Government Sport Management

A Thesis Presented to
Rouen Business School
Tutor:
Joel Bree

In Partial Fulfillment
of the Requirements for the Degree
Marketing French Excellence

by
Juan Camilo Hurtado V.
June 2011
Index:
1. Introduction: ................................................................................................................ 5
2. Objectives: .................................................................................................................. 6
3. Research Questions: .................................................................................................... 7
4. Literature Review: ...................................................................................................... 7
   4.1. Sport Definition: ...................................................................................................... 7
   4.2. Sport market and Sport Activity Charts: .............................................................. 9
   4.3. Government in the sport: ....................................................................................... 14
       4.3.1 French Government: ........................................................................................ 14
       4.3.2 Colombian Government: ............................................................................... 20
       4.3.3 French government budget: ............................................................................. 22
   4.4. France population: ................................................................................................. 24
   4.5. All Sport physical and physic implications: .......................................................... 29
       4.5.1 Health effects: .................................................................................................. 29
       4.5.2 The economic benefit of Sport health: ............................................................. 32
   4.6. Sport Education: ..................................................................................................... 33
   4.7. Sport and social Development: ............................................................................ 34
   4.8. Other sport effects, crime reduction: .................................................................... 35
   4.9. Social Marketing Framework: ............................................................................... 39
5. Methodology: .............................................................................................................. 42
   5.1. Main process: ......................................................................................................... 42
   5.2. Obtaining data process: ........................................................................................ 43
   5.3. Data analysis: ......................................................................................................... 44
6. Recommendations: .................................................................................................... 51
7. Conclusions: .............................................................................................................. 55
8. Bibliography: ............................................................................................................ 57
Graphics, Figures and Tables Index:

1. Figure: Conceptual classification of sporting and non sporting activities..........9
2. Figure: Flows in and out of a national sport market........................................10
3. Chart: Sport Ministry organization chart......................................................16
4. Graphic: France budget.................................................................................23
5. Table: French Metropolitan population.........................................................24
6. Table: French population by sex and gender..................................................25
7. Table: Spending on culture and leisure activities.............................................26
8. Table: Sport Licenses.....................................................................................27
9. Table: Sport Club Membership.....................................................................28
10. Figure: Recommended levels of physical activity..........................................32
11. Figure: Skills and values..............................................................................34
12. Table: European percentage who had been drunk........................................36
13. Table: Behavioral consequences.................................................................37
14. Chart: Sport Marketing Mix........................................................................39
15. Figure: Consumer Behavior Model.............................................................40
16. Figure: Hours per week................................................................................45
1. Introduction:

Since the appearance of the man kind in the world, it has been found that is crucial for men survival the physical activity, in few words, to have a really good physical state. Today, not only exist the idea that sport is very helpful to human kind, in order to be healthier and to live longer, but it is also an activity very important for the development of different social, economic, politic and health aspects. In fact, sport for many people means a philosophy and a fundamental aspect to their lives, therefore, they practice every day any kind of sport and they promote it.

Actually, sport is a great money generator; different types of companies use the sport in order to get huge amount of fans, or consumers. They make use of sport like a tool to attract very different types of consumers, in fact, the most important companies in world that have big amount of revenues, are teams sports clubs, like soccer, basketball and baseball. In fact, sport activities in most of the countries are an economic engine, an engine that generates money but also is a source of jobs. Indeed, the governments, another important element that are extremely close to the sport activities in the society, use also the sport in order, to fulfill various and different objectives. Besides, the government is the only one that can regulate those activities.

On the other part, there exist many problems that affect directly the society, problems that can be very dangerous for the development of the people and for the government objectives. Moreover, new evils and troubles are appearing in the society in all the countries, health and social problems, and that government could not control. Actually, in France (Where I live) and in Colombia (Country of origin) society and experts reports tell us that young people prefer to drink alcoholic beverages and realize criminal activities instead of making activities sports.
Following these order of ideas, the purpose of this investigation consists on exploring the involvement of the French government with the development of sport activities in one specific level of population and the marketing strategies that they use. Besides, comparing the situation of this country with Colombia, in which is a perfect example of problems society and government sport policies.

2. Objectives:

• Sport definition and all their components.

• Population studied and Flows in and out of a national sport market chart.

• French government implication in the sport activities.

• Some government’s examples implication with sport management.

• Today French population.

• The sports implications in the population, all their physical and physic advantages and the French situation.

• Others sport effects, crime reduction. Colombian example.

• Social Marketing Framework.

• Thesis Investigation, according to the survey’s results.

• Final comments and recommendations.

• Conclusions.
3. Research Questions:

- Why does the government encourage sport?
- For what goal will it initiate marketing actions and communication?

According to these questions it is possible to reach all the themes of sport and all the of the government notions. Besides, the most important thing of those questions is that the answers are going to be the real motives that explain the relationship between the government and all the different types of sport; in fact, it will try to discover what its behind of that relationship.

4. Literature Review:

4.1. Sport Definition:

Before, proceeding with the investigation of the thesis, is very important to define all the concepts that concerns with the main purpose of the theory, in addition, to explain and make known the reality and the events that are occurring, which are very closed related with the sport.

There exists different meanings of sport; however, those definitions point that sport is a part of a broad range of activities that are called leisure. In fact, the word “sport” comes from the old French language, “desport” and in English means leisure. For this reason, the sport activities are very connected with the French people. According, to Peter Taylor and Chris Gratton book, the sport is: *Sport’ means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.* (Gratton & Taylor, 2000). This definition explain exactly what sport activity means, and all their related concepts, besides this definition tell us that there are two types of activities, the one that a pro do in daily life and the one that common
people do in a recreate way. Also, means that the purpose of the sport is to create a social interactivity with others.

Since, there are a lot of activities that concerns the sport; it is prudent to make a division of it, in order, to know people’s preferences. Even, each sport activity represents a different way of revenues, of work, of people relationship, of customer attendance and government’s response:

1 competitive games and sport which are characterised by the acceptance of rules and responses to opposing challenge;
2 outdoor pursuits in which participants seek to negotiate some particular 'terrain' (signifying in this context an area of open country, forest, mountain, stretch of water or sky); the challenges derive from the manner of negotiation adopted and are modified by the particular terrain selected and the conditions of wind and weather prevailing;
3 aesthetic movement which includes activities in the performance of which the individual is not so much looking beyond himself and is responding to the sensuous pleasure of patterned bodily movement, for example dance, figure-skating, forms of rhythmic gymnastics and recreational swimming;
4 conditioning activity, i.e. forms of exercise or movement undertaken less for any immediate sense of kinaesthetic pleasure than from long-term effects the exercise may have in improving or maintaining physical working capacity and rendering subsequently a feeling of general well-being. (Gratton & Taylor, 2000)

The previews differentiation of the sport activities require the manager to understand that each type of activity need a unique control according to the people that will going to organize it. However, it is important to be clear that no matter is there exist different types of sport activities because at the end the results to the people are going to be very positives to them.
4.2. Sport market and Sport Activity Charts:

The following graph 1, explain the Conceptual classification of sporting and non sporting activities, in which, shows a core list of sporting activities that could be used for all countries that could be drawn up to fit the specific needs. Besides, this chart confirms the real quantity of sports and non sports that the people practice.

![Conceptual classification of sporting and non sporting activities](image)

**Figure 1. Conceptual classification of sporting and non sporting activities**

Gratton, Cris Taylor, Peter Economics of Sport & Recreation; 2000

The inner circle represents activities that are accepted as sport in all countries, the second circle represents those which cannot be classified as core sport but have the two key characteristics of being physical and recreational, as well as commonly being regarded as
sport activity. The inclusions in this group may vary from country to country; for example walking. The third ring from the centre represents activities that are non-physical but are competitive, organized and commonly regarded as sports; for example the darts and snooker. The white outer area represents activities that are clearly regarded as non-sport in all countries.

On the other part, the next Graph 2, explain the normal sport costumer composition of a country and give details of the government’s tasks and the sport market, crucial on this investigation.

Figure 2 Flows in and out of a national sport market
According to this chart there is a national demand in every country for international sporting success, therefore there exist to types of costumers, people that practice the sport, which are the elite sport and the mass participation sport (Common people, it could be a child or a old person). The first type of the pyramid, are people who practice the sport as an elite sport, for example, national completion, top elite players and professional players of teams. At this level, money flows into sport from sponsorship, from paying spectators, from the National Lottery, and from television companies eager to broadcast this top level of competition. Although the élite end of the sports market appears to be essentially commercial, it is also subsidized by government. Also Governments fund the top end of the sports market in order to 'produce' sporting excellence and international sporting achievement, both in the course of their own direct costs and through their control of sports lottery funds through government agencies. On the other hand, the extra level which is mass participation of sport people represent the major quantity of customers in a sport market, besides they practice the sport as a recreation, in which consist that they are people that are taking part in sport for fun and for enjoyment. This part is also subsidized by government (including lottery funds), but predominantly by local government through subsidies to sports facilities in the community and in schools. Again, economic analysis explores the rationale and the efficiency of such government intervention. Government subsidies at this level are much higher than those directed at the élite end of the sports market.

This chart also identifies another important source of resources into sport: the voluntary sector. The resources of the voluntary sector contribute with sport development, but the most important store is the time, in which, volunteers donate to the sport without payment. Besides, government and the voluntary sector support the recreational end of the sport market, there are considerable economic flow from sports participants to the commercial sector through their expenditures on sports equipment, sports clothes and sports shoes. On this part, also the government have a real problem because is very difficult to convince common people to do work in the government sports activities
without payment. Therefore, another main objective is to create unusual and original advertisement to persuade these people. In fact, the one that are involved on those processes are the young citizens because they are the one with the greater availability and the perfect fit, in order to satisfy these works, entrusted by the government. For example, in Colombia, there’s is impossible to use government employees, in order, to organize all the activities that take place in all the parks around the territory, therefore, the only way to attend the demand of sports customers is by using the young people, the college and university student. Besides, these people are capable to manage those activities and to direct others persons, they also have a perfect health.

Subsequently, is very important to establish that government’s works are very significant for the development of sport. The same participants contribute to government revenue in the form of taxation on sport related expenditures and incomes. In fact, in some countries the amount that sports people give back to the government in taxation through sport participation is greater than the amount of government subsidies to sport. Therefore, it is possible to affirm that the Sport gives more to government than the government gives to sport.

The sport market has different suppliers, in which, are parts of three types of provider: the public sector, the voluntary sector, and the commercial sector. (Gratton & Taylor, 2000) Government supports sport together to promote mass participation and to generate excellence; however government has the necessity to impose taxation on sport. The commercial sector consist of all sponsors that participate in the all the sport competitions that take place in any country. Some of these sponsors (e.g. Nike, Adidas, and Reebok) do so in order to promote their sports products and receive a return on this sponsorship through expenditure by sports participants on their products. Most of sports sponsorship is, however, from the non-sports commercial sector (e.g. Coca-Cola, McDonalds), where the motives for the sponsorship are less directly involved with selling a product to sports
participants. Between government and the commercial sector is the voluntary sector, which the main purpose of this is that they putted resources into sport mainly through the contribution of free labor time. (Gratton & Taylor, 2000, p. 7)

The government has the objective to manage all the sport activities in a country; therefore they have to create rules and concepts, in order, to produce a correct development of those activities. Besides, the government is the only one that has the authority to administrate all the incomes that comes from the result of different events like championships, tournaments and sports sponsorships. As well, the sports ministries or the government knows that the sport is a direct cause of a good economy, for that reason they controls everything, in order, to manage all the possible incomes and resources that appears. Taking into account, a specialize document of the United Nations (United Nations, 2003), the human development is not the only consequence of practicing the sport; the economical potential of sports is the other important factor that the specialists confirm. Besides, that potential is represented by all the factors that conforms the economic weight of a country, resulting from activities such as the manufactures of sporting goods, sports events, sport-related services and the media. In fact, in various European countries, like the UK, the value added of sports activities represent a huge per cent of the GDP (Gross Domestic Product), in this example, the value of this precise country is estimated to be 1.7 per cent, with sport related turnover comparable to that of the automotive and food industries. This example shows that the sport activity in general is an important factor to be considered by all the people that are managing the country and the sport ministry.

Ahead of being an economic force in itself, sport is also a potential catalyst and channel for the economic development and for every way of financial growth of the society. When the population of any nation is physically active and is very healthier in general, what will happen is that it will improve the productivity of the workforce and increasing the economic production. Sport and physical activity also provide one of the most cost
effective of preventive medicine, with the potential to cut health care costs dramatically, therefore, the people or workers that practice those activities they will not have the need to access for medical attendance and medicines; as a result, they’re going to be very important money savings. (United Nations, 2003)

Another important fact, according of this positive relationship between the sport and the economic development is that the sport adds further to monetary expansion by providing a cheap method of improving employability, especially among young people. This is possible only by training core skills essential for the workplace such as teamwork, management, obedience and the value of effort, it provides young people with a practical activity that helps reduce levels of juvenile crime and antisocial behavior and, in instances of child labor, provides a meaningful substitute for work.

Also, they not only recognize the economic part or benefit that the sport gives to all people, the also identify that there are many social and cultural benefits which are very essential to the development of people, for that reason they have to manage with all the necessary measures to ensure compliance with the requirements.

**4.3. Government in the sport:**

**4.3.1 French Government:**

In every nation, there is one public institution that belongs to the government and is in charge of all sports activities regulation; in some places, has the name of ministry of sport or simply sport institution. In the case of France there is a ministry of sport that is part of the ministries group, in which, the French Prime Minister, Nicolas Sarkozy, has chosen at the beginning of his period as ruler; and this ministry is in charge of all sport policies and regulations. Therefore, the sport ministry is responsible for the conduct of sports policies in France, and it delegates the authority to sports federations to organize and promote the
practice of their disciplines and supports them through the conventions of objective and
the provision of technical staffs. It also participates in the development of physical
education and sports training professionals, in cooperation with the Ministry of National
Education, Youth and Associative Life and Ministry of Higher Education and Research.
In collaboration with the Secretary of State for Health, he also acts in the field of sports
medicine and the fight against doping. Finally, with the departments of Foreign Affairs,
he is involved in international cooperation in sport and the organization of events and
competitions.

In order, to carry out a very good job, related with the results and the meeting with the
goals, they have a specific organization, in which the sport minister is in the top of this
institution. Subsequently, the administration of the Ministry of Sports has two main
entities: A central government divided into two branches and Territorial administration
with a dual network. After this, Sport Ministry now includes, to the Cabinet Office and
the senior defense official: the inspection service general (IG), the athletic Department
(DS) , the Human Resources Department (HRD), the management of financial affairs, the
legal services (DAFJS), the office of Communications (COMM). Also, there are some
departments of sport that have the job of managing general aspects; these are the
Inspectorate General (IG), the Sports Division (DS), the Human, the Resources
Directorate (HRD) and the Office of Communications (COMM).

As well, of the local organization there are some other territories that are not located in
the France territory, for example, the different islands this nation have and other places.
For that detailed lands, the Sport Ministry created in 2010 a decentralized groups that are
in charge of managing the sport activities and to provide services in the Overseas
Territories, thus, the reform territorial organization of the Sport Ministry, defines a new
relationship the regional and departmental institutions.
The following Graph 3, show in a more precise way the organization of this Ministry.
For any company or institution, it is very important that the team leader possesses all the necessary qualities, in order, to be responsible for the decisions and conscientious of all the advantages and disadvantages that the company will have. For all this reasons, the French government has chosen a sport minister, Chantal Jouanno, which has the entire administrator, political and social qualities to be an excellent leader, as well, she is a former karate champion, in which, was winner of numerous important tournament. Chantal, is graduate of the Ecole Nationale d'Administration (1999) and from the Institut d'Etudes Politiques de Paris, also she worked in Chairman of the Board of Directors of the Agency for Environment and Energy Management (ADEME), February 2008-January 2009, as adviser on Sustainable Development as President of the Republic, whose responsibilities include monitoring the Grenelle Environment Forum in 2007, as a director of office of Chairman of Hauts-de-Seine, April 2004, advisor Sustainable Development and the Office of Highway Safety Department of the Interior in July 2002, special assistant to the general direction of the National Police in 2003, adviser to the central director of public safety and then bureau chief of the statutes and regulations of territorial staff in the Directorate General of Local Authorities (DGCL), 2002 and finally
as deputy Warden, director of office of prefect of the Poitou-Charentes in 1999. (Sport ministry government)

One important factor that the Sport ministry has to manage and to take into account is that they are responsible for organizing and promoting the practice the sport and their other disciplines. For that reason, they created the Federations, which is a group that represents the different sports activities and their customers. Also, is important to know the relationship between the state and sports federations because thanks from this connection; it is possible for any government to control all the disciplines. Then, since 1945, the State has delegated the power to the federations to organize and promote the practice of their disciplines, within the guidelines defined in the agreements and objectives with the support of technical staff placed with them by the department. The federations have the job of the creation and definition of sports policy, of the target agreements and technical staff.

According to the staff, the real organization of sport in France is based mainly on the voluntary sector. In 2008 there were 16.8 million licenses and other equity securities issued by the 114 sports federations recognized by the Ministry responsible for sports and nearly 168 000 sports clubs hosting the bulk of the audience holding a license. This organization has been slowly introduced in gradually perfecting its structures. Leaders responsible for the sporting life, are elected officials responsible for implementing a program consistent with the freely expressed wishes of a majority.

In the year 1945, the State has delegated the authority to sports federations to organize and promote the practice of their disciplines. This resulted in a fairly extensive autonomy of federations that make up the "sports movement" and are at the heart of the organization of sport in France. They manage and animate all of their sporting disciplines, are it amateur or professional sport, elite sport or recreational sport.
The Sport Ministry gives a definition of the sports policies, in which explain the real things that they are regulate and running in the society. Therefore, this consist that the state, in this case the Sport Ministry, has the job of the organization and sport activity promotion, through financial assistance and personnel that it gives them and their decentralized bodies (leagues, committees), to support the actions they lead both nationally and locally.

An additional objective that these federations have is to keep maintaining and improving the ranking of France in the world ranking of nations with significant involvement sporting competitions reference that is the Olympics and Paralympics, world championships and Europe; also to support federal policies to promote the development of competitive sports activities; enable federations Multisport (different sports), complementary single sport federations (practice of a single discipline or related disciplines), to provide quality sport and diversified to the greatest number, without obligation to search for performance.

At the beginning of this investigation, it was said that the government has the obligation of the developing of professional sports, for that reason, the federations was created, in order, to be responsible for structuring, developing and coordinating the routes of sporting excellence of elite sport. They detect, train and mentor young talent teams in France. Besides, the sport ministry must optimize the resources allocated to elite sport through the implementation of training camps and assistance.

Responsible for the development of these sports, the federations are the one in charge of putting in place measures to encourage the discovery and promotion of sport for the benefit of including the public who are further away. They contribute to the improvement of quantitative and qualitative supply of sports: people with disabilities, young educated, women, residents in sensitive urban zones and rural areas are considered priority groups. Federations are also developing actions for health sports and respond to that and to
national public health objectives: the fight against childhood obesity and the fight against cardiovascular disease among senior citizens.

One of the key things that have been done during this last management is the agreements between the State, the Prime Minister, with the sport federations or the Sport Minister. Those agreements aim to create a central tool in the financial partnership between these two groups; also, to fulfill a mission of development of physical activities and sports. Moreover, it was held a convention of the multinational Olympiad 2009-2012 where was based a negotiation of shared objectives located at the intersection of corporate priorities and the project of each federation.

The Sport Ministry launch the National Sustainable Development Strategy for Sport, on the 3th of May, this document pretends to helps the development of the future events and activities, during 2010 until 2013. (Sport ministry government) This release was shown at the Conference on Sport and Sustainable Development organized by the Ministry of Sport, in association with the CNOSF. The conclusions and the results of this conference were a work of 234 levers and 12 action priorities that engage in the sport in an ambitious sustainable development challenges around 9 on:

- Consumption and production patterns.
- Education, training and research.
- Governance.
- Climate change and energy.
- Transport and sustainable mobility.
- Conservation and sustainable management of biodiversity and natural resources.
- Public health, prevention and risk management.
- Social Responsibility Sport.
- Global challenges in sustainable development and poverty worldwide.
Also in this conference, the Sport ministry said: "we grew up in an affluent society, overconsumption, waste, confusing the desire and necessity. Today, we must change the model of development. Reaching a wide audience, the sport can be a powerful lever for change: Sport is a great time of fellowship and cohesion. Sports, 34 million are regular churchgoers, 175,000 sports clubs, 2 million volunteers, 200,000 employees. Sport, 2.5 million are competitions held each year. Another figure of this it is not less than 12 million tennis balls are sold every year in France. Most end up in the trash quickly. "The world of sport has been a pioneer in sustainable development." (Sport ministry government)

Finally, the ambition of the Minister is to ensure that every player sports mobilize to implement this strategy at their level and initiate a change management essential to any sustainable development process. "Today is a dynamic that we launch. Everything is not done. Let each of you seizes and makes everyday life, "she said. She also invited participants to follow the example of athletes who are making the effort to show people to practice the sport. (Sport ministry government)

4.3.2 Colombian Government:

Making a comparison with other countries, in Colombia, the institution that is in charge of sports policies, regulation, elite sport management and sport recreation, is the national government institution called COLDEPORTES (Insituto nacional del deporte). However, this institution manage the sport in a general way, it means that there are other locals organization or secretaries that are the one that controls the cities situation. For example, in Bogota, which is the capital, there exists the SECRETARY OFFICE OF CULTURE, RECREATION AND SPORT (Secretaría Distrital de Cultura, Recreación y Deporte). This institution operate as the head of the Cultural, Recreational and Sports Sector of the city and our goal is to guide and lead the coordinated formulation of policies, plans and programs in the cultural, heritage, recreational and sports field of the Capital District, in
coordination with the District Planning Department and with the participation of our attached and linked bodies and the civil society. (Alcaldia de Bogota, 2010)

The main important idea that they have is that the sport and recreation is vital for everyone and is an important fact for the development of a human being. Also, they belief of the conditions for the effective and progressive exercise of the cultural and recreational rights of Bogotá's inhabitants, through the coordinated formulation of policies and the implementation, assessment and follow-up of sectorial, population and local programs in the fields of art, culture, recreation and sports for its promotion as a human development and sustainability factor for the Capital District.

According to the official web site of the institution (Alcaldia de Bogota, 2010) they had established some important roles, which help the correct function of their workers. These are:

- We lead, in a coordinated way, the formulation of policies, plans and programs in the city's cultural, heritage, recreational and sports fields, looking after the cultural and recreational rights of the Capital District's inhabitants and promoting them as a key factor to human development and social sustainability of Bogotá.

- We coordinate the implementation of policies, plans and programs in the cultural, heritage, recreational and sports fields that our attached and link bodies and localities develop.

- We work in order to transform the cultural scene in the fourth pillar of human development and of the Capital District, realizing that contribution in areas such as spaces and stages, heritage, participation and organization, artistic expressions, recreation and sports.

- We promote the creation and management of artistic, cultural, sports and high-performance activities and programs in accordance with the sectorial plans and with
the economic, social and public works plan of the Capital District, for active citizens and individuals with some degree of disability.

- We promote strategies to ensure the preservation and enrichment of creation and cultural expressions pertaining to a city as diverse as Bogotá in its ethnic, socio cultural and historical composition.

- We promote the civic culture, with a strong emphasis on identity and sense of belonging to the city as a key condition to coexistence, solidarity and equality.

**4.3.3 French government budget:**

On the other part, France has allocated a significant budget for this 2011, into the programs and events that the Sport Ministry wants to realize. The following chart 4 shows the real and exact evolution from 2010 until 2011, according of the budget.

Means an increase of 6.6% totaling € 866 million in 2011, these also shows that the budget includes the credits of the "sport", but also those of the National Center Development of Sport (NSDC) and those involved in these policies included in the program support "mission Solidarity, integration and equal opportunities."
Besides, in the convention that took place in France, the state decides to aid by a significant financial contribution to the sports federations and the sport ministry with 74.9 million Euros provided, which added 18.25 million Euros allocated under assistance funds from the National Centre for Sport Development (NSDC). In Addition, the funds will be distributed on the 4 actions of the sports program: the promotion of sport for the greatest number, the development of high performance sport, the prevention through sport and protection of athletes and the promotion of sports occupations. (Sport government).
4.4. France population:

On the 1st January in 2011, France population consisted of 65 million people, which means that is the 20th most populous country in the world (INSEE, 2011). This number consists in 63.1 million people living in metropolitan area and 1.9 million in the overseas departments (DOM). The French population continued to grow in 2010 at the same pace as the previous three years.

The following chart 5 shows the total metropolitan population in France, which represents the majority of the total population. Therefore, the main field of action of the Sport Ministry is the cities and all the urban spaces, however, is very important that they pay attention to the other part of the country.

<table>
<thead>
<tr>
<th>Population en France métropolitaine</th>
</tr>
</thead>
<tbody>
<tr>
<td>en milliers</td>
</tr>
<tr>
<td><strong>Nombre</strong></td>
</tr>
<tr>
<td>2006</td>
</tr>
<tr>
<td>2007 (r)</td>
</tr>
<tr>
<td>2008 (r)</td>
</tr>
<tr>
<td>2009 (p)(r)</td>
</tr>
<tr>
<td>2010 (p)(r)</td>
</tr>
<tr>
<td>2011 (p)</td>
</tr>
</tbody>
</table>

* p : données provisoires.
* r : données révisées.


The next chart 6 shows the Total French population organized by sex and gender, in which in the part of the “Ensemble de la population de 15 a 64 ans” or total population, illustrate that there is a lot of people with a range of 25 until 39 years old with 29 million of men and 27 million of women. It also shows that the younger population between 15
until 24 years is not very big, in comparison with others groups, however this people is going to represent in the short term the potential customers.

<table>
<thead>
<tr>
<th>Population handicapée selon le sexe et l'âge en 2007</th>
<th>en %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td></td>
</tr>
<tr>
<td>Population bénéficiant d'une reconnaissance administrative (1)</td>
<td></td>
</tr>
<tr>
<td>Hommes</td>
<td>Femmes</td>
</tr>
<tr>
<td>15 à 24 ans</td>
<td>3</td>
</tr>
<tr>
<td>25 à 39 ans</td>
<td>20</td>
</tr>
<tr>
<td>40 à 49 ans</td>
<td>27</td>
</tr>
<tr>
<td>50 à 64 ans</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
<tr>
<td>Effectifs (en milliers)</td>
<td>998</td>
</tr>
</tbody>
</table>

Figure 6 French population by sex and gender.

The chart 7 gives details of spending cultural and leisure activities by the French population. This is very important because it will help to find a tendency and the preference of people consumption, also to identify the other main competitors or products that influence the consumer final decision. The major spending corresponds of Recreational and sporting services, package holidays, and weekends; with 12.580 millions in 2009, this means that the most important preference and propensity of the
people are the recreation, sport and all the open activities. This important fact is very positive for the Sport Ministry because the tendency shows that the sport consumption is increasing every year, given an excellent possibility to create new strategy and especially a new opportunity to get new customers.

<table>
<thead>
<tr>
<th>Dépenses culturelles et de loisirs</th>
<th>2006 (r)</th>
<th>2007 (r)</th>
<th>2008 (r)</th>
<th>2009 (en millions d'euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Télévision, hi-fi, vidéo, photo</td>
<td>11.3</td>
<td>11.5</td>
<td>11.0</td>
<td>10.9</td>
</tr>
<tr>
<td>Informatique (y compris logiciels, cédéroms)</td>
<td>7.6</td>
<td>7.8</td>
<td>7.4</td>
<td>7.1</td>
</tr>
<tr>
<td>Disques, cassettes, pellicules photo</td>
<td>4.2</td>
<td>3.6</td>
<td>3.2</td>
<td>3.0</td>
</tr>
<tr>
<td>Presse, livres et papeterie</td>
<td>13.7</td>
<td>13.5</td>
<td>13.5</td>
<td>13.6</td>
</tr>
<tr>
<td>Services culturels (y compris redevance TV) (1)</td>
<td>10.4</td>
<td>10.4</td>
<td>10.6</td>
<td>10.8</td>
</tr>
<tr>
<td>Jeux, jouets, articles de sport</td>
<td>9.4</td>
<td>9.5</td>
<td>9.8</td>
<td>9.8</td>
</tr>
<tr>
<td>Jardinage, animaux de compagnie</td>
<td>12.2</td>
<td>12.3</td>
<td>12.5</td>
<td>12.7</td>
</tr>
<tr>
<td>Services récréatifs et sportifs, voyages à forfait, week-ends, etc. (2)</td>
<td>18.0</td>
<td>18.2</td>
<td>19.2</td>
<td>19.1</td>
</tr>
<tr>
<td>Jeux de hazard</td>
<td>9.5</td>
<td>9.4</td>
<td>9.0</td>
<td>9.3</td>
</tr>
<tr>
<td>Autres biens culturels et de loisirs</td>
<td>3.7</td>
<td>3.8</td>
<td>3.7</td>
<td>3.6</td>
</tr>
<tr>
<td>Total</td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Figure 7 Spending on culture and leisure activities


The next chart 8 show details about the sports licenses, the entire names of the federations that exist in the French sport system and the exact information about the money that the French government are given to their respective federation; it can be a federation with the Olympic approval or with no approval. According to the chart the French Soccer Federation is the one that receives the major quantity of money with 8.089 euros in 2009, clarifying and affirming that this is the most popular sport and the most important in terms of incomes. This is significant for the sport ministry because is clearly
that they have to be aware with the soccer organization, taxes and incomes that this exact activity is generating for the society and private organizations.

<table>
<thead>
<tr>
<th>Licences sportives</th>
<th>en milliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total fédérations unisport olympiques agréées</td>
<td>7,629.7 7,819.9 7,812.3 8,089.8 27.3</td>
</tr>
<tr>
<td>dont :</td>
<td></td>
</tr>
<tr>
<td>Fédération française de football</td>
<td>2,143.7 2,320.6 2,279.7 2,225.6 2.7</td>
</tr>
<tr>
<td>Fédération française de tennis</td>
<td>1,096.3 1,094.6 1,105.4 1,125.2 31.3</td>
</tr>
<tr>
<td>Fédération française de judo-jujitsu et disciplines associées</td>
<td>361.9 550.4 553.4 574.2 27.6</td>
</tr>
<tr>
<td>Fédération française d'équitation</td>
<td>523.7 553.6 600.8 630.4 80.6</td>
</tr>
<tr>
<td>Fédération française de basketball</td>
<td>451.8 457.1 455.1 449.3 39.7</td>
</tr>
<tr>
<td>Fédération française de handball</td>
<td>350.1 367.0 365.1 392.8 35.6</td>
</tr>
<tr>
<td>Fédération française de voile</td>
<td>281.8 279.8 280.5 286.8 6.0</td>
</tr>
<tr>
<td>Fédération française de natation</td>
<td>248.6 257.6 273.6 286.4 56.1</td>
</tr>
<tr>
<td>Fédération française de gymnastique</td>
<td>246.5 244.9 250.8 258.7 78.4</td>
</tr>
<tr>
<td>Fédération française de canoë-kayak</td>
<td>244.0 235.1 205.5 338.8 2.9</td>
</tr>
<tr>
<td>Fédération française de tennis de table</td>
<td>181.4 178.6 180.2 189.9 17.2</td>
</tr>
<tr>
<td>Fédération française d'athlétisme</td>
<td>179.2 180.4 186.6 198.7 41.1</td>
</tr>
<tr>
<td>Fédération française de ski</td>
<td>151.1 138.1 139.3 139.3 38.0</td>
</tr>
<tr>
<td>Fédération française de tir</td>
<td>130.4 132.5 133.4 137.0 9.7</td>
</tr>
<tr>
<td>Fédération française d'esercice</td>
<td>117.0 96.9 59.0 (e) 61.0 27.1</td>
</tr>
<tr>
<td>Fédération française de badminton</td>
<td>114.7 113.6 122.7 139.7 39.7</td>
</tr>
<tr>
<td>Fédération française de cyclisme</td>
<td>105.3 107.9 104.2 105.7 10.2</td>
</tr>
<tr>
<td>Fédération française de volley-ball</td>
<td>101.0 101.2 98.3 99.2 45.4</td>
</tr>
</tbody>
</table>

| Total fédérations unisport non olympiques agréées | (r) 2,934.5 2,979.2 2,960.6 3,124.4 22.7 |
| dont :                                            |             |
| Fédération française de golf                     | 378.3 383.9 397.0 422.5 27.8 |
| Fédération française de pétanque et jeu provençal | 371.0 362.9 354.3 318.8 15.6 |
| Fédération française de rugby                    | 251.5 285.4 359.7 366.1 3.9 |
| Fédération française de karaté et disciplines associées | 194.0 191.0 190.4 199.9 30.3 |
| Fédération française de la randonnée pédestre    | 192.2 (3) 193.7 203.0 208.4 59.2 |
| Fédération française du sport boules             | 156.2 155.6 74.8 64.9 10.5 |
| Fédération française d'études et sports sous-marins | 147.6 147.7 147.0 272.1 16.5 |
| Fédération française de cyclotourisme            | 118.5 120.2 122.0 122.7 17.3 |
| Fédération française de la montagne et de l'escalade | 72.9 75.6 77.9 78.0 32.2 |
| Fédération française de motocyclisme             | 64.0 61.5 64.3 69.9 3.6 |

| Total fédérations multisports                    | 5,365.1 5,455.5 6,007.7 6,057.9 40.8 |
| Affinitaires                                      | 2,678.5 2,680.5 3,137.2 3,171.3 38.2 |
The Chart 9 shows an overall view of the Sport Club Membership of all the different types of activities that the French population practiced in the 2003 with their rates of practice, besides the number of licenses in the sport federation of 2005. As we saw in the Chart 8, the main sport activity in France was soccer with the major quantity of practitioners and customers; the Chart 9 also confirms the same tendency, showing that the principal sport is soccer with the biggest quantity of licenses.

### Table: Pratique sportive et adhésion à un club

<table>
<thead>
<tr>
<th>Activités physiques ou sportives</th>
<th>Hommes</th>
<th>Femmes</th>
<th>% de femmes</th>
<th>licences recensées</th>
<th>% de femmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>16</td>
<td>2</td>
<td>14</td>
<td>2,162,349</td>
<td>2</td>
</tr>
<tr>
<td>Tennis</td>
<td>10</td>
<td>5</td>
<td>39</td>
<td>1,054,513</td>
<td>32</td>
</tr>
<tr>
<td>Basket-ball, volley-ball, handball</td>
<td>8</td>
<td>4</td>
<td>35</td>
<td>914,443</td>
<td>40</td>
</tr>
<tr>
<td>Arts martiaux</td>
<td>2</td>
<td>1</td>
<td>32</td>
<td>898,767</td>
<td>28</td>
</tr>
<tr>
<td>Pétanque, billard</td>
<td>30</td>
<td>15</td>
<td>38</td>
<td>554,078</td>
<td>14</td>
</tr>
<tr>
<td>Equitation</td>
<td>2</td>
<td>3</td>
<td>64</td>
<td>518,639</td>
<td>76</td>
</tr>
<tr>
<td>Natation, plongée</td>
<td>29</td>
<td>30</td>
<td>57</td>
<td>394,829</td>
<td>46</td>
</tr>
<tr>
<td>Canoë, aviron, ski nautique</td>
<td>6</td>
<td>3</td>
<td>41</td>
<td>386,052</td>
<td>31</td>
</tr>
<tr>
<td>Golf</td>
<td>2</td>
<td>1</td>
<td>39</td>
<td>368,746</td>
<td>29</td>
</tr>
<tr>
<td>Tennis de table, badminton, squash</td>
<td>13</td>
<td>6</td>
<td>37</td>
<td>330,912</td>
<td>25</td>
</tr>
<tr>
<td>Voile, planche à voile</td>
<td>4</td>
<td>2</td>
<td>40</td>
<td>313,797</td>
<td>20</td>
</tr>
<tr>
<td>Rugby</td>
<td>2</td>
<td>&lt;1</td>
<td>16</td>
<td>265,351</td>
<td>3</td>
</tr>
<tr>
<td>Gymnastique</td>
<td>6</td>
<td>19</td>
<td>78</td>
<td>254,464</td>
<td>79</td>
</tr>
<tr>
<td>Vélo</td>
<td>43</td>
<td>33</td>
<td>48</td>
<td>223,943</td>
<td>14</td>
</tr>
</tbody>
</table>
4.5. All Sport physical and physic implications:

4.5.1 Health effects:

The Sport itself represents a lot of concepts and generates a bunch of positives results, which one of the most important for any person or society development is the physical and physic implications. Normally, a boy or an adult cannot easily appreciate, imagine and learn all advantages that are connected with a normal or a sport activity. Therefore, persons prefers to take a bus instead of walk to their works, which means that today’s population are not conscious of the real health results of sports.

The sport activity has two physical advantages, physic benefits, which is defined or explain, can arise from the sense of well being derived from being physically fit and healthy, the mental stimulation and satisfaction obtained from active recreation, and the greater status achieved in peer groups; and physical benefit, may relate directly to the health relationship with active reaction. Physical exercise, it is argued, is a direct,
positive input into the health production function. The one that practices sport lives longer than the one who's not. (Gratton & Taylor, 2000)

The United Nations, one of the biggest international organizations in the world had established a document called the Millennium Development Goals which consist of an important text of eight international progress goals that all 192 United Nations member states and at least 23 international organizations have agreed to achieve by the year 2015.

They include eradicating extreme poverty, reducing child mortality rates, combating sickness such as AIDS, and raising a worldwide partnership for development. According, to this document the highest world group describe and define all the parameters and implications that the sport activity generates to the human, as the most important thing to prevent all diseases, besides it shows that regular participation in physical activity programs provides all people with a wide range of physical, social and mental health benefits. Such energetic participation also can complements strategies to get better a diet, dishearten the use of tobacco, alcohol and drugs and improve functional capacity.

Therefore, the multiple health benefits for practicing the sport consist in the reduction of premature death, from non-communicable diseases and of developing illnesses ranging from cardiovascular diseases, cancer and other very dangerous illness. It also helps to stop and diminish hypertension, control body weight, avoid and control osteoporosis and manage chronic pain. Depending of the type of person, the sport has different and unique implications, the document of The United Nations make a definition of each: (United Nations, 2003, p. 6)

- Among young people, physical activity contributes to healthy bones, efficient heart and lung function and improved motor skills and cognitive function.

- Among women, physical activity helps prevent hip fractures and reduce the effects of osteoporosis.
Among older people, physical activity enhances functional capacity, helping maintain quality of life and independence. However, the non-participation activity, which is becoming very common, is the cause of all the diseases and chronically diseases, in fact, the general tendency of the world shows that the amount of people who are being affecting with those problems, is increasing a lot giving a number of 1.9 millions of people (United Nations, 2003, p. 5).

Actually, over 60 per cent of adults do not participate at all or in a sufficient amount of sport in the world, in which corresponds a high value and a dangerous worth. This tendency is cause because the human lifestyle is changing from a sportive life to a sedentary way of life, for example, now people prefers only to watch TV and play videogames and an excessive use of transportation, those things attributes the obesity.

The rise in the physical inactivity is represented principally by the women, older people, the disable and people from lower socio-economic groups, in addition, one third of the young people are insufficiently inactive.

The following chart 10 gives us a description and information of the quantity of the sport activity that the health experts recommend to practice, in order, to obtain physical benefits. Depending, of the type and the amount of activity, the person can achieve the objective of acquire all the positives implications, so the more you dedicate your time for sport activity, more fitness and health you will obtain. However, there exists a negative consequence because of the collateral damages that normally appears when the person practice a lot. Therefore, the one that are more close to suffered health and muscle injuries are the professionals customers.
4.5.2 The economic benefit of Sport health:

One of the most important facts that all governors take into account is the economical benefit that are closed related with the sport care and health. Therefore, medical evidence shows that participation in physical activity, as part of a whole healthy lifestyle, is the most cost successful and sustainable way to tackle the rise in non communicable diseases. Only if the Sport ministry and the Government improve the public health through increasing opportunities to participate in sport, it is going to appears large economic benefits particularly in developing countries where health resources are already stretched, assembly prevention especially vital.

Further than improving municipal health and reducing health care costs, sport and physical activity also provide significant economic benefits through increased...
productivity. For example, in the United States of America, where physical inactivity added US$ 75 billion to medical costs in 2000, it is estimated that one dollar (US$ 1) spent on physical activity results in a three dollar and twenty cent (US$ 3.20) saving in medical costs. In Canada, it is estimated that physical activity increases productivity by the equivalent of Can$ 513 per worker per year, resulting from reduced absenteeism, turnover and injury as well as an increase in productivity. (Health Canada, 1998). Consequently, sport results in not only positive benefits for every person, but also significant economic benefits for businesses, communities and nations. (United Nations, 2003, p. 7)

**4.6. Sport Education:**

The education is the most important central pillar to the achievement of the Millennium Developing Goals, besides, to the progress of any child life. The sport has a natural place in the education as one of the key for successful, for this reason in school, physical education is a key component of a quality education. Outside the classroom, when the child is in their free time, the sport is a “school for life”, by teaching special principles and living skills, vital for holistic growth.

The sport activities allows the opportunity to people to learn some skills for life, these consist in cooperation and confidence, very essential for social cohesion. The following chart 11, shows and explain the different skills and value learned through the sport.
It provides a forum for them to learn how to cope with competition, not only how to lose but also how to be successful. Therefore sport is a way to build understanding for the value of common bonds and traditional sports competition, those local to an area or culture, can be especially efficient in this view. For example, some benefits of encouraging traditional games are that they emphasize the importance of diversity, contribute to inclusion and help people understand their own identity and those of others. Traditional sports and games are also usually lower in cost in terms of facilities and equipment than common sports. (United Nations, 2003)

4.7. Sport and social Development:

The Sport activity has the characteristic of stimulating economic growth, effectively designed sports programs, strengthen basic human capabilities, create connections between individuals and teach core values with life skills. Besides, the sport is a valuable tool to initiate social development and improve social cohesion, especially if this kind of projects is applied on the young and more vulnerable population.
In fact, making all this together, the benefit from such programs provide a powerful means to undertake the social exclusion, also thanks of the sport activity it is possible to rehabilitate child laborers and integrate groups into their communities. (United Nations, 2003, p. 13)

4.8. Other sport effects, crime reduction:

In many non-develop countries they are using the sport as a fundamental tool for reducing the social problems, like the crime, drug abuses and young problems. In fact, they are convinced in the effective formula that the sport activity has, in order, to strike those issues.

Regarding the drug abuse, when the personal skills and social are combined, the sport can be an effective medium to intervene in the person’s decision of having or not abuse drugs. The sport activity is an effective programs to reduce high – risk behaviors, this is especially true when the elements of sport are combined with the structured provision of drug information and life skills training.

For example, in Georgia the sport Government are promoting the message that “Smoking, drinking and taking drugs can’t compare to the extraordinary high of kicking a winning goal” (United Nations, 2003, p. 12). In fact, more than 46,000 children from 2,028 schools have participated in regional football tournaments sponsored by government agencies, like UNICEF. These matches are designed to encourage a healthy lifestyle for young people.

Another important and critical fact is that exist an alcohol problem in the young people, therefore, there are common problems events and social issues because of the alcohol
consumption. Besides, it is very important that there is the tradition and the idea, in France and other countries of alcohol acceptation. (Jernigan, 2001) The following chart 12 shows the Percentage of 15-16 year olds in European countries who had been drunk at age 13 or earlier.

<table>
<thead>
<tr>
<th>Country</th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulgaria</td>
<td>19</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Cyprus</td>
<td>10</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>20</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>Denmark</td>
<td>48</td>
<td>37</td>
<td>42</td>
</tr>
<tr>
<td>Estonia</td>
<td>26</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Faroe Islands</td>
<td>18</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Finland</td>
<td>34</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Former Yugoslav Republic of Macedonia</td>
<td>12</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>France</td>
<td>15</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Greece</td>
<td>11</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Hungary</td>
<td>13</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Iceland</td>
<td>19</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>Ireland</td>
<td>28</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Italy</td>
<td>8</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Latvia</td>
<td>23</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Lithuania</td>
<td>22</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Malta</td>
<td>17</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Norway</td>
<td>19</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Poland</td>
<td>16</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Portugal</td>
<td>14</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Romania</td>
<td>32</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Russian Federation (Moscow)</td>
<td>35</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Slovak Republic</td>
<td>18</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Slovenia</td>
<td>22</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Sweden</td>
<td>26</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Ukraine</td>
<td>26</td>
<td>18</td>
<td>22</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>40</td>
<td>36</td>
<td>38</td>
</tr>
</tbody>
</table>

Source: Swedish Council for Information on Alcohol and Other Drugs (CAN) website: www.can.se.

Figure 12 European percentage who had been drunk


The following chart 13 shows the different behavioral consequences of the alcohol consumption by the young people. Therefore, those consequences are the critical aspects that the Sport government needs to act and promote the sport as a solution.
Concerning, the factors that contribute the crime problem in the society is the absence of positive role models, a lack of self discipline and boredom. The Sport activity can tackle these causes of juvenile crime by integrating them into constructive activities within society and by providing useful activity for their time. (United Nations, 2003, p. 12)

In many countries it is possible to see and appreciate the crime reduction by using the Sport activity. In the UK, a recent report showed that sports programs in high crime areas helped reduce crime, vandalism and delinquency. (United Nations, 2003, p. 13) Also, in Brazil, the UNICEF supports detention centre for young people in trouble with the law. After academic classes, they play football, learn judo and practice gymnastics, helping them to channel frustrations and learn new ways to deal with anger. (United Nations, 2003, p. 13)
Colombia is a country that is suffering different social problems and has critical young crime issues. Also, there exists a social dysfunction because of the war problem against the organized crime and terrorist groups, in which are generating force displacement (Happens when the population are forced to leave their homes for any crisis). In fact, Colombia is the second country after Sudan, with the largest number of displacement person worldwide with 3.8 millions of people. (Internal Displacement Monitoring Centre, 2007). According, to that worrying number the Colombia Government has a difficult task because of the quantity and the difficulties that exist regarding the young people contact with the underground and drug affections.

However, the general and the local government are very conscious that the sport is an important tool for social interaction and solution. For this reason they are doing and creating different programs with the sport activities, therefore, they are given to the young people the possibility of using the schools and different complex, in order, to practice the sport.

The best example is what the local Government of Medellin is making with the crime reduction and the sport activity. Medellin is the second city in Colombia and actually they are suffering a lot because of the crime bands and the pay young killers. Also, this city has a big depressing area, like the favelas in Brazil; which is called “Comunas” and it take place the most part of the crimes in Colombia. As a consequence, the last major, Sergio Fajardo, launched different programs and projects by using the sport as tool for reducing the anger feeling and represents a distraction for the young people.
4.9. Social Marketing Framework:

The marketing strategy is an important tool and instrument to implement and make a reality the projects. Also it is important to define the marketing and the sport marketing, in order, to act in a proper and good way. The marketing is defines by kotler: “is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others”. (Shilbury, Quick, & Westerbeek, 2003, p. 3). According to this definition it is important to emphasize the identification of consumer needs and wants, also that the marketing strategies must be based on known consumer needs. The term sport marketing was first used in the United States by Advertising age in 1978 and is defined as: “The sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others” (Shilbury, Quick, & Westerbeek, 2003, p. 12)

The following chart 14 explain the marketing mix of the Sport Marketing and it evidence that there are new and unique Ps, different for other marketing.

<table>
<thead>
<tr>
<th>Product</th>
<th>Chart 14. Strategic Sport marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td></td>
</tr>
<tr>
<td>Place distribution</td>
<td></td>
</tr>
<tr>
<td>Physical Evidence</td>
<td></td>
</tr>
<tr>
<td>People</td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>• Advertisement</td>
</tr>
<tr>
<td></td>
<td>• Personal Selling</td>
</tr>
<tr>
<td></td>
<td>• Sales promotions</td>
</tr>
<tr>
<td></td>
<td>• Sponsorship.</td>
</tr>
<tr>
<td></td>
<td>• Public Relations</td>
</tr>
<tr>
<td></td>
<td>• Promotional licensing</td>
</tr>
</tbody>
</table>

Figure 14 Sport Marketing Mix
According to that chart, there are 7 Ps, in which, 3 of them are especially created for this type of marketing. Therefore, the first new Ps is the Physical evidence that consist in the visual and tangible clues of the service product, such as the design and construction of the facility; the people that are responsible for delivering the event and are the major distinguishing quality factor in the consumption process; and the process that represents the converge of the marketing and operations functions. (Shilbury, Quick, & Westerbeek, 2003, p. 4).

On the other hand, it is very important to understand the needs and the exact consumer behavior, because is the only way to create the right project. Therefore, Mullien suggest a model of the consumer behavior, in which, describes the factors and all the causes that move the decision maker. The following chart 15 gives a real detail of the primary, secondary and tertiary factor that influences the thoughts of a person.
This Consumer Model explains and shows that everyone has factors that influence the decision; these factors are classified by the primary, secondary and tertiary factors. The primary factors are those elements that are internal to the purchaser or consumer. They are the set of beliefs that an individual holds in relation to the impact that the impact of using a particularly product. Also they include issues such as the desire for health and wellbeing. The social aspect of sport has long been regarded as an important component of the consumer’s decision making process because depends of the mental state and factors, such as stress and entertainment, achievement seeking, catharsis and aggression, salubrious effects, and community image, the person will or not purchase the product. (Shilbury, Quick, & Westerbeek, 2003, p. 40)

The secondary factors are those elements that are immediate influences on the decision making process, in which, the most important is the individual’s prior exposure to the product or service. Family is another extremely influential secondary factor because there are cases that the family stability and tips are decisive for the decision.
5. **Methodology:**

5.1. **Main process:**

The methodology that was taken into account in this investigation consists in two main parts, in order to get all the possible data for the analysis and for the answer of the main research questions. These two main parts are the primary and secondary data, processes that any investigation must have in order to be successful. According for this work, the secondary data are all the essential information that was collected by someone else. Therefore, the most common places and the appropriate for my research are EBSCO, the world's foremost premium research database service; publications from the French Sport Ministry data base and google scholar. These data were intended mainly for the literature review and to strength the final recommendations.

On the other part, there exist the primary data, which is the most important information for the development of the research and is the one that is direct collected from the investigator. The more accepted ways to collect primary data consist of surveys, interviews and focus groups and these different types shows the direct relationship between potential customers and the companies. In fact, the primary data is more accommodating as it shows latest information and is accumulated by the researcher particularly to meet up the research objective of the subsisting project.

According for this study the most adequate method for obtain the primary data are the individual interviews. This traditional method explores the hidden face of a speech to discover the real meaning of words and behaviors of the people that were interview. In addition, this has some advantages that make this the right method, for example, that are easy to organize, extensive collection of information and is appropriate for taboo subjects.
Another important fact is that this methodological study correspond a qualitative research, instead of a quantitative research. Therefore, this type of process try to answer the ‘why’, not the ‘how’ of its topic through the analysis of unstructured information. Besides, is used to gain insight into people's internal parameters, for example their attitudes, behaviors, value systems, concerns, motivations and aspirations.

5.2. Obtaining data process:

These individual interviews consisted in a closed meeting with the person, in which, was asked with a few questions. Also, this part of the methodology was a specific and normal procedure because the interviewed was able to talk in a free way and without any obstacles, in addition the one in charge of the interview intervene only to briefly reopen, finally the interview was perfect to take gestures and other similar behaviors that are important to make sure a good environment.

The interviews were structured with nine open questions, which took into account all the main topics that this investigation needs and is based. However, it is very important that the intention of those questions was not to obligate the people to answer. In fact, the technique of the procedure was to use all the possible means to create a pleasant conversation. As a result, it was much easier to get the data and all those details that are needed to develop research.

On the other part, the population investigated was all the French people, including all genders and all ages, because for this case it is very important to know the personal opinion, in order to generalize a sport, government and critical idea. In fact, the people who were interviewed were young university students, with a range of 22 and 26 years old, for the reason that they are the perfect population that reflects the new objectives implementations of the Sport Ministry. Also they are one of the most in terms of quantity in the Global French population.
5.3. Data analysis:

According for the results, they were 15 personal interviews with duration of 10 – 15 minutes each one. Besides, it was possible to get all the exact results and answers from the population that was choose, in which is very important for the analysis.

Now, as had been said before, they were nine questions, in order, to only guide the interview and the conversation. Therefore, thanks of this kind of structure; it was possible to acquire all the exact things that the researcher was expecting. Besides, these questions had the role of dividing the interview in three parts and sections, for the reason of having the exact data to answer the main incentives.

Before, making the data analysis through the main subjects, it is important to clarify that the people who took part of the interviews were young French and students. The first main subject consists in the sport and trained frequency; so one of the questions that corresponds with concept is if the students trained or not and the exact type of sport that the French people in general is practicing during their free times. The results of this subject show the exact preferences of them and the real time that they spend most for those activities. Also, the question clarify that the person is not always habituated to practice official sport activities, likewise the question is not leaving apart the non conventional activities like walking to the work instead of taking a taxi.

The results shows that only one person of the 15 people is not practicing sport during his free time, because hate this type of recreation and prefers mainly others activities. The rest of people practiced at least one type of sport, showing that the most of the French people has the tradition of having a contact with one sport. Therefore, the culture is demonstrating that the practice is well rooted in every person, with a high appreciation in the idea of having a normal sport development. On the other part, the respondents told all the different types of sport that they are normally made, for example: Cross country biking, football or soccer, volley ball, shooting, dance and running. Therefore, this sport variety gives us an idea of all the possible exercise instruction that is available for the
citizens, no matter if the activity requests a sophisticated complex. The major part of the group affirmed that they had the possibility to know all about the different kinds and types of sport that exist in their school, moreover, the opportunity of contact with a physical educational teacher. According, with this answers and testimonials we can analyze that the task from the schools is very important for child decision according with the sport.

Another question, which also is in line with the first subject (sport and trained frequency), is how many hours a week do you participate in sport or physical activity. The following chart 16 shows the amount of time that the student practice and displays the exact amount the frequency in hours.

![Figure 16 Hours per week](image)

Although, this questions corresponds to a quantitative data, it is important for the study because show the real time that the population spends on the sports. Besides, during the interview, the respondents told that they need to practice that exact amount of hours, in order, to feel healthy, happy and cheerful.

However, taking into account this data, we can see that it still missing more hours devoted to the sport; according to the literature review any person has to make at least 30 minutes every day, in order, to obtain a real sport health benefit. The half of the group
only received a little bit of the positives things; it means that they are having the wrong common idea of exercise. In fact, one of the students said that they normally have a normal and well sport life in the school, but when they graduate and get the university period; usually people forget the tradition of having a daily trained, “Since the school we always practice sport, actually we had a physical and trained subject every day, however, the normal life shows that when you get to the universite you almost loose that positive advantage”.

The second main subject of these interviews consists in the real intention that motivates the French citizens to practice sport; therefore, the question corresponds on if they prefer to play sport for fun or as a part of competition. Everyone responded that they prefer to perform sport as a recreation and for fun; also they think that there exist a real connection between the sport activity and fun feelings. Therefore, the most of the French students dedicate their time for sport only for the idea of fun and having a contact with others, instead on as a part of competition (In the literature review, there is a chart that explain the real tendency and favoritism of the people). However, they clarify that they have a really good comprehension of the benefits that are connected with the activities.

As a consequence of this tendency, the French government has to take into account the really intention of the people, which is the sport within the fun and social interaction. It is important to clarify that there exist another part in the population, which is the one that have the sport training as a profession.

Another question that belongs to second main subject is if the people have been involved in any volunteer work or event organizing. The results show that 6 of the 15 French students had made a volunteer work and event organization during their life as high students. These are some of the volunteers work examples: “Yes, I organized a charitable concert when I was at university, it was part of the program”, “coaching in volley during sport campaigns in my business school”, “yes, I was a boyscout to a few years and help organizing many events in relation to that”, “yes, help in the organization of our shooting club demonstrating that this is not a common action from the young people in France”.
According to the interviews it was possible to identify that the volunteer work is very closely related with the sport activity that the students are used to make, besides, that is very difficult to get new mores volunteers because of the lack of payment. In fact, one of the interviewed that answered that explain that is because of the lack of time and the impossibility of having some economy help from the government. Another issue, that appears, regarding this topic is that the students had never participate in those activity because they are not been part of a group, it means that they don’t feel accepted from the one that is organizing the event, in this case the Sport ministry.

The third main subject consists in whether the students truly know all the benefits and little details that Sport activity has. Therefore, there are two questions that were used to get the exact thoughts of the students. These are: “Do you think the sport is essential to health and physical development” and “Do you think the Sport activity is a way to prevent alcoholism and social issues”. According to the interviews, everyone responds and comments that the sport is very important for the health and physical development, for example these annotations support that assertion: “yes it is good for your body and for your mind”, “For health absolutely and for mental spirit”, “yes, it allows people to remain a good physical condition, to keep your heart in good health in order to increase its life time” and “Yes, for social and self involvement”. Those opinions reflect students considerations about sports two principal benefits, the physical condition and the mental part, in effect, they are aware of the social importance of having a social contact with another person, during the development of any sport activity. However, it is important to mark that some of respondents don’t know about the completely benefits that really appears after the training.

Regarding the second question about the social issues, these are some comments of the respondents: “It can be a way to prevent alcoholism as it can help you focus on something else than alcohol and you can get really involved in it”, “It could be because it is an activity where people are sharing”, “Yes, because sport is a way to bound with people, it allows people to have social interaction outside of their usual circle. It can help to prevent alcoholism as a person who practices sport will be more aware of the damages
of alcohol as he sees its sport performances decrease” and “yes, sport helps for the life equilibrium, balance the daily life and permit to be involve in a passion way”. Taking into account, the previews comments we can analyze that they are very mindful on the fact that the sport has a real impact in social behavior and development. As we can see in the literature review, many non-develop countries used all types of activities, in order, to teach values. Although, they know about those benefits, the respondents didn’t say anything about the possibility that exist on applying the sport as a tool for social problems. This demonstrates a general view from the French students which don’t understand that it is possible to apply the sport (Achieving the millennium of goals).

The third main topic consists in the students’ knowledge with all the things that are related with the French government and its actions during the last years. This is very important because is the part that are going to explain and measure the real performance of the sport authorities, in this case the Sport ministry. The two questions refer on the Sport ministry popularity and work efficiency, besides, if their objectives have been correctly applied. During the interviews, only two people said that there was no Sport ministry and sport minister inside France, the rest of the respondents shows a great knowledge about the head of this public department. We can infer that the Sport ministry is doing a good work and job when they want to be know inside the community, however, the comments expressed a problem inside the sport ministry action. The respondents said and stated that they know their sport ministry because she was already exerting public works, besides, that she was a very good athlete.

Talking about, the second question regarding the sport ministry performance, most of the respondents said bad comments, only two people talked about the positive things that they are doing. For example this comment shows one optimistic idea of the sport government: “7 out of 10 they are creating association support and finance the new national stadium in Lyon for the soccer game cup in 2016”. This person saw on a public communication network that specific information, however, she specified that in general the sport government is not doing well regarding in telling to the people their achievements and objectives. The next two comments show the negatives ideas of the
performance: “I think it could be better but I don't really follow the actions to implement to promote sports. Also I don't like the sport minister Chantal Jouanno because I think she is very arrogant” and “the sport government performance is poor because there is few news about the achievements and the things suggested by them”.

This can be seen as two problems committed by the sport ministry, first that they are not doing the enough work to become known by the community and second they simply are not achieving the objectives.

On the other part, it is critical that people who normally are used to practice sport do not know anything about the progress and all the different projects of sport ministry.

The last main subject of this investigation consists on the level of perception that the French people have within the Marketing Strategies of the Sport ministry. Therefore, the results of the interviews are going to show and reflect the true level of marketing performance, in fact, the different comments explain what French people are thinking about the work of the sport ministry. All the respondents answered that is very important to use marketing strategies, in order, to know the customer needs and citizens problems according with the sport activities; as well, that is a tool to be in contact with the people.

For example this person explains in a briefly way the importance of having very good marketing management by the sport ministry: “Yes, particularly in developing young people involvement; increase the place of the sport at school like in primary school: full afternoon of sport where anyone can improve his skills and his passion. In many country sport tend to be a solution for the difficult children, sport has to be improve at school and through national and private organization thought: passion (fun) and competition; tournament between schools or cities”.

Other comments say that every company and organization needs a government capable of well managing all the problems, also that it is important to understand the market needs. On the other hand, the interviewed noted that the sport government doesn’t publicize their achievements and projects, for that reason, most of the students don’t know and understand the real effort of the sport ministry. However, this not means that the only
function and priority is to make public their projects; the main concern is to complete their goals and helps the community.
6. Recommendations:

Once seen the results is important to give some recommendations according with the possible failures and to keep in progress in the positive things. On the other hand is vital to emphasize that the objective of this research is to promote physical exercise through a good managing and marketing strategies.

According to the interviews, there were various internal failures and external problem, such as the community social and health troubles. The only way to stop doing that is to analyze all their process, therefore, it is important that the chief of the group, in this case the minister, evaluate different new and innovates methodologies, in order, to improve their way to work.

In order, to convince people for practice sport, the sport ministry must create a campaign strategy to influence participation in physical activity by associating it with the benefits. Other strategy is to start thinking the physical exercise as a product, in order, to be able to manage it in a proper way. Therefore, it will be much easier to apply the different marketing strategies, in which, are crucial for complete the projects. For example, commit the marketing mix on the product (Physical activity and sport training); this mean identify the right price, product, place, physical evidence, people and promotions of it, in order to be profitable.

Concerning the product, the Sport ministry must create a innovate idea around the product that they want to sell or to give. That’s in order to create customer loyalty and a well consumer behavior; therefore, this idea has to be related with all the possible benefits and the must easier way to make it.

Regarding the price, the must exist some activities that generates resources, however, the sport ministry has an important budget from the government, in which it would helps a
lot. Besides, they have the responsibility of offering free some sport activities for the citizens and for all the people who are suffering social and health problems.

According to the place, the sport ministry needs specific places for satisfy the different types of sport that exist and that are constantly practice by the citizens. In fact, these places may be backyard, park or recreation department, school, public or private sports organization, business, government agency, or any other place that can provide facilities or opportunities for the activities. (Wong, Huhman, Asbury, & Heitzler, 2004)

The new P, the physical evidence, shows that is important to take into account the visual and tangibles clues of the service product, for example, the design and construction of the facility. The Sport Government must check all their own facilities, in order, to offers and to revise their design.

The process P in the marketing mix consists in the operations functions, in which, the Sport Ministry has to check, in order, get a well real time service delivery and quality. Another important concept of the marketing mix that the Sport ministry has to analyze is the people. Those are all the people responsible for the delivering the event, therefore, they have to be prepare with all and the different management training and courses fro be able to administer any project.

In the part of the promotion it is not simply the placement of advertisements; the communication messages and activities are included as well, and those in charge of promotions must consider multiple ways to reach the target audience to promote the benefits of the behavior change, including its product, price, and place components. Bringing all these concepts, the sport ministry can create a unique lifestyle from the people, also to generate a very important and successful business model referring the physical activity as a health product, necessary for life and fun provider.
On the other hand, making partnerships with different sectors companies will be helpful for the development of the project and the launch of the physical activity. Therefore, the Sport ministry has to contact the private companies, in order, to have a good backup at the moment of initiate the projects. Besides, with this partnership the Sport ministry will be able to give a positive twist on their advertisement.

Another sector, in which, the sport ministry has to make contact and an alliance is with the public sector, these are the different schools, universities and local government. In effect, this partnership will help because those institutions have the real information of the young French people, where shows the general view and performance of these citizens. Besides, they are the first channel of communication because the directives and the teachers are the one that have the most closed contact with the people; they have the opportunity of given all the information of the sport activity and they can encourage them.

An additional recommendation is the creation of different events, in order, to show and make public the Sport ministry projects. Also, this will allows to them the opportunity of give all the scientific and technical information.

In France, the people are very identify with their local professional teams, for example, in the literature review exist the information about the most popular sport, in this case the soccer with the major quantity of licenses and fans. The sport ministry can take this opportunity in creating corporate partnerships with the professional teams, in order, to make advertisement campaigns.

The sport ministry has a really good web site because they use it as a communicative tool and a virtual place which have the opportunity to be in contact with all people around the world. However, they need others communications channels, like the radio, television or news programs. With all this types of communication the Sport Ministry will have a real
contact with the nation; in fact, they could produce their own communication structure with their name and brand.

Another important thing is that there exists different world organization, in which, produce and create diverse scientific investigation regarding the sport activity. For example, the United Nation has their own work, where are very important for the human development. The Sport Ministry can use those publications to apply to their people also to make a partnership and conversations with those organizations.
7. Conclusions:

As a conclusion for this investigation the Sport Ministry encourage the sport for the reasons of promoting the Sport Activity as the one of the most important thing for health and social development. Also, they accept as true that the Sport is one fundamental thing for all people; in fact, they think the sport is a primary right, like the free medicine, voting rights and state benefits, therefore, they should apply the concept of sport for all.

On the other part, they also encourage the sport because is an important economic activity, it means that the different professional teams, sports events and all types of tournaments are money generators. The sport ministry must consider this event as a real opportunity and advantage, regarding the unique way of having resources for the development of their own projects.

Besides, the sport is a powerful and cost effective way to support development and peace objective; the many benefits of sport and physical activity are not enjoyed only by a single person, however it is take pleasure throughout society. The sport activity must be promoting by the Sport ministry as a strategic, systematic and coherent way, in order, to obtain the maximum potential benefit of the sport.

On the other part, there still missing a well elaborate sport tradition from the French people, therefore, the all possible efforts that the Sport ministry is using to change and improve that belief are not really working. The sport ministry must look inside the French thoughts and should try to inquire the real opinions of the citizens and the authentic feelings. Within this tradition is the lack of volunteerism from the citizens that prefers to make different activities.

The simple fact that the sport activity needs unique and different marketing concepts, the Sport Ministry must learn about it, in order, to be able to act in a proper way. Besides, as
any business sector, the sport activity in France has different consumer, distribution, product and market; in which, the institution has to make a very well analysis.

Finally, the only way to be successful in the sport market is that the Sport ministry must unite all the marketing strategy with their long term objectives, also to consider the last consumer, which is the French population.
8. Bibliography:


