

UNDER CREATION
**FROM OLYMPICS TO CITIZENSHIP MANAGEMENT :
SPORT, BUSINESS, PURPOSE**

Semester 2 , 2023 – 2024

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COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Class participation		30 %
In-class Case Analyses		30%
Final Exam – case study : Working group presentation		40%

Kedge Business School and its professors, encourage you to use your Pro-Acts, company projects and internships as privileged opportunities to apply the reflexions, theories, concepts and tools presented during this course

KEDGE BUSINESS SCHOOL

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CONTRIBUTIONS

Course Purpose & Objectives

This course is designed to provide students with systematic means to analyze and develop strategies using concepts and theories of marketing, corporate social responsibility (CSR) and decision making in sport events ecosystems context. More specifically, by the end of this course students will :

- To upskill, build expertise and thought leadership for Kedge Students around the Purpose topic in Sport
- To promote an environment of continued learning around Sport, Business and Purpose using Paris2024 context
- Share relevant uses cases, reading material and podcasts around Sport, Business and Purpose

Courses contribution to program objectives – Learning Goals

Implement responsible management in the specific industrial sector of function of specialization.

Students will use both logic and creativity to arrive at effective solutions. At the end of the class, they should be able to analyze opportunities and alternatives in sports business and purpose in an open, honest manner.

Contribution to Sustainable Development Goals

The Sustainable Development Goals (SDGs) define 17 priorities for socially equitable, environmentally safe, economically prosperous, inclusive and predictable

development by 2030. They were adopted in September 2015 by the UN as part of the framework of the 2030 Agenda.

In the context of sport ecosystems, we will follow 17 sport (co founded by Fabien Paget (KedgeBS Alumni)) platform on DOING GOOD AND DOING WELL : www.17-sport.com.

Humanity is demanding more. A new generation calls for more from government and business, urging them to come together and build a more just and sustainable society. Consumers are educated, motivated and savvy. They demand that leaders take meaningful action - and data shows they will reward those that do, and punish those that don't.

This course, like all Kedge courses, meets Sustainable Development Goal 4 (Quality Education). It can also meet other inclusive and sustainable objectives such as:

- **12. Responsible Consumption and Production**
- **11. Sustainable Cities and Communities**
- **17. Partnerships to achieve the Goal**

How advanced is the integration of Sustainability and Inclusivity into this course? (see matrix appendix 1)

- HIGH

Courses contribution to strategic axis Technology, Humanities and Entrepreneurship

Marketing and strategy – Ideation

INTRODUCTION AND OBJECTIVES

Course description

CSR, sport events, Olympics, social marketing, strategic leveraging.

Course objectives

This course is designed to provide students with systematic means to analyze and develop strategies using concepts and theories of marketing, corporate social responsibility (CSR) and decision making in a sports business and olympics heritage context in Marseille. More specifically, by the end of this course students will:

- (1) develop an understanding of the strategic role of marketing in sports business firms and the importance of appropriate decision making on purpose
- (2) develop skills necessary to utilize the course's tools and frameworks, designed to identify revenue opportunities, and make strategic sports marketing decisions.
- (3) develop responsible leader and strategic skills in the sports marketing business context.

Which jobs this course prepare students to

Sport marketing manager – CSR expert or consultant – CSR project manager – Cause related project manager

Advices to well learn from this course

Detailed class files are provided. They contain slides for class presentation, cases and articles to read and prepare for class meetings. .All the necessary data files will be found in Doc-Echange. The textbook is intended as supplementary reading and a source of additional examples for better understanding of the material.

Textbook

Sports Marketing, 1st edition, by Sam Fullerton, McGraw-Hill/Irwin, 2007.

SUPPLEMENTARY READINGS

List of References

Pricewaterhouse Coopers (2010). The Games Effect: Preliminary Economic Impact of the 2010 Olympic & Paralympic Winter Games on British Columbia and Canada to March 31, 2010. A report prepared for the Governments of British Columbia & Canada, the BC & Canadian Olympic Secretariats.

Whitelegg, D. (2000). Going for gold: Atlanta's bid for fame. *Journal of Urban and Regional Research*, 24, 801-817.

Ritchie, J.B. & Smith, B. (1991). The impact of a mega-event on host region awareness: A longitudinal study. *Journal of Travel Research*, 30(1), 3-10.

Legacy Sport Part 1 Chapter 3: The Global Goals - A Shared Vision for Success pg 35 - 41

Podcast: GlobalGoalsCast - "The Crisis of the Global Goals"

The Power of Purpose Part 1 and Part 2, by Afdhel Aziz, Forbes Magazine

Your Company's Purpose is not its Mission, Vision or Values, by HBR

Legacy Sport Chapter 15 and 16 pg 227 - 240

“How ProSocial Valuation Helps to Measure the Impact of Purpose” by Afdhel Aziz, Forbes

“The Power of Purpose” by Afdhel Aziz, Forbes

“If Purpose is so important to brands, why are so many failing to measure its impact?” by Charlotte Rogers, Marketing Week

Tags for this course

CSR Sport Marketing Destination Marketing Cause Marketing City branding

COURSE CONTENTS AND TIMETABLE

SESSIONS	TOPIC	PRELIMINARY READING(S) AND ASSIGNMENTS	ADDITIONAL READING(S) AND ASSIGNMENTS
1	Circular Business Model in sport event creation	Business Model Creation and Citizenship strategy : case of Open Nice Cote d'Azur ATP World Tour	By Lionel Maltese
2	Cause Related Marketing and Sponsorship Activation	NBA Care / FC Barcelona / Axa & Liverpool case Studies / superbowl	By Lionel Maltese
3	Workshop on Sport Event Creation post Olympics in marseille	City Branding and Destination Reputation : case study of	By Lionel Maltese

		Marseille Provence / One provence	
4	THE PURPOSE REVOLUTION AND ITS RELEVANCE FOR THE SPORT ECOSYSTEM PROMOTE PURPOSEFUL ACTIVATIONS AND MINING IDEAS USING THE PR STRATEGY AND DESIGN SPRINT PROCESS	Case Study: Danone Nations Cup / Homeless World Cup ProSocial Valuation PARIS2024 Heritage program Case Study: Peace and Sport & EDF at Paris2024	By François Singer

5	PURPOSE ACTION FRAMEWORKS	<p>PARIS 2024 Sustainability Program</p> <p>The United Nations Global Compact aims to drive business awareness and action in support of the SDGs by 2030</p>	By François Singer
6	DEFINING PURPOSE AND CREATING A PURPOSE STATEMENT	Coaching on post Olympics heritage in marseille La Marina	By François Singer

7	<p>Business Game</p> <p>Citizenship Event</p> <p>Creation in La Marina</p> <p>post Olypics for</p> <p>marseille Provence</p>	<p>Challenge by group</p>	<p>By</p> <p>Lionel Maltese</p>
8	<p>Student Strategy</p> <p>Presentations: Post</p> <p>Olympics CSR Event</p> <p>Creation as Heritage in</p> <p>La Marina – Marseille</p> <p>Provence</p>	<p>Final Exam</p>	<p>By Lionel Maltese</p>

EVALUATIONS

Class participation	30 %
In-class Case Analyses & Business Game	30 %
Final Exam – case study : Working group presentation Marseille / Paris 2024 CSR Event Creation	40%

Assignments (In class case analyses 30%)

There are three assignments worth each 10% of the final grade (total of 30%); they have to be handed in individually. Students can help one another on the problem assignments. However, in order to maximize learning and understanding, the final case analysis, write-up and submission must be your own.

Class Participation (30%)

I strongly encourage class participation. I am interested in your opinion and seek to foster an open exchange of ideas. In order to contribute, you must be present in class. However, attendance is necessary but not sufficient. It is important that you arrive on time and do not leave early, as late entrances and early exits are disruptive and inappropriate. If you happen to arrive late and a presentation is in progress, wait until the presentation ends to come into the classroom. Please turn off or set on inaudible all electronic devices.

Evaluation of Class Participation:

- Participation to in-class exercises (cases, video presentation, article discussion) : 20 %
- Quality of the in-class exercises : 20 %
- Number of interventions in the classroom : 30 %
- Quality of the interventions (insightful contributions to class discussions) : 30 %

Exam (40%)

The final exam will be a case analysis provided on the last morning that students will have to solve in class.

Section	Marks	Criteria
CSR Ecosystem	10 %	Presentation of stakeholders and ecosystem actors interactions
Value proposition	30 %	Analysis of integration of CSR arguments into brand value proposition
Value Creation	30 %	Evaluation of Brand Value creation due to CSR strategy
Brand Management	20 %	Presentation of a new brand management strategy integrating CSR resources and capabilities
Form Style	10 %	Quality of the presentation and referencies

EVALUATION OF STUDENT PERFORMANCE

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Class participation		30 %
In-class Case Analyses		30%
Final Exam – case study : Working group presentation		40%



François SINGER

Specialized in International Marketing & Innovation, I have been able to acquire throughout my professional career in big groups (Accor, Unibail) advanced skills in Digital and International Project Management.

I then chose to specialize in the field of Sports Organization Management and Eco-Responsibility.

I have done a professional thesis on the impact of global change on the organization of Sport major events.

I have then worked with the Think Tank Sport and Citizenship, the 2024 French Olympic Committee and the UNESCO.

I joined the contributory company 17 Sport and the association Football Ecologie France in order to integrate more purpose driven projects within the sports movement.

I am currently working with companies like adidas, Nissan, Danone, Sanofi, the UEFA, on the strategic transformation of the e-sport industry and the creation of sport verticals within major impact events: IUCN, Paris Global Sport Week...



BIOGRAPHY

Professor Lionel Maltese holds a PhD in Management Science from IAE Aix-en-Provence, Aix Marseille University (2004). He has been an Associate Professor at Kedge Business School, teaching and conducting research in Sport Event Management and Marketing since 2006.

He is also an Assistant Professor (Maître de Conférences) at Aix Marseille University – IUT Marseille, teaching in Strategic Management and Organizational Behaviour. He has been Head of the Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2.

His research focus is on Strategic Management and resource-based approaches, Reputation Management, Sponsorship Activation, Event Management, Sport Marketing and Management.

He is a consulting expert for BNP Paribas (Hospitality Business Marketing), Oreca Group (FIBA 3x3 World Tour & Women Series), and for French tennis ATP tournaments (Open13 Marseille – Open Parc Auvergne Rhone Alpes – Lyon Open Nice Côte d’Azur - BNP Paribas Masters Paris FFT – WTA Bussels Open), advising on issues including:

- Event Organization
- Strategic Asset Management and Planning
- Entertainment & New Technologies Management
- Ticketing Strategy and Hospitality Management
- Sponsorship activations
- Cause Related Marketing

He has also worked as a Consulting expert for the professional football clubs, PSG, working on the Fan Experience and Marketing Strategy, and Olympic of Marseille, working on Business Marketing Assets.

From 2017 to 2020, Lionel Maltese is member of the Executive Committee FFT – Roland Garros in charge of Economic Development

Website: lionelmaltese.fr

ACADEMIC FRAUD

Definition

Academic fraud is a breach of ethics.

“Is achieved using unfair means or deception, to obtain material or undue moral advantage, or with the intent to avoid the enforcement of laws”. (Translated from the original source: Dictionnaire Juridique des Lois, 2010, available at: www.dictionnaire-juridique.com/definition/fraude/php)

Plagiarism consists of attributing authorship by (partial or total) copying, imitation or misappropriation.

The act of fraud is committed by one or more students/participants when they:

- appropriate written or oral work to themselves when they are not the author (in whole or in part) of the work, by omitting any references or quotations to the author or to the owner of the work;
- present any data that has been falsified or invented in any way;
- use the identity of the author, attributing the contents of and/or a resource to him/her, but without explicitly mentioning that they are not the author;
- appropriate the creative work of someone else and present it as their own;
- acquire excerpts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the excerpts;
- summarise the original idea of an author by expressing it in their own words but omit quoting the source;
- cheat in an academic evaluation.

Plagiarism can occur in:

- an academic article or book;
- an exercise or a case study;
- a study or a report;
- a dissertation or a thesis;
- any document of which the student/participant is not, but purports to be the author.

Sanctions

Any student/participant having committed academic fraud, or having participated in it, will be sanctioned by the professor in charge of the course. The professor can apply 1st and 2nd level sanctions (detailed below). The professor will send a copy of the sanction to the student's/participant's programme. The student/participant will be informed/and or convoked by the programme director (or his/her representative) to a hearing prior to the possible convening of the Kedge Business School Disciplinary Council. In the case of a hearing of the Disciplinary Council, they can decide to apply 3rd and 4th level of sanctions.

Any student/participant guilty of academic fraud will receive one of the following sanctions:

- Applied by the professor in charge of the course, Kedge Business School faculty member (1st and 2nd level):
 - A grade of zero for the work concerned and a formal warning;
 - A grade of zero for the course or module concerned and a formal warning.
- Applied by Kedge Business School's Disciplinary Council (3rd and 4th level):
 - Suspension from the programme for one or two semesters;
 - Exclusion from the programme.

N.B.: Plagiarism within a partner institution can result in these sanctions being applied by Kedge Business School, notwithstanding partner's decision.

ANNEX

1. Matrix of the integration of sustainability

COUNTER PRODUCTIVE	WEAK	BASIC	PROMISING	HIGH	IMPRESSIVE
<i>Students are prompted to act or think in ways that have a negative impact on sustainability transitions.</i>	<i>Students are able to perceive some links between the subject taught and few societal issues.</i>	<i>Students are able to identify few SDGs directly impacted by discipline / subject taught.</i>	<i>Students are able to:</i> <ul style="list-style-type: none"> • Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on one or more SDGs • Understand the (potential) impacts of sustainability challenges on the discipline / subject taught • Apply the knowledge acquired during the course to act on one or more SDGs. 	<i>Students are able to:</i> <ul style="list-style-type: none"> • Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on the 17 SDGs • Understand the (potential) impacts of sustainability challenges on the discipline / subject taught • Apply the knowledge acquired during the course to act on several SDGs and some of their interlinkages. 	<i>(High) + Students are able to:</i> <ul style="list-style-type: none"> • Link the achievements of this course with those of other subjects and teaching experiences and are able to think and implement in a systemic way. • Understand the impact of <u>mindset</u> in the transition needed

Table 1 Matrix of the integration of sustainability

2. Strategical axis:

Technology EN	Humanities EN	Entrepreneurship EN
Programming	Inclusiveness	Ideation
Digital Communication	Disability	Creativity
Digital Security	Gender	Innovation
Artificial Intelligence	LGBTQIA+	Project
Business Analytics	Religion	Finance
Industry X.0	Ageism	HR and Law
Technologic Innovation	Ethnic groups	Marketing and Strategy
Digital Economy	Violence	Business Model
FinTech	Multidiscrimination	Business Plan
Law and Tech	Digital inclusiveness	Alternatives

3. Learning Goals

PROGRAM	Code LG program	LEARNING GOALS 2018-19
KEDGE Bachelor	KBA1	Understand and Integrate Management Foundations and Techniques
KEDGE Bachelor	KBA2	Develop Business Communication, Teamwork and Leadership Skills
KEDGE Bachelor	KBA3	Enhance Knowledge of Self and Personal Development
KEDGE Bachelor	KBA4	Develop a Sense for Responsible Management
KEDGE Bachelor	KBA5	Integrate Diversity and Globalization in the Practice of Management
KEDGE Bachelor	KBA6	Apply Managerial Concepts, Techniques and Tools in a chosen area of specialization
IBBA	IBBA1	Understand and Integrate Management Foundations and Techniques
IBBA	IBBA2	Develop Business Communication, Teamwork and Leadership Skills
IBBA	IBBA3	Enhance Knowledge of Self and Personal Development
IBBA	IBBA4	Develop a Sense for Responsible Management
IBBA	IBBA5	Integrate multicultural approaches and behaviours
IBBA	IBBA6	Operationalize Managerial Concepts, Techniques and Tools in a chosen international area
EBP International	EBP1	Understand and Integrate Management Foundations and Techniques
EBP International	EBP2	Develop Business Communication, Teamwork and Leadership Skills
EBP International	EBP3	Enhance Knowledge of Self and Personal Development
EBP International	EBP4	Develop a Sense for Responsible Management
EBP International	EBP5	Integrate Diversity and Globalization in the Practice of Management
EBP International	EBP6	Develop an Expertise of the Concepts, Methods and Techniques in a chosen Area of Specialization
EBP International	EBP7	Provide Value to the Business Community in a chosen Area of Specialization
"Grande Ecole" Master in Management	PGE1	Understand and Integrate Core Management Disciplines
"Grande Ecole" Master in Management	PGE2	Demonstrate Communication, Interpersonal and Leadership Skills
"Grande Ecole" Master in Management	PGE3	Develop a Strategic Perspective
"Grande Ecole" Master in Management	PGE4	Apply high standards of Integrity, Ethics and Social Responsibility
"Grande Ecole" Master in Management	PGE5	Demonstrate Critical Thinking and the Ability to Perform in a Culturally Diverse environment
"Grande Ecole" Master in Management	PGE6	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity
"Grande Ecole" Master in Management	PGE7	Provide value to the business community in a chosen area of specialization
"Grande Ecole" Master in Management	PGE8	Pursue Self-development and exhibit a commitment to Lifelong Learning
Specialized Masters	MSC1	Develop a Strategic Perspective based on a solid Understanding of Management Foundations and Techniques
Specialized Masters	MSC2	Demonstrate Business Communication, Teamwork and Leadership Skills
Specialized Masters	MSC3	Implement Responsible Management in the specific industrial sector or function of specialization
Specialized Masters	MSC4	Demonstrate Critical Thinking in the specific industrial or function of specialization and the Ability to Excel in a Culturally Diverse environment
Specialized Masters	MSC5	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity in the Specific Industrial Sector or Function of Specialization
Specialized Masters	MSC6	Develop a deep understanding and a Key Expertise of the Concepts, Methods and Techniques in the Specific Industrial Sector or Function of Specialization
MBA (GLOBAL MBA & Blended MBA)	MBA1	Understand and Integrate Management Foundations and Techniques
MBA (GLOBAL MBA & Blended MBA)	MBA2	Develop a Strategic Perspective
MBA (GLOBAL MBA & Blended MBA)	MBA3	Demonstrate Business Communication, Teamwork and Leadership skills
MBA (GLOBAL MBA & Blended MBA)	MBA4	Develop and Implement Responsible Management
MBA (GLOBAL MBA & Blended MBA)	MBA5	Demonstrate Critical Thinking and the ability to perform in a Culturally Diverse environment
MBA (GLOBAL MBA & Blended MBA)	MBA6	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity.
PMG Program (Executive Education)	PMG1	Understand and Integrate Management Foundations and Techniques
PMG Program (Executive Education)	PMG2	Develop Leadership, Communication and Team Management Skills
PMG Program (Executive Education)	PMG3	Develop a Strategic Perspective
PMG Program (Executive Education)	PMG4	Implement Managerial Concepts, Techniques and Tools in the field
PMG Program (Executive Education)	PMG5	Manage every aspect of a Profit Center