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Sport events and public organizations: The case of *conseil général de la Sarthe* and “24 hours” of le Mans.

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Michel Desbordes is a Professor at the University of Paris Sud 11, France. He is also associate professor at the ISC school of management (Paris, France). He is a specialist in sport marketing; his research focuses on the management of sport events, sports sponsorship and marketing applied to football.

He has published 16 books (Elsevier, UK; Editorial Paidotribo & INDE Publicaciones, Barcelona, Spain ; Economica & les Editions d'Organisation & PUS, France) and 22 academic articles (*International Journal of Sport Marketing and Sponsorship*, *European Sport Management Quarterly* , *International Journal of Sport Management and Marketing...*) in this field.

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Dr Christopher Hautbois' research interests relate to public sport marketing, especially to strategies built by local governing bodies using sport for their own promotion and development. He co-published a book entitled *Sport et Marketing Public* which became a reference in French literature

Abstract

Sport events can be analysed with two points of view: sport events as a “goal” or sport events as a “tool”. The first part of this article presents a literature review related to “sport events as a goal” (Ferrand 1995, Desbordes, Falgoux, 2007) and focuses on the specificities of sport events and the best practices for organizing such an event. Using sport events in a brand communication strategy is a well known option. Through a case study (the Le Mans 24 hours), the second part analyses the utility of sport events in a territorial marketing strategy (Chalip, Green, Hill (2003), Xing, Chalip (2006), Solberg, Preuss (2007)). The objectives of this article are to show the relevancy of sport events as a field of research and more precisely to test the public sport marketing model (in comparison with the sport marketing model for private structure).

The interesting results of this article mostly deal with the specificities of the public organizers that lead to a particular process in the managing of their sport events.

Keywords

Management of sport events, sport sponsorship, territorial marketing, Le Mans 24 hours.

Introduction and theoretical framework

According to David Stotlarⁱ, “*An American consumer is exposed to 3000 brands every day*”. In this context of over-exposure, it is important to differentiate, and sport sponsorship or sport events can provide good opportunities. In France, it is more or less 1000 brands (Source : TNS Sport, 2007).

At the same time, thousands of sport events are organized all over the world. When you type “sport event” on Google in French, you obtain 2.710.000 answers! (access on January 13rd 2009). Therefore it is very important to planify the sport event strategy for a company, and it is a real job nowadays (Desbordes & Falgoux, 2007).

« *An event is a place where women and men gather in a sort a collective celebration to experience a sport or cultural show*ⁱⁱ ». It promotes exchanges, relations, conviviality, and makes people experiment something extraordinary. We can particularly notice the importance of the relational factor. Finally, it includes a symbolic value: consumers expect something that will be satisfied only with a social or personal relation with the event.

For companies, communities, associations, events belong to the off-media category (as sport sponsorship) in the field of communication. However, this is quite ambiguous, in the sense sport events need media to exist. The goal is to develop a positive attitude toward the organization, the event, the sponsors or the products they represent (Ferrand & Pagès, 1996).

To summarize, it is obvious that the main function for an event is to communicate for a brand, a company, a product, a community, an association, by using the festive gathering of people. Events are powerful tools to bring a message, surprise, dazzle or touch people... through an event (Ferrand, 1995).

A cultural approach of the events has occurred among companies and the positioning of agencies involved in this sector becomes clearer. Some important organizers in Europe

contribute to the image of the sector. For example, in France, ASO (Amaury Sport Organisation), subsidiary company of the press group Amaury (L'Equipe, Le Parisien, ...), organizes the Tour de France, the adventure rally Paris-Dakar or the Paris marathon (among others).

Nowadays, most of the biggest companies have integrated some events in their communication strategy, in order to deliver a particular message to their target market. For example, the Danone Nations Cup, sort of « soccer world cup for the youngsters », was created to promote and establish the brand among kids.

Simultaneously, some small structures or associations still exist and have many strengths to specialize on a niche, a region, by their ability to innovate. For example, the Ultra Trail Tour of Mont-Blanc (UTMB), organized by a small association « *Les Trailers du Mont-Blanc* » in Chamonix at the end of August, attracts attire 3000 runners and much more spectators every year. Extreme race (170 kms and more than 9000 meters positive elevation!), the UTMB has contributed to promote the cities and territories concerned in France, Italy and Switzerland (source: <http://www.ultratrailmb.com/accueil.php>, last access on January 13th 2009).

Therefore, we can wonder if public communities have the same objectives, the same methodology to organize the events, as big private companies do. In other words, is there a specificity of the communication developed by these public organizations through the event? In the second part of this article, we will use a case study to answer these questions.

It is a “cliché” to say that “Communication is in crises since September 11th 2001”. Data show the opposite: according to the survey ANAé - BEDOUKⁱⁱⁱ, this turnover of the sector still grows in 2006, as every year since 2002. But the survey also shows that 80% of the structures work small companies and 50% of them work for public organization. (*Source:*

http://www.anae.org/portail/p_etudes_publications/p_etude.php , last access on January 10th 2009).

This is one of the particularities of the French sector. Sport events are mostly organized by public communities. This is an historical heritage, as the French system was developed around public federations since Pierre de Coubertin reintroduced the modern Olympics in 1896. There are basically four types of sport events in this French system^{iv}:

- Events organized by public suppliers, mostly federations;
- Events organized by private suppliers, which are in minority;
- Mega-events that need a public consortium with the help of private sponsors;
- Sport events that are organized by associations (outside federations) that depend on the recruitment on million of volunteers all over the country: these represent 90% of the events organized in France every year.

In France, when you consider TV audiences and the number of spectators that attend an event, the most popular sports are soccer (football), rugby, tennis, cycling and Formula 1. But there are national specificities, such as handball in Northern Europe, base-ball in Cuba or in Venezuela, sumo in Japan.

Insert Table 1

Sport events are communication tools based on differentiation because advertising is totally saturated (Ferrand, 1995). In fact, the goal of the organizer is to provoke an emotional impact among persons and sponsors involved because the result is uncertain. For Alain Ferrand (1995), « *an event is a social fact with a strong media coverage whose impact among people depends on the uncertainty of the result and the actors. That is why the Olympics, the Soccer World Cup and the Formula 1 championship are the top three events in the world* ».

As direct spectators represent a minority compared to TV viewers, the demand for sport spectacles is mostly indirect^v. To answer this demand, offer consists in sport events organizers and medias. Among sport events organizers, we find mostly cities and private agencies. Sponsors can also have a big influence in the organization, particularly in the case they gave their name to the event (“Naming”), in the sense they represent an important part of the budget. On the same way, medias play a role that is sometimes more important than broadcasting or relating the event. Table tennis or volleyball changed their rules to satisfy the TV networks, and the swimming finals schedule was modified to satisfy the US broadcaster during the 2008 Olympics...

Insert Figure 1

Considering figure 1, there are three types of sport events (Desbordes & Falgoux, 2007):

1. Events where the indirect audience is essential (Olympics, soccer World Cup, sailing races...). Ticketing is now a weak source of financing for them compared to TV rights or sponsorship.
2. Events where the direct audience is still very important: as 15 million people attend the Tour de France every summer, many sponsors want to join the publicity caravan to meet consumers along the roads. It is a fantastic direct marketing operation.
3. At last, there are events where the participant itself is the target of the sponsors. With 40000 runners but a weak TV audience and few spectators, the Paris Marathon has an interest for sponsors whose messages are directly aimed at the runners. It is particularly interesting when the target is well identified and homogeneous (80% male, 40 years old in average, mostly managers, living near Paris,... for the Paris Marathon). On the opposite, the Super Bowl is an enormous TV show that concerns

136 million Americans and 220 countries worldwide ; ABC reached a market share of 46,1% in 2007, compared to the 1982 record (49,1%)^{vi}.

Public communities understood their interest to host sport events and they seem to act as private sponsors, expecting a ROI in terms of image, awareness and economic impact.

Cities sometimes create events in order to use some arenas or stadiums they want to use, in order to avoid non profitable facilities. This tendency to organize sport events is now included in the communication policy. It also seeks for economic impact, as some events like the Tour de France are highly profitable thanks to the venue generated by the event (Desbordes, 2007).

Insert Figure 2

The Government

The ministry of sports finances the development of events and facilities, particularly through « Fonds National pour le Développement du Sport –FNDS » (National Foundation for the Development of Sport). For mega-events, such as the Olympics or the soccer World Cup, the government alone has the power to take big decisions at the beginning of the project, under the supervision of FIFA, IAAF or the IOC. Sometimes the government creates a « Groupement d'intérêt public –GIP » (Group for a Public Interest), as for the 2003 Athletics World Championships in Paris.

Insert Table 2

All the participants want to increase their credibility, image and awareness. However, there are some differences: usually there are more profit-oriented objectives in a private company than in a public community.

Insert Figure 3

Events such as the Olympics, the Football World Cup or the Tour de France, underline the importance of sport events in people's daily life. But sport events are not only a main part of the sport system; they are also a major field of research as well.

As mentioned above, sport events can be considered as a goal for private companies that try to leverage their brand, increase their awareness, enhance their image or establish a BtoB relationship with other companies. This is a "classical" way of seeing the events in the literature. We have also underlined that public organizations became major actors of this system, and particularly in the French one for historical reasons. Thus, these public organizations have realized that sport events could also be a tool for them. The objective of our second part will be to test the public sport marketing model (in comparison with the sport marketing model for private structures) and see what type of specificities in local communities lead to a different approach of sport events. This second part will be applied to the "24 hours" of le Mans and use the case study methodology.

Sport events as a tool

Sport events can be seen as a goal but also as a tool. Thus, sport events have long been included in the brand marketing strategy of sponsors involved in sport area. Major objectives are well known : awareness, brand image, media exposure, or increase the turnover. Lots of references exist on this topic (Meenaghan, 1991; Ferrand, Pagés, 1996; Amis, Slack, Berrett, 1999; Shank, 1999; Berrett, Slack, 1999; Stotlar, 1999; Desbordes, 2004; Bolotny, 2005; Chadwick, Thwaites, 2005; Hickman et al, 2005; Ferrand, Torrigiani, Camps i Povill, 2006; Söderman, Dolles, 2008). This part of our article will not be about the status of sport events in the marketing strategy of private companies but will be applied to the strategies of public structures. This approach seems more original and could generate further knowledge about sport marketing and sport events.

Context: marketing strategies of public structures

Studying the status of sport events in the public strategies of promotion implies the existence of a field related to public or territorial marketing. This topic generates interest and numerous theoretical articles were written in this sense. Thus, beyond general works about the use of marketing in public structures (Burton, 1999, Burrman, 2001) and those which analysed the territorial brand strategies (Kotler & Gertner, 2002 ; Brown et al.,2004; Peirce & Brent, 2007 ; Nadeau et al, 2008), some references have mainly studied the sport area. For example, Chalip, Green & Hill (2003), Chalip (2001), Getz (1998), Xing & Chalip (2006) or Solberg, Preuss (2007) showed the role of sport events for a country or city marketing strategy. In addition, some specific cases have been studied. Table 1 gives a non-exhaustive list of principal references analysing connection between communication strategies of public structures and sport events.

Insert table 1

The current article can be connected to the theoretical framework that occurred in this literature. Then, the original case studied in this article concerns the relationships between the “24 hours le Mans” and the Sarthe department strategy (see figure 4).

Insert Figure 4

Case study: “24 hours of Le Mans” and the Sarthe department strategy

The field of territorial marketing related to sport is quite new. It is a general aim for scholars to build a model of these strategies and to put knowledge to a higher level. The use of case studies can be a good path for that [Eisenhardt (1989), Yin (2003)]. This can be achieved by a comparison of different cases (for searching common points, differences, best practices, advantages...). Among many studies, Hautbois & Desbordes (2008) picked this option and identified for example three main communication strategies for territorial organizations: strategies of specialization, strategies of diversification and strategies of differentiation. Another option is to conduct a deep analysis of one specific case. This choice has been made in our article. This is a good way to lead a detailed study which can generate relevant information and make some links to the literature.

As mentioned above, different kind of sport events exist as well as for private brand strategies. In this article we choose to make a deeper focus on the 24 hours of Le Mans and the strategy of the Sarthe department. Several reasons can justify this choice:

- the Le Mans 24 hours is one of the oldest and most famous sport events in the world.

In consequence, the analysis of this sport event can be very useful to the literature

- as a territorial scale, the department is a good choice: bigger than the city (and more fertile to the literature), smaller than the region (there are some difficulties to identify a real territorial strategy for such a big area)
- the department picked is located far from Paris and its region. So the study is not limited by the over-importance and the over-exposure of sport events in the Paris region (this concentration of sport events around the capital city is a French specificity)

The aim of this research is to study the way the Le Mans 24 hours is included in Sarthe department strategy. Moreover, based on this strategy, our goal is to keep on building the model of sport marketing strategies driven by public structures, in order to establish some links with the literature).

24 hours of Le Mans is a legendary race. Created in 1923, the 24 hours of Le Mans are organized by a private structure called ACO. This event is the first and most prestigious endurance race in the world and the second French sport event in terms of international awareness after the Tour de France. This event pulls in an average number of 235 000 spectators, 635 millions of TV spectators in 120 different countries and 2200 journalists from 37 different countries. In 2007, 54 teams started the race.

Data collection and data coding: a qualitative approach

For the purpose of this study, we collected primary and secondary data. We conducted first in-depth interviews with representatives of the structures involved (see figure 5) in the Sarthe department strategy between September 2007 and June 2008:

- Jean-Marie Geveaux, vice-président of the conseil general de la Sarthe, in charge of sport ;

- Erwan de Charrette, in charge of the communication of the Sarthe department ;
- Manuel Mathonnière, leader of the sport program and mega-sport events in the Sarthe department ;
- Olivier Nguyen, in charge of the coordination of the Le Mans 24 hours for the Sarthe department ;
- Jean-Claude Plassart, chairman of the *Automobile Club de l'Ouest* (ACO), private structure in charge of the organisation of the Le Mans 24 hours.

Insert Figure 5

These primary data were collected and recorded during one-to-one interviews, using a semi-structured questionnaire and lasted approximately two hours each. Four areas were covered during the interviews:

- i) general information on the person interviewed and this structure;
- ii) the marketing strategy of the structure;
- iii) the specificities of the Le Mans 24 hours marketing strategy;
- iv) future directions.

Each interview was transcribed and coded according to the different areas covered during the interviews.

Second, beside primary data, secondary data were collected as well. All relevant documents have been studied: the website of the structures, business reports, advertising, political speeches.

As justified above, in this article, the method is based on one case study. Figure 5 showed the different stakeholders involved in the marketing strategy. One can observe that, except the core target^{vii}, all of the stakeholders have been interviewed. So the sample was representative.

Moreover, for the secondary data, the main criteria for selecting them were the quality, the relevancy of the information and the fact that it could be confirmed. These points give a good validity of results.

Results

Strategic objectives of the Le Mans 24 hours organization

Even though it is located only 2 hours away from Paris, the Sarthe department is essentially a rural department. Le Mans, the main city of the region, and its surroundings represent half of its population. This characteristic is an important point for understanding the strategy of the *conseil general*. The local governing body develops its actions trying to achieve three main objectives. First of all, to increase its equity: “we make strong efforts to enhance the notoriety of the Sarthe department at both the national and international levels” says Jean-Marie Geveaux, vice-president of the *conseil general* and responsible for the sports sector. The department also wishes to enhance its image and does not want to be only associated with agricultural activities. The goal is to show it is a modern department leading the way in several areas. For Manuel Mathonnière, “the local strategy is based on competition, performance and technological values”. Moreover, like many other local governing bodies, the Sarthe department aims to boost its local economy. For all these three main objectives, the *24 heures of Le Mans* event is a good opportunity and to give the public managers an important competitive edge over to other local governing bodies. There is no real competition in the area of motor sport racing in France only the circuit of Nevers Magny-Cours venue of the French Grand Prix of Formula 1 has an international recognition. In other countries there are few territories offering as many motor sport races as the Sarthe department.

Nowadays, the Le Mans 24 hours is a famous and prestigious motor sport race with no rivals in this specific sector. Nevertheless, in order to maintain and build the position and property of this contest, the organizers need to keep investing in the sports, financial and promotional sectors. This has always been a priority of the private structures in charge of this event. In this respect, the *conseil general* of the Sarthe department is a precious joint partner.

A long-term strategic partnership between the two structures

Based on the interviews, it is obvious that this alliance began a long time ago. In 1906, local actors got together to organize the first unofficial edition of what was to become the Le Mans 24 hours in 1923. Today, the alliance between the Sarthe department and the 24 hours of Le Mans is based on:

- Sport partnerships: the *conseil general* of Sarthe is the main sponsor of three teams that take part to the race: Pescalarolo Sport (a \$357.000 deal), Courage-Oreca (\$157.000) and Luc Alphand Aventures (\$47.000). This support is motivated by the local implantation of these teams. The Sarthe department benefits from an important media exposure (the logo of the department can be seen on the cars, the gear of the drivers...)
- Promotional/advertising actions: the *conseil general* buys signage close to the starting point of the circuit and in the stands. These particular points are strategic during competitions. They give visibility to the department and allow it to enhance exposure. A whole stand is also rented by the public manager each year and it costs around \$173.000.
- Hospitality packages: the 24 hours of Le Mans are an opportunity for the Sarthe department to invite some major and special customers and partners in order to

promote its image, its skills and competence in the motor sport field. The department also aims to develop the economy in the mechanical industry. Thus, some venues are organized for the media, the local company managers and others partners. All day long, they are guided through the backstage of the race, getting to meet the racing teams, being invited for lunch, with an opportunity to meet the pilots. In total, 500 people are invited in the department VIP tent and another 1200 people are hosted the day before the race.

- Infrastructures investments: creation and development of the *Museum of car* (130 cars, 60 000 visits per year), transformation of the circuit, improvement of the spectator areas around the circuit represent about 31 millions of dollars since 2004.
- Creation and development of related business ventures, such as the 24 hours Technoparc which is a Sarthe department program. This initiative has been taking a growing importance since 1999. The Technoparc has attracted in a common venue different stakeholders in the mechanical industry, such as key players in the motor sport industry, or in lab research in motor sport-related technologies. These companies leverage the awareness of the 24 heures circuit which is very close to the Technoparc. This program is an opportunity to go beyond the sport and competition aspects by developing the related industries and employment sectors. The Sarthe department hosts about 100 companies in this Technoparc, which represents 8500 direct- and 14000 indirect jobs. This industry represents 28% of the local GDP
- ACO organizes the annual competition. They are joint partners of the *conseil general* of Sarthe because during the 24 heures du Mans, the sports medias focus on the Sarthe department.

The strategy of the Le Mans 24 hours as a sport event

Thanks to its reputation, the 24 hours of Le Mans has become a real brand which is being marketed over the world as a commercial brand-name. There are criteria to support this view: the sale of merchandising products but more specifically the organization of the international Le Mans 24 hours series. The American Le Mans series was founded in 1998 and organized for the first time in 1999 (12 different races make the championship). The Japan Le Mans series was founded in 2005 and organized for the first time in 2006 (4 races make the championship). These races are based on the endurance principle which made the 24 hours of Le Mans famous.

But beyond these sport car races, the reason why the structure which organized the Le Mans 24 hours is famous is the fact that each year other endurance races are organized : the motorcycling 24 hours of Le Mans which takes place over four days and is watched by 100000 spectators, the motorcycle French Grand Prix which is the French stage of the speed world championship, the Le Mans 24 hours of trucks...All these races are held at the same venue and contribute to building the brand "24 hours of Le Mans".

Discussion

Analysis of the efficiency: a major difference between private company and public structure marketing strategy

The first point is the question of the efficiency of the marketing strategy of the Sarthe department. Even if it was not a central aim of this study, the analysis of the efficiency still represents an important objective of those who initiated it (the evaluation of this efficiency could finally lead to its improvement). The evaluation of this efficiency is almost systematic for marketing strategy driven by private companies in sport area. It is not really the case for marketing strategy conducted by public structure and the Sarthe department case is a good

example. For starting such an evaluation, two main approaches could help us assessing this efficiency:

- First, a qualitative approach based on its efficiency as perceived by several actors. On this account, the information collected through different interviews lead to positive outcomes. All the actors interviewed insist on the importance of the mutual benefits of continuing such collaboration.
- Secondly, a quantitative approach is possible to measure the link between the results of the different actions and the initial objectives. A number of elements points to a successful strategy: the growing structural investments made towards improving the facilities for spectators and the growing number of spectators. Nevertheless, this quantitative evaluation does not thorough enough. Thus, since the creation of the race in 1923, only one study has tried to evaluate the economic impact of the 24 hours of Le Mans on the Sarthe department^{viii}. No serious study has been made on the image and awareness of the department, two of the public managers' objectives. When we interviewed the actors, they argued that the local governing body being a public structure has less constraint in terms of measured and quantified efficiency. The criteria of social satisfaction and pride of the population are more important even if, in this area, no studies have been carried out either.

Number and variety of public actors involved can damage the identification of major objectives of the public marketing strategy and its development

The Sarthe department case is a good example of number and variety of public managers involved in the strategy: president of the *conseil general*, several vice-presidents (in charge of sport, communication, economy), sport program leader of the department. This configuration

is not specific. It is a general model in the public structure sector. The analysis did not conclude to real and important dysfunction caused by this number and variety of actors. Nevertheless, one can stand the hypothesis that this specificity of the public system^{ix} (division, for political reason, of the decision power, lack of transparency in the responsibilities) can damage the identification of major objectives of the strategy and its development. This point is strengthened by the fact that the efficiency of the territorial strategy is not analysed, for example, thanks to the evolution of the turnover as it is done in a private company. For public structures which are a non-profit organization, the efficiency can be tested with political or symbolic criteria. Less tangible and quantifiable, these criteria make internal contradictions and oppositions easier. Finally, searching a compromise between all of the public actors involved could drive to a public sport marketing recognized by the majority of them but maybe not to the most appropriate strategy for the public structure.

The specific case of the competition in public sport marketing

Nowadays, if territorial marketing exists, it is partly because of the growing competition between territories. In this view, the Sarthe department could have different kind of competitors: local competitors (Le Mans City, capital of the department, and Pays-de-Loire region which are joined areas as explained in figure 4) or global competitors (others departments in France, in Europe or in the world^x). Related to the Le Mans 24 hours, the Sarthe department has to fight a “natural co-branding”: the city of Le Mans is the venue for the 24 hours. Even if this city is not involved in the Le Mans 24 hours as much as the department in a common strategy of promotion, it takes advantage of an important and natural partnership because the name of the competition features the name of the city. Le Mans is not a rival of the Sarthe department. These two structures deal with issues and specific strategies, and there is a kind of a “gentleman’s agreement” between these two structures. Namely that

the promotion of the Le Mans race should not be made to the detriment of either the city of Le Mans or the *conseil general*. However, the huge presence of the town's name in the denomination of the event could operate as a mental filter or something which interferes with the quality and the efficiency of the Sarthe department message. In sport event marketing, sponsors are very careful about the quality of their message. For example, for big sport events, it is not allowed to have two brands of a common market to be major sponsors of the event. As names of cities are often included in the name of a sport event, this could be a threat for territories which would like to drive a marketing strategy through a sport event. This is another specificity of the public sport marketing.

Conclusion

In this article, we have first made a focus on the organization of sport events, which has been a prolific research area since the 90's. Originally, sport events were created by practitioners to leverage a brand or legitimate a new product produced by a private company. But this communication tool has slightly become a universal tool that public organizations try to use efficiently. This side of the research field has been less studied by academics. Therefore, we tried to give an original vision of the way public communities try to improve their communication through sport events. One of the purposes of this study was to present the specificity of sport events organized by public communities.

Following Eisenhardt's (1989) and Yin's (2003) advices, we used the methodology of the case study, which was applied to the Sarthe department and to the 24 hours of Le Mans. This event is particularly typical of the French (and European) situation : our survey showed that, if public organizations do not have the same original objectives as private companies that are profit-oriented, they do not focus only on grassroots sport. Their governance has evolved and

they need to be efficient, particularly when we consider political objectives. Increasing awareness and improving their image are intermediate objectives in order to obtain a better economic impact and/or to attract private companies in their area.

But, on the other hand, there are numerous differences that our study could underline.

First, the difficulty to evaluate the efficiency of the strategy in a public community is frequent because the responsibility in the decision process is usually not clearly specified. This comes from the fact the responsibility of the communication's actions are not always identified. Finally, a private company has a final objective (to maximize its profit) that is usually achieved through an intermediate objective (to increase its awareness and enhance its image).

Nevertheless, these results come from a research that can be considered an exploratory one, based on a qualitative methodology. In order to improve the results and to have stronger theoretical implications, further research should be conducted on a much bigger basis, in France and in other European countries, and include a multicultural dimension in the study.

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Table 1 Interest and practice of sport in five different countries^{xi}

Great Britain		Spain		Germany		Italy		Poland	
Top 5 most popular sports	Top 5 most practiced sports	Top 5 most popular sports	Top 5 most practiced sports	Top 5 most popular sports	Top 5 most practiced sports	Top 5 most popular sports	Top 5 most practiced sports	Top 5 most popular sports	Top 5 most practiced sports
Football	Swimming	Football	Swimming	Football	Cycling	Football	Swimming	Football	Swimming
Rugby	Football	Basketball	Football	Formula 1	Swimming	Tennis	Football	Ice skating	Football
Tennis	Golfing	Tennis	Hiking	Athletics	Hiking	Athletics	Gymnastics	Athletics	Gymnastics
Athletics	Tennis	Swimming	Cycling	Tennis	Football	Formula 1	Tennis	Volleyball	Tennis
Cricket	Cycling	Cycling	Tennis	Skiing	Gymnastics	Swimming	Cycling	Basketball	Cycling

Source: Guide du Marketing Sportif. (2004). Special issue of *Sport Finance & Marketing*, publication *Les Echos* and TNS Sport, December 2003.

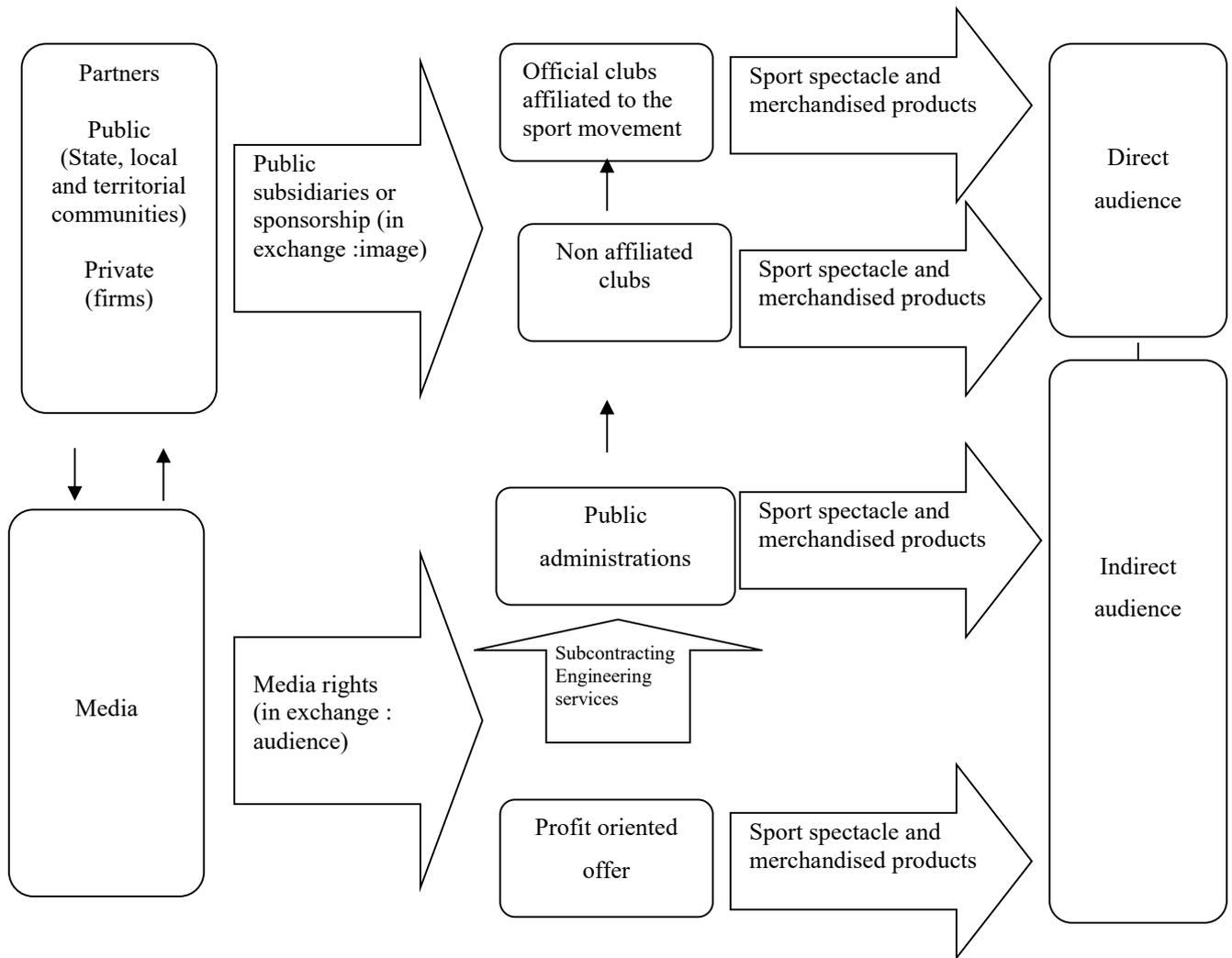
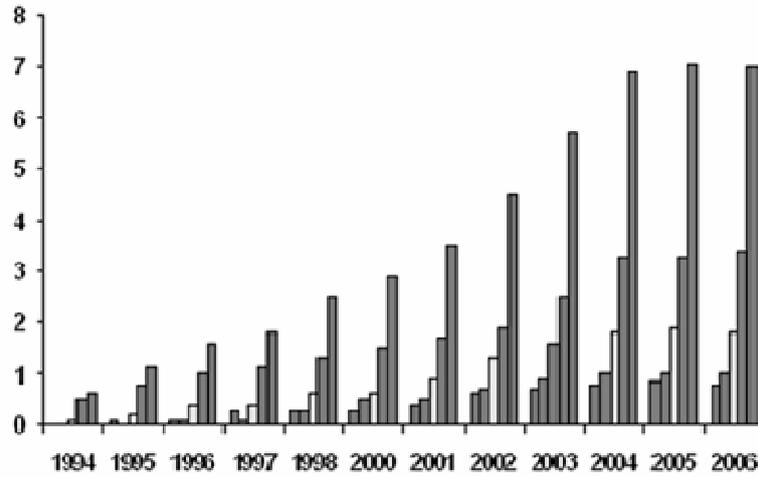


Figure 1 - Offer and demand for sport spectacles

Source : Desbordes, M., Ohl, F., Tribou, G. (2004). *Marketing du sport*. Economica Publishers, 3rd edition : Paris.



Radio, Internet, Press, TV, Total (columns from left to right)

Figure 2 – Mediatic impact of the Corsica Raid (sport adventure) in million euros

Source : <http://www.corsicaraid.com/fr/pages/cra6-1.html> (last access on January 10th 2008)

Table 2- Objectives of the different actors on a sport event

Private company (that gives its name to the event)	Public organization	Private sponsor (that sponsors the event)	Federations
To develop its image or the image associated to its products.	Image and awareness to generate economic development : Increasing dynamism, performance, personality, of a city or a region.	Improving the image of the company through to touch new consumers.	Promoting the sport. Increasing the number of cards.
Internal communication (motivation)		Internal communication (motivation)	
Generating profits.	Economic impact (local or national).		

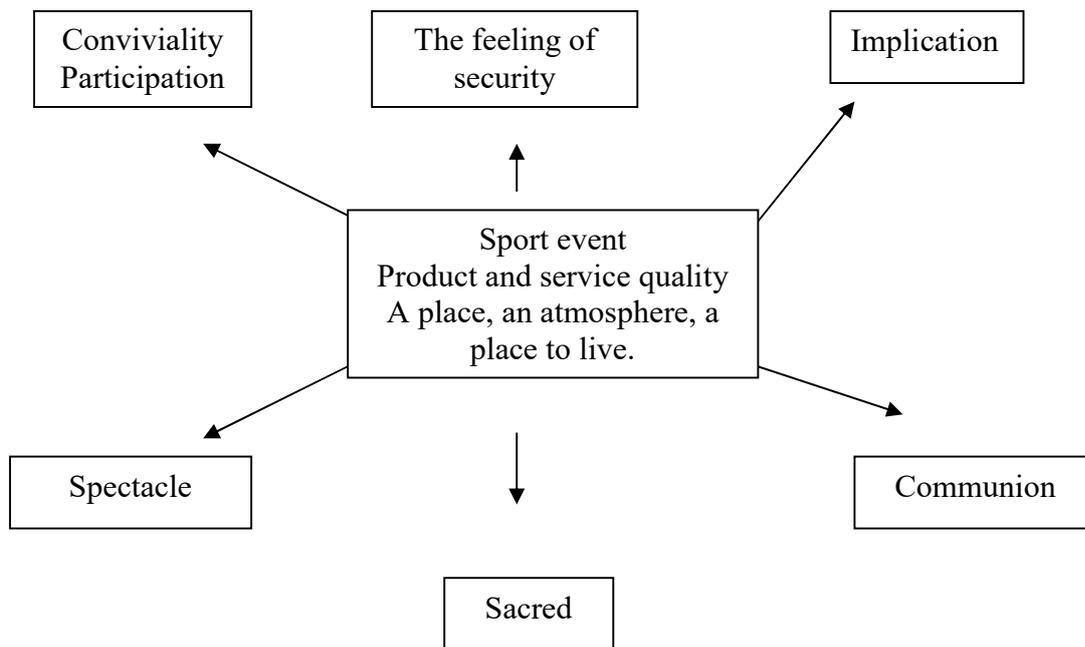


Figure 3 – Characteristics of a sport event considered as a « high place »

Source : Corneloup, J. (2002). *Les théories sociologiques de la pratique sportive*. PUF, 248 p.

Table 3 Non-exhaustive list of studies dealing with sport-event based strategies.

	Kind of public structure	Kind of sport or sport event that strategy is focused on	Objectives of public structures	References
Digne-les-bains (France)	City	11 times stage of the Tour de France since 1903	Economic impact of the touristic town	Sorzana (2008), in C. Hautbois, M. Desbordes (Eds)
Montreal (Canada)	City	Host-city of the ice hockey team of the Canadians	To associate the image of the town with the image and the prestige of the ice-hockey team	Richelieu (2008a), in C. Hautbois, M. Desbordes (Eds)
Rennes (France)	City	Event called « Night of sport »	To strengthen the social relationships thanks to a local sport event	Lebreton (2008), in C. Hautbois, M. Desbordes (Eds)
Turin (Italy)	City	Host-city of the '06 winter Olympics	To take the opportunity of the Olympics to improve the territorial infrastructures and to develop the touristic economic impact	Mela et al (2006), Burgay (2006)
Seine-Saint-Denis (France)	Department	1998 soccer world cup (host-city of several matches and final), host-city of the World athletics championships, '07 Rugby World Cup (host-city of several matches and final)	To improve the negative image of the department because of the period of urban violence, especially in 2005	Hautbois, Desbordes (2008)
Vendée (France)	Department	Vendée Globe (most famous sailing race around the world), investment in the professional cycling team <i>Bouygues Telecom</i> which takes part to the Tour de France	To promote the touristic economic impact	Hautbois, Desbordes (2008)
Valais (Suisse)	<i>Canton</i>	Candidate for hosting the '06 Olympics, host-city of the Omega European Golf Masters, Grand Raid <i>Cristalp</i> , cycling Tour de Romandie, Tour de Suisse	To develop the touristic economic impact	Sepey (2006)
Rhône-Alpes (France)	Region	Host-region of three winter Olympics (1924, 1968, 1992), the professional cycling race Dauphiné-Libéré	To develop the touristic economic impact	Garde (2006)

Fédération française EPMM pour tous (France)	Sport federation	Leisure sport activities of the federation	To increase the number of card members and to improve the image of the federation	Le Saux (2008), in C. Hautbois, M. Desbordes (Eds)
University of Laval (Canada)	university	« Red and Gold » university sport team	To take benefit from the prestigious university sport team to attract some new students	Richelieu (2008b), in C. Hautbois, M. Desbordes (Eds)
Chine	Country	Olympics	To take benefit from the Olympics to improve tourism activity	Gibson et al (2008)
Asie	Countries	Mega sport events	To take benefit from mega sport events to make the society change and the business increase	Dolles, Söderman (2008)
Vancouver	City	Winter olympics	To take benefit from winter Olympics to build a city brand	McCallum et al (2002)

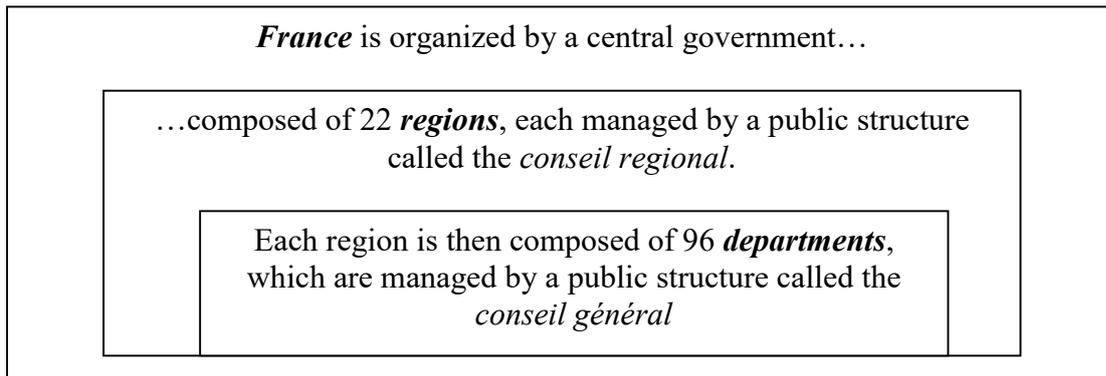


Figure 4 - The French territorial organization

NB : There are no hierarchical relationships between these public structures

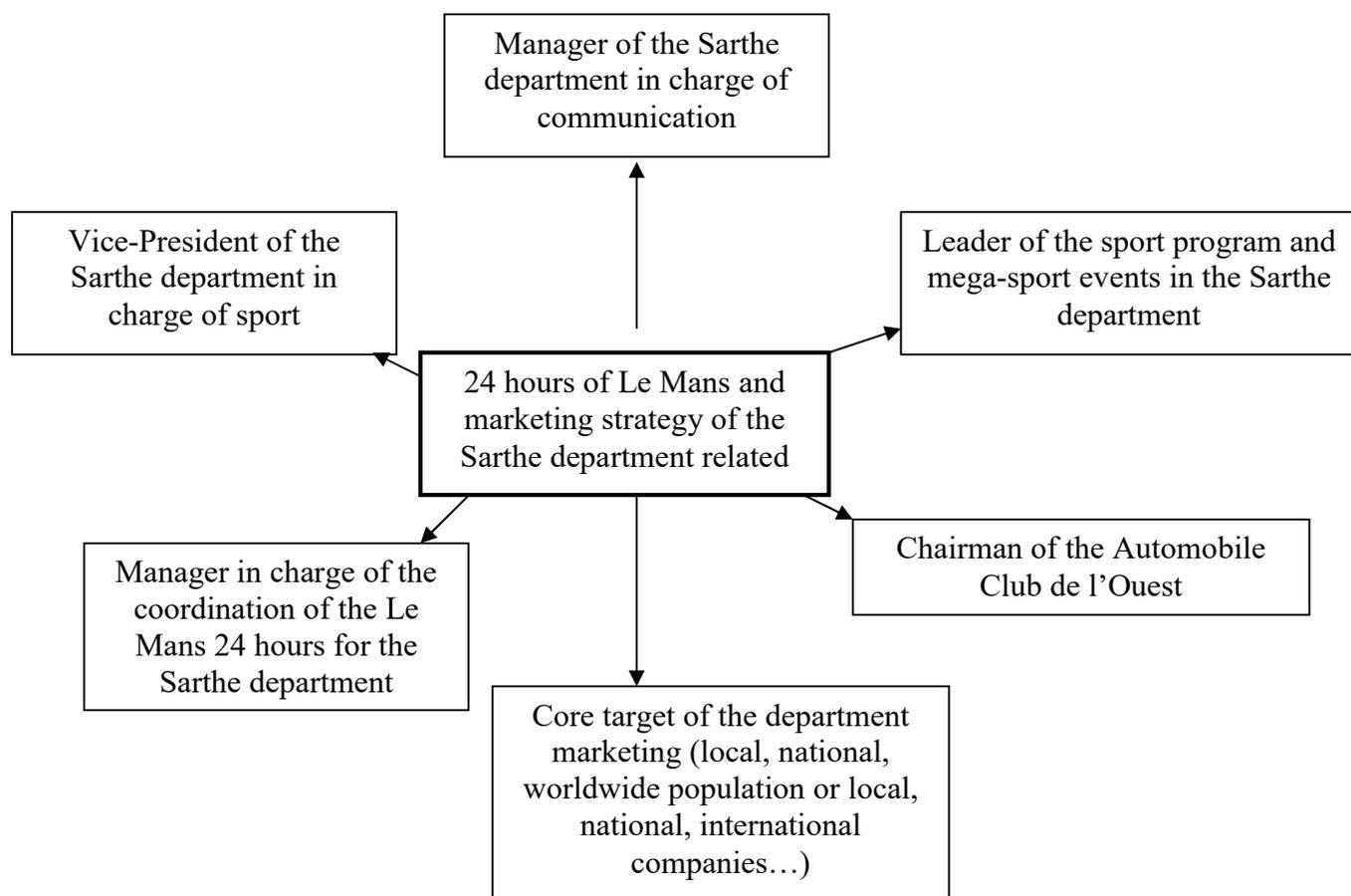


Figure 5- Stakeholders involved in the Sarthe department strategy based on the Le Mans 24 hours

ⁱ Source: lectures given at University Paris 11, France, MBA “International sport management”, December 2002.
ⁱⁱ Ferrand, A. (1995). La communication par l’événement sportif : entre émotion et rationalité. In A. Loret (Eds.), *Sport et management, de l’éthique à la pratique*. Editions EPS : Paris, 280-294.
ⁱⁱⁱ Methodology: the survey was conducted between November 2005 and January 2006 among a data base of 2818 French agencies.
^{iv} Source : Desbordes, M. (2000). *Gestion du sport*. Vigot Publishers, Paris, France (updated).
^v In France, the 1998 soccer World Cup attracted 2,5 million spectators in the stadiums, as the cumulated audience was about 41 billion TV viewers. The 2006 edition in Germany attracted 3,2 million spectators (<http://fifaworldcup.yahoo.com>).
^{vi} Source : www.sportstrategies.com (last access on February 23rd 2007).
^{vii} The core target would have been interviewed if the objective of the study was to test the received efficiency of the Sarthe department strategy. But it was not. The goal was to analyse this strategy on the public structure side.
^{viii} The survey conducted by the University of Maine (Le Mans) estimates the economic impact at about 61 million euros for the Sarthe department on the 2001-2004 period.

^{ix} We can also make the hypothesis that many actors of a private company could have different views of the sport sponsorship strategy of the brand. However, the internal decision process gives the responsibility to one actor to make the final choice.

^x Major places in US of big motorsport events (Indianapolis for example) could be seen as competitors.

^{xi} Methodology: surveys were carried out by phone in November and December 2001 (except for Spain, where surveys were done December 2002). The sample (1,000 people) was representative of each country.