

M S C I S E M

RESEARCH DISSERTATION

LIONEL
MALTESE

TUTORS



PhD Advisor — mandatory
(Kedge BS requirement)



Lionel Maltese

Sport management,
marketing, strategy,
entrepreneurship,
economics, CSR



Jean-Philippe Danglade

Sport marketing,
communication,
management, CSR



Dan Ladik

Sport marketing,
management and digital



Thilo Kunkel

Sport marketing
and management



Christophe Durand

Sport economics and
management



Robert Simmons

Sport economics



Zilacene Dekli

CSR and sport, HRM



Vincent Chaudel

Sport marketing,
business, CSR,
communication



Julien Lepron

FRM, stadium, arena,
CSR



Aurélie Fersing

Brand, event,
communication

YOUR DISSERTATION GOALS

FOUR STEPS TOWARDS YOUR MSc ISEM



Become an expert in a strategic topic — and strengthen your CV



Combine theory and practice to deliver relevant recommendations



Highlight your **dissertation's original contributions**



Submit on time and earn your MSc ISEM

KEY POINTS

DISSERTATION SUCCESS

01



CHOOSE YOUR ADVISOR

Select a professor whose expertise aligns with your topic.

02



BUILD YOUR KNOWLEDGE

Read professional and academic literature before launching your dissertation.

03



THINK ANALYTICALLY

Analyse and explain—do not simply describe.

04



MANAGE YOUR TIME

Start early and plan ahead of your internship.

PLAN YOUR WORK

A clear route from research question to contribution

01



FRAME THE QUESTION

Topic · Management field · Context
Research question · Structure

02



THEORY — US

Concepts, models and academic foundations

03



PRACTICE — THEM

Evidence, cases and stakeholder perspectives

04



SOLUTIONS — YOU

Recommendations and your distinctive contribution

05



CONCLUDE

Key findings · Limitations · Future perspectives
Value created for the audience

BUILD YOUR THEORETICAL FOUNDATION

A rigorous literature review in four steps



01 | SEARCH WIDELY

Use Google Scholar and EBSCO to identify relevant academic research

02 | SELECT KEY SOURCES

Prioritize peer-reviewed articles; complement them with credible video and audio sources

03 | IDENTIFY KEY AUTHORS

Explore leading scholars, their publications and academic profiles

04 | BUILD THE CONNECTION

Explain why each reference supports your research question

FROM SOURCES TO A COHERENT THEORETICAL ARGUMENT

PRACTICE

FROM DATA TO RESEARCH FIT

01

DATA SOURCES

Primary and secondary data

02

CASE STUDIES

Select and justify relevant cases

03

AUDIT

Assess the organisation and its ecosystem

04

RESULTS

Analyse and interpret the findings

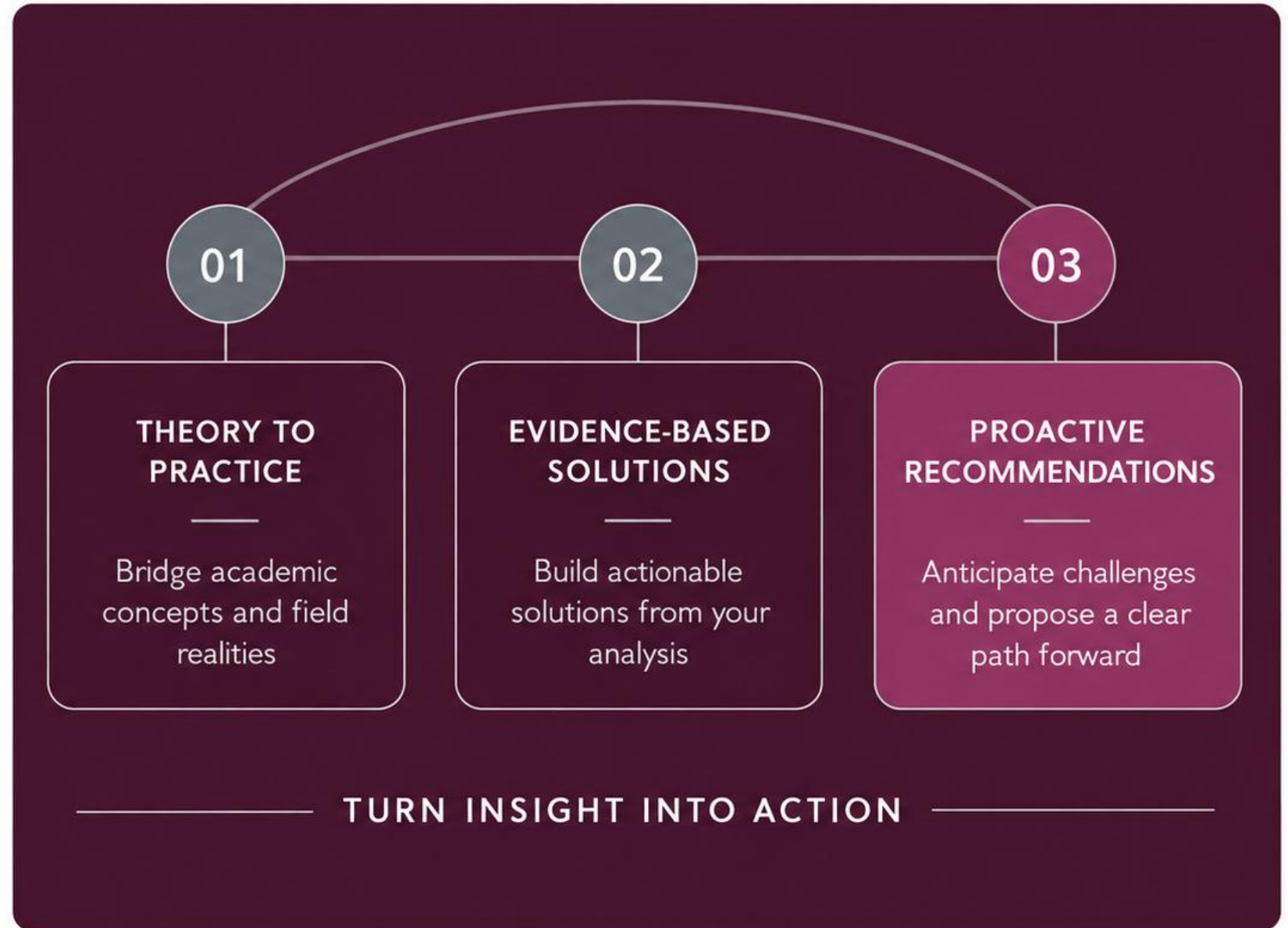
05

STRATEGIC FIT

Link the empirical work to your research question

SOLUTIONS

YOUR MANAGERIAL
CONTRIBUTION



BEFORE YOU START

Four principles for a relevant and impactful dissertation

01



CHOOSE THE RIGHT FORMAT

Business plan · Individual dissertation · Two-student project · Applied case study

02



WORK WITH YOUR ADVISOR

Schedule regular meetings and prepare clear questions before each discussion.

03



MASTER YOUR SUBJECT

Stay informed, build expertise and support every argument with evidence.

04



CREATE BUSINESS VALUE

Connect theory to a concrete challenge faced by clubs, events, sponsors or federations.



ISEM exception: I am available to support applied case studies and business-creation projects.

YOUR ORAL DEFENSE

Defend your ideas — don't simply summarize your dissertation



10-15 SLIDES

Keep the presentation focused and visually concise



PRIORITIZE SOLUTIONS

Give particular attention to Part 3 and your recommendations



LOOK AHEAD

Conclude with future perspectives and opportunities



15-20 MINUTES

Deliver a clear, engaging and well-paced presentation

AN ORAL DEFENSE IS AN ARGUMENT, NOT A SUMMARY

MY PROFESSIONAL EXPERIENCE

FROM FAN EXPERIENCE TO SPORT BUSINESS ECOSYSTEMS

PEOPLE
PARTNERSHIPS
EVENTS
A STRONGER
SPORT TOMORROW

MY AREAS OF EXPERTISE

TURNING PASSION INTO IMPACT



FAN EXPERIENCE & ENGAGEMENT

Fans at the heart of value creation



SPONSORSHIP ACTIVATION

From partnerships to performance



TALENT & ENDORSEMENT

Athletes, influencers and brand value



PUBLIC RELATIONS

Reputation, storytelling and stakeholder engagement



CRM, TICKETING & YIELD

Data-driven fan relationships



STADIUM & ARENA STRATEGY

Iconic venues, sustainable growth



CSR & CIRCULAR ECONOMY

A more responsible sport industry



MEDIA RIGHTS & DIGITAL TRANSFORMATION

Content, technology and new audiences

A CONNECTED SPORT BUSINESS ECOSYSTEM

PROPERTIES. PARTNERS. MEDIA. CLUBS. LASTING IMPACT.



ARTIFICIAL INTELLIGENCE

AI IS A RESOURCE.
YOUR ABILITY TO USE IT
IS THE COMPETENCY.

Competitive advantage comes from applying AI
with judgment, purpose and efficiency.



FROM BOUNDED RATIONALITY TO AUGMENTED RESEARCH

HERBERT SIMON'S LEGACY



1956

LOGIC THEORIST

First AI program, developed with Allen Newell



1957

GENERAL PROBLEM SOLVER

An influential early AI program



1957-1959

BOUNDED RATIONALITY

Decision-making under cognitive constraints



1978

NOBEL PRIZE IN ECONOMICS

A foundational thinker linking human and machine intelligence



AI-ASSISTED RESEARCH WORKFLOW

01

DEFINE THE TOPIC



02

REVIEW THE LITERATURE



03

STRUCTURE THE ARGUMENT



04

DESIGN THE METHODOLOGY



05

ANALYSE THE DATA



06

REFINE THE WRITING



ACADEMIC INTEGRITY

Use AI as an assistant, not as an author. Verify sources, disclose its use and retain responsibility for every argument.