienced individuals

Public-facing career profile: research current professional profiles e.g. imagery, handles, cross-platform consistency, links; planning of professional online presence e.g. social media platforms and profiles, networking opportunities, targeted online portfolio content and creation, digital CV.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the functions of key stakeholders in the esports ecosystem and the interrelation between them		LO1 and LO2 D1 Evaluate the esports ecosystem and stakeholder relationships compared with the traditional sports industry.
P1 Define the key stakeholders of the esports ecosystem and their functions.	M1 Analyse the relationships between key stakeholders within the esports ecosystem in the context of esports events, leagues and tournaments.	
LO2 Compare the value of the esports industry to traditional sports to highlight key differences and the potential impact on the esports ecosystem		
P2 Compare the relative value of the esports industry with the traditional sports industry. P3 Discuss how the value of the esports industry can have a potential impact on the esports ecosystem.	M2 Analyse the differences between the value of esports and traditional sports in relation to the ecosystems and audience figures.	

Pass	Merit	Distinction
<p>LO3 Analyse the challenges and opportunities for structural change in the esports ecosystem for improving sustainability and monetisation</p>		<p>LO3 and LO4</p> <p>D2 Evaluate the recommendations made to maximise monetisation and sustainability, with consideration of any identified career opportunities.</p>
<p>P4 Examine the influence and impact of external organisations on the esports ecosystem.</p> <p>P5 Describe potential conflicts of interest and issues surrounding the structure of the esports ecosystem.</p>	<p>M3 Analyse an existing esports ecosystem, suggesting recommendations to maximise monetisation and sustainability.</p>	
<p>LO4 Explore employment opportunities within the esports ecosystem to develop a strategic career action plan</p>		
<p>P6 Discuss the range of job opportunities and associated skills required across different areas of the esports ecosystem.</p> <p>P7 Develop a strategic career action plan for an individual wishing to enter the esports ecosystem.</p>	<p>M4 Evaluate the effectiveness of the strategic career action plan by comparing with the career trajectory of esports professionals.</p>	

Recommended Resources

Textbooks

Andrejkovics, Z. (2021) *Esports: A Newborn Business*. 2nd Ed. Seattle: CreateSpace Independent Publishing Platform.

Chaloner, P. (2020) *This is esports (and How to Spell it)*. London: Bloomsbury Publishing.

Collis, W. (2020) *The Book of Esports: The Official History of Esports*. New York: Rosetta Books.

Rogers, R. (2019) *Understanding Esports: An Introduction to the Global Phenomenon*. Maryland: Lexington Books.

Zhouxiang, L. (2022) *A History of Competitive Gaming*. New York: Routledge.

Websites

britishesports.org	British Esports Federation (General reference)
esportsinsider.com	Esports Insider (ESI) (Research)
esports-news.co.uk	Esports News UK (ENUK) (Research)
www.globalesports.org	Global Esports Federation (General reference)
newzoo.com	Newzoo (Data sets)
www.statista.com	Statista (Data sets)
ukie.org.uk	UK Interactive Entertainment (Research)

Journals and articles

Block, S. and Haack, F. (2021) 'eSports: a new industry', *SHS Web of Conferences*, 92. Available at: <https://doi.org/10.1051/shsconf/20219204002>.

Hallmann, K. and Giel, T. (2018) 'eSports – Competitive sports or recreational activity?' *Sport Management Review*, 21(1), pp. 14–20. Available at: <https://doi.org/10.1016/j.smr.2017.07.011>.

Kim, H-M. and Kim, S. (2022) 'The show must go on: Why Korea lost its first-mover advantage in Esports and how it can become a major player again', *Technological Forecasting and Social Change*, 179, pp. 121649. Available at: <https://doi.org/10.1016/j.techfore.2022.121649>.

Law, Y-Y. and Jarrett, J. (2019) 'More than a tournament: Grassroots play and participation at esports events', *Action Research*, 14(3), pp. 335–351. Available at: https://www.researchgate.net/publication/350387098_More_Than_a_Tournament_Grassroots_Play_and_Participation_at_Esports_Events.

Peng, Q. et al. (2020) 'Esports governance: Exploring stakeholder dynamics', *Sustainability*, 12(19), pp. 8270. Available at: <https://doi.org/10.3390/su12198270>.

Witkowski, E. (2022) 'Growing pains in esports associationism: Four modes of national esports associational development', *Games and Culture*, 18(2), pp. 155541202210844. Available at: <https://doi.org/10.1177%2F15554120221084449>.

Links

This unit links to the following related units:

Unit 407: Tournament Operations

Unit 414: Ethics and Fair Play

Unit 416: Governance and Legislation

Unit 501: Professional Development

Unit 503: Global Business and Emerging Markets

Unit 514: Social Landscape and Community Dynamics.

Unit 402:	Skills and Tactics Analysis
Unit code:	J/650/8001
Unit level:	4
Credit value:	15

Introduction

In the fast-paced world of esports, where split-second decision making and strategic thinking can determine the outcome of a game, the ability to analyse skills and tactics is of utmost importance. This unit aims to provide students with the knowledge and skills required to assess and enhance the skill and tactical performance of esports performers.

By analysing their own gameplay, participants can identify areas for improvement and focus on developing specific skills. Whether it is improving aiming accuracy, enhancing movement mechanics or refining reaction times, skill analysis enables individuals to optimise their performance and reach their full potential as esports athletes. Moreover, tactical analysis plays a vital role in enhancing team performance. By evaluating gameplay footage and studying the strategies employed by successful teams, coaches and participants can gain insight into effective team compositions, objective control and map control techniques. This knowledge enables athletes and their coaches to formulate and adapt team strategies, making informed decisions during competitive matches.

In addition to improving individual and team performance, skill and tactics analysis also fosters critical thinking and decision-making skills. Esports games are constantly evolving, with new updates, patches and strategies emerging regularly. By analysing gameplay, students develop the ability to adapt to changing circumstances, anticipate opponents' moves and make split-second decisions that can sway the outcome of a match. These skills are transferable to various aspects of life and can benefit students in a range of future careers in the esports industry, including performance analysis, esports coaching and game development.

On successful completion of this unit, students will be able to apply the principles of evidence-informed performance analysis, giving those who aspire to become athletes, coaches or team managers the ability to provide valuable guidance to players, enhance team performance and facilitate the overall growth and success of their esports organisations.

Learning Outcomes

- LO1 Investigate the skill and tactical requirements of a high-performance athlete/team in a selected esports
- LO2 Discuss the importance of effective leadership and management when building successful esports teams
- LO3 Develop a performance profiling system to assess the key requirements of a selected esports
- LO4 Analyse the performance of a selected esports athlete/team in preparation for a competitive event.

Essential Content

LO1 Investigate the skill and tactical requirements of a high-performance athlete/team in a selected sport

Overall components of performance:

Technical requirements of the game; tactical approaches; psychological attributes and personality traits e.g. resilience, confidence, leadership, concentration; team dynamics and roles; interpersonal skills; game rules and restrictions.

Skill and tactical requirements:

Mechanical skills e.g. aiming accuracy; equipment and player selection; shot selection; execution of techniques; reaction time; movement mechanics; sequences or combinations; information processing

Game knowledge e.g. rules and objectives; character or player traits; scoring; team compositions; common strategies; map awareness and key locations

Tactical awareness e.g. map control and rotation; game awareness; objective control; positioning of players; formations and strategies; awareness of time

Adaptability and creative problem-solving e.g. in-game learning and responding to unforeseen circumstances and environments.

LO2 Discuss the importance of effective leadership and management when building successful esports teams

Difference between leadership and management:

Leading people and teams e.g. leadership theories and leadership styles in different contexts; motivational techniques; coaching and mentoring; communicating team vision and goals clearly; managing change; acting as a role model

Managing people and teams e.g. performance management; recruitment and talent management; developing athletes; delegation; identifying strengths and enabling development.

Effective leadership and management:

Communication e.g. verbal and non-verbal approaches; active listening; factual and tactful; effective delivery e.g. inclusive, respectful, open and honest, positive, pitch and tone; use of questioning techniques

Building relationships e.g. collaborative working techniques, managing conflict, building trust, negotiation and influencing skills

Professionalism e.g. self-awareness, personal accountability (prioritisation, proactivity and acknowledging mistakes), decision-making skills, taking responsibility, setting an example, agile, continuing professional development (CPD), networking, ethics and integrity.

Characteristics of high-performing teams:

Effective communication between all stakeholders; establishing roles within a team; adaptability and flexibility of athletes to play different roles; team cohesion e.g. complementing teammates' strengths, team balance, collaboration to achieve objective; competition awareness e.g. team rosters, league compositions, competition navigation, player markets.

LO3 Develop a performance profiling system to assess the key requirements of a selected esports

Approaches to performance analysis:

Aim and purpose of analysis e.g. based on outcome, identified areas of improvement

Statistical analysis e.g. locating data available; game information logs

Video-based analysis e.g. replay, self, peer and coach observation; individual and team analysis; player habits; sequence breakdowns

Time periods e.g. individual sequences, periods in a game, whole game, competition, season.

Tools used to perform performance analysis:

General statistical tools e.g. spreadsheets, Tableau

Replay analysis tools e.g. Overwolf, Pursuit

Game-specific analysis tools e.g. Mobalytics, FIFA Tracker, DotaBuff, HLTV/ESEA, Visor, Ballchasing

Communication and collaboration tools e.g. Slack, Discord

Performance tracking and monitoring tools e.g. Elixir, ProGuides

Coaching tools e.g. Coach's Eye, Coach Tactic Board

Advantages, limitations and opportunities e.g. importance of context, interpretation of statistics, use of a range of sources, emergence of custom analysis tools, artificial intelligence (AI) technology

Training regimes e.g. practice schedules, scrimmages, balance between training, competition and rest.

Performance profiles:

Selection of performance criteria

Prioritisation of skills and tactics to be analysed

Visual representation of chosen criteria e.g. radar charts, performance analysis tables, graphs.

LO4 Analyse the performance of a selected esports athlete/team in preparation for a competitive event

Preparation for performance analysis:

Aims and objectives of analysis e.g. based on previous outcome, identified areas of improvement or specific aspects of performance e.g. individual player statistics, team performance metrics, in-game strategies

Access to necessary tools e.g. hardware and software, templates for data collection, recording capabilities

Allocation of roles and areas of focus

Creating a data collection plan: defining data collection boundaries; assigning roles within the team

Identification of relevant data points e.g. player statistics (kills, deaths, assists, goals, percentages), game outcomes, objective control, resource management.

Data collection and analysis:

Accurate and consistent collection of data e.g. using game APIs, data tracking software, manual data collection, or a combination of approaches

Recording and storing data e.g. use of databases or spreadsheets; allowing easy manipulation and analysis of data; storage that adheres to privacy and the UK General Data Protection Regulation (GDPR), data security considerations

Enabling Quality Assurance of data collecting e.g. data validation checks, cross-referencing

Application of appropriate statistical and analytical techniques e.g. averages, percentages, correlations; bespoke analysis based on objectives.

Presentation of feedback and action planning:

Coordination and running review and feedback sessions with relevant stakeholders (individual athletes, teams, coaches, organisational leaders): organisation of data; preparation of audio and visual media; professionalism; selection of suitable information and environment

Using relevant data collection tools to communicate skills and tactical analysis feedback to individuals and teams

Feedback: subjective (opinion based on experience and context) vs objective (evidence-informed); clear and effective delivery; developmental; digestible and actionable; timing of feedback; questioning techniques; active listening

Goal-setting: negotiating and agreeing goals; SMART (specific, measurable, achievable, realistic, timely) target-setting; both individual and team goals; recommendations for future development.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the skill and tactical requirements of a high-performance athlete or team in a selected esports		LO1 and LO2 D1 Critically evaluate the skill and tactical requirements of a chosen esports and how leaders and managers can create high-performing teams.
P1 Explain the skill requirements of an individual or team for a chosen esports. P2 Discuss the tactical requirements of a chosen esports.	M1 Analyse how skill and tactical requirements interact to ensure high levels of performance in a chosen esports.	
LO2 Discuss the importance of effective leadership and management when building successful esports teams		
P3 Review the approaches that esports leaders and managers use to create successful performers and teams. P4 Analyse the characteristics of high-performing esports teams.	M2 Apply the principles of effective management and leadership to a selected esports team.	

Pass	Merit	Distinction
<p>LO3 Develop a performance profiling system to assess the key requirements of a selected esports</p>		<p>LO3 and LO4</p> <p>D2 Critically reflect on the success of the performance analysis undertaken, making informed recommendations for improvements to data collection and team performance.</p>
<p>P5 Review the approaches and tools available to analyse the skill and tactical performance of a selected esports.</p> <p>P6 Create a performance profiling system to demonstrate the skill and tactical requirements of a selected esports.</p>	<p>M3 Justify the methods, tools and performance criteria selected to analyse the performance of an esports athlete or team.</p>	
<p>LO4 Analyse the performance of a selected esports athlete/team in preparation for a competitive event</p>		
<p>P7 Assess the performance of a selected esports athlete or team.</p> <p>P8 Present the outcomes of performance analysis and provide feedback to the esports athlete or team.</p>	<p>M4 Evaluate the strengths and areas of development identified during performance analysis.</p>	

Recommended Resources

Textbooks

Collis, W. (2020) *The Book of Esports: The Definitive Guide to Competitive Video Games*. New York: Rosetta Books.

Hughes, M. and Franks, I. (2020) *Essentials of Performance Analysis in Sport*. 3rd Ed. Abingdon: Routledge.

Jayal, A., McRobert, A., Oatley, G. and O'Donoghue, P. (2018) *Sports Analytics: Analysis, Visualisation and Decision Making in Sports Performance*. Abingdon: Routledge.

Sotiriadou, P. and de Bosscher, V. (2013) *Managing High Performance Sport*. Abingdon: Routledge.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.fifatracker.net

FIFA Tracker

(General reference)

www.mobalytics.gg

Mobalytics

(General reference)

www.oracleelixir.com

Oracle's Elixir

(General reference)

www.overwolf.com

Overwolf Insights Capture

(General reference)

www.proguides.com

ProGuides Coaching

(General reference)

Journals and articles

Nagorsky, E. and Wiemeyer, J. (2020) 'The structure of performance and training in esports', *PLOS ONE*, 15(8). Available at: <https://doi.org/10.1371/journal.pone.0237584>.

Novak, A. R., Bennett, K. J., Pluss, M. A. and Fransen, J. (2020) 'Performance analysis in esports: modelling performance at the 2018 League of Legends World Championship', *International Journal of Sports Science & Coaching*, 15(5–6), pp. 809–817. Available at: <https://doi.org/10.1177/174795412093285>.

Oreku, G. (2023) 'Deployment of computer science curriculum: Does that translate into entrepreneurial skills? Mediating from ICT role', *Journal of Education and Development*, 7(1). Available at: <https://doi.org/10.20849/jed.v7i1.1321>.

Xu, J. (2023) 'Livestream marketing strategy: Tactics of Chinese top influencer Austin Li', *BCP Business and Management*, 43(1). Available at: <https://doi.org/10.54691/bcpbm.v43i.4637>.

Links

This unit links to the following related units:

Unit 404: Planning an Esports Project

Unit 411: Coaching Practice

Unit 412: Wellbeing, Lifestyle and Health

Unit 509: Team and Player Psychology

Unit 510: High-Performance Environments

Unit 513: Game Analytics and Statistical Insights.

Unit 403:	Event Planning and Delivery
Unit code:	K/650/8002
Unit level:	4
Credit value:	15

Introduction

Esports events are one of the most exciting and enjoyable aspects of the industry. From large-scale international tournaments to smaller-scale training camps and conferences, esports events allow enthusiasts to join together to share a unique experience.

The aim of this unit is for students to gain first-hand experience of the planning requirements for an esports event to ensure it will engage the target audience. Students will also learn about the financial aspects of esports events and how to produce a budget based on realistic financial forecasts. Students will then deliver and review their own esports event.

On successful completion of this unit, students will be able to apply a range of organisational, administrative and financial skills within the context of esports event planning. Students will also understand how to deliver an esports event to ensure their plans are implemented successfully to meet set objectives and engage the intended audience. This unit is linked to employment opportunities in event planning and management.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Review the key logistical and marketing requirements when planning an esports event
- LO2 Discuss the key logistical, technical and financial challenges when planning an esports event
- LO3 Plan and budget for an esports event for a defined target audience with specific objectives
- LO4 Implement an esports event plan and budget to meet set objectives.

Essential Content

LO1 Review the key logistical and marketing requirements when planning an esports event

Types of esports event:

Type of esports event e.g. tournament – online or local area network (LAN), conference, careers fair, training camp, boot camp, product launch, seminar, workshop, webinar.

Logistics:

Venue and location; accessibility e.g. parking, public transport, disabled access, ticketing, registration details, safeguarding; maximum capacity of venue

Time of day and duration of event

Staffing e.g. event coordinators, admin, technical support, security personnel, broadcast crews, host

Equipment and resources required e.g. high-quality gaming PCs, large screens for audience viewing, sound systems for commentary and announcements, broadcasting equipment for live streaming and production, IT infrastructure, power and data sources

Legalities e.g. insurance, licences

Risk management and security: assessing and mitigating potential risks, implementing security measures, handling emergencies, safety of participants and attendees.

Marketing:

Target audience e.g. demographics, psychographics, geographics, cultural considerations, behavioural traits

Ways to engage the esports community e.g. interactive Twitch streams, Reddit, social media, 'ask me anything' (AMA) events with players, influencer partnerships

Physical marketing e.g. posters, flyers, news articles

Digital marketing e.g. social media, online, TV.

LO2 Discuss the key logistical, technical and financial challenges when planning an esports event

Logistical and technical:

Defining the purpose of event e.g. entertainment, education, commercial

Tournament formats and rules e.g. single elimination, round robin, establishment of fair and consistent rules for gameplay, including anti-cheating measures

Identifying and understanding the target audience profile

Identifying appropriate venue e.g. tech-equipped auditorium, IT infrastructure, connectivity

Identifying and allocating job roles ensuring relevant expertise

Sourcing and setting up required equipment

Sustainability and longer-term benefits of the event e.g. event legacy, boosting local tourism, benefits to the gaming industry, jobs, new businesses

Impact and benefits to attendees and organisers e.g. reputation, financial, entertainment, engagement, success, viewership, testimonials, quality, sustainability, purpose

Health and safety e.g. risk assessment, venue safety, emergency plans

Legal considerations e.g. obtaining necessary permits, licences

Ethical considerations e.g. promoting fair play, respecting copyrights

Contingency planning e.g. backup equipment, alternative venue plans.

Financial:

Profitability and value e.g. income exceeds event costs, ROI (return on investment) expectations, ensuring individuals and teams get value for money, adding value to event organisation brand

Sourcing income e.g. ticket sales, advertising, merchandise

Grants and sponsorship.

LO3 Plan and budget for an esports event for a defined target audience with specific objectives

Event plan:

Name of event; aims and objectives

Target audience e.g. young adult gamers, esports enthusiasts

Timetable of activities and running order e.g. day-long tournament, award ceremony

Methods to maximise audience experience and engagement e.g. live commentary, live broadcast, interactive sessions, breakout activities and sessions, gaming booths, experiences, meet and greet, VIP packages and hospitality

Venue and facilities

Pricing strategy e.g. early-bird discounts; ticketing platform and distribution e.g. Eventbrite, Universe

Branding e.g. unique logos, colour schemes and themes for each event

Event sponsorship and partnerships e.g. title sponsors, official sponsors, sponsorship packages and benefits

Physical resources and equipment e.g. high-quality gaming PCs, large screens, sound systems, broadcasting equipment

Technical requirements e.g. stable high-speed internet, streaming setups, technical support staff

Human resources, including freelancers and contractors e.g. hiring freelance event coordinators, technical support, security personnel, broadcast crews, arranging contracts and negotiating rates of pay

Marketing and communication strategy; guest list, VIPs and influencers

Logistical plan for the day, including access, arrival, set-up, storage, pack-up and exit strategy

Tools and techniques for effective management and organisation of resources for the day of the event e.g. venue management, venue liaison, venue staff, event staff, event teams, audience management, team and player liaison, health and safety teams (including medical response), technical support.

Expenditure:

Venue and facilities e.g. equipment, staff, transport, marketing, printing, merchandise, administration, insurance, legal costs, transaction fees, contingency funds, food and beverages (for staff, guests and attendees)

Equipment and resources

Event planner costs; event staff, including any oncosts, staff rota, staff responsibilities, volunteers; subsistence and riders for event staff

Transport

Marketing and promotion plan, including any advertising or promotional materials (posters, leaflets, flyers, handouts, newspaper adverts, press packages)

Printing costs; merchandise

Administration costs; event insurance; legal costs e.g. PRS for Music performing rights licences

Credit/debit card commission; ticketing platform commission

Contingency funds.

Projected income:

Ticket sales based on a range of scenarios e.g. 25%, 50%, 75%, 100% sales

Merchandise income based on different volumes of sales

Sponsorship; grants or funding.

Presenting financial information:

Balance sheets and use of correct headings

Mathematical literacy and use of appropriate software e.g. spreadsheets, data visualisation software

Clear and accurate presentation of information and calculations

Itemisation of income and expenditure; justification of income and expenditure

Projecting income based on a range of scenarios, including best/worst case

Producing different expenditure models e.g. gold/silver/bronze packages.

LO4 Implement an esports event plan and budget to meet set objectives

Pre-event preparation activities:

Sourcing and ordering equipment; allocating job roles and contracting staff and volunteers

Arranging, holding and recording meetings with event staff to make sure everyone knows their tasks on the day of the event, using appropriate presentation formats

Implementing marketing plan; launching event

Monitoring and responding to ticket sales or event registrations

Scoping venue e.g. assessing the space and facilities, planning layout

Setting up and testing equipment e.g. gaming PCs, screens, sound systems, conducting technical tests before event, broadcast, production

Practice event/dress rehearsal with debrief

Consulting other individuals/organisations who have delivered similar events or events at the same venue to identify and mitigate any known risks or issues and help ensure smooth delivery of the event.

Event activities:

Holding and recording a captains/managers/coaches/team representative/whole group briefing meeting at the beginning of the session to communicate any event rules and regulations and to take a record of attendance

Undertaking allocated role; delegating tasks to other support personnel to solve problems/complete tasks within a deadline; supporting others

Flexibility in response to changing and evolving conditions on the day of the event, e.g. problem solving (e.g. hardware, software, network, server, streaming issues, scheduling conflicts)

Implementing contingency plans e.g. switching to backup gaming PCs/power supply/internet line in case of technical failure, moving events around, changing game length, implementing alternate tournament formats, showing creativity in determining solutions that allow the event to proceed smoothly with minimal impact to the business, venue or competitors

Customer service and responding positively to feedback from all venue, event and competitor stakeholders; being open to new suggestions or ideas

Packing away and cleaning up

Event safety and first aid.

Reviewing feedback:

Analysis of attendee feedback

Debrief and peer evaluation; self-evaluation

Coordinating and running a post-event review of all feedback and self-evaluation to identify lessons learned and to produce a personal development plan to help influence and guide the smooth delivery of future events.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Review the key logistical and marketing requirements when planning an esports event		LO1 and LO2 D1 Evaluate the planning and marketing of an esports event, considering the identified event objectives, technical, logistical and financial challenges involved.
P1 Explain the planning considerations required for an esports event. P2 Explain the marketing considerations required for an esports event.	M1 Assess the success of the planning and marketing of an existing esports event in meeting objectives.	
LO2 Discuss the key logistical, technical and financial challenges when planning an esports event		
P3 Explain the logistical and technical challenges related to the planning of an esports event. P4 Explain the financial considerations related to the planning of an esports event.	M2 Assess the logistical, technical and financial challenges related to the planning of an esports event, suggesting how these can be overcome.	

Pass	Merit	Distinction
LO3 Plan and budget for an esports event for a defined target audience with specific objectives		LO3 and LO4 D2 Evaluate the planning, preparation and delivery of an esports event, making justified recommendations for improvements based on audience feedback and self-evaluation.
P5 Produce a plan for an esports event that explains all key planning decisions. P6 Produce a budget for an esports event that is clearly and accurately presented.	M3 Review the plan and budget for the esports event, justifying decisions made based on aims, objectives and audience engagement.	
LO4 Implement an esports event plan and budget to meet set objectives		
P7 Carry out the pre-event preparation activities for an esports event, making an appropriate contribution. P8 Carry out the esports event by undertaking a defined role, making an appropriate contribution.	M4 Review the preparation and delivery of an esports event, using audience feedback.	

Recommended Resources

Textbooks

Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2023) *Events Management: An Introduction*. 3rd Ed. London: Routledge.

Bowdin, G., Allen, J., Harris, R., Jago, L., O'Toole, W. and McDonnell, I. (2023) *Events Management*. 4th Ed. London: Routledge.

Elizondo, N. (2023) *Level Up: The Ultimate Guide to Esports Events and the Gaming Revolution: Unleashing the Power of Esports: A Comprehensive Guide to Organizing and Elevating Gaming Events*. Kindle Edition.

Matthew, K. (2022) *Basic Understanding of Esports: Chapter 2. Organizing Esports Events*. Kindle Edition.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.airtable.com

Airtable
Esports Tournament Planning
(Template)

britishesports.org

British Esports Federation
(General reference)

www.socialtables.com

Social Tables
Event Planning
(Resources)

weezevent.com

Weezevent
Planning an Event
(General reference)

Journals and articles

Dilek, S. E. (2019) 'E-Sport events within tourism paradigm: A conceptual discussion', *International Journal of Contemporary Tourism Research*, 3(1), pp. 12–22. Available at: <https://doi.org/10.30625/ijctr.525426>.

Jang, W. W., Byon, K. K., Baker III, T. A. and Tsuji, Y. (2021) 'Mediating effect of esports content live streaming in the relationship between esports recreational gameplay and esports event broadcast', *Sport, Business and Management: An International Journal*, 11(1), pp. 89–108. Available at: <https://doi.org/10.1108/SBM-10-2019-0087>.

Jenny, S. E., Keiper, M. C., Taylor, B. J., Williams, D. P., Gawrysiak, J., Manning, R. D. and Tutka, P. M. (2018) 'eSports venues: A new sport business opportunity', *Journal of Applied Sport Management*, 10(1), p. 8. Available at: <https://doi.org/10.18666/JASM-2018-V10-I1-8469>.

Links

This unit links to the following related units:

Unit 407: Tournament Operations

Unit 504: Event and Production Financing.

Unit 404:	Planning an Esports Project
Unit code:	L/650/8003
Unit level:	4
Credit value:	15

Introduction

This unit is assessed through a Pearson-set assignment. The project brief will be set by the centre, based on a theme provided by Pearson (this will change annually). The theme and chosen project within the theme will enable students to explore and examine a relevant and topical aspect of esports in the context of a business environment.

Esports is a global industry that engages a range of different audiences and stakeholders across the gaming landscape. It is a growth market supported by a diverse demographic, from amateur to professional, and a strong business focus on monetisation strategies, marketing, sponsorship and franchising. As an esports professional it is important to understand the key drivers within the industry that influence growth and revenues.

The aim of this unit is to give students an opportunity to demonstrate the research skills required for developing a deeper understanding of esports and the ability to use data and evidence to inform decisions. Students will undertake independent research and investigation of a theme set by Pearson. Based on these findings, students will use the outcomes to provide solutions to an esports brief that will then be presented with justifications.

On successful completion of this unit, students will have the confidence to engage in decision making, problem solving, research activities and project-planning tasks. They will have the fundamental knowledge and skills that will enable them to investigate and examine esports concepts in a work-related, professional context to determine appropriate outcomes and solutions.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Conduct small-scale research in response to a given esports project brief
- LO2 Identify how data analytics can be used to inform the project proposition
- LO3 Develop a solution for a given esports project brief
- LO4 Present esports project findings to an intended audience.

Essential Content

LO1 Conduct small-scale research in response to a given esports project brief

Project planning:

Phases of project planning and understanding the stages of the project lifecycle e.g. identifying the research aims, selecting primary and secondary sources, assessing reliability and validity of sources, selecting appropriate research methods, undertaking research, analysis and interpretation, collating outcomes, evaluation and presentation of findings.

Stakeholders:

Stakeholder analysis and mapping of the esports industry to support level of impact and influence within the research undertaken.

Research methods, tools and techniques:

Primary sources of information e.g. talking first-hand to esports stakeholders, seeking advice from specialists in the esports industry to help deliver the research outcome

Secondary sources and access to data e.g. accessing data from reliable public domain websites, government data sites and esports specific sites, following blogs or reading an electronic or physical journal, updates and news reports on the sector

Acknowledgement of copyright for any materials used

Knowing how to locate and identify knowledge specialists to help resolve any complex copyright issues

Methods of primary research e.g. interviews, questionnaires, surveys, focus groups, workshops

Methods of secondary research e.g. academic publications, industry data, published material

Use of qualitative and quantitative information and data sources

Selecting research methods used to gather data and information e.g. qualitative vs quantitative, descriptive vs experimental, benefits and imitations of the research methods

Basic sampling approaches and techniques, including probability and non-probability sampling

Undertaking research of the esports industry and wider stakeholder landscape to support the theme provided.

Ethics, reliability and validity:

Conducting research professionally and ethically, adhering to protocols in the way data is sourced, processed, stored and communicated

Understand the importance of reliability (similar results achieved from a similar sample) and validity (the research should measure what it aimed to measure)

Ensure validity and reliability of secondary data and information used

Evidence source validity – how the data/information was gathered (who wrote or collected the information or data), currency (how recently the data was collected), intent (original purpose of the data collection), potential errors or variability in the data (lack of corroboration across multiple sources), potential bias (e.g. sample size, sample participants, questions used, subjective interpretation of results).

Growth and diversity:

Consider the factors and influences that have contributed to the growth and diversity of the esports industry

Consider the diversity of stakeholders (e.g. amateur, professional, corporate) and how stakeholders influence and direct the industry globally

Market growth through sponsorships and monetisation strategies used in the esports industry e.g. franchising, sponsorship, fan-payment models and advertising.

LO2 Identify how data analytics can be used to inform the project proposition

Data analytics in the esports industry:

How data is used and analysed to provide insight (e.g. competitor analysis, player performance, global market growth and diversity) to inform monetisation and revenue strategies.

Analysis software:

Different types of analysis software in esports e.g. Shadow, Mobalytics, AnalysisPro, Nacsport, U.GG, ProGuides, Ballchasing, Omnicoach.

Key drivers of data analytics:

How data analytics is being used to inform and drive decision making across the esports global landscape

The role of technology in this process.

Data patterns and trends:

Identifying patterns and trends in the esports industry based on a given project scenario

Range of analytical, statistical and visualisation tools to support insight gain.

LO3 Develop a solution for a given esports project brief

Project aims and objectives:

Identify aims and objectives, purpose, intent, scope, features, requirements.

Developing solutions:

Recommending potential solutions based on identified requirements and considering aims, stakeholders, costs, resources

Comprehensive project plans that address stakeholder requirements and expectations, impact analysis of proposed solutions

Solutions based around the esports market and how to improve competitiveness within the industry; responses to developments in technology; changes in the industry; legislation and ethical considerations

Impact of wider global issues and factors.

Project requirements:

Project plan of requirements and solution/outcome deliverables to be produced, including timescales, time management, costs, stakeholder impact, risks and challenges.

Success criteria:

Key performance indicators (KPIs), performance metrics, quality metrics and esports targets to support growth, diversity and understanding the market landscape.

LO4 Present esports project findings to an intended audience

Present and communicate project findings:

Audience awareness, including how to present to technical and non-technical audiences

Focus of the presentation and/or pitch, awareness of the environment and context.

Tools and techniques:

Use of tools and techniques to support, visualise and provide transparency and understanding of the data e.g. written report, research-focused, online resources, presentation slides, verbal

Understand how project research and intended audience can impact on and influence the method and medium when communicating project findings.

Data-driven insight:

Use data-driven evidence and insight to support project findings

Quality and accuracy of data and information used to inform the esports project and its role in fulfilling the project outcomes e.g. sample size and characteristics, level of stakeholder engagement and stakeholder priority, user experience during collection and domain context.

Justification of decisions:

Rationale for decisions made in the recommended solution and project plan, including use of research and data for the identified esports project

Justification of the decision-making process to include any contextual factors specific to the scenario brief.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Conduct small-scale research in response to a given esports project brief		LO1 and LO2 D1 Evaluate findings to generate data-driven insight on how the research theme supports business requirements in the esports sector.
P1 Investigate the growth and diversity of the esports industry. P2 Demonstrate use of a range of research methods and sampling approaches to support an identified esports theme.	M1 Justify, using examples from your own research, the importance of using reliable and valid data.	
LO2 Identify how data analytics can be used to inform the project proposition		
P3 Discuss how data is used to provide insight within the esports industry. P4 Identify patterns and trends in the esports industry based on a given project scenario.	M2 Analyse how data analytics is being used to inform and drive decision making within the given project scenario.	

Pass	Merit	Distinction
LO3 Develop a solution for a given esports project brief		LO3 and LO4 D2 Fully justify the project outcomes, demonstrating use of different visuals, tools and techniques.
P5 Produce a project plan that considers aims, impact, risks and challenges. P6 Produce a solution, based on success criteria requirements for an esports brief.	M3 Analyse the role and influence of stakeholders when devising a solution for an esports brief.	
LO4 Present esports project findings to an intended audience		
P7 Communicate appropriate project recommendations for technical and non-technical audiences. P8 Discuss how decisions made throughout the project were better informed by data-driven insight.	M4 Examine why the quality and accuracy of data used to inform the esports project is core to achieving a successful outcome.	

Recommended Resources

Textbooks

- Chow, L. (2022) *Esports Changing the Game – Discover How Esports and Gaming are Redefining Business, Careers, Education, and the Future*. Austin, Texas: River Grove Books.
- Costley, C., Elliot, G. and Gibbs, P. (2010) *Doing Work Based Research: Approaches to Enquiry for Insider-Researchers*. London: SAGE Publications.
- Dawson, C. (2016) *Projects in Computing and Information Systems: A Student's Guide*. 3rd Ed. Harlow: Pearson Education.
- Flick, U. (2020) *Introducing Research Methodology: Thinking Your Way Through Your Research Project*. 3rd Ed. London: SAGE Publications.
- Gareis, R., Martinuzzi, A. and Huemann, M. H. (2013) *Project Management and Sustainable Development Principles*. Pennsylvania: Project Management Institute.
- Gray, D. (2021) *Doing Research in the Real World*. 5th Ed. London: SAGE Publications.
- Jin, D. Y. (2022) *Global eSports: Transformation of Cultural Perceptions of Competitive Gaming*. London: Bloomsbury Academic.
- Lock, D. (2019) *Project Management*. 10th Ed. Abingdon: Routledge.
- Pinto, J. K. (2015) *Project Management: Achieving Competitive Advantage*, 4th Ed. London: Pearson.

Websites

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|------------------------------------------------------------|-------------------------------------------------------------|
| www.apm.org.uk | Association for Project Management
(General reference) |
| britishesports.org | British Esports Federation
(General reference) |
| www.hesa.ac.uk | Higher Education Statistics Agency (HESA)
(Data) |
| www.ons.gov.uk | Office for National Statistics (ONS)
(General reference) |
| www.pmi.org.uk | Project Management Institute UK
(General reference) |

Journals and articles

Archibald, R. D., Di Filippo, I. and Di Filippo, D. (2012) 'The six-phase comprehensive project life cycle model including the project incubation/feasibility phase and the post-project evaluation phase', *PM World Journal*, 1(5), pp. 1–40. Available at: <https://pmworldlibrary.net/wp-content/uploads/2013/08/PMWJ5-Dec2012-ARCHIBALD-DI-FILIPPO-Featured-Paper.pdf>.

Guo, P., Saab, N., Post, L.S. and Admiraal, W. (2020) 'A review of project-based learning in higher education: Student outcomes and measures', *International Journal of Educational Research*, 102, pp. 101586. Available at: <https://doi.org/10.1016/j.ijer.2020.101586>.

Pinto, J. K. and Slevin, D. P. (1988) 'Critical success factors across the project life cycle: Definitions and measurement techniques', *Project Management Journal*, 19(3), pp. 67–75. Available at: <https://www.pmi.org/learning/library/critical-success-factors-project-life-cycle-2131>.

Soliman, M. and Noorliza, K. (2022) 'Adopting enterprise resource planning (ERP) in higher education: A SWOT analysis', *International Journal of Management in Education*, 16(1), pp. 20–39. Available at: <https://doi.org/10.1504/ijmie.2022.10043289>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 403: Event Planning and Delivery

Unit 405: Entrepreneurial Ventures

Unit 501: Professional Development

Unit 502: Esports Research Project.

Unit 405:	Entrepreneurial Ventures
Unit code:	M/650/8004
Unit level:	4
Credit value:	15

Introduction

Esports is a global industry, a growth market supported by a diverse demographic from amateur to professional and with a strong business focus on monetisation strategies, marketing, sponsorship and franchising. Opportunities exist within the esports market to innovate and develop – ideal conditions for entrepreneurship to thrive. With rapid growth and market expansion, opportunities for business ventures, for example in data and technology, finance, operations, sales, branding and digital marketing, are widely accessible to individuals willing to invest.

The aim of this unit is to give students an opportunity to demonstrate entrepreneurial skills in the development of a business plan for an esports opportunity. The ability to identify key drivers and influences within the industry and understand customers, competition and wider stakeholder needs is key to being a successful entrepreneur.

An understanding of innovation theories, business models and financial statements is required to support the development of business concepts and creative ideas. These skills are integral to understanding the esports global landscape and development of the business plan.

Students will investigate a range of data sources to inform decisions and proposals put forward in support of the entrepreneurial opportunity. Based on insight gained, a business plan will be developed to support an esports initiative. This will be presented to stakeholders with full justifications.

On successful completion of this unit, students will have the knowledge and confidence to engage in decision making, problem solving, research activities and business planning tasks. They will be able to investigate and examine entrepreneur and enterprise business concepts, and have an awareness of stakeholder requirements and effective management of solutions.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Explore the role of entrepreneurs within the context of invention, innovation and enterprise
- LO2 Identify the key drivers and influences that can impact on esports entrepreneurship
- LO3 Develop a business plan for a given esports opportunity
- LO4 Present an esports business plan that is supported by data-driven evidence.

Essential Content

LO1 Explore the role of entrepreneurs within the context of invention, innovation and enterprise

The characteristics and skill requirements of entrepreneurs:

Examine personal and situational factors, knowledge, ability and skills to seek out opportunities and understand threats

Opportunities for entrepreneurship within esports – areas of growth

Consideration of external wider and global influences that can impact on entrepreneurship success and failure.

Invention and innovation:

Innovation, adapting an existing idea vs invention, creating a new business concept

The role of innovation: Drucker's Seven Sources of Innovation

Types and theories of innovation e.g. product and process innovation, incremental vs radical

Theories of innovation e.g. Schumpeter's Sources of Innovation, diffusion theory.

Innovation models:

Business, technology and marketing innovation – relationships between them.

Creativity techniques:

Understanding of the role and application of creative techniques

TGROW (topic, goal, reality, options, will)

Six Thinking Hats (Edward de Bono)

SWOT (strengths, weaknesses, opportunities, threats) analysis

Mind mapping, using visualisation tools, data storytelling and lateral thinking.

Enterprise diversity:

Understand the differences between product service ideas and business ideas.

LO2 Identify the key drivers and influences that can impact on esports entrepreneurship

Key drivers and influences:

Key drivers and influences that are universal across the esports landscape e.g. stakeholder needs, competition, financing, branding, promotion, accessibility, technology

Awareness of the influences linked to an enterprise type or requirement that can be used to inform more accurate decision making and business planning.

Enterprise types:

Different types of esports enterprise domains, including:

Playing – individual gamers, teams, caster, host, coaches, administration, referees

Production – managers, developers, broadcasters, producers

Analytics – analysts, coaches

Marketing – PR executives, sales and partnership managers, social media managers, community managers, event managers

Management – agents, teams, individuals

Content – creators, publishers, journalists, streamers, distributors

Support – solicitors, statisticians, finance, player ancillary services, team logistics.

Technology infrastructure:

Growth in technology start-ups, businesses and franchises, to support the demands of esports

Data being used to inform, regulate, support and develop the industry

Technology development and innovation of esports technology enterprises.

Opportunities and challenges:

Market growth e.g. through branding, sponsorships and monetisation strategies

Expedited growth of the industry, new global markets and revenue streams, growth in support functionality for financing, IT, sales and marketing.

Stakeholders:

Stakeholder diversity: types of stakeholder e.g. amateur, professional, corporate

The challenge of managing different stakeholder needs within the esports industry

Stakeholder engagement and management of stakeholders across global markets

Stakeholder mapping and analysis to gain insight and determine prioritisation within the esports landscape.

LO3 Develop a business plan for a given esports opportunity

Business plan:

Use of professional template, identifying key business plan areas in terms of vision, goals and objectives and key concept, resource and financials

Aims and objectives of the project, intent

Generate solutions based around the esports market e.g. how to improve competitiveness within the industry; responses to developments in technology; changes in the industry; legislation and ethical considerations

Impact of wider global issues and factors.

Business plan format:

Executive summary e.g. vision, purpose, summary of proposition, outline of rewards and key performance indicators (KPIs)

SMART (specific, measurable, achievable, realistic, timely) objectives

The product/service – opportunities being presented

Tangible and intangible resources e.g. technological, human, physical

PESTLE (political, economic, social, technological, legal and environmental) analysis of the external enterprise environment

Summary of market research: customer base, competitors and potential market share

Marketing and finance: routes to market, branding and promotion; costs and revenue streams, funding, risks and contingency

Appendices to support the decision-making process and reporting structures.

Market research:

Primary and secondary research techniques to investigate and support the business plan proposals

Engage in market research for ideas, using a range of data-gathering tools and techniques to gather qualitative and quantitative information across different sources

Use a range of tools and techniques, including data-driven, for research and analytical purposes e.g. to assess market trends, analyse experiences, gain financial and competitor insight, test market response.

Customers and stakeholders:

Identifying customer audiences e.g. professional, amateur, players, spectator audience

Understand the fundamentals of market segmentation in terms of behavioural, demographic and geographic segmentation of customers and why this is important for entrepreneurs and the future success of any business proposal(s)

Tangible and intangible features and benefits of a product or service for different customer types

Stakeholder mapping to identify priorities and impact on business proposal.

Understanding the esports environment:

Industry environment for new entrants: attractiveness of an industry

Porter's Five Forces model

Competitor analysis relevant to entrepreneurs and small- and medium-sized enterprises (SMEs), achieving competitive advantage

Understanding where and if gaps exist in the esports industry and wider ecosystem

Attributors and how they are influenced by trends, technology, customer feedback, industry governance, stakeholder demands, competition, corporate sponsors and monetisation strategies.

Solutions requirements:

Provide recommendations for a new esports business opportunity

Consider stakeholders, players, costs, resources, investment opportunities and timescales, in conjunction with other socio-economic and wider influences.

Financial statements:

Key financial statements required to support entrepreneurship and business start-up and how to interpret them

The difference between profit and cash, importance of cash flow and break-even.

Success criteria:

Success criteria e.g. KPIs, performance metrics, quality metrics and esports targets (where available) to support growth, diversity and understanding the market landscape.

LO4 Present an esports business plan that is supported by data-driven evidence

Presentation:

Audience level e.g. technical and non-technical

Focus/pitch of the presentation and awareness of the environment and audience

Verbal presentation: behaviour, professionalism and conduct of the presenter e.g. attire, attitude, delivery skills, suitability for audience, preparation and organisation

Written communication: adhering to standard conventions for professional report writing and template/plan frameworks.

Pitching skills and techniques:

Audience awareness, research and sensitivity

Business and product narratives, structure and timings

Verbal and non-verbal communication to meet audience requirements

Presentation and delivery skills, using standard conventions appropriate for the communication tool selected.

Tools and techniques:

Written or verbal communication e.g. report, research-focused, online, presentation

Use of tools and techniques to support, visualise and provide transparency and understanding of the information presented within the business plan.

Data-driven evidence:

Use data-driven evidence and insight to support findings.

Justification of proposal:

Rationale for decisions made in the business plan.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore the role of entrepreneurs within the context of invention, innovation and enterprise		LO1 and LO2 D1 Use a range of insights, models and tools to provide an evaluation of the opportunities and challenges available for entrepreneurship within esports.
P1 Identify opportunities that exist within the esports industry for entrepreneurship ventures. P2 Explain how the skills and characteristics of entrepreneurs can influence business decision making.	M1 Compare and contrast various models and theories on innovation, and the impact on entrepreneurship.	
LO2 Identify the key drivers and influences that can impact on esports entrepreneurship		
P3 Discuss the key drivers and influences that impact on entrepreneurship across the esports landscape. P4 Perform mapping to determine the priorities of key stakeholders within the esports industry.	M2 Analyse key drivers and influences across a range of enterprises in esports.	

Pass	Merit	Distinction
LO3 Develop a business plan for a given esports opportunity		LO3 and LO4 D2 Justify the business plan proposal supported by data-driven insight and analysis.
P5 Produce a business plan for an esports opportunity that considers aims, impact, stakeholders, financial risks and challenges across an identified esports landscape. P6 Prepare financial statements to support the feasibility of the proposed business plan.	M3 Interpret marketing information and data to gain insight that will inform entrepreneurship decision making.	
LO4 Present an esports business plan that is supported by data-driven evidence		
P7 Communicate a data-driven business plan proposal to meet the needs of an intended audience.	M4 Analyse how key decisions made have been supported through the use of data-driven tools and techniques.	

Recommended Resources

Textbooks

Read, S., Sarasvathy, S., Dew, N. and Wiltbank, R. (2017) *Effectual Entrepreneurship*. 2nd Ed. London: Routledge.

Ries, E. (2011) *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business Publishing.

Scholz, T. M. (2019) 'Stakeholders in the eSports industry'. In *eSports is Business: Management in the World of Competitive Gaming*. London: Palgrave Macmillan.

Websites

www.apm.org.uk

Association for Project Management
(General reference)

britishesports.org

British Esports Federation
(General reference)

www.forbes.com

Forbes
Small Business: Entrepreneurs
(Articles)

www.hesa.ac.uk

Higher Education Statistics Agency (HESA)
(Data)

www.ons.gov.uk

Office for National Statistics (ONS)
(General reference)

www.pmi.org.uk

Project Management Institute UK
(General reference)

Journals and articles

Koch, N., Pongratz, S., McCauley, B. and Achtenhagen, L. (2020) "'Smashing it": how user entrepreneurs drive innovation in esports communities', *International Journal of Esports*, 1(1). Available at: <https://www.ijesports.org/article/23/html>.

Niculaescu, C. E., Sangiorgi, I. and Bell, A. R. (2023) 'Venture capital financing in the eSports industry', *Research in International Business and Finance*, 65, 101951. Available at: <https://doi.org/10.1016/j.ribaf.2023.101951>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 403: Event Planning and Delivery

Unit 404: Planning an Esports Project

Unit 501: Professional Development

Unit 502: Esports Research Project

Unit 503: Global Business and Emerging Markets.

Unit 406:	Branding and Sponsorship
Unit code:	R/650/8005
Unit level:	4
Credit value:	15

Introduction

Esports branding and sponsorship involve the strategic management of an esports organisation's identity and the establishment of partnerships with external entities. Esports branding focuses on creating a distinctive and memorable identity for the organisation, encompassing visual elements, messaging and positioning to communicate its values, and differentiate it from competitors. Esports sponsorship entails forming mutually beneficial relationships with sponsors who provide financial support, resources and promotional opportunities in exchange for brand exposure and association with the organisation's activities. Through effective branding and sponsorship, esports entities can enhance their visibility, attract fans and investors and contribute to the growth and sustainability of the industry. This unit is directly relevant to job roles in esports marketing, brand strategy, sponsorship coordination and event management. By exploring the subject area of esports branding and sponsorship, students will gain a comprehensive understanding of the key factors that drive success in this dynamic industry.

Students will explore the fundamental components of branding, including brand identity, messaging and positioning, and analyse existing esports brands to identify their strengths and weaknesses. Additionally, students will examine the significance of sponsorship in fostering the growth of esports organisations and events.

The unit will include how to analyse a target audience, brand voice and visual identities in esports branding. Students will gain insight into sponsorship contracts, considering terms, deliverables and return on investment (ROI). They will explore quantitative and qualitative methods to measure the impact and reach of esports sponsorships, enabling them to interpret sponsorship data and evaluate the effectiveness of sponsorship activations. The unit also focuses on sponsorship analysis with data-driven insight, actionable recommendations and ROI analysis, emphasising the overall impact of branding and sponsorship on the esports ecosystem.

On successful completion of this unit, students will have developed a comprehensive understanding of the key elements of successful esports branding and sponsorship. They will possess the skills to identify potential sponsors aligned with the values and objectives of esports organisations, as well as the ability to analyse sponsorship data and provide informed recommendations. This unit not only prepares students for challenges and opportunities in the esports industry but establishes a foundation for further study and progression in the field of esports branding, marketing and sponsorship.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Explain the importance of branding and sponsorship in the esports industry and their contribution to the success of a team, player or organisation
- LO2 Explore different branding and sponsorship opportunities in the esports industry to develop effective proposals
- LO3 Design a branding and sponsorship campaign that aligns with the values and goals of a team, player, or organisation
- LO4 Evaluate the ethical implications of branding and sponsorship campaigns using appropriate metrics and tools.

Essential Content

LO1 Explain the importance of branding and sponsorship in the esports industry and their contribution to the success of a team, player or organisation

The significance of esports branding and sponsorship:

Key elements of esports branding, including visual identity, brand values and positioning

Impact on fan engagement and loyalty in the esports industry

Brand recognition, resonance, and differentiation in a competitive esports landscape

Management techniques to maintain brand consistency across various touchpoints e.g. brand champions, centralised brand assets, brand training and workshops

Evolving and adapting esports brands in response to market trends and audience preferences

The role of branding in shaping the perception and reputation of esports organisations and teams.

Concepts of sponsorship and its relevance in the context of esports:

Different types of sponsors in the esports industry and their motivations for involvement

Impact of sponsorships on the growth and development of the esports industry

Potential benefits and risks associated with sponsorship partnerships for esports entities and sponsors

Non-endemic sponsorships and influencer partnerships

Sponsorship negotiation scenarios e.g. multi-year deals, exclusivity agreements, international partnerships.

Branding and sponsorship analysis tools:

Social media analytics platforms e.g. Sprout Social, Hootsuite for measuring brand sentiment, reach and engagement

Brand tracking tools e.g. Brandwatch, Mention, to monitor online mentions and brand perception.

LO2 Explore different branding and sponsorship opportunities in the esports industry to develop effective proposals

Esports branding and sponsorship opportunities:

Successful esports branding case studies and their impact on fan engagement and sponsorships

Brand identities that encompass logo design, visual aesthetics and messaging

Brand style guides and guidelines for visual design, voice and tone.

Branding initiatives from successful and unsuccessful esports organisations:

Innovative branding approaches and strategies based on emerging trends and industry best practices

Market research and competitor analysis to identify branding and sponsorship opportunities

Brand architectures that encompass multiple teams, players or sub-brands within an esports organisation.

Sponsorship strategies that consider target audience, brand fit and objectives:

Sponsorship proposals that effectively communicate value propositions to potential sponsors

Tailored sponsorship activation plans leveraging digital platforms, events and content creation

Sponsorship packages that offer differentiated and customisable opportunities for sponsors

Qualitative and quantitative research methods to assess sponsor and audience perceptions.

Esports branding and sponsorship pitch decks:

Concise and visually appealing presentations to provide an overview of the idea, project or proposal

Key pitch deck information e.g. purpose, target audience, market opportunity, unique selling points, investment, revenue potential, growth strategy

Visual elements e.g. charts, graphs, images, branding elements.

LO3 **Design a branding and sponsorship campaign that aligns with the values and goals of a team, player, or organisation**

Campaign objectives:

Generating revenue and driving business growth through effective branding and sponsorship campaigns

Approaches and strategies that challenge traditional norms and disrupt the esports industry

Identify and communicate the vision of the team, player or organisation to the relevant individuals or teams involved with the campaign.

Designing effective branding campaigns:

Identification of target market or audience

Develop crisis management strategies and contingency plans to protect and enhance esports brands

Identification and setting of clear key performance indicators (KPIs) and success goals

Creation of the customer persona

Aligning the brand campaign with organisational values

Budgetary considerations and constraints

Branding content development and release strategy.

Designing effective sponsorship campaigns:

Goal identification e.g. increased brand awareness, increased sales, market penetration, increased social media presence, trust, player recruitment and retention

Marketing tactics e.g. branding, content marketing, employee engagement, logo placement, media exposure, public relations, player recruitment, sales, social media

Identification of organisation assets for potential sponsors e.g. popular athletes and teams, tournament winners, events, naming rights, logo and brand association, established social media presence

Identify asset inventory for sponsorship opportunities e.g. merchandising, tournament and team exhibitions, online streaming, speaking opportunities, website traffic, social media traffic, paid media, traditional media

Sponsorship ideas and visions of success e.g. co-branding, product (hardware, software, merchandising) endorsements, cause marketing, exclusivity rights, esports celebrities and influencers, brand power, unusual marketing opportunities

Audience identification and alignment with brand e.g. benefits to sponsors, audience demographics, audience size and scope, audience participation and engagement opportunities

Application of immersive technology in sponsorship campaigns e.g. augmented reality (AR), virtual reality (VR), extended reality (XR), interactive live streaming opportunities

Monetisation opportunities for sponsorship e.g. merchandising sales, subscription models, advertising revenue, linking with influencers.

Executing effective esports branding and sponsorship campaigns:

Crisis management strategies and contingency plans to protect and enhance esports brands

Results analysis e.g. identify metrics, data collection methods, data analysis methods, statistical analysis methods, success analysis methods

Measuring the effectiveness of branding initiatives in terms of brand recognition, resonance and differentiation

Data-driven brand tracking and evaluation techniques to measure brand performance.

Long-term brand management plans and sustainability strategies for esports brands:

Sponsorship activation plans e.g. brand integration, content collaborations, fan engagement initiatives

Challenges and barriers in executing sponsorship activations and proposing solutions

Compliance and maximum value for all parties involved in sponsorship partnerships

Sponsorship negotiation scenarios e.g. multi-year deals, exclusivity agreements, international partnerships.

LO4 Evaluate the ethical implications of branding and sponsorship campaigns using appropriate metrics and tools

Branding and sponsorship plans:

Negotiating deals that align with esports entities' objectives

Data analytics and measurement tools to evaluate the ROI and impact of sponsorship activations

Production of management reports, using data analysis techniques, to assist in the development of key strategic decisions.

Ethical implications and effectiveness of branding and sponsorship campaigns:

Difference between sponsorship, philanthropy and patronage and the ethical implications of each

Historical sponsorships in esports

Sponsorship ecosystem trends in esports

Current and future sponsorship trends and stakeholder interests

How organisational values can affect decisions made in a branding and sponsorship campaign

Ethical implications of branding and sponsorship decisions, including transparency, authenticity, integrity and fair representation

Campaign effects on wellbeing of players and the esports community

Impact of ethical sponsorship on the mental and physical health and wellbeing of esports athletes and their performance.

Identifying ethical sponsorship partners for the future

Background checking of potential sponsors

Unethical sponsorship activities e.g. enticing, bidding or engaging in unhealthy competition in trying to win new sponsors or entice clients away from existing sponsors

Risk vs reward in choosing an ethical sponsor

Use of ethical sponsorship framework in esports organisations

Relationship between sponsors and the ethical behaviours of esports athletes and organisations

Managing conflict of interest in esports sponsorship e.g. implications, management, avoidance, resolution

The role of the Esports Integrity Commission.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the importance of branding and sponsorship in the esports industry and their contribution to the success of a team, player or organisation		LO1 D1 Evaluate the effectiveness of the relationship between branding and sponsorship in different regional esports.
P1 Describe the key elements of successful esports branding in relation to brand identity, messaging and positioning. P2 Explain the role of sponsorship in supporting esports organisations.	M1 Review strengths and weaknesses of global esports brands through analysis of brand recognition and sponsorship agreements.	

Pass	Merit	Distinction
LO2 Explore different branding and sponsorship opportunities in the esports industry to develop effective proposals		LO2, LO3 and LO4 D2 Evaluate the impact of the branding and sponsorship campaign design, justifying the design decisions made based on the ethical values and goals of the chosen team, player or organisation.
P3 Investigate, using real-world case studies, a range of branding and sponsorship applications that have been successfully implemented in esports. P4 Design a branding and sponsorship pitch deck, containing a range of suggestions, for an esports team, outlining key strategies and objectives.	M2 Justify the design elements chosen in the pitch deck in relation to the target audience and market dynamics.	
LO3 Design a branding and sponsorship campaign that aligns with the values and goals of a team, player, or organisation		
P5 Design a branding and sponsorship campaign for an organisation involved in the global esports industry. P6 Discuss how a chosen branding and sponsorship campaign design aligns with the values and goals of an esports team, organisation or player.	M3 Analyse the effectiveness of the chosen campaign design for an esports team, organisation or player.	
LO4 Evaluate the ethical implications of branding and sponsorship campaigns using appropriate metrics and tools		
P7 Discuss the ethical implications of branding and sponsorship campaigns in the esports industry.	M4 Analyse emerging sponsorship trends in the esports industry, considering ethical implications in the evolving ecosystem.	

Recommended Resources

Textbooks

- Cornwell, T. B. (2020). *Sponsorship in Marketing: Effective Partnerships in Sports, Arts and Events*. 2nd Ed. London: Routledge.
- Malinic, R. (2019) *Book of Branding – A Guide to Creating Brand Identity for Startups and Beyond*. London: Brand Nu Ltd.
- Rowles, D. (2022) *Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics, Tools and Measurement*. 3rd Ed. London: Kogan Page.

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| www.behance.net/ | Behance
Esports team branding
(General reference) |
| brandmarketingblog.com/ | Brand Marketing Blog
(General reference) |
| esportsinsider.com/ | Esport Insider
(General reference) |
| www.fairlyoddstreamers.com/ | Fairly Odd Streamers
Sponsorships for Streamers
(Resources) |
| www.insiderintelligence.com/ | Insider Intelligence
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Journals and articles

- Huettermann, M., Trail, T. G., Pizzo, D. A. and Stallone, V. (2023) 'Esports Sponsorship: An Empirical Examination of Esports Consumers' Perceptions of Non-Endemic Sponsors', *Journal of Global Sport Management*, 8(2), pp. 524-549. Available at: <http://doi.org/10.1080/24704067.2020.1846906>.
- Kalynets, K. and Krykavskyy, V. (2022). 'Marketing solutions to promote branding in eSports'. *Technology Audit and Production Reserves*, 3(4 (65)), pp. 20–25. Available at: <http://doi.org/10.15587/2706-5448.2022.261877>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 405: Entrepreneurial Ventures

Unit 503: Global Business and Emerging Markets

Unit 505: Social Media Management

Unit 507: Set Design.

Unit 407:	Tournament Operations
Unit code:	T/650/8006
Unit level:	4
Credit value:	15

Introduction

The successful management and execution of esports tournaments requires meticulous planning, efficient organisation and seamless coordination of all stakeholders related to competitive gaming events. Profitable tournaments run smoothly, adhere to clear established rules and regulations, and provide an optimal experience for participants and spectators. This unit provides a solid foundation for students to pursue careers in tournament operations in the esports industry or roles in event management.

The main objective of this unit is to equip students with a holistic comprehension of the fundamental principles and strategies employed in the coordination and administration of esports tournaments. In addition, students will delve into conflict resolution techniques, the crucial role of referees and cheating in esports.

Different tournament formats used in the esports industry will be explored, with consideration of factors such as player experience, scheduling, logistics and competitive fairness. Students will gain the skills to design and propose optimal tournament formats for specific esports titles, considering the unique characteristics of each game and the needs of players and audiences.

The unit emphasises the importance of maintaining competitive integrity; teaching students comprehensive strategies to detect and prevent cheating, match-fixing and other integrity breaches. Through this unit, students will acquire a deep understanding of the decision-making principles required to resolve conflicts and enforce rules consistently.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Review the different esports tournament formats to determine suitability for any given event
- LO2 Apply a range of decision-making principles when resolving conflicts and enforcing rules in esports tournaments
- LO3 Recommend improvements to referee training programmes and protocols to improve tournaments
- LO4 Develop comprehensive strategies to detect and prevent cheating, match-fixing and other integrity breaches in esports tournaments.

Essential Content

LO1 Review the different esports tournament formats to determine suitability for any given event

Tournament format:

The nature and characteristics of various tournament formats used in esports e.g. single elimination, double elimination, round robin, Swiss system, group stage followed by playoffs, invitational format, league format

Strengths and weaknesses of different tournament formats in terms of player experience, scheduling and competitive fairness

Impact of tournament formats on audience engagement and spectator experience.

Considerations for optimal tournament design:

Key factors to consider when designing tournament formats for specific esports titles

The importance of player experience and stakeholder satisfaction in determining the suitability of a tournament format

The impact of scheduling and logistics on the overall success and smooth operation of esports tournaments e.g. player availability, broadcast and streaming, venue management, equipment set-up and maintenance, staffing and volunteers, player comfort and amenities, travel and accommodation, media coverage and press events.

Emerging trends and innovative formats:

Innovative tournament formats that address unique challenges or opportunities in esports

Potential benefits and drawbacks of adopting non-traditional tournament formats

Apply creative thinking and problem-solving skills to design and propose a tournament format that meets specific objectives and requirements.

LO2 **Apply a range of decision-making principles when resolving conflicts and enforcing rules in esports tournaments**

Conflict resolution:

Common types of conflicts that arise in esports tournaments e.g. gameplay disputes, misunderstanding of rules and regulations, player conduct, scheduling conflicts, prize distribution, team and organisation disputes, technical issues, communication and misunderstandings

Key factors contributing to conflicts e.g. rule violations, disputes, misconduct

Potential impact of unresolved conflicts on the overall integrity and fairness of esports tournaments

Effective communication and negotiation strategies to resolve conflicts in a timely and impartial manner e.g. active listening, clear and concise communication, non-verbal communication, constructive feedback, conflict resolution techniques such as compromise and finding mutually beneficial solutions, adaptability and flexibility, emotional intelligence, collaboration and teamwork, negotiation skills, cultural sensitivity.

Rule enforcement:

Rules and regulations governing esports tournaments

Importance of consistent and fair enforcement of rules in maintaining competitive integrity

Ethical and professional conduct when making decisions regarding rule violations and penalties

Consequences and impact of rule-enforcement decisions on players, teams and the overall tournament environment.

Ethical considerations:

Ethical dilemmas that may arise when resolving conflicts and enforcing rules in esports tournaments

Consequences and implications of decision outcomes on the reputation and credibility of esports.

LO3 Recommend improvements to referee training programmes and protocols to improve tournaments

Existing referee training programmes:

Current referee training programmes and protocols in esports tournaments

Strengths and weaknesses of existing training programmes in terms of content, delivery methods and effectiveness

Impact of referee training on the quality of officiating and the overall tournament experience.

Training programme enhancements:

Areas for improvement in referee training programmes e.g. curriculum development, training materials, assessment methods

Strategies to enhance the practical and theoretical components of referee training

Innovative approaches to training, including the use of technology and simulations to simulate real-world tournament scenarios.

Referee protocol enhancements:

Existing protocols and guidelines for referees in esports tournaments

Gaps or inconsistencies in the protocols that may impact on the consistency and fairness of officiating

Revisions or additions to the protocols to address identified issues and ensure a standardised and effective approach to referee conduct.

Collaboration and implementation:

Importance of collaborations with stakeholders, including tournament organisers, esports teams and experienced referees, to gather insight and perspectives for programme improvements

Comprehensive plans for implementing proposed enhancements to referee training programmes and protocols

Feasibility, practicality and potential impact of proposed improvements on the overall esports tournament ecosystem.

LO4 Develop comprehensive strategies to detect and prevent cheating, match-fixing and other integrity breaches in esports tournaments

Threat landscape:

Various forms of cheating, match-fixing and integrity breaches prevalent in esports tournaments

Motivations behind underhanded activities and their potential impact on the fairness and integrity of competitive gaming

Ethical, legal and professional implications of cheating and integrity breaches in the esports industry.

Detection and monitoring systems:

Existing technologies, tools and methods used for detecting cheating and integrity breaches in esports tournaments

Best practice and strategies for implementing effective detection and monitoring systems, including the use of anti-cheat software, data analysis techniques and player behaviour monitoring

Challenges and limitations associated with detecting and monitoring cheating and integrity breaches in a dynamic and rapidly evolving esports environment.

Prevention and deterrence measures:

Proactive strategies and measures to prevent cheating, match-fixing and integrity breaches from occurring in esports tournaments

Approaches for educating players, teams and tournament staff on the importance of fair play and integrity

Policies and guidelines that establish clear rules and consequences for violations, promoting a culture of integrity and deterring potential misconduct.

Collaboration and industry engagement:

Collaborations of industry experts, esports organisations and regulatory bodies to gather insights and best practices in detecting and preventing cheating and integrity breaches

Partnerships and initiatives aimed at sharing information, resources and intelligence to combat cheating and maintain competitive integrity

Emerging trends, technologies and strategies in the field of esports integrity to continuously improve and adapt prevention and detection measures.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Review the different esports tournament formats to determine suitability for any given event		LO1 and LO2 D1 Justify the selected tournament format for an esports event, including a justification of selected communication and decision-making strategies to maintain competitive fair play.
P1 Describe the strengths and weaknesses of different traditional and non-traditional tournament formats. P2 Construct a tournament format for a given esports event.	M1 Assess the importance of player experience and stakeholder satisfaction in determining the suitability of a tournament format.	
LO2 Apply a range of decision-making principles when resolving conflicts and enforcing rules in esports tournaments		
P3 Identify the key factors contributing to conflicts. P4 Specify the ethical dilemmas that may arise when resolving conflicts and enforcing rules in esports tournaments.	M2 Recommend effective communication and decision-making strategies to resolve conflicts and enforce rules in a timely and impartial manner.	

Pass	Merit	Distinction
<p>LO3 Recommend improvements to referee training programmes and protocols to improve tournaments</p>		<p>LO3 and LO4</p> <p>D2 Justify the range of strategies, including improving referee training, that can be used to prevent cheating and integrity breaches in esports tournaments.</p>
<p>P5 Describe the current referee training programmes and protocols in esports tournaments.</p> <p>P6 Analyse protocols and guidelines for referees in an esports tournament.</p>	<p>M3 Propose strategies to enhance the practical and theoretical components of referee training in esports tournaments.</p>	
<p>LO4 Develop comprehensive strategies to detect and prevent cheating, match-fixing and other integrity breaches in esports tournaments</p>		
<p>P7 Discuss the various forms of cheating, match-fixing, and integrity breaches prevalent in esports tournaments.</p> <p>P8 Review the range of existing technologies, tools and methods used for detecting cheating and integrity breaches in esports tournaments.</p>	<p>M4 Develop proactive strategies and measures to prevent cheating, match-fixing and integrity breaches from occurring in esports tournaments.</p>	

Recommended Resources

Textbooks

Hedlund, D., Fried, G. and Smith, R. (2020) *Esports Business Management*. Harrogate: Human Kinetics.

Slack, N., Brandon-Jones, A. and Burgess N. (2022). 'Operations Management'. Pearson

Websites

esic.gg/

Esports Integrity Commission (ESIC)
Integrity Program
(General reference)

esportsinsider.com/

Esports Insider
Events
(General reference)

Journals and articles

Czegledy, P. K. (2021) 'Esports integrity policies', *Gaming Law Review*, 25(4), pp. 161–170. Available at: <https://doi.org/10.1089/glr2.2020.0017>.

Kanervisto, A., Kinnunen, T. and Hautamäki, V. (2022) 'GAN-Aimbots: Using machine learning for cheating in first person shooters', *IEEE Transactions on Games*. Advance online publication. Available at: <https://doi.org/10.1109/TG.2022.3173450>.

Schöber, T. and Stadtmann, G. (2022) 'The dark side of e-sports – An analysis of cheating, doping, and match-fixing activities and their countermeasures', *International Journal of Esports*, 1(1), pp. 1–15. Available at: <https://www.ijesports.org/article/98/html>.

Links

This unit links to the following related units:

Unit 403: Event Planning and Delivery

Unit 414: Ethics and Fair Play

Unit 416: Governance and Legislation

Unit 504: Event and Production Financing.

Unit 408:	Audio-Visual Production
Unit code:	Y/650/8007
Unit level:	4
Credit value:	15

Introduction

Audio-visual production plays a paramount role in the success and remarkable growth of esports. Its impact goes far beyond the live event experience, significantly shaping the industry's image, attracting valuable sponsors, engaging viewers and fostering the development of talented individuals.

Throughout this unit, students will acquire a comprehensive understanding of the fundamental principles underlying light, sound and visual output. By grasping these principles, students will have the opportunity to develop strategies tailored specifically to the dynamic esports environment. The unit focuses on enhancing the overall audience experience during events by working from a given brief. Students will actively engage in the identification of sound capture, lighting and broadcast opportunities; analysing and exploiting their potential. Through application of theoretical concepts, students will be equipped with the knowledge and skills necessary to create a captivating and memorable audience experience.

On successful completion of this unit, students will have the opportunity to understand the intricacies of job roles and comprehend technical equipment, and leverage this knowledge to fulfil the demands of a predefined brief. This will not only elevate their understanding of the technical set-up for an esports event but also allow them to gain an understanding of the industry's future requirements. This hands-on experience equips students with practical expertise and an awareness of the evolving needs within the audio-visual production industry, paving the way for their future success in this dynamic field.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Discuss the role of audio-visual production within a live esports environment
- LO2 Develop an audio-visual production strategy in response to an esports brief
- LO3 Use industry-standard equipment and techniques to implement an audio-visual production strategy for an esports event
- LO4 Evaluate the outcomes of an audio-visual production from an esports event.

Essential Content

LO1 Discuss the role of audio-visual production within a live esports environment

Roles within an audio-visual production team:

Management e.g. producer, director, technical director, production coordinator, stage manager

Technical e.g. sound engineer, lighting technician, production designer/art director, camera operator, vision mixer, video editor, graphics designer

Support e.g. grip, production assistant, make-up artist, teleprompter operator.

The production process involved in setting up an audio-visual production:

Pre-visualisation, pre-production, production, post-production, including external routes and facilities available for post-production services e.g. visual effects (VFX), sound mixing, editing, graphics, broadcast

The workflows required for both computer-generated (CG) and live action productions, and the use and application of the relevant departments in the different production processes.

Factors affecting the lighting environment of an esports event:

Principles of light e.g. audience requirements for light, relationship between camera settings and light, reflection and shadows

Technical impact of light e.g. colour temperature and white balance, continuity, movement

Technical considerations of light e.g. power management, lighting controls

Types of light e.g. fluorescent, LED, tungsten, natural

Creative application of light e.g. direction, contrast, quality and intensity; gels and diffusers; aesthetic, genre, mood and audience.

Factors affecting the audio environment of an esports event:

Types of audio sources e.g. microphone placement and combinations, channels, wireless, wired

Purpose of mixing audio e.g. audience, participants, in-game audio, commentary

Technicalities of audio sources e.g. sound consistency and presence, managing interference (noise reduction, reverb and distortion, ambient noise, system noise).

Graphic design in support of an esports event:

Requirements of graphic design in esports productions e.g. player profiles, scoreboards, timing, visual branding elements

Importance of graphic design principles e.g. lower thirds, visual hierarchy, branding guidelines, custom animations, transitions

Types of graphic design element used in esports production e.g. static, motion graphic, infographic, live graphics (CG, API), resolution.

Factors affecting the immersive environment of an esports event:

Use of outputs to broadcast sound and visuals within an audio-visual production e.g. projection (rear, front), screens (LED, plasma), multiscreen set-up and configuration, speaker configuration

Use of technology in the broadcast of sound and visuals within an audio-visual production e.g. cameras, vision switchers, audio outputs, live streaming.

LO2 Develop an audio-visual production strategy in response to an esports brief

Understanding a brief:

Read and understand a brief e.g. client needs, audience expectations (current trends), demographics, opportunities, limitations, stakeholders

Identify key areas from a brief when developing a response-based strategy e.g. technical requirements, staffing needs, commercial goals (target audience), delivery schedule, budget, wider team involvement

Considerations based on the scale of a brief e.g. replication (one-off event, regional touring event, international touring event), contributors, collaborators, budget, responsibility.

Planning stages of an audio-visual esports production:

Preparatory stages of planning sound design for an audio-visual production e.g. venue acoustics, equipment set-up, audio synchronisation, audience engagement and immersion strategies

Requirements for audio design e.g. audio plan, audio mixing and editing software, latency, pre-production documentation

Preparatory stages of planning lighting design for an audio-visual production e.g. event layout, available power sources, available lighting, camera positioning

Planning requirements for lighting design e.g. lighting floor plan, light types, gels, diffusion, audience experience, visual aesthetic

Planning requirements for graphics in an audio-visual production e.g. type of graphics, audience engagement strategies, branding, scheduling

Planning requirements for audio-visual broadcast e.g. output plan (devices, cables, audio distribution)

Identifying how to track progress of the production against any agreed requirements or milestones.

Legal considerations within an audio-visual production:

Awareness of the impact of using copyrighted materials e.g. requirement, clearance, source (audio, video, static, image likeness), usage limitations, cost, budget, contracts

Importance of health and safety planning within an audio-visual production e.g. hazard perception, risk assessment, risk awareness, hazard prevention, noise exposure, first aid, signage

Legislative requirements for employees when working on an audio-visual production e.g. Health and Safety at Work etc. Act 1974 (HASWA), Control of Substances Hazardous to Health Regulations 2002 (COSHH), Work at Height Regulations 2005.

LO3 Use industry-standard equipment and techniques to implement an audio-visual production strategy for an esports event

Working in teams on an audio-visual production:

Manage the execution of an audio-visual production for an esports event e.g. primary contact, liaise with departments, holding briefings, communicating updates, booking crew, call sheets, monitoring resources, scheduling, promotion

Working within a wider team on audio-visual production e.g. understanding role and importance of following chain of command, communication methods (verbal, digital, visual, expressive, questioning, assertion, tone, body language), motivational strategies (positivity, focus on the goal)

Acknowledging the remit of team members on audio-visual production e.g. art direction, event managers, live broadcast director

Recording progress metrics of the production and communicating progress information to relevant team members in a timely manner

Why the production coordinator plays such a vital role in the delivery of the audio-visual production (job responsibilities on the day, impact on the delivery of the production, coordination and liaison with multiple internal and external pre- and post-production teams and stakeholders).

Executing the technical requirements from an audio-visual strategy:

Capturing and broadcasting live event audio e.g. microphone deployment, multisource capture, mixing, panning, movement and sound perspectives

Troubleshooting and responding to issues with live event audio e.g. managing interference (noise reduction, reverb and distortion, ambient noise, system noise), microphone failure, deploying contingency planning

Managing light for an audio-visual production e.g. placement and combination of lights, gels, diffusers, filters and bounce, adaptation to existing light

Managing broadcast outputs within an audio-visual production e.g. audio outputs, visual outputs, vision switching, live graphics, streaming

Using industry-standard tools and practices to track the use of physical materials used in the production process, including hardware resources (e.g. cameras, microphones, headphones, lighting, computers), software resources (e.g. graphics packages, operating systems, office software) and other consumables (e.g. stationery, furniture, electronics, food and drink).

Safe working practices:

Safety protocols and procedures to ensure a safe working environment e.g. legal and ethical responsibilities of employers and employees in ensuring safe working practices, potential risks and hazards in various esports settings, positive safety culture, employee wellbeing, regular emergency drills, routine safety inspections and risk assessments.

LO4 Evaluate the outcomes of an audio-visual production from an esports event

Evaluation intention:

Purposes of evaluation e.g. improving efficiency, monitoring productivity, identification of professional development opportunities, adding value

Strategies to critique success of audio-visual production e.g. initial intentions, comparison with other products/productions.

Feedback collation and analysis:

Methods of gaining evaluative feedback e.g. review of production diary, team feedback, audience feedback, client feedback, focus group critique

Develop awareness of evaluative criteria, specifically for an audio-visual production e.g. relationship to brief, impact, development of micro-credential development opportunities (resilience, enthusiasm, communication, leadership, teamwork), role of contingency planning, influence on communication, competitor comparison from successful productions

Review of the overall editorial process for the production, including a final review of client feedback in the context of the original requirements and timescales for delivery

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Discuss the role of audio-visual production within a live esports environment		LO1 and LO2 D1 Evaluate the design for an audio-visual production strategy, considering the production process and the application of sound, lighting and graphics.
P1 Discuss the roles in and the production process of setting up a live audio-visual esports production. P2 Discuss the factors affecting the sound, lighting and graphics environments within an audio-visual production for an esports event.	M1 Evaluate how light, audio and graphics enhance the live viewing experience for esports audiences.	
LO2 Develop an audio-visual production strategy in response to an esports brief		
P3 Examine a given brief to determine audience and client requirement. P4 Design an audio-visual production strategy for an esports production, based on research, testing, and adherence to legal requirements.	M2 Review the design for an audio-visual production strategy, recommending strategies for improvement.	

Pass	Merit	Distinction
<p>LO3 Use industry-standard equipment and techniques to implement an audio-visual production strategy for an esports event</p>		<p>LO3 and LO4</p> <p>D2 Justify the strategy, technology and execution of the audio-visual production, considering the audience response.</p>
<p>P5 Identify the safe working practices to be used and the legislation to be considered in the delivery of the audio-visual production.</p> <p>P6 Use industry-standard tools and techniques to implement an audio-visual production.</p>	<p>M3 Review the implementation of the equipment and techniques used in delivery of the production.</p>	
<p>LO4 Evaluate the outcomes of an audio-visual production from an esports event</p>		
<p>P7 Analyse audience response to the deployment of audio, lighting and graphics, and the overall enjoyment of an esports audio-visual production.</p>	<p>M4 Evaluate audience response to the audio-visual production.</p>	

Recommended Resources

Textbooks

Alton, J. (2013) *Painting With Light*. Los Angeles: University of California Press.

Coleman, P. (2003) *Basics: A Beginner's Guide to Stage Lighting*. Cambridge: Entertainment Technology Press.

Gibson, S., Arisona, S., Leishman, D. and Tanaka, A. (2022) *Live Visuals: History, Theory, Practice*. Abingdon: Routledge.

Grimshaw, M., Tan, S-L. and Lipscomb, S. D. (2013) 'Playing with sound: The role of music and sound effects in gaming'. In Tan, S-L, Cohen, A. J., Lipscomb, S. D. and Kendall, R. A., *The Psychology of Music in Multimedia* (pp. 289–314). Oxford: Oxford University Press.

Viers, R. (2012) *The Location Sound Bible: How to Record Professional Dialog for Film and TV*. Studio City, Ca: Michael Wiese Productions.

White, P. (2015) *The SOS Guide to Live Sound*. Burlington, Mass: Focal Press.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.etconnect.com

ETC

(General reference)

pro.harman.com

HARMAN Professional Solutions

Solutions: Esports

(General reference)

www.malighting.com

MA Lighting

(General reference)

nofilmschool.com

No Film School

(General reference)

www.soundonsound.com

Sound on Sound

Live Sound and Performance Forum

(General reference)

Journals and articles

Chen, D. M. (2022) 'Issues and strategies of localising sensitive audiovisual elements in game streaming', *British Journal of Chinese Studies*, 12(2), pp. 154–179. Available at: <https://doi.org/10.51661/bjocs.v12i2.19>.

Cumming, J. and Quinton, M. L. (2023) 'Developing imagery ability in esports athletes using layered stimulus response training', *Journal of Imagery Research in Sport and Physical Activity*, 18(s1), pp. 20220024. Available at: <https://doi.org/10.1515/jirspa-2022-0024>.

Links

This unit links to the following related units:

Unit 403: Event Planning and Delivery

Unit 409: Streaming and Broadcasting

Unit 503: Global Business and Emerging Markets

Unit 507: Set Design

Unit 508: Creative Direction and Narratives

Unit 512: Emerging Technologies.

Unit 409:	Streaming and Broadcasting
Unit code:	A/650/8008
Unit level:	4
Credit value:	15

Introduction

In the fast-paced world of esports, streaming and broadcasting have revolutionised the industry's reach and impact. With a passionate fan base, esports has harnessed the power of streaming technologies to deliver thrilling gameplay and competitive events to a global audience. Through live streaming and on-demand content, esports enthusiasts can engage with their favourite games and players, breaking barriers of distance and time. The immersive and interactive nature of esports broadcasts, with audience interaction tools and multiple camera angles, creates a dynamic viewing experience that rivals traditional sports. Streaming and broadcasting have propelled esports to global prominence, enabling fans to connect, participate and celebrate the excitement of competitive gaming like never before.

This unit provides a comprehensive understanding of streaming and broadcasting in esports. By exploring key topics such as platforms, workflow design, infrastructure and audience interaction, students gain the knowledge and skills to excel in the field. Through theory, practice and analysis, they develop a deep understanding of technical aspects, enabling informed decisions, optimised quality and engaging broadcasts. Emphasising infrastructure, networking and audience interaction, the unit prepares students for the dynamic world of esports streaming, equipping them for success in this exciting industry. In streaming and broadcasting, various roles contribute to content production, distribution and management. These include broadcast engineers, camera operators, video editors, producers, directors, production assistants, sound engineers, broadcast journalists/anchors, broadcast technicians and content strategists. Each role plays a vital part in this dynamic industry.

The aim of this unit is to provide students with essential skills and knowledge for excelling in esports streaming and broadcasting. They will understand various platforms and technologies, enabling informed selection based on streaming needs. Students will master designing and implementing comprehensive workflows with multiple angles and interactive features. They will learn to evaluate and select suitable streaming platforms by understanding their features, content delivery methods, monetisation models and audience interaction tools. Additionally, students will develop proficiency in configuring advanced streaming settings using industry-standard software and equipment to optimise quality and ensure compatibility with different devices and networks. They will also acquire the ability to evaluate streaming

platforms and technologies based on factors including latency, scalability and audience engagement; proposing effective strategies to enhance viewer experience. Finally, they will master the design and implementation of comprehensive streaming workflows for esports events, incorporating multiple camera angles, overlays and audience interaction features while adhering to production planning principles. These skills will enable students to deliver engaging and seamless broadcasts, making a valuable contribution to the industry.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse key features and functionalities of streaming platforms for effective platform evaluation and selection
- LO2 Design a streaming workflow for an esports event in the context of streaming and broadcasting
- LO3 Implement an optimised streaming broadcast using industry-standard software
- LO4 Evaluate the optimised streaming broadcast across a range of platforms and technologies.

Essential Content

LO1 Analyse key features and functionalities of streaming platforms for effective platform evaluation and selection

Introduction to streaming platforms:

Definition and significance of streaming platforms in content delivery

Overview of popular streaming platforms in the market.

Content delivery methods:

Live streaming vs video-on-demand (VOD): differences and suitability for different content types

Content management systems (CMS), including CMS platforms for managing and organising streaming content libraries.

Monetisation models:

Subscription-based models: generating revenue through subscription fees

Ad-based models: role of advertisements in generating income

Pay-per-view and transactional models: exploring alternative revenue models.

Audience interaction tools:

Chat features: real-time interaction between creators and viewers

Social media integration: enhancing engagement through integration with social platforms

Gathering audience opinions and feedback e.g. polls, surveys, live feedback.

Evaluation and selection of streaming platforms:

Target audience, content type and budget

Hands-on exploration of streaming platforms.

Legal and ethical considerations:

Legislation, adhering to copyright laws and obtaining licences

Privacy and data protection: handling user data responsibly

Content moderation and community guidelines: maintaining a safe, inclusive and non-discriminatory streaming environment.

Emerging trends and future developments:

Overview of emerging technologies and trends e.g. virtual reality (VR), augmented reality (AR), cloud-based streaming, mobile streaming, interactive viewing experiences, personalised content delivery

Anticipated changes in monetisation models and audience interaction tools e.g. microtransactions, in-stream purchases, advanced targeted marketing, live chat polling, virtual currency, social media integration, rewards (e.g. virtual badges, exclusive content, reward and loyalty programmes)

Potential challenges and opportunities in the streaming platform landscape.

LO2 Design a streaming workflow for an esports event in the context of streaming and broadcasting

Introduction to esports streaming:

Significance of a comprehensive streaming workflow for esports events.

Production planning, legislation and execution:

Permits, licences, health and safety requirements, environmental regulations and copyright laws

Pre-production techniques: scriptwriting, content organisation, your role in the production and production team management

Production planning e.g. scheduling, budget, milestones, targets, deliverables, roles, communication methods

Activities to support the production teams e.g. drop-ins, daily review meetings, communication methods, training sessions

Identifying methods for storing and tracking the progress of the production and identifying key members of the production who need to be informed about progress

Camera operation, audio mixing and video switching

Post-production facilities e.g. graphics, video editing, sound mixing, visual effects (VFX), the requirement for a liaison within the organisation to ensure any external services represent the organisation's interests.

Elements of streaming workflow:

Multiple camera angles: capturing different perspectives

Overlays: graphics, scoreboards and player information

Audience interaction: chat, polls, giveaways and interactive overlays.

Workflow design:

Goals and objectives of the esports event broadcast

Storytelling and pacing strategies

Audience engagement considerations

Developing a run of show.

Workflow implementation:

Hardware and software set-up

Configuring encoding options, bit rates and resolutions

Troubleshooting technical and non-technical issues e.g. networking issues, hardware and software issues, encoding and decoding errors, copyright, licensing, content moderation

Collaborative workflow design exercises

Hands-on implementation using industry-standard tools

Workflow evaluation.

IT infrastructure and networking:

Importance of reliable IT infrastructure

Networking requirements and stability

Ensuring redundancy e.g. implement backup systems and protocols to ensure uninterrupted streaming in case of equipment failure or network issues

Ensuring scalability e.g. design the workflow to handle increased demand and traffic without compromising performance

Ensuring security e.g. implement measures to protect the streaming workflow and content from unauthorised access and potential cyber threat

Virtual private networks (VPNs) for secure and private streaming, protecting content and viewer data

Quality of service (QoS) and quality of experience (QoE); QoS metrics and monitoring tools to optimise network performance and ensure high-quality streaming experience for viewers.

Improving the experience:

Analysing and enhancing esports broadcasts

Broadcast improvement plan with production enhancements and talent development

Incorporating storytelling innovations and audience feedback.

Ethical and legal considerations:

Privacy, data protection, copyright and licensing

Ensuring ethical practices in streaming.

LO3 Implement an optimised streaming broadcast using industry-standard software

Introduction to advanced streaming settings:

Definition and importance of advanced streaming settings for optimising quality

Overview of key parameters: bit rates, resolutions and encoding options.

Bit rates and streaming quality:

Explain the impact bit rates have on quality

Variable bit rates (VBR) vs constant bit rates (CBR)

Understanding bit rates, bandwidth and network conditions.

Resolutions and device compatibility:

Different resolutions: SD, HD, UHD, 4K and 8K

Considerations for device compatibility and aspect ratios.

Encoding options and compression:

Encoding options e.g. H.264, H.265, VP9

Compression trade-offs, file size and playback compatibility.

Industry-standard tools:

Software tools, including streaming encoders, media servers, recorders, screen captures and audio

Hardware tools: capture cards, video processors, streaming devices.

Optimisation techniques:

Best practices for quality optimisation e.g. bit rate and resolution, encoding options, adaptive streaming, network considerations, testing and monitoring, device compatibility, updates, viewer feedback

Impact of video and audio settings

Techniques for reducing latency and buffering e.g. content delivery network, caching, chunked streaming, adaptive bit rate, network optimisation, buffering strategies, peer-to-peer, reduction of third party requests.

Compatibility and adaptability:

Importance of compatibility with devices and platforms

Protocols used for streaming e.g. RTMP (Real-Time Messaging Protocol), HLS (HTTP Live Streaming), and DASH (Dynamic Adaptive Streaming over HTTP)

Benefits and challenges of adaptive streaming.

Emerging technologies and trends:

Emerging technologies e.g. high dynamic range (HDR), VR, 360-degree video

Future of streaming technologies.

LO4 Evaluate the optimised streaming broadcast across a range of platforms and technologies

Introduction to streaming platforms and technologies:

Factors to consider, including latency, scalability and audience engagement.

Factors for evaluation:

Latency: impact on streaming experience, evaluating platforms for low latency

Scalability: assessing platforms' ability to handle increased viewership

Audience engagement: analysing interaction tools and social media integration

Features and functionalities of streaming platforms e.g. VOD, subscription models, audience interaction, video quality and resolution, device capability, cross-platform availability, offline viewing

Latency performance and real-world testing

Scalability and infrastructure assessment.

Maximising viewer experience:

Content delivery optimisation: reducing latency and enhancing quality

Audience engagement enhancement: interactive features and social media integration

Scalability planning: load balancing and content delivery network (CDN) optimisation

Analysing platform selection success based on latency, scalability and audience engagement

Strategies employed to maximise viewer experience

Multi-platform streaming, including social media platforms (e.g. Twitch, YouTube, Facebook Live) and dedicated streaming platforms (e.g. OBS, XSplit)

Hands-on evaluation of streaming platforms

Conducting latency, scalability and engagement streaming tests

Design and proposal of streaming scenarios and platform strategies.

Emerging trends and future developments:

Exploration of new technologies and trends

Anticipated impact on latency, scalability and audience engagement.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse key features and functionalities of streaming platforms for effective platform evaluation and selection		LO1 and LO2 D1 Evaluate the workflow design, identifying any strengths and weaknesses, and areas for improvement.
P1 Describe the key features and functionalities of popular streaming platforms. P2 Compare selected streaming platforms for specific streaming needs.	M1 Analyse the impact of legal and ethical considerations on streaming platforms.	
LO2 Design a streaming workflow for an esports event in the context of streaming and broadcasting		
P3 Design a comprehensive streaming workflow for an esports event, to deliver a cohesive and engaging broadcasting experience. P4 Discuss the technical hardware and software requirements to implement the workflow design.	M2 Optimise the workflow design using advanced features, to ensure a seamless and synchronised broadcasting experience.	

Pass	Merit	Distinction
LO3 Implement an optimised streaming broadcast using industry-standard software		LO3 and LO4 D2 Evaluate the optimised streaming broadcast, justifying the decisions made in selecting the streaming settings and networking technologies, making recommendations for improvement.
P5 Implement the streaming broadcast using industry-standard software and equipment. P6 Optimise the streaming quality of the broadcast using industry standards.	M3 Analyse the effectiveness of the optimised broadcast in achieving optimal streaming quality and compatibility.	
LO4 Evaluate the optimised streaming broadcast across a range of platforms and technologies		
P7 Discuss effective strategies for maximising viewer experience in streaming scenarios. P8 Obtain technical and audience feedback on the effectiveness of the optimised streaming broadcast across a range of platforms and technologies.	M4 Analyse the feedback to judge the success of the broadcast across multiple platforms and technologies.	

Recommended Resources

Textbooks

Bradshaw, P. (2023) *The Online Journalism Handbook: Skills to Survive and Thrive in the Digital Age*. 3rd Ed. Abingdon: Routledge.

Herbert, J. (2016) *Journalism in the Digital Age: Theory and Practice for Broadcast, Print and Online Media*. Abingdon: Routledge.

Tewksbury, D. and Rittenberg, J. (2012) *News on the Internet: Information and Citizenship in the 21st Century*. New York: Oxford University Press.

Zettl, H. (2014) *Television Production Handbook*. 12th Ed. Boston, Ma: Cengage Learning.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

britishesports.org

British Esports Federation
(General reference)

www.esports.net

Esports.net
(General reference)

uk.pcmag.com

PC Magazine
(General reference)

Journals and articles

Burroughs, B. and Rama, P. (2015) 'The eSports Trojan Horse: Twitch and streaming futures', *Journal of Virtual Worlds Research*, 8(2), pp. 1–5. Available at: https://www.researchgate.net/publication/324704319_The_eSports_Trojan_Horse_Twitch_and_Streaming_Futures.

Goldman, M. M. and Hedlund, D. P. (2020) 'Rebooting content: Broadcasting sport and esports to homes during COVID-19', *International Journal of Sport Communication*, 13(3), pp. 370–380. Available at: <https://doi.org/10.1123/ijsc.2020-0227>.

Karadakis, K. (2021) 'Streaming in esports: Lessons learned from student reflection journals', *Sport Management Education Journal*, 16(2), pp. 162–164. Available at: <https://doi.org/10.1123/smej.2021-0015>.

Sung, M. H. and Umar, W. (2020) 'A new industry and tax base on taxing esports in Indonesia', *Jurnal Media Hukum*, 27(2), pp. 147–165. Available at: <https://doi.org/10.18196/jmh.20200148>.

Links

This unit links to the following related units:

Unit 408: Audio-Visual Production

Unit 410: On-Air Talent

Unit 507: Set Design

Unit 508: Creative Direction and Narratives.

Unit 410:	On-Air Talent
Unit code:	D/650/8009
Unit level:	4
Credit value:	15

Introduction

An esports broadcast is never quite complete without its talent: storytellers and entertainers through and through who allow the audience to fully experience a broadcast. From hosts kicking off with explosive energy to analysts breaking down the stats and numbers for each team to educate and inform their audience on the nuance of each team's style of play, talent forms an integral pillar of the broadcasting industry, esports or otherwise.

The main focus of this unit is developing performance skills that will equip students with the skills they need to perform inside an esports talent team. Students will gain an understanding of the fundamentals of the voice, how it is used and how it can be mastered. They will learn how to allow for the analysis of a performance, create and develop the stories and narratives that come from esports and cultivate collaborative skills that will allow for successful synergies with all members of a talent team.

On successful completion of this unit, students will be able to demonstrate a firm understanding of how the voice works, how it should be maintained and how it can be used with proficiency. Students will also be able to analyse performance, of an esports talent member, identify key weaknesses and strengths of their performance and give feedback on what developments are needed and how they can be made. Finally, students will gain the skills to be able to deliver a strong performance in any talent role. Students will end this unit with communication skills, public speaking skills, confidence and analysis skills that can be applied to many roles inside and outside the esports industry, such as casting, interviewing, hosting, news anchoring (or any broadcast talent role), reporting, human resources, marketing and sales, education, public relations and social media management.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Examine the roles that comprise an esports broadcast and the responsibilities of each role
- LO2 Explain the phonatory system and the methods to enhance and preserve its quality
- LO3 Develop storylines relevant to a broadcast to inform a performance of an esports talent role
- LO4 Perform a live on-air talent performance, using clear communication and collaborative skills to entertain and engage an audience.

Essential Content

LO1 Examine the roles that comprise an esports broadcast and the responsibilities of each role

Adapting to different esports titles:

Analysing and adapting casting styles to various esports genres

Understanding game mechanics, terminology and specific casting considerations

Tailoring hosting approaches for different game formats and audiences.

Audience engagement and interaction:

Building rapport with the audience and establishing a connection

Leveraging social media platforms for engagement and promotion.

Hosts:

Opening and closing a broadcast

Introducing the audience to an event, creating interesting hooks to the broadcast's narrative, summarising event days at both the start and end of the day

Introducing other members of talent

Getting an audience excited and interested in watching the rest of the event

Engaging analysts and drawing relevant information out of them

Managing panel discussions and facilitating meaningful conversations.

Interviewers:

Identify key questions to ask interviewees

Different questions to ask different types of interviewee e.g. players, coaches, managers

When to push a line of questions and when to pivot to a different one

Preparing for interview

Using answers given to create new and more in-depth questions.

Casters:

Identifying key elements for conversation on cast

How to fill time on air during interruptions e.g. tech difficulties, game pauses

Handoffs and pick-ups with a co-chair; how to pass the conversation back and forth

Identifying the key thread in any given moment e.g. seeing the most important part of the team fight that will have the biggest impact of the outcome

Maintaining professionalism on broadcast appropriate to the needs of the show

Using the flow of the game to build on the established narrative of the set.

Analysts:

Break down numbers and statistics to find key analytical points for discussion on broadcast

Translate statistics and numbers into digestible conversation for audience members

Answer questions from other talent members in a way that is informative to a general audience

Discuss the impact of tactical decisions made by teams and how they will affect the rest of the game, series and tournament.

All roles:

Working within a broadcast talent team

Communicating important relevant details to other members of broadcast

Resolving conflict between talent team members

Examples of casting practices for different esports games

Different techniques used for different esports genres e.g. longer chair 2 sections in multiplayer online battle arena (MOBA) early games, picks and bans in games with character select, hybrid casting (more prevalent in first-person shooter games), tri-casting, double chair 2 in fighting games, economic analysis (present in Counter-Strike, Valorant, MOBA).

LO2 Explain the phonatory system and the methods to enhance and preserve its quality

Defining the vocal system:

Anatomy of the respiratory tract e.g. vocal cords, mouth, glottis, trachea, lungs, nasal cavity

Resonators in the body: chest, bronchial tree, larynx, oral cavity, nasal cavity, sinuses

How breathing works and why it is important: lungs, diaphragm, chest breathing vs diaphragm breathing, proper posture and scapulae placement.

Vocal development:

The importance of vocal warm-ups; the various kinds of vocal warm-up (e.g. sirens, scales, tongue-twisters, breathing warm-ups) to project the voice without shouting or straining the vocal cords

Breathing techniques e.g. snatch breaths, diaphragm breathing.

Vocal health:

How the voice is maintained; what damages the voice e.g. alcohol, smoking, vaping, dairy, caffeine

How the voice can be repaired e.g. vocal rest, steam, honey, lemon

Challenges and dangers that come from ignoring vocal health e.g. vocal cord nodules, ruptured vocal cords.

Vocal qualities:

Identifying and understanding tone, pitch, volume, pace, rhythm, articulation, pronunciation and enunciation

Effects of vocal qualities on speech and how they should be used to enhance a performance

Enhancing voice quality, clarity and modulation

On-camera presence, body language and facial expressions.

LO3 Develop storylines relevant to a broadcast to inform a performance of an esports talent role

Game-specific knowledge:

Specific knowledge of game of choice e.g. key strategies, character names, ability names, map call-outs, weapon names, statistics and cost, item names and effects, optimal camp rotation

High-level tactics and 'meta' decisions made by professional players

Game-specific knowledge when performing to add a layer of credibility.

Understand and create storylines and narratives:

The purpose of a narrative in an esports broadcast and the effect it has on the audience

Engineering storylines and narratives based on information gained about teams/players

Creating engaging narratives that will assist in keeping an entire audience engaged in a broadcast

Produce scripts, script outlines and screenplays for use in scripted and non-scripted production

The creation of talent schedules to manage talent over an event or season

Awareness of cultural and regional preferences.

Pre-edited content:

The production of pre-edited content involving talent, pre-recorded promotions or segments for a broadcast, including interviews.

LO4 Perform a live on-air talent performance using clear communication and collaborative skills to entertain and engage an audience

Ethical and legal considerations:

Ethical and legal restrictions of a broadcast and the company worked for when delivering a performance

Copyright law application to individual intellectual property (IP) and talent personnel; leading discussion with contractors in contract negotiation with regard to personal IP and copyright; identifying and locating expert advice for any potential challenging of copyright infringement e.g. historical issues, international legislation

International law application to content and esports events.

Working as talent:

Manage practice time, video-on-demand (VOD) review, team check-ins, research on teams and events for context purposes, and other industry trends

Adaptation to different responsibilities that talent may have

Developing an understanding of the travel requirements of different countries, what documents are needed, travel time, how high altitudes and different environments affect the vocal cords (e.g. humid climate, arid climate).

Working with a partner:

Collaboration skills and cross-development with a selected partner; learning how to bring out the best in each other; identifying when a partnership might not be ideal

How to effectively communicate with a partner in a performance environment

Methods of non-verbal communication that can be used between talent members during a broadcast

The importance of accurate and constructive professional feedback to a partner; receiving and building on feedback to improve performance skills

How to apply communication and collaboration skills gained to any working relationship, allowing delivery of a confident and high-quality performance even when working with a partner for the first time.

Analysing talent:

Review and analysis of performances through VOD to identify strengths and weaknesses

Identification of key areas of development in a performance and justification for improvement

Recognition of the difference between a stylistic choice and a flaw/strength in performance

Strategies for development; how an improvement can be made and what steps should be followed to implement it.

Local area network (LAN) vs online talent:

Differences between an online and offline environment and how that changes the role of talent in a broadcast

Environmental factors that may affect the vocal quality of a performer e.g. heat, pressure, humidity, space

Different technologies used in online and offline broadcasts.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the roles that comprise an esports broadcast and the responsibilities of each role		LO1 and LO2 D1 Evaluate how the skills and vocal qualities used by professional members of esports talent can improve individual talent performance in preparation for a future broadcast.
P1 Explain the roles and responsibilities of talent members in an esports broadcast. P2 Assess different examples of broadcast talent practice across different esports game genres or platforms.	M1 Investigate how professional talent creates compelling performances in different roles.	
LO2 Explain the phonatory system and the methods to enhance and preserve its quality		
P3 Discuss what parts of the body make up the vocal system. P4 Explain how the voice is maintained, with consideration given to how it can be damaged and developed.	M2 Analyse the role of vocal qualities and their impact on an esports talent performance.	

Pass	Merit	Distinction
<p>LO3 Develop storylines relevant to a broadcast to inform a performance of an esports talent role</p>		<p>LO3 and LO4</p> <p>D2 Using audience feedback, justify the script decisions made in the implementation of the live performance, identifying any areas that could be improved for future broadcasts.</p>
<p>P5 Analyse existing esports narratives, identifying game knowledge that informs the performance.</p> <p>P6 Create a detailed script or screenplay for a specific esports match that includes a visual highlight of key moments and plot progression.</p>	<p>M3 Adapt the narrative concept to the cultural or regional preferences of the audience to promote a relatable experience.</p>	
<p>LO4 Perform a live on-air talent performance using clear communication and collaborative skills to entertain and engage an audience</p>		
<p>P7 Deliver a live or simulated live performance as a member of an esports on-air talent team.</p> <p>P8 Analyse the audience response to the live performance.</p>	<p>M4 Evaluate the audience response to the live performance, identifying strengths and weaknesses.</p>	

Recommended Resources

Textbooks

Dimon, T. (2018) *Anatomy Of The Voice: An Illustrated Guide for Singers, Vocal Coaches, and Speech Therapists*. Berkeley, Ca: North Atlantic Books.

Fisher, J., Kayes, G. and Matthews, C. (2018) *This is a Voice: 99 Exercises to Train, Project and Harness the Power of Your Voice*. Powys, Wales: Vocal Process Ltd.

Goyder, C. (2020). *Find Your Voice: The Secret to Talking with Confidence in Any Situation*. London: Vermilion.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

britishesports.org

British Esports Federation
(General reference)

www.broadcastnow.co.uk/

Broadcast
(General reference)

wiki.shoutcast.com

Developer Wiki
SHOUTcast Getting Started Guide
(General reference)

Journals and articles

Abella, R. C. and Cutamora, J. C. (2019) 'Approach to public speaking skills development in an educational organization: A grounded theory', *European Journal of Education Studies*, 6(3). Available at:

<https://oapub.org/edu/index.php/ejes/article/view/2502>.

Bryant, J., Brown, D., Comisky, P. W. and Zillmann, D. (1982) 'Sports and spectators: Commentary and appreciation', *Journal of Communication*, 32(1), pp. 109–119. Available at: <http://doi.org/10.1136/bmjsem-2018-000467>.

Bryant, J., Comisky, P. and Zillmann, D. (1977) 'Drama in sports commentary', *Journal of Communication*, 27(3), pp. 140–149. Available at: <https://doi.org/10.1111/j.1460-2466.1977.tb02140.x>.

Goulden, N. R. (2002) 'Revising public speaking theory, content, and pedagogy: A review of the issues in the discipline in the 1990s', *Basic Communication Course Annual*, 14(6). Available at: <https://ecommons.udayton.edu/bcca/vol14/iss1/6>.

Kempe-Cook, L., Sher, T-H. and Su, N. M. (2019) 'Behind the voices: The practice and challenges of esports casters', *ACM Digital Library*, paper 565, pp. 1–12. Available at: <https://doi.org/10.1145/3290605.3300795>.

Links

This unit links to the following related units:

Unit 409: Streaming and Broadcasting

Unit 506: Content Creation

Unit 508: Creative Direction and Narratives.

Unit 411:	Coaching Practice
Unit code:	J/650/8010
Unit level:	4
Credit value:	15

Introduction

The role of a coach is vital in guiding and enhancing the performance of teams and individual players in the rapidly evolving world of esports. This unit explores the essential knowledge and skills required to excel as an esports coach, focusing on coaching theories, effective communication, performance assessment techniques and the development of personalised player plans.

Students will delve into the roles and responsibilities of an esports coach, explore coaching theories and models to analyse and improve performance, analyse effective communication and leadership skills, conduct research on esports coaching methodologies, use statistical analysis and performance metrics, create personalised development plans, and design coaching strategies and training programmes for teams and players.

On successful completion of this unit, students will have acquired a comprehensive set of skills essential for success in the field of esports coaching. They will be able to effectively analyse and enhance player performance, implement coaching strategies, assess performance through statistical analysis and performance metrics, create personalised development plans and provide mentorship and guidance to support players' personal and professional growth. This unit also establishes a foundation for progression opportunities, allowing students to advance their careers in esports coaching.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Investigate coaching theories and models to analyse and improve performance in esports
- LO2 Employ a range of communication and relationship management skills in coaching interactions to increase player engagement
- LO3 Deliver a series of coaching sessions to include a range of coaching models, techniques and psychological approaches to support individuals and teams in achieving their objectives
- LO4 Demonstrate professionalism, ethical conduct and self-awareness in a range of coaching practice sessions to improve player or team performance.

Essential Content

LO1 Investigate coaching theories and models to analyse and improve performance in esports

Understanding coaching theories and models in esports:

Coaching theories and models applicable to esports e.g. the GROW model (goal, reality, performance options, will), self-determination theory, situational leadership model, transformational leadership, social learning theory, cognitive-behavioural coaching, mindfulness-based coaching, positive psychology and game sense approach, SCARF model (status, certainty, autonomy, relatedness, fairness), 5C model (conceptualisation, concentration, control, confidence, commitment), the Task and Ego Orientation in Sport Questionnaire (TEOSQ), Hawthorne effect, goal-setting theory, Tuckman's stages of group development, SBI feedback model (situation, behaviour, feedback)

Principles and concepts behind different coaching theories and models

Coaching techniques, strategies and interventions derived from theories and models to identify areas for improvement and enhance performance in esports e.g. video analysis and game review, strengths-based approach, task-orientated coaching, observational feedback, peer-to-peer and role-model learning, periodic skill assessment, mental skill training, performance profiling, in-game communication training.

Evaluating the effectiveness of coaching interventions:

The impact and effectiveness of coaching interventions based on applied theories and models

Performance metrics and assessment techniques to measure the outcomes of coaching interventions e.g. time-based achievements, monitoring of skill proficiency levels over time, gameplay analysis, performance review meetings, pre- and post-assessment comparison

Results analysis and adjustments that can be made to coaching strategies based on the evaluation of coaching interventions.

LO2 Employ a range of communication and relationship management skills in coaching interactions to increase player engagement

Communication techniques and strategies:

Verbal communication skills (e.g. clear and concise language, effective questioning, active listening) to facilitate effective communication in coaching interactions

Non-verbal communication techniques, including body language, facial expressions and tone of voice, to enhance the coach–player relationship and convey understanding and empathy

Effective feedback and reinforcement techniques to provide constructive feedback and motivate players towards performance improvement.

Relationship management and rapport building:

Relationship theories (e.g. transactional analysis, power dynamics) that build understanding and manage the coach–player relationship dynamics effectively

Rapport and building trust with players through empathy, active engagement and creating a supportive and non-judgemental coaching environment

Adaptive communication and coaching styles to meet the individual needs and preferences of players, considering factors e.g. personality, communication styles and cultural backgrounds

Democratic coaching style e.g. player involvement in decision making, collaborative game planning, player empowerment and autonomy.

Mutual understanding and conflict resolution:

Effective questioning and reflective practice for listening techniques to gain a deep understanding of players' perspectives, needs and goals

Conflict resolution strategies to address conflicts and disagreements that may arise during coaching interactions, fostering a positive and productive working relationship

Negotiation and problem-solving skills to collaboratively find solutions and resolve issues in a fair and mutually beneficial manner.

LO3 Deliver a series of coaching sessions to include a range of coaching models, techniques and psychological approaches to support individuals and teams in achieving their objectives

Coaching models and frameworks:

Established coaching models e.g. AGES (attention, generation, emotion, spacing) model, to structure coaching sessions and facilitate goal-setting, exploration of options and action planning

Performance coaching methodologies e.g. OSCAR model (outcome, situation, choices, actions, reviews), to enhance performance, develop skills and address performance gaps in individual players or teams

Positive psychology interventions e.g. strengths-based coaching, to promote motivation, resilience and overall wellbeing in players.

Goal-setting and action planning:

Goal-setting frameworks e.g. SMART (specific, measurable, achievable, realistic, timely) goals, to help individuals and teams set SMART objectives.

Player action plans that outline the necessary steps, resources and timelines to achieve their goals effectively

Monitor and progress reviews with goals, feedback and necessary adjustments to ensure continued progress and goal attainment.

Psychological approaches and interventions:

Cognitive-behavioural coaching techniques to help players identify and modify limiting beliefs, overcome obstacles and develop positive thinking

Visualisation and imagery techniques to enhance performance, build confidence and mentally rehearse success in competitive situations

Positive psychology interventions e.g. gratitude exercises and strengths-based coaching, to cultivate a positive mindset, foster resilience and enhance overall wellbeing.

Team coaching and dynamics:

Strategies for team coaching e.g. team goal-setting, fostering effective communication and collaboration, promoting a positive team culture

Team dynamics, individual roles and game-specific tactics when designing and implementing coaching interventions for teams

Team-building activities, including trust-building exercises, conflict resolution strategies and promoting a shared vision and commitment to team success

Coaching session management e.g. schedule energising breaks when energy levels decrease, change of activity, mental challenges, setting individual challenges, constraints-based approach, capitalise on momentum when energy levels increase, intensify gameplay, fast-paced drills, flexible session structure to cater for fluctuating energy levels.

Awareness of legislation:

Demonstrate awareness and understanding of current legislation requirements, such as child and adolescent mental health services (CAMHS), safeguarding, Disclosure and Barring Service (DBS) checking when coaching

Demonstrate compliance, if required, with any current safeguarding legislation for the planned coaching session.

LO4 Demonstrate professionalism, ethical conduct and self-awareness in a range of coaching practice sessions to improve player or team performance

Professionalism in coaching practice:

Professionalism and ethical conduct in coaching

Integrity, honesty and respect in coaching interactions and interventions

Professional standards and adherence to relevant codes of ethics and conduct

Confidentiality and handling sensitive information appropriately

Personal values and beliefs and their impact on coaching practice.

Effective time management and contracting:

Effective time management to ensure efficient scheduling of coaching sessions and administrative tasks

Clear and comprehensive coaching contracts that outline roles, responsibilities and expectations.

Stakeholder management, rapport and feedback:

Managing stakeholders involved in the coaching process, including clients, sponsors and other relevant parties

Maintaining rapport with clients by establishing trust, empathy and open communication

Constructive and timely feedback to support clients' growth and development

Active listening skills to enhance understanding and respond effectively to clients' needs.

Diversity, inclusion and self-awareness:

Promote diversity and inclusion within the coaching context, valuing and respecting individual differences

Unconscious biases and prejudices in coaching interactions

Self-awareness of personal strengths, limitations and biases

Self-reflection and self-improvement to enhance coaching effectiveness and cultural competence.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate coaching theories and models to analyse and improve performance in esports		LO1 and LO2 D1 Critically evaluate coaching models and communication skills to support individuals and teams in meeting their objectives.
P1 Summarise coaching theories and models in analysing and improving performance in esports tournaments. P2 Contrast two different coaching models that can be used to address the specific needs and goals of individuals and teams.	M1 Analyse how coaching interventions can enhance performance and wellbeing in esports.	
LO2 Employ a range of communication and relationship management skills in coaching interactions to increase player engagement		
P3 Examine an existing training programme for an esports individual and an esports team. P4 Compare verbal and non-verbal communication techniques in coaching interactions with individuals and teams.	M2 Assess the application of relationship management skills and communication techniques in existing coaching interactions.	

Pass	Merit	Distinction
<p>LO3 Deliver a series of coaching sessions to include a range of models, techniques and psychological approaches to support individuals and teams in achieving their objectives</p>		<p>LO3 and LO4</p> <p>D2 Evaluate the effectiveness of the implemented training programme, considering professionalism and ethical decision making, suggesting improvements for future sessions.</p>
<p>P5 Design a personalised training programme for an esports individual or team, using appropriate coaching approaches.</p> <p>P6 Deliver effective coaching sessions, addressing the goals of the training programme.</p>	<p>M3 Justify the coaching approach followed, using coaching models in achieving objectives for an esports individual or team.</p>	
<p>LO4 Demonstrate professionalism, ethical conduct and self-awareness in a range of coaching practice sessions to improve player or team performance</p>		
<p>P7 Discuss the application of professionalism, ethical conduct and self-awareness in coaching practice.</p> <p>P8 Assess the range of ethical decision making and behaviour in coaching practice that can demonstrate improvement in player or team performance.</p>	<p>M4 Review a range of instances across the coaching sessions that allowed for self-reflection and personal development to enhance effective coaching.</p>	

Recommended Resources

Textbooks

Gavin, J. (2021) *Foundations of Professional Coaching: Models, Methods, and Core Competencies*. Illinois: Human Kinetics.

Gribben, S. (2016) *Key Coaching Models: The 70+ Models Every Manager and Coach Needs to Know*. Harlow: Pearson Education Ltd.

Simpson, M. K. (2020) *Powerful Leadership Through Coaching: Principles, Practices, and Tools for Leaders and Managers at Every Level*. London: Wiley.

Whitmore, J. (2017) *Coaching for Performance: The Principles and Practice of Coaching and Leadership*. 5th Ed. Boston, Ma: Nicholas Brealey Publishing.

Websites

www.nasef.org/

NASEF Network of Academic and Scholastic Esports Federations (NASEF)
(General reference)

www.ukcoaching.org/

UK Coaching
Coaching Esports
(General reference)

Journals and articles

Bubna, N., Trotter, M. G., Watson, M. and Polman, R. (2023) 'Coaching and talent development in esports: A theoretical framework and suggestions for future research', *Frontiers in Psychology*, 14, pp. 1191801. Available at: <https://doi.org/10.3389/fpsyg.2023.1191801>.

Rerick, M. A. and Moritz, S. E. (2023) 'Coaches as teachers and facilitators of esports imagery use', *Journal of Imagery Research in Sport and Physical Activity*, 18(s1), pp. 20230013. Available at: <https://doi.org/10.1515/jirspa-2023-0013>.

Watson, M., Smith, D., Fenton, J., Pedraza-Ramieres, I., Laborde, S. and Cronin, C. (2022) 'Introducing esports coaching to sport coaching (not as sport coaching)', *Sports Coaching Review*. Advance online publication. Available at: <https://doi.org/10.1080/21640629.2022.2123960>.

Links

This unit links to the following related units:

Unit 402: Skills and Tactics Analysis

Unit 511: Inclusive Coaching and Special Populations.

Unit 412:	Wellbeing, Lifestyle and Health
Unit code:	K/650/8011
Unit level:	4
Credit value:	15

Introduction

Where the digital universe collides with competitive gaming, prioritising the wellbeing, lifestyle and health of esports athletes is crucial. This unit explores the theoretical foundations and practical applications of promoting wellbeing within the esports ecosystem, providing students with the knowledge and skills needed to pursue careers as wellness coaches, health educators and fitness instructors in the esports industry.

Students will delve into various aspects of physical and mental health, lifestyle management and overall wellbeing strategies tailored to the unique challenges and demands faced by esports athletes, teams and organisations, and will get familiar with roles such as wellness coach, health educator or fitness instructor.

Students will familiarise themselves with the specific terminologies and concepts used in the context of wellbeing, health and lifestyle for esports athletes. This unit aims to explore the theoretical foundations and practical applications of wellbeing in esports, with students analysing health-related data and implementing strategies to enhance athlete wellbeing. Students will develop proficiency in designing effective wellbeing programmes tailored to esports athletes, fostering critical skills for supporting their overall success. Students will explore different approaches and techniques relevant to promoting wellbeing in esports, such as identifying risk factors, developing intervention strategies and assessing the effectiveness of wellbeing programmes.

On successful completion of this unit, students will have a solid theoretical understanding of the importance of wellbeing, health and lifestyle in esports, along with practical skills to implement strategies that enhance the overall wellbeing and performance of esports athletes. Students will develop critical skills such as communication, critical thinking, analysis, reasoning and interpretation, which are essential for supporting the wellbeing of esports athletes and contributing to the overall success of esports teams and organisations.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse theoretical foundations of wellbeing, health and lifestyle for athletes during training and competition
- LO2 Utilise analytical techniques to assess and interpret health data for esports athletes
- LO3 Explore strategies and intervention techniques to enhance wellbeing and promote a healthy lifestyle
- LO4 Implement wellbeing programmes and interventions for esports athletes to improve performance.

Essential Content

LO1 Analyse theoretical foundations of wellbeing, health and lifestyle for athletes during training and competition

Wellbeing, health and lifestyle concepts:

Concept and foundations of wellbeing in the context of esports; psychological, social and emotional factors

Key components of a healthy lifestyle e.g. eating a variety of nutritious foods, engaging in regular exercise or movement, sufficient sleep, employing techniques to manage stress levels, nurturing relationships and social interactions

Impact of wellbeing and health on athletes' performance and success; enhanced performance, improved outcomes

Role of wellbeing and health in team dynamics and organisational performance

Influence of physical health on esports performance and overall wellbeing

The relationship between mental health and esports performance; burnout, anxiety, depression and coping mechanisms; resilience-building techniques for managing stress and overcoming challenges

Strategies to improve and maintain physical and mental health in the esports industry e.g. ergonomics, breaks, stress management, communication, psychological support, time management, social interaction.

LO2 Utilise analytical techniques to assess and interpret health data for esports athletes

Data collection methods in esports health research:

Data collection methods for health-related data; advantages and limitations of data collection methods; self-reported surveys e.g. gathering information through questionnaires about athletes' health, habits and behaviours

Physical assessments e.g. objective measures of health and fitness such as body composition and cardiovascular fitness tests

Biometric monitoring e.g. real-time data on vital signs, sleep patterns and physiological parameters using wearable devices or sensors

Performance metrics e.g. collecting data on reaction time, accuracy and in-game performance during gameplay sessions

Different approaches to collecting health-related data in the context of esports

Psychological assessments for mental health to aid esports athletes' wellbeing, health and lifestyle e.g. cognitive function and its relationship with esports performance, emotional wellbeing, importance of mental health support in the esports industry

Qualitative data analysis techniques to extract meaningful insights e.g. thematic analysis, content analysis

Wellbeing assessment tools that combine psychological, physical and lifestyle factors; integrating psychological, physical and lifestyle factors into a comprehensive tool e.g. Wellbeing Assessment Tool (WAT), Comprehensive Wellbeing Index (CWI), Integrated Wellbeing Assessment (IWA), Holistic Wellbeing Measure (HWM), Total Wellbeing Assessment (TWA).

Analysis of physical health indicators:

Advantages and limitations of various data collection methods on heart rate, blood pressure, reaction time, stress levels, sleep patterns, posture analysis, dietary intake, energy expenditure

Physical health indicators of esports athletes; the significance of body composition in esports performance

Assessing cardiovascular fitness and impact on esports athletes; prevalence of injuries in the esports industry and implications for health.

LO3 Explore strategies and intervention techniques to enhance wellbeing and promote a healthy lifestyle

Strategies and intervention techniques:

Strategies for enhancing wellbeing and a healthy lifestyle e.g. screen time balance, mental stimulation

Trends in esports health and lifestyle practices; reviewing research and case studies on successful wellbeing initiatives in esports

Impact of nutrition and exercise on esports performance and health; injury prevention; nutrient-rich diets; balanced meals

Strategies for improving sleep quality and quantity; work–life balance in esports athletes; key concepts, intervention techniques, potential long-term benefits and outcomes of prioritising wellbeing in the esports industry

Importance of sleep and its relationship to esports performance

Personalised health and lifestyle coaching programmes; individualised guidance and support to adopt healthy habits and achieve wellbeing goals.

LO4 Implement wellbeing programmes and interventions for esports athletes to improve performance

Designing effective wellbeing programmes:

Key principles and components of effective wellbeing programmes: holistic approach, comprehensive assessment, education and awareness, supportive environment

Objectives and customisation in programme design e.g. goal-setting, education and self-awareness, promoting understanding and adoption of healthy behaviours, values, beliefs and attitudes, professional support, counselling, relevant resources for maintaining mental capacity

Unique needs and challenges of esports athletes in programme design; resilience, effective communication and engagement strategies for successful implementation

Goal-setting and adherence strategies: implementing feedback mechanisms to gather athlete input and monitor programme outcomes, interpreting and analysing data to assess the impact and success of wellbeing programmes

Evidence-based strategies for promoting wellbeing and healthy lifestyles in the esports industry.

Intervention strategies:

Constraints and limitations that may affect programme design: time constraints; high cognitive demands e.g. balancing physical and mental wellbeing while maintaining peak performance; challenges in promoting physical activity and reducing sedentary behaviour during gaming; limited social interactions due to long hours of practice and competition; balancing nutritional needs while accommodating preferences and dietary restrictions

Specific health and lifestyle needs of esports athletes

Data analysis methods and tools for evaluating programme effectiveness e.g. quantitative and qualitative analysis, surveys, interviews, case studies

Programme evaluation and future recommendations; continuous improvement and refinement of wellbeing interventions based on feedback and evaluation.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse theoretical foundations of wellbeing, health and lifestyle for athletes during training and competition		LO1 and LO2 D1 Analyse wellbeing, health and lifestyle factors in esports, considering the unique demands and challenges faced.
P1 Describe the theoretical foundations of wellbeing, health and lifestyle in the context of esports. P2 Explain the significance of wellbeing, health and lifestyle in decision-making processes for esports athletes, teams and organisations.	M1 Apply theoretical concepts to analyse the impact of physical and mental health on esports performance and overall wellbeing.	
LO2 Utilise analytical techniques to assess and interpret health data for esports athletes		
P3 Demonstrate application of a range of data collection methods to assess health-related data in esports. P4 Apply statistical methods and tools to interpret physical health indicators in the context of esports.	M2 Create psychological assessments to evaluate wellbeing, health and lifestyle.	

Pass	Merit	Distinction
<p>LO3 Explore strategies and intervention techniques to enhance wellbeing and promote a healthy lifestyle</p>		<p>LO3 and LO4</p> <p>D2 Justify the strategies and intervention techniques used in the implementation of the wellbeing programme for esports athletes.</p>
<p>P5 Explore various strategies for promoting wellbeing and a healthy lifestyle.</p> <p>P6 Discuss a range of intervention techniques that can be employed to enhance wellbeing and a healthy lifestyle.</p>	<p>M3 Examine the effectiveness of different strategies and intervention techniques in promoting wellbeing and a healthy lifestyle for esports athletes.</p>	
<p>LO4 Implement wellbeing programmes and interventions for esports athletes to improve performance</p>		
<p>P7 Design a wellbeing programme and interventions for esports athletes.</p> <p>P8 Implement an effective wellbeing programme and interventions for esports athletes.</p>	<p>M4 Evaluate the implementation of a wellbeing programme and interventions for esports athletes, considering various constraints, objectives and individual athlete profiles.</p>	

Recommended Resources

Textbooks

Campbell, B. I. and Spano, M. A. (2011) *NSCA's Guide to Sport and Exercise Nutrition*. Champaign, Illinois: Human Kinetics.

Campbell, N., Brady, A. and Tincknell-Smith, A. (2021) *Developing and Supporting Athlete Wellbeing: Person First, Athlete Second*. London: Routledge.

Jeukendrup, A. E. and Gleeson, M. (2019) *Sport Nutrition*. 3rd Ed. Champaign, Illinois: Human Kinetics.

Polman, R., Trotter, M., Poulus, D. and Borkoles, E. (2018) 'Esport: Friend or foe?' In Göbel, S., et al. *Serious Games: 4th Joint International Conference, JCSG 2018. Lecture Notes in Computer Science*. Cham, Switzerland: Springer International Publishing.

Websites

www.nutrition.org.uk

British Nutrition Foundation
(General reference)

www.examine.com

Examine
(General reference)

Journals and articles

Difranco-Donoghue, J., Balentine, J., Schmidt, G. and Zwibel, H. (2019) 'Managing the health of the eSport athlete: an integrated health management model', *BMJ Open Sport and Exercise Medicine*, 5(1), pp. 467. Available at: <http://doi.org/10.1136/bmjsem-2018-000467>.

Smith, M., Sharpe, B., Arumuham, A. and Birch, P. (2022) 'Examining the predictors of mental ill health in esports competitors', *Healthcare*, 10(4), p. 626. Available at: <https://doi.org/10.3390/healthcare10040626>.

Wattanapisit, A., Wattanapisit, S. and Wongsiri, S. (2020) 'Public health perspectives on esports', *Public Health Reports*, 135(3), pp. 295–298. Available at: <https://doi.org/10.1177/0033354920912718>.

Links

This unit links to the following related units:

Unit 411: Coaching Practice

Unit 509: Team and Player Psychology

Unit 510: High-Performance Environments.

Unit 413:	Team Logistics
Unit code:	L/650/8012
Unit level:	4
Credit value:	15

Introduction

Effective team logistics play a crucial role in ensuring the smooth operation of esports organisations. Logistics involve the planning, coordination and management of various resources, activities and processes used in supporting and enabling the well-ordered functioning of a team. Logistics also involves coordinating and optimising resources, personnel and infrastructure to meet the team's needs and objectives, while considering factors such as efficiency, cost-effectiveness and stakeholder satisfaction. This unit opens up various progression opportunities, including employment in team logistics roles in esports organisations and event management positions.

This unit covers a wide range of topics that contribute to giving students a comprehensive understanding of the key elements and processes involved in managing logistics for esports teams. The units develop students' knowledge and skills in effective timetabling, scheduling and resource allocation strategies, and develops understanding of how to optimise team logistics and enhance operational efficiency. Students will explore the use of enterprise resource planning (ERP) software and other tools to streamline team logistics, improve coordination and maximise productivity. The unit also focuses on budgeting and financial planning for esports teams, including revenue projections, cost analysis and financial forecasting, enabling students to contribute to long-term financial stability and growth.

On successful completion of this unit, students will possess the key knowledge, understanding and skills needed to excel in managing team logistics in the esports industry. Students will develop the skills of sustainable practices, risk management and effective logistical planning for successful tournament and event operations. The skills and knowledge gained through this unit give students valuable expertise sought after by the esports industry.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse how logistics can be used to improve the operational efficiency of an esports team
- LO2 Demonstrate how the features of enterprise resource planning (ERP) software can be utilised to organise team logistics
- LO3 Design a logistics strategy for an esports organisation
- LO4 Recommend a range of measures for sustainable practices in team logistics to increase team longevity.

Essential Content

LO1 Analyse how logistics can be used to improve the operational efficiency of an esports team

Key elements and processes involved in team logistics in the context of esports tournaments:

Definition of logistics related to esports teams

Principles of logistic management in application to esports, including transportation management, equipment handling and setup, event planning and co-ordination, player support services, communication and co-ordination, health and safety, ethical and sustainability considerations, contingency planning and risk management

Timetabling and scheduling requirements e.g. departures, arrivals, minimising fatigue, co-ordination with the event schedule, planning practice sessions

Logistic resource allocation and management

Co-ordination of accommodation and transportation including administration and cultural considerations for international travel.

Technology in streamlining team logistics and enhancing operational efficiency:

Use of software for logistics management e.g. ERP software

Other tools and technologies for optimising team logistics.

Scouting and recruitment logistics:

Coordinating scouting trips and try-outs for potential players, managing player contracts and transfers within regulatory frameworks, logistics of onboarding new team members and handling team changes.

LO2 Demonstrate how the features of enterprise resource planning (ERP) software can be utilised to organise team logistics

ERP software in team logistics management for esports tournaments:

Overview of ERP systems and their functionalities

Integration of ERP software in team logistics processes.

ERP software use to streamline team logistics and enhance operational efficiency:

Navigation and operation of ERP modules relevant to team logistics

Data entry, retrieval and analysis using ERP software

Explore the advanced features and functionalities of ERP software, including data analytics, forecasting and automation, project management tools, issue and risk management.

Inventory and equipment management:

Using ERP systems to track and manage team equipment and assets, implementing automated reordering processes for supplies and gear, integrating inventory management with travel and event logistics.

Real-time communication and collaboration:

Leveraging ERP software for instant communication between team members, collaborating on event planning, scheduling and decision making, using task management and progress tracking within ERP systems.

LO3 Design a logistics strategy for an esports organisation

Esports logistic strategy requirements:

Transportation management e.g. planning and co-ordination of team travel logistics for domestic and international tournaments, selection of transportation modes, routes and accommodations to optimise cost and efficiency, transportation options and managing logistics for multiple destinations

Equipment handling and setup e.g. inventory management and maintenance of gaming equipment, peripherals, and accessories, setup and teardown of gaming stations at tournament venues, equipment readiness and troubleshooting during competitions

Event planning and co-ordination e.g. venue selection, scheduling, booking and logistics co-ordination for esports competitions and events, collaboration with event organisers and stakeholders to ensure smooth event execution, training facilities on location

Player support services e.g. needs and welfare considerations of esports athletes, player support services, including nutrition, mental health, and performance coaching, player comfort and safety during travel and competition

Communication and co-ordination e.g. co-ordination of logistics tasks and responsibilities among team members and support staff, application of logistics principles to solve practical challenges and optimise team performance

Contingency planning and risk management e.g. contingency plans for unexpected logistical challenges, potential risks and mitigating strategies for team operations, resilience and adaptability in logistics management.

Implications of a logistic strategy for esports organisations:

Financial challenges of attending esports events

Organisational benefits of event participation

Implications for international events.

Logistics budget for esports teams:

Interpret financial statements and reports relevant to esports teams e.g. budget evaluation, financial forecasting, conduct financial analysis of logistics to assess feasibility

Prepare an effective logistic budget for an esports team.

Managing stakeholders:

Identifying key stakeholders involved in esports logistics

Managing the relationships between key logistics stakeholders to achieve common goals and objectives

Negotiation and relationship management strategies in dealing with senior logistics stakeholders.

LO4 Recommend a range of measures for sustainable practices in team logistics to increase team longevity

Sustainability in team logistics:

Recognise the environmental and social impact of team logistics

Carbon footprints of esports organisations

Identify the benefits of integrating sustainable practices in team operations

Green credentials and sponsorship benefits

Renewable energy alternatives for power management and cooling

Cloud-based esports gaming and content.

Evaluation of sustainable team logistics:

The environmental impact of team logistics activities e.g. waste management, energy efficiency, energy consumption of high-end gaming equipment

The social responsibility aspects of team logistics

Network implications of cloud-based gaming and content, including bandwidth, latency, uninterrupted power supply (UPS), edge access nodes, reliable power supply, superfast connectivity, 5G and 6G networking.

Sustainable practices in team logistics:

Sustainable approaches to timetabling, scheduling and resource allocation

Virtual meetings and digital communication to improve time and travel restrictions

Cloud-based vs on-site tournament esports events

Measures for waste reduction, energy efficiency and social responsibility

Sustainable transport mechanisms to move teams, players and equipment from training venues to event venues

Sustainable practices in selection of training venue, including energy and waste management, power supply and refrigeration.

Implications of sustainable team logistics in tournament and event operations:

Complying with tournament or event sustainability requirements

Risks of competing in events with poor sustainability reputation

Sustainability considerations vs team performance at events (transport modes, power usages).

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse how logistics can be used to improve the operational efficiency of an esports team		LO1 and LO2 D1 Evaluate how an esports ERP solution can be used to streamline team logistics in esports.
P1 Examine the processes involved in team logistics in esports. P2 Explain the steps and activities in managing team logistics in esports.	M1 Assess the interdependencies and complexities of team logistics and their impact on the overall efficiency and effectiveness of team operations.	
LO2 Demonstrate how the features of enterprise resource planning (ERP) software can be utilised to organise team logistics		
P3 Assess the features of ERP software to manage timetabling, scheduling and resource allocation in team logistics. P4 Contrast how a range of other relevant productivity tools can support team logistics.	M2 Analyse how the features and functionalities of ERP software can be used to optimise esports team logistics.	

Pass	Merit	Distinction
LO3 Design a logistics strategy for an esports organisation		LO3 and LO4 D2 Evaluate the strategies employed by esports teams to achieve long-term financial stability and sustainable practice.
<p>P5 Identify the logistic requirements for an esports team and an identified esports event.</p> <p>P6 Design a logistic strategy for an esports team and an identified esports event, considering the key stakeholders.</p>	<p>M3 Justify the design of the logistic strategy for an identified esports event, with consideration of the financial implications.</p>	
LO4 Recommend a range of measures for sustainable practices in team logistics to increase team longevity		
<p>P7 Identify the sustainable practices applicable to team logistics in the context of esports.</p> <p>P8 Recommend sustainable practices in the planning and coordination of team logistics for a specified esports event.</p>	<p>M4 Review the effectiveness of sustainable practices in team logistics for the identified esports event.</p>	

Recommended Resources

Textbooks

Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2022) *Events Management: An Introduction*. 3rd Ed. London: Routledge.

Grant, D., Trautrim, A. and Wong, C. W. (2022) *Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management*. 3rd Ed. London: Kogan Page.

Hoffman, J. L., Pauketat, R. and Varzeas, K. A. (2022) *Understanding Collegiate Esports: A Practitioner's Guide to Developing Community and Competition*. Abingdon: Routledge.

Websites

elevate2.com

Elevate2

NetSuite for gaming

(General reference)

sport-gsic.com

Global Sports Innovation Center (GSIC)

(General reference)

dynamics.microsoft.com

Microsoft Dynamics 365

(General reference)

senet.cloud

SENET

LAN centre software

(General reference)

Journals and articles

Jenny, S. E., Keiper, M.C., Taylor, B. J., Williams, D. P., Gawrysiak, J., Manning, R. D. and Tutka, P. M. (2018) 'eSports venues: A new sport business opportunity', *Journal of Applied Sport Management*, 10(1). Available at: <https://doi.org/10.18666/JASM-2018-V10-I1-8469>.

Wong, D. and Meng-Lewis, Y. (2023) 'Esports: An exploration of the advancing esports landscape, actors and interorganisational relationships', *Sport in Society*, 26(6), pp. 943–969. Available at: <https://doi.org/10.1080/17430437.2022.2086458>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 403: Event Planning and Delivery

Unit 407: Tournament Operations.

Unit 414:	Ethics and Fair Play
Unit code:	M/650/8013
Unit level:	4
Credit value:	15

Introduction

Ethics and fair play are foundational in esports. This unit highlights their historical and cultural significance in the esports realm. Students will understand the role of players, organisations and governing bodies in promoting fair play, maintaining competition integrity and upholding ethical standards. They will explore strategies and policies aimed at enhancing fair play, including standardised rules, anti-cheating protocols and disciplinary measures.

The skills gained in this unit open doors to further studies or employment opportunities within the esports industry such as esports administration, esports refereeing and esports federation involvement. Careers in national federation roles and as tournament organisers, community managers, teachers and team coaches require individuals who can navigate ethical challenges, uphold fair play and foster a positive gaming environment.

From fair competition and cheating to player conduct, this unit addresses the ethical issues inherent in esports. Students will explore ethical theories, principles and frameworks relevant to the industry, enabling them to make informed decisions and resolve any ethical dilemmas they may encounter. The unit also examines the ethical implications of emerging technologies such as virtual reality (VR), artificial intelligence (AI) and data analytics in esports. Students will gain insight into challenges such as deepfakes, algorithmic bias and cyberbullying, and develop an understanding of responsible and ethical use of these technologies.

On successful completion of this unit, students will be equipped with the knowledge, understanding and skills needed to navigate the ethical landscape of the esports industry. They will be prepared for promoting positive player behaviour, foster a supportive team culture and contribute to the development of a safe and inclusive esports community.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse ethical principles and their application in the esports industry
- LO2 Evaluate ethical dilemmas in esports, employing decision-making frameworks to make informed and responsible choices
- LO3 Develop strategies to promote fair play and positive player behaviour in esports
- LO4 Investigate ethics and integrity in esports organisations through effective stakeholder management and collaboration.

Essential Content

LO1 Analyse ethical principles and their application in the esports industry

Key ethical principles in the esports industry:

Key ethical principles relevant to the esports industry e.g. safety, wellbeing, safeguarding young people, fair play, integrity, equality, respect, diversity

Impact of ethics on organisational values and decision making

Ethical theories e.g. consequentialism, deontology, virtue ethics

Ethical implications of emerging technologies and practices in esports, including VR, AI and data analytics

Ethical frameworks for responsible use of emerging technologies e.g. Asilomar AI Principles, European Digital Rights and Principles for the Internet, The European Commission's Ethics Guidelines for Trustworthy AI

Historical and cultural significance of fair play in esports

Ethical considerations in relation to esports organisations e.g. leagues, tournament operations, fair competition, sponsorship and brand affiliation, cheating, player conduct.

Ethical considerations in esports operations:

Standards and policies related to ethical conduct in esports

The role of governance in regulating and maintaining integrity

Strategies and policies to address ethical challenges effectively

Fostering a positive esports culture and community, promoting inclusivity, equality, diversity and respect

Strategies employed for creating an environment that supports player wellbeing, fan engagement and industry sustainability

Ethical implications of data collection, processing and use in esports e.g. player analytics, fan engagement, targeted advertising

Ethics committees, codes of conduct and accountability mechanisms within esports organisations.

LO2 Evaluate ethical dilemmas in esports, employing decision-making frameworks to make informed and responsible choices

Ethical dilemmas in the esports industry:

Common ethical dilemmas encountered in the esports industry e.g. fair competition, cheating, player conduct, emerging technologies

The historical impact of ethical dilemmas on the industry and its stakeholders

Examples of resolved historical ethical dilemmas in esports

Implications of emerging technologies and practices in esports, including VR, AI and data analytics

Promoting fair play and maintaining the integrity of esports competitions e.g. anti-cheating measures, standardised rules, disciplinary measures.

Responsible decision making in esports:

The role of players, administrators, referees, organisers and spectators in upholding fair play standards

Teamwork, collaboration and positive player behaviour in esports teams and competitive environments

Ethical considerations related to conflict resolution, role distribution and supporting diverse personalities within teams

The role of coaches, team managers and organisations in fostering positive player behaviour, player wellbeing and team dynamics

Strategies and policies employed to promote effective teamwork, positive player conduct and a supportive team culture in esports

The implications of toxic behaviour, harassment and discrimination in the esports community, legal and ethical considerations related to discrimination in esports e.g. bullying, racism, misogyny, sexism, homophobia

The role of players, content creators, brand managers and community leaders in shaping a positive esports community and fostering inclusive and respectful engagement.

LO3 **Develop strategies to promote fair play and positive player behaviour in esports**

Promoting fair play in esports:

Fair play in the context of esports, including their historical and cultural significance

Initiatives, programmes and best practices aimed at enhancing fair play in esports

Strategies for advocating and leading efforts to establish industry-wide standards and policies related to fair play in esports

Learning and behaviour styles present in the esports environment, tailored strategies and approaches that promote inclusivity, equality, respect and positive player behaviour.

Positive player behaviour in esports:

Different behaviour styles exhibited by esports players

Challenges and ethical considerations related to behaviour in esports e.g. conflict resolution, role distribution, supporting diverse personalities within teams

Strategies that can be employed to foster positive player behaviour to enhance collaboration e.g. encouragement of continuous learning, positive reinforcement and recognition, team-building activities, peer support, role versatility, team meetings and discussions.

Framework design:

Ethics framework for esports e.g. ethical principles definition, stakeholder analysis, code of conduct development, policies and guidelines development, educational programmes and training to raise awareness, compliance monitoring and enforcement, collaboration and engagement of players, teams, sponsors and regulatory bodies, evaluation and reporting mechanisms.

LO4 Investigate ethics and integrity in esports organisations through effective stakeholder management and collaboration

Stakeholder management skills in esports:

Stakeholder management in the esports industry, including the key stakeholders involved e.g. players, tournament organisers, games publishers, team owners, sponsors, fans, regulatory bodies

Communication strategies for engaging and building positive relationships with stakeholders

Skills required in negotiation, conflict resolution and compromise to effectively address and manage conflicts of interest

Best practices for establishing collaborative partnerships and alliances with external stakeholders e.g. game developers, event organisers, industry associations

Promoting ethics, integrity and sustainable growth in the esports industry

Developing policies, codes of conduct and contracts with staff, players and stakeholders.

Fostering positive relationships and collaboration:

Fostering positive relationships within esports organisations

Role of leadership in fostering a culture of ethics, integrity and collaboration within esports organisations

Leadership practices that prioritise stakeholder engagement, accountability and transparency

Ethical considerations and challenges related to stakeholder management in esports e.g. conflicts of interest, privacy concerns, balancing competitive goals with community wellbeing

Approaches to address ethical issues while upholding ethics and integrity

Fostering positive relationships and collaboration with external stakeholders e.g. sponsors, media outlets, community organisations

Safeguarding ethics in the esports industry e.g. whistle blower protocols, background checks on esports personnel, age verification to protect minors, a third party independent entity monitoring adherence to fair play.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse ethical principles and their application in the esports industry		LO1 and LO2 D1 Critically evaluate the ethical principles and considerations encountered in the esports industry, taking into account the implications of emerging technologies.
P1 Discuss key ethical principles relevant to the esports industry. P2 Describe the common ethical considerations encountered in esports and how standards and governance are evolving to deal with new challenges.	M1 Analyse the ethical implications of emerging technologies, practices and policies in the esports industry, considering the potential benefits and challenges they present.	
LO2 Evaluate ethical dilemmas in esports, employing decision-making frameworks to make informed and responsible choices		
P3 Describe the commonly identified ethical dilemmas associated with esports individuals, teams, organisations and competition. P4 Discuss the effectiveness of current decision-making policies in relation to ethical dilemmas in esports.	M2 Explain the potential consequences of ethical decision making in the esports industry, considering both short-term and long-term effects on stakeholders, and the overall integrity of the industry.	

Pass	Merit	Distinction
LO3 Develop strategies to promote fair play and positive player behaviour in esports		LO3 and LO4 D2 Justify strategies to enhance ethical practices and integrity in esports organisations in relation to stakeholders involved.
<p>P5 Explain key elements of fair play and positive player behaviour in the esports environment.</p> <p>P6 Design an ethics framework strategy for promoting fair play and positive player behaviour in the esports environment, considering the diverse behaviour styles of individuals involved.</p>	<p>M3 Review the effectiveness of strategies for promoting fair play and positive player behaviour in the esports environment.</p>	
LO4 Investigate ethics and integrity in esports organisations through effective stakeholder management and collaboration		
<p>P7 Discuss key stakeholders within the esports industry and recognise their roles and interests in relation to ethics and integrity.</p> <p>P8 Describe stakeholder management skills and strategies that foster positive relationships and collaboration within and outside of esports organisations.</p>	<p>M4 Critique the impact of stakeholder management practices on ethics and integrity within the esports industry.</p>	

Recommended Resources

Textbooks

Blackburn, S. (2021) *Ethics: A Very Short Introduction*. 2nd Ed. Oxford: Oxford University Press.

Morgan, W. J. (2017) *Ethics in Sport*. 3rd Ed. Illinois: Human Kinetics.

Trenberth, L. (2011) *Managing Sport Business: An Introduction (Foundations of Sport Management)*. Abingdon: Routledge.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

esic.gg

Esports Integrity Commission (ESIC)
(General reference)

gamelevate.com

Gamelevate
Cheating in Esports – Problems and Solutions
(Article)

iesf.org

International Esports Federation (IESF)
(General reference)

Journals and articles

Abarbanel, B. and Johnson, M. R. (2019) 'Esports consumer perspectives on match-fixing: implications for gambling awareness and game integrity', *International Gambling Studies*, 19(2), pp. 296–311.

Johnson, M. R. and Abarbanel, B. (2022) 'Ethical judgments of esports spectators regarding cheating in competition', *Convergence: The International Journal of Research into New Media Technologies*, 28(6), pp. 1–16. Available at: <https://doi.org/10.1177/1354856522108921>.

Lopez Frias, F. J. (2022) 'The "big red bull" in the esports room: Anti-doping, esports, and energy drinks', *Performance Enhancement and Health*, 10(1). Available at: <https://doi.org/10.1016/j.peh.2021.100205>.

Links

This unit links to the following related units:

Unit 411: Coaching Practice

Unit 412: Wellbeing, Lifestyle and Health

Unit 413: Team Logistics

Unit 416: Governance and Legislation.

Unit 415:	Game Design Philosophy
Unit code:	T/650/8015
Unit level:	4
Credit value:	15

Introduction

A design philosophy is the set of ideas, values and beliefs that underpin how a brand or company approaches aspects of design to successfully engage with users. Having a clearly defined design philosophy can ensure consistency of message across a wide range of products and can lead to high levels of brand awareness and loyalty.

In this unit, students will gain understanding of how design philosophies are implemented by different esports game publishers and explore how these philosophies are evident in different games. Students will then apply this knowledge when developing their own design philosophy and designing an esports game.

The aim of this unit is to develop a design philosophy based on well-defined values and principles, and then to apply this to the creation of an esports game. Students will develop an idea for an esports game in line with their design philosophy. They will undertake an iterative process and continually refine and develop their game design. Students will then pitch their design to an audience and reflect on feedback to enhance and improve their idea and design philosophy.

On successful completion of this unit, students will be able to apply knowledge of design philosophy to the creation of original game designs that meet the needs of the target audience. The unit has links to employment in games design, development and production.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Assess the design philosophies in existing esports games and how they enhance the user experience
- LO2 Develop a design philosophy for an esports game that meets identified objectives
- LO3 Produce designs for an esports game based on a design philosophy to meet user needs
- LO4 Pitch an esports game design based on a design philosophy and respond to audience feedback.

Essential Content

LO1 Assess the design philosophies in existing esports games and how they enhance the user experience

Design philosophy:

Design philosophies of games publishers e.g. Riot Games, Blizzard Entertainment, Epic Games, Nintendo, Psyonix, Hi-Rez Studios, Valve Corporation

Mission statements and core values of games publishers

Relationship of the publisher's design philosophy with games

How design philosophy is evident in esports games e.g. fun, challenging, bold

Social and cultural context of the publisher and games

Target audience of games

Audience interaction with the publisher and games

User interface (UI) and user experience (UX) design principles in esports games

Game mechanics and gameplay elements that contribute to the overall user experience

Role of game narratives and storytelling in enhancing user engagement.

Design features:

Game design features e.g. logos, colour palette, fonts, type size, imagery, textures, concept art

Scale e.g. game worlds, travel mechanics, verticality, structure design

Types of characters, avatars and interaction models

Settings and environments e.g. fantasy, futuristic, present day

Challenges and rewards

Sound and music

Game balancing e.g. fair and competitive gameplay, patches and updates on game balance

Broadcasting and spectator experience e.g. spectator modes and UI design.

LO2 Develop a design philosophy for an esports game that meets identified objectives

Objectives:

Enhancing user experience

Accessibility, inclusivity considerations and ease of use

Targeting a demographic e.g. children, older players, gender, mode of technology

Filling a gap in the market

Understanding the target audience:

Population profiles e.g. age, gender, location, available technology

Primary research e.g. market research, focus groups

Secondary research e.g. existing data

Exploring similar products on the market.

Creating a design philosophy:

Defining good design e.g. visually appealing, clear and engaging materials that effectively communicate the event's information and evoke excitement among the target audience

Vision and goals

Emotional resonance; meeting user needs

Clarity of message e.g. simplicity, consistency, accessibility

Actionability of the philosophy

Having a clearly defined purpose e.g. fun, realistic, escapism, fantasy

Cross-platform compatibility and multi-platform design considerations

Monetisation models and revenue streams in esports game design

Integration into the esports ecosystem with esports-specific features e.g. tournament systems and spectating tools

Player engagement and retention strategies

Ethical considerations in game design e.g. gambling elements, consumer protection, pay-to-win controversies, inclusivity and accessibility, age-appropriate content.

LO3 Produce designs for an esports game based on a design philosophy to meet user needs

Applying design philosophy to a game:

Definition – what is the game?

Genre of game e.g. first-person shooter (FPS), multiplayer online battle arena (MOBA), sports, combat

Platform e.g. console, mobile, PC

Target audience

Compatibility with similar existing games

Value – how will it make the user experience better?

Success factors; measuring success and impact

Design guidelines e.g. colours, fonts, visual style.

Idea generation:

Idea generation and design trends e.g. brainstorming, research, defining the concept, mind maps and mood boards, legal, ethical and sustainability factors.

Idea development:

Engaging game narrative

Intuitive and user-friendly UI

UX principles to streamline player interactions

Seeking and responding to feedback

Iteration, refining and reworking, discarding and filtering, testing

Wireframing

Assessing the product against design philosophy.

LO4 Pitch an esports game design based on a design philosophy and respond to audience feedback

Presentation methods and materials:

Methods of presentation e.g. live, pre-recorded, online

Supporting materials e.g. presentation software, handout, infographic.

Presentation skills:

Behaviour e.g. positive attitude, well-prepared, appropriate dress

Communication e.g. clear and audible tone and pace, correct use of technical language, smooth handling of technology or visual aids

Audience awareness e.g. knowing the background of the audience, introductions and exits, responding to questions.

Collecting feedback:

Methods to collect audience feedback e.g. Q & A, online survey, focus group.

Reviewing feedback:

Analysis of feedback

Suggesting modifications to the design philosophy in response to feedback

Suggesting modifications to the game in response to feedback

Reasons for discarding feedback

Self-evaluation

Justification of any proposed changes to game and design philosophy

Relevance of design philosophy in relation to existing and emerging competition

Game potential to esports integration.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Assess the design philosophies in existing esports games and how they enhance the user experience		LO1 and LO2 D1 Justify how a design philosophy will meet objectives and the requirements of a target audience.
P1 Explain the design philosophies of different esports game publishers. P2 Explain how game publishers' design philosophies are evident in esports games.	M1 Compare and contrast the design philosophies of different esports game publishers and how these are evident in their games.	
LO2 Develop a design philosophy for an esports game that meets identified objectives		
P3 Create a design philosophy for an esports game that it is underpinned by a clear rationale. P4 Explain how a range of research techniques have informed the design philosophy.	M2 Compare and contrast the newly created design philosophy with existing design philosophies.	

Pass	Merit	Distinction
LO3 Produce designs for an esports game based on a design philosophy to meet user needs		LO3 and LO4 D2 Evaluate the final reviewed game design in the context of the design philosophy, the esports ecosystem and identified competition.
P5 Apply a design philosophy when designing an esports game. P6 Prepare an esports game design proposal using appropriate methods to generate and develop ideas.	M3 Justify design decisions based on a defined design philosophy.	
LO4 Pitch an esports game design based on a design philosophy and respond to audience feedback		
P7 Pitch an esports game design for an identified competition based on the chosen design philosophy. P8 Gather feedback from a range of stakeholders to assess the effectiveness of the submitted game design.	M4 Recommend justified changes to the game design based on audience feedback.	

Recommended Resources

Textbooks

- Dixon, B. (2023) *Design Philosophy and Making Things Happen*. London: Routledge.
- Evans, D. (2017) *Bottlenecks: Aligning UX Design with User Psychology*. New York: Apress.
- Greever, T. (2020) *Articulating Design Decisions: Communicate with Stakeholders, Keep Your Sanity, and Deliver the Best User Experience*. 2nd Ed. Sebastopol, Ca: O'Reilly Media, Inc.
- Howell, E. and Lang, J. (2017) *Researching UX: User Research*. Collingwood, Australia: SitePoint.
- Hyland, A. and King, E. (2006) *c/id: Visual Identity and Branding for the Arts*. London: Laurence King Publishing.
- Willis, A-M. (2018) *The Design Philosophy Reader*. London: Bloomsbury.

Websites

www.gamedesigning.org

GameDesigning.org

(General reference)

unity.com

Unity

(General reference)

Journals and articles

- Madden, D., Iiu, Y., Yu, H., Sonbudak, M. F., Troiano, G. M. and Harteveld, C. (2021) "Why are you playing games? You are a girl!": Exploring gender biases in esports', *Proceedings of the 2021 CHI Conference on Human Factors in Computing Systems*, article 323, pp. 1–15. Available at: <https://doi.org/10.1145/3411764.3445248>.
- Lu, G. (2021) 'Esports enforcement: How criminal sentencing philosophy can stop esports match-fixing', *Houston Law Review*, 59(4), pp. 945–975. Available at: <https://houstonlawreview.org/article/35613-esports-enforcement-how-criminal-sentencing-philosophy-can-stop-esports-match-fixing>.

Links

This unit links to the following related units:

Unit 506: Content Creation

Unit 507: Set Design

Unit 508: Creative Direction and Narratives.

Unit 416:	Governance and Legislation
Unit code:	Y/650/8016
Unit level:	4
Credit value:	15

Introduction

Effective governance and legislation are crucial to ensuring the sustainability, integrity and success of the esports industry. This unit is designed to provide students with a comprehensive understanding of the key governance structures, ethical considerations and legal frameworks that shape the esports industry. By exploring these topics, students will be equipped for jobs such as esports governance manager, compliance officer, player agent, regulatory and compliance analyst or esports risk and integrity manager

Students will explore sustainability principles, examine the roles and responsibilities of various stakeholders, evaluate governance models and propose improvements to existing structures. Additionally, they will delve into the legal and regulatory frameworks governing esports at national and international levels, exploring licensing requirements, contractual obligations, intellectual property laws and integrity measures.

Sustainability principles and their long-term implications will be explored, the key governance structures and organisations within the esports industry will be examined, and the roles and responsibilities of various stakeholders involved will be analysed. Students will explore different governance models employed by esports organisations and will assess their effectiveness and impact on the industry.

The unit explores challenges associated with governing competitive esports, along with proposals for improving existing governance structures. Students will delve into the legal and regulatory frameworks governing esports at national and international levels, focusing on licensing requirements, contractual elements, intellectual property laws, integrity measures and data protection and privacy laws.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse the key governance structures and organisations within the esports industry
- LO2 Assess the ethical considerations and challenges associated with governing competitive esports
- LO3 Design an esports governance framework, including licensing and event organisation procedures that can be used at either national or international level
- LO4 Examine strategies to promote integrity and fair competition in esports events.

Essential Content

LO1 Analyse the key governance structures and organisations within the esports industry

Definition and scope of esports:

Scope, scale and distinguishing characteristics of the esports industry

Major stakeholders involved in the esports ecosystem

Roles and responsibilities of different esports stakeholders.

Governance structures in esports:

Suitable structures of esports organisations and associations e.g. private limited company (Ltd), community interest company (CIC), charity, sole trader, partnership, limited liability partnership (LLP), company limited by guarantee, social enterprise, non-profit organisation (NPO)

Structures of prominent national and international esports organisations, federations and associations

Objectives, functions and influence of main stakeholders in the esports industry

Regulatory frameworks and policies governing esports and their impact on industry operations and development.

Governance challenges in esports:

Player and team associations in esports governance e.g. Professional Esports Association (PEA), Counter-Strike Professional Players' Association (CSPPA), League of Legends Players' Association (LCSPA), Global Esports Federation Athletes and Players Commission

Player rights, contracts and fair play, including volunteers, internships, casual workers, young workers, part-time and full-time employees

Governance structures and practices of esports event organisers and leagues

Governance structure impact on tournament organisation, scheduling and competition integrity

Forms of Intellectual property (IP) relevant to esports e.g. copyright, trademarks, patents, game publisher permissions and tournament rules

Legal issues surrounding IP infringement in esports e.g. game IP infringement, trademark infringement, streaming and broadcasting rights, sponsorship and branding, image and personality rights, copyrighted content

Safeguarding in online gaming and esports.

Emerging trends and future governance challenges:

Recognition of esports by international sports federations and the Commonwealth/Olympic Games movement

The potential implications of Commonwealth/Olympic Games recognition on esports governance

Challenges and initiatives related to diversity, inclusion and social responsibility in esports

The impact of technological advancements on esports governance

The need for governance structures to adapt to emerging technologies and trends.

LO2 Assess the ethical considerations and challenges associated with governing competitive esports

Ethics in esports governance:

Ethical principles and values applicable to esports governance

Governing bodies and organisations promoting esports player welfare

Fair compensation, contract transparency and player representation

Ethical implications of cheating and match-fixing in competitive esports

Measures taken to prevent and address cheating and match-fixing

Ethical considerations regarding anti-doping policies in esports e.g. how organisations legislate for substances.

Governance and accountability:

Transparency and accountability in esports governance e.g. decision-making processes, resource allocation, selection of teams for local area network (LAN) representations

Ethical challenges related to conflicts of interest in esports governance, including academy teams and multiple team ownership

Ethical considerations regarding privacy and data protection in esports

The collection, use and storage of player and fan data in accordance with ethical principles.

Social responsibility and inclusivity:

Ethical considerations related to diversity and inclusion in esports

Promotion of equitable opportunities and representation in the industry

Ethical responsibilities of esports governance in engaging with the community

Initiatives for social impact, education and promoting positive values

Ethical implications of emerging technologies in esports e.g. virtual reality (VR), artificial intelligence (AI)

Ethical challenges of globalising esports e.g. navigating cultural differences, strategies to ensure cultural sensitivity, human rights and respect in international esports events.

LO3 Design an esports governance framework, including licensing and event organisation procedures that can be used at either national or international level

Legal and regulatory frameworks in esports:

Legal and regulatory frameworks applicable to esports and the importance of legal compliance in the industry

Differences between national and international legal frameworks in esports

Challenges and implications of navigating multiple regulatory jurisdictions

Structure of governance framework for teams e.g. team structure, code of conduct, player contracts, training and practice guidelines, tournament participation, team selection and try-outs, conflict resolution, financial management, branding, data privacy, wellbeing support services, anti-doping, fair play, social media communication, compliance with regulations.

National esports regulations:

Identify national esports federations, associations and governing bodies, and examine their roles in formulating and enforcing esports regulations at the national level.

Licensing requirements for esports organisations and events:

Licensing requirements and procedures for operating esports organisations and hosting esports events at a national level

Legal aspects of IP rights and copyright in esports

Protection of content, branding and licensing agreements in esports.

International esports regulations:

Global esports federations and international governing bodies, and their roles in setting and enforcing esports regulations at international level

Challenges and requirements of international licensing for esports organisations and events, and considerations involved in cross-border operations, compliance with different regulatory frameworks, esports classification and visa implications

Event sanctioning and certification in international esports.

Ethical and legal challenges in esports governance:

Games publisher permissions and tournament licences

Legal and regulatory considerations related to player contracts and transfers in esports e.g. the protection of player rights and fair trade practices

Legal and regulatory frameworks surrounding gambling and betting in esports

Emerging trends and potential future developments in the legal and regulatory frameworks.

LO4 Examine strategies to promote integrity and fair competition in esports

Ensuring fair play in esports:

Esports integrity and fair competition

Negative impacts of integrity breaches on the esports industry

Common forms of cheating in esports and strategies to prevent and detect them

Measures taken to address the use of unauthorised software and equipment.

Enhancing cybersecurity and combating hacking:

Establishing a secure infrastructure and network protection in esports to combat hacking and cybersecurity threats

Education and awareness programmes to promote cybersecurity practices and cybercrime prevention.

Codes of conduct and ethical guidelines:

Establishing and enforcing codes of conduct, safeguarding policies and ethical guidelines for players, teams and stakeholders

Promoting values of respect and fair play

Education and training programmes available that instil safeguarding practices and values of integrity and fair play

Resources on competitive ethics, responsible gaming, safeguarding and the importance of fair competition

Systems that monitor integrity and encourage reporting of suspicious activities

Mechanisms to address integrity breaches and ensure safe and fair competition.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the key governance structures and organisations within the esports industry		LO1 and LO2 D1 Critically analyse different esports governance strategies within the esports industry, addressing emerging ethical considerations and challenges.
P1 Identify key governance structures within the esports industry. P2 Discuss the benefits and challenges associated with different governance models for promoting sustainable growth in esports.	M1 Review the effectiveness of governance structures in the esports industry in relation to promoting transparency, accountability and sustainable growth	
LO2 Assess the ethical considerations and challenges associated with governing competitive esports		
P3 Examine the ethical considerations associated with governing competitive esports. P4 Explain the ethical challenges involved in governing competitive esports.	M2 Compare the effectiveness of existing ethical governance strategies in esports and how they enhance integrity, fair play and player welfare within the industry.	

Pass	Merit	Distinction
<p>LO3 Design an esports governance framework, including licensing and event organisation procedures that can be used at either national or international level</p>		<p>LO3 and LO4</p> <p>D2 Assess how an esports governance strategy can integrate legal, ethical and regulatory frameworks to address integrity and fair competition.</p>
<p>P5 Describe the key regulations for organising and operating esports events.</p> <p>P6 Design an esports team governance framework that aligns with existing legislative guidelines.</p>	<p>M3 Review the esports team governance framework, suggesting recommendations for improvement at either national or international level.</p>	
<p>LO4 Examine strategies to promote integrity and fair competition in esports</p>		
<p>P7 Identify common issues and challenges related to integrity and fair competition in esports.</p> <p>P8 Describe strategies and measures to promote integrity and fair competition in esports.</p>	<p>M4 Evaluate the impact of a range of ethical and technical issues on fair competition in esports.</p>	

Recommended Resources

Textbooks

Koenig, D. R. (2018) *Governance Reimagined: Organisational Design, Risk, and Value Creation (We Reimagined)*. 2nd Ed. Northfield, Minnesota: (b)right governance publications.

Rasche, A., Morsing, M. and Moon, J. (2017) *Corporate Social Responsibility: Strategy, Communication, Governance*. Cambridge: Cambridge University Press.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

esic.gg

Esports Integrity Commission (ESIC)
Integrity Program: Our codes
(General reference)

www.globalesports.org

Global Esports Federation
Governance
(General reference)

Journals and articles

Holden, J. T., Rodenberg, R. M. and Kaburakis, A. (2017) 'Esports corruption: gambling, doping, and global governance', *Maryland Journal of International Law*, 32(1), pp. 236–273. Available at: <https://dx.doi.org/10.2139/ssrn.2831718>.

Peng, Q., Dickson, G., Scelles, N., Grix, J. and Brannagan, P. (2020) 'Esports governance: exploring stakeholder dynamics', *Sustainability*, 12(19), p. 8270. Available at: <https://doi.org/10.3390/su12198270>.

Purewal, J. and Davies, I. (2016) 'The eSports explosion: Legal challenges and opportunities', *Landslide*, 9(2). Available at: https://www.americanbar.org/groups/intellectual_property_law/publications/landslide/2016-17/november-december/esports-explosion-legal-challenges-opportunities/.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 405: Entrepreneurial Ventures

Unit 414: Ethics and Fair Play.

Unit 501:	Professional Development
Unit code:	A/650/8017
Unit level:	5
Credit value:	15

Introduction

The esports industry has been growing rapidly in recent years, generating the need for further study and training. Its evolution and continuous development have led to a rise in esports professionals; increasing the number of players, practice modalities and hours of play dedicated to this field. Professional development is important in the esports industry since it helps players, coaches, influencers, managers and analysts to improve their skills and knowledge. It also provides an overview of the skills and knowledge required to stay up to date with the latest trends and technologies in the industry.

In this unit, students will learn about the importance of interpersonal and transferable skills required to communicate with audiences in the esports industry. Students will apply decision-making tools and techniques to a range of problem-solving scenarios and create a personal development plan for a career in esports. They will have the opportunity to discuss the benefits of team working in different esports environments and explore a range of relevant management skills to lead and motivate people to achieve their goals. Finally, students will consider the need to support their own continuing professional development (CPD) and, with a better understanding of opportunities available, its role in supporting higher-level learning.

On successful completion of this unit, students will be more familiar with the work required in the esports industry and the importance of working in teams to help improve their communication, teamwork and leadership skills. As a result, they will have had opportunities to put into practice their learning to design and deliver an esports event, and experience critical thinking, problem solving and solution finding, which are critical to achieving their goals and succeeding in the esports industry.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Evaluate a range of interpersonal and transferable communication skills for personal development planning in the esports industry
- LO2 Apply critical reasoning and problem solving in the design and delivery of an esports seminar
- LO3 Discuss the importance of team working and the impact of effective leadership in different esports environments
- LO4 Examine the need for continuing professional development (CPD) and its role within the esports industry for higher-level learning.

Essential Content

LO1 Evaluate a range of interpersonal and transferable communication skills for personal development planning in the esports industry

Communication skills and theories:

Different forms of communication and techniques e.g. verbal, written, non-verbal, digital and how to apply them

Questioning techniques, including positive, closed/open, probing, leading, funnel, clarifying, rhetorical, recall and process

Levels of listening e.g. Otto Scharmer's (downloading, factual, empathic, generative), Stephen Covey (ignoring, pretend, selective, attentive, empathic)

Building relationships with stakeholders e.g. publishers, tournament organisers, teams, players, fans, communities; supplier management

Forging contacts and relationships with new stakeholders e.g. suppliers, contractors, cast, crew

Negotiation theories e.g. Fisher and Ury's best alternative to a negotiated agreement (BATNA), interactive bargaining

Influencing techniques e.g. Berrien's persuasion tools model, principles of rapport building, mirror and match

Approaches to effective networking and collaboration – being open, approachable, building trust, seeking views of others, valuing diversity.

Management of self:

Professionalism e.g. role modelling and setting example that is fair and consistent; being open and honest; operating within organisational values; behaving ethically and with integrity; respectful and inclusive

Taking responsibility for achieving goals, personal accountability, managing difficult situations and seeking new opportunities

Time management techniques and tools; scheduling and prioritising activities; planning and managing multiple tasks; resolving conflicting activities; time for record keeping and other role activities

Self-awareness and making time for reflection on own performance, working style and impact on others.

Personal development plan (PDP):

Career exploration and planning in the esports industry

PDP outlining short-term and long-term goals, with necessary skills and experiences for career development

Strategies for proactively adapting to changes and advancements in the esports industry.

LO2 Apply critical reasoning and problem solving in the design and delivery of an esports seminar

Problem-solving tools and techniques:

Effective use of problem-solving techniques and methods, e.g. cause-and-effect, SWOT (strengths, weaknesses, opportunities, threats) analysis, Six Thinking Hats, lightning decision jam, World Café, design sprint, 15% solutions, problem trees, how-now-wow matrix

Critical analysis and evaluation to support decision making, analysing situations and making decisions based on facts and evidence

Approach and attitude: agile and flexible to meet needs of organisation; creative, innovative and enterprising when seeking solutions; positive and adaptable when responding to feedback; open to new ways of working.

Productivity when problem solving/seeking solutions:

Organise work effectively and achieve required results within deadlines

Communicate factually and tactfully with stakeholders to resolve problems

Demonstrate drive and energy to complete tasks in pressurised situations and seek help when necessary

Proactively explore ideas and non-standard ways of working to deliver best results

Take ownership to resolve and escalate problems to appropriate person within agreed governance parameters

Conduct discussions and negotiations in ways that promote good working relationships and, as required, adapt to suitable communication methods

Multitask and navigate complex situations, including integrating parallel events or productions, deciding how to prioritise work to ensure all tasks are completed on schedule

Add value by providing information that contributes to decision-making/reaching decisions while striving to improve own work processes

Willing to accept changing priorities and work requirements, flexibility to maintain high standards in various environments

Acknowledge when to influence and motivate others to achieve results, ask questions to improve practice and performance, create a space of mutual trust and respect with stakeholders.

Seminar delivery requirements:

Academic, e.g. choice of seminar topic, selection of speaker, audience considerations, Q & A opportunities, notes and handouts, feedback opportunities

Logistic e.g.venue selection, transport access, vehicle parking, utilities (including power, heat, light and sound), audio-visual considerations, bathroom facilities, seating availability, refreshments, accessibility arrangements, speaker visibility, distance to speaker.

Finance e.g. budgetary considerations (costs of venue, speaker, materials, refreshments), audience charges.

LO3 Discuss the importance of team working and the impact of effective leadership in different esports environments

Dynamics of working within an esports team:

Recruitment, contract and compensation

Understanding team formation, resources and coordination

Team dynamics that affect optimal performance e.g. communication, collective intelligence, sense of belonging, creating relationships, motivations for joining community, virtual and in-person social outcomes, cultural contributions, playstyles in team strategy

Team cohesion and group composition e.g. team process and output, efficiency of resources used, compatibility of members, competitiveness, individual and group performance, leader duties and coordination.

Tools, techniques and approaches to managing people:

Leadership styles including Goleman's six styles (coercive, authoritative, affiliate, democratic, pacesetter, coaching) and distributed leadership

Effective leadership and delegation e.g. establishing clear role and responsibilities, communicating effectively, team building, conflict resolution

Performance coaching and mentoring: developing high-performing teams, performance management techniques, talent development, recruitment strategies and skill acquisition

Awareness of emotional intelligence (EI) and social intelligence, including EI theories (e.g. Mayer and Salovey, Bar-On) and their relationship to individual management

Coaching theory, protocols and code of conduct (including unconditional positive regard, non-judgmentalism and non-directiveness)

Organisational cultures and diversity, including initiatives e.g. for female, disabled and neurodiverse inclusive teams

Leading and managing change, operational responsibilities, contract negotiations, media management, new and emerging technologies.

LO4 Examine the need for continuing professional development (CPD) and its role within the esports industry for higher-level learning

Self-development and progression:

Taking initiative and responsibility for own learning and development.

Seek out learning and networking opportunities that will be most beneficial to self and own role e.g. attending industry conferences, workshops, online courses

Highlighting significant achievements and experiences to community through professional career portfolio

Commitment to ongoing self-reflection, gathering information on own effectiveness, producing PDPs and/or receiving coaching or mentoring supervision

Identifying patterns of thinking, including those limiting or enabling beliefs and actions e.g. using questioning techniques to raise self-awareness, asking open questions, broaching challenging subject areas, limiting assumptions

Awareness of own behaviours, values, beliefs and attitudes; attending to own wellbeing, resilience and mental capacity

Acting as an ambassador for a coaching mindset and positive approach to personal development.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate a range of interpersonal and transferable communication skills for personal development planning in the esports industry		D1 Critically evaluate benefits of interpersonal and transferable communication skills and personal development planning for career success in the esports industry.
P1 Explain different interpersonal and communication skills required for a role in the esports industry. P2 Create a PDP suitable for a career in the esports industry.	M1 Analyse why interpersonal and communication skills and a PDP are vital in preparing for a role in the esports industry.	
LO2 Apply critical reasoning and problem solving in the design and delivery of an esports seminar		D2 Justify problem-solving/seeking solutions chosen in the design and delivery of an esports seminar.
P3 Compare different techniques and methods available for effective problem solving. P4 Apply critical reasoning and problem-solving tools and techniques to design and deliver an esports seminar.	M2 Assess own approach to critical reasoning and productive problem-solving/seeking solutions in the design and delivery of an esports seminar.	

Pass	Merit	Distinction
<p>LO3 Discuss the importance of team working and the impact of effective leadership in different esports environments</p>		<p>D3 Critically evaluate the role of leaders and their contribution to team dynamics, highlighting the need for performance coaching in different esports environments.</p>
<p>P5 Discuss, using real-life examples, the dynamics of working within an esports team, highlighting their importance in different esports environments.</p>	<p>M3 Review the impact of effective leadership styles in different esports environments, giving examples of different approaches used to create team dynamics.</p>	
<p>LO4 Examine the need for continuing professional development (CPD) and its role within the esports industry for higher-level learning</p>		<p>D4 Justify the need for CPD and its role in supporting team working, managing people and progression to higher-level learning in the esports industry.</p>
<p>P6 Summarise the need for self-development as part of CPD in the esports industry.</p> <p>P7 Propose relevant opportunities, including higher-level learning, to enable progression in the esports industry.</p>	<p>M4 Evaluate the need for CPD and its role within the esports industry for higher-level learning.</p>	

Recommended Resources

Textbooks

Hayday, E., Collison-Randall, H. and Kelly, S. (2022) *Esports Insights*. Abingdon: Routledge.

Hedlund, D., Fried, G. and Smith, R. (2020) *Esports Business Management*. Harrogate: Human Kinetics.

Hoffman, J. L., Varzeas, K. A. and Pauketat, R. (2022) *Understanding Collegiate Esports: A Practitioner's Guide to Developing Community and Competition*. Abingdon: Routledge.

Scholz, T. M. (2019) 'A short history of esports and management'. In *eSports is Business: Management in the World of Competitive Gaming* (pp. 17–41). Cham, Switzerland: Palgrave Pivot.

Websites

www.britisheports.org

British Esports Federation
(General reference)

www.ukcoaching.org

UK coaching
Coaching Esports
(General reference)

Journals and articles

Bubna, K., Trotter, M. G., Watson, M. and Polman, R. (2023) 'Coaching and talent development in esports: a theoretical framework and suggestions for future research', *Frontiers in Psychology*, 14, pp. 1191801. Available at: <https://doi.org/10.3389/fpsyg.2023.1191801>.

Falkenthal, E. and Byrne, A. (2021) 'Distributed leadership in collegiate esports', *Simulation and Gaming*, 52(2), pp.185–203. Available at: <https://doi.org/10.1177/1046878120958750>.

Freeman, G. and Wohn, D. Y. (2019) 'Understanding esports team formation and coordination', *Computer Supported Cooperative Work (CSCW)*, 28, pp. 95–126. Available at: <https://doi.org/10.1007/s10606-017-9299-4>.

Lin, S., Xu, Z. and Xie, Z. (2023) 'Cultural diversity in semi-virtual teams: a multicultural esports team study', *Journal of International Business Studies*, 54, pp. 718–730. Available at: <https://doi.org/10.1057/s41267-023-00611-4>.

Scholz, T. M. (2020) 'Deciphering the world of esports', *International Journal of Media Management*, 22(1), pp. 1–12. Available at: <https://doi.org/10.1080/14241277.2020.1757808>.

Tang, W. (2018) 'Understanding esports from the perspective of team dynamics', *The Sport Journal*, 24. Available at: <https://thesportjournal.org/article/understanding-esports-from-the-perspective-of-team-dynamics/>.

Links

This unit links to the following related units:

Unit 404: Planning an Esports Project (Pearson-set)

Unit 502: Esports Research Project (Pearson-set).

Unit 502:	Esports Research Project
Unit code:	D/650/8018
Unit level:	5
Credit value:	30

Introduction

The unit offers students the opportunity to conduct sustained research in a specific field of esports. Research skills are vital for the workforce, academic development and innovation. The unit aims to offer students an immersive learning experience designed to provide them with essential skills in research, problem solving, information collection and time management, and the ability to communicate findings to key stakeholders. These are considered to be crucial skills by employers for most positions in the esports industry.

Given the creative and innovative nature of esports sectors, students should select contemporary, relevant and impactful research topics, and present their findings to key stakeholders. This unit provides a framework to recognise and explore solutions to real esports industry problems and opportunities.

Students will be able to explore different research methodologies, methods and tools. They will be able to demonstrate the ability to identify a research theme, develop research aims, objectives and outcomes, and present the research outcomes. Furthermore, students can investigate creative research methods and tools that better reflect esports data collection, analysis and presentation methods.

This unit is assessed through a Pearson-set assignment. Students will choose their project based on a theme provided by Pearson. On successful completion of this unit, students will have the confidence to engage in problem-solving and research activities. As a result, they will have developed key skills such as problem solving, academic writing, independent thinking, critical analysis and effective communication. This will enable students to conduct research independently and inform current and future practices in esports.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Examine various research methodologies and approaches as part of the research process to maximise research impact
- LO2 Develop a research proposal, including a supporting literature review, relevant to the esports sector
- LO3 Conduct and analyse research relevant to esports to generate findings for key stakeholders
- LO4 Communicate the outcomes of a research project that meet the project aim to identified stakeholders.

Essential Content

LO1 Examine appropriate research methodologies and approaches as part of the research process to maximise research impact

The research process:

The distinct phases of research, including research aims and objectives, methodology, literature review, methods, analysis and presentation of findings

Use of Saunders' Research Onion as a guide to establishing a methodological approach.

Research methodologies, methods and tools:

The value of the philosophical position of the researcher and the chosen methods; positivism (deductive) vs interpretivism (inductive) paradigms

Qualitative, quantitative and mixed method approaches, including limitations and advantages; associated tools and techniques e.g. focus groups, in-depth surveys and questionnaires

Data analysis methods e.g. statistical analysis (quantitative), thematic analysis

Creative methods and tools e.g. research using technology, photovoice, podcasting

The role of ethics in conducting research e.g. informed consent, confidentiality

Reliability/validity (quantitative) and parallel perspectives (qualitative) in producing consistent results that measure what they are supposed to measure

The importance of reflexivity throughout the research process.

LO2 Develop a research proposal, including a supporting literature review, relevant to the esports sector

Developing a research proposal:

Developing a methodical and valid proposal as the foundation for a research project

Clarity on the research hypothesis or question, aim and supporting objectives, and how these may change as the research process unfolds

Application of research methods and ethical considerations that need to be addressed in conducting the research.

Literature review:

The purpose of the literature review e.g. to explore, summarise, compare and critically analyse what other researchers have written about the research topic

Adopting a 'funnel' approach, balancing focus and depth

Positioning a research project in the context of existing knowledge; identification of relevant schools of thought and seminal research works; potential to open new gaps in knowledge or levels of awareness.

LO3 Conduct and analyse research relevant to esports to generate findings for key stakeholders

Research as a process:

Research should be conducted ethically

Follow distinct phases of research to support a coherent and logical project

Application of key skills and behaviours to guide the research project and ensure success e.g. time and risk management, critical thinking, analysis and reasoning, dealing with difficult situations, misunderstandings or mistakes

Application of project management tools and techniques e.g. Gantt chart, PERT (programme evaluation and review technique) chart, critical path analysis, risk assessment, milestones, key performance indicators (KPIs) to help monitor and deliver the project within an agreed timeframe

Analysis of data: using data collection tools e.g. interviews and questionnaires; using analytical techniques e.g. trend analysis, thematic analysis, coding or typology

Reflection as a continuous process throughout the project; considering how to use reflection to inform future behaviours and projects.

LO4 Communicate the outcomes of a research project that meet the project aim to identified stakeholders

Stakeholders:

Consider the key stakeholders; explore why they would be interested in the research outcomes; reflect on what communications methods they would expect.

Communicating research outcomes:

Arranging and chairing a meeting to communicate research outcomes to the identified stakeholders

Consideration of different methods of communicating outcomes (e.g. written word, spoken word) and the medium (e.g. report, podcast, online, presentation) – the method and medium will be influenced by the research and its intended audience.

Convincing arguments:

All research should be convincing and presented logically, where the assumption is that the audience has little or no knowledge of the research process

The importance of developing evaluative conclusions.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine various research methodologies and approaches as part of the research process to maximise research impact		LO1 and LO2 D1 Justify chosen aims and outcomes, research methodologies and processes, supported by a credible, academically underpinned literature review.
P1 Examine appropriate research methodologies, methods and tools used for the collection of research data.	M1 Evaluate alternative research methodologies, data collection methods and tools used for the collection of research data.	
LO2 Develop a research proposal, including a supporting literature review, relevant to the esports sector		
P2 Produce a clear esports research proposal, including a defined aim and objectives supported by a literature review.	M2 Evaluate the merits and limitations of past research studies and literature in esports.	

Pass	Merit	Distinction
<p>LO3 Conduct and analyse research relevant to esports to generate findings for key stakeholders</p>		<p>LO3 and LO4</p> <p>D2 Evaluate outcomes and communicate valid, justified recommendations for the industry and future esports research opportunities.</p>
<p>P3 Conduct research using appropriate methods for a research project in esports that consider practical issues.</p> <p>P4 Apply appropriate analytical tools to analyse research findings and data.</p>	<p>M3 Justify the merits and limitations of the research methods and data analytical tools used.</p>	
<p>LO4 Communicate the outcomes of a research project that meet the project aim to identified stakeholders</p>		
<p>P5 Communicate the esports research project outcomes in an appropriate manner for the intended audience.</p> <p>P6 Reflect on the effectiveness of the research methods applied and of key skills and behaviours in meeting objectives of the research project.</p>	<p>M4 Effectively communicate outcomes to the intended audience, demonstrating how outcomes meet set research objectives.</p>	

Recommended Resources

Textbooks

- Field, A. (2017) *Discovering Statistics Using IBM SPSS Statistics*. 5th Ed. London: SAGE Publications.
- Fink, A. (2020) *Conducting Research Literature Reviews: From the Internet to Paper*. 5th Ed. New York: SAGE Publications.
- Flick, U. (2020) *Introducing Research Methodology: Thinking Your Way Through Your Research Project*. 3rd Ed. London: SAGE Publications.
- Gray, D. (2021) *Doing Research in the Real World*. 5th Ed. London: SAGE Publications.
- Kara, H. (2020) *Creative Research Methods: A Practical Guide*. 2nd Ed. Bristol: Policy Press.
- Schwabish, J. (2016) *Better Presentations: A Guide for Scholars, Researchers, and Wonks*. New York: Columbia University Press.

Websites

- | | |
|---------------------------------------------------------------|--------------------------------------------------------------|
| esportsresearch.net | Esports Research Network
(General reference) |
| www.vef.gg | Videogames and Esports Foundation
Research
(Resources) |

Journals and articles

- Archibald, R. D., Di Filippo, I. and Di Filippo, D. (2012) 'The six-phase comprehensive project life cycle model including the project incubation/feasibility phase and the post-project evaluation phase', *PM World Journal*, 1(5), pp. 1–40. Available at: <https://pmworldlibrary.net/wp-content/uploads/2013/08/PMWJ5-Dec2012-ARCHIBALD-DI-FILIPPO-Featured-Paper.pdf>.
- Guo, P., Saab, N., Post, L. S. and Admiraal, W. (2020) 'A review of project-based learning in higher education: Student outcomes and measures', *International Journal of Educational Research*, 102, pp. 101586. Available at: <https://doi.org/10.1016/j.ijer.2020.101586>.
- Pinto, J. K. and Slevin, D. P. (1988) 'Critical success factors across the project life cycle: Definitions and measurement techniques', *Project Management Journal*, 19(3), pp. 67–75. Available at: <https://www.pmi.org/learning/library/critical-success-factors-project-life-cycle-2131>.

Soliman, M. and Noorliza, K. (2022) 'Adopting enterprise resource planning (ERP) in higher education: A SWOT analysis', *International Journal of Management in Education*, 16(1), pp. 20–39. Available at: <https://doi.org/10.1504/ijmie.2022.10043289>.

Links

This unit links to the following related units:

Unit 404: Planning an Esports Project

Unit 501: Professional Development.

Unit 503:	Global Business and Emerging Markets
Unit code:	F/650/8019
Unit level:	5
Credit value:	15

Introduction

The esports industry is a rapidly growing sector in the global gaming business. It has become increasingly competitive, with more events and competitions in numerous nations across the world. The industry is expected to grow significantly in the coming years, with forecasts that the global esports market will exceed \$2 billion in revenue. Asia–Pacific, North America and Europe are the top esports markets, respectively, in terms of players, audience and revenue.

Increasing mobile usage in emerging countries, rising awareness regarding esports and increasing popularity of video games are all expected to fuel the market growth during the forecast period.

This unit introduces students to globalisation and emerging trends, and global business strategies, and their impact on the esports industry. The aim of the unit is to enhance students' understanding of global emerging markets and give them the opportunity to carry out their own market research. Students will develop a global business strategy plan, critically evaluate influences on globalisation and consider challenges faced by organisations in the industry.

On successful completion of this unit, students will be able to discuss theories of globalisation, summarise emerging trends and show the growth potential of global esports markets. Students will have explored business planning techniques and project management tools in response to the needs of an esports organisation. As a result of studying this unit, students will develop skills such as research, critical thinking, analysis, reasoning and interpretation, which are crucial for gaining employment and developing academic competence.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse emerging trends in the global esports market and their implications for future prospects for businesses
- LO2 Investigate, with the use of market research, emerging global esports markets in terms of growth potential
- LO3 Develop a comprehensive global business strategy for an esports organisation that meets business needs
- LO4 Evaluate the impact of globalisation on organisations in the esports industry to mitigate challenges faced.

Essential Content

LO1 Analyse emerging trends in the global esports market and their implications for future prospects for businesses

Understanding global markets and implications for business:

Definition of globalisation; growth of international business and activities; concept in terms of cultural, economic, political and social dimensions

Four stages: digital, social, geographical, commercial

World system theory and regions e.g. core nations, periphery and semi-periphery countries; modernisation and dependency theories

Benefits e.g. efficiencies, accessibility, collaborations, investments, development, trade freedoms, cultural intelligence, increased pace to scientific and technological advancement

Challenges e.g. regulatory and governance issues, geopolitical order, lack of internet and digital divide, immigration challenges and social conflicts.

Emerging trends, opportunities and future prospects in esports:

Increased sponsorship and investment

Technological advancements in the esports market e.g. virtual reality (VR), augmented reality (AR)

Growing awareness and audience e.g. increase in female participation

Diversification of game genres

Rising revenue

Gambling and betting: differences between cultures; responsible gambling guide

Advancement in technologies and new releases e.g. mobile gaming

Improved accessibility, emphasis on mental health and cultural diversity

Expansion of ecosystem, wider scope of stakeholders, transfer of professionals into esports industry.

Examples of globalisation in esports:

Brand partnerships e.g. global brand partnerships with esports organisations, teams, players and events

Assembling intercultural teams and unique cultural homogeneity e.g. League of Legends EMEA Championship, Jönköping City of DreamHack

Global esports events e.g. Gamers8, Global Esports Games, Olympic Esports Week, Commonwealth Esports Championships

Digitisation and use of new platforms for hybrid, live and virtual events
Regional differences in the global esports market and their implications for business strategies.

LO2 Investigate, with the use of market research, emerging global esports markets in terms of growth potential

Features of esports markets:

Origin and ecosystem

Emerging markets in specific regions (e.g. Asia, Europe, Latin America) and their potential for esports growth

Stakeholders, important groups and relationships

Economy and industry environment

Media, revenue streams and sponsorship e.g. events, tournaments

Gender, race and culture

Health and wellness.

Market research:

Primary and secondary research techniques for investigating markets

Selecting and planning appropriate market research, using primary and secondary sources, for ideas related to political, social and economic data

Research and data analysis methods for assessing market trends and patterns and forecasting future growth

Formula or justified methodology to show market potential, e.g. market size and demand, growth rate, competitor analysis, environmental/external factors, trend and/or SWOT (strengths, weaknesses, opportunities, threats) analysis.

LO3 Develop a comprehensive global business strategy for an esports organisation that meets business needs

Global business strategy to address:

Definition and context of global decision-making strategy e.g. standardisation, transnational, export, expansion

Commercial awareness and market expansion of global opportunities, including ways to shape new opportunities in the esports industry

Goals and accountability: setting targets, communication of vision and goals to relevant teams/stakeholders, monitoring performance

Strategic planning and creation of plans in line with business objectives

Operational business planning techniques, including how to manage resources; development of sales and marketing plans

Relevant project management tools and techniques to monitor progress, identify risks/challenges and their mitigation e.g. Gantt chart, PERT (programme evaluation and review technique) chart, critical path analysis, root cause analysis, risk assessment, probability and impact matrix

Insight into business finance e.g. costs of strategy, managing budgets, related financial forecasting in a global environment

Understanding of how to initiate, support, manage and communicate change by identifying barriers and ways to overcome them

Value of leading people, and barriers to success: organisational cultures and diversity, and their impact on leading and managing change

Data security and management, and how the effective use of technology can be used to support strategy

Relevant and required approaches to global partnerships and stakeholder and supplier relationship management, including techniques for negotiation, influencing and effective networking

Organisational values and ethics, and their impact on decision making as part of overall global business strategy.

LO4 Evaluate the impact of globalisation on organisations in the esports industry to mitigate challenges faced

Influences:

Governance, structure and operations of multinational organisations and leadership in global context, including the role and participation of global/international events e.g. prize pools, exposure, viewership

Comparison of esports with traditional sports in global environment

Skills, behaviours and professionalism of players/community/stakeholders, including inequalities and potential bias

Attractiveness of esports to new generations, long-term sustainability of esports and competitive advantage

Influence of opposition and critics, including anti-globalisation and/or social movements.

Challenges faced by organisations:

Cultural diversity and differences e.g. lifestyle, language, religious belief

Different legislation and regulatory requirements by country

Operating across different time zones and impact on stakeholders

Monetary impact, currency and exchange rate conversions

Political ideation, unrest and instability

Infrastructure and supply chain complexities

Technology and digital platform literacy

Internal and external barriers e.g. lack of trust, accountability, control, consistency, alignment, transparency, innovation

Balancing the need for global integration vs localisation responsiveness and partnerships.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse emerging trends in the global esports market and their implications for future prospects for businesses		LO1 and LO2 D1 Critique the validity and reliability of outcomes from market research, showing how this aligns with current emerging trends in the global esports market.
P1 Review the different stages and theories of globalisation available to businesses in the esports market. P2 Summarise emerging trends and opportunities, with relevant examples, in the global esports market.	M1 Analyse how globalisation and emerging trends can both benefit and challenge the esports market.	
LO2 Investigate, with the use of market research, emerging global esports markets in terms of growth potential		
P3 Produce relevant market research that considers features of emerging global esports markets, using appropriate research techniques and analysis.	M2 Assess the effectiveness of market research on emerging global esports markets to show current status and market growth potential.	

Pass	Merit	Distinction
LO3 Develop a comprehensive global business strategy for an esports organisation that meets business needs		LO3 and LO4 D2 Justify, giving reasons for the choices made, how an esports organisation should approach its global business strategy and mitigate challenges faced so it meets business needs and considers relevant cultural, legal and regulatory issues.
P4 Devise a global business strategy for an esports organisation that meets business needs, using a range of business planning techniques and project management tools.	M3 Evaluate the global business strategy for an esports organisation that meets business needs.	
LO4 Evaluate the impact of globalisation on organisations in the esports industry to mitigate challenges faced		
P5 Discuss the influences of globalisation on governance, structure and operations for organisations in the esports industry. P6 Describe the relevant cultural, legal and regulatory issues associated with globalisation in esports.	M4 Critically evaluate the influences and impact of globalisation to mitigate challenges faced by organisations in the esports industry.	

Recommended Resources

Textbooks

Andrews, S. and Crawford, C. M. (2021) *Handbook of Research on Pathways and Opportunities into the Business of Esports*. Hershey, Penn: IGI Global.

Finch, D. J., O'Reilly, N., Abeza, G., Clark, B. and Legg, D. (2019) *Implications and Impacts of eSports on Business and Society*. Hershey, Penn: IGI Global.

Hong Ng, A. H., Nourallah, M. and Ho, R. C. (2021) *Impact of Globalization and Advanced Technologies on Online Business Models*. Hershey, Penn: IGI Global.

Marr, B. (2021) *Business Trends in Practice: The 25+ Trends That are Redefining Organizations*. Chichester: John Wiley and Sons.

Steger, M. B. (2020) *Globalization: A Very Short Introduction*. 6th Ed. Oxford: Oxford University Press.

Websites

www.esportslab.org

eSports Research Lab

(General reference)

www.esportsresearch.net

Esports Research Network

(General reference)

Journals and articles

Block, S. and Haack, F. (2021) 'esports: a new industry', *SHS Web of Conferences*, 92, pp. 1–9. Available at: <https://doi.org/10.1051/shsconf/20219204002>.

de Freitas, R. (2021) 'Gen Z and esports: Digitizing the live event brand', *Information and Communication Technologies in Tourism*, pp. 188–201. Available at: https://doi.org/10.1007/978-3-030-65785-7_16.

McCauley, B., Tierney, K. and Tokbaeva, D. (2020) 'Shaping a regional offline esports market: understanding how Jönköping, the "City of DreamHack", takes URL to IRL', *International Journal of Media Management*, 22(1), pp. 30–48. Available at: <https://doi.org/10.1080/14241277.2020.1731513>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 405: Entrepreneurial Ventures

Unit 406: Branding and Sponsorship

Unit 512: Emerging Technologies.

Unit 504:	Event and Production Financing
Unit code:	K/650/8020
Unit level:	5
Credit value:	15

Introduction

Understanding and managing the essential financial elements associated with esports events and productions is vital as it allows professionals in the industry to ensure the sustainability, profitability and overall success of such events.

The aim of this unit is to equip students with the knowledge and skills needed to understand critical financial components, make informed decisions, budget and plan effectively, and implement sound financial strategies that foster the growth and prosperity of esports events and productions. These skills will enable students to contribute to the success and profitability of esports events and explore opportunities for career progression in event management and production financing roles.

Students will explore and apply financial management practices specific to the esports industry, including sustainability practices, budgeting considerations, financial forecasting techniques, revenue streams, sponsorship and partnerships, cost analysis, control measures and the financial impact of potential risks. These topics provide a comprehensive understanding of the financial aspects involved in organising and funding esports events and productions.

On successful completion of this unit, students will be able to manage effectively the financial aspects of esports events and productions. They will have gained knowledge of sustainable practices, financial planning techniques, budget management and cost-control measures. Additionally, students will develop skills in financial forecasting, revenue-generation strategies, sponsorship proposal development and financial risk assessment.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse the financial costs of esports events and productions for informing profitability
- LO2 Evaluate income-generation opportunities for esports events to maximise income
- LO3 Develop a financial plan for an esports event or production, considering relevant regulations and contractual obligations
- LO4 Analyse techniques to monitor and control expenses throughout the lifecycle of esports events or productions.

Essential Content

LO1 Analyse the financial costs of esports events and productions for informing profitability

Nature and scope of financial challenges:

Economic factors influencing the financial landscape of esports events and productions, including market demand, regional and global markets, government policies and regulations, technological advancements

Relationship between financial sustainability and long-term success in the esports industry

Consideration of budgeting constraints and resource allocation in event planning.

Budgeting and financial planning:

Importance of comprehensive budgeting in managing financial resources effectively

Evaluation of key cost elements specific to esports events and productions, including cost of venue, support and administration, staff costs, network and infrastructure enhancements, hardware and software requirements, licensing costs, legislation compliance, health and safety, environmental and sustainability considerations, marketing advertising and promotional costs, catering

Integration of financial forecasting techniques to project and manage expenses, revenue and profitability.

Financial models for budgeting and cost control:

Breakdown of expenses into categories e.g. venue, technology, staffing, marketing and promotion, logistics and operations, production costs

Risk assessment and contingency planning, including contingency funds

Cost estimation for each expense category based on market rates, supplier quotes, historical data and any specific requirements for the event or production

Budget allocation for each expense category based on the priorities and goals of the event or production; budget adjustments as necessary

Evaluation of how regular financial reports can provide a comprehensive overview of income, expenses, budget variances and overall financial performance.

LO2 Evaluate income-generation opportunities for esports events to maximise income

Income-generation opportunities:

Importance of diverse income streams for esports events

Evaluation of different income-generation opportunities

Analysis of the potential benefits and challenges of each opportunity

Target audience and market dynamics.

Ticket sales:

Strategies for pricing and promoting event tickets

Ticketing platforms and distribution channels

Managing ticket inventory and sales tracking

Maximising revenue through ticket sales.

Sponsorships and partnerships:

Identifying potential sponsors and partners

Creating compelling sponsorship proposals

Sponsorship agreements negotiation and financial terms

Leveraging sponsorships for mutual benefit.

Merchandise sales:

Developing and marketing event merchandise

Sales channels and distribution methods

Inventory management and fulfilment

Monitoring and optimisation of merchandise sales performance.

LO3 Develop a financial plan for an esports event or production, considering relevant regulations and contractual obligations

Financial planning:

Importance of financial planning in esports events and productions

Key components of a financial plan

Factors to consider when developing a financial plan

Financial regulations and compliance requirements.

Budgeting and cost control:

Budgeting techniques and approaches for esports events and productions

Identification and allocation of key cost elements

Cost-control measures and strategies

Tracking and managing expenses throughout the event or production lifecycle.

Contractual obligations and compliance:

Understanding contractual obligations in esports events and productions

Financial implications of contractual agreements

Compliance with relevant financial regulations and reporting standards

Ensuring financial sustainability through adherence to contractual obligations.

Financial risks:

Financial risks and uncertainties e.g., venue costs, equipment expenses, staffing, costs overruns, sponsorship commitments, contract negotiations, ticket and merchandise sales forecasting, event cancellations, event disruption, equipment failure, intellectual property (IP) infringements, non-compliance with local, regional and international laws.

LO4 Analyse techniques to monitor and control expenses throughout the lifecycle of esports events or productions

Cost analysis:

Cost analysis in event planning and management

Identification and categorisation of cost elements for esports events

Cost estimation and forecasting

Evaluating cost-effectiveness and cost-efficiency.

Financial control measure:

Establishing financial control procedures and systems

Implementation of budgetary controls and tracking mechanisms

Expenditure monitoring against budget allocations

Identifying and addressing financial deviations and variances.

Expense monitoring and control:

Developing expense-tracking systems and tools

Regular reviewing of expenses

Analysis of expenditure patterns and trends

Implementation of corrective actions to control expenses.

Management techniques:

Implementation of effective procurement and vendor management strategies

Negotiating and managing contracts to optimise financial outcomes

Risk management techniques to mitigate financial risks

Continuous improvement of financial management processes and practices.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the financial costs of esports events and productions for informing profitability		LO1 and LO2 D1 Critically analyse the financial viability of different income-generation opportunities for esports events, including their long-term potential and risks.
P1 Identify the key cost elements for an esports event. P2 Discuss, with examples, the importance of financial planning and budget management in ensuring the success and profitability of esports events and productions.	M1 Assess the key cost elements when preparing a budget for an esports event or production.	
LO2 Evaluate income-generation opportunities for esports events to maximise income		
P3 Compare the various income-generation opportunities for esports events. P4 Formulate a strategy to maximise income generation for an esports event.	M2 Reflect on the effectiveness of income-generation strategies employed in esports events, considering their alignment with industry best practices.	

Pass	Merit	Distinction
<p>LO3 Develop a financial plan for an esports event or production, considering relevant regulations and contractual obligations</p>		<p>D2 Justify the selection of cost elements and revenue streams in creating the financial plan for an esports event or production.</p>
<p>P5 Discuss the requirements of a financial plan for an esports event or production, including a consideration of relevant legislation or contracts.</p> <p>P6 Build a financial plan for budgeting and cost control of an esports event, considering mitigating for financial risks and uncertainties.</p>	<p>M3 Evaluate the financial plan for budgeting and cost control in the context of esports events and productions.</p>	
<p>LO4 Analyse techniques to monitor and control expenses throughout the lifecycle of esports events or productions</p>		<p>D3 Evaluate how cost analysis, financial control measures and management techniques can be implemented to monitor and control expenses throughout the lifecycle of esports events or productions.</p>
<p>P7 Review basic cost-analysis techniques to identify and categorise expenses associated with esports events or productions.</p> <p>P8 Summarise management techniques to monitor and control expenses throughout the lifecycle of esports events or productions.</p>	<p>M4 Analyse the impact of cost-control measures and management techniques on the financial performance of an esports event or production.</p>	

Recommended Resources

Textbooks

Conway, D. G. (2019) *The Event Manager's Bible: The Complete Guide to Planning and Organising a Voluntary or Public Event*. 3rd Ed. London: Constable and Robinson Ltd.

Dowson, R., Albert, B. and Lomax, D. (2022) *Event Planning and Management: Principles, Planning and Practice*. 3rd Ed. London: Kogan Page.

Ferdinand, N. and Kitchin, P. (2021) *Events Management: An International Approach*. 3rd Ed. London: SAGE Publications.

Razaq, R., Walters, P. and Rashid, T. (2017) *Events Management: Principles and Practice*. 3rd Ed. London: SAGE Publications.

Websites

www.eventbrite.com

Eventbrite

(General reference)

www.ifea.com

International Festivals and Events Association

(General reference)

meetings.skift.com

Skift Meetings

Event management

(General reference)

Journals and articles

McCauley, B. Tierney, K. and Tokbaeva, D. (2020) 'Shaping a regional offline esports market: Understanding how Jönköping, the "City of DreamHack", takes URL to IRL', *International Journal on Media Management*. 22(1), pp. 30–48. Available at:

<https://doi.org/10.1080/14241277.2020.1731513>.

Wong, D. and Meng-Lewis, Y. (2023) 'Esports: an exploration of the advancing esports landscape, actors and interorganisational relationships', *Sport in Society*, 26(6) pp. 943–969. Available at: <https://doi.org/10.1080/17430437.2022.2086458>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 403: Event Planning and Delivery

Unit 407: Tournament Operations

Unit 503: Global Business and Emerging Markets.

Unit 505:	Social Media Management
Unit code:	L/650/8021
Unit level:	5
Credit value:	15

Introduction

Social media platforms, having a global fan base, allow esports organisations, teams, players and fans to connect, communicate and share in real time. They encourage audience participation, foster strong communities, create chances for content marketing, raise brand exposure and draw new followers. By displaying their value and the unique experiences they provide, esports businesses may increase their reach, promote fan development and earn sponsorship deals through effective social media management. From content creators to influencers and brand managers, to social media strategists, the role of social media management continues to grow with each new platform that becomes established.

Supporting a developing industry involves using every promotional tool available. Social media management is an opportunity to connect with, establish and engage an audience. This unit looks to develop the awareness and skill set for students to be able to do this.

Students will be expected to examine social media management, focusing on the formulation and execution of content strategies and plans while developing an understanding of the strategies employed by professional social media managers. Students are expected to analyse the opportunities presented by emerging platforms, explore the significance of content diversification, examine the importance of adhering to brand guidelines, delve into the art of content curation and investigate the value of metric analysis, with a focus on the esports industry while developing critical transferable skills for a range of marketing roles.

Successful completion of this unit will enable students to understand audience engagement strategies and have an awareness of the importance of metric review, equipping them with the skills to manage social media accounts across a range of industries.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Analyse the key concepts, features and uses of social media in relation to esports stakeholders
- LO2 Discuss the role of social media management and the impact of content on an esports audience
- LO3 Design an esports social media strategy based on an esports client need and audience research
- LO4 Prepare a content plan in response to an esports brief.

Essential Content

LO1 Analyse the key concepts, features and uses of social media in relation to esports stakeholders

The use of social media in promoting activities in the esports industry:

Variety of stakeholders involved in esports with requirement for social media involvement e.g. players, teams, fans, parents, leagues, events, venues, broadcasters, ticket sellers, merchandisers, publishers, developers, associations, sponsors

Content types currently used across social media platforms e.g. static, moving, graphic, carousel, livestream, combination, brand guidelines, short-form and long-form content.

Features and opportunities of social media platforms:

How content is diversified across platforms e.g. TikTok, Instagram, Twitch, X (formerly known as Twitter), Facebook, Threads, Snapchat

Community tools e.g. Discord, Reddit

Technical considerations e.g. resolution, aspect ratio, crop ratio, adaptability of content, repurposing and customising content across platforms, platform algorithms, platform-specific content, account verification and security e.g. two-factor authentication

Opportunities platforms have over others e.g. established, emerging, redundant, audience demographic, audience experience and interaction

Developer tools e.g. schedulers, management tools, verification, collaborator accounts, application programming interface (API), sentiment analysis, artificial intelligence (AI) e.g. ChatGPT, social media websites, trend analysis tools.

Concepts of audience engagement strategies:

What content strategies are used to engage an esports audience e.g. form (promotional, narrative, advertisement, influence, factual), schedule (live posting, timed posting, audience analytics), trends, hashtags, influencers, interactivity, algorithm, For You Page (FYP), curation, giveaways, competitions, key performance indicators (KPIs)

Importance of considering content ethics when engaging with an esports audience; social and cultural responsibility and codes of conduct when implementing strategies as a public-facing organisation, including form (promotional, narrative, advertisement, influence, factual) and schedule (live posting, timed posting, audience analytics)

Being mindful of social, cultural and political events when posting or creating content plans

Crisis communications plan/strategy

Establishing a social media presence, and methods used e.g. paid growth (influencers, followers, likes, shares), organic growth (community development, direct audience engagement, exclusivity).

LO2 **Discuss the role of social media management and the impact of content on an esports audience**

The role of social media management in creating a brand presence:

Role of a social media manager in establishing a positive presence e.g. consistent presence (brand, players, sponsors), consistent message, content oversight, developing maintaining and using relevant hashtags, managing community engagement, developing an engagement strategy, deploying a content plan for relevant platforms, social and cultural awareness as a public-facing organisation, content and nature of posts, KPIs (e.g. reach, impressions, follows, sales, revenue, click-through rate, engagement rate)

Awareness and knowledge of audience profiling strategies e.g. demographics, personas, psychographics, audience types (primary, secondary, unexpected), audience engagement (active, passive, interactive), audience theories (cultivation theory, reception analysis), audience readings (preferred/negotiated and oppositional readings).

The use of content to widen audience engagement:

Value of content diversification e.g. written (blogs, websites, copy), visual (photographs, video, graphics), user-generated content, polls, stories, surveys, seasonal, data visualisations, behind-the-scenes content, content loops, social media public events and holidays calendar.

Managing and responding to corporate objectives:

Establishing and following brand guidelines e.g. brand identity, tone of voice, typography, colour palette, imagery and photography, brand guardianship, usage guidelines

Code of conduct, best practice and tone of voice

Approval processes and chain of command related to posting of content, including marketing/creative team and content/project briefs e.g. social media manager, brand manager, marketing manager, content executive, graphic designer.

LO3 Design an esports social media strategy based on an esports client need and audience research

Social media strategy:

Identifying social media campaign KPIs e.g. likes, shares, followers, unique visitors

Proposing methods to meet the campaign KPIs e.g. platform, content form, exclusivity, engagement hypothesis.

Identifying communication strategies:

Consider strategic approaches to social media usage and platform deployment, including the goal, asset type, objectives, persona, audience, funnel e.g. top, middle, bottom taxonomy e.g. wellbeing, inclusivity, diversity, education, performance, advice, tournaments

Brand guidelines, platforms, competitors, content (type, form)

Preparing a targeted approach to communicate with the audience, with clear emphasis around audience engagement e.g. use of captions, copy, goals, call to action (CTA), tags, repeat content customisations, post scheduling

Consideration of formality and tone in producing copy, as part of wider audience engagement.

Brand reinforcement:

Use of curation strategies to ensure social media accounts are present and relevant for the target esports audience e.g. audit (content, platform, brand consistency), review, relevance, purge (archiving, removing, repurposing) evaluation.

Planning strategies in measuring and reporting impact:

Awareness of agreeing KPIs to measure impact and success of social media plan

Report and proposal writing; presentation of strategies to a range of teams within a wider marketing department.

LO4 Prepare a social media content plan in response to an esports brief

The purpose of a social media content plan:

Responsibility of content production e.g. internal, external (agency, freelance, stakeholder/partner)

Content-creation schedules

Content-deployment schedules

Public relations e.g. copy, comments, timing of responses, community management.

Organising the production of content:

Working with content creators and/or influencers e.g. working with freelancers, working with agencies, building and maintaining relationships, contracts/tenders, rates, professional communications, organisational values

Knowledge and awareness of the production process e.g. pre-visualisation, pre-production, production, post-production, broadcast, client briefs

Production methods e.g. photographic practices, videography (cameras, sound recording, lighting), graphic design (logos, infographics, branded content)

Post-production strategies e.g. titles, transitions, effects, export settings

Working with AI assistive design tools e.g. Canva, Adobe Express, Adobe Rush

Mode of address e.g. formality, tone, language.

Techniques to review success of a social media plan:

Use of statistical information to review success of social media content plan e.g. audience metrics, KPIs, reach, followers, engagement rates (active vs passive, impressions, click-through-rate, conversion rate, CTA success)

Alternative sources of feedback to review content plan e.g. stakeholders, sentiment analysis, statistical analysis, original intentions

Using platform metric measurement tools to inform review e.g. insight, Social Blade, Google Analytics.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse the key concepts and features of social media in relation to esports stakeholders		LO1 and LO2 D1 Evaluate the successful use of social media in engaging audiences and supporting esports stakeholders.
P1 Review the key concepts of social media use in the industry. P2 Identify key social media features used in the esports industry.	M1 Analyse the impact of social media concepts and features on different esports stakeholders.	
LO2 Discuss the uses of social media management and the impact of content on an esports audience		
P3 Examine the use of social media platforms for diversified content delivery in the esports industry. P4 Compare the impact of social media on brand awareness and consumer engagement in the esports industry.	M2 Analyse the potential influence and reach of social media platforms against esports audience expectations.	

Pass	Merit	Distinction
LO3 Design an esports social media strategy based on client need and audience research		LO3 and LO4 D2 Evaluate the esports social media content plan against the objectives and metrics of the proposed social media strategy.
P5 Collate market and user research to define aims and objectives for an esports social media strategy in response to a given brief. P6 Present an esports social media strategy to address client needs and meet audience expectations.	M3 Justify the selection of social media platforms and content formats for use in an esports social media strategy.	
LO4 Prepare a content plan in response to an esports brief		
P7 Propose a social media content plan in response to an esports brief. P8 Describe the purpose of using metrics in review of an esports social media content plan.	M4 Evaluate the implications of using metrics to measure the success of an esports social media strategy.	

Recommended Resources

Textbooks

Chandler, D. and Munday, R. (2016) *A Dictionary of Social Media*. Oxford: Oxford University Press.

Eisenlauer, V. (2013) *A Critical Hypertext Analysis of Social Media: The True Colours of Facebook*. London: Bloomsbury Academic.

Fitzpatrick, P. and Kawasaki, G. (2014) *The Art of Social Media: Power Tips for Power Users*. London: Penguin.

Gil, C. (2021) *The End of Marketing: Humanising Your Brand in the Age of Social Media*. 2nd Ed. London: Kogan Page.

Grove, A. and Berg, G. A. (2014) *Social Business: Theory, Practice, and Critical Perspectives*. Berlin: Springer.

Hinchcliffe, D. and Kim, P. (2012) *Social Business By Design: Transformative Social Media Strategies for the Connected Company*. New York: Jossey-Bass.

Kane, B. (2020) *One Million Followers, Updated Edition: How I Built a Massive Social Following in 30 Days*. 2nd Ed. Dallas, Tx: BenBella Books.

Lardi, K. and Fuchs, R. (2013) *Social Media Strategy: A Step-by-Step Guide to Building Your Social Business*. Zurich: Vdf Hochschulverlag AG.

Newman, D. and Blanchard, O. (2016) *Building Dragons: Digital Transformation in the Experience Economy*. Austin, Tx: Broadsuite, Inc.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.ana.net

Association of National Advertisers
Marketing Knowledge Center
(Resources)

influencermarketinghub.com

Influencer Marketing Hub
(Resources)

www.thesocialmediaassociation.com

Social Media Association
(General reference)

socialmediacub.org

Social Media Club
(General reference)

Journals and articles

Gensler, S., Völckner, F., Liu-Thompkins, Y. and Wiertz, C. (2013) 'Managing brands in the social media environment', *Journal of Interactive Marketing*, 27(4), pp. 242–256. Available at: <https://doi.org/10.1016/j.intmar.2013.09.004>.

Hanna, R., Rohm, A. and Crittenden, V. L. (2011) 'We're all connected: The power of the social media ecosystem', *Business Horizons*, 54(3), pp. 265–273. Available at: <https://doi.org/10.1016/j.bushor.2011.01.007>.

Ke, X. and Wagner, C. (2022) 'Global pandemic compels sport to move to esports: Understanding from brand extension perspective', *Managing Sport and Leisure*, 27(1–2), pp. 152–157. Available at: <https://doi.org/10.1080/23750472.2020.1792801>.

Naylor, R. W., Lambertson, C. P. and West, P.M. (2012) 'Beyond the "like" button: The impact of mere virtual presence on brand evaluations and purchase intentions in social media settings', *Journal of Marketing*, 76(6), pp. 105–120. Available at: <https://doi.org/10.1509/jm.11.0105>.

Wood, L., Hoerber, O., Snelgrove, R. and Hoerber, L. (2019) 'Computer science meets digital leisure: Multiple perspectives on social media and eSport collaborations', *Journal of Leisure Research*, 50(5), pp. 425–437. Available at: <https://doi.org/10.1080/00222216.2019.1594466>.

Links

This unit links to the following related units:

Unit 403: Event Planning and Delivery

Unit 409: Streaming and Broadcasting

Unit 410: On-Air Talent

Unit 414: Ethics and Fair Play

Unit 503: Global Business and Emerging Markets

Unit 506: Content Creation

Unit 508: Creative Direction and Narratives

Unit 514: Social Landscape and Community Dynamics.

Unit 506:	Content Creation
Unit code:	M/650/8022
Unit level:	5
Credit value:	15

Introduction

There are many different forms of content created in the esports industry. They are the drivers for audience engagement and can provide a source of information as well as entertainment. Content creation is a form of digital marketing practice that can generate global excitement in a range of formats, including videos, graphics and podcasts. With the growing popularity of esports on social media, there is a need for job roles in content creation and media departments at organisations such as content editors and digital, social media and marketing specialists, and journalists and videographers/photographers.

Through this unit, students will explore a range of existing content created for the esports industry and how esports organisations use content to increase public engagement. Students will develop a media content plan using strategies and demonstrating an understanding of their audiences. The plan will be implemented, and students will create a series of content for a campaign. Students will then gather primary research to evaluate the content created and its effect on their potential target audience.

This unit introduces students to visual and audio communication, visual storytelling and practical skills in video and image editing as well as the wider skills in content writing and journalism, which can all be part of an esports campaign.

On successful completion of this unit, students will be able to apply practical skills in content production in video, visual and audio formats. They will be able to build on their skills in research and social media practices. Students will learn how to create content through the editing of videos, images and audio files to generate interest

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Explore the purpose of content and format used in the esports industry
- LO2 Prepare a content-creation plan for a small online campaign using industry-standard procedures
- LO3 Produce assets to use in an online campaign using industry-standard techniques
- LO4 Evaluate the assets created for an online campaign in response to targeted audience feedback and self-reflection.

Essential Content

LO1 Explore the purpose of content and format used in the esports industry

Types of content-creation format:

Different content-creation formats generated by the esports industry, including video, imagery (graphics, photography) podcast, journalism (articles, blogs, vlogs) and social media.

Purpose and audience engagement:

Purpose of content created in esports and how it may increase audience engagement e.g. educating, entertaining, inspiring, promoting

Impact on audience engagement and research e.g. positive, negative, trends, viral examples in esports and other entertainment industries.

Job roles and evolving advancements in esports content creation:

Different job roles in the esports industry within content creation e.g. content creator, content editor, digital and social media manager, marketing specialist, journalist, videographer/photographer

Potential advancements in content creation for the esports industry e.g. cross-platform integration (seamless content distribution across various platforms), personalised content delivery (data-driven recommendations for tailored fan experiences), collaborative content creation (partnerships between organisations, players, and fans in co-creating content), sustainable content practices (adoption of eco-friendly content-creation methods).

LO2 Prepare a content-creation plan for a small online campaign using industry-standard procedures

Themes and events:

Content calendar and seasonal events e.g. Christmas, other holidays, start and end of major tournament

Current social trends

Choice of social media platform e.g. TikTok, Instagram, Facebook, X (formerly known as Twitter), Snapchat, Threads, Discord, Reddit

Video content/reels and the target audience's preferred platform

Company news and announcement methods in relation to social trends, brand guidelines and format.

Business requirement:

Goals and targets of the business scope

Topic of the campaign and what needs to be communicated to the audience, types of persona, asset type, funnel and taxonomy

Competitor activity to make informed decisions on the proposed plan for the campaign and reflect on past campaigns

Examples of policies and how they could be used to protect a business's public image e.g. social media policy, social media best practice, tone of voice policy

Legal and ethical requirements e.g. copyright, social, political and cultural awareness and risk assessments, including lines of communication to communicate any risks that escalate during the production process.

Generate ideas:

Online community, target audience and personas e.g. age, gender, interest and how these may affect the goals and targets of the campaign purpose

Scope to modify the plan for an online campaign, considering the format, genre, style, stage of funnel and call to action (CTA)

Posting frequency and schedule creation that refers to times, weekdays and weekends

Representation of the organisation's brand and how that is reflected in the campaign plan.

Production documentation:

Specification documentation e.g. content requirements, timescales, business plan, rationale, hardware and software requirements, success criteria, key performance indicators (KPIs)

Production documentation for video, graphics and audio, including production schedule e.g. single production, integration of multiple productions, ensuring organisational priorities are met and the production delivered on time and to budget, copyright, script/storyboard, KPIs

Promotional and support material e.g. press packages, online adverts, background documentation.

Increase engagement:

Search engine optimisation (SEO), social media techniques and algorithms to evaluate and modify the campaign plan and identify factors that can help predict a successful campaign

Video and image editing skills, storytelling techniques and pacing to create meaning.

LO3 Produce assets to use in an online campaign using industry-standard techniques

Video editing skills:

Video and audio techniques to create a sequence with meaning

Continuity editing cuts e.g. montage, jump, match, cross-cutting, smash cut, cutaway

Graphics creation e.g. credits, titles, overlays, logos, infographics, branded content

Working with artificial intelligence (AI) assistive design tools e.g. Canva, Adobe Express, Adobe Rush

Video effects e.g. chromakey, slow motion, time-lapse, motion graphics, colour correction

Rough cut and final cut after review

Asset and file management techniques/processes.

Photography and image editing skills:

Photography principles of framing, angle, composition and balance, including symmetry, asymmetry and centre of interests e.g. emphasis

Image manipulation techniques e.g. resizing photos, converting files, compiling files, retouching, colour grading, contrast and exposure.

Podcast production:

Types of podcast e.g. host, interviews, narrative/storytelling

Equipment set-up for recording and checks to ensure that professional processes are followed

Audio files and appropriate assets selection to use in the final piece

Audio editing techniques e.g. equalise frequency to improve audio quality

Correct format e.g. MP3, WAV, WMA, exploration and choice of publishing platform e.g. Spotify, Buzzsprout, Podbean, Castos.

Journalism:

Principles of journalism, including truth, fairness, impartiality and accountability

Content for writing e.g. match day, British Esports Student Champs, team announcement, events

Gather sources and information

Layout of the article using a headline, opening paragraph and main content, quotes and images/photography.

LO4 Evaluate the assets created for an online campaign in response to targeted audience feedback and self-reflection

Reflection:

RACE framework (reach, act, convert and engage) to evaluate the campaign

Audience metrics and KPIs

Primary research and online analytics, including comments from the target audience through a focus group and/or questionnaire

Suitability of assets created and the intended effect on user experience

Copyright materials used and ways of obtaining assets

Critical self-reflection review and discussion of areas for future development, and the development of skills, own professionalism and communication skills with others (team, external)

Technical skills e.g. editing, presentation, audio quality, visual communication, use of software

Measure the overall success of the campaign, including proficiency in problem solving, impact on the production and the quality of content e.g. production value, narrative, entertainment value.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore formats and purpose of content creation used in the esports industry		LO1 and LO2 D1 Justify the format choice and purpose of a proposed content-creation plan for an online esports campaign that increases audience engagement.
P1 Research a range of content-creation formats used in the esports industry. P2 Discuss the purpose of content creation used in the esports industry.	M1 Assess the various job roles in esports content creation, considering the different formats involved.	
LO2 Prepare a content-creation plan for a small online campaign using industry-standard procedures		
P3 Explain the process of content creation for a small online campaign. P4 Use industry-standard tools and techniques to develop a content-creation plan for an online esports campaign.	M2 Evaluate the selection of ideas generated for content for an online esports campaign.	

Pass	Merit	Distinction
<p>LO3 Produce assets to use in an online campaign using industry-standard techniques</p>		<p>LO3 and LO4</p> <p>D2 Justify the design decisions made in the creation of the assets referencing the audience and client feedback, identifying areas for improvement.</p>
<p>P5 Create a range of assets to be used as part of an identified content-creation plan.</p> <p>P6 Produce a finished work of content production, based on research and analysis, for multiple media platforms.</p>	<p>M3 Optimise and refine a series of content for an online esports campaign.</p>	
<p>LO4 Evaluate the assets created for an online campaign in response to targeted audience feedback and self-reflection</p>		
<p>P7 Present finished work of content production for an online esports campaign to target audience and gather audience and client feedback.</p> <p>P8 Review how audience and client feedback could influence future developments of the assets.</p>	<p>M4 Evaluate the strengths and weaknesses of assets created for an online esports campaign in relation to audience engagement.</p>	

Recommended Resources

Textbooks

Clow, K. and Baack, D. (2021) *Integrated Advertising, Promotions and Marketing Communications*. 9th Ed. Harlow: Pearson.

Deziel, M. (2020) *The Content Fuel Framework: How to Generate Unlimited Story Ideas (For Marketers and Creators)*. New Jersey: Storyfuel Press.

Hooley, G., Nicoulad, B., Rudd, J. M. and Lee, N. (2020) *Marketing Strategy and Competitive Positioning*. 7th Ed. Harlow: Pearson.

Wright, C. (2020) *Social Media Marketing 2020: How to Crush it with Instagram Marketing – Proven Strategies to Build Your Brand, Reach Millions of Customers, and Grow Your Business Without Wasting Time and Money*. Independently published.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.americanpressinstitute.org

American Press Institute
(General reference)

www.cambridgeincolour.com

Cambridge in Colour
Tutorials
(Training)

www.cim.co.uk

Chartered Institute of Marketing
(General reference)

helpx.adobe.com

Creative Cloud Tutorials
(Training)

www.esports-news.co.uk

Esports News UK
(General reference)

Journals and articles

Lehnert, K., Walz, A. and Christianson, R. (2022) 'The booming eSports market: a field day for fans', *Journal of Business Strategy*, 43(2), pp. 122–128. Available at: <https://doi.org/10.1108/JBS-07-2020-0159>.

Jang, W.W., Byon, K.K., Baker III, T.A. and Tsuji, Y. (2021) 'Mediating effect of esports content live streaming in the relationship between esports recreational gameplay and esports event broadcast', *Sport, Business and Management: An International Journal*, 11(1), pp. 89–108. Available at: <https://doi.org/10.1108/SBM-10-2019-0087>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 406: Branding and Sponsorship

Unit 408: Audio-Visual Production

Unit 505: Social Media Management

Unit 514: Social Landscape and Community Dynamics.

Unit 507:	Set Design
Unit code:	R/650/8023
Unit level:	5
Credit value:	15

Introduction

Set design in esports is vital for creating captivating and immersive experiences. It establishes the event's atmosphere, engages players and spectators, and seamlessly integrates lighting, audio and video systems. By applying design principles and techniques, set design showcases brand identity and team aesthetics. Additionally, incorporating interactivity, augmented reality (AR), sustainability and eco-friendly practices enriches the viewer experience and demonstrates environmental consciousness. Set design plays a pivotal role in shaping the competitive gaming environment and captivating the audience in the dynamic esports landscape. Esports set design involves various job roles responsible for creating visually captivating and immersive environments. These roles include set designers, 3D modellers, lighting designers, audio engineers, video technicians and sustainability consultants. Each role contributes to the overall look, feel and functionality of the esports sets, enhancing the visual and audio impact while considering sustainability practices. Together these job roles ensure a memorable and engaging experience for players and spectators in the world of esports.

This unit provides students with a comprehensive understanding of esports set design. It covers design principles, branding, software tools, interactivity, AR, sustainability and technical integration. Students will develop skills in creating visually appealing and functional sets, effective communication through sketches and mood boards, and seamless integration of lighting, audio and video systems. Emphasis is placed on considering technical requirements, limitations and sustainability. By completing this unit, students will be well prepared to contribute to the dynamic world of esports set design.

Set design in esports covers key topics that contribute to its aims. Design principles and techniques create appealing and functional sets, communicating effectively the desired look and feel. Incorporating branding and team aesthetics enhances the immersive experience. Software tools and 3D modelling aid in visualisation and refinement. Integrating interactivity, AR, sustainability and eco-friendly practices meets technical requirements and considers limitations and environmental concerns. Understanding technical aspects enables seamless integration of lighting, audio and video systems. These topics aim collectively to create captivating, functional and sustainable esports sets for an enhanced viewer experience.

On successful completion of this unit, students will gain essential skills and knowledge in set design for esports. They will understand design principles, incorporate branding elements and use software tools and 3D modelling for detailed renderings. Additionally, students will learn to integrate interactivity, AR and sustainability, and collaborate with technical teams for seamless integration of lighting, audio and video systems. This unit equips students with the expertise to create visually appealing and functional esports sets while considering technical requirements and limitations.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Apply design principles and techniques to create visually appealing and functional esports sets
- LO2 Incorporate branding elements and team-specific aesthetics into esports set design
- LO3 Integrate interactivity, augmented reality, sustainability and eco-friendly practices into esports set design
- LO4 Identify collaboration opportunities with technical teams to seamlessly integrate lighting, audio and video systems in esports sets.

Essential Content

LO1 Apply design principles and techniques to create visually appealing and functional esports sets

Health and Safety practical application and legislation:

Importance of health and safety in the context of esports set design and production

Relevant legislation and regulations relating to health and safety in the workplace

Practical application of risk assessments and hazard identification to ensure a safe working environment

Emergency procedures and protocols for handling potential risks and incidents

Personal protective equipment (PPE) requirements and safe handling practices for equipment and materials.

Organisational policies:

Organisation's policies and procedures related to health and safety in the workplace

Compliance with organisational protocols for risk assessment, incident reporting and emergency response

Adherence to ethical guidelines and professional standards set by the organisation

Policies and procedures for equipment maintenance, storage and inventory management

Confidentiality and data protection policies when working with sensitive information.

Sets and budgets:

Process of planning and designing sets within allocated budgets

Budgeting methods and techniques for cost estimation and control

Materials and equipment commonly used in set construction and their associated costs

Budget implementation, considering factors including labour, materials and equipment expenses

Efficient resource management and cost-effective decision making in set design

Track and monitor the use of materials in construction of the esports sets, ensuring the effective use of production resources.

Understanding design principles:

Elements of design e.g. colour, composition, balance, contrast, proportion

Principles of design e.g. unity, emphasis, rhythm, movement

Visual hierarchy in creating an engaging set design.

Techniques for creating visually appealing esports sets:

Space planning and layout design to optimise the use of space

Relationship between form and function in set design

Use of texture, patterns and materials to enhance visual appeal and create immersive environments.

User-centred design principles:

Design principles e.g. target audience and their preferences, ergonomics and user experience in set design, accessibility features to cater to diverse audiences.

Designing for functionality and practicality:

Technical requirements and limitations of esports sets e.g. camera placements, sound system integration, balancing aesthetics with the practicality of set construction, maintenance and operation, storage solutions and set components that facilitate easy set-up and dismantling.

Analysis and evaluation of design choices:

Critical eye for design elements and their impact on the overall set, soliciting feedback and incorporating constructive criticism into the design process, effectiveness of design choices and making adjustments as necessary

Identification of any risks at the design stage and planning mitigation strategies to minimise their effects.

LO2 Incorporate branding elements and team-specific aesthetics into esports set design

Copyright and legal considerations:

Copyright laws and regulations in the context of incorporating branding elements and team-specific aesthetics into esports set design

Intellectual property (IP) rights and the legal implications of using copyrighted materials without proper authorisation

Fair use practices and the ethical considerations when using copyrighted content in set design

Permissions and licences for using copyrighted materials

Maintaining confidentiality and data protection when working with sensitive branding information

Best practices for sourcing, attributing and obtaining permissions for copyrighted elements used in set design.

Brand identity:

Role of branding in establishing a visual identity for esports teams and sets

Branding principles e.g. logos, colours, typography, imagery and their impact on visual consistency and team recognition

Team-specific brand guidelines and visual identity elements

Incorporation of branding elements seamlessly into set design while maintaining a cohesive visual narrative

Balancing team-specific aesthetics with the overall set design to ensure brand integration.

Design modification:

Creative design techniques to incorporate branding elements and team-specific aesthetics into esports set design

Software tools for detailed renderings e.g. industry-standard 3D modelling software, creating realistic virtual representations of the esports set, experimentation, refinement of branding integration

Cohesive visual narratives e.g. seamlessly incorporating branding elements into set design, balancing branding with other design elements, using 3D modelling to assess integration

Iterative design process e.g. incorporating feedback for branding refinement, making adjustments and visualising effects, collaborating with stakeholders for alignment

Technical considerations and limitations e.g. adhering to technical constraints (e.g. screen sizes, angles, lighting), assessing feasibility with software tools
Collaborating with technical teams for integration

Industry standards and trends e.g. staying informed about industry trends, best practices for effective branding, reflecting on choices and emerging trends.

LO3 Integrate interactivity, augmented reality, sustainability and eco-friendly practices into esports set design

Interactivity in set design:

Enhancing viewer engagement and experience with interactive features

Technologies e.g. touchscreens, motion sensors, gestures.

Augmented reality (AR) in set design:

Using AR e.g. overlaying virtual objects onto the physical set, creating immersive experiences for viewers, incorporating AR elements for enhanced interaction.

Sustainability and eco-friendly practices:

Sustainability e.g. environmental responsibility priorities in set design, sustainable materials selection and energy-efficient lighting, recycling and sustainable construction practices.

Evaluating the impact of interactivity and AR:

Audience engagement assessment and feedback, interactivity and AR features refinement based on evaluation, user-friendly and accessible designs, keeping abreast of interactive technology advancements, exploring new sustainable materials and practices, continuing professional development (CPD), engagement.

LO4 Identify collaboration opportunities with technical teams to seamlessly integrate lighting, audio and video systems in esports sets

Technical team collaboration:

Effective communication with technical teams e.g. lighting, audio and video requirements, equipment and set-up procedures

Technical team role in enhancing the viewer experience

Collaborating closely with technical teams and experts for smooth integration.

Technical requirements and limitations:

Set design's technical specifications

Feasibility within technical constraints e.g. space and size, electrical and power needs, acoustics and soundproofing, scalability, heat management

Interactivity and AR alignment with eco-friendly practices and technical limitations.

Lighting, audio and video integration:

Working with lighting experts to design impactful lighting schemes e.g. positions, angles and intensity optimisation for desired effects

Dynamic lighting controls for enhanced visuals

Collaborating with audio professionals for clear and immersive sound e.g. speaker placement coordination, routing, mixing techniques, audio levels enhancement, balance, effects for viewer engagement

Working with video experts to seamlessly integrate video systems e.g. camera angles, positions, framing coordination, switchers, overlays, effects incorporation for visual storytelling.

The importance of the production coordinator:

The roles and responsibilities of the production coordinator

Coordination and management of the collaboration and integration of all the production teams to seamlessly deliver the agreed set design

The impact of the production coordinator on the delivery of the aims and objectives of the organisation

Effective coordination and communication with technical teams e.g. lighting, audio and video requirements, equipment and set-up procedures using relevant software tools and techniques

Technical team role in enhancing the viewer experience

Collaborating closely with technical teams and experts for smooth integration.

Testing and optimisation:

Testing and rehearsing to optimise visual and audio impact e.g. refining settings, levels and timing through iterative adjustments, seeking feedback from teams and viewers for continuous improvement.

Troubleshooting and problem solving:

Problem-solving skills for technical issues

Collaborating with teams to resolve issues in real time

Adjustments to maintain desired impact.

Continuous learning:

Staying updated with lighting, audio and video advancements

Professional development for technical knowledge and lifelong learning for adapting to industry trends.

Client handover:

Review of deliverables from each individual technical team

Final review of completed set design with client in relation to agreed requirements and timescales.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Apply design principles and techniques to create visually appealing and functional esports sets		LO1 and LO2 D1 Justify design choices in creating the branded designs and virtual sets, and recommending future improvements to enhance the overall impact.
P1 Explain the importance of health and safety regulations and risk assessments to ensure a safe working environment in esports set design. P2 Create a detailed esports set design, including budgeting methods to estimate and manage costs.	M1 Evaluate the esports set design, with consideration to health and safety.	
LO2 Incorporate branding elements and team-specific aesthetics into esports set design		
P3 Explain copyright laws and regulations in esports set design. P4 Modify the set design by applying branding principles to create visually consistent and identity-driven esports sets.	M2 Evaluate the branded esports set design and virtual set in relation to team aesthetics.	

Pass	Merit	Distinction
<p>LO3 Integrate interactivity, augmented reality, sustainability and eco-friendly practices into esports set design</p>		<p>LO3 and LO4</p> <p>D2 Evaluate the overall effect of the integrated set design, making recommendations for improvement.</p>
<p>P5 Explain the sustainability principles and their direct application in set design in relation to eco-friendly practices and materials.</p> <p>P6 Discuss the range of techniques that are available to overlay virtual objects onto a physical set.</p>	<p>M3 Integrate sustainability principles and AR techniques onto the set designs to enhance the immersive viewer experience.</p>	
<p>LO4 Identify collaboration opportunities with technical teams to seamlessly integrate lighting, audio and video systems in esports sets</p>		
<p>P7 Explain the technical requirements and limitations associated with lighting, audio and video systems in esports sets.</p> <p>P8 Identify opportunities in the design process to collaborate with a range of technical teams to provide a seamless integration of a range of technological systems into esports sets.</p>	<p>M4 Evaluate the collaboration opportunities with other technical teams to maximise the effectiveness of the final set design.</p>	

Recommended Resources

Textbooks

Barnwell, J. (2020) *Production Design for Screen: Visual Storytelling in Film and Television*. New York: Bloomsbury Publishing.

Moran, N. (2019) *Performance Lighting Design: How to Light for the Stage, Concerts and Live Events*. 2nd Ed. London: Methuen Drama.

Mort, S. (2023) *Stage Lighting: The Technicians' Guide: An On-the-Job Reference Tool Plus Online Video Reference Tools*. 2nd Ed. London: Bloomsbury Publishing.

Pilbrow, R. (2008) *Stage Lighting Design: The Art, the Craft, the Life*. London: Nick Hern Books.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

esportsinsider.com

Esports Insider

(General reference)

www.europeanbusinessreview.com

European Business Review

(General reference)

Journals and articles

Jang, W. W., Byon, K. K., Baker III, T. A. and Tsuji, Y. (2021) 'Mediating effect of esports content live streaming in the relationship between esports recreational gameplay and esports event broadcast', *Sport, Business and Management: An International Journal*, 11(1), pp. 89–108. Available at: <https://doi.org/10.1108/SBM-10-2019-0087>.

Pu, H., Xiao, S. and Kota, R. W. (2022) 'Virtual games meet physical playground: exploring and measuring motivations for live esports event attendance', *Sport in Society*, 25(10), pp. 1886–1908. Available at: <https://doi.org/10.1080/17430437.2021.1890037>.

Links

This unit links to the following related units:

Unit 408: Audio-Visual Production

Unit 409: Streaming and Broadcasting

Unit 508: Creative Direction and Narratives

Unit 512: Emerging Technologies.

Unit 508:	Creative Direction and Narratives
Unit code:	T/650/8024
Unit level:	5
Credit value:	15

Introduction

Behind every esports broadcast, stream and video there is a creative story at work. An engaging narrative is essential in communicating with the target audience and engaging them in different media products. Working behind the scenes, the creative director is the person who devises the narrative and then ensures that all aspects of the production serve that narrative to tell the intended story.

Students will explore different types of narratives used in esports media products so they can understand how these can be used to create a concept for an original media product such as a video, documentary or broadcast.

The aim of this unit is for students to develop knowledge and understanding of different types of creative narratives and some of the theoretical concepts that underpin them so they can create their own narratives. Students will also develop their skills by translating their narrative concept into a plan for their own media product and will consider how technical production aspects can support them in communicating their narrative.

On successful completion of this unit, students will be able to recognise how narratives are used in esports and be able to apply this knowledge to the development of an original and creative narrative for an esports media product. This unit links with employment opportunities in media production, content creation and design.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Discuss how creative narratives and direction are used in existing esports media products to communicate intentions
- LO2 Define a creative narrative and direction for an esports media product based on research that communicates intentions
- LO3 Plan the direction of an esports media product that will communicate a defined creative narrative
- LO4 Develop a directorial portfolio of pre- and post-production materials that illustrates a creative narrative and direction for an esports media product.

Essential Content

LO1 Discuss how creative narratives and direction are used in existing esports media products to communicate intentions

Esports media products:

Coverage of live events and tournaments

Use of visual and audio elements to enhance the storytelling experience in esports media, including graphics, sound effects and music.

Narrative structures:

Linear narrative; non-linear narrative; interactive; transmedia.

Narrative elements:

Plot; theme; setting; atmosphere; pace; characters; point of view; conflict.

Common esports narratives:

Thematic elements and symbolism to convey deeper meanings in the narrative e.g. the rise of the underdog, the must-win match, the next big thing, What if?, team and player rivalry and history.

Narrative theories:

Booker – story archetypes (overcoming the monster, rags to riches, the quest, voyage and return, comedy, tragedy, rebirth); Campbell – monomyth; Freytag – five-act structure; Lévi-Strauss – expression of myth; Propp – character types; Todorov – linear and circular narratives.

Directing style theory:

Directing approaches, e.g. auteur, collaborative, interpretive

Direction techniques, e.g. camera angles, lighting, shot lengths, edits, colour palette, musical choices, number of cameras, positioning of cameras, camera movement within a shot, shot order, mis-en-scène, subtext

Staging, e.g. blocking, actor location, shot composition, line of sight, framing, depth of field, choice of lenses, use of props, actors, costumes, make-up

Visual formats: aspect ratios, e.g. 2.40:1, 2.35:1, 1.85:1, 1.33:1, film formats, e.g. IMAX, 75mm, 60mm, 35mm

Shot types, e.g. wide, long, master, close-up, reverse, rear $\frac{3}{4}$, over the shoulder, handheld, steadicam, tilt up, tilt down, dutch angle, two vs three shot, inserts, cutaways.

LO2 Define a creative narrative and direction for an esports media product based on research that communicates intentions

Narrative structure:

Exposition: key elements of the story, including the setting, characters and background information to provide context for the narrative

Rising action: building tension and conflict by gradually developing the plot, introducing challenges, raising the stakes for the characters

Climax: turning point of the narrative, conflict peak, significant event or revelation, outcome determination

Falling action: resolving conflicts and consequences that arise from the climax, allowing the story to wind down and prepare for the conclusion

Conclusion: bringing the narrative to a satisfying or thought-provoking resolution, tying up loose ends, audience closure.

Idea generation:

Brainstorming; research; defining the creative direction and narrative.

Idea development:

Seeking and responding to feedback

Iteration: revision and refinement, adjustments to enhance the narrative, strengthen character development and improve overall storytelling effectiveness

Refining and reworking; discarding and filtering

Finalising the synopsis: summary of the narrative, capturing its essence and core elements, to guide the production and communication of the esports media product.

Legal and ethical issues:

Discrimination, defamation and copyright laws

Treatment of sensitive topics

Equality and diversity

Privacy and intrusion

Right of reply

Professional responsibilities of creative directors e.g. objectivity, accuracy, truth, fairness, balance, confidentiality.

LO3 Plan the direction of an esports media product that will communicate a defined creative narrative

Aesthetic considerations:

Identifying suitable locations to broadcast from

Identifying the required crew, presenters and talent

Creating a shot list for the broadcast

Storytelling techniques, audience psychology and drama-building elements

Innovative direction strategies to cater to specific esports genres, game titles, tournaments or audience demographics

Ways to present the material, engage the audience and create memorable moments that leave a lasting impression

Elements e.g. in-game storytelling, tournament storylines, player profiles that enhance the excitement and entertainment value for viewers, making the experience more immersive and engaging.

Technical considerations:

Video editing techniques, including transitions, overlays and special effects

Colour grading and colour correction

Visual effects techniques e.g. motion graphics, text animations, transitions

Implementing interactive elements through tools e.g. Twitch overlays, chat integrations, viewer participation

Data visualisation techniques for presenting esports statistics and analytics

Visually appealing charts, graphs and infographics to enhance storytelling

Use of sound and music to enhance atmosphere and mood.

LO4 Develop a directorial portfolio of pre- and post-production materials that illustrates a creative narrative and direction for an esports media product

Pre-production materials:

Premise and angle for the creative narrative e.g. elevator pitch or synopsis

Mood board, storyboards, shooting code, schematics

Scripts, interview questions, reports

Demo reel

Set and prop designs

Costume, hair and make-up designs.

Post-production materials:

Music and sound effects, colour correction, graphics, titles and credits

Integration of audience feedback and testing in the development and refinement of the directorial portfolio

Consideration of accessibility and inclusivity in the design of the esports media product and its supporting materials

Alternative distribution channels and formats for the esports media product e.g. mobile apps, social media platforms, live events

Awareness of the range of post-production facilities available and the factors influencing why these may be used e.g. time constraints, staff availability, budget, lack of technical knowledge within existing teams.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p>LO1 Discuss how creative narratives and direction are used in existing esports media products to communicate intentions</p>		<p>LO1 and LO2</p> <p>D1 Critically evaluate the creative narrative and direction techniques of the original esports media product by direct contrast to existing esports media products.</p>
<p>P1 Explain how the theory of creative narratives is used in esports media products.</p> <p>P2 Describe a range of direction techniques that is being used in existing esports media products.</p>	<p>M1 Review the implementation of creative narratives and direction techniques in several existing esports media products, commenting on their effectiveness.</p>	
<p>LO2 Define a creative narrative and direction for an esports media product based on research that communicates intentions</p>		
<p>P3 Explain how the relevant legal and ethical considerations can be applied to an original creative narrative and an associated choice of direction.</p> <p>P4 Develop a concept for an original creative narrative with an original choice of direction techniques for an esports media product.</p>	<p>M2 Review the creative narrative and choice of direction techniques for an original esports media product, making recommendations for improvements.</p>	

Pass	Merit	Distinction
<p>LO3 Plan the direction of an esports media product that will communicate a defined creative narrative</p>		<p>LO3 and LO4</p> <p>D2 Critically evaluate the effectiveness of the plan and directorial portfolio for the direction of an esports media product in the ability to effectively communicate a creative narrative, making detailed recommendations for improvement.</p>
<p>P5 Produce a plan for the direction of an esports media product that supports the communication of a creative narrative.</p> <p>P6 Explain how technical aspects will enhance the direction of the creative narrative.</p>	<p>M3 Justify a plan for the creation and direction of an esports media product, showing how the creative narrative will be communicated effectively,</p>	
<p>LO4 Develop a directorial portfolio of pre- and post-production materials that illustrates a creative narrative and direction for an esports media product</p>		
<p>P7 Produce a directorial portfolio containing pre- and post-production direction instructions that articulate a creative narrative for an esports media product.</p> <p>P8 Gather feedback from relevant stakeholders on how effective the directorial portfolio is in being able to communicate the creative narrative of an esports media product.</p>	<p>M4 Analyse stakeholder feedback on the effectiveness of the directorial portfolio in being able to communicate the creative narrative of an esports media product</p>	

Recommended Resources

Textbooks

Abel, J. (2015) *Out on the Wire: The Storytelling Secrets of the New Masters of Radio*. New York: Broadway Books.

Bal, M. (2017) *Narratology: Introduction to the Theory of Narrative*. 4th Ed. Toronto: University of Toronto Press.

Block, B. (2020) *The Visual Story: Creating the Visual Structure of Film, TV and Digital Media*. 3rd Ed. New York: Routledge.

Bucher, J. (2017) *Storytelling for Virtual Reality: Methods and Principles for Crafting Immersive Narratives*. New York: Routledge.

Campbell, J. (2012) *The Hero with A Thousand Faces (Collected Works of Joseph Campbell)*. 3rd Ed. Novato, Ca: New World Library.

Dahlstrom, A. (2020) *Storytelling in Design: Principles and Tools for Defining, Designing, and Selling Multi-Device Design Projects*. Sebastopol, Ca: O'Reilly Media.

Yorke, J. (2014) *Into The Woods: How Stories Work and Why We Tell Them*. London: Penguin.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.creativebloq.com

Creative Bloq

(General reference)

intogames.org

Into Games

(General reference)

Journals and articles

Newman, J. I., Xue, H., Watanabe, N. M., Yan, G. and McLeod, C. M. (2022) 'Gaming gone viral: An analysis of the emerging esports narrative economy', *Communication and Sport*, 10(2), pp. 241–270. Available at:

<https://doi.org/10.1177/2167479520961036>.

Zarzycki, A. (2016) 'Epic video games: Narrative spaces and engaged lives', *International Journal of Architectural Computing*, 14(3), pp. 201–211.

Available at: <https://doi.org/10.1177/1478077116663338>.

Links

This unit links to the following related units:

Unit 409: Streaming and Broadcasting

Unit 410: On-Air Talent

Unit 507: Set Design

Unit 512: Emerging Technologies.

Unit 509:	Team and Player Psychology
Unit code:	Y/650/8025
Unit level:	5
Credit value:	15

Introduction

With the rapid growth and professionalisation of esports, it is crucial for players and teams to possess not only exceptional technical and tactical skills but also a deep understanding of the psychological factors that influence their performance and success. Esports teams increasingly seek guidance from performance consultants and coaches who can support and develop athletes from a holistic and interdisciplinary perspective.

Increasingly demanding training schedules and highly competitive performance environments may lead to athletes experiencing stress and anxiety, which has the potential to not only affect their performance and wellbeing but also that of their teams. This unit is designed to provide students with a comprehensive understanding of the psychological aspects that influence team dynamics and individual performance in the world of electronic sports, providing them with the knowledge to identify possible psychological challenges and the skills to respond to these effectively.

Throughout this unit, students will explore various psychological theories, concepts and practical strategies that can enhance team cohesion, communication and individual performance in competitive esports environments. They will examine the unique challenges faced by esports athletes, including managing stress, developing resilience, maintaining motivation and contributing to team success, while also exploring the role that the coach can play in preparing performers for competitive situations.

On successful completion of this unit, students will be able to apply a range of psychological techniques to protect the wellbeing of esports participants and ultimately enhance the performance of both individuals and teams. Students will not only develop an ability to identify and measure psychological factors that could affect the performance of athletes, but also key transferable skills such as clear and effective communication with athletes, empathy and evidence-based planning, which will elevate their impact in support and development roles.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Examine the role of psychology in the development of esports performers
- LO2 Discuss how coaches can influence the psychological readiness of esports performers
- LO3 Explore the psychological state of an esports individual or team
- LO4 Deliver a psychological skills training programme to improve esports performance.

Essential Content

LO1 Examine the role of psychology in the development of esports performers

Psychological factors affecting individuals:

Definitions of psychological factors

Psychological theories related to individual mindset: motivational theory e.g. Herzberg; emotional and social intelligence; understanding self; self-actualisation e.g. Maslow's hierarchy of needs; theories of reflective practice e.g. Kolb, Gibbs, Schön

Factors affecting performance e.g. motivation, self-efficacy, confidence, controlling emotions (anxiety, stress, arousal, aggression), goal-setting, mental preparation, concentration, resilience, attentional focus and tedium

Personality types and traits e.g. introversion and extroversion; ontology.

Psychological factors influencing team performance:

Theories of group development: linear, cyclical and pedicular; Steiner's model of group productivity – the link between actual productivity, potential productivity and process losses; Ringlemann effect and social loafing – definitions, reasons why people social loaf e.g. lack of role clarity, low perceived ability, low self-confidence and motivation, lack of recognition

Group cohesion: definition and types of cohesion – task and social; factors that influence group cohesion – environmental, personal, leadership and team.

Characteristics of high-performing teams:

Effective communication e.g. ability to provide clear information, receiving information, acting on instructions swiftly

Innovative problem solving and willingness to take risks

Diversity and inclusion: e.g. benefiting from variety of expertise, experiences, cultural perspectives, methods and approaches that include the views of all; team roles well established; effective delegation

Interacting effectively in different environments e.g. virtual and physical environments, task and social dimensions, training and competition

Indicators of high performance e.g. achievement of goals, progression, consistency, camaraderie, team loyalty, interpersonal relationships, positive feedback, sense of belonging and community.

LO2 Discuss how coaches can influence the psychological readiness of esports performers

Roles and responsibilities of a coach:

Roles e.g. differences and similarities between a coach, mentor, trainer, counsellor, consultant, leader and role model

Responsibility to players e.g. fostering player growth, talent development, life skills training, prioritisation of holistic player wellbeing

Professional responsibilities to self e.g. professional and ethical boundaries, codes of conduct, commitment to personal and professional development, evidence to evaluate effectiveness, seeking mentors and coach supervision, development plans, relationship management.

Coaching models:

Coaching models, e.g. Whitmore's GROW (goal, reality, options, will) model, Kline's thinking environment, Gestalt psychology, neuro-linguistic programming (NLP), cognitive-behavioural coaching, positive psychology, metaphor, solutions-focused coaching, skills and performance coaching.

Strategies and techniques employed by a coach:

Leadership styles including autocratic, democratic and laissez-faire; approaches to leadership e.g. trait, behavioural, interactional, Chelladurai's multidimensional model

Learning theory e.g. humanistic, behaviourism, cognitivism, gestaltism

Considerations e.g rapport, trust building and maintenance, recognition of personal values, emotional state of those receiving coaching, validation, dealing with difficult coaching relationships, ensuring non-dependence on the coach

Impact of organisational and team culture

Methods of communication e.g. verbal and non-verbal, matching and mirroring, benchmarking, visual representations, target setting, active listening and other listening skills

Questioning techniques

Identifying changes in energy during a coaching session e.g the session goes flat, energy levels increase and adjusting the session accordingly.

LO3 Explore the psychological state of an esports individual or team

Tools and techniques to assess psychological readiness of performers:

Performance profiling

Surveys and questionnaires e.g. Athletic Coping Inventory (ACSI), Competitive State Anxiety Inventory (CSAI), Sport Competition Anxiety Test (SCAT), Sport Anxiety Scale (SAS), Sport Motivation Scale (SMS), Eysenck's Personality Inventory (EPI), Brunel University Mood Scale (BRUMS), Competitive State Sport Inventory (CSSCI), Task and Ego Orientation in Sport Questionnaire (TEOSQ), test of performance

Strategies e.g. technical and organisational performance support (TOPS)

Interviews e.g. one-to-one consultation, open and closed questioning; interview techniques e.g. mirroring, active listening, probing

Observation e.g. training, competition, manipulated scenarios

Needs assessment

Assessing group cohesion e.g. Group Environment Questionnaire (GEQ), sociograms.

Assessment and feedback to participants:

Ethical considerations: procedures to gain ethical approval, informed consent, right to withdrawal, confidentiality and privacy, competence and training of coaches, avoidance of harm, professional boundaries, objectivity, conflict of interests, referral to professionals

Deliver feedback: in a style that is useful, acceptable, non-judgemental and meaningful to those receiving coaching; in an environment that protects athlete's privacy and welfare; in a format that is clear and uses audio and visual prompts

Questioning techniques to raise the self-awareness of those receiving coaching, including asking open questions, broaching challenging subject areas e.g. emotional state, characteristics of wider systems and questioning untrue, limiting assumptions; taking a coaching approach.

LO4 Deliver a psychological skills training programme to improve esports performance

Strategies to develop psychological needs:

Developing self-awareness: the Johari Window; the journey from unconscious incompetence to unconscious competence

Methods to improve motivation: goal setting e.g. definition, benefits, types of goal, characteristics of effective goals, team and individual goals, training and competition; self-talk e.g. definition, benefits, functions (motivational and instructional, positive vs negative, optimising self-talk); use of music

Methods to influence attentional focus and concentration e.g. pre-performance routines, use of cue words, self-talk, associative and dissociative strategies, exercises to improve attentional focus and concentration (parking thoughts, shifting attention, distraction training)

Methods to control arousal and anxiety: relaxation (definition, benefits, methods of relaxation) e.g. progressive muscular relaxation, use of music, breathing techniques, autogenic training, biofeedback, psyching-up techniques

Imagery: definition; benefits; when to use imagery e.g. before, during or after training or competition; types of imagery.

Psychological skills programmes:

Goal setting using SMART (specific, measurable, achievable, realistic, timely) targets, including individual, team and organisational achievement and aspirational goals; recording progress towards targets and modification when necessary; stakeholder management when setting goals

Review of a psychological skills training programme: effectiveness – strengths, areas for improvement, recommendations for future development

Monitoring and evaluation of effectiveness e.g. questionnaires, interviews, observation, peer assessment, ongoing self and coach reflection using recognised reflective models.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the role of psychology in the development of esports performers		LO1 and LO2 D1 Critically evaluate the psychological factors that affect performance and the influence of coaches on the psychological readiness of selected esports teams.
P1 Explain the psychological factors that can affect individual esports athletes. P2 Discuss the psychological factors that influence team dynamics in an esports context.	M1 Analyse how player psychology and team dynamics interact to produce high-performing esports teams.	
LO2 Discuss how coaches can influence the psychological readiness of esports performers		
P3 Analyse the roles and responsibilities of a coach in relation to the psychological readiness of esports teams. P4 Discuss a range of coaching models and strategies that can be used to prepare esports athletes or teams for performance.	M2 Apply appropriate coaching models and strategies to prepare a selected esports athlete or team for performance.	

Pass	Merit	Distinction
<p>LO3 Explore the psychological state of an esports individual or team</p>		<p>LO3 and LO4</p> <p>D2 Critically reflect on the assessment and development of the psychological state of a selected esports individual or team.</p>
<p>P5 Review the tools and techniques that can be used to assess the psychological state of esports performers.</p> <p>P6 Select appropriate methods and assess the psychological state of a selected individual or team.</p>	<p>M3 Analyse the results of the psychological assessment and produce a psychological needs analysis to enhance performance.</p>	
<p>LO4 Deliver a psychological skills training programme to improve esports performance</p>		
<p>P7 Discuss the strategies that can be used to develop the psychological needs of an esports individual or team.</p> <p>P8 Plan a psychological skills training programme to address identified needs of an esports individual or team.</p> <p>P9 Deliver a psychological skills training programme for a selected esports individual or team.</p>	<p>M4 Analyse the results of the psychological skills training programme delivered to a selected esports individual or team to identify any performance improvements.</p>	

Recommended Resources

Textbooks

Weinberg, R. and Gould, D. (2023) *Foundations of Sport and Exercise Psychology*. 8th Ed. Illinois: Human Kinetics.

Williams, J. M. and Krane, W. (2021). *Applied Sport Psychology: Personal Growth to Peak Performance*. 8th Ed. New York: McGraw-Hill Education.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.apa.org American Psychological Association (APA)

(General reference)

www.appliedsportpsych.org Association for Applied Sports Psychology (AASP)

(General reference)

aep.gg Association of Esports Psychology (General reference)

www.bases.org British Association of Sport and Exercise Sciences (BASES)

(General reference)

Journals and articles

Bányai, F., Griffiths, M. D., Király, O. and Demetrovics, Z. (2019) 'The psychology of esports: A systematic literature review', *Journal of Gambling Studies*, 35(2), pp. 351–365. Available at: <https://doi.org/10.1007/s10899-018-9763-1>.

Bonilla, I., Chamarro, A. and Ventura, C. (2022) 'Psychological skills in esports: Qualitative study of individual and team players', *Aloma*, 40(1), pp. 35-41. Available at: <https://doi.org/10.51698/aloma.2022.40.1.36-41>.

García-Lanzo, S., Bonilla, I. and Chamarro, A. (2020) 'The psychological aspects of electronic sports: Tips for sports psychologists', *International Journal of Sport Psychology*, 51(6), pp. 613–625. Available at: <https://doi.org/10.7352/IJSP.2020.51.613>.

Smith, M. J., Birch, P. D. and Bright, D. (2019) 'Identifying stressors and coping strategies of elite esports competitors', *International Journal of Gaming and Computer-Mediated Simulations*, 11(2), pp. 22-39. Available at: <http://doi.org/10.4018/IJGCMS.2019040102>.

Links

This unit links to the following related units:

Unit 402: Skills and Tactics Analysis

Unit 404: Planning an Esports Project

Unit 411: Coaching Practice

Unit 412: Wellbeing, Lifestyle and Health

Unit 510: High-Performance Environments

Unit 511: Inclusive Coaching and Special Populations.

Unit 510:	High-Performance Environments
Unit code:	A/650/8026
Unit level:	5
Credit value:	15

Introduction

Esports is always evolving and aiming to produce world-class athletes to achieve competitive success. An increased understanding of performance has led to many organisations and teams investing in performance roles to support their athletes because esports performance is a highly complex multifaceted challenge, where creating the right environment for development can become essential in peak performance. Using skills developed in this unit can support students in team management roles in esports and other industries, provide a better foundation for coaching and assist in athlete-support positions.

The aim of this unit is to give students opportunities to investigate and develop an understanding of esports performance and the environments that support optimal development, allowing for analysis of performance, supporting creation of high-performance environments and identification of the challenges faced in online and in-person esports environments. The core focus is on esports performance in team structures, with further application to wider roles in the industry and on consideration of environments for management, production and media.

Elements of this unit will examine performance factors in esports and the relevant skills to analyse performance and implement performance environments, while also exploring the challenges of local and online environments alongside the opportunities that can be exploited for optimal performance. Additionally, the unit looks at the impact of a high-performance environment on individual/team performance and ways to tailor this to specific needs.

On successful completion of this unit, students will have knowledge of performance indicators, how to implement strategies to support athlete performance in a range of environments and how to correctly assess factors of performance. Students will also be able to perform a needs assessment of a team and/or environment and make logical suggestions on how to improve the environment. The basis of this unit will require problem solving, creative thinking and analysis skills, and clear communication that can be transferred to many roles within esports and adjacent industries, and support further studies.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Investigate areas of improvement within esports in relation to factors of esports performance
- LO2 Apply a holistic needs assessment on an esports environment to support an organisation's performance
- LO3 Develop a design proposal for a high-performance environment for an esports organisation
- LO4 Evaluate environmental factors that support optimising an esports organisation's performance.

Essential Content

LO1 Investigate areas of improvement within esports in relation to factors of esports performance

Defining esports performance:

Examine the process of long-term performance development within an esports team

Team performance factors and team dynamic structures

Individual performance testing, tracking and training.

Cognitive factors:

Importance of setting cognitive skills

Physio-cognitive skills e.g. hand-eye coordination, reaction times, dexterity, motor learning

Cognitive skills e.g. decision-making, problem solving, multitasking, attention control, executive functioning

Effective method to train cognitive skills, in and out of the esports game.

Physiological factors:

The role of physical factors in esports, including posture, general physical wellbeing and neurological health

Training and preventative methods for ill health avoidance.

Psychological factors:

Role of mental toughness, emotional regulation and motivational structures in esports and their impact on performance

Importance of psychology and its protected characteristics of who can be a practitioner for psychological interventions, including the support that can be offered.

Sociological factors:

Role teams play in performance, including interactions between members and the purpose of team dynamics, cohesion, empathy and trust

Methods to increase team dynamics, role of team-building exercises, challenges of the initial stages of group development.

The process of testing:

Role of an effective testing battery, validity, reliability, repeatability

Justified test selection and planning of implementing a testing day

Cognitive testing e.g. Human Benchmark, Inquisit Lab, reaction times, visual search acquisition

Physiological testing e.g. postural assessments, health screening, equipment measurements

Psychological testing e.g. personality tests five-factor model, Myers–Briggs anxiety testing, competitive readiness testing

Sociological assessments e.g. group dynamics, one-to-ones, team sessions

Results e.g. data collection, data analysis and interpretation, tracking progress, recommendations.

LO2 Apply a holistic needs assessment on an esports environment to support an organisation's performance

Understanding the requirements of the athlete:

Defining demographics e.g. age, gender, region, religion, experience and their role in an athlete's needs

Levels of play and competition

Esports specialties e.g. MOBA (multiplayer online battle arena), FPS (first-person shooter), RTS (real-time strategy), BR (Battle Royale), TCG (trading card game); requirements and challenges in performance.

Team and organisational factors:

Management relationship with athletes, considerations of goal setting and its impact on individual performance

Tournament structures, playing and training schedules

Team staff: role of coaches, managers and performance coaches in a performance environment.

Needs analysis testing:

Needs analysis testing in traditional sports

Quantitative testing e.g. statistics, performance checklists, positions in play

Qualitative testing e.g. observations, performance cues, movement styles

Results analysis e.g. reaction time, decision making, visual perception, physical fitness; stress management and mental resilience, coordination

Relevant feedback methods.

LO3 Develop a design proposal for a high-performance environment for an esports organisation

Local area network (LAN) environments:

Characteristics of a LAN/team house environment

Physical space requirements and benefits of specific resources e.g. training rooms, communal space, wellness areas, access to outdoor spaces

The practical, social, financial and emotional challenges faced within a team house environment.

Online environments:

Characteristics of an online team environment

Social/professional platforms used e.g. Discord, Slack, Teams, Trello and the impact these choices can create on work-life balance

Resulting challenges for team cohesion in an online environment through the disconnect it can create within a team.

Hybrid environments:

Implementation of hybrid environments and their geographic practicality in international teams

Impact of LAN tournaments for online teams.

LO4 Evaluate environmental factors that support optimising an esports organisation's performance

Environmental factors:

General structure and set-up of an organisation's staff and members in relation to the athletes

Organisation's mission, values and goals

Trust and support within an organisation

Hiring of auxiliary support staff e.g. nutritionists, psychologists, performance staff

Locality and physical environment impact on players' wellbeing and performance

Tournament and training structure considerations and implementation, risk of physical or mental burnout

Effective team building, conflict management, collaboration and communication strategies through goal setting, team meetings and feedback mechanisms to promote sustained development

Organisational initiatives to support inclusivity, diversity, physical and mental wellbeing and talent pipeline development

Case studies of esports organisations e.g. 100 Thieves, Excel Esports, Fnatic, Team Vitality

Addressing the needs of the team and athletes based on performance factors and individual requirements.

Implementing changes:

Timing of interventions and strategies to support performance

Ensuring correct focus on strategies based on data testing and analysis e.g. data analytics to track player performance patterns to make strategic decisions, effective coaching and leadership programmes leading to organisational positive culture and growth mindset

Analysis of the effectiveness of change compared to cost for implementation; return on investment (ROI) definition, techniques and implementation; value theories e.g. intrinsic, labour, exchange. monetary, power, subjective and their application to the delivery of change.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate areas of improvement within esports in relation to factors of esports performance		LO1 and LO2 D1 Justify test selection in the testing battery and their links to esports performance factors based on needs analysis.
P1 Discuss the importance of performance factors within multiple esports to provide recommendations to an organisation. P2 Describe the areas of improvement that can be identified across a range of different esports games, organisations and athletes.	M1 Evaluate the challenges in optimising esports performance within a specific esports title, addressing areas for development.	
LO2 Apply a holistic needs assessment on an esports environment to support an organisation's performance		
P3 Design a holistic esports testing battery to assess overall esports performance, using appropriate testing methods. P4 Implement a holistic testing battery on esports athletes/players and provide recommendations on their individual performance.	M2 Create an in-depth, holistic player profile for an individual based on their needs and results of the testing battery that supports their development.	

Pass	Merit	Distinction
<p>LO3 Develop a design proposal for a high-performance environment for an esports organisation</p>		<p>LO3 and LO4</p> <p>D2 Evaluate the design proposal of the selected high-performance environment and the impact on the effectiveness of an esports organisation in relation to its performance.</p>
<p>P5 Describe the features of high-performance LAN, online and hybrid environments.</p> <p>P6 Produce a design proposal for a high-performance environment.</p>	<p>M3 Justify the selection of a high-performance environment for an esports organisation.</p>	
<p>LO4 Evaluate environmental factors that support optimising an esports organisation's performance</p>		
<p>P7 Examine the importance of environmental factors on esports performance.</p> <p>P8 Evaluate the impact of an esports organisation's environment on its effectiveness for high performance.</p>	<p>M4 Assess how data-driven testing and analysis can lead to timely performance interventions within an esports organisation's environment.</p>	

Recommended Resources

Textbooks

Migliore, L., McGee, C. and Moore, M. N. (2021) *Handbook of Esports Medicine: Clinical Aspects of Competitive Video Gaming*. Cham, Switzerland: Springer.

Tenenbaum, G. and Eklund, R. (2020) *Handbook of Sport Psychology*. 4th Ed. Hoboken, New Jersey: John Wiley & Sons.

Websites

www.achieveminds.com

Achieveminds

Services

(General reference)

www.adamasesports.gg

Adamas Esport Training + Performance

Services

(General reference)

Journals and articles

D'Isanto, T., D'Elia, F., Raiola, G. and Altavilla, G. (2019) 'Assessment of sport performance: theoretical aspects and practical indications', *Sport Mont*, 17(1), pp. 79–82. Available at: <https://doi.org/10.26773/smj.190214>.

Iwatsuki, T., Hagiwara, G. and Dugan, M. E. (2022) 'Effectively optimizing esports performance through movement science principles', *International Journal of Sports Science & Coaching*, 17(1), pp. 202–207. Available at: <https://doi.org/10.1177/17479541211016927>.

Kiefer, A. W., MacPhearson, R. P. and Panchuk, D. (2021) 'From traditional sport to esports: Leveraging perceptual research to accelerate skill development'. Preprint available at: <https://doi.org/10.31219/osf.io/59u72>.

leis, O. and Lautenbach, F. (2020) 'Psychological and physiological stress in non-competitive and competitive esports settings: A systematic review', *Psychology of Sport and Exercise*, 51, pp. 101738. Available at: <https://doi.org/10.1016/j.psychsport.2020.101738>.

Pluss, M., Novak, A., Bennett, K., Panchuk, D., Coutts, A. and Fransen, J. (2021) 'The relationship between the quantity of practice and in-game performance during practice with tournament performance in esports: An eight-week study', *The Journal of Sport and Exercise Science*. 5(1), pp. 69–76. Available at: <http://dx.doi.org/10.36905/jses.2021.01.09>.

Sudhir, M., Mascarenhas, S., Isaac, J., Alfroukh, J. and Rahuman, S. A. (2020) 'Adapting to the need of the hour: Communication skills simulation session using an online platform during COVID-19', *MedEdPublish*, 9(1). Available at: <https://doi.org/10.15694/mep.2020.000085.1>.

Links

This unit links to the following related units:

Unit 412: Wellbeing, Lifestyle and Health

Unit 413: Team Logistics.

Unit 511:	Inclusive Coaching and Special Populations
Unit code:	D/650/8027
Unit level:	5
Credit value:	15

Introduction

The esports industry has made significant strides towards inclusivity in recent years. One notable advancement is the integration of individuals with disabilities and specific needs. Coaching and nurturing these individuals are crucial for the continued progress and expansion of esports. It is now more essential than ever for coaches to comprehend the participants they work with and be prepared to deliver exceptional coaching practices. All leaders, tutors and coaches should possess a comprehensive understanding of potential barriers to participation and methods of inclusion to ensure that everyone can engage in esports.

This unit delves into the various special populations that hold relevance within the realm of esports. Students will explore the planning requirements, barriers and considerations associated with coaching these special populations, recognising that each group presents unique challenges. Understanding the diverse needs of individuals in the context of physical activity is paramount for achieving success and fostering skill development. Additionally, students will assess the current state of esports provision and offer recommendations for improvement. Finally, they will design, implement and evaluate an inclusive esports coaching session tailored to a specific population.

On successful completion of this unit, students will acquire several crucial skills, including an appreciation for diversity in esports, self-evaluation abilities, effective communication skills and the recognition and significance of adaptability in esports coaching. These skills will enable students to devise session plans or develop programmes targeting specific groups, ultimately promoting increased participation and performance in esports.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Discuss the potential barriers special populations may face when participating and competing in esports
- LO2 Investigate a variety of planning requirements and considerations when coaching special populations
- LO3 Review the scope of esports provision and coaching programmes for special populations
- LO4 Design an inclusive esports coaching session for a special population designed to improve performance.

Essential Content

LO1 Discuss the potential barriers special populations may face when participating and competing in esports

Special populations:

Special populations e.g. physical disabilities or injuries, psychological or behavioural issues, neurodiversity, LGBTQ+, special educational needs, age demographics.

Distinct characteristics:

Individuals with physical disabilities may encounter limitations in mobility, altered movement abilities or vision and hearing-related issues and may require adaptive equipment to access esports

Psychological or behavioural issues can manifest in various ways, affecting concentration, communication and emotional wellbeing, motivation in certain environments and personality types

Neurodivergent individuals e.g. with autism, attention deficit hyperactivity disorder (ADHD), dyslexia, dyscalculia, Tourette's syndrome may have unique cognitive processing styles and sensory sensitivities

LGBTQ+ individuals can face challenges related to identity acceptance, representation and creating safe spaces

Individuals with special educational needs may require tailored support and accommodations to fully engage in esports

Age implications in line with any additional conditions e.g. different needs of a young person with ADHD compared with an older person with Alzheimer's disease.

Barriers:

Barriers faced by different special populations that affect access and participation e.g. equipment, including modified equipment, facilities and access, transport, stereotyping

Barriers faced by different special populations that affect competition e.g. cost of access and funding opportunities, competition location, rules of specific competitions.

LO2 Investigate a variety of planning requirements and considerations when coaching special populations

Planning:

Research into the required special population, including considerations around specific challenges faced and knowledge of participant needs

Facilities and equipment available to conduct session

Modifications through adaptation of activity e.g. exploring STEP principle (space, task, equipment, people) to improve learning and ongoing differentiation

Delivery techniques and interventions, e.g. questioning, demonstration, progression, setting constraints, individual challenges

Goal setting for the session and how that fits into medium- and longer-term planning and targets including SMART (specific, measurable, achievable, realistic, timely) targets.

Special considerations:

Knowledge of the game features and accessibility options e.g. increasing text size, captioning, audio and haptic cues, voice input and zoom options, difficulty levels, single-button or two-button control modes, gameplay speed adjustment, subtitles, gamepad options, text-to-speech, colour-blind mode, in-game cues, visual-cue toggles, clear navigation, enemy highlight, volume adjust

Session adaptation, including the introduction of modified equipment to progress coaching activities e.g. bigger controllers, adaptive controllers, modified button sizes, specific modes

Considering the type of activity to ensure it is suitable and appropriate to the participant and goals

Communication methods for individuals, mixed ability groups and ages e.g. sign language interpreters, high-contrast text.

LO3 Review the scope of esports provision and coaching programmes for special populations

Esports provision for special populations:

Current provision in esports e.g. competition and participation programmes, qualifications and pathways available, local and national programmes (including schools and colleges)

Funding availability for esports, including sponsorships, partners, endorsements, accessible equipment grants and prize pools

Professional esports leagues, including online gaming platforms and streaming services enabling connection, spectating and engagement.

Partners involved in current provision and structure:

British Esports Federation, Activity Alliance (formerly English Federation of Disability Sport), national disability sport organisations, national governing bodies, Disability Rights UK.

Review:

Comprehensive review of esports provision and coaching programmes, including planning, special considerations, aims and objectives, structure, benefits and accessibility, barriers, strengths, limitations, future recommendations, funding streams, adaptation and modification effectiveness, health and safety, the overall quality and inclusivity of the coaching programme for the special population.

LO4 Design an inclusive esports coaching session for a special population designed to improve performance

Planning:

Research into the required special population to increase knowledge of participant needs, starting point and relevant stakeholders

Facilities and equipment available e.g. access, ramps, modified controllers, seats, screens, adjustable desks, accessible game settings

Modifications through adaptation of activity (STEP principle)

Session plan e.g. aim of the session, warm-up, introduction activity linked to practices, main activity (technical and strategy introduction, technical and strategy development and advancement, sequencing), cool-down, plenary

Adherence to safeguarding legislation, child and adolescent mental health services (CAMHS), Disclosure and Barring Service (DBS) checking during coaching sessions.

Activities:

Scrims (test matches)

Conditioned situations e.g. setting up scenarios, parts of games, team set-up, isolated practices

Competitive situations (offensive or defensive).

Delivery:

Effective range of communication methods e.g. verbal, non-verbal, listening, effective for the participant, questioning, clear instructions, use of jargon, examples, use of analogies, appropriate interpersonal skills, demonstrations, emotional and social intelligence, effective feedback

Effective relationship, rapport and trust building, including the role of personal values and emotional states

Application of coaching theory, models and strategies e.g. Whitmore's GROW (goal, reality, options, will) model, Kline's thinking environment, Gestalt psychology, neuro-linguistic programming (NLP), cognitive-behavioural coaching, positive psychology, metaphor, solutions-focused coaching.

Reflection:

Reflective models (e.g. Kolb, Gibbs, Schön) and theories to increase self-awareness e.g. the Johari Window and the journey from unconscious incompetence to unconscious competence

Energy levels management to optimise performance and unlock full potential during the session e.g. energy bursts, mid-session energy slumps, energy fluctuation

Strengths and limitations of planning and delivery of the coaching session, considering the suitability of activities, communication and any modifications used, return on investment (ROI) and delivery of value

Reviewing coaching performance, including the use of any evidence e.g. feedback from the participant and relevant stakeholders, evidence from within the game (including statistics), increasing self-awareness and self-worth

Participant progression through session against goals and targets, action plans and outcomes

Recommendations for future coaching sessions.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Discuss the potential barriers special populations may face when participating and competing in esports		D1 Evaluate the barriers special populations may face when participating and competing in esports.
P1 Discuss special populations that are relevant within esports. P2 Explain the barriers special populations may face when participating and competing in esports.	M1 Assess the barriers special populations may face when participating and competing in esports.	
LO2 Investigate a variety of planning requirements and considerations when coaching special populations		D2 Evaluate strategies and methods to accommodate the considerations for special populations within esports coaching.
P3 Investigate the planning requirements and considerations when delivering an esports coaching session to special populations.	M2 Compare the planning requirements and considerations when delivering an esports coaching session to special populations.	

Pass	Merit	Distinction
<p>LO3 Review the scope of esports provision and coaching programmes for special populations</p>		<p>D3 Suggest areas of improvement, including future recommendations for esports provision.</p>
<p>P4 Review esports provision and sports coaching programmes for special populations.</p> <p>P5 Report on differences and similarities between sports coaching programmes for special populations.</p>	<p>M3 Critically analyse the suitability of current esports provision and sports coaching programmes for special populations.</p>	
<p>LO4 Design an inclusive esports coaching session for a special population designed to improve performance</p>		<p>D4 Critically evaluate the planning of an inclusive coaching session for a special population, including future recommendations for performance improvement.</p>
<p>P6 Design an inclusive esports coaching session to improve performance, considering the specific needs of the participant.</p> <p>P7 Gather feedback from a range of stakeholders about the effectiveness of the coaching session designed for the specific needs of the participant.</p>	<p>M4 Analyse the stakeholder feedback to identify potential strengths and weaknesses in the coaching session designed to improve performance.</p>	

Recommended Resources

Textbooks

Aviles, C. and Isaacs, S., Lion-Bailey, C. and Lubinsky, J. (2020) *The Esports Education Playbook: Empowering Every Learner Through Inclusive Gaming*. San Diego, Ca: Dave Burgess Consulting.

Hodge, S. Lieberman, L. and Murata, N. (2017) *Essentials of Teaching Adapted Physical Education: Diversity, Culture, and Inclusion*. Abingdon: Routledge.

Hoffman, J. L., Pauketat, R. and Varzeas, K. A. (2022) *Understanding Collegiate Esports: A Practitioner's Guide to Developing Community and Competition*. Abingdon: Routledge.

Lyle, J. and Cushion, C. (2017) *Sports Coaching Concepts: A Framework for Coaching Practice*. 2nd Ed. Abingdon: Routledge.

Websites

www.britisheports.org

British Esports Federation
Advice
(General reference)

www.sportscoachuk.org

UK Coaching
Supporting Specific Needs
(Resources)

Journals and articles

Martin-Neidecken, A. L. and Schättin, A. (2020) 'Let the body 'n' brain games begin: Toward innovative training approaches in esports athletes', *Frontiers in Psychology*, 11, p. 138. Available at: <https://doi.org/10.3389/fpsyg.2020.00138>.

Santhanam, S. P. (2023) 'An interactive and neurodiversity-affirming approach to communication supports for autistic students through videogaming', *Language, Speech, and Hearing Services in Schools*, 54(1), pp. 120–139. Available at: https://doi.org/10.1044/2022_LSHSS-22-00027.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 411: Coaching Practice

Unit 412: Wellbeing, Lifestyle and Health.

Unit 512:	Emerging Technologies
Unit code:	F/650/8028
Unit level:	5
Credit value:	15

Introduction

Professionals in esports, such as players, hosts, streamers, coaches, journalists, product managers and marketing executives, to name but a few, have been affected by emerging technologies in many ways and have catapulted the esports phenomenon to unprecedented heights. Gaming hardware upgrades have played a significant role in the growth of esports. The impact of virtual reality (VR), augmented reality (AR) and artificial intelligence (AI) has also enhanced gameplay performance. Cloud-based solutions and streaming platforms have been a game changer for esports organisations in considering factors such as user interface (UI) design, interactivity and user feedback.

These technologies have been shown to improve the gaming experience for players and fans alike, and have led to improved cost-effectiveness, innovative solutions and business models. As technology continues to evolve at an unprecedented pace, it is likely that we will see even more changes in the esports industry in the years to come.

This unit introduces the students to different emerging technologies available and the impact they have in the esports industry overall. The aim of the unit is to enhance students' understanding of the current trends, features and benefits, the risks involved with these technologies and examples of where they have been successfully introduced. Students will have the opportunity to investigate and critically review an emerging technology in depth and make suggestions for improvements.

On successful completion of this unit, students will be able to assess the impact of key emerging technologies that affect performance in the esports industry and to calculate costs of implementation. Students will have explored legal, ethical and societal issues related to the technology's selection and adoption, including feasibility and sustainability factors. As a result, they would have applied their learning to extend their discussion, critical thinking and reasoning skills, which are crucial for gaining employment and developing academic competence.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Evaluate the impact of key emerging technologies for improving esports performance
- LO2 Investigate the contribution of an emerging technology as a tool to support esports organisations and/or events
- LO3 Assess the importance of legal, ethical and societal implications when selecting emerging technologies in an esports organisation
- LO4 Discuss feasibility and sustainability factors when adopting emerging technologies in an esports organisation.

Essential Content

LO1 Evaluate the impact of key emerging technologies for improving esports performance

Emerging technologies relevant to the esports industry:

Streaming platforms e.g. Twitch, YouTube Gaming, Facebook Gaming

VR and AR

Mobile gaming

AI and cloud-based solutions

High-definition graphics

Internet of things e.g. wearable devices, including biometric sensors, smart jerseys and smartwatches

Data revolution and machine learning.

Impact of emerging technologies on performance in esports:

Advantages and limitations of different technologies in enhancing esports performance e.g. VR, AR, AI

Use of new/different business models and business model innovation

Expanding learning opportunities for community members working in agile, risk-taking ventures incorporating emerging technologies

Influence on culture, player experience and fan engagement

Changes in gameplay skills, spectator experience and costs of keeping up to date with industry trends

Rise and/or fall in esports sponsorships

Costs including initial set-up, roll-out across the organisation, maintenance over time, training and return on investment (ROI).

LO2 Investigate the contribution of an emerging technology as a tool to support esports organisations and/or events

Features of selected emerging technology:

Key characteristics, areas of application, benefits of use in practice

Evidence the technology meets business and/or stakeholder needs and organisation's strategic priorities and objectives

Wider impact on user group and community practice

Review how it was implemented and the risks/constraints e.g. time, finance, people, skills that may affect how it is used long term in practice

Lessons learned and improvements e.g. increased investment, training and support for users, collaboration with partners and community.

Real-life examples and case studies of emerging technologies in esports:

E.g. Abios – data company operating a DaaS (data-as-a-service) model supplying historical and live data, statistics, probability calculations and compliance solutions to support esports projects

E.g. International Virtual Reality League (IVRL) – exclusive tournaments and events for competitive VR gaming

E.g. Omnic Forge esports platform – use of AI opponents as a coaching tool to help improve player performance.

LO3 Assess the importance of legal, ethical and societal implications when selecting emerging technologies in an esports organisation

Legal, ethical and societal implications of emerging technologies:

Privacy, fairness and inclusivity

Copyright, intellectual property (IP), contracts and service-level agreements, sharing data, criminal and civil investigations

Benefits including increased competitiveness, innovation, solution finding, supported/enhanced human contribution, role and job expansion, meeting social inclusivity agendas

Conscious and unconscious bias risks to programming, algorithms, data collection and development processes

Understanding cybersecurity and data security management, and effective use of technologies in an esports organisation

Health implications due to technology use e.g. vision problems, hearing loss, musculoskeletal and psychological issues

Lack of local, national and international governance, future-orientated responsibility and enforcement

Impact on human values, responsible conduct and own professionalism, including operating within organisational values, setting an example that is fair, consistent and impartial.

LO4 **Discuss feasibility and sustainability factors when adopting emerging technologies in an esports organisation**

Factors to consider:

Availability and accessibility of streaming equipment, VR systems and data analytics tools

Technological maturity, including lifecycle assessment and readiness level

Budget and costs of introducing and maintaining emerging technologies, including ROI

How changes to emerging technology can lead to lack of trust and reliability

Importance of agreed workflows and how to adapt these to meet the needs of users

Support for/resistance to changes in UI design and interactivity, need for training and support, knowledge transfer

Infrastructure requirements, integration with existing systems, scalability, cost-effectiveness

Achieving positive user experience and high user acceptance

Potential for innovative solutions or strategies to address current challenges or improve aspects of esports ecosystem

Working collaboratively across the organisation and with senior leaders'/ managers' support to ensure emerging technologies are delivered

Meeting technical, legal and regulatory standards and frameworks relevant to industry

Security management

Need for gathering feedback and making adjustments and improvements.

Operational management:

Demonstrate commercial awareness; able to identify and shape new opportunities that emerge

Seeking new opportunities and solutions flexible to the organisation that meet business needs

Understand how to initiate and manage change by identifying barriers e.g. technological, perception, time, financial, support requirements, change, fatigue, personal preference, not understanding benefits and how to overcome them e.g. communication, training, personal involvement, free equipment

Producing reports; providing management information based on the collation, analysis and interpretation of relevant data.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate the impact of key emerging technologies for improving esports performance		LO1 and LO2 D1 Make recommendations, giving reasons for the choices made, of key emerging technologies for an organisation looking to improve its esports performance, including relevant costs.
P1 Analyse three key emerging technologies available in the industry for improving esports performance. P2 Assess the costs of implementing three key emerging technologies available in the industry for improving an esports organisation's performance.	M1 Evaluate the impact of key emerging technologies, including ROI, for an organisation looking to improve its esports performance.	
LO2 Investigate the contribution of an emerging technology as a tool to support esports organisations and/or events		
P3 Analyse the effectiveness of an emerging technology when implemented in esports organisations and/or events in meeting strategic priorities and objectives.	M2 Provide a critical review of an emerging technology when implemented in esports organisations and/or events, making suggestions for improvements.	

Pass	Merit	Distinction
<p>LO3 Assess the importance of legal, ethical and societal implications when selecting emerging technologies in an esports organisation</p>		<p>LO3 and LO4</p> <p>D2 Justify the selection and adoption of emerging technologies in an esports organisation, considering legal, ethical and societal implications and relevant feasibility and sustainability factors, to provide recommendations for overcoming barriers.</p>
<p>P4 Explain legal, ethical and social implications that should be considered when selecting emerging technologies, with examples, in an esports organisation.</p>	<p>M3 Assess the importance of legal, ethical and social implications, highlighting both benefits and risks, when selecting emerging technologies in an esports organisation.</p>	
<p>LO4 Discuss feasibility and sustainability factors when adopting emerging technologies in an esports organisation</p>		
<p>P5 Discuss a range of feasibility and sustainability factors that should be considered when adopting emerging technologies in an esports organisation.</p> <p>P6 Discuss the range of barriers that can be encountered when trying to adopt new technologies in an esports organisation.</p>	<p>M4 Evaluate the benefits and drawbacks to achieving sustainability when adopting emerging technologies in an esports organisation.</p>	

Recommended Resources

Textbooks

Schmidt, S. L. (2020) *21st Century Sports: How Technologies Will Change Sports in the Digital Age*. Cham, Switzerland: Springer International Publishing.

Serrano-Santoyo, A., Kuri-Alonso, I., Durazo-Watanabe, E. and Rojas-Mendizabel. (2021) 'Ethical implications regarding the adoption of emerging digital technologies: an exploratory framework'. In *Progress in Ethical Practices of Businesses: A Focus on Behavioral Interactions* (pp. 219–239). Cham, Switzerland: Springer.

Stringfield, J. (2022) *Get in the Game: How to Level Up Your Business with Gaming, Esports, and Emerging Technologies*. Hoboken, New Jersey: John Wiley & Sons.

Websites

www.techuk.org

techUK

(General reference)

www.weforum.org

World Economic Forum

(General reference)

Journals and articles

Cranmer, E. E., Han, D. D., van Gisbergen, M. and Jung, T. (2021) 'Esports matrix: Structuring the esports research agenda', *Computers in Human Behavior*, 117, p. 106671. Available at: <https://doi.org/10.1016/j.chb.2020.106671>.

Kendal, E. (2022) 'Ethical, Legal and Social Implications of Emerging Technology (ELSIET) Symposium', *Journal of Bioethical Inquiry*, 19, pp. 363–370. Available at: <https://doi.org/10.1007/s11673-022-10197-5>.

Riatti, P. and Thiel, A. (2022) 'The societal impact of electronic sport: a scoping review', *German Journal of Exercise and Sport Research*, 52, pp. 433–446. Available at: <https://doi.org/10.1007/s12662-021-00784-w>.

Links

This unit links to the following related units:

Unit 405: Entrepreneurial Ventures

Unit 503: Global Business and Emerging Markets.

Unit 513:	Game Analytics and Statistical Insights
Unit code:	H/650/8029
Unit level:	5
Credit value:	15

Introduction

Performance analysis in esports is a multifaceted process that examines the skills, tactics and techniques employed by individuals and teams during competitive play. Its primary objective is to optimise coaching interventions and facilitate performance enhancement. Unlike subjective perceptions, performance analysis provides factual insight into what transpired during gameplay. Interestingly, players and coaches are typically able to accurately recall only 30 per cent of their performance on average. This underscores the vital role of performance analysis professionals in ensuring that evidence-based improvements are implemented effectively.

This unit aims to equip students with the knowledge and understanding of game analytics in the context of esports, enabling them to use data-driven insights to enhance performance and decision making. Students will delve into researching the purpose, impact, and components of data analytics, and explore various methods and statistical techniques employed in performance analysis. Ultimately, students will conduct comprehensive performance analysis to provide valuable insight, feedback and recommendations.

Throughout this unit, students will acquire practical and technical skills to critically assess the strengths and weaknesses of in-game performance. They will gather the necessary evidence to support performance improvements and recognise the intricacies involved in performance analysis. Emphasising the importance of valid and reliable approaches, students will learn to provide technical feedback that supports individuals, teams and organisations effectively.

On successful completion of this unit, students will possess the knowledge, understanding and skill set required to navigate the complexities of performance analysis. They will appreciate the significance of using robust methodologies to ensure accurate and constructive feedback, thereby facilitating continuous improvement in the realm of esports performance.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Investigate the purpose and impact of game analytics for individuals, teams and organisations in esports
- LO2 Explore the key components of game data collection methods and statistical techniques used to gather data when analysing individual or team performance
- LO3 Conduct in-game analysis for an individual or team in esports to enhance future performance
- LO4 Report feedback and insight to an individual or team in esports, providing future recommendations.

Essential Content

LO1 Investigate the purpose and impact of game analytics for individuals, teams and organisations in esports

Purpose:

Game data analysis e.g. player performance, in-game events, match outcomes

Actionable insights and proposed data-driven strategies through player behaviour data e.g. in-game actions, play styles, progression

Insights into player engagement and motivations

Key factors that contribute to a positive player experience in esports and which can be monitored and explored

Targeted interventions and personalised experiences, optimising the player experience through game design, balancing and matchmaking

Informed strategic decision making in areas including esports team management e.g. recruitment, tournament planning, marketing campaigns

Player and team performance improvements and awareness, increased audience engagement and increased revenue generation

Manage talent and performance.

Impact:

Data-driven decision-making processes in esports management

Improved talent recruitment, resource allocation and strategic planning

Positive impact of statistical insights on key performance indicators (KPIs) and business metrics in esports organisations

Improved motivation and engagement in continuous improvement processes

Understanding high performance and benchmarking.

LO2 Explore the key components of game data collection methods and statistical techniques used to gather data when analysing individual or team performance

Components and methods:

Components of games to analyse e.g. full game, specific action sequences, end game

Game logs and in-game dashboards involving the collection of data directly from game logs e.g. player actions, game outcomes, match statistics

Video capture involving the analysis of gameplay footage or recordings to extract relevant data points e.g. player movements, team strategies, decision making

Wearable devices using sensors or to capture physical performance metrics of players e.g. heart rate, movement speed, reaction time

Surveys and interviews to gather subjective data and understand player experiences, strategies and perceptions.

Statistical techniques:

Statistical software and associated file types e.g. spreadsheets, SPSS enabling specific analysis and modelling e.g. regression analysis and clustering, hypothesis testing, confidence intervals, statistical models (time series analysis), analysis of trends

Techniques chosen based on the needs of the individual, team or organisational goals and requirements.

LO3 Conduct in-game analysis for an individual or team to enhance future performance

Planning individual performance:

Plans to improve individual performance, including resources, time, goals and targets, outcomes, methods, key statistics, equipment and game components

Understanding of player limits, quality of player performance and experience level, game specifics and further research required

Prior attainment knowledge e.g. player or team records, accuracy, win-loss ratio.

Team performance:

Plans to improve team performance, including resources, time, goals and targets, team collaboration and experience level, strengths and weaknesses, communication skills and decision making, strategies.

Implementation of analysis:

Analysis software e.g. Shadow, Mobalytics, AnalysisPro, Nacsport, U.GG

ProGuides, Ballchasing, Omniccoach

Recording components of the full game, planned action sequences or end game, including watching and rewatching footage

Using in-game analytics e.g. data dashboards, zone analysis and in-game statistics

Prior attainment knowledge e.g. player or team records, accuracy, win-loss ratio

Communication during the analysis process, including managing individuals and teams throughout the performance

Self-awareness of skills, knowledge of the game, including individuals and team's behaviour, impact on performance.

LO4 Report feedback and insight to an individual or team in esports, providing future recommendations

Performance analysis feedback:

Drawing on data to form conclusions, generating insights on performance

Providing value to the individuals or teams on performance e.g. strengths and areas for improvement from analysis of data collection

Creation of charts and graphs to show findings and insight from the data collected

Methods of delivering outcomes to individuals and teams e.g. generating reports from software, results from statistical analysis, written conclusions, development plans, collaboration of teams, coaching and mentoring.

Recommendations for future improvement:

Training programmes to aid skill development, including training methods to adopt for improving performance

How to set and implement short-, medium- and long-term goals to aid improvements in performance

Collaborating and agreeing SMART (specific, measurable, achievable, realistic, timely) targets for future improvements.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the purpose and impact of game analytics for individuals, teams and organisations in esports		LO1 and LO2 D1 Critically evaluate the impact of effective game analytics and data collection methods for individuals, teams and organisations in esports.
P1 Discuss the range of game analytics options available for the assessment of individuals, teams and organisations in esports. P2 Examine the potential impact of game analytics for individuals, teams and organisations in esports.	M1 Analyse the purpose and impact of effective game analytics for individuals, teams and organisations in esports.	
LO2 Explore the key components of game data collection methods and statistical techniques used to gather data when analysing individual or team performance		
P3 Investigate the key components of game data collection methods. P4 Discuss statistical techniques used in the interpretation of game data to elicit insights.	M2 Justify the use of data collection methods and statistical techniques when conducting analysis in esports.	

Pass	Merit	Distinction
LO3 Conduct in-game analysis for an individual or team to enhance future performance		LO3 and LO4 D2 Evaluate the effectiveness of the overall strategy for in-game analysis and obtain insight to improve an esports individual or team performance.
P5 Plan the in-game analysis of an individual or team in esports. P6 Implement the plan for the in-game analysis of an individual or team in esports.	M3 Review the plan and implementation of the analysis of an individual or team in esports.	
LO4 Report feedback and insight to an individual or team in esports, providing future recommendations		
P7 Analyse the results of the in-game data that has been collected for an individual or team in esports.	M4 Review the results of the in-game analysis of an individual or team in esports, providing feedback and recommendations to improve future performance.	

Recommended Resources

Textbooks

El-Nasr, M. S, Drachen, A. and Canossa, A. (2016) *Game Analytics: Maximizing the Value of Player Data*. New York: Springer.

Field, A. (2017) *Discovering Statistics Using SPSS Statistics*. 5th Ed. London: SAGE Publications.

Liebowitz, J. (2020) *Data Analytics and AI*. Florida: CRC Press.

Morrow, J. (2023) *Be Data Analytical: How to Use Analytics to Turn Data into Value*. London: Kogan Page.

Wallner, G. (2019) *Data Analytics Applications in Gaming and Entertainment*. Florida: CRC Press.

Websites

mobalytics.gg

Mobalytics
Infographics
Leaderboards
(Resources)

probuildstats.com

Probuildstats
Champions/Pros
(General reference)

shadow.gg

Shadow
Data Widgets
Analytics
(Resources)

u.gg

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(General reference)

Journals and articles

Bonny, J. (2022) 'Using collective metrics to assess team dynamics and performance in esports', *International Journal of Gaming and Computer-Mediated Simulations*, 14(1), pp. 1–13. Available at: <https://doi.org/10.4018/IJGCMS.315604>.

Maymin, P.Z. (2021) 'Smart kills and worthless deaths: eSports analytics for League of Legends', *Journal of Quantitative Analysis in Sports*, 17(1), pp. 11–27. Available at: <https://doi.org/10.1515/jqas-2019-0096>.

Rijnders, F., Wallner, G. and Bernhaupt, R. (2022) 'Live feedback for training through real-time data visualizations: A study with League of Legends', *Proceedings of the ACM on Human-Computer Interaction*, 6(CHI PLAY), pp. 1–23. Available at: <https://doi.org/10.1145/3549506>.

Links

This unit links to the following related units:

Unit 402: Skills and Tactics Analysis

Unit 512: Emerging Technologies.

Unit 514:	Social Landscape and Community Dynamics
Unit code:	L/650/8030
Unit level:	5
Credit value:	15

Introduction

The social landscape and community dynamics in esports are vital for the industry's success. Esports communities, formed through shared interests and digital platforms, foster a sense of belonging and competition. These dynamics affect player engagement, fan culture and organisational practices, influencing motivation, loyalty and overall performance. Understanding these dynamics allows for the analysis of community formation, development and sustainability, as well as the sociocultural impact of esports on wider society. By exploring the social landscape and community dynamics, researchers and industry leaders can navigate the complexities of esports and promote positive growth and inclusivity. Key job roles include community manager, social media manager and esports researcher. Community managers engage with the community, social media managers handle online presence and esports researchers analyse community dynamics. These roles require strong communication, social media skills and an understanding of esports communities.

The purpose of this unit is to provide students with a comprehensive understanding of the social landscape and community dynamics within the esports industry. By exploring the various types of communities, social factors influencing their formation and the impact they have on player engagement, fan culture and organisational success, students will gain insight into the complexities of the esports ecosystem. Additionally, students will examine sociological concepts, theories and frameworks to analyse social phenomena and understand the role of social institutions in shaping the esports environment. The unit aims to equip students with the knowledge and skills needed to critically evaluate and navigate the social dynamics within esports communities, addressing issues of diversity, representation and social responsibility.

This unit covers key topics such as different types of communities in the esports industry, social factors influencing community formation and development, the impact of communities on player engagement and fan culture, relevant sociological concepts and theories, and the sociocultural impact of esports on wider society. By studying these topics, students gain a comprehensive understanding of the social dynamics within esports communities and the overall landscape of the industry. The unit aims to equip students with the knowledge and skills needed to analyse and evaluate the complexities of esports communities, contributing to a deeper understanding of the social aspects within the esports industry.

On successful completion of this unit, students will be equipped with a range of skills and knowledge related to the social landscape and community dynamics in the esports industry. They will gain knowledge of different types of communities, understand the social factors influencing community formation and development, and recognise the impact of communities on player engagement, fan culture and organisational success. Students will also develop an understanding of sociological concepts, the role of social institutions and the sociocultural impact of esports on wider society. Additionally, they will acquire skills in community management, ethical considerations and conducting ethnographic research. Overall, students will have the necessary knowledge and skills to analyse, manage and engage with esports communities effectively. In this unit, students will develop analytical, research, communication and reflective skills. They will analyse communities, research social factors, communicate findings and reflect on the impact of esports on culture.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Discuss various communities within the esports ecosystem, based on their distinctive attributes, functions and roles
- LO2 Investigate the social dynamics and structures shaping esports communities
- LO3 Develop a strategy for an online esports community
- LO4 Evaluate the impact of communities on player engagement, fan culture and esports organisations.

Essential Content

LO1 Discuss various communities within the esports ecosystem, based on their distinctive attributes, functions and roles

Esports community definition and significance:

The definition of esports communities and their significance in the esports industry

Contributions of communities to the growth, development and sustainability of esports e.g. feedback, creating a sense of belonging, sponsorship and revenue streams.

Distinctive attributes of esports communities:

Exploration of unique characteristics that differentiate esports communities e.g. geographic locations, game genre, skill level, platform preference, interests and social dynamics

Factors that shape community identities e.g. shared interests, goals, platforms, geographical locations, professional players and personalities.

Functions and roles in esports communities:

Functions served by communities in the esports ecosystem e.g. support, competition, knowledge sharing, networking

Diverse roles assumed by community members, including players, fans, content creators, organisers and administrators.

Classification of esports communities:

Frameworks and models used to classify esports communities

Classification criteria e.g. game genre, platform, skill level, size, purpose.

Practical application and analysis:

Engagement in interactive activities to practise differentiating and classifying esports communities.

LO2 Investigate the social dynamics and structures shaping esports communities

Leadership in esports communities:

Leadership definition and role within esports communities

Leadership styles e.g. autocratic, democratic, participative, laissez-faire and their impact on community dynamics

Responsibilities and challenges faced by leaders in managing and guiding esports communities.

Power dynamics in esports communities:

Concept of power and its relevance within esports communities

Power dynamics among community members, including influencers, prominent players and content creators

Power imbalances in community interactions and decision-making processes.

Social hierarchies in esports communities:

Factors contributing to the formation of hierarchies e.g. skill level, experience, reputation

Effects of social hierarchies on community cohesion, inclusivity and individual experiences.

Conflict and cooperation in esports communities:

Conflict within esports communities and its impact on community dynamics

Strategies for resolving conflicts and fostering cooperation among community members

Community norms, rules and mediation in managing conflicts within esports communities.

Influence of social media and online platforms:

Influence of social media and online platforms on the social dynamics of esports communities

Role of social media in shaping community interactions, communication patterns and information dissemination

Impact of online platforms on the formation of sub-communities and the amplification of social hierarchies.

LO3 Develop a strategy for an online esports community

Licensing and copyright consideration in developing community content:

Benefits and challenges of obtaining licences for using copyrighted materials in community projects

Respect for and protection of IP rights in relation to community content

Licensing and permissions for community projects

Ethical considerations and challenges related to legal and copyright issues in esports communities.

Legal considerations for community management:

Privacy and data protection, defamation, harassment and IP infringement
Compliance with legal frameworks e.g. the UK General Data Protection Regulation (GDPR)

Managing community toxicity and safeguarding considerations in online communities

Creation of community content guidelines and terms of service.

Development strategy considerations:

Purpose and target audience of online community

Key stakeholders: esports organisation, online community, governance

Community platform: selection, administration and management

Content generation: organisation content, player content, content range and type, publishing schedule; user generated content, legal considerations

Key performance indicators (KPI) e.g. number of posts, number of subscribers, subscriber demographics, content engagement, rate of subscriber growth, revenue

Networking opportunities e.g. in-person, online, events, productions

Encouraging partnerships e.g. advertisers, sponsors, games publishers, hardware manufacturers, local businesses

Encouraging inclusivity and diversity: awareness of demographics, diversity factors, inclusivity factors, challenges and opportunities

Ethical considerations in community management.

LO4 Evaluate the impact of communities on player engagement, fan culture and esports organisations

Player engagement and community influence:

Player engagement and its importance in the esports industry

Role of communities in fostering player engagement, skill development, and overall performance, including support, competition, and collaborative opportunities.

Fan culture in the context of esports:

Contribution of communities to the formation and development of fan culture, including fan content creation, traditions and rituals

Influence of community interactions and fan culture on the growth of esports viewership, fan loyalty and the creation of a vibrant esports ecosystem.

Importance of community support for esports organisations:

The significance of community support for the success of esports organisations

Ways in which communities contribute to the growth and sustainability of esports organisations through fan engagement, financial support and grassroots promotion

Successful strategies employed by organisations to cultivate strong relationships with their communities and harness their support.

The concept of loyalty in esports communities:

Concept and factors that contribute to community loyalty e.g. shared values, positive experiences, sense of belonging

Impact of community loyalty on long-term community sustainability and its influence on player and organisational success.

Community engagement strategies in esports:

Effective community engagement strategies employed by esports organisations

The importance of open communication, inclusivity and responsiveness in fostering strong relationships with communities.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Discuss various communities within the esports ecosystem, based on their distinctive attributes, functions and roles		LO1 and LO2 D1 Evaluate how the various esports communities and social dynamics can have an impact on individual experience and inclusivity.
P1 Explain esports communities and their significance in the esports industry. P2 Discuss the unique characteristics that differentiate esports communities.	M1 Analyse a range of distinctive attributes that differentiate esports communities.	
LO2 Investigate the social dynamics and structures shaping esports communities		
P3 Explain the role of leadership in esports community management and development. P4 Explain the concept of power and its impact on esports community dynamics and relationships.	M2 Analyse the implications of power imbalances in esports community interactions, decision-making processes and individual experiences.	

Pass	Merit	Distinction
LO3 Develop a strategy for an online esports community		LO3 and LO4
<p>P5 Identify the range of factors that are required for the development of an online esports community.</p> <p>P6 Produce a development strategy for an online esports community for an identified organisation that considers inclusivity and diversity.</p>	<p>M3 Justify how the development strategy will help promote the growth and development of both the identified esports organisation and the online community.</p>	<p>D2 Evaluate the impact that esports communities have on player engagement, fan culture and organisational success, providing recommendations to enhance community formation and development in the overall esports industry.</p>
LO4 Evaluate the impact of communities on player engagement, fan culture and esports organisations		
<p>P7 Explain the importance of player engagement in the esports industry, including its definition and significance.</p> <p>P8 Discuss the impact of community engagement on player motivation, skill development and overall performance, drawing connections between community influence and player outcomes.</p>	<p>M4 Analyse the influence of community interactions and fan culture on the growth of esports viewership, fan loyalty and the creation of a vibrant esports ecosystem.</p>	

Recommended Resources

Textbooks

Gilardi, F. and Martin, P. (2023) *Esports in the Asia-Pacific: Ecosystem, Communities, and Identities*. New York: Palgrave Macmillan.

Kowert, R. and Quandt, T. (2020) *The Video Game Debate 2: Revisiting the Physical, Social, and Psychological Effects of Video Games*. Abingdon: Routledge.

Tjønnndal, A. (2022) *Social Issues in Esports*. Abingdon: Routledge.

Websites

Refer to the relevant subject page on HN Global for suitable web resources for this unit.

www.gamesindustry.biz

GamesIndustry.biz

(General reference)

www.marketingweek.com

Marketing Week

(General reference)

www.sportsengine.com

SportsEngine.com

(General reference)

Journals and articles

Riatti, P. and Thiel, A. (2022) 'The societal impact of electronic sport: A scoping review', *German Journal of Exercise and Sport Research*, 52, pp. 433–446. Available at:

<https://doi.org/10.1007/s12662-021-00784-w>.

Gandolfi, E., Ferdig, R. E. and Soyurk, I. (2023) 'Exploring the learning potential of online gaming communities: An application of the Game Communities of Inquiry Scale', *New Media & Society*, 25(6), pp. 1374–1393. Available at:

<https://doi.org/10.1177/14614448211027171>.

Links

This unit links to the following related units:

Unit 401: Esports Ecosystem

Unit 414: Ethics and Fair Play

Unit 416: Governance and Legislation

Unit 505: Social Media Management.

April 2024

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