

THE FUTURE OF SPORT, NEW SOURCES OF WEALTH – NATIONAL AND INTERNATIONAL OUTLOOKS

France Sport Expertise and SKEMA Publika conference held from 2 pm to 7 pm on 15 October 2024 at the Aérographe des Invalides (Paris)

Summary of contributions and discussions

- Key ideas and possible ways forward
- Detailed proceedings



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ABOUT THIS CONFERENCE

Sport is a multifaceted reality and the subject of great expectations on the part of citizens, especially young people. It has become a key economic sector, a major social fact, a political and geopolitical tool, and a source of inspiration and values throughout the world.

The aim of the conference held on 15 October was to gather a variety of views from speakers with different backgrounds, on the following topics: what is the future of sport? What national and international rules? What practices? What models? What lessons can we learn from the Paris 2024 Games and the growing number of major international sporting events?

This conference was organised by SKEMA Publika and France Sport Expertise, with the support of GL Events, Keneo and Sodexo Live!, and was based on their respective work.

SKEMA Publika is a Paris-based international think tank affiliated with SKEMA Business School, launched in February 2022 with the aim of anticipating the societal and geopolitical transformations of tomorrow. It fuels public debate and issues recommendations for national and international policymakers. SKEMA Publika has published two reports on sport: "The Future of Sport: Needs and Ideas of International Youth for Use by Policymakers" and "The future of sport: what national and international policies?".

Working within the sport sector, France Sport Expertise is an Economic Interest Grouping (EIG) that brings together French companies with expertise in the national and international markets of the sports economy. Created on 28 November 2019, it currently has thirty members. The grouping is entirely private, but collaborates with public-sector players and associations in the French ecosystem and forges international partnerships.

THE SPEAKERS

Welcome by **Bruno Lartigue**, Director of Institution Relations at GL Events, representing **Olivier Ginon**, Vice President of the French Sports Economy Committee and Chairman-CEO of GL Events

Opening by **David Lappartient**, **President** of the French National Olympic and Sports Committee (CNOSF) and IOC member

Introduction by **Claude Revel**, President of the France Sport Expertise IEG and Director of Development at SKEMA Publika.

➤ **1st roundtable: “Sport, a source of economic wealth in the future”**

Moderator: Paul Guiraud, Managing Director of the France Sport Expertise EIG

Key speaker: Ludovic Pouille, Director of Economic Diplomacy, French Ministry for Europe and Foreign Affairs

Why do financial players invest in sport?

Karim Ben Rejeb, Managing Director Investment Banking, JPMorgan Chase & Co.

Bruno Rivet, Managing Partner, Seventure

What relationship between a club and investors?

Victoriano Melero, CEO of the Paris Saint-Germain Football Club (PSG)

Sports data, a strategic asset?

Cédric Messina, CEO of My Coach

The economic opportunities sport offers companies

Pierre-Louis de Guillebon, CEO of Orange Events and director of the Orange project for the Paris 2024 Olympic Games

Transition: Laura Georges - Secretary General of the French Football Federation (FFF)

➤ **2nd roundtable: “Sport, a source of social wealth in the future”**

Moderator: Bénédicte Rouby Nardou, Chief Client Officer at Keneo

Key speaker: Mathieu Hanotin, Mayor of Saint-Denis

Sport and volunteering, a source of civic wealth

Ivan Coste Manière, Professor at SKEMA Business School, member of the International Olympic Academy Participants’ Association

Sport and the environment

Arthur Le Vaillant, navigator and impact entrepreneur

Sport and peace, the role of NGOs and associations

Guillemette Petit, Managing Director, PLAY International

- **3rd roundtable: “The value and power that international sport models hold for the future”**

Moderator: Sean Scull, member of the SKEMA Publika think tank

Key speaker: Stéphane Mazars, Deputy of l’Aveyron

Changing from one sport model to another

Xavier Malenfer, Director of Institutional and International Relations

The evolution of Paralympic models after Paris 2024

Charles Rozoy, Paralympic champion and entrepreneur

- **4th roundtable: “The wealth of values in sport - what international governance for the future?”**

Moderator: Claude Revel, President of the France Sport Expertise EIG and Director of Development at SKEMA Publika.

What does the Olympic ideal represent today? And tomorrow?

Alexandra de Navacelle de Coubertin, President of the Pierre de Coubertin Family Association, member of the IOC Culture and Olympic Heritage Commission.

The contribution of the Olympic and Paralympic Games (OPG) to the promotion of sporting values

Sophie Lorant, Senior Director of International Relations for Paris 2024

What is the role of national and international federations in the national and international governance of sport?

Philippe Bana, President of the French Handball Federation (FFHandball)

What role do standards play in the national and international regulation of sport?

Olivier Peyrat, Managing Director of AFNOR, the French standards association

Do we need more or less regulation at the international level? On what basis? The initiatives and position of UNESCO

Gustavo Merino, Director of Social Policies, UNESCO

Conclusion

Cédric Roussel, Ministerial Delegate for Sport Economy and Paris 2024 Olympic and Paralympic Games

PART I – KEY IDEAS

1. Sport is an instrument of development and economic diplomacy, particularly through the innovations it introduces. It also opens up opportunities for action by French players.

- The OPG created **181,000 direct and indirect jobs**.
- The economic impact for the Île-de-France region is estimated at **9 billion euros**.
- Major international sporting events (MISE) are a showcase for technology and **a business opportunity**. They are also a **tool for engaging and motivating teams**, boosting **employee pride** and facilitating recruitment. Finally, they are a means of **testing technologies in extreme conditions**.
- For the future, this major event represents a **source of opportunities** for companies, and the French Ministry for Europe and Foreign Affairs (French: Ministère de l'Europe et des Affaires étrangères, MEAE) is supporting French expertise on the international stage, particularly in countries set to host future MISE. One of France's key assets is its diplomatic network – the third largest in the world. It enables the MEAE to support French economic activities at the international level. This support is one of the three pillars of the sport diplomacy strategy led by the MEAE Sport Delegation.
- Like the 2024 Games, the 2030 Games will be an opportunity to further structure the sports sector in France and to **internationalise** it.

2. Investment in French sport is nothing new. In the United States, investment in clubs is perfectly managed. Its development in France can contribute to the emergence and consolidation of national economic players.

- Investors moving into sports clubs is nothing new (e.g. CVC as early as 2006)
- For the time being, the **private equity** players and funds specialising in sport are mainly foreign. Because of its maturity and ability to innovate in this area, the United States is ahead of the game.
- “Over the next two years, large, specialised European players will gain ground,” with the aim of creating value through the financial and organisational lever. The emergence of specialist European players is likely, as is more generalised investment in sport, with perceptions evolving, notably by **moving away from the idea that sports clubs are 'trophy' investments**.

- As sport is an innovative sector, it can be financed in the same way as other innovation sectors.
3. **Whether in "traditional" sport or esports, the digitalisation of sport is a reality and it is giving rise to new technologies. In order to contribute to the development of French economic players, athletes and jobs, the chain of data production, processing and use must be harnessed. The public authorities have an essential role to play in this respect.**
- The **future of sport** will be subject to **digital mutations**.
 - **In France**, the sports data processing market is now mature, and the future depends on the ability to cross-reference and analyse all available data to get a complete picture. In ten years' time, the entire sports economy will depend on **data**. We need one or more industry-leading companies in this sector.
 - **This data needs to be protected, and even ring-fenced. The government will have to play a role in this, particularly through public procurement.**
 - New opportunities are opening up, especially with **esports**. As an example, the audience for the Esports World Cup is 1/8 that of the Olympic Games. Esports is a fast-growing sector in which France has a real competitive advantage.
 - The MEAE's **Team France Fund** (in French: Fonds Équipe France, FEF) aims to make **France a leading nation in esports**.
4. **"Today, sports clubs are mission-driven companies": the federations can also contribute to the emergence of profiles with diverse origins and commitments to different causes. Communication is a battlefield to draw attention to Para athletes and the need for inclusion.**
- For example, **the PSG** is more than a football club, it is a mission-driven company with a duty to set an example; it runs social projects, a training centre and foundations. All this adds up to an international brand.
 - **Another example: the FFF** wants to use football to share **values** and make society more **inclusive**, with **initiatives** including a **federal education programme** currently under development. **Communication**: It is crucial to communicate better about the substantive work of the clubs and federations, and not just about the celebrity players.
 - **Para sport**: it is not enough to give disability massive media coverage during the Games; more needs to be done to include and support sport for all. **Public interest** must grow if the Para athlete model is to develop. **Social media** and media coverage have a **fundamental role** to play in this.
 - Elite athletes are closely **watched** and **listened to** by the public, and they arouse strong **emotions**. This connection gives them a special kind of **responsibility**.

5. Volunteering and the role of NGOs, both in France and abroad, are important tools for learning sports and for general educational development.

- “**Volunteers** are truly the **cement of French sport.**” Their commitment is based on a deep conviction that they can perform miracles and move mountains.
- Unlike long-term financial investments (such as "paybacks"), volunteering is based on an **intangible heritage**: the **goodwill** and **know-how** accumulated over time.
- Operating in **unstable countries** often overlooked by brands and sponsors due to their lack of visibility or the risks associated with the environments, NGOs rely on **civil society** to carry out their activities, which allows them to maintain a high level of **freedom of speech** and take a **long-term** approach.
- Volunteers in sport have exceptional **management** and **leadership** skills, often comparable to those of managers. Without volunteers, the **accessibility** and **inclusivity** of sport would simply not be possible.

6. The recent OPG demonstrated the benefits of urban design that promotes active living, social inclusion and sport to improve health and combat sedentary lifestyles. The Social Charter and environmental impact of the Paris 2024 Games are examples for the future. They could inspire regulations for future editions, as well as environmental and social indicators for other sporting events.

- The hosting of **MISE** such as the OPG acts as a catalyst for **urban development** – this was particularly evident in Paris. (The **carbon footprint** of the **Olympic Village**, which will house 6,000 people after the Games, was reduced by 47%. The **Adidas Arena** uses 100% **renewable energy** for heating and cooling).
The Paris Olympic Games placed a strong emphasis on **local economic spin-offs**. The target of awarding at least **25% of contracts** to **social and solidarity economy (SSE)** companies and **local businesses** was comfortably met. **The Paris 2024 Social Charter** and **monitoring committee** are an innovative model that could be replicated for future **MISE** in France and abroad. **UNESCO**, or another international body, could play an important role in establishing **global rules** for international sporting events, by drawing inspiration from the **standards set for the Paris 2024 Olympic Games**.
- The environmental expertise deployed during the OPG could also be exported. The Games offer a unique opportunity to **reestablish the republican pact**, by reaffirming the values of **solidarity, inclusion** and **social cohesion**.
- **Reimagine cities**: it is crucial to think about how to **redesign the cities** of the future so that urban planning encourages **sport** and physical activity.

7. National sport models are very different, particularly in terms of the architecture of professional sport/federations/amateurs vs. closed leagues/spectator sport/risk minimisation. However, exporting a model does not necessarily lead to standardisation.

- The French and European model of sport is based on a **pyramid** that links **professional sport** to **amateur sport** via the federations. **France** embodies this uniqueness, and the

Olympic Games reinforced this **desire for France** around the world. France's advantage and opportunity is that it is a country that appeals to everyone. The OPG presented France and its model of sport to the world. It is not a question of wanting to **replicate** the French model abroad, but rather of promoting this uniqueness.

- In Europe, sport also plays a **socio-educational** role, as part of a wider mission to achieve **social cohesion** and **inclusion**. In the United States, sport is seen primarily as an **economic asset**. Leagues are often **closed** (with no promotion/relegation system), and **professional sport** has no direct links with **amateur sport**. The American model aims to **minimise sporting risks** (e.g. by limiting relegation) and focuses primarily on **spectator sport**.

8. The humanist Olympic ideal (excellence, respect, togetherness, acceptance of differences) is more important than ever in a divided world. The Paris 2024 Games undoubtedly marked a turning point in terms of sustainability and responsibility. Their legacy must be the acceleration of sustainable development.

- The Olympic ideal promoted by Pierre de Coubertin has remained strong and relevant: the idea of **“making the world a better place through sport”**.
- **80% of French people** feel that hosting the Games was a good idea.
- The French see these Olympic Games as a showcase for French know-how, proving that France is capable of organising the biggest international sporting events.
- **Pierre de Coubertin**, the founder of the modern Olympic Games, was a **humanist** who saw sport as a **life philosophy**. In 1894, he wrote the first set of rules for the Games, with the aim of creating a **foundation of shared values** for a better society.
- The **Olympic values** are:
 - **Excellence**: A call to surpass oneself, to give the best of oneself.
 - **Respect**: In many forms, including respect for differences.
 - **Friendship**: The kind found on the playing field.
 - **Acceptance of differences**: Recognising the uniqueness of each individual.
- IOC President **Thomas Bach** reaffirmed the Olympic vision with the motto **“faster, higher, stronger – together”**, and emphasised the importance of collective action with the renewal of the **Olympic Charter** and with **Agenda 20/20**, which aims to set new **climate** and social standards. Sport is recognised by the **UN** as a **vehicle for sustainable development** contributing to 11 of the 17 **Sustainable Development Goals (SDGs)**.
- The **Organising Committee for the Olympic and Paralympic Games (OCOPG)** worked on this long-term legacy with the aim of making the Games an **accelerator of sustainable development**.
- The **momentum** created by the Paris 2024 Olympic Games will continue thanks to the commitment of the **partners** and the actions of the **IOC**, which is ensuring that the **event standards** set for these Games will live on.

9. Public policies are essential to ensure sustainable governance; they must be focused and stable over the long term. Despite the undeniable success of the Paris 2024 Games, the current situation has shortcomings that need to be addressed urgently: “If a legacy law is not introduced within six months, there will be no 'legacy'.”

- It is important to work in a spirit of **coopetition** (cooperation and competition) between **stakeholders** in the sports sector.
- This approach aims to encourage effective collaboration while recognising the competitive dynamics that may exist between the different stakeholders.
- **“France must move forward as a pack”**, bringing together the entire sector: businesses, schools and public authorities.
- Since the **Charter of 1940**, the state has been responsible for **sport** in France, delegating its powers to the sports **federations**, which act as delegated public service operators and play the role of “spearhead” of the public service.
- It is time to **wind up the OPG celebrations** and focus on the **real issues**, which are not limited to **budgetary matters**.
- The **ISO 20121** standard, which provides a framework for sustainable event management, was widely adopted following the London 2012 Olympic Games, reinforcing British leadership in this area.
- **Standards**: a biodiversity standard is currently being developed to ensure that events play an active role in environment protection. The ISO 53800 standard is being developed to promote gender equality. Another of AFNOR's missions is to help African countries develop and adopt international standards. Standards are an important intangible legacy, ensuring that good practices are maintained after events.

10. International governance: voluntary standards should be promoted alongside positive law. UNESCO, the UN agency responsible for sport, plays an active role in issuing initiatives and recommendations to governments, particularly with regard to promoting physical activity and sport.

- In a world where a new crisis emerges every day, **geopolitical considerations** are increasingly present, making the future difficult to predict.
- The **governance** structures of sports federations need to be more **open** and **agile**. For example, at **FFHandball**, the French Handball Federation, it is difficult to govern with **52 members** on the Board.
- The **federations have a duty** to develop and disseminate the core values of sport to everyone.
- **UNESCO** is actively involved in the field of sport, notably through an **international charter** adopted by its member states in 2018 (exact date to be confirmed). This charter sets **ethical standards** for stakeholders in the field of sport and encourages the creation of dedicated programmes.
- The results of the **4th study on physical education and sport (PES)** show the **need for a systemic change** in the way sport is incorporated into education policies.
- UNESCO is preparing to launch a new **survey on sport** to help bring about these changes.

- By providing governments with a **legal framework** for **anti-doping** policies in sport, UNESCO plays a key role in the regulation and ethics of sport.

PART 2 - DETAILED CONFERENCE PROCEEDINGS



OPENING BY DAVID LAPPARTIENT, PRESIDENT OF THE FRENCH NATIONAL OLYMPIC AND SPORTS COMMITTEE (CNOSF) AND IOC MEMBER

The success of the OPG and the foundations of the legacy

1. A rich human experience and a common ideal.

The Paris 2024 Olympic and Paralympic Games (OPG) marked a very special moment in an increasingly complex world.

- The Olympic ideal promoted by Pierre de Coubertin has remained strong and relevant: the idea of “**making the world a better place through sport**”.
- In France, the OPG were a time of national unity; the common ideal had never been more present.

2. A consensual showcase

- **80% of French people** feel that hosting the Games was a good idea. The French see these Olympic Games as a showcase for French know-how, proving that France is capable of organising the biggest international sporting events.

3. Athletes, emotions and values

- For the Games to be a success, they also needed outstanding athletes.
- The **medals** and the **emotions** generated by the sporting achievements were essential. Those **emotions** will continue to be part of sport in the future.
- The Social Charter of these Games illustrated the values of sport and must be turned into a lasting legacy.

4. A symbol of French success for the hosting of the 2030 Winter Olympics and internationalisation

- In France, the 2030 Winter Olympics will follow on from the Paris 2024 Games and should enjoy a level of recognition envied by other countries.
- As with the 2024 OPG, the 2030 Games will be an opportunity to continue to structure the French sport sector and to **internationalise** it.

4. Changes for the future of sport

- The **sport of the future** is undergoing a rapid **digital** evolution. New opportunities are opening up, including with **esports**. The Esports World Cup audience is already one-eighth that of the Olympic Games.
- Changes in the way we consume sport are raising questions about **the future of media rights** and of **Olympic revenue**.

5. Geopolitical considerations and the role of France

- In a world where a new crisis emerges every day, **geopolitical considerations** are increasingly present, making the future difficult to predict.
- As a country that sometimes acts as an **intermediary between worlds that do not always understand each other**, France has a special voice in this context. Sport is one of the means at our disposal.

6. The collective approach

- The French sports sector must work in a collective spirit to seize opportunities while preserving its fundamental values.
- It is not a question of wanting to **replicate** the French model abroad, but rather of promoting this uniqueness in a respectful partnership with all partners, some of whom are competitors.
- **France** embodies this uniqueness, and the Paris 2024 Games reinforced this **desire for France** around the world.



**INTRODUCTION BY CLAUDE REVEL,
PRESIDENT OF THE FRANCE SPORT
EXPERTISE IEG AND DIRECTOR OF SKEMA
PUBLIKA**

- **The aim** of the conference was to bring together a wide range of perspectives in order to **formulate proposals** for the future of sport.
- We used the work of the France Sport Expertise IEG and the SKEMA Publika think tank as a basis for the roundtables. Thought is nothing without action, and vice versa. We have a French model to promote internationally, but we need to work with our partners/competitors in a spirit of **coopetition** (cooperation and competition), a concept that aims to encourage effective collaboration while recognising the competitive dynamics that can exist between different stakeholders.
- Our research has identified the common aspirations of young people around the world and explored the different solutions contained in sport models. It is also clear that sport is now beginning to offer significant economic opportunities, as evidenced by the interest shown by investors, as well as political and geopolitical opportunities. We will be exploring all this to find some possible ways forward.
- There will be four roundtables today: economic, social, on sport models around the world, and on defining common values.

There is no roundtable specifically dedicated to economic intelligence, because everything we are going to do this afternoon will be about three aspects of economic intelligence: monitoring/anticipating, protecting against risk, and influence.



ROUNDTABLE 1: SPORT, A SOURCE OF ECONOMIC WEALTH IN THE FUTURE

Introduction by Paul Guiraud, Managing Director of the France Sport Expertise EIG

In the space of less than a year, France has hosted two major events: the **Rugby World Cup 2023** and the **Paris 2024 Olympic and Paralympic Games**. These events embody three key pillars: **Excellence**, **Innovation** and **Sustainability**. These pillars underpin the impressive display of French excellence throughout the value chain of major sporting events and related infrastructures. In order to continue to grow and to export their know-how in the face of fierce international competition, these economic players need sources of finance to ensure that their investments are in line with their needs. One of the elements analysed by the France Sport Expertise **EIG** is the involvement of several investment funds in sport. This highlighted the economic importance of this sector.

This study presents an exhaustive inventory of the activities of several major private or public equity funds in the sport sector. This influx of foreign investment is part of a general trend, indicating that sport is becoming an industry like any other. The attractiveness of France is undeniable, but so is the lack of domestic investment.

This introduction brings us to the first roundtable of the day, where sport as a future source of economic wealth will be discussed through the eyes of several key figures in the sports economy.

Sport as a source of economic wealth for nations: Ludovic Pouille – Director of Economic Diplomacy, French Ministry for Europe and Foreign Affairs

The Economic Diplomacy Division recognises the importance of sport as a vehicle for diplomacy and influence. It has a staff of 180, and key persons dedicated to sport in several major embassies.

1. A first illustration: the Sustainable City

- Since 2014, a **Sustainable City “Federator”** has been appointed at the Ministry for Europe and Foreign Affairs.
- The hosting of **MISE** such as the Olympic Games acts as a catalyst for **urban development**, as was particularly evident in Paris.

- Example: in Paris, the **carbon footprint** of the **Olympic Village**, which will house 6,000 people after the Games, was reduced by 47%.
- **SOLIDEO**, the Olympic Delivery Authority for Paris 2024, made **accessibility** a top priority, and the **Adidas Arena** uses 100% **renewable energy** for its heating and cooling needs.

2. Economic impact of the Paris 2024 OPG

- The OPG created **181,000 direct and indirect jobs**.
- The economic impact for the Île-de-France region is estimated at **9 billion euros**.
- This major event represents a **source of opportunities** for companies, and the **French Ministry for Europe and Foreign Affairs**, also known as Quai d’Orsay, is supporting French expertise on the international stage, particularly in countries set to host future MISE.

3. Esports: a sector with a promising future

- Esports is a fast-growing sector in which France has a real competitive advantage.
- The **Team France Fund** (in French: Fonds Équipe France, FEF) aims to make **France a leading nation in esports**.

4. Cooperation and collective advancement

- “**France must move forward as a pack**”, bringing together the entire sector: businesses, schools and public authorities.

Why do financial players invest in sport? Two approaches, two visions

1. Karim Ben Rejeb – Managing Partner, J.P. Morgan

- **Activity in sport:** J.P. Morgan supports the development of sport as a business through dedicated activities (mergers and acquisitions, etc.) and a specialised team set up this year. The firm’s core expertise in sport remains in the **United States**, due to the high volume of business in that market.
 - **Examples:** sale of a minority stake in Alpine Racing to an American investment group, sale of AC Milan to an American investment firm.
 - **Vision of sport:** sport can be viewed as three concentric circles:
 1. **Intellectual property and content** (sports rights, etc.), the most visible part.
 2. **Technology and infrastructure**, which enable content to be monetised.
 3. **The practice of sport** (nutrition, performance, hospitality).
- **Funds specialised in sport:** because of its maturity and ability to innovate in this area, the United States is ahead of the game. **European private equity funds** specialising in sport should emerge, although today the market is dominated by foreign players,

mainly from the US. He anticipates that: “Over the next two years, large, specialised European players will gain ground,” with the aim of creating value through the financial and organisational lever. For the future: the emergence of specialised European players is likely, with perceptions evolving, notably **moving away from the idea that sports clubs are 'trophy' investments**. Sport will also gradually attract the interest of generalist funds.

2. Bruno Rivet – Managing Partner, Seventure

- **Investment in sport:** Seventure, part of BPCE, focuses on **innovation** and **healthcare**. In the firm belief that sport offers many investment opportunities, the firm has created a **sport tech vertical**. The United States already has a digital view of sport, but we are a little behind.
- For the future: as sport is an innovative sector, it can be financed in the same way as other innovation sectors.

What relationship between a club and investors? Victoriano Melero – CEO of the Paris Saint-Germain Football Club (PSG)

- **Private equity investment in PSG:** generally speaking, there is nothing new about investors targeting sports clubs. CVC started doing so in 2006. With Qatar Sports Investments (**QSI**) as its majority shareholder since 2011, PSG has seen its valuation rise significantly thanks to contributions in innovation and technology, and the **Arctos** fund recently bought a stake in the club. The club’s **total revenue has increased from €30 million in 2011 to €800 million in 2024**. It is now valued at over **€5 billion**, which opens up opportunities in the US market.
- **PSG on the global stage:** PSG is no longer just a football club, it is an international brand. The club has over **250 athletes** in various sports and organises more than **100 events** per year, including non-sporting events. As a mission-driven company, PSG has a duty to set an example; it runs social projects, a training centre and foundations.

Sports data, a strategic asset? Cédric Messina – CEO and founder of My Coach

- **Perspectives on sports data:** data is at the heart of My Coach's strategic planning. Originally a service solution, the company has become a data **hub** with tools such as MyCoachPro, which is used by over **350 teams** and has recorded over **5 million training sessions**.
- **Future of sports data:** the market is now mature, and the future depends on the ability to cross-reference and analyse all available data to get a complete picture. Messina predicts that in ten years' time, the entire sports economy will depend on **data**.
- **Ring-fencing of sports data:** according to Cédric Messina, we are still a long way from truly ring-fencing sports data. Today, sports federations such as the **FFF** have begun to integrate their data into platforms like MyCoach, but a large-scale, common national platform is still lacking. **The government will have to play a role in protecting this data.**

The business opportunities sport offers companies, Pierre-Louis de Guillebon, CEO of Orange Events and director of the Orange project for the Paris 2024 Olympic Games

- **Opportunities in MISE for Orange:** Orange is a key player in **connecting** major international sports events (MISE), notably as a partner of the Paris 2024 Games.
- **Paris 2024:** Orange was a sponsor of the mass-participation marathon (Marathon Pour Tous) and a partner of the event. Its teams connected the sites and enabled 4 billion people to follow the OPG. Orange used the Games as a showcase for its technological innovations, such as the **private 5G network** deployed on the Seine and in Marseille.
- **Strategy for MISE:** for Orange, MISE are a technology showcase and a **business opportunity**. They are also a **tool for engaging and motivating teams**, boosting **employee pride** and facilitating recruitment. Orange's commitment to the OPG enables them to **test their technologies in extreme conditions**.



TRANSITION: BETWEEN ROUNDTABLES 1 AND 2

Laura Georges – Secretary General of the French
Football Federation (FFF)

1. Nationwide policy with a strong social impact

- **The FFF's mission:** use football to promote **values** and make society more **inclusive**.
- A **commitment plan** was launched in October 2023 to support **all football stakeholders**, from amateur clubs to national governing bodies.
- **One objective:** to reach the **12,000 football clubs** in France.
- A **nationwide education programme** is currently being developed, with technical managers deployed in the regions to support clubs.
- The **“Toutes Foot”** programme relies on expert partners and aims to be as close to the clubs as possible, in direct contact with the **field**.

2. The FFF's international reach

- The FFF focuses primarily on its home territory, but is also involved in international projects, notably with the support of the **Ministry for Europe and Foreign Affairs** and **FIFA**.
- **Examples:** supporting women in Ghana and initiatives in Rwanda.

3. For the future: accelerate the social wealth of sport

- **Communication:** it is essential to change the paradigms of sports communication, moving beyond the interest in controversies and players to focus on concrete actions and their impact.
- **Invest in human resources:** more investment is needed in the training of educators and in the development of new profiles capable of bringing a new vision. To tackle the new challenges (e.g. **esports** or **racism**), it is crucial to really understand the field and bring in people with innovative perspectives.



ROUNDTABLE 2: SPORT, A SOURCE OF SOCIAL WEALTH

Introduction by Bénédicte Rouby Nardou, Chief Client Officer at Keneo

In his book *Sportwashing - Que sont devenues les valeurs du sport*, David Blough writes:

"Since sport is magic, why invest in it over the long term? Why develop and

share an experience? Why do anything other than recreation, competition and entertainment? We need to take a step back from the sports ideology to better understand how sport can serve the common good."

This reflection leads us to consider the concept of **social wealth**, which may seem paradoxical on the surface.

- **Wealth**, in its classic sense, refers to the **possession of property**, and is often used in an **economic and material** context.
- Conversely, the term **social** is associated with the notions of **solidarity, community life**, and interaction between individuals, regardless of their status or possessions.

From this apparent opposition, we can define a first concept of **social wealth**: it is about using the **value produced** in a way that improves the way people **live together**.

In this way, social wealth moves away from **pure material accumulation** and aims to **transform economic value** into other forms of value that are essential for improving the **quality of life** of individuals and communities.

In this roundtable, we will explore this dimension of sport through the following themes:

1. **Sport as a producer of social wealth.**
2. **Sport as a lever for social change.**
3. **Volunteers: an invisible source of wealth in sport?**

What will be the social legacy of the 2024 Olympic and Paralympic Games? Mathieu Hanotin – Mayor of Saint-Denis and President of Plaine Commune

1. Objective: Make a lasting impact in Saint-Denis through the OPG

The **Olympic and Paralympic Games** will have a profound and lasting impact on the **Saint-Denis** area. **Plaine Commune** (a grouping of nine municipalities in Seine-Saint-Denis) chose to be involved at all levels of the OPG in order to maximise the benefits for its community.

2. Three ways in which the OPG can have a lasting positive impact in Saint-Denis

1. **Material legacy:** there was a desire to build in accordance with the universalist values of the OPG.
 - The **massive investments** made in Saint-Denis (several billion euros over 5 years) are intended to make up for lost time in terms of sports facilities, sporting activities and urban planning.
 - **Outside of the OPG**, funding in these areas has sometimes fallen short of expectations. With the OPG, there is an opportunity to use the event to obtain additional funding and complete projects already underway.
 - A prime example: the **construction work around the Pleyel district**, with the creation of the first **hospitality** cluster in Île-de-France. It is not just a hotel zone, it is also a **cluster for leisure activities**.
2. **Local pride restored:**
 - The Olympic Games are seen as a **source of pride** for the local population, who become champions of this global event.
3. **Re-establishment of the republican pact:**
 - The Games offer a unique opportunity to **reestablish the republican pact**, by reaffirming the values of **solidarity, inclusion** and **social cohesion** through a common project that brings together the people of Saint-Denis.
4. **The first benefit of sport: combating sedentary lifestyles**
 - **Promote physical activity and sport:** sport is essential in combating **sedentary lifestyles**. This is a particularly important issue for **young people**, who are the first to suffer from this.
 - **Reimagine cities:** it is crucial to think about how to **redesign the towns and cities** of the future so that urban planning encourages **sport** and physical activity.
5. **One example of the intangible educational legacy of the OPG: learning English through sport**
 - One interesting idea was to combine **learning English** with participating in sport. This adds another educational dimension.

6. The unifying power of sport

- Sport can unite people around common goals and strengthen **social cohesion**.

Sport & volunteering, a source of civic wealth – Ivan Coste-Manière, Professor at SKEMA Business School, Research Officer of the International Olympic Academy Participants' Association

1. The central role of volunteers in French sport

- “**Volunteers** are truly the **cement of French sport**.” Their commitment is based on a deep conviction that they can perform miracles and move mountains. The Olympic flame burns in them every day.
- Volunteering is based on an **intangible heritage**: the **goodwill** and **know-how** built up over time. Just as in the luxury goods industry long-term financial investments lead to paybacks in the long term, a volunteer's commitment is rarely fleeting, and simply converting volunteer hours into monetary value does not sufficiently reflect the real intrinsic value that volunteers contribute to their organisation or to the sports economy and the social and solidarity economy SSE.
- It is regrettable that volunteers, such as those involved in the Olympic Games, had to pay for their own **accommodation**. A volunteer deserves **respect** and recognition. A real recognition of their value, in every sense of the word.

2. Volunteers: super-managers and superheroes

- Volunteers in sport have exceptional **management** and **leadership** skills, often comparable to those of managers.
- Their **value** cannot be measured in traditional ways, but it is essential to the proper functioning of sport. It should be recognised in the tax and pension calculations of a nation that claims to be sporting.

3. Volunteering and accessibility in sport

- Without volunteers, the **accessibility** and **inclusivity** of sport would simply not be possible.
- **France** is **lagging behind** in the management of disabilities in sport:
 - The sports federations are poorly organised, with a separation between two different entities working in the field of disability.
 - It is essential to set up **special training programmes** to better include Para sport or adapted sport. Volunteers are already showing great **flexibility**.
 - It is not enough to give disability media coverage; much **more** needs to be done to integrate and support sport for all.

Sport and the environment: Arthur Le Vaillant – navigator and impact entrepreneur

1. A reflection on the consumption and impact of sport

- **Criticism of the sports industry**: today we are living like **spoilt children**, producing boats and shoes that have a huge impact on the environment.

- **For example, carbon footwear:** using advanced technologies like carbon in **amateur** footwear runs counter to making sport more **ethical** and **accessible**. The use of these technologies could be restricted to professional athletes. This would make them less accessible to amateurs, for whom peak performance is far less important.
- **Question regarding performance:** should we always be looking to go faster? Why not consider **slowing down** to reduce the impact on the environment?

2. Criticism of the overconsumption encouraged by brands

- **Sponsor brands** often encourage overconsumption, which is at odds with climate issues. Integrating **environmental impact considerations** into consumer decisions is becoming a must.

3. The idea of “environment rights” in sport

- While there is a lot of talk about **TV rights** in sport, there is still no such thing as **environment rights**. Arthur Le Vaillant asked: why not create a framework where environmental impact is taken into account in the same way as the other financial aspects of sport?

4. The responsibility of elite athletes

- Elite athletes are closely **watched** and **listened to** by the public, and they arouse strong **emotions**. This connection gives them a special kind of **responsibility**.
- **Beyond results:** The role of elite athletes must go beyond performance and sponsorship. They need to be **active advocates**, especially of environmental issues.
 - **A personal example:** Arthur Le Vaillant mentions **survival courses for sailors**, focusing on climate issues. This enables athletes **to be aware of the climate emergency and to talk about it in an informed way**.
 - Athletes must therefore **educate themselves** in order to take a responsible stance on environmental challenges.

Sport and peace, the role of NGOs and associations Guillemette Petit – Managing Director, PLAY International

1. Origins of PLAY International

- **Creation:** **PLAY International** is an NGO founded in 1999. The founder decided to set up the NGO after seeing the effects of poverty first hand.
- **Mission:** PLAY International co-creates and implements educational and training programmes based on sport. Formerly known as **Sport Sans Frontières**, it aims to use sport as a vehicle for education and social inclusion.

2. PLAY International's responsiveness and proactivity

- **Operating in difficult contexts:** PLAY International operates in **unstable countries** that are often overlooked by brands and sponsors due to a lack of visibility or to the risks associated with these environments.
- **Role in civil society:** the NGO relies on **civil society** to carry out its activities, which allows it to maintain a high level of **freedom of speech** and to take a **long-term** approach.



ROUNDTABLE 3: THE VALUE AND POWER OF FUTURE INTERNATIONAL SPORT MODELS:

Introduction: Sport models around the world: Sean Scull, member of the SKEMA Publika think tank

The **SKEMA Publika report** (Part Two) poses the question of whether we are moving towards a **standardised model of sport** worldwide. This standardisation raises issues related to cultural diversity and the local particularities of sport. Indeed, the report notes that around the world there are national sport systems with very different principles and approaches. Today, sport is an invaluable geopolitical, diplomatic and geoeconomic object for states, in so far as it allows them to exercise their power through a soft power approach, with the aim of creating a specific sport system. The study also highlights that in sport, as in all other sectors of our globalised society, the major international associations and private-sector players develop power strategies, which raises the question of control over the rules of the game and the need to establish a global governance of sport.

The French model of sport, now and in the future: Stéphane Mazars - Member of Parliament, co-author of the Parliamentary report on the Olympic Games

1. Evaluation of the Paris 2024 social project

- As part of the **Paris 2024 Olympic** bid, a social architecture was put in place, including a **Social Charter** and a **monitoring committee**. The aim of this committee was to ensure **fair working conditions** for all employees involved in organising the OPG.
- **Result:** only a limited number of problems were identified. This demonstrates the effectiveness of the plan. It is an innovative model that we hope to **replicate** for future **MISE**, both in France and abroad.

2. Local economic impact objectives

- The Paris 2024 OPG placed a strong emphasis on **local economic spin-offs**. The target of awarding at least **25% of contracts** to **Social and Solidarity Economy (SSE)** companies and **local businesses** was comfortably met.
- **Result:** this target was comfortably exceeded, strengthening the local economic fabric.

3. Temporary infrastructure

- Wherever possible, preference was given to **temporary infrastructure** in order to **limit the number of permanent structures** and reduce the environmental impact of the OPG. This minimised unnecessary expenditure while ensuring that the events could be held.

4. Expansion of transport networks

- A major expansion of the **transport networks** was carried out, contributing to a sustainable improvement in mobility options in the areas affected by the OPG.

5. Technical feat in the field of energy

- ENEDIS achieved a real **technical feat** by connecting all the sports facilities to the electricity grid to guarantee comfort.
- This expertise could also be exported, particularly to the **United States** for future events.

6. French-style model

- All these initiatives and innovations form a **French-style model** that could inspire other international sporting events, both in France and abroad.

7. UNESCO's role

- **UNESCO** could play an important role in establishing **global rules** to filter international sporting events, inspired by the **standards set for the Paris 2024 OPG**.

Changing from one sport model to the other: Xavier Malenfer, Director of Institutional and International Relations, Fédération Internationale de l'Automobile (FIA)

1. US presence in Formula 1

- American presence in Formula 1 has increased since the American Liberty Media Corporation acquired Formula One in 2017. However, American influence on the global model remains relative, as the majority of the Formula 1 ecosystem is based in Europe, and mainly in the United Kingdom.

2. European model

- The European model of sport is based on a **pyramid** structure linking **professional sport** to **amateur sport** through the federation model and a principle of solidarity.
- The key feature of this model is the **network of associations**, with sports clubs at the base and **federations that unite them** at the **local, national and even the international** level.
- In Europe, sport also plays a **socio-educational** role, as part of a wider mission to achieve **social cohesion** and **inclusion**.

3. American model

- In the United States, sport is seen primarily as an **economic asset**. Leagues are **closed**, and **professional sport** has few direct links with **amateur sport**. As a result of this closed sport model, **sports federations** do not have the same power as they have in Europe.
- The American model aims to **minimise sporting risks** (e.g. by limiting relegation) and focuses primarily on **spectator sport**.
- The **international dimension** of American professional sport is limited to the organisation of a few games played outside the United States as part of a **global promotion strategy**.

4. Sport: a show, but also a shared experience

- In both Europe and the United States, the “show” aspect of a sporting event is essential, especially when the sport generates part of its revenue through broadcasting rights. A sporting event is also a moment when spectators and viewers share emotions (e.g. Paris 2024). Above all, however, the federations must preserve the sporting dimension of the competition and ensure that its integrity and safety are respected. As far as the FIA is concerned, there can be no compromise on the latter.

Paralympic models around the world: Charles Rozoy – Paralympic champion, entrepreneur

1. The traditional model of sport

- The traditional sport model is based on a cycle that includes the following elements:
 1. **Athlete**
 2. **Competition**
 3. **Followers (supporters)**
 4. **Communication**
 5. **Sponsor**
 6. **Media**
- This cycle is well established for non-disabled athletes, but has yet to be fully developed for **Para athletes**.

2. Para athletes vs. non-disabled athletes

- **Public interest** must grow if the **Para** athlete model is to develop.
- A **different approach** needs to be taken for Paralympic sports, taking into account the specific characteristics of these disciplines.

3. The keyword here is difference

- **Accepting difference** is fundamental to changing the way people see Para athletes. Raising awareness and communicating about this **difference** will then enable us to highlight the **beauty of Para athletes' achievements** and of the way they perform their sport.

4. Example of esports

- **Esports** is an example of inclusion, where **non-disabled and Para athletes** share the same competitions and live together. This shows that it is possible to create an environment where **difference** is not only accepted but valued.



ROUNDTABLE 4: THE WEALTH OF VALUES IN SPORT – WHAT INTERNATIONAL GOVERNANCE FOR THE FUTURE?

Introduction: Claude Revel, President of the France Sport Expertise EIG and Director of Development at SKEMA Publika

The two **SKEMA Publika** reports on the “**The Future of Sport**” deal with an important issue: young people's perception of the **values of sport**. They conclude that young people around the world have high expectations of sport. The reports revealed that, while young people generally believe in these values, there are **differences** in the way they interpret and prioritise them. There is a tendency to associate sport with health, education and fun. They see sport primarily as a social and group activity that promotes integration, cohesion and social mixing. However, the reports point out that the fun aspect is rarely mentioned in public sport policy, even though it is the main value young people associate with sport.

What does the Olympic ideal represent today? And tomorrow? Alexandra de Navacelle de Coubertin – President of the Pierre de Coubertin Family Association, member of the IOC Culture and Olympic Heritage Commission

1. The concepts on which the Olympic Movement was founded

- Coubertin wanted the Olympic Games to be much more than a sporting competition: he envisioned a **universal movement based on educational and moral values, a movement that could improve society and promote peace**. The Olympic ideal proposes to unite the people of the world around three key values:
- **Excellence:** Coubertin saw sport as a means of encouraging everyone to give their best. Excellence means self-improvement and surpassing oneself.
- **Respect:** This includes respect for other athletes and for the rules, but also self-respect. Respect also implies a spirit of fair play, integrity and solidarity.
- **Friendship:** The Olympic Games encourage brotherhood and friendship between peoples. Coubertin believed that sport could bring nations together and promote peace and international understanding.

Based on core values that can be shared by all, Coubertin hoped to promote **mutual understanding between nations, between people**, overcoming differences and cultural barriers to build on **common interests**.

2. Adapting to current challenges

- IOC President **Thomas Bach** reaffirmed the Olympic vision by adding **the word “together”** to Coubertin’s Olympic motto, **“faster, higher, stronger”**, to emphasise the importance of collective effort.
- The **IOC** introduced:
 - the **Olympic Charter**, which started as just 5 pages and is now a document of almost **200 pages** explaining the **Olympic spirit** in detail;
 - the **Olympic Agenda 2020**, which aims to integrate **climate issues** and make the Games **carbon-neutral**. It also sets new **standards** for future Games, such as gender parity (with one man and one woman carrying the flag).

3. Maintaining the Olympic ideal in a divided world

- **Pierre de Coubertin** once said: “When I restored the Olympiads, I did not look to what was nearby, I looked to **the far-off future**. I wanted to give the world, in an enduring way, an ancient institution whose guiding principle was becoming necessary for its health.” He wanted to create an institution that could be used to better humanity.
- Today, the **IOC** must tackle the **challenges of the future** collectively, by creating **communication platforms** that promote unity and collaboration (**“Together”**).

The contribution of the Olympic and Paralympic Games to the promotion of sporting values: Sophie Lorant – Senior Director of International Relations for Paris 2024

1. The Olympic Games: a tool for promotion and transformation

- With over **1,000 events in 54 sports**, the **Olympic Games** are a huge **promotional opportunity** for the host country, shining the spotlight on its athletes, but also on its heritage, expertise and values.
- **Paris 2024 (P24)** secured the return of the Games to France, to **promote French values** and place sport at the heart of society.

2. A vision crystallised around sport

- The P24 project was built around a strong vision, the result of a well-thought-out strategy:
 - **Sport changes lives** through the **emotions** it arouses and the **benefits** it brings. Sport is an investment in education, health, social cohesion and in changing attitudes towards disability and, more broadly, towards

difference. The benefits of sport help us to live better, and the values of sport help us to live better together.

- One ambition: to bring out **the athlete in each of us**, to let sporting values guide our actions in everyday life.
- The organisation of the Games aims to be:
 - **revolutionary**, while taking into account current issues;
 - **spectacular**, while respecting the values of creativity, high standards and sharing;
 - **sustainable**, in order to create a new model of the Games that serves people and their environment, to inspire in the present and prepare for the future.
- The **athletes** are fully included in this vision, as key stakeholders in the Games. Sport and its values are at the core of Paris 2024's DNA.

3. Accessibility and commitment

- Commitment from the French government was needed to improve **accessibility**, with ambitious transformation targets (particularly in light of the 2012 accessibility standards).
- These Games had **two key aims**:
 - **to promote sport and its universalistic values**, while contributing to the improvement of health (**30 minutes of sport** experiment, **Olympic week**, endowment fund);
 - **to contribute** to transforming the Games model, taking into account the new challenges of today and with the desire to set new standards. Paris 2024 contributed to the revision of the ISO 20121 standard. This new edition emphasises **social legacy** and **inclusivity**, and promotes a more holistic and accessible approach to responsible management applied to the organisation of events.

4. The legacy of the Paris 2024 Games

- **First version of the Games** with a real **legacy** strategy.
 - Sport is recognised by the **UN** as a **vehicle for sustainable development** contributing to 11 of the 17 **Sustainable Development Goals (SDGs)**.
 - The **Organising Committee for the Olympic and Paralympic Games (OCOPG)** worked on this long-term legacy with the aim of making the Games an **accelerator of sustainable development**.

5. National and international heritage

- At the **national** level (France):
 - the material legacy includes **infrastructure** and initiatives taken by the **federations** to make sport more accessible and inclusive.
- At the **international** level:
 - **the Games will leave a legacy of global mobilisation to accelerate sustainable development.** The **ministry of Foreign Affairs** and **AFD**, the French Development Agency, play a key role in this transmission, creating a strong link between the **IOC** and the AFD to sustain the momentum of the Games;
 - a **Sport for Sustainable Development Summit** was held on the eve of the Paris 2024 Olympic Games, and another summit will be held for the **Dakar 2026 Youth Olympic Games**.

6. Sustaining the momentum of the Paris 2024 Games

- The **momentum** created by the Paris 2024 OPG will continue thanks to the commitment of the **partners** and the action of the **IOC**, which is ensuring that the new **standards** set for these Games will live on.

What is the role of national and international federations in the national and international governance of sport? Philippe Bana – President of the French Handball Federation

1. The role of the state and the sports federations

- Since the **Charter of 1940**, the state has been responsible for **sport** in France, delegating its powers to the sports **federations**, which act as delegated public service operators and play the role of “spearhead” of the public service.
- Key quote: “**There is no education without educators**”, emphasising the importance of training educators, not only through schools, but also through other structures.

2. The need for a transformation of sport

- Sport must **adapt** and **change**. It cannot focus solely on sporting **performance**, as less than 60% of those who engage in sports actually want to compete.
- The **role of the federations** is to demonstrate the **values** conveyed by athletes, and to promote a model that is inclusive and accessible to all.
- **Rules in sport** contribute to the **learning process** and to the **transmission of positive values** to participants.

3. The role of the federations and the state in the future

- Sports federations must play an **exemplary** role in promoting sporting values.

- The **governance** structures of sports federations need to be more **open** and **agile**. For example, at **FFHandball**, the French Handball Federation, it is difficult to govern with **52 members** on the Board.
- The **federations have a duty** to develop and disseminate the core values of sport to everyone.

4. A warning for the future: do not lose momentum after the Games

- The Olympic Games should serve as a **springboard** for the future, but there is a risk that they will become a **brick wall** if the momentum built up is not maintained.
- **Priority in the short term:** A number of concrete challenges need to be addressed over the next six months:
 - example: Within **FFHandball**, it is currently **impossible to accommodate 100,000 children** in existing facilities – this equates to **3 million children** across all federations. It is therefore crucial to **tackle this issue head on**;
 - **venue** (sports facilities) is a major **limiting factor** that needs to be addressed quickly.
- It is time to **wind up the Paris 2024 celebrations** and focus on the **real issues**, which are not limited to **budgetary matters**.

Do we need more or less regulation at the international level? On what basis? The initiatives and position of UNESCO Gustavo Merino – Director for Social Policies, UNESCO

1. UNESCO's mandate in sport

- **UNESCO** is actively involved in the field of sport, notably through an **international charter** adopted by its member states in 1818 (exact date to be confirmed). This charter sets **ethical standards** for stakeholders in the field of sport and encourages the creation of dedicated programmes.
 - Example: The **“Fit for Life”** programme, which seeks to increase **funding** in this area.

2. The “Change the Game” sport conference

- At this conference, UNESCO launched a report on **impact measurement in sport**.
 - **Key statistic:** For **every dollar invested in sport**, there is a **social return of three dollars**.
 - Sport improves **individual well-being** and helps reduce **healthcare costs**.

3. Results and recent studies

- The results of the **4th study on physical education and sport (PES)** show the **need for a systemic change** in the way sport is incorporated into education policies.

- UNESCO is preparing to launch a new **survey on sport** to help bring about these changes.

4. Legal framework and anti-doping

- By providing governments with a **legal framework** for **anti-doping** policies in sport, UNESCO plays a key role in the regulation and ethics of sport.

5. Sport as a driving force for sustainable development

- Although sport is recognised as a **transformer** and a **driver of sustainable development**, not **all stakeholders** share this view yet.
- **Greater involvement of the private sector** is needed to maximise sport's impact on sustainable and social development.

What role do standards play in the national and international regulation of sport? Olivier Peyrat – Managing Director of AFNOR, the French standards association

1. Voluntary standards vs. mandatory standards

- There is a distinction between **voluntary standards** and **mandatory standards**.
 - In the **Olympic Games**, **voluntary standards** are used to ensure the **comparability** of sporting performances.
- Example of **interoperability**: The **USB port** is a technical standard that guarantees universal compatibility between devices.

2. Universal design and accessibility

- The concept of “**Design for All**” is essential. It allows people with **different profiles** to use the **same infrastructures** and resources, thus promoting **inclusion**.
- Everyone benefits from playing **together**, as in the challenge of organising the Olympic Games.

3. ISO 20121 and Olympic Games leadership

- The **ISO 20121** standard, which provides a framework for sustainable event management, was widely adopted following the London 2012 Olympic Games, reinforcing British leadership in this area.
- The **Paris 2024 Olympic Games** showed that there is a real advantage to **playing on home soil**, particularly in terms of leadership in the adoption of standards.

4. Benefits of standards for businesses

- Companies can benefit from **professional standards**. **Sharing normative tools** gives companies a **competitive edge**, especially if they actively participate in the development of those tools.

5. AFNOR and ISO plans for the future

- **Collaborations:** Standards are developed collectively, and the next steps will also involve collaboration between business and government.
- **Risk of a loss of legitimacy:** There is a risk that standards will **lose their legitimacy** if they are not adhered to or adequately updated.
- The **IOC** requires the adoption of the **ISO 20121** standard to guarantee the **sustainability** of sporting events.

6. New standards under development

- A **biodiversity** standard is being developed to ensure that events actively contribute to **environment protection**.
- **ISO 53800** is being developed to promote **gender equality**.

7. Support for Africa and legacy of standards

- Another of **AFNOR's** missions is to **help African countries** develop and adopt international standards.
- **Standards** are an important **intangible legacy**, ensuring that good practices are maintained after events.



CONCLUSION

The sports economy and its legacy: Cédric Roussel – Ministerial Delegate Paris 2024 Olympic and Paralympic Games

1. The sport sector in France: broad and involving many stakeholders

- According to BPCE L'Observatoire, the sports economy represents 128,000 businesses with a wide range of activities (retail, production of goods and equipment, providers and facilities, support services and entertainment). Almost 100,000 of them have no employees. The total turnover of this ecosystem is estimated at €71 billion, of which €51 billion is generated by 3,500 companies (including 143 MMCs and large groups), mainly in the retail sector (49%) and a little less in industry (21%). The sector accounts for 2.6% of GDP and 450,000 jobs.
- The **sports sector** includes a wide range of stakeholders: the sports movement (federations, clubs and leagues), local authorities, businesses and representatives of the business world, ministries, government departments and agencies.
- The new 2024-2026 roadmap for the French sports sector is organised around five priorities aligned with those of the French government: decarbonisation, reindustrialisation, development of sport participation for all, sport for health, and support for innovation, sports professions and internationalisation.

2. Legacy and structuring of the sports economy sector

- **Renewal of the sectoral contract:** This contract aims to structure the **sports economy**, by promoting **innovation** and developing fast-growing sectors such as **esports**.
- The organisation of our Paris 2024 Games showed that sport is an **economic force**, a **force for social good** and a **tool for international influence**. It is what brings us together, what moves us forward as a society, and its impact goes far beyond the limits of sporting achievement.

3. Platform for dialogue and consultation with stakeholders in the private sector

- This new sectoral contract is a **platform for dialogue and consultation** between private- and public-sector stakeholders, strengthening cooperation and further structuring the French sports sector by working on key short- and long-term issues. It is a permanent platform for public-private consultation and strategic reflection aimed at identifying, implementing and developing collective growth drivers for the French sports economy. This includes **public-private partnerships** to help finance and drive innovation in the sports sector.

4. The raison d'être of sport and of companies in the sector

- **Partnership with Paris 2024:** Thanks to their partnerships with the OPG, many companies, some of them new to the sports sector, got the opportunity to experiment and develop innovative products, collaborations and actions that **galvanised their teams internally** and allowed them to discover new horizons. This brought tangible benefits, in terms of **employee engagement** and value creation, but also by giving them a new raison d'être as a company.

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