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FROM OLYMPICS TO CITIZENSHIP MANAGEMENT : SPORT, BUSINESS, PURPOSE

RACIAL JUSTICE



- 2 weeks
- 2 challenges

SPORT & IMPACT

Purpose-Driven Worldwide People Listing



Project followed by : Eva Marro, Clarisse Deveen,
Victor Petit, Léa Huré
Directed by François Singer

2024

François Singer, 2024 © Tous droits réservés



FRANÇOIS SINGER

SENIOR PURPOSE PARTNERSHIPS MANAGER CHEZ 17 SPORT



The need to manage oneself is creating a revolution in human affairs.

— Peter Drucker —

AZ QUOTES

Information is key : you & me

Last diploma : a long time ago....

Phd Business Management IAE Aix en Provence 2004 -
Econometrics Engineer Aix Marseille University 2001

Last sport experience 2023 :

- ATP Marseille Strategy
- FIBA World Cup 3*3 – 3xFestival
- Public Relations Audit for Clubs and Sponsors / Sodexo Live !

• **Sport Practice Fan...** :

- Tennis, Basket, Soccer, Rugby Seven, Paddle board...
- OM, Celtics, Juve, Warriors, Canadiens, Eagles, Seahawks, Fed, Stan, Jo, Liza, Ray Allen, Curry, Voller, ZZ, Slater, Bird, Wilko, Tatum....



Since
2001

Research



Since 2005

Maître de Conférences

Aix Marseille University

Strategy & entrepreneurship

Since 2006

Associate Professor Kedge Business School



Since
1999

Professional
ATP & WTA
Events
management



Member of the Executive Committee 2017-20
Economic Development – Circular Economy – Education



Consulting

Sport Business Strategy & Marketing



A wide-angle, high-angle photograph of Paris, France, during a golden sunset. The Eiffel Tower stands prominently on the left side of the frame. The Champs-Élysées is visible in the center, lined with green and white banners. The city's architecture and greenery are bathed in the warm light of the setting sun.

LES JEUX OLYMPIQUES ET PARALYMPIQUES DE PARIS 2024

À VIVRE SUR FRANCE TÉLÉVISIONS



Marseille Capitale de la Voile



2 Teams



Post Olympics Event /
Marseille City































































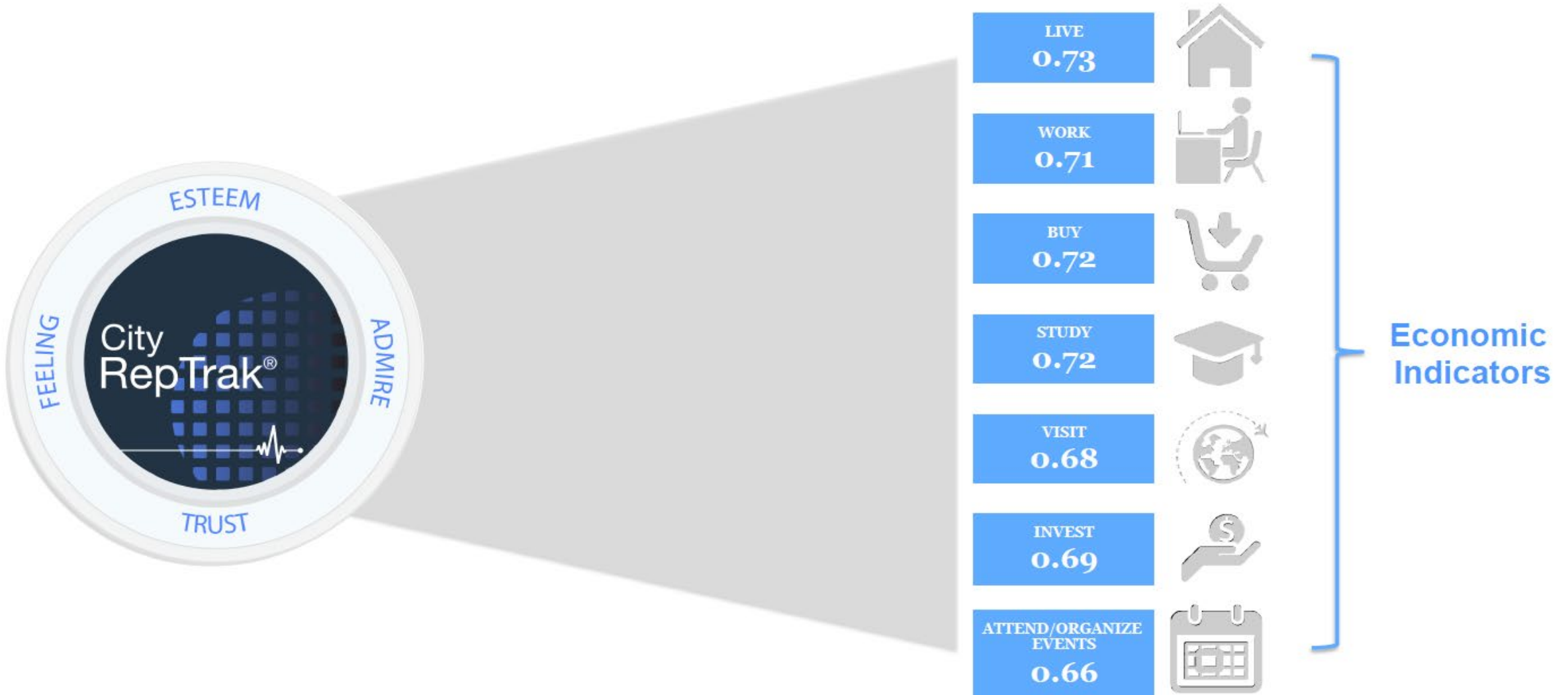
**80 JOURS
SANS ESCALE**

2018 City RepTrak® Ranking

TOKYO 1 81.8  ↑	SYDNEY 2 81.5  ↓	COPENHAGEN 3 81.0  ↓	VIENNA 4 80.9  ↓	STOCKHOLM 5 80.8  ↓	VENICE 6 80.3  ↑	ROME 7 79.2  ↑	ZURICH 8 78.5  ↑	MUNICH 9 78.2  ↑	MONTREAL 10 78.2  ↑
HELSINKI 11 77.7  ↑	MELBOURNE 12 77.7  ↓	TORONTO 13 77.6  ↓	MILAN 14 77.1  ↓	BARCELONA 15 76.5  ↓	VANCOUVER 16 76.4  ↓	LONDON 17 76.4  ↓	DUBLIN 18 76.1  ↓	MADRID 19 76.1  ↑	SAN FRANCISCO 20 75.9  ↑
EDINBURGH 21 75.7  ↓	AMSTERDAM 22 75.5  ↓	FRANKFURT 23 75.5  ↑	NEW YORK 24 75.0  ↓	PRAGUE 25 74.4  ↔	PARIS 26 73.3  ↓	SINGAPORE 27 73.1  ↑	GOLD COAST 28 73.0  ↑	SEATTLE 29 72.9  ↓	BRUSSELS 30 72.1  ↔
BERLIN 31 72.0  ↓	BOSTON 32 71.7  ↑	ATHENS 33 71.5  ↑	MIAMI 34 71.3  ↓	MANCHESTER 35 70.7  ↑	ORLANDO 36 69.7  ↓	HONG KONG 37 69.7  ↑	LOS ANGELES 38 69.6  ↓	BUDAPEST 39 69.4  ↓	WASHINGTON DC 40 69.2  ↔
DUBAI 41 68.6  ↓	NEW ORLEANS 42 68.2  ↓	ST PETERSBURG 43 66.2  ↑	SEOUL 44 66.1  ↑	CHICAGO 45 65.7  ↔	ATLANTA 46 65.3  ↓	LAS VEGAS 47 64.7  ↓	SHANGHAI 48 64.7  ↔	BANGKOK 49 63.5  ↔	JERUSALEM 50 62.6  ↔
RIO DE JANEIRO 51 61.7  ↑	ISTANBUL 52 57.8  ↓	NEW DELHI 53 54.7  ↔	MEXICO CITY 54 52.6  ↔	CAIRO 55 51.6  ↑	MOSCOW 56 51.3  ↓				

↑ ↓ Positive/negative rank change since 2017

Relationship Between Reputation and Support



Cause-Related Marketing
vs. *CSR*



EMOTION ²



What's
the
BIG
difference?



1 pack = 1 vaccine

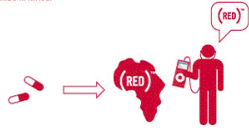
Pampers

unicef 





1. Smart shopper notes that the iPod nano (PRODUCT) RED Special Edition costs \$199 like all the other nanos. But the (RED) one generates \$10 to fight AIDS in Africa.
2. Shopper buys the iPod nano (PRODUCT) RED. Apple sends a \$10 contribution directly to The Global Fund -- not to (RED).
3. The Global Fund uses 100% of this money to finance health and community support programs in Africa, with a focus on women and children.



4. The \$10 helps a person affected by HIV in Swaziland, Rwanda, and other countries to be granted (RED) money in the future.
5. THE RESULT? You have a new iPod and you helped save a person's life. If you like that, you can buy more (RED) stuff or even get INSPIRED to donate more money directly to The Global Fund at www.theglobalfund.org/en/donate



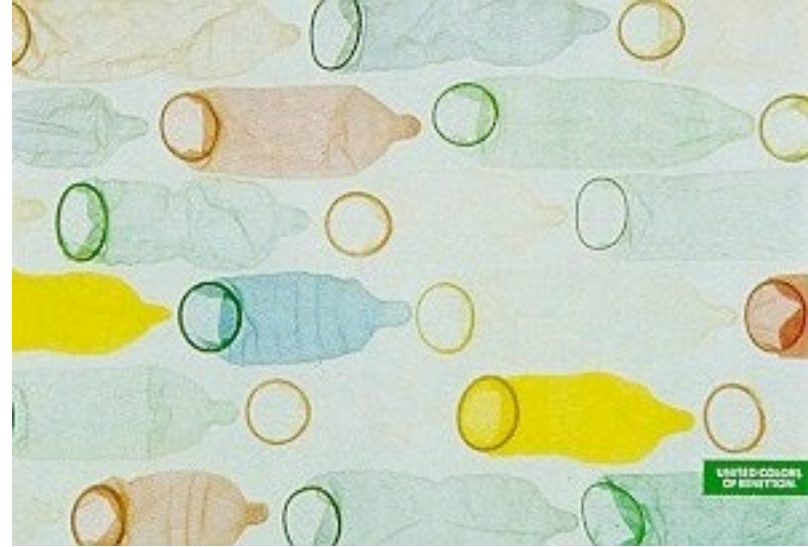
(EMPORIO ARMANI) RED



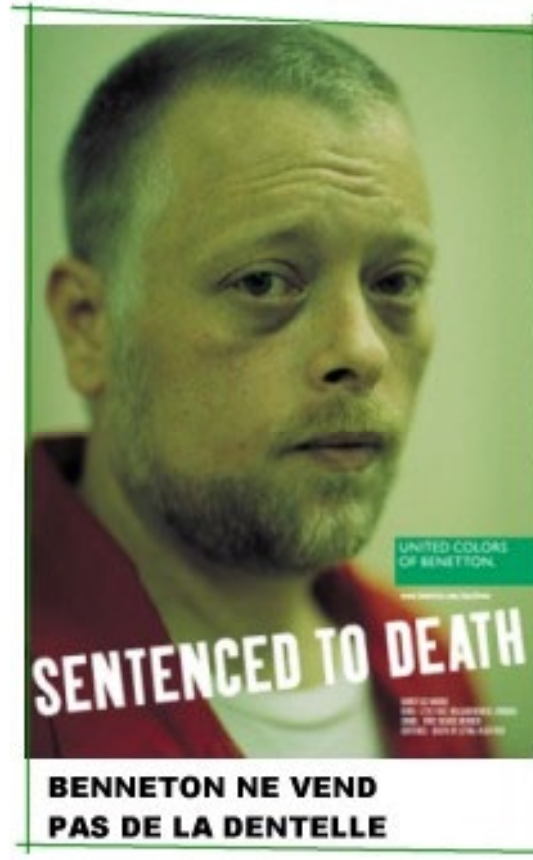
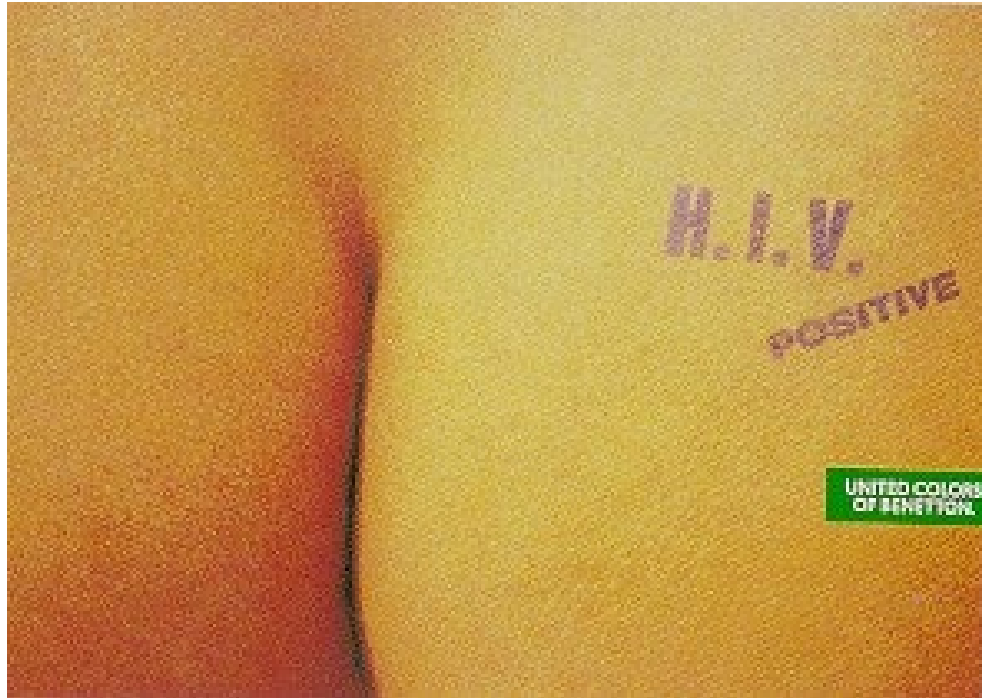
Model EA 9592/s













Opportunism

or

Pragmatism ?



The Business of Doing Well
By Doing Good

CAUSE RELATED MARKETING

- **Cause marketing** or **cause-related marketing** refers to a type of marketing involving the cooperative efforts of a "for profit" business and a non-profit organization for mutual benefit. The term is sometimes used more broadly and generally to refer to any type of marketing effort for social and other charitable causes, including in-house marketing efforts by non-profit organizations.
- Cause marketing differs from corporate giving (philanthropy) as the latter generally involves a specific donation that is tax deductible, while cause marketing is a marketing relationship not necessarily based on a donation.



Ethical Corporate Responsibility (Babiak & Wolfe, 2006)



Ethical corporate social responsibility and Super Bowl XL

Name of Program	Partners	Purpose
Emerging Business Program	Corporate: 1 *Nonprofit: 1 (750 companies registered, contracts offered to 250)	To provide women and minority owned businesses with opportunities for participation in Super Bowl business process
Super Makeover	Corporate: 1 **Government: 4	Initiative to enhance City of Detroit: picking up trash, painting over graffiti, and killing and removing weeds in high traffic pedestrian areas
Project "Green"	Corporate: 1 Nonprofit: 2 Government: 4	2,500 trees and plants planted to offset carbon emissions
<p>* Nonprofit partners include charities, nonprofit organizations, schools, and foundations ** Government partners include local/municipal governments and organizations, state or federal governments</p>		

Discretionary Corporate Responsibility (Babiak & Wolfe, 2006)

Discretionary corporate social responsibility and Super Bowl XL

Name of Program	Partners	Purpose
Education related CSR		
Super Reading Program	Corporate: 11 Nonprofit: 3	Encourage children in Detroit schools to read and use local public libraries
Youth Education Town	Corporate: 8 Nonprofit: 5 Government: 2 Individuals: 3	The creation of educational and recreational centers for youth in at-risk neighborhoods in Super Bowl Host cities including tutoring, mentoring, career training, computer education, and athletics. YETs are physical legacies of the Super Bowl.
Cultural CSR		
One World, One Detroit	Corporate: 1 Nonprofit: 10 Government: 1	Tolerance and diversity conference
Rock my Soul	Corporate: Nonprofit:	A celebration of art, dance, and music of African Americans throughout history
Infrastructure		
SuperBuild	Corporate: 16 Nonprofit: 6	In partnership with Habitat for Humanity, 40 homes were built for families displaced by Hurricane Katrina
Rebuilding Together		A one-day blitz of much needed home improvements to families, the elderly, or disabled homeowners
Charity Events		
Super Bowl NFL Charities Bowling Classic	Corporate: 1 Nonprofit: 1	Proceeds to benefit Detroit Youth Education Town
NFL Experience	Corporate: 34 Government: 1	An event which provides an opportunity for families to have a 'Super Bowl experience' by experiencing interactive exhibits, clinics, and autograph signings. Proceeds from this charitable event go to the Detroit Youth Education Town
Taste of the NFL	Corporate: 8 Nonprofit: 3	To raise money and awareness for the hungry









Jaren Jackson Jr.
Memphis Grizzlies

360° TOUR



Presented by
BlackBerry



**"WE MUST BECOME THE
CHANGE WE WANT TO SEE
IN THE WORLD"**

MAHATMA GANDHI



GREENPEACE

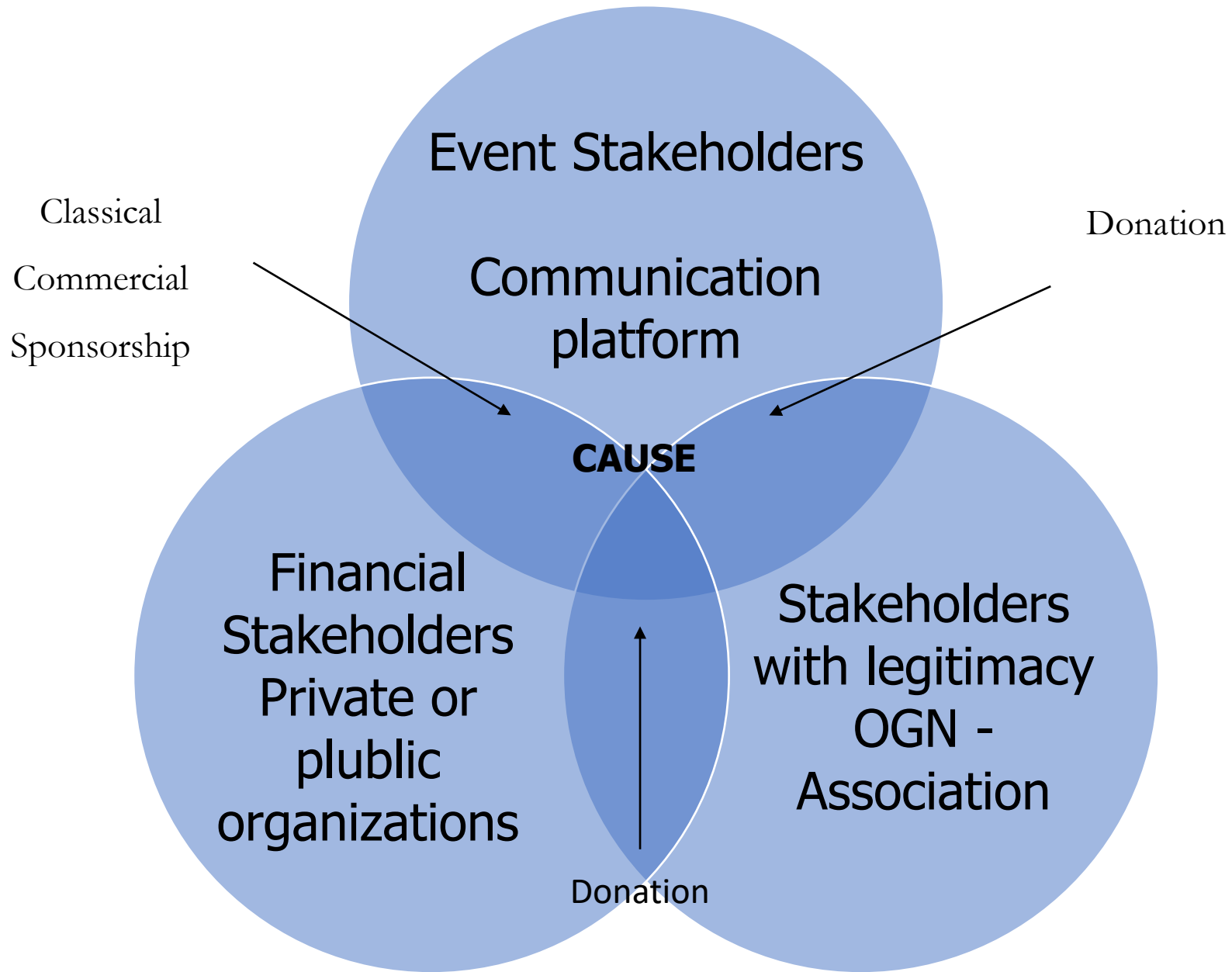
Chernobyl Children's
Project International



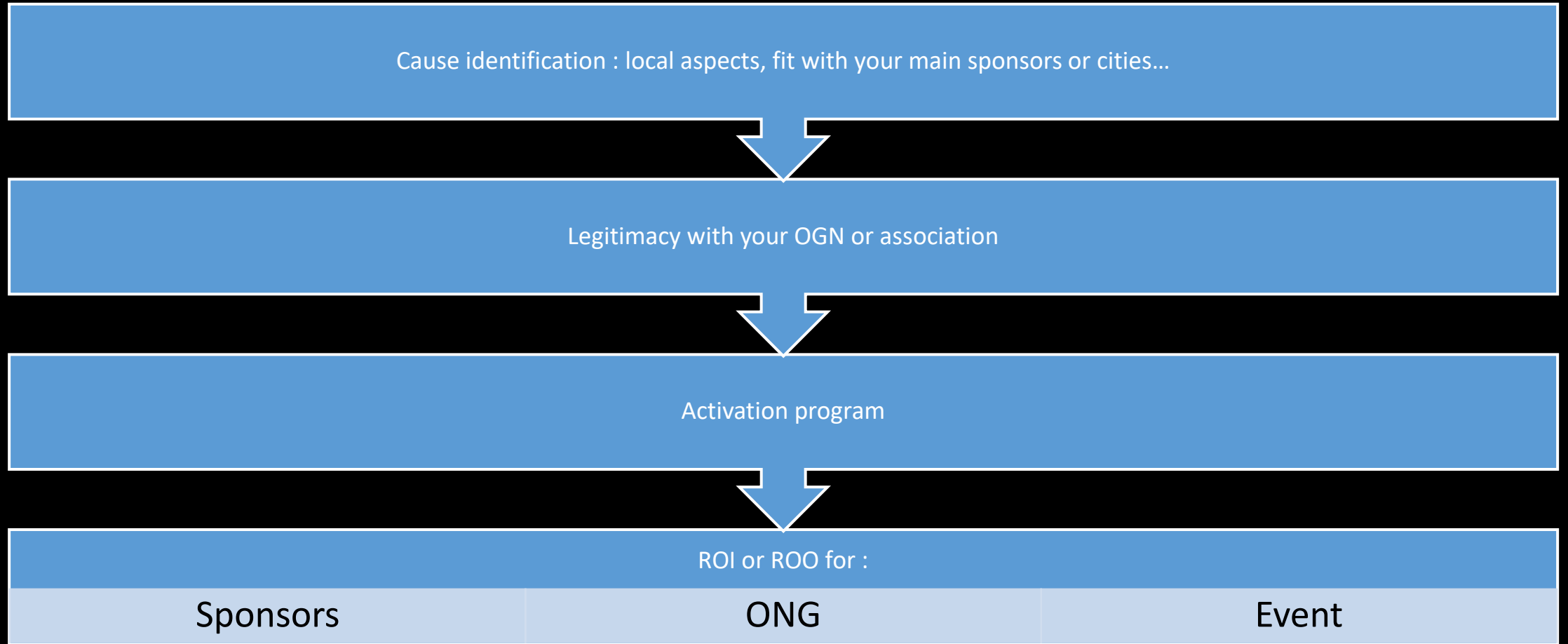


Barça's most difficult game is about to begin





Process





The core objective : create sponsors
network = cross partnership

HOW ?

CSR : ressources arrangement and synergies



Solutions :



Corporate Social Responsibility and Cause marketing



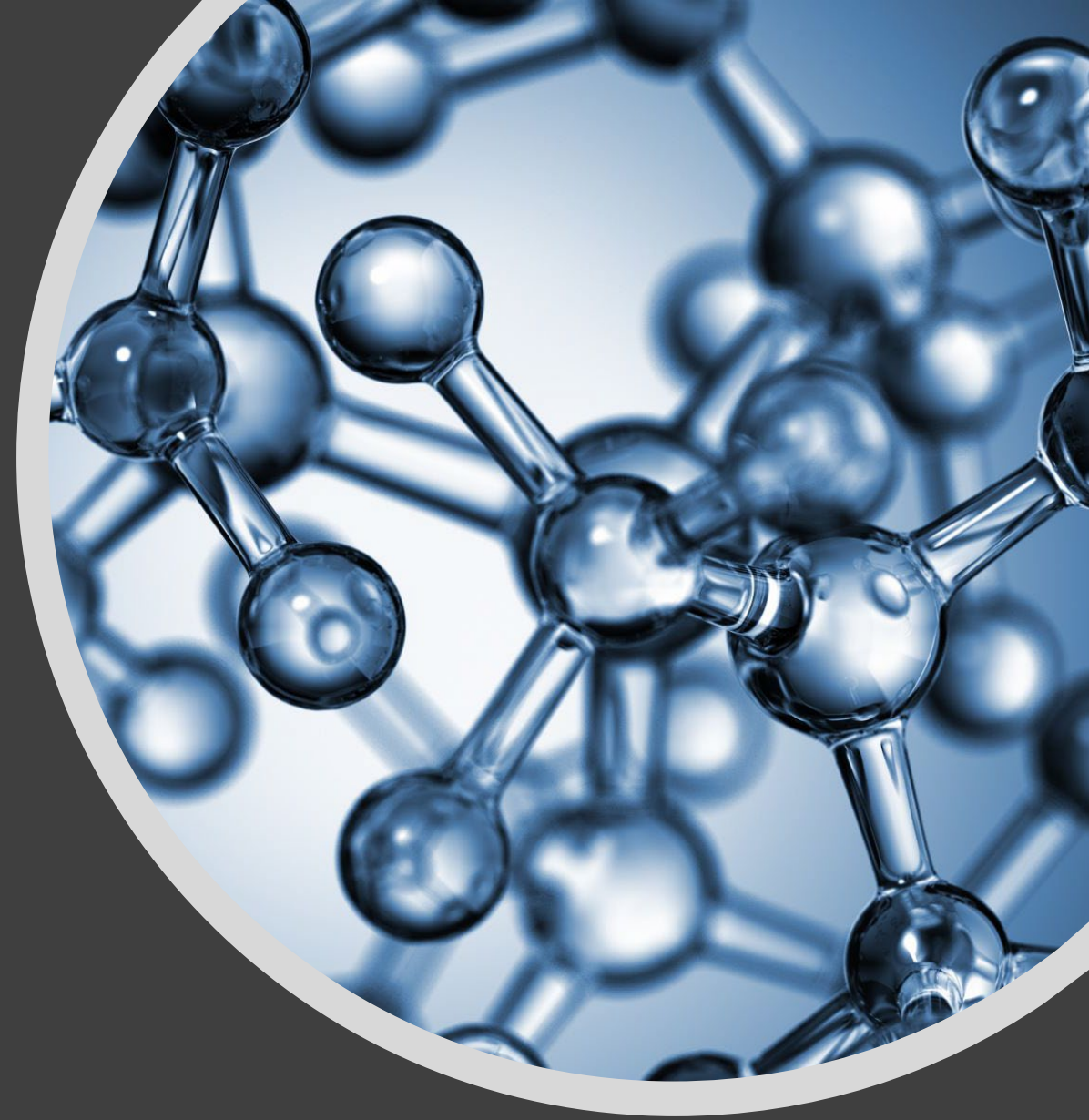
Cross businesses (not easy...) using public – private networks...



Danger : impossible to put the offer or attractiveness on your website or business presentations...



Destination marketing : public sponsorship strategy





HOULE FUGLSANG WOODS GOLDS
CLARKE FROOME IMPEY

**FORMULA 1
GRAND PRIX
DE FRANCE**

Le Summer Race

OFFICIAL TIME OBSERVER BY
LE CASTELLET
22-24 JUILLET

TICKETS www.a1cl.com

#F1SUMMER

A stylized graphic of a Formula 1 race track, tilted at an angle. The track is depicted with blue and white diagonal stripes, and several blue and red Formula 1 cars are shown racing along it. The background is a gradient of yellow and blue.



"A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well."

Jeff Bezos

10 ESSENTIALS TO SPONSORSHIP ACTIVATION



1 EVENT AMBASSADORS

→ Activate brand ambassadors at event



2 CONTENT ENGAGEMENT

→ Generate rich, authentic event content



3 DIGITAL INTEGRATION

→ Leverage event's digital channels



4 DIGITAL TOUCH POINTS

→ Plan content calendar – pre to post-race



5 ONLINE COMMUNITY

→ Connect people, assets, and offers online



6 BRAND AFFINITY

→ Establish brand value and credibility



7 MAXIMIZE DIGITAL REACH

→ Broaden distribution and amplification



8 TARGETED PROMOTIONS

→ Run original, event-tailored contests



9 MEASURE PERFORMANCE

→ Track digital reach and engagement



10 GENERATE LEADS

→ Tie assets and offers to your funnel

Orange Vélodrome



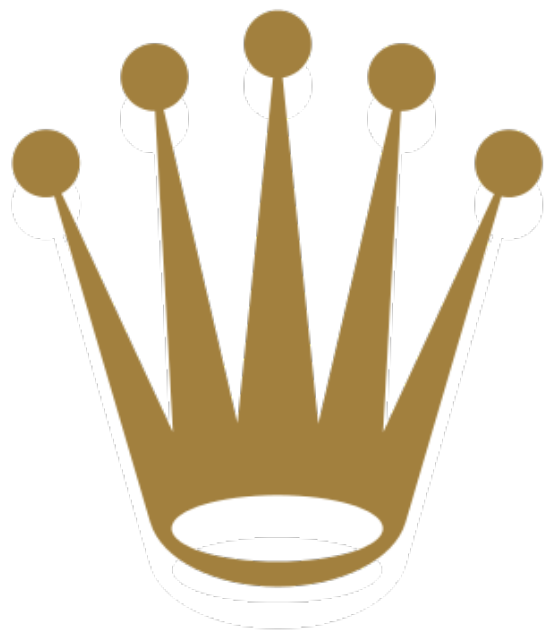
RDC

la nouvelle destination du monde



DROIT AU BUT

PARTENAIRES POUR S'ÉVADER



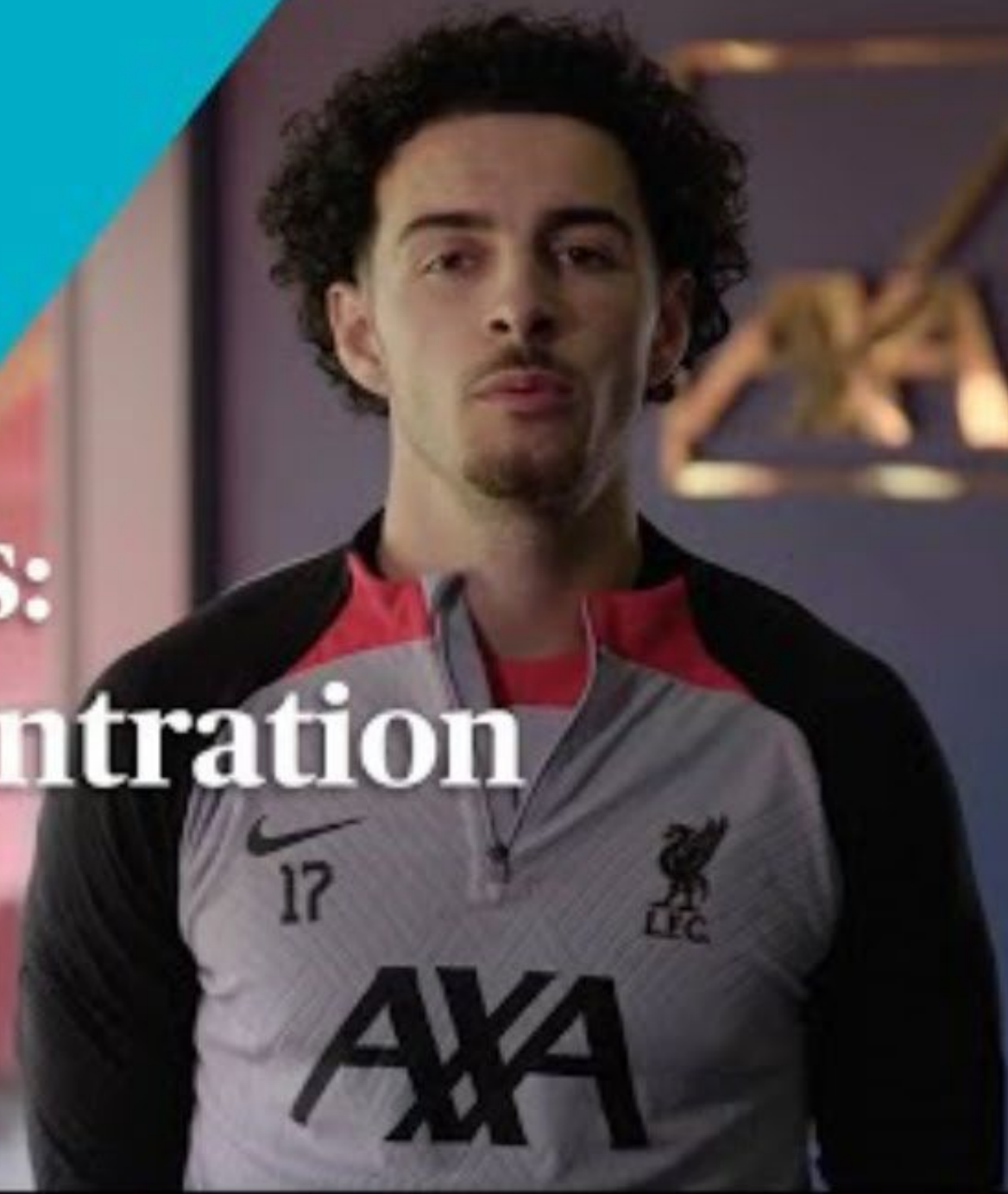
ROLEX





Health

Invisible signs: Lack of concentration





DÉPARTEMENT
**BOUCHES-
DU-RHÔNE**

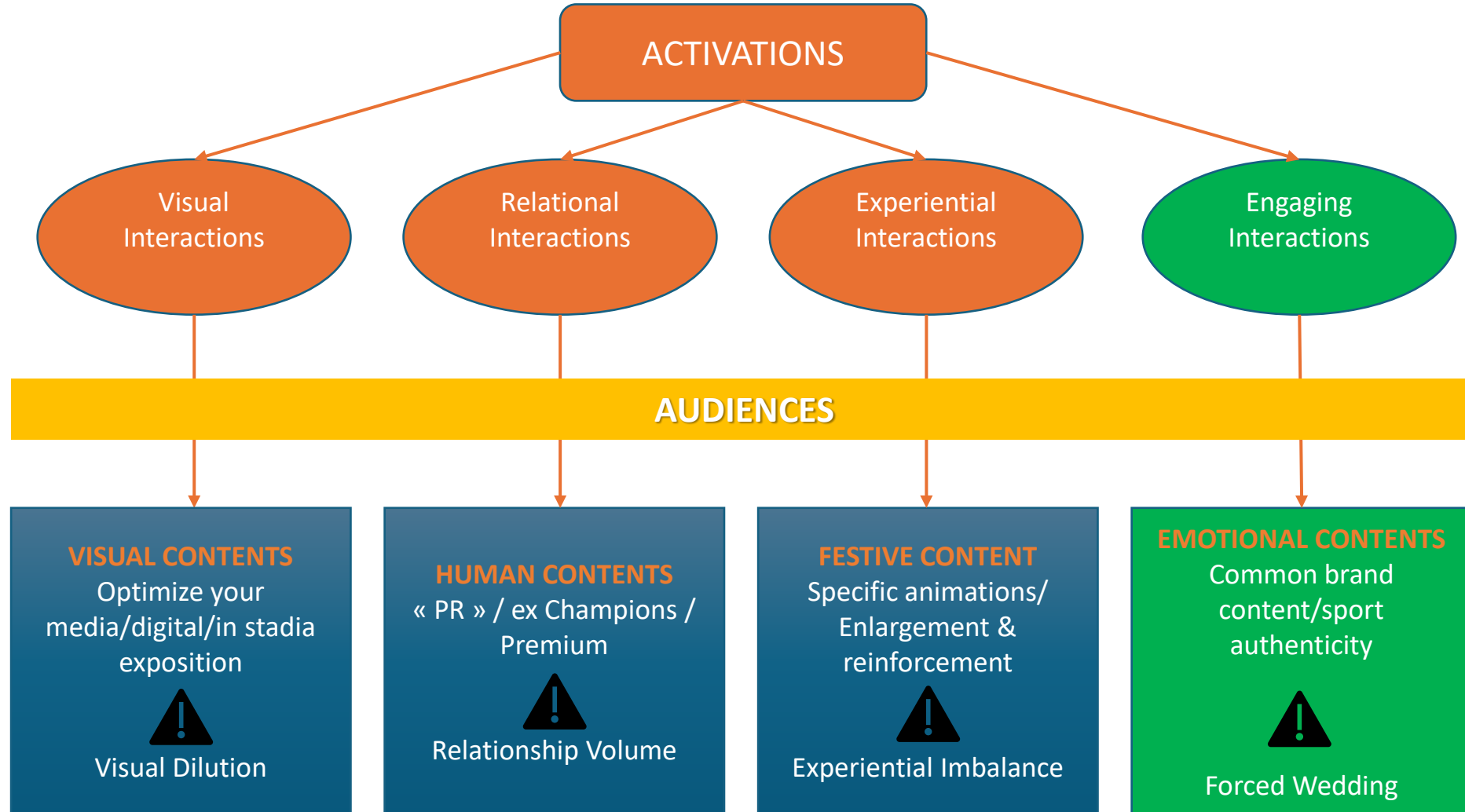


LLE



Value Proposition and Activation Platform

Interactional Typology



Activation tools



Billboards

Printed supports

Scoring Referees

Media Supports

Human Supports

Naming

Branding

Visibility

PR

Web Marketing
Web 2.0

Mobile Marketing

Seminars
Conferences

Relations

Fans
Objects

Stands

Games

Experience

Cause Related Marketing

Special Events

Official Supplier

Engagement





EXE

**FES
TIVAL**





Défenseurs
de l'Enfance.
POUR QUE L'ENFANCE SOIT UN JEU D'ENFANTS.

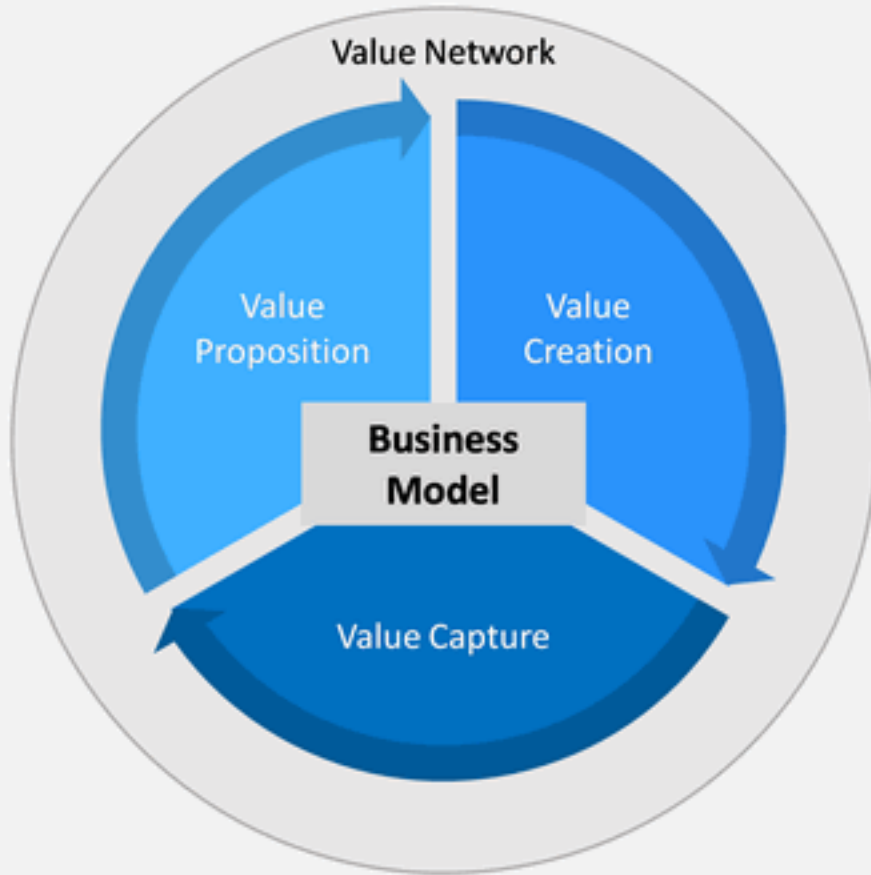






BUSINESS MODEL

The 4V's of a Business Model



Who are your customers and what do they value?

- Target Customers
- Solutions

How is the value chain configured?

- Production
- Distribution

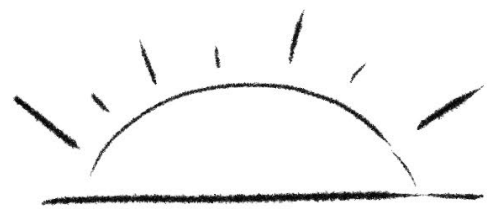
What is the economic logic of making a return?

- Revenue and Cost Architecture
- Financing

What is the role in the value network?

- Complementarities
- Partners

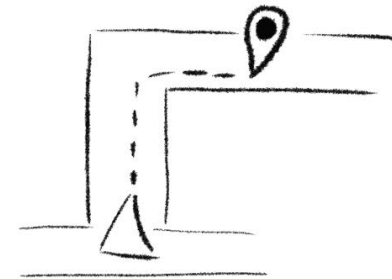
"The essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit" (Teece, 2010: 172).



PRODUCT
VISION
the why



STRATEGIC
ROADMAP
the how



PRODUCT
BACKLOG
the what



**FIX YOUR
GOALS 3-5
YEARS**

Preamble

Your story and vision

Business ROADMAP

For sport organizations → *specific “hybrid” approach* : RBV development at first and environment analysis as a kind support in a generic (classical) “background”

3 levels (chapters) :

Evaluation

Organization

Restitution

Evaluation step

1. Assets (resources & capabilities) identification
linking to the main profit centers and key
stakeholders

2. Potential and rent evaluation of each asset
(V.R.I.O)

3. Description of the main characteristics of the
“macro” environment :

Economical

Political

Sociological
& cultural

Legal
aspects

Evaluation step

4. Description of the main characteristic of the “micro” environment (“5 forces model”) :

- Identification of your stakeholders linking to resources access and sharing : analyze your control and negotiating power !
- Customers (marketing segmentation) : analyze your control and negotiating power !
- Competitors (direct - substitutes – new entrants) analyze the threats

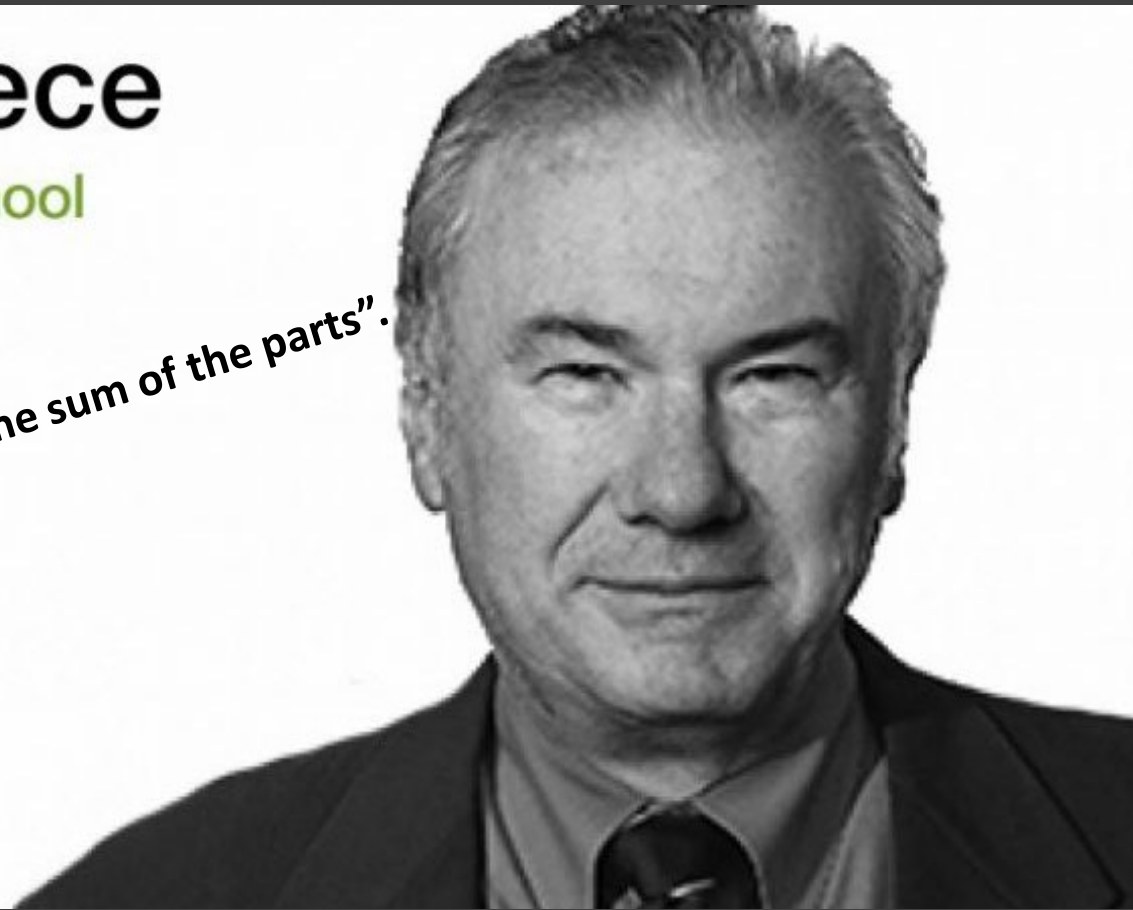
5. First summary :

- Financial needs : budget necessary to implement
- Human needs : competencies ?
Recruitment ? Formation ?
Placements ? Consulting agencies ?
- Global profitability of the development project
- First prices fixation : ticketing –
Public Relations – Communication supports - Merchandising...

David Teece

Berkeley Haas School
of Business

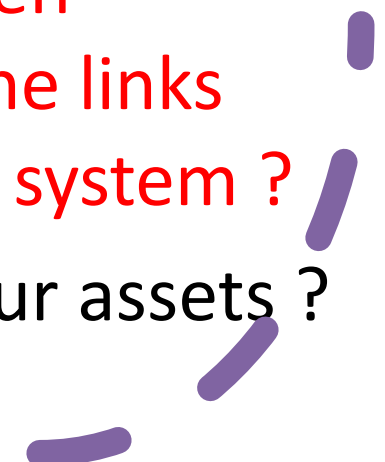
“The whole is more valuable than the sum of the parts”.



Asset orchestration

If capabilities are dependent on co-specialized assets, it makes the coordination task of management particularly difficult. Managerial decisions should take the optimal configuration of assets into account. *Asset orchestration* refers to the managerial search, selection, and **configuration** of resources and capabilities. The term intends to convey that, in an optimal configuration of assets, the whole is more valuable than the sum of the parts.

Organizational
step
Value Creation
Assets
Orchestration

- ★ 1. Articulation and orchestration of resources with your capabilities : exploration and exploitation to optimize the whole potential of assets portofolio ?
 - ★ 2. Interactions between resources : analyze the links and the creation of a system ?
 - ★ 3. Renew or reject your assets ?
- 



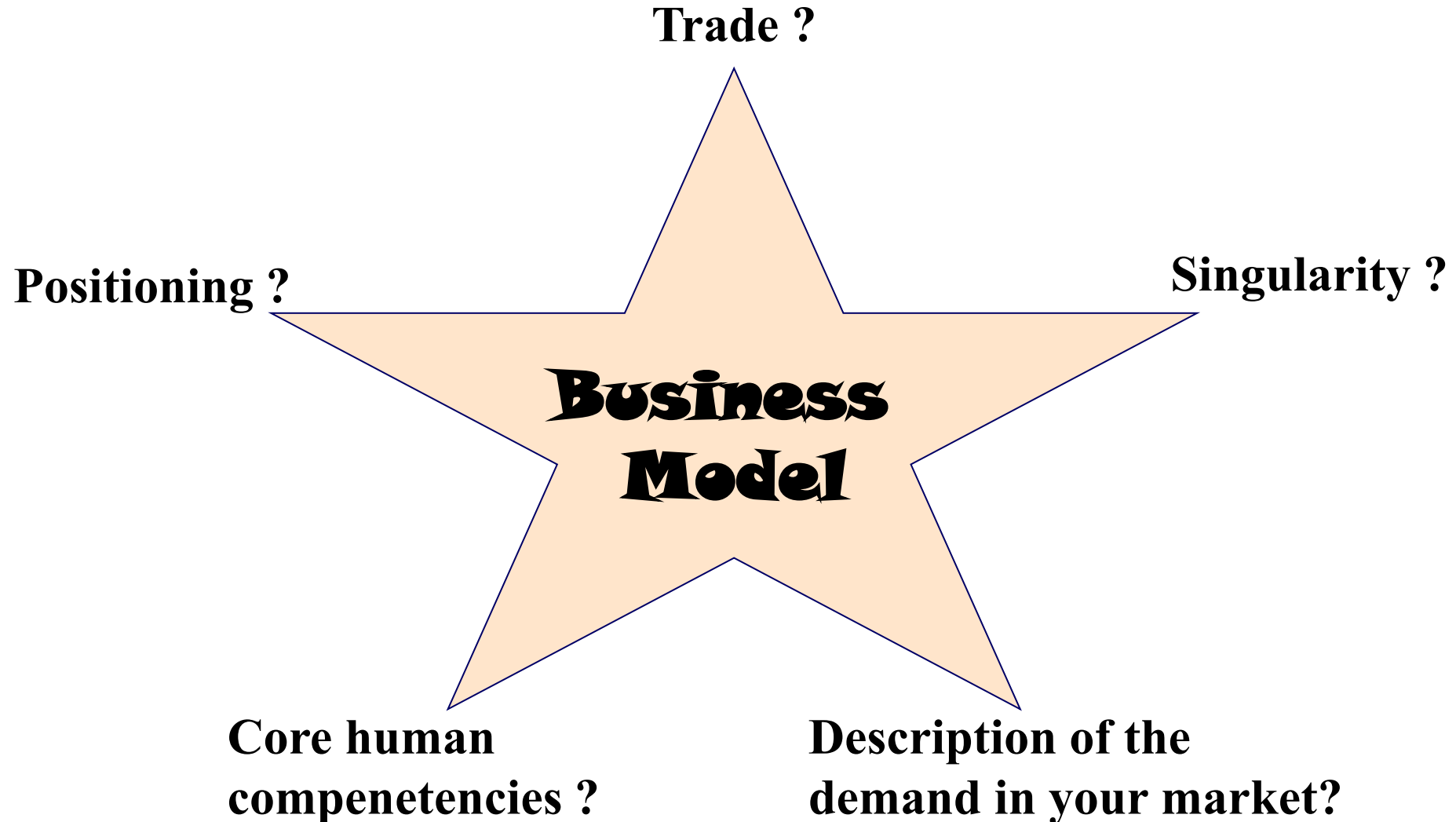
Resume “BUSINESS MODEL”

Definition : a sort of diagram
which explain how you can
generate profits (more
precisely your turnover)

Business Model ?

- ❑ « The essence of the idea is **‘how you get paid’, or ‘how you make money’** with a taxonomy of alternative mechanisms ». (Chesbrough et Rosembloom, 2002)
- ❑ « Business model refers to the core architecture of a firm, specifically how it deploys all relevant resources ». (Tapscott, 2001)

5 “keys” to explain for your Business Model





Restitution step

- ★ Business and marketing actions :
 - ★ Stadia / Arena management (“Model based on Fans”) :
 - ★ hospitality
 - ★ CRM (Ticketing)
 - ★ Merge sport and Entertainment
 - ★ Sponsorship Activations
 - ★ CSR Strategy
 - ★ Reputation and Brand Management
- ★ Sport area development : training – coaches – scout... : sport performance !