



Differences in management between major sport brands

**Archival Research Based on Secondary Sources in Form
of Relevant Publications**

Hippolyte Heuze

Alistair Dor

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Hippolyte Heuze & Alistair Dor

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Abstract

Sport has always been a part of people's social lives regardless of their social background. This is why sport brands work so well and have always been present in people's daily lives throughout history. Management has helped these brands to develop in different ways while keeping the closeness that these brands have always had with their communities. As we are both big sports fans and studying management, we easily made the connection between the two subjects in order to carry out our studies on them.

During our research, we highlighted the origins and development of sports brands throughout history as well as the management differences that exist between different sport brands. In order to fulfil the objectives we wanted to achieve, we studied different texts that were analysed and studied with the Nvivo 12 work tool. This allowed us to obtain the results that exposed the answers to the two questions previously exposed through graphs and comparative tables. Finally, in the conclusion we compare the knowledge we had before doing this thesis and the knowledge we gained after doing the research. There is also a discussion part between the results we obtained where we compare if we had the same knowledge before and after our study.

Keywords/tags (subjects)

Sport brands, Differences of management, Evolution of sport brands

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1 Introduction

The thesis is titled "Differences of Management between Major Sport Brands". The subject will be dealt with in English and will follow the template that JAMK University has provided for the study and research of the information. The average length of this chapter varies from 3–5 pages.

1.1 Background, motivation, and purpose

Throughout history, many events have occurred that have impacted the entire world. Some of these have allowed sectors to develop more rapidly, while others have slowed down their progress. The most recent one was Covid, it impacted the whole world, and all sectors were affected. The world of sports brands has not escaped this event, and everyone needed to find solutions to emerge from the last two chaotic years. According to Dhesi Amar Singh in his article *Sustaining Digital Transformation in the Post-COVID Era: Nike Case Study*, "The COVID-19 pandemic will become an inflexion point in history for many issues and one major topic will be how companies achieve innovative services and products, while also adapting to the future needs of the workforce". This highlights the impact of COVID on companies and how they have had to adapt with new management techniques as digitalization has done for Nike.

We choose this topic because we are big sports fans and it seemed logical to do a thesis related to a subject, we both know and appreciate. We also received many courses in management which was the main subject throughout our studies. After various trials and ideas, we agreed on sports brands which is a subject we both know very well but also a way to link our passion for sports and the education we received during our higher education.

In our topic, we will talk about the evolution of management techniques within sport brands and the different types of management that exist. We would like to make it clear that when we use the term sports brand, we will also include clubs or federations, which are, in our view, also sports brands.

The first Research Objectives of this thesis will be to find out what were the origins and evolution of sport brand management through archival research base on secondary sources in form of relevant publications, and the second Research Objectives will be to find out what are the

differences in management of sport brands through archival research base on secondary sources in form of relevant publications.

The subject of this thesis will be dealt with in English and will follow the template that JAMK University has provided for the study and research of the information.

Our motivation through this thesis is to show the different types of management that can be found between sports brands. What makes them so similar and at the same time so different in their management choices. Our objective is to answer this question based on articles that we have researched and analysed.

1.2 Research objectives, questions and approach

The goal of this study is to show the differences of management between major sport brands. For this investigation, we have two main research questions:

- RQ1 What were the origins and evolution of sport brands management?

RO1: To find out what were the origins and evolution of sport brand management through archival research base on secondary sources in form of relevant publications.

- RQ2 What are the differences in management of sport brands?

RO2: To find out what are the differences in management sport brands management through archival research base on secondary sources in form of relevant publications.

1.3 Thesis structure

The thesis is composed of a total of six chapters. This introduction chapter presents the background, motivation, and purpose, in addition to the research objectives and questions. The second chapter introduces the main concepts and theories, to collect and argue about the existing knowledge that helps us to elaborate the following research framework. The third chapter details the research design while in the fourth chapter, we present the data collected through NVivo 12 which helped us to analyse the several articles related to our thesis. In the fifth chapter, we conclude from the evidence gathered in the analysis of the results (chapter 4) in relation to the initial objectives and research questions. Finally, in chapter 6, we discuss the limitations of this

study, how much we answer the research questions and present the future research to deepen the subject.

2 Literature review

2.1 The origins and evolution of management

First of all, we wanted to define what management really was, being a very broad word, defining it will allow us to answer our thesis more easily.

Management was born very recently, towards the end of the 19th century, after the second industrial revolution. Following this birth, certain techniques such as Taylorism, Fordism or certain men such as Henri Fayol, developed their conception of management (Kokoroe, *La petite histoire du management*).

However, what is management? The management of a company consists of the implementation of human and material means to achieve its objectives, (*L'art de manager*). It is, if the whole company uses it, exercised by the management. It therefore consists of: defining objectives, finding ways of achieving them, using these means, controlling this use and the results obtained. It will be divided into two chapters, the technical function and the human function (*L'art de manager*). The first will be used mainly for management, while the second will be more concerned with motivation and collaboration within a team. Management can again be divided according to the size of the company, because if the organisation consists of less than 15 people, we will talk about team management, which is based on psychology, whereas if the company consists of 20 employees, we will talk about company management, which is based mainly on the sociology of the organisation (*L'art de manager*). Management can therefore be used in many areas such as HR, marketing, R&D, information systems and many others.

Management, since its creation, has undergone transformations. The first form of management was autocratic management (before 1960), then participative management (1960-1980), collaborative management (1980-1985), then modern management (after 1995). According to the historian Johann Chapoutot in "*Libres d'obéir*", modern management is inspired by Nazi management because it consists of managing in such a way as to decentralise power and thus

develop new management techniques in order to maximise the contribution of employees within the company.

According to Thibault le Texier, for him management was not invented at the end of the 19th century because "we always associate it (management) with 'business', but I discovered that the first management manuals, in the 18th century, concern the domestic sphere" which indicates that management has always been in our lives, whether in domestic life at the time or in the world of business from the end of the 19th century until now. Management is something that has always been present but sometimes we do it without knowing it. Thibault le Texier in his interview also states that "Management itself has changed quite a bit, the names change but the basic theories remain the same. What has changed, however, is the place that the company has taken in society. Finally, for him the different names that can be given to management do not mean much because the different forms of management remain the same over time. However, for him, the place of the company has changed considerably, and now takes a very important place, just like management, by answering: "Generally speaking, society has become re-polarised around the company and the managerial culture". This shows that it is not necessarily the company or the management that is changing but their placement within society that brings about renewal.

2.1.1 The origin of Sport Brand Management

We have talked about management in general, but let's take a closer look at the management of sports brand companies. What is the definition of a management of sport organizations? Sport management is the set of practices aimed at leading, directing, structuring and developing sport organisations of all kinds", Vaillai & Bayle (2007).

According to Grishina I.N., in her research "Management of the sports organizations' marketing activity" the sports organizations "entailed significant changes both in organizational-methodical approaches to management of the sports organizations", this shows that the management of the companies is in constant evolution with their time. Factors such as technology, changing cultures, crises and most recently the covid epidemic can impact on the way they manage. External factors are not the only ones impacting the management of sports companies, in 2013, Vasile Marcu and Sorin Dacian Buhas, states that "the emergence of the first modern forms of sport activity organization has entailed, as a necessity, the creation of an

appropriate frame for developing these types of activities". This indicates that the modernisation of sports organisations also impacts on the way of managing.

2.1.2 Between 2000 – 2010

We will now look at the evolution of management within sports brands between the years 2000 and 2010. A period that has seen a lot of movement and change over the last decade, particularly with globalisation and digitalisation.

First of all, we will discuss the phenomenon of globalisation on sports brand management.

Globalisation "it is a global process, a concept, a revolution, and "an establishment of the global market free from sociopolitical control." (Nikitin & Elliott, 2000) and also « Globalization involves economic integration; the transfer of policies across borders; the transmission of knowledge; cultural stability; the reproduction, relations, and discourses of power". Globalisation is therefore a process that has connected countries to each other. This shows that "Globalization and digitalization have influenced sport brand management". (Tim Ströbel & Claas Christian Germelmann, 2020).

This is why we are interested in globalization, which, "almost 20 years ago, Gladden, Irwin, and Sutton (2001) predicted that 2000-2010 would be the decade in which team managers started to focus on strategic brand management" (Tim Ströbel & Claas Christian Germelmann, 2020). Strategic brand management is about ensuring that the company achieves (or improves) brand recognition among consumers, businesses, and other stakeholders in order to increase revenues and achieve business objectives (Frontify, 2022)

Management during these years has therefore evolved notably because the final goal was no longer "sporting success", which consists of being present and winning in the world of sport but evolved into "customers' perception of the team brand image". This change of goal therefore brought a new dynamic for companies as well as for managers, which was no longer based on success in itself, but rather on the success of being recognised. A few years later, the main objectives were therefore brand development and brand management in order to evolve in the sports market (Bouchet, 2021). Between 2000 and 2010, it was therefore a question of developing brand strategies by focusing on consumer behaviour and attitudes (Tim Ströbel & Claas

Christian Germelmann, 2020). This will be made possible thanks to social networks which will promote this brand recognition in the world.

We will now look at the other important factor, which has influenced the management of sports brands during the years 2000-2010, digitalization. Digitalisation "is a logical consequence of the technological evolution and more particularly of the internet and computers, from now on everything can be processed online and this is even the principle" of digitalisation (Junto).

Now that globalization and technology are appearing, companies are open to foreign markets (Michel Desbordes & André Richelieu) which brings an opening on the management of sports companies. However, companies must constantly innovate in order to be ahead of the competition and to be more competitive (Marefat & Faridfathi, 2015), which leads to an ever-increasing competition and research in this field. Companies will therefore invest day by day in order to be at the cutting edge of technology, but also the creation of these innovations will allow the community to grow to create a craze around events, clubs and federations (Marefat & Faridfathi 2015).

Digitalisation will also allow the development of new communication techniques within companies or in their campaigns. It will bring a new way of thinking and will result in information being placed at the heart of corporate communication (Barlatier, 2016). Moreover, innovations being constant and accessible to all, such as smartphones, notably due to their price and their necessity over time, will bring new technologies such as applications, and thanks to their accessibility this can generate "cascades of innovations where each innovation is conducive to a new cascade" (Nylén and Homström, 2015). This event will therefore force companies to rethink "frequently the role and configuration of their offer and to develop their exploration capacities in order to be competitive" (Pierre-Jean Barlatier). Finally, access to the internet is also a factor to be taken into account and is the essential element in this new way of managing. Mustapha El Hadi and Clément Arsenault (2012) note that shortly after 2010, 'the web is omnipresent, We don't even talk about the internet anymore, it has become an implicit part of the world in which we evolve', (Basseur & Biaz, 2018) we can see that even in 2011, after the 2010s, the internet was already an important part of our lives and that companies already had to adapt to it. Companies being the main ones concerned by these technological innovations, their management is constantly adapting and evolving.

2.1.3 Between 2010 until Now

In this section we will look at the factors between 2010 and now that influence management in sports organisations. As in the previous section, we will look at the different phenomena that have taken place during this period and that have led to the evolution of sports management. We will first discuss social networks, then the influence of public figures as muse, then television and finally the current Covid-19 pandemic.

First of all, let's mention one of the biggest factors in the evolution of management within sports organisations, social networks. Thanks to the development of social networks in their use, the world of sport as well as brands and companies have rethought their way of communicating with consumers in order to generate revenue, in particular due to interactive online tools (Filo et al., 2015). These new tools will allow companies to be in constant contact with their consumers, fans, or society in general in order to communicate almost directly with them. "Abreza et al (2013) identified five opportunities that brands" could have through social networks: these included better consumer insight, "advanced interaction, effective engagement, and efficient use of resources" (Filo et al., 2015). Social networks have thus presented a real added value to businesses in general but especially to sports companies as they constitute a cost-effective means of communication that is based on "interactivity, collaboration and co-creation above one-to-one communication" between several people (Filo et al., 2015). During the 2010s, it was found that companies realised that social networks are going to be considered as a strategic communication tool with putting a relationship between the brand and the fans in order to promote the sport rather than using social networks as a marketing tool (Filo et al., 2015). This communication will have a positive impact as demonstrated by Pronschinke et al. (2012) who observed that interaction on social networks and more particularly Facebook will have "a positive impact on the number of "fans" or "likes" on the brand's official page". Social media will therefore be a great way for companies to communicate, promote and "interact with their fans in [order] to [grow] their brand". Kevin R. Filo, Daniel J. Lock, Adam Karg, have indicated that social networking for sports organisations "has highlighted the importance of engagement, communication, relationship building and brand image", so branding is going to be necessary for companies and will sometimes be done through muses in order to promote their brand as consumers identify with public figures.

The muses thus become a means of promoting the brand image. "Gender was found to impact athlete preferences for and promotion via social media. Female athletes have been

found to be more brand and image conscious using social media (Butts, 2008 ; Lebel & Danylchuk, 2012)" (Filo et al., 2015). This shows that female athletes have a better understanding of the image they represent and a better understanding of the brand they promote. However, for athletes of all genders, social networks are an important factor in order to gain exposure or even "develop relationships with fans" (Kunkel & Biscaia, 2020). Social networks will therefore allow athletes to be at the forefront of the scene and even allow lesser athletes to become known via social networks. Athletes will be more visible and will allow sports companies to use their athletes to promote their brand, whether it be via social networks or in newspapers, articles or on television. The sports brands will therefore think about the muse that best suits their brand, the athlete is most often someone famous. We can take the example of Powerade, which took Teddy Rinner (multiple world champion and multiple Olympic champion in Judo) as its muse to represent their brand because he represents the surpassing of oneself, which corresponds to the brand, which is an energy drink that helps to surpass oneself (Brand Celebrities, 2013) Other brands do not necessarily look for muses who possess the same values, but for athletes known to the general public, such as Lionel Messi and Usain Bolt, who have represented the Gatorade brand, particularly because they have an international reputation (Brand Celebrities, 2013). Sports brands, therefore, are in a perpetual search for a brand image that will allow them to be assimilated with public figures in order to influence the consumer.

This brand image can also be conveyed through television and not only through social networks, especially as television has grown worldwide in recent years. This is especially true because the most watched sports events are held almost every year in 2010, such as the Olympic Games, the Football World Cup, the Cricket World Cup, the Winter Olympics, the Tour de France, (Dempsey, 2022) all of which bring billions of people together in front of their TV sets, which brings consumers to the sports companies. This is particularly the case because television rights have a direct impact on the economy of sports brands, and have an economic impact on the practice of sport and its attractiveness to partners (CSA Conseil Supérieur de l'Audiovisuel, 2017). Furthermore, television has a real impact on the attractiveness of the sport itself, for example women's football, which, since the 2011 World Cup, has been widely exposed on television, which has led to an increase of more than 90% in the number of licence holders in France (CSA Conseil Supérieur de l'Audiovisuel, 2017). Also in the same period, since 2011, the sports rights market has exploded in France, with the appearance of new free-to-air channels, figure 1, or pay channels such as BeIN Sports or SFR Sport in 2016 (CSA Conseil Supérieur de l'Audiovisuel, 2017). This can be seen in Figure 2 which shows the clear increase in free and pay channels from 1995 to 2016,

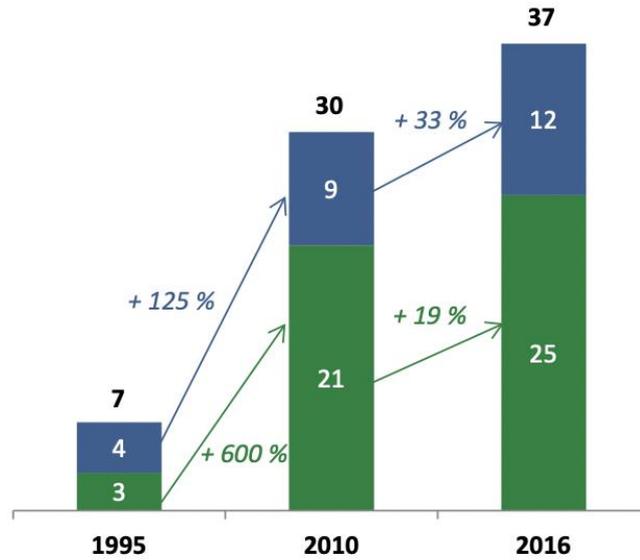
with a 33% increase between 2010 and 2016 and a 19% increase in pay channels over the same period. The increase in sports channels has therefore also had a real impact on the number of hours broadcast, which doubled between 2010 and 2016 to reach more than 211,000 hours. But this evolution in this sector brings about an increase in the value of the TV rights market, which will allow sports to have more and more money. This is notably “the case of the French football [league,] Ligue 1”, which each year has more and more resources following the appearance of new channels and an increase in the value of the market (CSA Conseil Supérieur de l’Audiovisuel, 2017). Sports brands will therefore be increasingly interested in the TV rights market and in television in general. This market is booming as is sport, and companies see it as an opportunity to reach consumers through either advertising or sponsoring sports teams.

Last but not least is the impact of Covid-19. “The Covid-19 pandemic has impacted [communities and economies] around the world” (Su, et al., 2021), whether it is life or business everyone has been impacted, Therefore, sports brands could not escape this global pandemic, so the operations of sports brands were affected “by covid-19” as “the industry” depends “on human mobility” (Su, et al., 2021). In addition, sports events that were a real economic contribution have had to be organised in 'sports bubbles' without spectators (Westman, 2020). However, sports brands have had to find solutions to this situation, which is why sports brands have started “to get involved in campaigns to create shared value that benefits” as many people as possible, both the “fan community” and the world (Su, et al., 2021). Companies have had to rethink their strategy to combat this pandemic, with sports brands focusing on "a long-term sustainable business philosophy that supports [the advancement] of social and economic conditions in the communities [in which] a company operates (Porter & Kramer, 2011)" (Su, et al., 2021). However, this is not the only strategy that has been put in place, that of crisis management "aligned with their brand philosophy and value position (Su et al., 2021; Zhang et al., 2021) in an attempt to address business and social demands (Wu et al., 2020)" (Su, et al., 2021). These strategies are therefore in the developing conditions in which companies have to survive, this pandemic stopped part of the trade for almost 1 year which greatly disrupted their ongoing strategies. The current strategies that were thought of had to be modified and this pandemic allowed the development of new ones: E-commerce is an alternative to this pandemic and can be seen with impressive figures worldwide in May 2020, with more than 3.9 billion dollars reached, an increase of 99.3% compared to February of the same year, or an increase of 110.8% compared to May 2019 (Zhang et al.) In line with e-commerce, social media was another alternative to this pandemic which, as

explained above, allowed for real contact with consumers or fans, so brands were able to use “social media to amplify [the impact of] their crisis management (Sharpe et al., 2020)” (James J. Zhang et al.). Social media could also be used to share new digital content across languages and countries (James J. Zhang et al.). In addition, investment in TV rights has been another alternative as they represent the largest percentage of revenues for sports organisations. Finally, the last point that has been developed by sports brands are technological innovations, for example, in view of the suspensions of sports events, some companies have immersed themselves in technological innovation in order to create a virtual reality application (James J. Zhang et al.), which allows spectators to participate in their events while staying at home which has allowed companies to improve the experience of sports spectators and bring in new sources of revenue. These innovations kept fans engaged during the pandemic, but others such as digital fans in the NBA have kept the excitement with the public at international levels (James J. Zhang et al.).

Sports companies have been put to the test over the last 12 years, as they have been rich in technology, crisis, and innovation. Management is constantly changing, and companies must constantly adapt to the world around them. It is therefore difficult to describe a form of management within sports companies, in general, during this period from 2010 to the present day.

Figure 1: Evolution of the number of national free and pay TV channels broadcasting sports programmes since 1995



Source : CSA.

Blue: Free channel Green: Paid channel

Figure 2: National free channels broadcasting sports in 2016

Chaînes généralistes historiques	Chaînes généralistes de la TNT	Chaînes semi-généralistes ou thématiques	Chaîne consacrée au sport

Source : CSA.

2.2 The difference in management of sport brands

“The sports industry has grown exponentially over the last 20 years when compared to other generic industries, representing the sixth largest global growth at the industrial level (Eurostat, 2019; Southall, Nagel, LeGrande & Han, 2003)” (Manuel Alonso-Dos-Santos et al.). As explained in section 2.1, the world of sport has been growing in recent years with increasing interest "due to sports' integral role in society" (Manuel Alonso-Dos-Santos et al.). Management within sports brands has also evolved as a result of the development of society, and "innovation has been considered as a key element in the long-term development and growth of countries' and

regions' economies for improving competitiveness (Carayannis et al., 2018; Kuhlman et al. 2017)" (Manuel Alonso-Dos-Santos et al.), the world of sport is therefore constantly evolving with society and in particular thanks to the changes we are undergoing, whether it be technology, social networks, innovations, all of which will enable sports companies to develop or create. More and more companies are being created and the competitiveness in this field is becoming more and more important. For this reason, sports companies (athletes, teams, leagues, events, sponsors) rely on the most valuable asset they have, the brand (Biscaia, Correia, Marôco, Ross & Rosado, 2013; Funk, Kunkel & King, 2014; Kunkel & Biscaia, 2020) because "strong brands increase customers' trust of the invisible purchase" (Berry, 2000, p 128)" (Kunkel & Biscaia, 2020). This is leading to new ways of thinking nowadays, and sports companies are investing in their brand equity with two different approaches: one is "based on consumer perception of the brand", while the other is based on sales or "market share" (Kunkel & Biscaia, 2020). The capital of a brand will mainly be expressed in financial terms for the sports industries. This is particularly the case for the top 20 European football teams, which alone generated "8.2 billion euros in revenue in 2017/2018" (Deloitte Dan Jones artner danjones@deloitte.co.uk +44, 2020). Moreover, the European football market is growing steadily and in 2018/2019 the "brand value of the [five major] European [football] leagues (England, Spain, Germany, Italy, and France) exceeded 19.9 billion euros" (Brand Celebrities, 2019; Kunkel & Biscaia, 2020)

Furthermore, what has enabled all of its sports organisations to increase in value is social media. They have gained value in particular by "gauging the interest of fans, teams, sponsors and other stakeholders [around the] world (Forbes, 2019)" (Kunkel & Biscaia, 2020).

Before going into the details of the different sports industries, figure 3, allows us to better understand how the world of sports works and what its ecosystem is. According to Kunkel & Biscaia, this graph allows us to better understand the ecosystem of sports brands, but also to understand and examine the relationships between brands in the sports industry and related industries. In addition, figure 4 goes hand in hand with Figure 3, which allows us to define each term in the ecosystem, which in turn allows us to understand and analyse the sports industries effectively.

Figure 3: Sport brand ecosystem framework

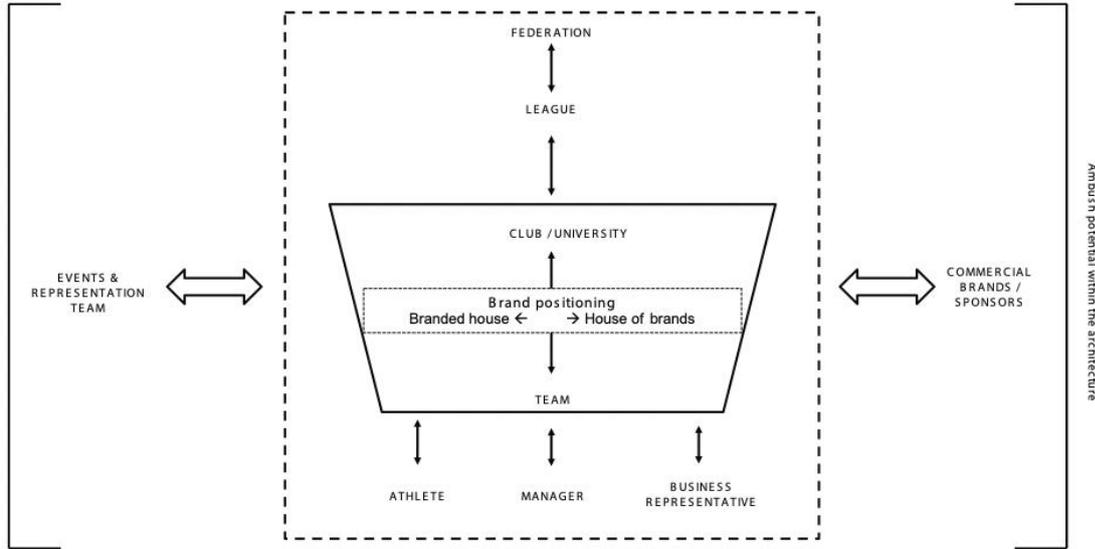


Figure 3. Sport brand ecosystem framework

Figure 4: Overview of the Sport Brand Ecosystem

Table 3. Overview of the Sport Brand Ecosystem

Entities	Definition	Examples
Federation	Non-governmental bodies that administer a given sport at the national and/or international level, which are responsible for setting rules and regulations of that sport, promoting the sport among stakeholders, and organizing championships.	English Football Association (FA); Brazilian Volleyball Confederation (CBV); Union of European Football Associations (UEFA); International Basketball Federation (FIBA)
League	Organizing body composed by a group of professional or amateur teams that compete against each other in a given sport (e.g., handball). It is often organized at the national level but can also have an international scope.	English Premier League (England); Champions League (Europe); College conferences in the USA; Major League Baseball (MLB)
Club/University	Nonprofit or for-profit organization or university that owns and manages teams (with amateur or professional players) competing in different sports at the national and/or international level (e.g., basketball, football).	SL Benfica (teams of soccer, basketball, volleyball, cycling, swimming, track and field, etc.); FC Bayern München (teams of soccer, basketball, handball, chess, etc.); Temple University (American football, gymnastics, rowing, lacrosse, etc.)
Team	Group of individuals who compete in a given sport representing an organization/brand at the national and/or international level and that often possess a management structure. It is different from a club because it only focuses on one sport.	Philadelphia 76ers (basketball, USA); Juventus (soccer, Italy); Chicago Cubs (baseball, USA); FC Bayern München (soccer, Germany); Duke Blue Devils (men's basketball team of Duke University, USA)
Athlete	An individual who competes in a given sport and is often integrated in a club or team. Some athletes are popular figures in contemporary societies due to their on- and off-field attributes, becoming national and/or international stars.	Cristiano Ronaldo (soccer, Juventus); LeBron James (basketball, LA Lakers); Serena Williams (tennis); Tiger Woods (golf); Amobi Okugo (soccer, Austin FC)
Manager	An individual with responsibility in determining the sporting strategy of a team or club as well as hiring players, supporting the team in all aspects, representing the team externally, and connecting the team with top-tier managers. In some sports and leagues, a manager's main occupation is being the head coach.	Josep Guardiola (Manchester City FC, soccer); José Mourinho (soccer); Karl-Heinz Rummenigge (FC Bayern München, soccer); Bill Belichick (New England Patriots, American football); Steve Kerr (Golden State Warriors, basketball); Daryl Morey (Houston Rockets, basketball)
Investor/Owner	Individuals who have the legal or rightful title of owning a team or have a stake in the team due to a financial investment.	Robert Kraft (New England Patriots); Nasser Al-Khelaifi (Paris Saint Germain); Roman Abramovich (Chelsea FC); Tilman Fertitta (Houston Rockets)
Events	Sport competitive activities organized by (inter)national leagues or federations. It includes a fixed period of time and can be linked to a given sport or multi-sports.	FA Cup (soccer); FIFA World Cup (soccer); NCAA March Madness (basketball); NFL or NBA Draft (football and basketball); Olympic Games (multi-sports)
Commercial Brand/Sponsors	Organizations that pay cash or in-kind fees to get the right to explore the commercial potential of being associated with a sport brand.	Fly Emirates (European soccer portfolio); Bud Light (NFL); Rakuten (Barcelona FC); VISA and Adidas (Olympic Games); Gatorade (MLB); Wish (LA Lakers)

2.2.1 About sport club

Let's talk a little about management within clubs, it is obviously a question of covering as many sports as possible in order to have as much information as possible. However, I think that a small point in the sports world is not negligible. According to Mary Bellis, in her article "A Brief History of Sports", "the documented history of sports goes back at least 3,000 years", so this leads one to believe that sport has always been a part of our lives. Of course, sport in those days was more for "the preparation for war or training as a hunter", said Mary Bellis, but it was still sport.

The first Olympic Games took place around 776 BC, according to the Olympics website, in this event the sports concerned were: chariot racing, jumping, javelin throwing or even football which was already present. However, Pierre de Coubertin introduced a new reform of the Olympic Games in 1894, for the 1896 Games. This change brought a new name, the Modern Olympic Games. Most of the sports that are played today in stadiums, gymnasiums and halls came into being between the 14th and 20th centuries, according to Mary Bellis. But the establishment of the new Olympic Games brought a real revival to sport and will allow the re-establishment of "world-class sporting games", says the Paris 2024 website, and thus allow "to promote the development of physical and moral qualities, [...] to educate young people through sport [...] to disseminate Olympic principles [...] to bring together the athletes of the world". Thanks to this event transformed by Pierre de Coubertin, sport in the 20th century developed exponentially: the "Tour de France in 1903" (cycling), "the Football World Cup" in 1930, the Champions League in 1955 (football), the Cricket World Cup in 1975 and the Rugby World Cup in 1987. All these events show a new area in sport, which will bring new jobs, new ways of thinking but also a new way of making money through sport.

In figure 5, we can see the most popular sports in the year 2020. With football leading the way with over 4 billion people playing, figure 6 shows that football is the favourite sport in many parts of the world such as Europe, Latin America, Africa, the Middle East, and a little bit in Asia. Cricket comes next with more than 2.5 billion people playing, especially as it is the National sport in India but also in Australia. Hockey comes in third place, with 2 billion licence holders. Canada and Finland are the countries with hockey as their favourite sport.

Figure 5: MOST POPULAR SPORTS IN THE WORLD 1930-2020 (Andrew et. al., 2021)

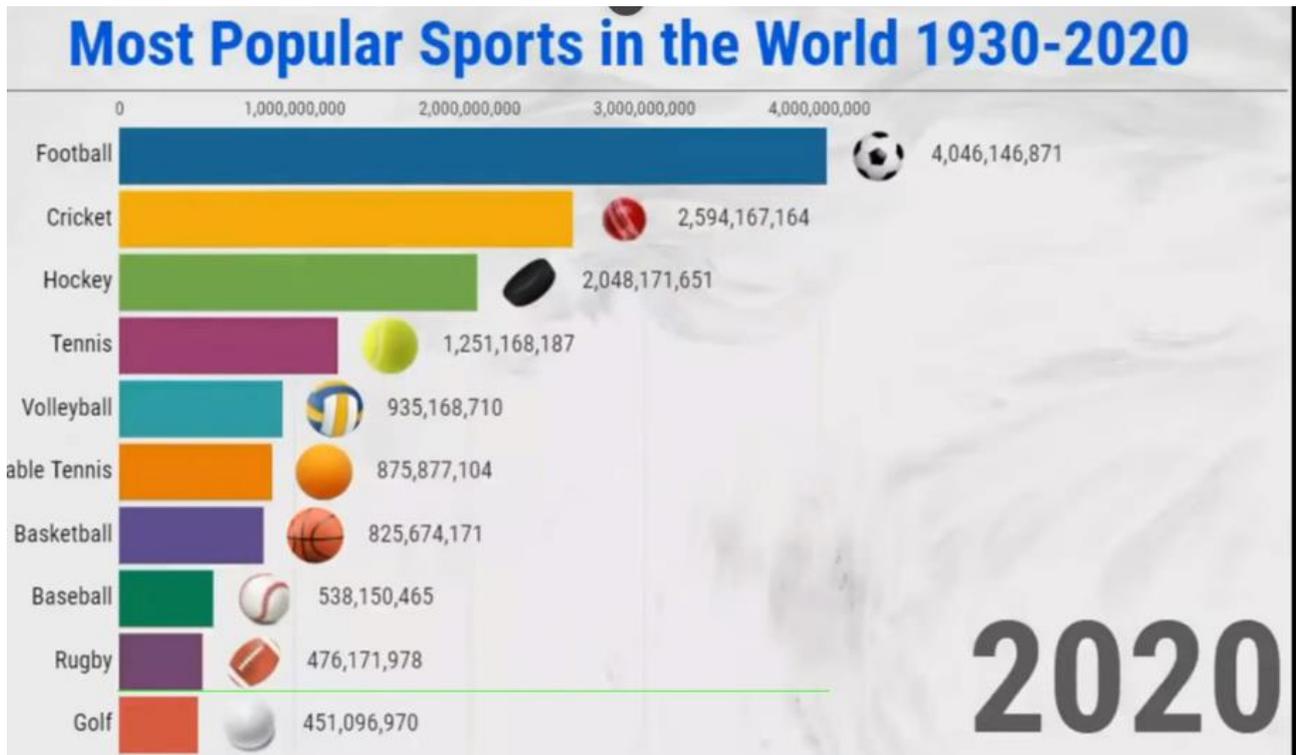
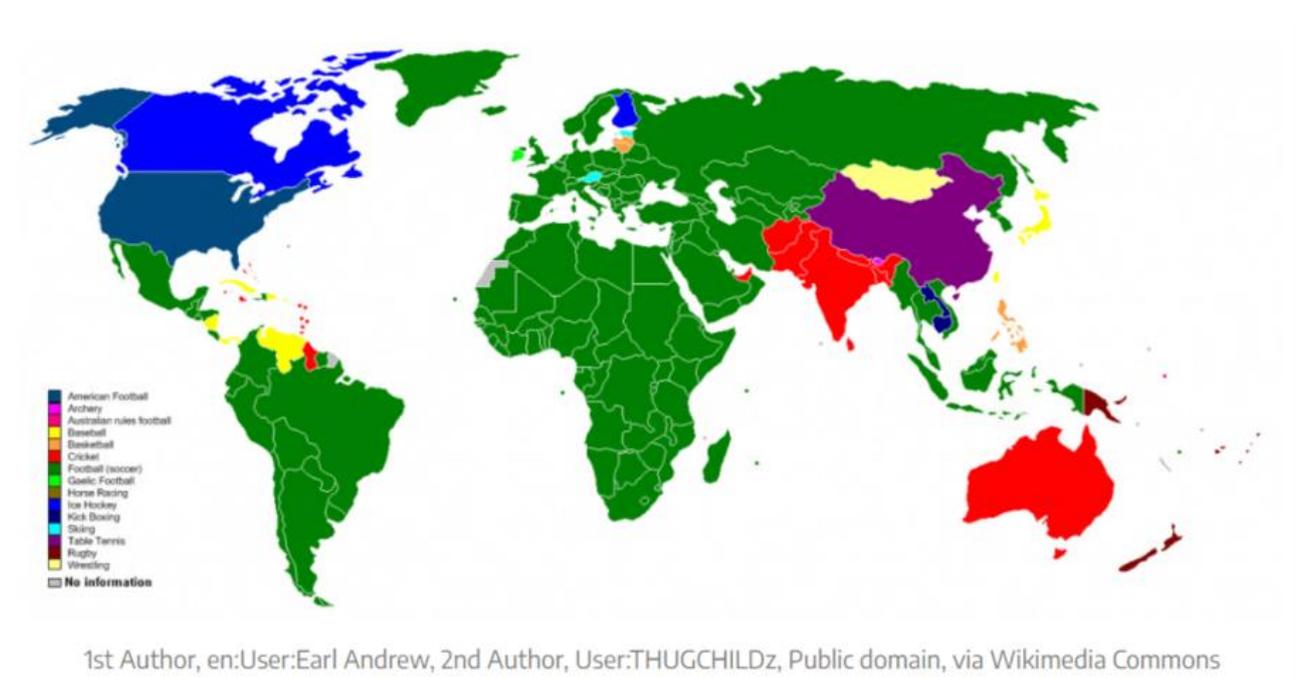


Figure 6: Favourite Main Sport in each country



After this introduction to the world of sport, let's talk about management in sports clubs. But what is a sports club? We can take the definition from figure 4: "Non-profit or for-profit organizations or university that owns and manages teams (with amateur or professional players) competing in different sports at the national and/or international level". Moreover, the sports market has been growing since the 2000s, especially as a result of "differentiation and development with several complexities" (Samur, 2017). In his work, he also takes up a definition of management within sport companies from Steinmann & Schreyögg who said that sport management refers to "the management of all the activities that are needed to be carried out to fulfill the missions within performance period". The aim of sports companies is therefore to accomplish missions within a given period by managing all the activities that are needed to achieve them. However, we will mainly focus on the most present and popular sport in the world, football, as this sport is a global figure and there are many sources on management within football clubs.

According to Mokaddem Abdeljalil & Chenag Samiha, in 2018 sports clubs are not real companies, however, they must be managed with the skills of a company manager. According to these authors, the sports market is "particular", it is "neither free nor open" because it is organised in a very different way, they speak of "strata isolated from each other from a competitive point of view", notably because this market is divided into divisions or leagues. To take their example, "a football club playing in the second league does not have to fear competition from a club in the first league, nor from a club in the national or CFA level" (3rd and 4th French football divisions). Competition within football is therefore quite different, and there is no competition between countries, as a team from Italy will not be able to compete with a team from Spain, "It is a bit like an SME being protected from the competition of a multinational company" (Chenag & Abdeljalil, 2018). Moreover, in their work, she notes that sports companies and commercial companies are different in their objectives, that of the commercial company is very clear: maximising its profits, unlike that of sports clubs which have plural objectives: sports results, "meeting the specifications of the Ministry of Sports from which its federation depends" (Chenag & Abdeljalil, 2018). French football clubs are therefore subject to rules coming from their federation, as is the case with the Ligue de Football Professionnel (LFP) and the Direction Nationale du Contrôle de Gestion (DNCG), which will allow "homogenising practices" and "educating club managers and owners" (Chenag & Abdeljalil, 2018), in order to prevent clubs from not doing well financially in France. However, this process does not only work with France, but with the whole of Europe because the Union of European Football Association (UEFA) imposes certain rules such as fair play

finance on clubs participating in European competitions (Chenag & Abdeljalil, 2018) because UEFA's vision is "A European football family trying to develop the pleasure of the game (www.UEFA.com)" (Samur, 2017). They are present on the Euro-Mediterranean scene in order to develop European football.

Clubs are therefore restricted by national and international federations to respect the rules and to avoid the collapse of a club due to financial mismanagement. However, sports clubs will have many ways to improve their financing and to avoid bankruptcy

First of all, the way they are organised, the clubs have more or less the same ways of being managed. There is the "General Assembly with members and candidate administrators" (Samur, 2017). Furthermore, as the members of the General Assembly are not the "financial shareholders, they have no commercial" ties and therefore the clubs will be based mainly on the success of their club. Clubs and their administration are therefore "continually changing with a system appertaining to the personal sources and management skills of the club administration" (Samur, 2017)

Secondly, the strategies themselves are numerous for sports clubs.

- The general strategy is to create a club that has a strong institution, a high brand name, a decent economy, and a place in the best league in the country. In this strategy, the structure side is primordial, having the right technicians, the right team, the right players, or a powerful and balanced structure will allow the team to achieve its goals. (Samur, 2017)
- We are also going to talk about strategy on the human level, a world that football knows very well, that of transfers. The value of players is constantly increasing with the appearance of new shareholders, mainly from the Middle East, who are driving up the price. Transfers will therefore help to bring back a stone to the team's side. However, "the approval of the transfer committee report for financial affairs department, human sources and technical team should be preferred" (Samur, 2017)
- Still on the human side, clubs can invest in human resources, which will be mainly for strategies at all levels, short, medium, and long term. Investing in staff will enable the team to be more competitive and to achieve the objectives set by the club in question. This investment is very important to provide support in achieving the objectives as the main players cannot achieve the objective alone. A good structure is therefore important so that everyone is involved in the final goal (Samur, 2017)

Clubs can also invest in sub-structures and institutions. This strategy is mainly long term as it will allow for the training of new players, the new generation will be stronger and will allow for either players to be part of the team or to be transferred in order to have a source of income. In addition, the substructures will allow for proper analysis of player development and therefore proper preparation of players (Samur, 2017).

Let's talk about the more extra-sporting strategies, as there are many of them. The first point was mainly based on the human side and the development of the team's capacities. In this second point we will mainly focus on the strategies around the club like marketing, finance, and communication.

- Branding is an important element for a sports club, as it is for a commercial enterprise. To have a good branding strategy "Club Company, regional supporters and the degree of perception in the country should be positioned correctly" (Samur, 2017). This strategy has to be planned in advance according to the general strategies of the club as in marketing and communication. The value should be the main focus every time (Samur, 2017)
- Let's talk about communication strategy. The way of communicating is more and more important nowadays, especially with the explosion of social networks, the internet, and the media. All employees of a club are part of the communication and that is why a strategic plan should be common to the club in order to best represent the brand values. (Samur, 2017). This communication is a central point nowadays and can be very profitable financially.
- In terms of marketing strategy, the world of sport has developed two major axes: "the marketing of sports products and services directly to sports consumers, and the marketing of other industry and consumer products and services through sports promotions" (Brand Celebrities, 2019). The marketing strategy is also booming and must be implemented to be as sustainable as possible. This strategy works in particular with the value of the brand as explained above, because the more the value of the brand increases, the more the products and projects will be developed. This marketing strategy will therefore bring in money from commercial investments. (Samur, 2017)
- Still in the marketing field, it is sponsorship that brings an undeniable source of income. This sponsorship will allow the club to have a non-negotiable exposure in the market "without the competition and clutter of traditional advertising" (Samur, 2017).

Furthermore, sponsorship will allow the company's message to be conveyed “in a different, 'new' and 'less commercial' form (M. Littman, 1997)” (Samur, 2017).

- The financial strategy will help propel a national club to a global club. In order to have a solid financial strategy, it is important to have a structure, "effective financial plans and having a financial discipline" (Samur 2017) due to the authorities above, such as the DNCG, LFP or UEFA who will have an eye on your finances. The financial strategies will depend on the past year as the sources of income may depend on many factors, positioning in the national ranking, European competitions, turnover in the different shops etc...
- The investment strategy will also be very important for a club. The club must define “short-medium- and long-term” investment plans in order to develop because "the club must be developed only if by permanent investments" (Samur, 2017). Furthermore, both sporting and commercial investment objectives must be in line with the club's objectives. (Samur, 2017)
- Finally, the quality strategy. We are not just talking about products or services, but about the whole. The club's workers must be aware of and in agreement with this strategy and this communication is done at all levels. (Samur, 2017)

2.2.1.1 In France

As we know, France is a country that is very sport oriented. Sport is part of the DNA of the hexagon, whether it is in team sports (Football, Rugby, Handball, Basketball) or individual sports (Tennis, Fencing, Judo), France is a country that excels in many sports. However, sports, according to the Ministry of Sports, are divided into two categories: “multisport or single sport”. Furthermore, in “the single-sport federations”, there is “a distinction for Olympic [sports]”, which represents about 68,000 clubs in France or 41% of the total (Chavinier-Réla et al., 2015). Then, according to the same authors, come the multisport federations with 54,000 clubs. All these clubs are represented in “115 national sports federations” and “22 regional leagues in mainland France” (Chavinier-Réla et al., 2015). Sports clubs, in the French hierarchy, are only in 4th place behind federations, regions and departments, according to Sabine Chavinier-Réla and Emmanuel Bayle. Sport in France can also have a negative impact on the image of sport as perceived by the French, as was the case during the 2010 World Cup in South Africa, where the number of members of football clubs fell due to a very poor performance by the national team (Blumrodt et al., 2013). Sports clubs are therefore very present in France, and it is for this reason that sports clubs must

find new management techniques. We will therefore talk about the organisation of sports clubs, the marketing aspect, including the brand image, the CSR aspect, which has been very present for the last 20 years, and finally a new phenomenon that has been arriving for a few years, e-sports.

First of all, let us start with the structure of sports clubs. The organisation of sports clubs in France is formed by a very vertical organisation, which reflects a very structured sports association movement (Chavinier-Réla et al., 2015). This movement is made possible by a very complete network of more than 164,131 sports clubs that form the base of the pyramid (Chavinier-Réla et al., 2015). Above them are the departments, then the regions and finally “the national sports federations and the French National Olympic Committee (CNOSF)” (Chavinier-Réla et al., 2015). Furthermore, in order to set an even more structured example for clubs, professional football clubs are subject to management controls which 'is entrusted to a control body, the DNCG' (Gouguet & Primaul, 2006). The DNCG will therefore inspect the accounts of professional football clubs in order to control the accounting of the clubs, to check whether there are false declarations and thus to evaluate the financial situation of the club (Andreff, 2016). The structure of the clubs goes far beyond an enterprise but also 'serves' the higher organisations.

Secondly, a point that is very important nowadays is marketing. As explained before, marketing and branding is an important factor nowadays, and social media are sources of this attractiveness. However, we will mainly talk about the case of a rugby club, the Stade Français. First of all, “marketing strategy is based on three [aspects]”: segmentation, targeting and positioning (Art de Manager, 2022). For the Stade Français, the question of segmentation will mainly be “about which market the club is competing with (Couvelaere & Richelieu, 2005)” (Guillaume Bodet). The rugby club of the French capital will therefore position itself on several markets such as the "rugby union market, the professional sport market and finally the broad leisure and entertainment market (Euchner 1993; Mason, 1999)" (Guillaume Bodet). The Stade Français will therefore try to target rugby spectators, but in particular families and young people because in the Paris area they are the most represented and therefore attracting these consumers is the most profitable. Regarding the segmentation of the rugby club, it is one of the only rugby clubs in the top league to be in the northern part of France (Guillaume Bodet), so the segmentation is very easy to do because no rugby competitors are present. Their main competitor on the market is Paris Saint Germain, a football club from the capital. Finally, the positioning depends on "the product conception and its image in order to give to it a particular place in the mind of targeted customers and its main strategy is based on differentiation (Kotler & al., 2004)" (Guillaume Bodet). The club's products will therefore be varied in order to reach a maximum

number of consumers: moving into the largest stadium in France in order to bring in a show, a new range of clothing and accessories in order to reach new consumers, cosmetic products, and finally they have developed partnerships with other brands such as mobile phones by including the team's colour, pink (Guillaume Bodel) This strategy of diversification will allow the clubs to be known in a different way and not only in the sporting field, the revenues will also increase because they will not be only with the sales of tickets. The club has found a new financial strategy but also for the image of the brand. They have also developed a strategy to penetrate the market with affordable prices for their matches especially to the targeted people (families). Finally, as mentioned above, their objective is to get out of the rugby market and to differentiate themselves from other sports clubs. They organise numerous events in their stadium other than rugby and have made sure that the club's patrons are Madonna and Naomi Campbell in order to increase awareness and enhance the brand (Guillaume Bodel)

In a later section, we will discuss an area that is now necessary for sports clubs, the issue of CSR. CSR nowadays is an important part for companies to consider: "The importance of CSR and its' impact on sport brands has become clear with example of the sport manufacturer Nike and "if the global brand had a good CSR image [...] and media exposes that would negative impact sales" (Blumrodt et al., 2013; Zhang et al., 2021, p. 149). "Brand image is a predominant concern for all European soccer teams (Richelieu et al., 2008)" (Blumrodt et al., 2013), so one might think that CSR could impact the image of sports clubs, however "Further studies suggested that there was no measurable impact of CSR on the brand image of sport manufacturers (Chen, 2001)" (Blumrodt et al., 2013). Sports clubs are not concerned with this characteristic like other companies. However, these statements are to be measured as they relate to a time when CSR was not yet the focus of companies as it has been for 15 years now, as now "the public's opinion has grown more sensitive to CSR issues. It is recognized as being part of consumers' brand perception and having an impact on brand image and customer-based brand equity (Keller, 2008)" (Blumrodt et al., 2013). Companies nowadays have to pay more and more attention to their CSR impact at the risk of deteriorating their brand image, which is essential for the public, so it will impact their finances if consumers think that a club might be non-CSR.

Finally, the last important point in this section is an area that has recently emerged and exploded "with the Covid-19 pandemic", namely "e-sports". This was particularly the case in the mid-2010s, as Besombes mentioned in 2016: "Esports is a fast-growing phenomenon at the

boundaries of new communication and information technologies, leisure, technology, games, and sport" (Berschy et al., 2019), which shows that e-sports has only been developing for the past decade or so. Nowadays, "video games are the world's leading cultural market, ahead of music and cinema" (Hamatou, 2019), which is why "football clubs are seeking to make their digital transition and esport seems to be the preferred lever". E-sport is therefore a way for sports clubs and brands to "extend their brand image, attract new audiences, conquer Asian markets, French Ligue 1 clubs are investing in e-sport. (Defer 2019). This craze for e-sport has notably arrived in order to seduce the new generations to obtain new fans (Hamatou, 2019). This investment will allow sports clubs to rejuvenate their brand image, which, as I said, is a very important factor for sports companies, but it will also allow them to "improve their notoriety (brand awareness) and boost their digital strategies, especially on social networks, where young people are," to "square off new marketing segments, increase their ticketing and merchandising revenues and attract new sponsors wishing to communicate with millennials" (Hamatou, 2019) or "export themselves, reach out to geographical areas that are difficult to reach through football" (Defer, 2019), or "check out new marketing segments, increase their ticketing and merchandising revenues and attract new sponsors wishing to communicate with millennials. Football clubs were the first to invest in this area (Bertschy et al., 2019), in France, this strategy started in the early 2010s when football clubs, notably Paris Saint Germain, began to look into it. PSG only launched its PSG Esports team in 2016, where the capital club recruited professional players and a world-renowned coach-director, Yellowstar (Defer, 2019). Now that the years have passed, PSG has grown up but faces new competitors on the French market, AS Monaco, Olympique Lyonnais and FC Nantes have invested in the rising disciple (Defer, 2019). Clubs have understood that e-sport is the new trendy field, that is why many clubs are starting to invest in it, especially because "the launched sport simulation esports games appears to enrich the periphery of brand meaning" (Berschy et al., 2019), it will therefore allow to rebuild a link with the fans, which again leads to a higher brand image in the esteem of the fans. E-sports therefore brings many advantages, and the primary objective of Paris Saint Germain according to Fabien Allègre, the club's director of merchandising and diversification is "to go and find another audience than the one only attached to football" (Defer, 2019), the aim of the clubs is therefore also to widen their audience and increase their revenues, particularly because "Today, the bulk of a club's revenues are based on its TV rights. Now, we have a generation that is abandoning these traditional media. (Defer, 2019). Television no longer allows us to reach the younger generations who are mainly on their phones or computers, investing in e-sports will once again allow us to reach all generations even though the TV rights market is also

expanding. E-sport will therefore allow clubs and sports brands to diversify their strategy in order to reach a much wider audience, both in terms of generations and geography. E-sport is the present but will be the future for the new generations, especially since e-sport has become an Olympic discipline (Hamatou, 2019).

2.2.1.2 In England

In this chapter we look at the management of sports clubs in England, however, before we begin to look at what has impacted on the management or the different forms of management, this chapter looks at the origins of sports.

As is well known, England is the place where modern sport first appeared (Manell, 1984). It is therefore important to understand the management within the various sports clubs in the country that developed modern sport. Most sports in the West can be traced back to England (Todd W. Crosset and Mary A. Hums). The history of sport and the Anglo-Saxon country are very much linked, when we talk about sport we talk about that country and when we talk about England we talk about sport in general. This culture of sport and its development is notably due to its colonial empire in the 18th and 19th centuries, and sport has therefore been shared throughout the world. (Todd W. Crosset and Mary A. Hums)

After discussing the origins of sport in England, we will look at several elements that help to understand the management of sports clubs in England. This chapter looks at its structure, the impact of Covid-19 on management, the digitalization of TV rights and finally CSR.

First of all, let's talk about the structure of sports clubs. "Over the past 50 years", sports policy in the Anglo-Saxon country has evolved. It was initially a place "dominated by the public sector with a focus on providing sports facilities"(Harris & Houlihan, 2016). However, over the years there has been a development in the organisation. This strategy implemented at the sports club included changes to the local structure, it is put in place "a local authority-driven system in the 1990s" (Harris & Houlihan, 2016). In the early 2000s the structure developed further, and the strategy was the 'local partnership-driven system' (Harris & Houlihan, 2016) and finally after the 2008s, English sports clubs moved to an NGB led process (Paris 2024, 2021). The NGB or otherwise known as "the National Governing Body is an organisation that governs and administers a sport on a national basis" (Sport Northern Ireland). The NGB is therefore the main partner for English sports clubs, however, the NGB also works with the 49 different PSCs in England. The CSPs are also known as the Chartered Society of Physiotherapy which is "the professional body and

trade union for physiotherapists in the United Kingdom" (Wikipédia, 2022). In addition, the PSCs were created between 2003 and 2005 and have enabled the evolution of what were previously known as Active Sport Partnerships. The CSPs will therefore aim 'to deliver cross-sport services to meet NGB priorities, to develop and maintain the strategic alliances and local networks NGBs and Sport England need to drive, deliver, and secure resources, to deliver cross-sport coaching services to meet local need, and to manage and operate the CSP and ensure sound governance' (Harris & Houlihan, 2016). The NGBs and CSPs will therefore enable sports clubs to develop both at national (NGB) and local (CSP) level. The clubs will therefore benefit from these institutions in order to develop.

Next, after looking at the structure of sports clubs in England, we turn to a more recent event, the Covid-19 pandemic on sports club management. Following on from this chapter, we look at football clubs. Covid-19 has had a 'destructive impact' (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020) on football clubs and their business models as Covid has forced sports clubs to accelerate their digital transformation (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020), but not only that, several issues have arisen because of Covid-19, such as sponsorship and commercial revenues, fan diversification, stadium experience and innovation.

To begin with, sponsorship and commercial revenues. During the pandemic period, clubs faced complications with their partnerships, whereas prior to the pandemic this was the largest source of revenue for organisations, clubs and national teams, for example, in the Premier League, sponsorship and commercial revenue represented 28% of total revenue (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020). Faced with the pandemic, sports clubs have had to rethink their strategies because the uncertainty of the pandemic has made it impossible for them to sustain their business over the long term. For this reason, the partnerships that will be created between the commercial companies and the sports clubs will be different, the strategy is to be mainly based on a digital marketing value because the commercial companies will, in the long term, want to be associated with football because it brings them money. Both parties will now agree on different terms than before the pandemic, and therefore focus on "smaller value, higher volume commercialisation rather than large deals, for example [digital] advertising which [allows for greater value]" (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020). In addition, as the matches are closed, the ticket revenues no longer reach the clubs which represents a loss of revenue. For example, "in the Premier League matchday revenue continues to be the smallest

component of total revenue (13% in 2018/19)” (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020)

Secondly, we can talk about the change in the diversification of the fan base. Before the pandemic came along, most clubs focused on the new generations in order to get more and more fans and to increase their revenues. The goal of the clubs was to make their strategy for a global audience. With the arrival of covid-19 clubs changed their strategy and wanted to focus mainly on the existing fans in order to fill the seats in their stadiums as a gauge within the stadiums had to be respected.

In addition, the stadium experience has changed. Covid-19, as mentioned above, has limited the ability of clubs to fill their stadiums and thus fill the stands and generate revenue. It takes time to get back to normal and it is possible that life will not be the same as it was before the pandemic. According to Deloitte, in 2022, 57% of people in the UK will limit their public transport trips in the next few months, and 36% will postpone major purchases such as tickets for football matches. This has an impact on the management of football clubs, which must adapt to the health situation.

Finally, innovations. Covid-19 has had a big impact on innovations. Now, football consumers are very fond of livestreamed, videos, video games, so there are about 25% of consumers who watch them. Generation Z is one of the biggest consumers of this kind of product with more than 50% (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020). All the technological innovations have therefore taken on a significant dimension, and football clubs have to adapt to this. For this reason, the Premier League decided to launch the ePremier League competition during the lock-in (Deloitte Dan Jones Partner danjones@deloitte.co.uk, 2020). This new trend has allowed players to show themselves on video games but also to attract a lot of viewers. In the ePremier League final, more than 3 million people watched the match on Facebook, according to Nielsen Sports, and 394,000 on YouTube. Clubs have tried to adapt in different ways to the covid, a difficult period for all companies, but digitalization has become more and more present in the strategies of sports clubs.

As mentioned above, digitalisation has become important since the 1980s, but it has already been important since the years 2000-2010, as Halliday and Vrusias & Harrigan stated in 2011: "Social media sites have become an important digital meeting place for friends and acquaintances, and their reach has grown significantly in the last few years. Companies will therefore use digitalisation to their advantage. Football clubs will increasingly create “personalised content to connect with their fans” and sponsors as this has allowed clubs a new way of

communicating with society before, during and after the match (Johan Cruyff Institute, 2016). We have seen that the use of social media is very well used in English football clubs, notably twitter in 2013 where English Premier League clubs had over 8.5 million fans (Digital-Football.com, 2013; McCarthy et al., 2014). However, this figure is no longer very significant as fan numbers on social networks have only increased over the last 10 years. However, clubs use social media in a few ways: Firstly, to be in constant contact with their community, this tool that facilitates discussions will create links between fans and clubs but also to be more accessible. The second is that social networks will be used as a marketing tool where one can discuss and interact directly “with consumers and future consumers” (Gummerus et al., 2011; McCarthy et al., 2014). The third is to use networks commercially in order to “providing useful information for commercial purposes” (Beer, 2008; Halliday & Vrusias, 2011; Harrigan, 2011; McCarthy et al., 2014). Therefore, the different uses of social networks will have an impact on the brand, notably on the brand image or brand equity. Social networks are therefore a new source of communication for clubs, but also a new source of business and marketing. Clubs want to make the most of the tool that is available to them and that allows them to have real contact with their community.

In addition, English football “is one of the most watched leagues in the world” (The 100, 2021) for its many clubs such as Manchester United, Manchester City, Liverpool, Arsenal, Chelsea, Tottenham, and many others. “The Premier League's audience is 683 million” (the 100, 2021). This visibility for English football brings an attractiveness for TV rights that no other league knows. For the three years “from 2019 to 2022”, the “TV rights” have reached £9.2 billion”, or more than £3 billion per season, divided “equally between the 20 clubs in the league” (The 100, 2021). This amount of money allows the clubs to make a considerable financial gain compared to other leagues that do not have TV rights of this magnitude. For this reason, the TV rights are very important for a football club, as it provide a non-negotiable income when added to the stadium ticket prices.

Finally, the last point on which English clubs are focusing is CSR. But first of all, what is CSR? Corporate Social Responsibility “(CSR) is the term used internationally for corporate social responsibility, but it is only loosely defined. It refers to the moral and ethical obligation of companies in their dealings with their employees, the environment, competitors, the economy, and many other areas of life that a company touches” (Start-up Guide Ionos, 2019). Football clubs are businesses that are watched by all “football clubs must realise that they have an impact on society and they must be responsible for it” (Walker & Parent, 2010; Mohr, Webb & Harris, 2001; Quazi, 2003). For this reason, football clubs know that their investment in this area will strengthen

the links they can have between the citizens of their community (Windsor et al., 2001; Wood & Logsdon, 2001; Rosca, 2011) and this dedication of the fans is the main return of their investment, i.e. the fans will be more present for their club, buy more seats and more shirts, and therefore the revenues will increase (Rosca, 2011) As far as English clubs are concerned, some clubs invest more than others, such as Chelsea and Arsenal are the ones that carry out the most initiatives in this sector (Rosca, 2011). According to the same author, one of the reasons for investing in this sector is that society is more qualified and better educated, which leads clubs to invest. English clubs invest in social involvement offering their “support (Walker & Kent, 2009) through volunteerism or philanthropy (Walker & Parent, 2010)” (Rosca, 2011). The investment that English clubs are making is notably carried out in order to target the younger generation for the future, so English football clubs are cooperating with schools to offer educational programmes to train the next generation with as many as 112 educational programmes in 2010 - 2011. (Rosca, 2011). One example is Arsenal's educational programme, 'Double Club', which is an after-school programme for primary and secondary schools. This programme will, among other things, educate pupils through football. "The pupils learn foreign languages from the foreign players of Arsenal, informatics with the help of Arsenal's IT partners, British history by starting from Arsenal's role in the British society during the years, Art&Design by visiting the Emirates Stadium and The Arsenal Museum" (Rosca, 2011). This programme is not the only one set up by English football clubs, there are many such as “sport programs, social inclusion programs, cultural integration programs, family programs health programs charity programs” (Rosca, 2011). All these programs will allow English clubs to invest in the life of their community and their fans. It is therefore possible through this intermediary to create a more fusional relationship than that with social networks because these programmes are done in a real way, and in particular because the English clubs will therefore be involved in the lives of their fans.

2.2.2 Management in Sport Federation

Sports federations are the heart of sport, they represent the major institutions of sport. The sports federations will enable the organisation and practice of the different activities they offer, from leisure to professional (INSEE, 2021). Still according to the same source, there are two types of federations, the unisport federations, those that deal only with one sport, and the multisport federations, which encompass several disciplines, and which concern school sports. In France, the UNSS is the best known. There are also so-called international, national and regional

federations. Sports federations are one of the most important “actors in” supporting the promotion of “Sport-for-All (Bergsgard et al., 2007; Nicholson et al., 2011; Scheerder et al., 2017)” (De Bock et al., 2021). In particular, they are at the top of the ladder of organisations. For this reason, in this section we will discuss the complex structure of sports federations, then one of the most important management systems and finally the CSR side that has taken an important part in their strategy.

To begin with, the structure of sports federations is quite complex. First of all, sports federations are particular in terms of stakeholders because the ones that are allocated to them are the sponsors, which correspond to a financial source. Then, like any organisation, there are the human resources, made up of volunteers and employees who can "coexist at both strategic and operational levels" (Zintz & Vailleau, 2008). Human resources, but especially volunteers, are important because they allow the federations to be "directed, animated, structured historically and functionally" (Zintz & Vailleau, 2008) for certain technical and administrative tasks, and this has been the case since the 1990s. The federations are also made up of external partners such as the state or local authorities, which work with the federations to participate in missions of general interest (Zintz & Vailleau, 2008).

In addition, this structure can also be separated with two points:

- By position or status: There are generally no paid elected officials, they are only volunteers. There are also collaborators who have a salaried status. Technical management assistants, logisticians, and consultants (Zintz & Vailleau, 2008)
- The notion of function or role: There are 3 functions in this part, the strategic functions, the managerial functions, and the operational functions. (Zintz & Vailleau, 2008). We will develop them below:
 - The strategic function: It corresponds to decision-making in federations, to the allocation of adapted and valid means and their implementation. This function is particularly important for the volunteer leaders of the board of directors (Zintz & Vailleau, 2008)
 - The managerial function: This function will make it possible to define the operational procedures for implementing strategic decisions. It will ensure that decisions are properly implemented, evaluated and function properly. This function is managed by qualified professionals (Zintz & Vailleau, 2008)

- The operational function: This function is carried out by professionals with more limited qualifications than those of the managerial function. It will enable the proper execution of tasks under the supervision of qualified professionals.

Then, in the management of federations, three functional combinations can be identified:

- The "balanced functional combination". This will be shared between the elected representative, who will also be called the president, the person in charge of a purely strategic function and the general manager. (Zintz & Vaillau, 2008)
- The "hybrid functional combination": The president will have responsibilities for purely strategic functions, the coordinator and department heads will manage mainly operational functions.
- The "president-dominated functional combination". The president in this function will be present in the strategic and managerial functions, so there is no general manager or salaried actor. (Zintz & Vaillau, 2008)

Once the functional combinations are described, we can separate two modes of governance:

- "Shared power distribution". This will be shared between the elected representatives and the employees. The elected representatives will therefore manage their strategic and managerial tasks, which are legitimate for them, whereas they should have them carried out by the employees. (Zintz & Vaillau, 2008)
- The "differentiated distribution of power". This occurs when employees are in charge of the functional management and strategic functions of elected representatives and the operational functions of other employees. (Zintz & Vaillau, 2008)

Finally, many factors will have an impact on the organisation of federations, which may be external or internal. The external factor which is the most present is the State which will be involved in the federal system and will open the system to new members of the federal institution (Zintz & Vaillau, 2008). Then there are the internal factors, as we pointed out earlier that there are several functional combinations and functions. These different combinations/functions will therefore bring about a change in the organisation of the federations

(Zintz & Vaillieu, 2008). All this leads to changes but also to internal problems that may arise from the non-respect of these combinations/functions.

Next, we talk about a management system that is essential in the world of sport. "The Total Quality Management (TQM) is a strategic process of continuous improvement targeting success in sport with numerous additional benefits" (Rial & Carral, 2015). It is also seen as a way of doing one's job and managing one's "organisation in order to [use] the full potential of [managers] and employees", including improving the quality and productivity of the company (Marefat & Faridfathi, 2015). Moreover, this strategy has multiple benefits, whether commercial, financial, technical, or even sporting for the entities, the company, the "country and their internal and external customers (partners, users, athletes or the staff) [(Sánchez, 2004; Dorado and Gallardo, 2005; Dorado, 2006; Senllé, 2006)]" (Marefat & Faridfathi, 2015). This strategy has multiple benefits as it will be composed of "top management support, customer relationship, supplier relationship, workforce management, employee attitudes & behavior, product design process, process flow management, quality data and reporting" (Marefat & Faridfathi, 2015). The TQM is therefore a management strategy that has many advantages both internally and externally, which is why it will be used in most federations, particularly in Europe with The "European Foundation of Quality Management Model (EFQM - Excellence Model)" (De Bock et al., 2021), which will allow European federations to bring quality through the participation of all members of the organisation.

One of the other important issues in federations, which has arrived with the evolution of society, is that of CSR. Sports federations have therefore set up strategies to actively implement the CSR side (Zeimers et al., 2020). They will therefore set up social missions while keeping the missions already linked to sport (Zeimers et al., 2020). This implementation of new missions is notably due to the process of professionalisation which only increases its contribution to the development of organisational factors to promote CSR (Ruoranen et al., 2016; Zeimers et al., 2020). It is also necessary for sports federations to counterbalance the ever-growing commercial objectives by implementing sport-related and social missions (Zeimers et al., 2020). However, not all federations can include such a strategy because "only skilled and professionalised organisations are capable of developing such a strategy" (Le Monde, 2018; Zeimers et al., 2020). For this reason, we will discuss the different factors that can influence CSR strategies. These

factors were identified by the model of Nagel and colleagues in 2015 and have been validated by the general literature on CSR "(Baumann-Pauly et al., 2013; Torugsa et al., 2012)" (Zeimers et al., 2020). There are therefore 6 organisational factors for the implementation of these strategies.

- Size: Size will be a factor for the professionalisation of federations. This means that large federations will be more sensitive to implementing CSR strategies. As for small and medium-sized federations, the implementation of CSR strategies will be less present (Zeimers et al., 2020)
- Staff participation on the board: This refers to human resources, as mentioned earlier, federations are composed mainly of volunteers, so these members are essential for the strategic capacity of the board (Shilbury and Ferkins, 2011; Winand, Rihoux, et al., 2013). The professionalisation of federation members will therefore impact on the governance, structure, objectives and organisational values or role of the board (Ruoranen et al., 2016; Zeimers et al., 2020)
- Professionalization of individuals: Like the previous point, human resources are an important issue. In this professionalisation, it is about the increase of "employees and higher expectations [regarding] the competence of volunteers" (Ruoranen et al., 2016). CSR strategies are therefore impacted by staff who are the source of the implementation of CSR strategies (Zeimers et al., 2020)
- Financial autonomy: Within sports federations we are obviously talking about financial resources that will allow for investment in various strategies. Federations receive public funding and others, "they are often financially con-strained due to the funding from government (Zeimers et al., 2020)
- Innovative capacity: It is necessary for non-profit sport organisations as there is a professionalisation of the sector (Hoeber, Doherty, Hoeber & Wolfe, 2015). This innovative capacity is related to human resources in order to create new knowledge for new services, products or processes (Hamatou, 2019; Zeimers et al., 2020)
- Knowledge of CSR: It is obviously necessary to know your subject when implementing strategies. It is necessary for sports federations to have a good understanding of their subject because it can bring "many benefits to organisations in terms of growth and survival, innovation, effective performance, quality of service and competitive advantage" (Grand, 1996; Zeimers et al., 2020)

These 6 factors described in this chapter make it clear that not all federations can include the same strategies, or even include CSR strategies in their principles.

The federations are non-profit sports organisations but with a very complex organisation and high requirements. Management ideas have been taking shape over the last twenty years due to the evolution of society but not only, their presence is more and more important in society as they are the first factors to promote sport for all.

3 Research methods and implementation

This chapter explain how we proceed for our research, there will be the explanations of each steps and why we did in this way. The average length of this chapter is 10 – 13 pages.

3.1 Research context

Management is, as described in chapter 2.1 and 2.2.1, an integral part of society. It began before the world of "business" came into action because it was part of domestic life in the 18th century, as the first documents found by Thibault Le Texier show (see chapter 2.1). Management is now a basic part of our society and we are constantly talking about management, whether it is team management, the management of a company, the different types of management or the evolution of management according to the conditions that surround it.

For this reason, we have chosen to study this field in order to understand the different evolutions and origins of management in companies and more particularly in sport brand management.

Our thesis is based on two research questions:

- What were the origins and evolution of sport brand management?
- What are the differences in management of sport brands in 21st century?

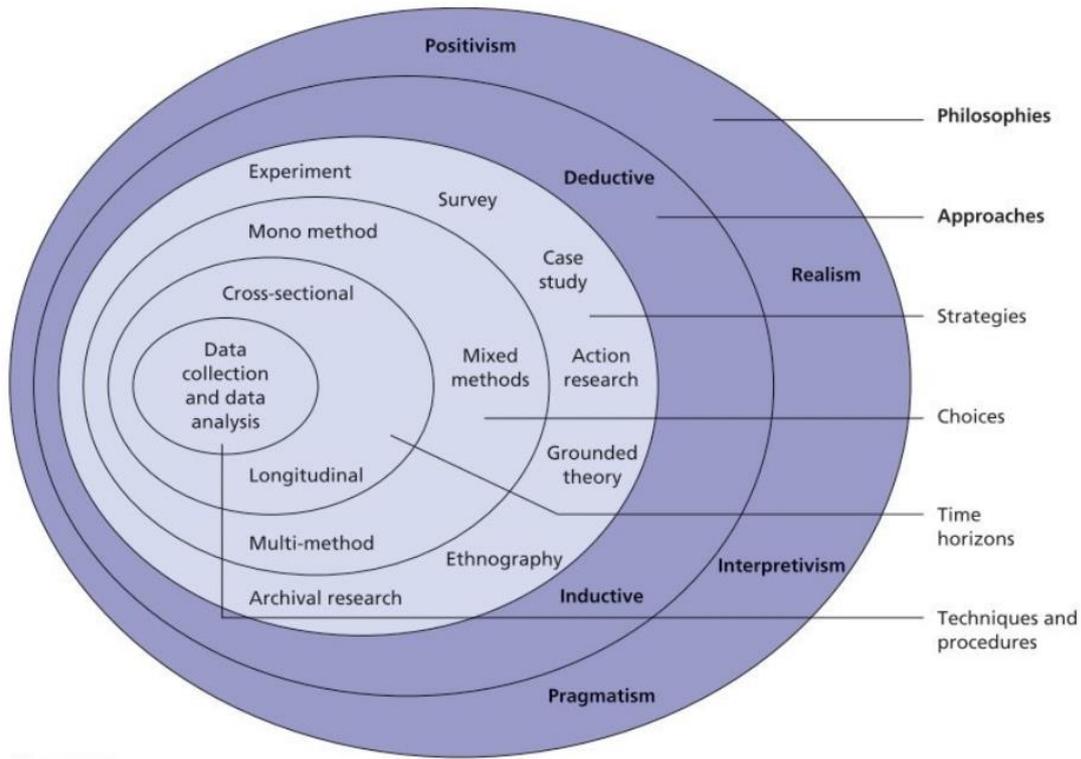
These research questions allow us to discuss the different topics we want to show in order to understand the differences in management of sport brands.

We believe that these research questions are clear enough to be answered correctly, and focused enough for the results and the conclusion to not deviate from our research objectives.

The aim of this thesis is to answer our research questions in a neutral way so as not to let what we think influence the documents we use. The first research question is mainly based on the origins of sports brand management, but also its evolution and the impact that external conditions can have on the management of companies. The second research question focus on the different brand management techniques within sports organizations in the 21st century and how these can be differentiated according to the sport in which the brand is positioned and the country in which it is located.

3.2 Research design

In this chapter, we address the research design otherwise called methodology which describe how and what type of data were collected and analyzed.



3.2.1 Research philosophy

In this study, interpretivism is selected as a philosophical stance. We decided to use this philosophy because as Saunders (2009, p. 116) explains in his work, Interpretivism is a philosophy that consists of the researcher understanding the role of social actors and the differences between humans. He mentions that it is about being interested in people and not in objects, for this reason the term "social actors" is very significant here

3.2.2 Research purpose

Here, we use the exploratory research purpose because it is the best option for us. In the work: *Research methods or business students*: "an exploratory study is a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Rosca, 2011, p.59)" (Saunders et al., 2008). As explained in the quote before we want to know what happened in the management but also to understand the different techniques that each company can use.

3.2.3 Research approach

The research approach is done inductively, which is the most logical option because we use our thesis “in understanding why something is happening, rather than being able to describe what is happening” (Saunders et al. 2008, p. 126). This approach, also, allow us to be specific about the points we want to develop and then be more general.

3.2.4 Research strategy/method/s

For the Strategy/Methods research we focus on mono-method archival research. We base our thesis mainly on qualitative data from our documents. Qualitative data allow us to collect the different impressions, opinions or views that we may have in the documents we study. We concentrate on the data, to go into a much more in-depth analysis than if we had only analysed quantitative data.

This strategy carries out thanks to our tool, NVivo 12, which will allow us to analyse the documents that we consider necessary for the study to answer our different research questions.

3.2.5 Methodological choice

In this study, we selected only one method which is Archival Research. The methodological can be classified as Mono Method. Concerning Archival research, this consists of using administrative records and documents as the main source of data, according to Saunders (2008, p. 150), this method allows us to take "recent as well as historical" documents (Bryman, 1989). These documents allow us to see the origins of brand management, as well as its evolution and differences within sports companies. We mainly focus on documents that refer to the 21st century. For the mono method, this consists of using only one kind of data. In our case, we only use the qualitative method as explained in 3.2.4.

3.2.6 Time horizon

The study is longitudinal, however we use a separate time horizon for each research questions.

For the first research question which is: What were the origins and evolution of sport brand management? We use a longitudinal approach starting from the origins (20th century) of the sport brands until now.

Concerning the second question: What are the differences in management of sport brands? We use the longitudinal approach starting from 2000 until now.

A real strength of the longitudinal approach is that it can study change and development (Saunders et al, 2008, p. 155). According to the authors, "Point out that in observing people or events over time the research is able to exercise a measure of control over variables being studied, provided that they are not affected by the research process itself" (Adams and Schvaneveldt, 1991). We can therefore observe a chronology within management, see what has made management change and how it differs between brands of sports.

3.3 Data collection

For this part, we used the Nvivo tool to help us to collect several data from several articles, webpages, thesis and journals. We collected them on Nvivo in order to help us to find answers to our research questions.

3.4 Data analysis

3.4.1 Quantitative data analysis

We didn't use quantitative data in our data analysis, we only used qualitative ones.

3.4.2 Qualitative data analysis

We collected many articles and added them to the NVIVO 12 application. Then, we coded these different articles by category that were useful to us to highlight what we wanted to present in the result part. These articles are present in the reference part at the end of our thesis.

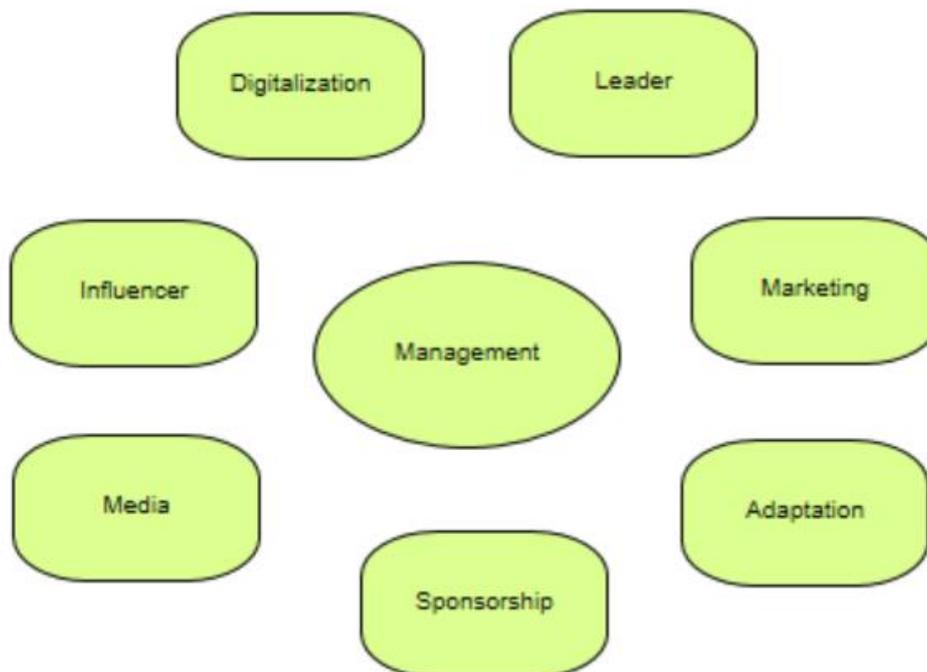
3.5 Ethical considerations

As we used qualitative data and therefore different articles, we have no ethics to take into account other than the different point of views of the authors of these articles and the analysis that we did.

4 Research Results

In this chapter, we present the results of the data we collected in Chapter 3 through graphs and tables that we analyse.

Figure 8: Map about the different techniques of management



This is the first picture that we use for this chapter. On this map we have placed the 7 different management techniques that we have recorded in the articles where we have collected our data. These include digitalisation, leadership, marketing, adaptation, sponsoring, media and influencers. In this results chapter, we show you the differences between these management techniques and how they have evolved over time with the sport brands.

Figure 9: Comparative table about the cultural aspects which impacted the management techniques through history

Cultural aspect		Geographical	Event
Community	<div style="background-color: black; color: white; padding: 5px; border: 1px solid black;"> Community Coding references: 65 Direct, 65 Aggregated Items coded: 16 Direct, 16 Aggregated </div>		
		History	

In this comparative table, we try to show the cultural aspects that have historically influenced sport brands and their management techniques. It can be seen that it's the fans and the communities that have brought about the most changes in sport brands. The articles studied highlighted the importance of digitalisation and adaptation to increase the importance of fans and their communities. The arrival of new technologies in 2000 and the development of social networks over the last 15 years have served as a springboard to begin the digitalisation of branded products. Clubs have also started to emphasise digitalisation, but this has been greatly accentuated by the Covid since 2019. In particular, they displayed images of fans' reactions in the stadium when they could not come to support their teams. The impact of social networks has also pushed sport brands to develop techniques such as marketing, media and sponsorship as the proximity they have brought between brands and their communities has increased the attention that consumers pay not only to the products but also to the image of the brand.

The second cultural aspect that stands out is the geographical aspect, which reflects the cultural mix that has occurred with Globalisation. Globalisation has had an impact on all areas and the world of sport brands has not escaped it. Indeed, it has favoured a cultural mix such as the

deportation of many factories of big brands for cheaper prices. These brands have therefore saved money on labour so that they can focus on other areas of their business such as marketing, sponsorship or muses to gain visibility.

The third cultural aspect that emerges shows the ethical aspect of the brand throughout history. Brands try to keep during their evolution a guideline that guide their ethical sense and keep the same structure. Historically, big brands like adidas or Nike have always used advertising, but through the means that existed at the time (before the 2000's, they used newspaper). Today they rely on the strengths of our time, which are social networks, to make themselves known by trying to innovate with new techniques such as the use of influencers or muses.

Finally, the last cultural aspect that has impacted brands is events. Indeed, many brands have used events such as the Olympic Games or international competitions to promote their products through the history. They have also used leaders to promote themselves like the athlete Usain Bolt who was the face of the Puma brand during his whole career and allows the brand to be one of the most seen at each of his competition.

Figure 10: Word's influence during collection of data.

their potential consumers. It's why is one of the more important management techniques for the sport brands.

The second word related to management techniques that stands out is marketing. What is the objective of sport brands in doing this? It is to gain visibility and to be more known by consumers. This technique is mainly used by brands such as Nike, adidas or New Balance, which use a lot of resources to attract a maximum of people. These players use all types of advertisements, whether on the Internet or on television. Through these advertisements, the brands showcase their new products or promotions linked to certain events. This allows them to increase their sales at different times of the year, especially during the holiday season. Clubs and federations use this process less, but they sometimes use it for certain events, such as the 2024 Olympic Games which will be held in Paris, and we can see an incalculable number of advertisements around this event. For clubs, we can talk about the frequent advertising before each decisive match which have an impact on the season, whether in football, rugby or basketball.

Another technique regularly used by clubs, federations and brands is sponsorship. In general for clubs, this technique brings in the biggest revenues and often allows the less developed clubs to survive in weaker leagues or in less known and less televised sports such as Football, Rugby, Basketball and Handball. In this case the sponsors allow these "small clubs" to survive with a safe income. It also works for the most prestigious federations such as the Premier League (Football), Top 14 (Rugby), NBA (Basketball) where sponsorships are counted in hundreds of millions of euros. While for less developed sport federations such as surfing, sponsors are harder to find and allow the federations to financially support the athletes in the big competitions. For brands it's the other way around, they usually sponsor clubs by paying them to put their name on their jersey. What's in it for them? In most cases it's visibility which will allow them to sell more of their products and to be better known. Finally, in individual sports such as tennis, the brands proceed in the same way but each player and each tournament has different sponsors (it can be the same ones but it's quite rare).

We can also note that the word Digital appears. Admittedly, it's less present than the techniques previously mentioned, but we have noted that it has mostly come up in recent articles, which shows that it is a technique that has been used more and more by brands, clubs and federations in recent years. When this technique was mentioned, it was mainly in the context of

Covid 19 or to talk about its evolution with the recent development of new technologies. Today it's a technique that is used for many sports, for example by brands where all their products are available online, or by clubs that sell tickets on their internet shop. Federations are also digitising their products but this has been happening for a greater number of years by selling their rights to TV channels which will allow consumers to watch their match via TV or the internet. This trend will continue to grow in the coming years as digitalisation is one of the most widely used future management techniques.

The next figure is another comparative table which illustrate which management technique was the most collected in our data collection.

Figure 11: Comparative Table of Management Techniques

Management	Media	Digitalization	Adaptation
	Sponsorship		
Marketing			Leaders

This other comparative table highlights the management techniques that came up most often in the articles that were analysed. It can be seen that the management technique that

came up most often in the articles was marketing. Indeed, marketing is a mandatory technique for sports clubs and brands. Through the various advertisements they make, they can highlight new products or promote important events in their calendar that will have an impact on their sales. The marketing techniques are adapted to the level of visibility of the clubs or brands. Indeed, the lesser known clubs tend to appear in places with less visibility but which are less expensive. While those with greater means can afford to appear on television, which allows them to have a wider target. This works in the same way for sponsorship, where brands with high resources can sponsor well-known clubs or federations, while those with lower resources try to approach clubs or federations with their financial standards. The use of the media is also one of the most cited techniques. Historically, the medias have always highlighted the world of sport because it is part of human society. Sport varies according to each society, but it remains present in everyday life. Today, some sports brands are among the biggest companies in the world and have therefore increased their presence in the media. We can also note that with the arrival of the internet in the 2000s, the place of sport in the media has exploded and the actors presented earlier (clubs, federations and brands) have taken advantage of this digitalization to gain visibility and be closer than ever to their communities. This is also why the word "digitalisation" comes up in this comparative table. Brands have been able to adapt to the different events of their time, such as the arrival of the internet in the 2000s or even more recently with Covid 19 (which has also pushed brands towards the use of digitalisation). With the growing importance of social networks, a management technique has developed exponentially among brands: the use of influencers to promote a product or a brand directly (in this case, we talk about a muse). These influencers or muses are people who have many followers on social networks and who can influence consumers to buy a product or a brand. For example, in football, the most followed player is Cristiano Ronaldo, and the fact that he is chosen by the equipment manufacturer Nike allows the company to earn several tens of millions of euros each year. For Basket, the Jordan shoe brand with Michael Jordan (basketball player in the 1990s) as its ambassador is one of the most popular.

Through this chapter, we presented you our resulted and we highlighted the elements which will allow us to answer to our research questions. Now we will discuss about these results in the chapter 5.

5 Discussion

5.1 Limitations, reliability and validity

Our analysis was based on more than 60 articles that we analysed. We feel that it was enough to have an overview of our topic and to try to find answers. To compare the analysis, we should do the same thesis but not about the sport brands. We should use a different topic to see the importance of management techniques for another industry. One of the limitations of this study is the number of articles that we used. We can always assume that if we had studied more articles, we would have found different results and new management techniques. Perhaps in another sector the results would have been different.

5.2 Answering the research questions

The research questions of the thesis were what the origins and evolution of sport brands management were and what are the differences in management of sport brands. Thanks to the results part we identified the answer to these questions. At the origins it was some historical management techniques as the marketing, sponsoring and medias. And with the time and events, new management techniques have been developed such as digitalization, adaptation, influencers, or leadership. To answer to the second research question, we can say that almost all the techniques of management are different in function of if there are used in a brand or a club or a federation. The type of sport brands cares to justify the way of utilization of the management techniques.

5.3 Dialogue between key results and knowledge base

In this chapter we look at the similarities and differences between what we found in Chapter 2 and our results in Chapter 4.

With regard to the points we have noted in the literature review, sports companies have developed over the years in order to adapt to the ever-changing society. Sports brands have therefore evolved along with society. In particular, digitalization has allowed companies to

develop new strategies, whether it be with branding, which includes muses, or presence on social networks. The structures of clubs and federations have also developed, and this has required companies to increase their staff, which leads to a complication in terms of communication, management and launching of strategies.

As far as our results are concerned, they bring together a lot of what we have been able to find and demonstrate in the review literature. Issues such as digitalisation and different types of management have been demonstrated in our results. There are many different types of management which are influenced by factors such as the type of organisation (commercial companies, clubs, federations) but also by geography (cities, countries, continents). However, some points are not included in our results, such as structure, which is a complex part of business and difficult to demonstrate. Moreover, some points appear in our results while they do not appear in the review literature, such as leaders who are an integral part of sports companies.

5.4 Compliance with research ethics guidelines

As we used secondary data, we do not have much information on research ethics guidelines. Nevertheless, we can point out the different views of the authors of each article we used and the way we code the different articles on Nvivo, but apart from that there aren't any other ethical guidelines.

6 Conclusions

6.1 Key Findings

We have discussed many topics in our thesis: "Difference in Management between major Sport Brands". With the help of our research questions: "What were the origins and evolution of sport brands management?" and "What are the differences in management of sport brands?"

Firstly, our first research question helped us to put a context within our thesis, which allowed us to better understand our subject. We found that sports brands really emerged at the

beginning of the 20th century and that the scale of the field has grown exponentially over this century. Sports brands have developed in terms of competition and management. Furthermore, the 21st century has been a driving force for sports brands as the evolution is increasing day by day and therefore companies are forced to adapt to society. This is already a change in the attitude of sports brands as they become aware of the impact of society on their business. Over the past 20 years, globalisation, digitalisation, the Covid-19 pandemic, and the evolution of society have all had an impact on sports brands, which have had to adapt in terms of management strategies. The brand image, the social side (CSR), innovations are points on which sports brands have had to invest and think in order to be the most present in society and at the same time have an image corresponding to the values of the brand.

Secondly, sports brands do not all work in the same way and will be structured in different ways and think differently. Clubs will mainly focus on branding as a key point to acquire new fans, while federations will try to be more accessible to allow everyone to practice sport. However, some strategies remain the same as society has an impact on the functioning of sports brands, such as social strategies, which are becoming important strategies, but which are still accessible to larger companies due to the difficulty of funding for small federations for example.

6.2 Managerial implications

The results we have obtained from our articles can help companies in several ways. Firstly, it can give them a new perspective on how sport brands work in general. We have grown up as part of this social network generation. So we have a perception that we have tried to incorporate into this thesis that might be different from that of sports brands per se. Furthermore, our research can provide additional knowledge about the history of management in this sector and the differences between management techniques.

6.3 Recommendations for future research

For our future research, it would be interesting to carry out a quantitative and/or quantifying study with the help of a questionnaire in order to get concrete answers on the subject we are studying. Having a questionnaire would allow us to understand what society thinks about

the subject we are discussing so that chapter 4 will be concrete facts from society. In addition, we think it would be better to have a more focused topic to avoid researching too broad a topic.

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Appendices

Appendix 1. Title of the Appendix