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Master's degree in Management from the Nova School of Business and
Economics.

Field Lab in Sport Management
in collaboration with iWorkinSport

CONSOLIDATING IWORKINSPORT'S POSITION IN THE EMERGING VIRTUAL
EVENT INDUSTRY

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Abstract (Part A & E)

The team worked with iWorkinSport during this field lab, a company playing an intermediary role between students, schools, and companies, in the sport industry.

Thereby, we articulated our thesis using the following structure: a first part analyzing the industry and the environment with qualitative and quantitative data, a second part divided in three subtopics addressing more specific solutions to these challenges from a data, marketing, and strategic perspective. Finally, we addressed a part aiming to provide recommendations based on the research and analysis performed.

Keywords: Event industry, niche-market, marketing management, virtual event, strategy, sport, education, career development

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Abbreviations

CAGR = Compounded Annual Growth Rate

GDPR = General Data Protection Regulation

PESTEL = Political, Economic, Social, Technologic, Environment, Legal

R&D = Research and Development

SaaS = Software as a Service

SWOT = Strengths, Weaknesses, Opportunities, Threats

T&C = Terms & Conditions

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This work is divided into five different parts:

Part A: Consolidating iWorkinSport's position in the emerging virtual event industry – Global Analysis (Team)

Part B: Consolidating iWorkinSport's position in the emerging virtual event industry – Marketing strategy analysis and recommendations (*by Pierre Supery*)

Part C: How iWorkinSport can become a big player in the emerging virtual event industry with a strong Data Management Strategy as a leverage (*by Tanguy Coëffic*)

Part D: iWorkinSport's development: Strategy to expand in a niche market (*by Victor Delaune*)

Part E: Consolidating iWorkinSport's position in the emerging virtual event industry -- Final Remarks (Team)

Part A: Consolidating iWorkinSport's position in the emerging virtual event industry – Global Analysis

Introduction

This part aims to introduce iWorkinSport's activities and understand its purpose and objectives for 2022. This will lead to identify upcoming organizational challenges further and try to find concrete answers.

iWorkinSport keeps growing, the startup is more and more solicited by “big players” who want to be part of their adventure. Concretely, through the **organization of both online and face-to-face events**, “*iWorkinSport connects employers and talent, as well as promotes education and career growth in Sport*”. It's important to remind that the firm or the start-up, is about to close its fourth year, after being launched in 2017 (iWorkinSport, 2021. 1).

To have a deep understanding of the situation, we decided to interview João Frigerio, iWorkinSport's founder and CEO (LinkedIn, 2021 1) as well as Alexandre Dias, the partner (LinkedIn, 2021, 2), to have their opinion and outlook regarding iWorkinSport's next challenges, important components, vision, and objectives to be faced. This interview will serve all along the work as a reference, to justify our statements. With the authorization of both João and Alexandre, we recorded and scripted it. It is available in appendix 1.

We will start this work by giving an overview of the company, including the stakeholders and its competitors. Then, we will analyze its organizational challenges and objectives. In the following part, we are going to describe the macroeconomic environment surrounding iWorkinSport, before performing an industry and market analysis. The final part of this work will provide a critical analysis of the company's performance in its niche market, as well as its threats and opportunities based on the aforementioned analysis.

1. Situation Analysis

1.1 Company Analysis

1.1.1 Profile and Management (history of the company)

iWorkinSport was founded by João Frigerio, the current CEO, in 2017. He graduated from the FIFA Masters at Lausanne in 2005. After his graduation, he became strongly involved in the alumni activities of the masters. He eventually became Vice-President of the alumni association and is now its Executive Director since 2016. His journey in the association gave him the idea to organize an annual international job fair to connect sport management students to companies operating in the sport industry (see appendix 1). That was the original purpose of iWorkinSport, and how the company was created. Thanks to the relationship developed with the schools present at the job fair, the firm created another event called the Education Virtual Expo. This second event's purpose is to connect students interested in pursuing a master's degree in sport management with programs providing this type of formation.

João was, at first, running the company alone. But to help him grow the company and handle the increasing number of partners, Alexandre Dias joined the company in January 2020 and became a partner in February 2021. (LinkedIn 2021, 2)

1.1.2 Services Overview (Career/Education/Coaching)

As explained in the previous paragraph, iWorkinSport organizes two main events every year: the Job Fair and the Education Virtual Expo. The **Job Fair** is a flagship event where big sport industry players are present. It takes place in March, when students are about to graduate. The event used to happen at the Lausanne Convention Center but moved online since the arrival of the COVID-19 pandemic. The event gathers companies from the sport industry: football clubs such as the Turin Juventus, Manchester City, but also sporting goods brands such as Adidas, or sport federations such as the FIFA or the International Olympic Committee. Recruiters from

these companies are there to meet candidates. The candidates are either students from masters related to sport management or people already on the job market willing to work in the sport industry. They can meet the recruiters, give their CVs, and connect with the companies. The schools pay for the tickets of their students or give them a promo code depending on the deal with iWorkinSport. External people can attend the event by paying for their ticket.

Since the arrival of the COVID-19 pandemic, the fair has been happening online although the decision to start virtual events was already taken. It takes place on the company's dedicated platform, 6 Connex, a SaaS. The software is made to host virtual events. It allows to create multiple tailor-made booths where companies' representatives can interact with the candidates. On the other side, candidates can wander from booth to booth, download brochures about the positions offered, attend conferences in the virtual auditorium, and connect with the companies' representatives.

The **Educational Virtual Event** is a fair too, but with schools and universities instead of companies, and it has always been held online. It takes place on the same platform as the Job Fair, usually by the end of October/beginning of November. iWorkinSport aspires to organize a second education event in 2022, to cover both fall and spring masters' intakes. During the last Educational Virtual Event that took place on October 27th 2021 and November 3rd 2021, 16 Schools proposing sport management related programs were present such as the FIFA Masters and the Johann Cruyff Institute. Each school had its booth, which is a virtual place representing the attending school (see appendix 2). Students could stroll between booths to know more about the schools, the programs and get to know alumni and representatives (see appendix 3). Students can attend the event for free, but schools must pay to have a booth at the event.

There are three packages at a different price:

- Standard (1 500€): basic package, the school only has its booth on the platform but no additional feature. The contact details of everyone who came to the school booth are shared (First name, last name, mail address, gender, country of origin)
- Essential (4 000 €): Standard package + Conference in the auditorium (recorded or live) + Live presentation of programs streamed on iWorkinSport's media (YouTube + LinkedIn) in the month preceding the event.
- Premium (6 000€): Essential package + The school gets the contact details of everyone who attended the event.

The platform where the event takes place remains open for some days after the event happens so that students can come back and collect more information about the schools if needed. In a nutshell, the company offers services to students entering the job market, or people willing to work in the sport industry. It also provides services to schools by trying to provide quality candidates to the sport management programs. Apart from these two events that are the main products sold by the firm, generating most of its revenue, iWorkinSport is also involved in other side activities.

First, the company proposes services focused on career development. It has a **job board** that can be accessed from the company's website. Companies can advertise positions there. It also provides **coaching services**: the company references coaches specialized in career development within the sports industry. Besides that, the company references all type of **books** related to the sports theme. The firm provides insights about the sports industry as well: **weekly interviews**, articles, **annual reports** related to the industry, *The Most Attractive Employer in Sport*, being the last one published in December 2021 (see appendix 4).

Finally, the website has a **store** where iWorkinSport products are posted for sale: t-shirts, caps, mugs with the iWorkinSport logo flocked on it (see appendix 5).

1.1.3 Process and Operations

The company only has 2 active employees, João and Alexandre. Therefore, they cannot handle all the tasks and missions for the company themselves. The website maintenance and graphic design is outsourced to a Brazilian company called Pazo. They handle all the graphic creations (flyers, banners to advertise the event...) and the website. Pazo handles the communication side of the company.

Then, the business and commercial development is handled by both Alexandre and João, thanks to their strong network within the sports industry. Apart from that, João interviews sport industry influential people every week. The interviews are livestreamed on the company's YouTube channel and LinkedIn account. Ahead of the Education Virtual Expo, he also organizes a series of interviews called "meet the programs" where he talks with programs' representatives and alumni. These are all handled by João exclusively and the idea is to share the knowledge of his guests.

When setting up the events, Alexandre configures each booth according to the schools' requirements. Booths are customizable, so he makes each booth using the color of the schools and putting the downloadable brochures and documents on the booths. Then, during the event, Alexandre oversees the small technical issues encountered by participants on the platform through the dedicated helpdesk. João on his side hosts the conferences on the auditorium. Once the event is over, Alexandre is extracting all the data from the platform and produces the reports

for each school. This process will be analyzed further. Their financial management is outsourced to a competent accountant.

1.1.4 Positioning and Strategy

Porter defined 3 types of competitive strategies in his book *Competitive Advantage* (1985): Cost Leadership, Differentiation and Focus. iWorkinSport positioned itself on the Focus strategy: it selected “a segment or groups of segments in the industry and tailors its strategy to serving them to the exclusion of others”. (15) The Focus strategy is divided in two variants, one being the *cost focus* and the other being the *differentiation focus*. The company went for the *differentiation focus* strategy: “differentiation focus exploits the special needs of buyers in certain segments.” (15) It implies that “the segments are poorly served by broadly-targeted competitors who serve them at the same time as they serve others”. (15)

iWorkinSport is playing on a niche market. Indeed, they are focusing on providing services to schools proposing programs in sport management, and on providing services to companies looking for specific candidates with an interest in sport. These are relatively small segments of the education and recruitment markets. They position themselves as an intermediary between companies and schools from the sport industry as well as students. They aim to be perceived as experts of the industry, being able to provide advice on career development through their weekly interviews, events, and coaches selection.

So far, the chosen strategy is mainly relying on the partners’ network in the industry. As Alexandre and João have graduated from a Masters in the sports industry, they know alumni working in different companies and academists working in different schools. This allows them

to be deeply connected with industry players and helps them in the business development. It highlights the importance of having a strong network.

1.1.5 Business Model

A company's business model can be considered as how the company "has planned to make money" (Lewis, 2012, 200). The one iWorkinSport developed relies on the sale of services to the schools. First, through the sale of tickets for the Job Fair. The value for the school is to provide their students with qualitative job opportunities. At the end of the day, it is a chance to enhance the statistics of the school (number of alumni students employed in the sports sector) and positively impact the programs' rankings and reputation. This is the first value iWorkinSport can provide to schools.

Then, through the Education Virtual Expo, the value provided to schools is qualified leads. Candidates attending to the event are, most of the times, hot leads in the perspective of the schools. Indeed, by making the effort to attend the event, we can guess that they have a strong interest in joining a masters in sport management. Schools have the opportunity to convert these leads either during or after the event. After the event, iWorkinSport sends all the leads to the schools as explained in the second part of this chapter. All the leads are highly qualified with first name, last name, country of origin, which schools they had interest in before the event, professional experience, study degree and more. This is the value iWorkinSport is able to provide to universities. There is also a less quantifiable impact on the school's brand awareness and reputation. Indeed, some students may be attending the event because they want to know more about a specific school. But by being present at the event, some other schools from which the students knew nothing about can be discovered by the students. It is monetized by iWorkinSport when selling the booths to the schools.

For this business model to remain relevant, big players of the industry must keep coming to the Job Fair and the number of students compared to the number of companies present must stay balanced. Then, iWorkinSport must remain able to bring students to its Education Virtual Expo in order to attract universities to the event.

1.1.6 Financial Overview

For confidential and strategic reasons, the company did not accept to give us any figure related to its financial situation. Nevertheless, we can calculate a hypothetical turnover thanks to some of the information provided by the firm such as the package prices and the number of schools and companies present at the different events. Many assumptions still have to be made, making the net profit very approximative (see appendix 6). According to our calculations, the start-up had a turnover of 119 000 € in 2021, for a net profit of 4 400 €. It seems coherent with what the partners told us about the company being nearly profitable. The beginning of activities was financed thanks to a grant from the swiss canton of Vaud, and from the city of Lausanne.

1.2 Stakeholders Analysis

1.2.1 Universities

The key stakeholder the company is dealing with is universities. Indeed, they are the main customers. iWorkinSport is currently working with a portfolio of 16 higher academical institutions. The FIFA Masters and the AISTS, two of the most recognized programs in the Europe, and the Vinik Sport & Entertainment Management Program, the 3rd most recognized program in the world (according to SportBusiness PostGraduate Ranking, 2021) are among the customers. These universities are mainly located in Europe and North America, and one is in India. According to our experience and our discussions with Alexandre and João, the European institutions are more willing to pay to attend the Education Virtual Expo than the American

ones, therefore the universities paying for the premium package are mostly European. The price for a masters (both short and long cycles) in the US, based on year the 2018-19 is \$24,623 on average (National Center for Education Statistics, 2021). In Europe, our estimations available in Appendix 7 value master's degrees to €26,752 on average. It varies depending on the location, the nature of the formation and the prestige of the school. Universities are interested in this kind of event because it allows them to reach out to interested students. If they manage to convert at least one student who participated in the event, the cost of the event is covered.

In this segment of new “niche” programs, the balance of power between students and universities tends to be inverted compared to traditional management programs. Indeed, these sport management programs being relatively new and unknown, educational institutions need to find new ways to find and attract students to their programs. Programs need to enroll a certain number of students to be economically profitable. On their side, students can choose between a variety of programs in sport management and select the ones the most attractive to them. It is quite the opposite for traditional management programs where there are plenty of students applying for a limited number of programs and programs are selecting their students in a large pool of students, leaving several rejected. That is the reason why universities hosting sport management formations rely on events such as the Educational Virtual Event to advertise their program to students.

Then, on the other side, universities are interested in events such as the Job Fair to offer career opportunities for their students. Career opportunities are a critical requirement for a master's program. Indeed, career opportunities is one of the prevalent motivational factors for students to apply for a master's program (Hesketh & Knight, 1999). Offering Job Fair tickets to their students is an interesting way for the programs to attract students.

1.2.2 Students

Another key stakeholder iWorkinSport is working with is the students. Either bachelor students looking for a masters in sport management or students looking for career opportunities towards the end of their masters or bachelors. From iWorkinSport's perspective, students are not customers except if they buy a ticket for the Job Fair, but they are critical in iWorkinSport's value proposition to the schools. Indeed, if there are no students at the Education Virtual Expo, there is no value to be delivered to the schools. That is why iWorkinSport deeply relies on students holding a bachelor to create value for the schools. They need advice on what masters to choose and information on the different programs, what iWorkinSport is providing through the Education Virtual Expo.

Concerning the Job Fair, external students willing to attend the job fair but from schools that don't have any kind of contract with iWorkinSport can be considered as customers. These students are interested in working in the sport industry but are not necessarily studying in the sport management field. They need a gateway to the sport industry and can use the Job Fair to step in it. Their satisfaction depends on the number of players present at the Job Fair, and the number of interviews they managed to schedule thanks to the Job Fair.

Students from universities having a contract with iWorkinSport are other stakeholders to consider. They have the same needs, and their satisfaction depends on the same factors as the previous students we just described.

1.2.3 Companies

Companies operating in the sport industry constitute another stakeholder to consider when analyzing iWorkinSport's activities. These companies are either sport federations (i.e., FIFA), sports clubs (i.e., Manchester City, Turin Juventus) or sport equipment brands (i.e., Adidas).

They represent a critical point of iWorkinSport's Job Fair. Indeed, they are at the core of iWorkinSport's value proposition to universities and students looking to enter the sport industry. These companies are participating to this kind of event for multiple reasons: raise their brand awareness and reputation to potential young consumers (the students), meet skilled graduates, develop their talent acquisition, and even connect and network with potential partners with other companies present at the fair. Their satisfaction depends on the quality of the candidates attending the fair and on the quality of the partners also present at the fair.

1.2.4 Workers

People already on the job market willing to work in the sport industry are other stakeholders iWorkinSport is dealing with, even though they are the least important. They represent only a small percentage of the Job Fair attendees. These people are willing to pay to attend the Job Fair and meet the companies present. Their satisfaction depends on the number of companies present and if they manage to schedule job interviews with them.

1.2.5 Coaches

Coaches are other stakeholders taking part to iWorkinSport's activities. They are mentors or influential industry players giving speeches and advice in the form of podcasts or interviews streamed on iWorkinSport's channels. Some coaches are also referenced in the "Coaching" section on the firm's website. Website visitors can book coaching sessions through this section, and iWorkinSport earns a commission on every session booked.

1.3 Competitors Analysis

1.3.1 Education Industry Competitors

iWorkinSport playing on a niche market, there are not so many competitors aiming at the same target segment. Indeed, there are no other company organizing an education fair only with

masters oriented towards sport management. The competitors organizing education events are playing on a wider segment by inviting a full panel of management programs rather than specific sport management programs. Most of the times, some sport management programs are still present to these fairs.

These competitors are school ranking websites and websites advising students in their choices of masters. Eduniversal, FindAUniversity, Studyportals, QS, Keystone education group are among them. They all host their education fair either physically or online with the top schools being present. The absence of direct competition makes it easier for iWorkinSport to convince sport management programs to work with them. Their offer is unique and grants them a dominant position in the market. Nevertheless, these competitors being way bigger and having more resources than iWorkinSport, they represent a threat to the firm's dominance on its market that we will detail in a later section of this report.

1.3.2 Job Competitors

On the Job Fair market, the competitive environment is almost the same as for the education events. There are no Job Fairs only focused in the sport area, but the current Job Fairs may have companies operating in the sport industry. These fairs may be organized by recruitment agencies or job boards. Schools also often organize their own job fairs internally, which are exclusively for their students. Other indirect competitors are placement/interim agencies that help people on the job market to find a job. But here again, in the absence of direct competition, iWorkinSport has a dominant position on its market.

2. Problem setting, implications and responsibilities

2.1 Organizational Challenges

Before outlining challenges, let's give it a quick definition and explain why it differs from objectives. Let's remind the difference between both: a challenge is something they are confronted to, whereas the objective reflects their vision and where they want to be, in a year for instance.

Unanimously, the first challenge quoted in the interview (see appendix 1) conducted with the partners was “**How to scale and keep growing?**”. It's clear from their both minds: iWorkinSport needs to grow and it must be done in a sustainable way, meaning on long term purposes.

It has the advantage to be the “first” in this industry, constituting a strong competitive advantage, while building precious knowledge in event organization both in real life and virtually. They have a huge potential to grow in their niche industry (this topic will be covered further). But it's still the beginning of their adventure and they don't want to stay at this stage. This challenge reflects a strong ambition from both partners as well as their lucidity regarding its complexity. There are multiple ways to scale up and grow but the main difficulty lies in the multiple existing possibilities. Currently, iWorkinSport remunerates itself across several ways, but has a very few liquidities since a major part is used to produce these events or pay subcontractors for instance. At this stage, it seems fundamental for the young startup to **increase cashflows**. Fundraising is a possibility to reach this goal but not only. Offering discounts for early payments or paying suppliers less are other possibilities too. (Moskowitz, 2021)

The second main challenge was “**Prioritizing**” (see appendix 1). Indeed, looking at their activities, iWorkinSport is very diversified. It hosts events to connect talents and employers in

the sport industry, but also operates in the academical field to connect students and schools. As we already said the platform is also used as a job board, promotion of carrier growth opportunities, coaching sessions, learning resources and master's formations (iWorkinSport 2021. 2). Another activity partners are dedicated to is the iWorkinSport TV (iWorkinSport 2021. 3). Influential personalities in the sport industry are invited to talk about topics and share their experience related with sport career development.

The “issue” iWorkinSport faces sometimes relies in the understanding of what is iWorkinSport. For instance, some stakeholders perceive iWorkinSport as a job board while others see the firm as an event organizer.

So, as described, the startup manages a lot of channels they are not willing to renounce on. On the other hand, they must also **focus** on what is more important and what will allow them to generate profit, essential to invest and expand. In their work. Oladimehi, M.S & Udosen state that “diversification should not be seen as a panacea”. While adopting a diversification strategy, “Zheng-fend & Lingyan (2012) as well as Oladele (2012) have shown how organizations are exposed to huge risks and structural challenges that can stunt managerial decisions” (Oladimehi, M.S & Udosen 2019, 122). Precisely, prioritizing could take effect through the elimination of one or two channels. They could concentrate their geographic positioning since iWorkinSport operates all over the world.

Finally, the last challenge to be addressed is the continuity of the second one: “**Structuring**” (see appendix 1). It's important to remind that João and Alexandre handle other professional activities in addition of iWorkinSport, with the punctual help of freelancers: Taruka Srivastava (LinkedIn 3) as a consultant and Zarina Badhur (LinkedIn 4) as a content writer. When we started working for iWorkinSport, both partners used to spend a lot of time on tasks they could

and should probably delegate in our opinion, even if they were not. João once told us: “*Alex and I are covering the 11 positions of the field, whereas we should not even be on the field, but on the bench as coach*” (Appendix 1). This a very appealing quote, even more in the sport ecosystem, confirming our belief that **hiring is a key element** to structure. “Securing qualified labor and talent is another important supporting business development activity reported by the micro-firms” and “foster the entrepreneur’s own talent and managerial capacity” (Achetenhagen, Ekberg and Melander, 2017, 176). In other words, partners will be able to devote their time to strategic tasks while the common operations are handled by employees, thanks to the more structured set up. However, a growing start-up is obviously financially limited and cannot hire everywhere at any cost. It must be done efficiently by identifying exactly **what and where** are the needs. Our collaboration with them actually proves their awareness of their needs since they welcomed our help and collaboration positively.

2.2 Objectives

Now that we identified iWorkinSport’s main challenges for the upcoming year, we tried to understand what their short, medium, and long-term objectives for the following years. Once again, it’s interesting and relevant to mention that both partners were absolutely on the same page while talking about this topic. If it’s not a guarantee of success, it is favorable to keep working in the same direction.

On the short term, the main objective is to **consolidate the product**, but which one? The event.

So far, their events, both educational and professional, are the ones that generate profit. They must keep developing them to increase revenues. It will allow to expand and innovate in a second step. Concretely, the objective is to have their events promoted by themselves. At the beginning, they were investing a lot on promoting and selling the event to attract partners and

attendees, between 2 000€ and 10 000€, as per Joao's words (see appendix 1). Logically, the revenue relies on the success of the event.

Fortunately, João claimed that iWorkinSport has now reached a level where partners reach out to iWorkinSport to be part of these events. In other words, iWorkinSport no longer needs to spend a lot of time on promoting the event to partner (not attendees). This is exactly what they mean by consolidating the product and hoping to have an automatic promotion. Ideally, iWorkinSport would no longer spend time spreading the announce of an upcoming event because organizations would do it themselves, serving their name obviously, and building a strong reputation and brand awareness. Other activities iWorkinSport do also contributes to this promotion such as the writer of the "Most Attractive Employer in Sports 2021 (see appendix 4).

On a medium term, they want to **reinforce their event's reason to be** among stakeholders. So far, some of them would attend to promote their brand and/or program whereas others would attend to attract future student or even to network. A fair whether it is educational or professional addresses three main goals: **recruit and/or attract candidates, communicate, and promote their brand**. The last one being the **networking objective**.

On a longer-term, within five to ten years, Alexandre and João dream to see iWorkinSport as a **hub** related to careers and sports. They don't want to minimize the vision of their organization as just an event organizer, sports master formations facilitator or a sports network promoting jobs and formations. They want to be a brand operating in every branch related to sports careers, which they're already doing, but on a more important scope, worldwide. João makes a comparison that must be understood accordingly obviously but mentions that originally,

Amazon was made to sell books online (see appendix 1). When you look at the American giant today, it reflects a clear and ambitious vision the CEO has for the startup he created.

2.3 Contextualization

Before building a common project with iWorkinSport, the partners first introduced us to the company. Once our understanding completed, both partners aligned our mission with our personal expertise and experience with their needs. The idea is to help them achieving their objectives and create value by improving processes, defining KPIs and eventually, bringing ideas.

We were sent a job description defining the mission (see appendix 8). There was a first part where we had to follow instructions such as promoting the Education Virtual Fair and trying to sign up attendees, the event getting closer (October 27th & November 3rd, 2021). This task can be described as the operational one. Meanwhile, we also had a more theoretical duty aiming to analyze their business model and make a critical analysis of it by bringing relevant insights. For instance, João and Alexandre had confessed struggling with their reporting production. Indeed, iWorkinSport at the end of every event, provides detailed reports to partners. It is one of the reasons why partners pay to attend: get this precious data in the end. Thus, we have been asked to think about potential solutions to enhance the content and eventually automatize its production. Along our work, we processed using the scientific method: make some factual and objectives observations. Then we performed an analysis with a critical mindset.

Finally, we tried to provide relevant answers and recommendations in conclusion. In fact, this report is built on the same basis. The first collective part details our observations and “analysis” performed with verifiable data and sources. The idea is to confirm or not our “diagnostic”. We

then gathered both qualitative and quantitative data (scientific review, interview, survey). Secondly, we articulated three individual parts, accessing a critical analysis to provide concrete operational recommendations, responding to certain needs. In the team's opinion, marketing, data management and business development strategies are the most important topics to be addressed.

3. Macroeconomic Analysis

3.1 PESTEL Analysis

The PESTEL analysis or model, is a strategic analysis tool that help firms to identify external factors (opportunities and threats) that may have a positive or negative impact on their activity. It provides a global perspective on the business environment and allows a company to facilitate its understanding of market component. According to Rashain Perera (2017), "the model takes into account key aspects in the external environment and appraises each of them to form conclusions of industry attractiveness, market, potential, to determine current market and industry performance and to predict market or industry key success factors and trends for future growth and success." PESTEL analysis considers six components (Political, Economic, Sociological, Technological, Environmental and Legal). Below, the framework has been conducted in the Switzerland environment, where iWorkinSport's headquarters are located.

3.1.1 Political

The Federal Republic of Switzerland possesses 26 cantons (federated states) which are very autonomous, due to a high process of decentralization. Switzerland has its own democracy. Indeed, it is a direct democracy, the electors having the last word on the political decisions. The country has two instruments for it: popular initiatives and optional referendum. Popular initiatives allow the population to propose amendments to the constitution and optional referendums allow citizens to amend legislations after the parliament approve them

(Marketline, 2021). Switzerland has also a different process of power-sharing. The government is a mix between the main political sides in the state. The “Federal Council” is the highest executive authority and the President’s role is mainly ceremonial even if he is the head of the seven member Federal Council, elected for just one year.

Switzerland is one of the most stable politically in Europe, and this is an advantage, when we consider, for example, the migration crisis, COVID-19, the rising extremism in Austria, Netherlands, Sweden (Klapis, A., 2014) that affect all the political stability in the other Europeans countries. Majority of voters in Switzerland remain faithful to their political ideas and yet, many issues are rising in Switzerland around the job market, migration, environment and climate, social and health insurance, but also asylum. (SWI, 2017)

Switzerland is not part of the European Union or the European Economic Area but participates in the single European market and the Schengen agreement. Thus, the Swiss are free to live and have a job in other countries of the EU. Switzerland is member of the United Nations, the World Bank, and the International Monetary Fund. Switzerland is also well known for its neutrality and its activities to maintain peace in the world. However, it is important to mention that the relationship with the EU is starting to deteriorate. (David, J., 2020)

The Freedom in the World 2021 report also classified the country as a free country, indeed, Switzerland scored 96 out of 100. The country also had 39 out of 40 in ‘political rights’ field. (Marketline, 2021)

3.1.2 Economic

In 2020, Switzerland’s GDP was at 752 billion USD, against 731 in 2019. It is one of the richest countries in the world. To compare, Portugal’s GDP in 2020 amount to 231 billion USD. (World Bank, 2021)

GDP is expected to grow by 3.2% in 2021 and 2.9% in 2022, (see appendix 9) explained by the ease of COVID-19 braking measures and the strengthening of investors' confidence, following the decline of the pandemic. Improving labor market prospects and gradually reducing savings, which are currently high, will support consumption growth. Investment should rebound in a context of reduced uncertainty. As the recovery continues, deflationary pressures will ease, but inflation is expected to remain within the target range. (OCDE, 2021)

Switzerland's economy is one most competitive among the others in the world. Indeed, its labor is highly skilled, the unemployment index is low, the public debt is relatively low compared to other European countries, and its service sector is growing. Also, businesses and individuals benefit from low tax rates, developed infrastructures, a high purchasing power, and a stable economy. Since the subprime crisis, the country has been among the most stable, with good indicators on its macroeconomics fundamentals. It is a crucial investment area in Europe, and even the world, as its banking sector and capital markets are well developed. (Marketline, 2021)

The most important sectors in Switzerland are the banking, manufacturing, services, agriculture, and tourism sectors. Its main exports are gold, jewelry, vaccines, medicines, and watches. (OEC, 2020)

The country is also well known for its very valued banking sector. The corporate tax applied is very attractive and its central position in Europe is also an asset for the country in the international exchanges. (BBC, 2020)

3.1.3 Social

Switzerland is one of the best countries in the world in terms of quality of life, its cities such as Geneva or Zurich are among the nicest cities to live in Europe. The life expectancy is also extremely high: 81 years for men and 85 years for women. This is one of the main challenges

for Switzerland that faces an aging population. However, the aging of the population is slowed down by a younger foreign population. Its population amounts 8.6 million in 2020 and this country has the particularity to have several languages spoken: French, German, Italian and Romansch. (BBC, 2020)

A quarter of the population are from foreign nationality, 83.3% of which are European, mostly coming from the Member States of the European Union. Nationals of other continents represent only 16.5% of the foreign population. (OFS, 2019)

The social challenges Switzerland is facing regards the ageing of the population as stated above. The the integration of the foreign workers and migrants is also considered as a challenge. But these foreigners and migrants represent a huge segment of the total workforce of the country. (J., David, 2020)

3.1.4 Technological

The Lausanne-based IMD institute ranked Switzerland 5th in the world in terms of digital competitiveness in 2019. It is just behind the United States, Singapore, Sweden, and Denmark. This study measures the capacity and availability of 63 countries to adopt and implement digital technologies designed to change economic activity, governments, and society.

The Global Innovation Index also ranked Switzerland as the most-innovative economy in 2021 followed by Sweden, the U.S., the U.K., and Republic of Korea. (WIPO, 2021)

Two thirds of the R&D budget is covered by the private sector in Switzerland. This budget is focused on micro-technology, pharmaceutical, food, biotech, chemicals, and machinery industries (Marketline, 2021) Investments in information and communications technology, biotech, and digital health are increasing since the last few years. Switzerland is often

considered as an important research center and has the highest number of Nobel Prize winners per capita. (J., David, 2020)

Many startups in the technology industry, host their location in Switzerland for its technological cluster. Indeed, the Swiss environment is excellent for the application and games development sector. Many companies such as IBM or Google have moved their research centers in Switzerland. (Switzerland Global Enterprise, 2021) On the other hand, the neutral country is gradually losing multinational firms that delocalize their R&D activities to emerging destination (Africa, Asia). Switzerland is losing part of its attractiveness, which is an important challenge for the country in order to compete with emerging destinations. (MarketLine, 2021)

3.1.5 Environmental

Switzerland has a magnificent environment: the Alps, Lake Geneva, are unique places in the world for example. However, the country's environment is threatened by the pollution, the natural resource use, but also the spatial restructuring that comes from the biggest industries, such as agriculture, transport, and tourism. These threats are the fruit of a concentration of the population and activities in the same areas. From the environmental perspective being at the center of Europa is not an asset. However, Switzerland still has amazing natural scenery and wilderness areas. (OECD, 2017).

To save this natural treasure, Switzerland and notably the Federal Council have set up a succession of new measures in the recent years. The country incentivizes people and companies to have an environmentally sustainable behavior, to protect natural resources and to transition towards a circular economy. The government also promotes the inward urban development corresponding to better use the available space in town and limit the spread of urban areas on rural areas.

Moreover, the state contributes to the fight against climate change. Switzerland is one of the countries where the CO2 tax is the highest in the world: 92 € per tones of CO2 (see appendix 10). The country also tries to preserve its resources in water, by preserving the quality. It constitutes a precious treasure in Europe. Finally, biodiversity, air quality, healthy soils and landscapes are seen as challenges that Switzerland faces, and the Federal Council has been able to set up a slot of measure to fight the deterioration of its resources. (House of Switzerland, 2020)

3.1.6 Legal

The legal environment of Switzerland is singular, especially with the decentralization implemented in the country. Indeed, cantons (region) are sovereign of their own economic and social policies, whereas the government manage its foreign affairs and some economic policies in a national way. (Nordea, 2020)

Also, its judiciary system is well known in Europe for its particularity. Everybody is protected by the law there and anybody can benefit from a free trial even if it is a foreigner or a national citizen. There are two different jurisdictions, Canton courts (primary jurisdiction) and Federal courts (focus on implementing uniform application of federal law throughout the country). (J., David, 2020)

3.2 COVID-19 Impacts

The pandemic has been devastating for many companies in Europe. But iWorkinSport has been able to take advantage of the situation in a short-term period. Indeed, just before COVID-19 appeared, the firm was starting to do business with 6 Connex, their virtual event software provider, to implement their platform. So, when the pandemic hit our society, the digital

platform turned out to be very relevant to maintain its activities. At that time, the world was tending towards a hybrid system, with live and remote working. More and more services tended to be online as the world was undergoing the crisis. With digital tool, virtual events and online meetings, remote work was a rising trend, and the pandemic just boosted the process. Some expectations regarding the future state that it will maybe be in a hybrid approach, with both, live and virtual events. (Sadd, D., 2014)

Thus, in December 2019, just before the pandemic, iWorkinSport organized its first virtual Education Fair without knowing was going to happen in 2020 (iWorkinSport, 2019). When the sanitary rules appeared, with social distancing, lockdown, limited capacity events, everyone including companies, had to adapt quickly, or even stop its activities. On the opposite, iWorkinSport was already adapted to those new sanitary rules and kept its activities going. The COVID-19 was in fact in their favor as the firm was ready to offer virtual events. It did not face the difficulties that other companies had to face when adapting to virtual processes quickly, thus, compromising work quality. That is how the first Virtual Job Fair was born, in May 2020, as the regulations did not allow the firm to make a physical event. They exploited their virtual platform, which was at first, destined to the Education Virtual Fair. Their second virtual event in May 2020 was a success in terms of number of attendees and proceedings. Indeed, in December 2019, the Education Virtual Expo had 550 attendees against 400 for the Virtual Job Fair, they don't have same purpose. The next Education Virtual Expo in November 2020 had 1,350 attendees, which we can consider a success.

In comparison to the event industry (sport event, concerts ...), iWorkinSport went through the crisis without critical damages. The cancelation and postponement of big events in the industry leaded to important losses from a financial perspective. The big players of the industry with

strong innovative capacities have been able to transfer their events into virtual ones, maintaining the activity but not guarantying enough revenues compared to big physical events. Thus, the impact of the pandemic on the event industry is serious and players need government support to survive. (J., S., Madray, 2020)

In 2021, scientists managed to create a vaccine, that positively impacted the recovering of the economy. New sanitary rules, people, and corporate organizations have been able to relatively adapt their activities, to the digital and physical worlds. People adapted their habits to these new virtual practices, meetings, and the digital sphere, that we are living in. Although it is a good substitute, digital event cannot replace physical ones. (OECD, 2021)

In some way this digital area is starting to struggle, people valorizing physical interactions over digital ones. iWorkinSport realized it during their last Education Virtual Expo in November 2021, as the number of attendees decreased since last one. In fact, the firm expected 1200 attendees but only 530 navigated on the platform. A source of explanation could be found in their content strategy marketing, which can increase brand awareness and loyalty but can also be perceived as non-stop advertising that is tiring as we will see later in the study. This topic will be addressed further in Part B.

In conclusion, even if the COVID-19 has impacted a lot the economy, some companies such as iWorkinSport have been able to benefit from the pandemic, by anticipating virtual events during a lockdown period, not on purpose. It allowed the company to keep up its activities while respecting the new regulations in terms of social distancing.

4. Industry Analysis

4.1 Industry Overview

This part is meant to observe and understand the industry iWorkinSport operates in, as well as its markets. This task is harder than it looks. Indeed, the common denominator of iWorkinSport's activities is the sport without any doubt. The firm's name is a solid argument to justify this statement, in line with João's quote when we raised the question about the long-term vision willing to become a "hub related to sport carriers" (see appendix 1). On the other hand, iWorkinSport also serves academical interests, while the main products sold are the event, or hybrid events since it combines in-person events with virtual ones.

It is worth noting that the event industry is a huge one worldwide and "was valued at \$1,135.4 billion in 2019, expected to reach \$1,552.9 billion by 2028" (Himanshu and Deshmukh 2021). Parenthetically, even João and Alexandre were not completely sure whether iWorkinSport performs in the sport, academical or event industry. Our first thought was the sport one. As we introduced, the situation is a bit confused, so let's enlighten it.

4.1.1 Sport Industry Analysis.

To check whether iWorkinSport is part of the sport industry or not, we must outline this term. An "industry," as Porter defined in his paper Competitive Advantage in 1985, is "a market in which similar or closely related products are sold to buyers" (p. 233). Some industries may contain only one product. It is more typical that an industry comprises a variety of product items sold to many existing or potential consumers. Whereas "Sport is defined in many different ways depending on the context in which it is used" (The Sport Business Industry, 2001). "The term sport, as used in contemporary sport management and in relation to the sport business industry, is a broad concept term used to denote all people, activities, businesses, and organizations involved in producing, facilitating, promoting, or organizing any activity, experience, or

business enterprise focused on fitness, recreation, sports, sports tourism, or leisure” (Parks, Zanger and Quaterman, 1998; Pitts, Fielding, and Miller, 1994). Consequently, the sport industry is defined as “the market in which the products offered to its buyers are sport, fitness, recreation, or leisure related and types of products offered may be activities, goods, services, people, places, or ideas” (The Sport Business Industry, 2001). According to those definitions, we can state that the sport industry is then a multi-product one. Meanwhile, iWorkinSport doesn’t seem to be selling activities (i.e sport practices), goods (i.e bicycle) or even services (i.e training coaching), as they sell events.

In fact, it looks obvious that iWorkinSport is not part of the sport industry, although their product is closely related to the sport’s ones mentioned above.

4.1.2 Event Industry

From our understanding of the Event Industry Type Report 2021 (Himanshu and Deshmukh 2021), we defined events as a public gathering for a defined purpose. The reason to organize them can be directly related to the business profitability, brand promotion or entertainment for instance. It takes place across a wide range of circles such as corporate events, music shows, sport games and so on.

We performed a quantitative survey to have insights on job and education fairs. We collected 108 answers. The appendix 11 shows that 57% of the respondents already participated in an exhibition fair. Among them, 53% (see appendix 12) confirmed that fairs met their expectations. On the same page meaning a bit more than 50%, 56% in this case claimed being interested in participating to these hybrid events (see appendix 13). Finally, a promising figure that reinforced our opinion towards iWorkinSport’s future is that 91% of respondents confirmed that education and/or job careers fairs are useful (see appendix 14). Although the sample collected does not necessarily represent the reality of the whole industry, it gives a relevant

outlook of the interest's consumers have towards hybrid events. According to respondents, online events are useful, testifying of the event industry's attractiveness.

Concretely, “the global events industry is segmented based on **type, revenue source, organizer, age group, and region**. Depending on type, the industry is divided into music concerts, festivals, sports, exhibitions & conferences, corporate events & seminar, and others. By revenue source, it is classified into ticket sales sponsorship, and others. From the organizer's perspective, it is categorized into corporate, sports, education, entertainment, and others. As per age group, it is segregated into below 20 years, 21–40 years, and above 40 years.” (Himanshu and Deshmukh 2021). Based on this explanation, iWorkinSport is neither a soccer club for instance, nor host soccer games. We can then determine iWorkinSport type of event as corporate & seminaries, being themselves a corporate organizer. Based on this framework, their revenue source is the sale of tickets and booths. Concerning the age group, iWorkinSport addresses itself to everyone above 20 years old.

4.1.3 Virtual Event Industry

As we mentioned already, iWorkinSport's online events are a strong core characteristic of the firm, so it seems relevant to perform an analysis of this emerging industry.

“Virtual events are digitally simulated proceedings such as meetings and conferences using web-based platforms (6Connex in this case) that allow people to share information & discuss and solve problems virtually” (Allied Market Research 2021, 2).

The reason why this new trend is successful can be explained by its multiple benefits, such as the cost efficiency. Staffs costs as well as building location are saved and even food allowance. It then constitutes strong cost savings. But the most important are the travel expenses such as the flight, hotel, food, and transportation. We can also mention the safeguard of the data, “your

data”. Indeed, meetings and conversation can be registered, like every “moves or clicks” selected and consulted by the user online. It creates a relevant database that can be exploited if there’s a good expertise on this field. This topic will be treated deeper further in the work. Finally, since the needs to attend the events require a computer with a correct internet connection, it makes these virtual events very accessible, which increase their scope.

Regarding the future of the industry, expectations are extremely optimistic. The global virtual events industry size was valued at \$57,715.1 million in 2019, and is projected to reach \$701,392.4 million by 2028, registering a CAGR of 12.6% from 2021 to 2028 (Kumar and Deshmukh 2021).

4.1.4 Key Takeaways of a sustainable industry

It is now clear that iWorkinSport is a member of the event industry, with a systematic strong sport scope obviously for three main reasons. First, both physical and online event industries figures are very optimistic. When we look at the predictions, corporate events & seminars are the ones with the most optimistic rise forecasted (see appendix 15) as well as events by organizer, where corporate organizers will see their value increase more consistently than music or sport organizers for instance (see appendix 16). This inflationary phenomenon can be explained by the fact that “hybrid events are likely to trend in upcoming years” (Allied Market Research 2021). Appendix 17 shows the forecasted frequency of online event being multiplied by 10 by 2028.

Although iWorkinSport is not part of the sport industry, it remains closely related because if sport markets economic value increases, it will create jobs, generating more demand for iWorkinSport. And sport industry figures within the next 4 years are very optimistic too. Indeed, a recent report and market research stated that “sports market forecast to reach \$599.9 billion by 2025” given the fact that it was “worth \$388.3 billion in 2020 after COVID-19” (Yahoo

Finance 2021). Besides, it's important to point out that "virtual events have gained high traction in the last year as a result players operation in the industry are strengthening their digital presence" (Himanshu and Deshmukh 2021).

It is now clear that iWorkinSport's industry can expect a good future but it's also pertinent to identify on which market is iWorkinSport. Since it connects employers with talents, as well as universities with students willing to specialize themselves through events, both face-to-face and virtual, we can divide the market in two parts: one related to the education market on and the second one focused on the jobs market.

4.2 Market Overview

4.2.1 Sport Student Placement Market

For a few decades, education has been evolving very quickly and innovating a lot. Indeed, if we look at worldwide figures, education will keep rising until 2050. First for a demographic reason since we expect 9 billion inhabitants by the half of the 21st century. Appendix 18 displays this fact. For instance, the post-secondary education is expecting a rise of 30,67% from 2020 to 2030 in terms of student number. Indeed, 841,77 million of student were projected in 2020 and 1,1 billion are forecasted 10 years later (Roser and Nagdy 2013). Appendix 19 displays the post-secondary education worldwide evolution, revealing an expected growth until at least 2060. Another surprising but interesting fact and very promising for the global education industry: 735,18 million people had "no education" in 2020, out of 7,61 billion people worldwide. Whereas specialist estimated in 2016 that only 365,85 people would have "no education" either by 2060, which represent more than 50% only 40 years before, out of 9,34 billion. It means that in 40 years, 9,96% people had no academical background while in 2060, only 3,91% will be considered as such.

Secondly and logically, given the figures just mentioned, education is becoming more and more competitive where stakeholders fight hard to gain students and generate profit. In France for instance, the cost of master has increased by 1,900€ on average from 2016 to 2021 (Ouadia 2020). The two main factors are the increasing elasticity of the market (more academical institutions) and the demographic growth obviously, impacting their price based on prestige, which is not buyable (competitive advantage). So, the education market seems to have an interesting development potential that iWorkinSport must take advantage of.

An element that reinforces the trust in education events is proven by Joao's quote mentioning that schools now reach out to him willing to pay to participate to those events. These academical stakeholders are attracted first to obtain student profiles to have them sign up for a program afterwards. They also attend to represent their brand. For instance, to illustrate this fact: what would FIFA Master look like if it wasn't part of those Education Fairs when main competitors are. We could make the same parallelism with the luxury industry. At annual fashion weeks, best luxury brands are present. Everybody would be surprised to not see Louis Vuitton when Channel & Co are representing themselves.

Also, as we already mentioned, **networking** is also a reason to attend. This term has become very important and common during the last decade. First because of the technological progresses that help up reaching and connecting people together. Secondly because it is more and more true that succeeding in the professional life is inherent to the network. Studies show that about "70% of the job offers are not even listed" (Belli 2017). Concretely, almost 3 offers out of 4 circulate through unofficial channels such as word-of-mouth, reference, or informal talks.

4.2.2 Sport Worker Placement Market

This second market iWorkinSport takes place in, is obviously related to the first one. It's the continuity of the education market.

Postgraduate education's reason to be is to train, educate and form, for the upcoming professional journey. Universities as well as postgraduate schools invest a lot on making these events. We consider this model as a "fair trade" since schools train the "best future professionals" and invite "best known companies". In return, students register in these specific schools to increase their opportunity to work in the best companies afterwards. The school's prestige is partly explained by companies' partnerships. Nova SBE is a perfect example of this statement as they have multiple agreements with best consulting firms. The KPMG Gallery on Nova's campus illustrates this fact.

Schools promote their program, arguing that students will integrate the company they've always been dreaming to work in. And these dreamed companies always want the best people to fulfil their empty positions. To do so, it comes through "attracting then recruiting" the best candidates. And it's a commonplace to claim that best candidates come from the best schools. The prestige of the school, based on its ranking, determines the wage a worker is eligible for, or at least can expect. For instance, when the Financial Times publishes its annual best business school ranking, it includes the wage students can expect after graduation, (Ranking Financial Times 2021), justifying our previous statement.

4.3 Porter's 5 forces

Porter's five forces 'matrix helps to analyze the company's competitive environment before anticipating changes that would endanger its competitive advantages. It also helps to guide its choices in terms of investment and innovation. According to Michael Porter, in his book *Competitive Strategy Techniques for Analyzing Industries And Competitors* (1980, 3), "The

state of competition in an industry depends on five basic competitive forces. The collective strength of these forces determines the ultimate profit potential in the industry, measured in terms of long run return on invested capital.” The end goal of this tool is to identify and implement development strategies while considering all the opportunities and threats in the market (see appendix 20).

4.3.1 Threat of Substitutes

Porter defines this threat as substitute products or services that can be replaced instead of the company's ones. In iWorkinSport’s case, the threat of substitutes is high. For example, “big players” such as Job Teaser, Indeed.com, Welcome To The Jungle, Adecco, Randstad, Eduniversal, Financial Times, can be perceived as threats. Indeed, they offer similar services: helping to find a job or a master. However, this threat is limited since iWorkinSport is focused on the sport industry only. Thus, it may be more relevant to look for a job or a specialized formation through iWorkinSport’s platform or events, if it’s related to sport.

4.3.2 Threat of new entrants

According to Michael Porter (1980, 7), “New entrants to an industry bring new capacity, the desire to gain market share, and often substantial resources. Prices can be bid down or incumbents' costs inflated as a result, reducing profitability [...] The threat of entry into an industry depends on the barriers to entry that are present, coupled with the reaction from existing competitors that the entrant can expect. If barriers are high and/or the newcomer can expect sharp retaliation from entrenched competitors, the threat of entry is low.”

Here, we consider the threat of new entrants as medium. Let’s remind that iWorkinSport’s activities take place in a niche market, meaning that it is small and specialized. But if a big player such as the ones mentioned above penetrates this market, it could be harmful for

iWorkinSport's lifecycle for few reasons. First, their capital is logically more important. Secondly, since they are established since years ago, they already owe a big and relevant database. Finally, their brand and reputation would help reaching the targeted audience. We can also mention the low switching cost for the customers, as he is not committed to one firm or another.

4.3.3 Bargaining Power of Suppliers

“Suppliers can exert bargaining power over participants in an industry by threatening to raise prices or reduce the quality of purchased goods and services. Powerful suppliers can thereby squeeze profitability out of an industry unable to recover cost increases in its own price” (Porter, 1980, 27). The bargaining power is the one the supplier has on the trade that occurs with the company. iWorkinSport's suppliers are their platform provider 6 Connex as well as the SwissTech Convention Center, which is where their exhibition fairs. Physically take place. In iWorkinSport's case, the bargaining power of their suppliers is low. The firm could easily change from one platform provider to another as well as the location, competition being large enough because of low switching costs.

4.3.4 Bargaining Power of Buyers

“Buyers compete with the industry by forcing down prices, bargaining for higher quality or more services, and playing competitors against each other-all at the expense of industry profitability” (Porter, 1980, 24). In iWorkinSport's case, we can say that the bargaining power of buyers is medium. iWorkinSport's service is unique as it is the only one providing this specific service. Consequently, students, companies, and universities, would have hard times finding another hub in the sport industry, offering the same service. However, they could easily find alternatives that don't offer specialized services for a sport master's degree or job in sport.

Indeed, universities as well as companies, specialized in sport or not, always managed to attract and recruit students and/or workers. For all these reasons, we state that iWorkinSport's bargaining power of buyers is medium.

4.3.5 Competitive Rivalry

The competitive rivalry refers to the intensity of the market, the number of competitors and the intensity of trades. We assessed the competitive rivalry as low. iWorkinSport is alone in his niche market. So far in 2021, neither a supplier nor a buyer offers this exact same service. So, it seems logical to determine a low competitive rivalry. It allows a better power to set up higher prices and manage deal's terms, to achieve higher sales and profits. (Porter, 1980)

5. Firm Situation in a niche-market

5.1 Company resources & Capabilities

This part is going to evaluate and analyze iWorkinSport resources and capabilities. Before moving forward, let's quickly remind the difference between those terms.

A resource can be seen as a company most strategically important asset. In other term, since we qualify this as an asset, it is something that you can acquire. It can also be seen as something "money-driven". Unlike resources, capabilities cannot be bought. It's the result of a process and experience - this is something an organization develop over time. Resources usually resides in a company technology and/or physical asset whereas capabilities usually reside in company's human capital (Sougata R., Ramakrishnan K., 2006)

Now that we know what distinct both terms, let's focus on the main resources first. One of the most important resource iWorkinSport benefits from is its location, based in Switzerland. Indeed, without considering the United States of America that has a singular sport culture, one

hundred percent dedicated to domestic activities, the “neutral” European country is undeniably the capital of the international sport governance worldwide. We can mention the main ones such as FIFA based in Zurich, UEFA based in Nyon, International Tribunal of Sport in Lausanne or even the International Olympic Committee based in Genève. These major sport actors are all established in this country because of its historical neutrality mostly, that allow them to keep operating in case of conflict between inside member of these institutions. The geographical and fiscal reasons are valid too (News CGTN 2021).

By establishing iWorkinSport at Lausanne, you are located at the epicenter of the sport international governance, and so, likely to attract all these organization and federation to Job Fair Events, develop the network as well as the branding. Another resource iWorkinSport is having relies on its partnership with 6Connex – the virtual event software iWorkinSport is using. Indeed, this platform is very well conceived, very intuitive as per academic partner’s feedback and since their first online events were a huge success, it’s legit to administrate a part of this success to this fundamental partner. Finally, the last resource we decided to address is not one, or let’s say an intangible resource: an office. iWorkinSport is established in Switzerland and organizes its event there but doesn’t have any office. Indeed, nowadays, and especially after the pandemic, social distancing and home-office are very popular and iWorkinSport surfs on this wave as everybody works from home. Having an office would increase yearly costs whereas almost everything can be made from home as there’s no tangible capital required to operate. It is a resource in our opinion since it saves costs and doesn’t “freeze” you somewhere. However, this “resource” may not last long with the incoming development.

Let’s now talk about the capabilities iWorkinSport takes advantage of. The first one is without any doubt the network both partners have. It is, by the way, the one they insisted the most while

asking them their capabilities. They built a very strong and diversified network along their path and it's incontestably their huge force. Once again, when you look at partners participating to either Educational Fair, Job Fair and/or weekly interview, it is just composed by "big players". And now that FIFA, UEFA, and IOC attend their event, it brings a huge credit to these events as well as increasing their brand awareness at a very considerable level. Above all, it promises a bright future.

The second capability we identified is their early-mover advantage. Indeed, they are the first in the niche-market. Nobody had thought about creating this kind of company in the past, proving Joao was right. Indeed, if he had to contact universities himself at the very beginning to attract partners to his event, it's now the other way around that is happening meaning that universities reach out to iWorkinSport to be part to these events. Being the first is also an advantage since they are, for the moment, the most experienced actor on this market and have everything to become and remain the reference in this field. They're now contacted to organize these kinds of academic events not related to the sport industry but academical ones, sign that it's a recognized success.

Finally, the last capability identified is their diversification strategy, or let's call it their large positioning. As we mentioned already, they organize job fair, education fair, weekly interview with sport known personalities, promote job offers, sell coaching formation etc ... they are diversified. In business, there's always a risk to try to do everything and/or to see rivals arriving on the market. But by being the first on market while diversifying its activities, iWorkinSport built itself a certain guarantee to "survive" and optimize revenue despite a possible intensity of rivalry or a fall of demand on one of their specific markets.

5.2 iWorkinSport's competitive advantage (dynamic capability)

As we just saw, iWorkinSport benefits from many different capabilities, and we perceive their competitive advantage as a dynamic capability. It's a theory proposed by Teece and Pisano (1994), itself based on the resource-based view theory (RBV). Concretely, they define the dynamic capability as the ability of the firm to combine, develop, and reconfigure external and internal expertise in order to respond to fast changing environment. It looks clear from this theory that the early-mover advantage is their main competitive advantage. Indeed, iWorkinSport is the first player on this niche-market, but they also managed to adapt efficiently to the pandemic, including their product to the new rules required by the society. It's relevant to remind that iWorkinSport had already planned to set up online or virtual fair, whether for education et professional events, before the COVID-19 pandemic emerged. Once it appeared, there were no other solutions than doing these events online. iWorkinSport has then been able to take advantage of it as we mentioned previously, regarding their branding as well as the very specific expertise acquired too.

However, if a new player penetrates this niche-market tomorrow, it could use the same diversification strategy with a higher financial support as well as having a deep and relevant network useful to establish this kind of business. Whereas the early mover-advantage allows a firm to establish a strong brand recognition and product loyalty before other entrants to the market (Corporate Finance Institute, 2020).

5.3 SWOT Analysis

This part details iWorkinSport's strengths and weaknesses as well as threats and opportunities the firm could face.

Regarding the strengths, as we mentioned previously, the network Alexandre and João built and “brought with them” helped them developing the know-how regarding the event planning, fundamental to succeed in this niche-market. Once again, it’s important to cite the swiss location, extremely strategic in the sport industry.

If we look at their weaknesses, their main strength, their network, is also their principal weakness since a heavy part of the business relies on it. Even if iWorkinSport was launched a few years ago, it remains an emerging company that is still building its branding and prestige. If there’s a big failure at one of their events tomorrow, or one of the big players present to their event starts complaining, it could result dramatically. Another weakness we observed through our internship is the lack of structure, which is legit, but above all the lack of strategic planning and efficiency. It’s hard and complicated to anticipate anything given the current uncertain context that we live in, but everybody has to accept it and move forward. Concretely, we found inefficient the way they’re treating their data and build their report to be sent to customers. Everything’s done manually, increasing the risk of error without mentioning the time spent and wasted. At this level where the business must scale and growth, it shouldn’t be the CEO and Partner’s duty to handle this task. Finally, we felt that everything was established day to day. Nothing is really planned and anticipated, causing issues of communication, understanding and loss of time. On the same page, we can talk about their lack of indication, or key performance indicators consisting of evaluating the success (or not) of their events thanks to surveys, feedbacks, and data analysis.

Regarding potential opportunities and weaknesses, there are plenty of them. Indeed, according to João’s ambition and forecast in this niche-market combined with the figures to be reached by 2030, iWorkinSport could take advantage of its competitive advantage by implanting its

events not only virtually on each continent for instance. They could also create job fairs per sport, dedicated only to the Football industry, or Tennis for instance. On the academical range, they could focus on organizing events either per kind of studies (bachelor/master/doctorate) or per domain (law, sciences, business). These are just ideas, but it shows how big is iWorkinSport potential.

The main threat identified that we already spoke about is the potential arrival of new rivals on the market. If the CEO and the partner are not worried about a “similar player” entering on this market (meaning a small structure like iWorkinSport), it is because they have a strong competitive advantage, they fear a “big player” already present in the job boarding industry entering the market. Indeed, if, for instance, Randstad was deciding to open a new stream of operations in the corporate events organization per specific industry such as the sport industry, they would already have strong financial resources but above all, an internationally known brand, which is not the case of iWorkinSport. In comparison, we can take the Amazon example, entering the television industry by broadcasting European Football and competing with current and very well-established actors like Groupe Canal in France or Sky Sport Group in Englan

This work is divided into five different parts:

Part A: Consolidating iWorkinSport's position in the emerging virtual event industry – Global Analysis (Team)

Part B: Consolidating iWorkinSport's position in the emerging virtual event industry – Marketing strategy analysis and recommendations (*by Pierre Supery*)

Part C: How iWorkinSport can become a big player in the emerging virtual event industry with a strong Data Management Strategy as a leverage (*by Tanguy Coëffic*)

Part D: iWorkinSport's development: Strategy to expand in a niche market (*by Victor Delaune*)

Part E: Consolidating iWorkinSport's position in the emerging virtual event industry – Final Remarks (Team)

Part E: Consolidating iWorkinSport's position in the emerging virtual event industry -

Final Remarks

6. Final Remarks and process implementation

6.1 Introduction

This part aims to summarize the main components of this work. We will first briefly highlight the learnings of this work. We will process from a macro perspective, meaning that learnings are applicable not only for iWorkinSport but for every organization.

Then from a micro perspective, we will provide concrete recommendations to reinforce and consolidate iWorkinSport's position in its niche market, justifying how its situation can remain sustainable. To do so, we will explain the implementation of our code production, explain the problem identified, the solution set up and the beneficial outcomes.

Then, we will highlight elements of our collaboration where improvements can be made. Finally, we will sum up our recommendations to reinforce iWorkinSport's leading position, without which, some factors could threaten iWorkinSport's future growth.

6.2 Remarks (Macro Perspective)

This work allows the reader and every entrepreneur willing to start a firm in the event, digital event, or sport industry to get relevant learnings fostering the success of a project.

First, despite COVID-19 and its consequences impacting the event industry as a whole in the short term, it has still given the digital events industry a bright future for the next 10 years. Indeed, the pandemic has accelerated the development of digital events and the transition towards hybrid events. On top of that, whether it is related to corporate, musical or sports purposes, the events industry is expected to keep rising until at least 2028 according to specialists, while the frequency of online events is expected to be at least multiplied by 10 until then. (Allied Market Research, 2021)

The events industry growth is mainly justified by economic factors. Indeed, Events gather people and it's profitable for every stakeholder. It represents opportunities to promote brands, grow everyone's network, and increase the audience while offering entertainment. In 2021, the creation of the UEFA Conference League perfectly illustrates this fact. It is now considered as the 3rd most prestigious professional European football tournament. Briefly, "184 teams are involved over the course of the season including at least one from each of the 55 associations and 46 clubs transferring from either the UEFA Champions League or UEFA Europa League" (UEFA, 2021). It is composed of 204 qualifying games plus 205 once the season starts (UEFA, 2021). In total, these 409 new games will generate at least 295 million euros in prize money distributed to the clubs (Editorial UEFA, 2021). These gains are mostly financed by sponsorship and TV rights. In other words, we can state that UEFA contributed to create 409 sports events during the 2021-2022 season.

In addition, hybrid and virtual events are expected to grow exponentially. COVID-19 forced the emergence of this new practice since social distancing and lockdown were in use in many countries of the world for a considerable amount of time. However, the benefits exceeded expectations, in addition to health factor benefits. It facilitates the intrinsic organizational management as it is convenient. It allows to gather more people since it's more accessible,

achieving more diversity. It also creates more data to explore, brings more efficiency without mentioning the most important factor: huge cost savings, as we already demonstrated. However, this emerging industry will have to resist technological dependence, potentially problematic, and will need to find ways to overcome the lack of physical interactions.

6.3 Learnings applicable to iWorkinSport

Along the project, we developed iWorkinSport strengths and tried to find areas of improvement to remain the leader in their market before facing strong concurrence, which should happen one day or another regarding the expected growth.

From a legal perspective first, it was strategic to register “iWorkinSport” as a trademark. It belongs to the firm as well as the names of their events “Virtual Job Fair” and “Education Virtual Expo”. These are intangible assets the company possesses, protecting the use of these terms from any player who would want to use them. It provides the firm with a strong brand identity hard to replicate.

Then, the know-how (Collins Dictionary 2021) developed towards digital experiences is a strong asset and constitutes an early-mover advantage that iWorkinSport must keep, by developing its knowledge and expertise in the field. Geographically speaking, being in Switzerland is an advantage for multiple reasons stated in our PESTEL analysis, that ensures a serene future for iWorkinSport. Finally, the network built by both partners is strong, demonstrating their ability to develop businesses. It does not imply that the firm will always succeed, but it maximizes its chances to do so.

As Joao and Alexandre mentioned, the objective is to scale up and grow and then, it looks impossible to not be demanding. It means improve wherever the company can. It implies small

changes, operational changes as well as structural changes that could be costly and generate difficulties, but every manager of leader must reach and overcome difficulties and challenges.

6.4 Implementation of concrete recommendations

During the internship, Alexandre and João explained their deficiencies while treating data gathered during online events. Indeed, schools which attend the Education Virtual Expo are sent a full report with key figures and statistics, useful for their own development afterwards, as we explained already.

Preparing these reports requires to treat huge datasets, not curated at all. For instance, João and Alexandre used to open every single .CSV file manually, delete columns manually, remove duplicates manually and look for any kind of error in the dataset by hands. Technically, it is called curate the data. Once the data is cleaned, they incorporate visual elements helpful to have a quick understanding of the reports: graphs, tables, and charts with some notes.

Then, they must write and personalize every report according to the figures. They must insert the visuals, logos while respecting the same format. The whole process was done manually. The consequences were relentless: they spent weeks doing this instead of developing the business and dedicate their time to grow it. Then, the method isn't optimized, and the time required delays the delivery. Finally, on a long-term horizon, repeating these tasks by hand increases the chance of error, leading to wrong reporting that commercial partners could realize and therefore harm the company and its reputation.

To improve the situation and solve the problem on the long-term, our team wrote a code in Python, see appendix automatizing the curation of the data first, and producing the report with visuals in a second step. Once the code was written according to the management's requirements (report layout, information to include), a raw data set totally disorganized with

irrelevant data (please note that we cannot disclose an example of not curated dataset since it contains personal information protected) is transformed into an intelligible document report (appendix 14) displaying graphs and charts, with the key figures for each booth. The whole process is automatic implying a very low or even inexistant risk of error. (Given that the code has no internal bug)

Joao and Alexandre no longer need to open and check every report to be sent to partners. The whole code that you can check in Appendix 15 is executed upstream. In a few seconds, datasets are curated, and reports are generated in both PDF and .docx formats in case they need to be modified. We estimate that our work saved them with at least 50 hours of work for every event, given the actual number of partners for the Education Virtual Expo (3 hours per report on average, times 16 partners). The quality gained is not quantifiable, especially with the small history iWorkinSport has, but we can state that there are no errors in the reports.

This operational implementation that the team is proud of supports our overall statement and opinion about iWorkinSport. What has been achieved so far is impressive, and this worked demonstrated the huge potential of the firm. The future decisions must respond positively to the challenges mentioned. However, we are confident iWorkinSport has the resources, capabilities, and mindset to meet and exceed its objectives. To keep expanding its know-how and secure its competitive advantage, it seems mandatory to reinforce its global strategy, impacting every component of the business. A better data management strategy will definitely improve marketing decisions, as well as the business development, impacting the global expansion of iWorkinSport

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APPENDICES (Part A & E)

Appendix 1 – Interview with João Frigero & Alexandre Dias

Interview scripted, led by Tanguy, on November 18th, 2021 –

It lasted 1 hour and 8 minutes –

This interview happened on Zoom and was recorded after being authorized by both protagonists interviewed –

This interview was scripted by the software Otter.ai

Please note that the script isn't perfect and transcription error may be found -

Tanguy

Okay, perfect. So, I prepared few questions to start, which are very basic. But once again, very useful. Joao, why did you decide to create iWorkinSports in a few words?

João

Just realized that there was something that didn't exist, something that people wanted. I was consulting for the fifth semester at the time on career development. That was actually an idea of a job fair, like, that was something that I had discussed with them. Many years before, I was working for a different company. There was something similar to an education fair that was created but wasn't really a job fair in sport. And then once I started to make contacts with recruiters, I decided to do it. It was funny because I was gaining some experience doing events for my alumni association and had put together a few events for 400 people with very important people, so on. And then when I started asking a few companies, have you ever participated in any job fair for sports? Or would you be? They were telling me oh, yeah, actually, we were looking for one like that, but we couldn't find any. So, I spoke with a few companies. I said, so if we do it, would you go? They said, yes. And I asked a few schools as well. They also said, for sure, that would certainly interest us, we will try, at least. So that's why we realized there was something missing, there was something that people wanted.

Tanguy

The sports companies, for instance, FIFA, UEFA, did they have a need, because they couldn't recruit the good people, and they were trying to figure out? How can they reach the person at this position? Because I was wondering, how do they make their recruitment? Do they go on LinkedIn? Most of the time, when you go to clubs and those Federations, their job postings are directly on their website, but they don't look towards a professional, like a staffing agency to recruit. And I was wondering if this is because it's a closed market, and maybe they're having trouble getting the good people or not

João

Listen, companies, you know, always sort of hire, and think of it outside sport. So, everybody knows Coca Cola, or Mercedes you know, as a brand, not only the sports, you know, or, Volkswagen. And still, it's not because they don't know them. The point is, there are other

companies that people also know. And they need to compete with those people. So even though everybody, let's say, everybody knows UEFA, yeah, you know, everybody also knows the IOC. Everybody also knows FIFA, or the NBA, or, you know, some big sports brands. So, there's not just one, you will rarely find one company that will say, I'll do all my recruiting on LinkedIn. And that's it. They post elsewhere. Sometimes depending for the position, they hire executive search firm, they do other things. And they also participate in job fairs. So of course, we did not invent a job fair. And even Job Fair in sport, wasn't something that's invented, you know, especially in the US it is something that exists, but they have their own world there is not something International. So, some of these companies have already attended job fairs. And normally what happens is that they happen at universities. So, you have universities with thousands of students. And therefore, they go there because they know that there will be thousands of people attending, or maybe hundreds. The problem with that, and I think one of the reasons it didn't exist in sports before is that masters specialized in sports management are small. So, and even if you considered the best ones in the world, or the best ones in Europe or whatever, if you have only 30 people very rarely, or it's very difficult for a company to go, I'm going to go from Germany or from the UK just to visit that class, you know, to meet a very reduced group of people. So doesn't matter if you think you're very good. Or if you're branded as very good. People, they want to go there, if there's a very small number of companies, of candidates, okay. And that was the thought behind it. I said, all the programs that I talked about thought of organizing their own job fair, yeah. Right. So yes, FIFA or others. But that program wasn't big enough. And then the idea was, okay, let's get all these rivals together, just like it is in the Football League, right. And, okay, they compete, but that's one of those places where they are stronger if they're together. Because if instead of each one offering 30 people separate, or 40 people separate to two companies, there will be a place with 200 people or 300, then it's interesting for them. Yeah, that's the idea.

Tanguy

Alright, so it leads to this second question. Were you specifically targeting the spot job segment? Or like the education spot segments? Like did you have priorities, or one first idea, then the second one arrived?

João

The job first. Well, okay, maybe let me rephrase that. It depends. So, the product was born. It is what we were offering first, we created iWorkinSport as a job fair. But the main clients, you know, people paying for it, were the schools, okay? Because it's a very competitive market and one of the things is that they can gain points and climb the rankings. And, you know, offer some competitive advantage compared to other universities if they say, at the end of our course, we take all our students to meet the recruiters from FIFA and IOC. So, it's almost like having that, as part of their offering as a value offer to the students. So, they were the first ones, you know, sort of paying for it.

Tanguy

Alright, that's clear enough.

João

And then of course, the schools are also another client. But the first problem that I wanted to solve was the school's problems to find the jobs. And then, at the same time, simultaneously, you solve a second problem, which is the companies finding talent. Now, it's more common, and it's more similar the problems that the programs have the problems that the companies have, because, you know, some companies receive 300 applications for every position that they post.

Right, but the European volleyball Confederation, they don't receive, I don't know, a dozen, or something like that, maybe a little more. But if you're talking about quality ones it will be very much fewer. So, it is different advantages for different clients.

Tanguy

Because let's consider for instance, let's say Real Madrid, do they struggle recruiting in general? Or not really?

João

I don't know. It's not simply a question of struggling to recruit. And, I mean, maybe it is, I mean, maybe they feel that they have plenty of obligations, and they don't need to participate in something like that. But as I said, there are much larger companies than Real Madrid. They make much more money or whatever they do participate in a job fair, also depends on how professional you want to be. So, I think the question for Real Madrid to participate is maybe to communicate to the students, if they want to go to a place where Liverpool is there, and Manchester City are there. So maybe it would be interesting for Madrid to be there, to say, you know, if you go to Madrid, this is what is different. And this is why it's special or whatever. If you want to recruit on the fence, then you don't need to go and advertise they go to you. But if you want to maybe to find the best professionals, it's very possible that they will go looking for you. But they will definitely want to look around, they will consider going to Barcelona as well.

Tanguy

Sure. Alright. That's clear. Alex, if you have anything to add, of course, feel free. If you could define some organizational challenges in the future, if you could give me three challenges, like incoming, and of the main importance, what would they be?

João

Alex, do you have something already in mind? Yes, this is the kind of thing that actually if you sent it to us in advance, Alex and I are talking about that for many days. Maybe the problem is to find the main three, I think there are many challenges that we need to solve.

Tanguy

What comes to your mind? I was thinking and eventually we can talk later as well, for sure, because we still have to. But it's good like this, because the fact that it's not prepared means that you will say something very spontaneous, and that is what we need.

João

Do you have an idea there Alex?

Alexandre

I think the challenges that we are facing, are the, the hottest ones, how to scale, how to grow? So, this is something that we have been discussing for a while, and we still have some challenges to face.

João

Prioritizing is another one. Because that's the thing, it's one is talking about growth, we've got to a point, how do we go from where we are, where we need to be? But then how to grow? Right. So, to grow wide? There's so much that we can do I mean, there's so much potential, Alex and I, you know, talk about strategy. People come to us, you know, wanting reports, I just got an email here from a company in the US who said, "How can I post jobs with you?" How much is it, so people sort of already wants to pay? And then you think, should we, you know,

develop as a job board as well as part of the business or only, you know, using that as a marketing tool to attract people to, to get to know us? For instance, this is a new company, right? And, and they found us as a job board. So now, instead of charging money from them to advertise with us, it opens us to go and get to know them, and maybe give the ad for free. But maybe bring him to bring them to come to work with us in one of our events and do something else with us. So, there's all those challenges. So, I think growth in general, prioritizing, and

Alexandre

I think the structure of the company. So yeah, okay, a lot of this growth will pass through.

Tanguy

In reference to the structures inherent to the growth, but I see what you mean, like it's proper to their organizational aspect of working abroad, and I don't know if you're willing to maybe have some offices or be implemented in a specific country because I assume so far, everybody's kind of working remotely. So, which is advantageous?

João

It is but I don't know if that's going to change, because this is how the world is going. But I think a big challenge that we have is that, you know, especially for myself, or Alex has a bit of that as well. But I kind of do a lot on the daily, you know, work and sets up, you know, the mails, the weekly emails will be sent in the morning, and then I have to review something that is posted on the website, and I have to do some communication and what, you know, until recently, we did have someone doing Instagram for us, but now she left and now so kind of that's my plate as well. But that's not really the priority. Because now, we need to go and sell, you know, start selling the other events. But selling has to do with calling and talking to people, but also you need to prepare the deck the presentation and so there's a lot going on, we need to find the correct structure to do it, you know, with bootstrapping, with very little funds at the moment.

Tanguy

As you said when we first met, that in Brazil, you have a sentence meaning that you have to occupy the 11th position of the field? Are you ready to no longer occupy this 11th position? What's more important for you? And what you could eventually delegate to other people?

João

Yeah, for sure. I think that you know, at some points, if I talk about me personally, I am kind of in 11 sorts of positions. Maybe in a way, Alex is even more, doing the defense for me and helping me out and doing the support. Where, you know, I put my face in the video, it's almost like the guy that scores the goal. So nicely, a bit more attacking. And Alex is, you know, controlling, you know, the solid defense. But at some point, as you said, in pretty much all positions, you know, play make and defend in, I like the analogy, but at some point, probably I shouldn't be playing in any not even front. You know, maybe I should be on the bench as the coach.

Tanguy

Yeah, exactly. Right. And have you had any other people, you know, scoring goals and doing everything? Maybe that's a few years down the line? But I think that at some points, you will need to?

João

Yeah, I need to do a bit of that and maybe support, just play one position, and maybe do the management side. But it is a challenge. Because no, it's one of the things you know, we do the whole event and do the technical thing that we prepare everything, we learn how to do the digital events, sort of technically, and then we do the service but also need to do the sales and sales is not only sales, because then you have to do the marketing which promotion and create the artwork and all that so it stuff.

Tanguy

Alright. Okay, that's clear enough. It's exciting. But okay, that's good. Do you have some, but I kind of already asked the question, but some short term and long-term objectives, which is a challenge. So, for instance, how do you see iWorkinSport in one year, in five years, in 10 years?

João

Listen, I think... Alex do you want to go first? Or want me to go first?

Alexandre

You can start.

João

So, I think that in a year or so, we want to have more consolidated products. And so, the job fair. I would like to have both: a job fair in the Education Expo almost like selling themselves. You know, we get to a point where that happens. In a small scale, already, people reach out and say "Oh, I heard you know they reach out to us via our websites" and say "Oh, I saw that you're doing this event, we are a school can we participate? How much is it? Can we be a part of it?" So, it would be nice if those events are more stablished. And there's a few others that we have in mind that we can support, as a larger vision that I see. I want to sort of, well, I'm thinking of iWorkinSport, as a hub for any, or for everything that has to do with sport career. So, for instance, in sport, so, almost, we had a talk today with one of our Indian clients, and they mentioned an interesting sights with again as a consultant and do some things that are sort of similar to what we do. Like the insides and it is even like a podcast or something like that. But as I said, that's not our main business. It's not like, where are we making money? And but I think that's a competent, that person should be in our website. Okay. And because, I mean, he's very focused in Australia, in the Australian market. And I wanted to have many like him in sort of one place that people could find, you know, websites and recruitment companies and coaches, and, you know, almost like, people want to find many things about careers, that they would come to us even several types of events in the sports industry, probably everything except a job fair or NBA fair.

Tanguy

So, more dedicated.

João

Yeah, but listen, because also, that's something that we did create before anyone else. And, and I don't know how long we're going to be, let's say alone in that space, doing that kind of offering. But everything else, I think that's, maybe we could become a hub. But we're not very certain this is discussions that I have with Allah Shalini. Because in the end of the day, even if you think of the job fair, yeah, you know, the job fair is a mean, to an end. Yeah. Right. So, you don't sell when you sell the job fair to someone you don't sell, you know, the activity, what you sell is the outcomes. And, we have, I think, three clear outcomes there. Well, if you talk to the recruiters, one is for them to recruit. And that's the problem that we want to solve. What they

want when they participate is actually to find good candidates. But also, they want to communicate to candidates not only to employer branding, and they also want and that something that we do, especially in the physical events, to network, to learn from each other. The schools as well. They, you know, their objective, you know, the candidate is, they have a few objectives if it is not to go to the events it is to either get a job, or gets good insights that will help them get a job in the future. Or make some contexts that will help them get a job in the future. And the schools want the same thing. They want the results. And what we have to be careful is that the results, when we're talking about the job fair is not only getting a job, but this is also the obvious one, this is what you think of. But as I said for a school, it's interesting if students get jobs, because they have to give the image that they are investing their students, they're supporting the careers of the students. So, if I can agree that yes, so if they are recognized by doing that, they also want to meet recruiters, there are to me between writers and speakers and, to find other things. So, there's layers of objectives there. And that's what we need to understand. So, in a way, I kind of almost joke in a cetera, we can have sort of everyone there. Except those companies organizing those two events. But we also need to be careful. Because in the end of the day, even companies that offer something different, just an executive search firm, or whatever, if they're delivering a candidate, they're delivering the job. They're also doing the same thing as we are.

Tanguy

Okay? Because like, for instance,

João

okay, not the same thing, but part of the results are the same.

Tanguy

And because like, once iWorkinSport is well known, you have the knowledge, how to implement it, you have the tools, etc. I don't know, maybe in 10 years, can you start launching, iWorkinSport, like, iWorkin whatever industry you would like. Would it be eventually an objective, or like sports remains your priority, no matter what happened?

João

Well, it's not the priority. I think it's, a niche. And, and when you start, like, a new business, it's important for you to, to have a nation to have a focus. And then, so you, you make sort of your name there. Right, and you need to know who you're selling to. Because if you think I have a product, who is that for? If you say that's for everyone, that's for no one. So, you need to know who your clients are. Now, we could sort of expand it. And I hope, this is all academic right? To give you some confidential information, of course, for today. Yeah. No, we have for a few years now, plan to do the same for educational virtual expo, you already even have websites created if you go to engage sa.com. And we see that one of the projects that we have is the MBA virtual Expo, which we could do pretty much the same product, but for MBAs that are not in sport.

Tanguy

Yeah. Okay. Okay, that's something changed.

João

This idea, came because, you know, later this week, and when I have a call with the local business school, and we've been approached, they called us and there are several MBAs that already looked for us because they do have some MBA students with interest in sports. So, it

would be for them dealing with sport, but since we already have connection with many, with Nova, with other schools that are not, you know, in sports specifically. Yeah, we could we have the knowledge that we could provide a good service for them in other areas. So, when thinking of that, but it's the thing that I like to say about scaling.

Tanguy

But this is something you're thinking, you're clearly thinking of, and that they are obviously good, good projections, like you didn't feel... how can I say it? Like, it's mainly a good way, you will have a lot of opportunities obviously. Hopefully, okay, I have a lead.

João

If I talk shit, you can tell me say oh, no, it doesn't make much sense.

Alexandre

I didn't say anything because it's not necessary.

Tanguy

Alright, that's good. You kind of already said it as well. But in which industry do you consider, do you see, iWorkinSport? And do you consider that iWorkinSport is in a niche market?

João

Yeah, very much. We tell everyone that we're in the sports industry. And I think by definition, that's a niche in the sport industry, as it is quite small.

Tanguy

You think the sports industry is quite small? Because I was looking for key figures yesterday about it and it's more like this year it represented 500 billions dollars I think, which is a bit less than expected because of COVID-19. But this sports industry is expected, including the spectators and all the stakeholder participating in the industry, (because we can divide sports industry like, the professional, the people who buy tickets to watch NBA or like me, who pays his license to play, for instance) and this market is expected to reach 850 billion in 2030, which is extremely good for you guys, because it's seems like the industry is getting bigger, the demand will keep rising as well. And you can take benefit of it.

João

This year, how much was it?

Tanguy

It's a bit less than than 500, because of the COVID. But everybody was saying and myself included, when I was trying to look for...

João

How much did Apple?

Tanguy

I don't know, I haven't checked Apple, it would be interesting to check, but to me, since and it includes, obviously, it does include Nike etc, Manchester United, the NBA teams etc. But this is going to rise and keep rising. So, it's very like, aspiring market. And as well, as I was trying to look for the industry, the virtual event industry because of the COVID, it kind of gives you like a positive bumper, I guess, because of the social distancing. And you can take benefits of

this, this pandemic. I don't know if you knew, but like 80% of the people who were interrogated, and I will, I will give you them, I will give you the link of this, this article, if you want. Everybody thinks and believe that virtual events, job events are important for networking. Actually, as you were saying, this is going to become more and more accurate. And a lot of people will have to pass through this kind of event to keep networking and growing. So, it gives you a reason of what you're doing, because this is a new rising trend. But all that I'm saying is, from my research, that from what I knew from iWorkinSports, but eventually in the end, when will have done the thesis, it will be interesting for you to have those figures. But it's kind of stupid, because our job here is to make an objective but critical analysis. So, if we were finding figures saying okay, iWorkinSport, have no future and no good perspectives I would be transparent with you. But from what I checked, especially yesterday, figures and every information I can see are very positive.

João

Sorry, it's correct. From what, from what you checked yesterday.

Tanguy

The format I checked yesterday, both the sports industry and the virtual events, industry or market is raising and have very good perspectives in the future, which is very good for the health.

João

For sure It is, I think, positive. I think now with COVID, you know, after the retraction, I think it's going to grow again. But even, first of all, when we're talking about the size of the sports market. You see people talking about many bidders here many videos there. And it's really, you know, difficult to find what's an estimation, but when I say it's small, And I don't even know if the number that you say are correct. But if you think of \$500 billion in a survey in a year. Amazon alone made more than 400 billion in revenues. Yeah. It's one company that's handle 80% of the entire sports market in terms of size of revenues. Not talking about the market cap, right. Yeah, a trillion dollars or wherever. Revenues, money going in. Yeah. And Apple as well. I don't know, over almost 300 billion or something. So, so that alone...

Alexandre

Naturally.

João

That's what I'm saying. Maybe it's not that that big. But more than that is more in a sense. That's, you know, there's a few groups of people, and there's the groups of the International Federations that is very political and once you're there you kind of know, everyone, you know, the decision makers. There. Of course, there's a different group in the US. But there's a few sub pockets that are there and are not that big, I think in terms of the industry. But right, what's the impression you have Alex?

Alexandre

The image of the sport itself is bigger than the market. So, It's because it is sport at the end. It's part not only of the sport industry, but also the entertainment industry. And then you have some passion evoked. And then you chose much bigger. And of course, when you talk about even the numbers, we have to consider that you have different industries within the startup industry.

João

Not getting confused with what you call entertainments.

Alexandre

Yeah, and actually, the awareness of sport is, is much bigger than the market of sports, because, you know, for example, even when they talk about technology, sports used to be and I think will keep being one of the most important actors in technology. Because technology evolves with R&D. And, of course, it is too expensive to try new, new ideas and new equipment, new techniques, in big industries. But then when you bring to sport, it's like this. And you can have a very quick improvement year by year. So, like exponentially, like, let's say the IRA, Ira dynamics in different areas of sports, this is something that you would not consider. To build something bigger to make the trials. So, then you will start in the sport industry, then you can scale it. And then, you can invest more on it. And then, when we talk even about, I think the last or the what made baseboard real during the last four or five decades, was the broadcast. So that's why sports become very popular and different from the industries. I think sport is the most not democratic, but the industry that pay compared to others industries, that pays better. The labor.

João

Yeah. Because that's sorry, did you say that sports pay well?

Alexandre

The main actors.

Tanguy

The professional, but that's just a small proportion of them now?

João

Yeah, exactly. The salaries in sports are not very pro are much lower than others. Oh, yeah.

Alexandre

But when you consider, for example, companies, because when you have, or let's say the baseboard side of sports, not the general companies that work but the club's, all these parts that the money provide, or, the money, the revenue, most of the part goes to the actors. So, when you consider some of these sports, the athletes at the end, they got a big part of it. Yeah. And although you have a good amount of revenues, the expenses are bigger as well. So, it's not something that you can... I don't think you have to change, the technology is the big change in the sport industry during the last four or five decades. I saw a graphic once about the best marks in sports. And then you see that even the athletes, it's almost they reached the human body limit then after that you have improvement of performance with some kind of dopey or technology improvements. So, this is something that I see. And then when we talk about nonprofessional sports, then I do believe that the market is huge.

Tanguy

Yeah, I think it is and should be getting bigger in the incoming years. And by the way, since we spoke a bit about the COVID as iWorkinSport enjoyed some consequences because of the COVID consequences regarding partnership events, obviously, but some financial impacts on the company?

João

Not really, we structure pricing. We were lucky because, we, I think the main impact was in the longer term. For us, the intermediate term, we didn't really see the impacts because we decided to invest in digital in 2019. And we launched our first digital event in December 2019. And then when we were supposed to have our in-person event in May 2020 was a time that everybody was canceling everything nothing was happening. We could move and do our digital events. Yeah, so in May 2020, we were pretty much the only event happening here it was happy everybody was canceling in we were able just to move it and make it digital. Yeah. And with good quality. And with very good reviews, people were pleasantly surprised by what we were delivering. So, the main, so there were two aspects there with the COVID was much easier for us to sell the digital products. We were thinking that's okay, we, this is the future, you know, people will buy in, but I think it will take us some time to convince people to participate. And it didn't take us any time. But on the other hand, we were, you know, planning to be alone in that space for, you know, sometime, a couple of years or so. And being the experts in digital and, then when people realize that you needed to go to digital, we would have already been much ahead of everyone else. And that didn't happen, because, you know, we just moved in a few months later. And now everybody's doing things digital. And in a way, it's not even that special anymore, because everybody's willing digital. So, so it's so novelty.

Tanguy

In the end, we could almost say that COVID-19 was kind of an opportunity for you to make a difference eventually. Would you qualify it as an opportunity?

João

It was okay.

Alexandre

It was an accelerator.

Tanguy

Accelerator. Okay, that's good. I don't have a lot of questions left, but still some.

You talk to..., Do you consider having competitors, like, a competition? Because I try to look for potential rival companies doing the same?

João

To find out? I'm interested to know, what did you find?

Tanguy

I found one which is called a TeamWork Online. But it's focused on same.... Yeah, it seems to be focused on the same market because they promote NFL NHL, NBA, MLB MLS, etc. But they do exactly the same. Like they promote some job posting, of course, but they also organize those kinds of events, to have those people meet each other. And so, it leads to another question. Are you targeting more the European markets? Because you were just talking about like the Australian market? And when we look at your current partners, who are assisting the virtual education Expo, half of them come from USA. So, do you have any real target markets or not really? And do you consider this company I'm talking about as a potential competitor for you?

João

You want to talk about competition?

Alexandre

Yeah. I think that's when we focus only on these kind of events. Yeah. You are right. Maybe this company in the US is what we have most similar to what we have been doing. Yeah. But then when you see it, it is something that I have been discussed and that I believe that we are not the only ones in the market, let's say, Job Fair events or education, fair units, but we are on the employability, in sports, and in promoting sport management education. So, when we talk about these more broad approach, then I do believe that we have, we have different peers, like for example, sees their job boards, because there are companies that provide this kind of service.

João

The recruiters. Yeah, a lot of them.

Alexandre

It's part of the same pocket. This part of the money we could bring for our events, is being used in another way. So, when we talk about even still recruitment, we have, of course, linkage in there is huge, and maybe part of it free. And then this is something that is actually growing as well. So, we see all the companies using LinkedIn as a tool of recruitment. And also, the part of the candidates, they look for opportunities, also within the LinkedIn can access the company websites where they can find careers etc, through LinkedIn as well. So, this is something that we should consider, I believe. And when we talk about promoting the programs, we have also some other ways they do it. Rankings is one of the one of the way and then these publishers they sell advertisement or for them to reach candidates all over the world. So, it's just you another way of competition that we face.

Tanguy

Alright, so it's a very competitive market Indian and talking about that, and I'm almost done for you. What is your competitive advantage on the market? According to you?

Alexandre

I will start, so, I think first of all, it is the relationships. So, we have nowadays, great clients from both sides. We could bring important brands in terms of recruiters. We talked about if IOC were far, some other brands like NBA, Adidas, Manchester City you went to, so all these big brands in the sport market. And on the other side, the partnership with good programs, and the best programs, mainly in Europe. And even some others around the world, but...

Tanguy

You say mainly in Europe, so does it mean that in the future, eventually you should be eventually more focusing on those formations? I don't know if you check the article I sent you yesterday, but I was actually ranking the best formations. Exactly. And half of them are from United States. But since the United-States are like historically extremely close market and they do everything for themselves. As a European, I always considering eventually it's more interesting to focus on a South American market ?

Alexandre

Yeah. First of all, the US markets, they can do everything between themselves. So, it's actually the clients and the providers. So, the supply and demand are already there. Yeah. So much easier. But I think that as the company started with physical events it was much more difficult although we brought some people from Columbia University from the US. Yeah, it was amazing. But I think that, since we become virtual, we are getting some clients from the US, but I do believe that working in that market, you should be present there. Because we have

already five or six programs coming to our events. But now, non-recruiters for example. So, this is something that that we start to consider since last year because of the virtual environment.

João

I think you're correct. I think that the connections that we already have and that you mentioned, but not only I think with the recruiters and the in programs, but I think within the industry in general, I think that we are aware of what's going on. We were trying to work, as I said, with other stakeholders, for instance, coaches are one so people teaching not only the schools, but the training. Yeah, I think it's something that there is an area there where we could sort of provide service and provide value. And I think another important differentiation that we have, is that we reach the international. So, you've seen, you know, in the interviews that I do, there is, you know, people connecting with us from all over sort of the world, very different countries there, those are not, of course, sometimes every now and then my mom shows up and whatever. But, and you guys are there too. But then there's dozens of other people that come and connect from other parts. So, I think we do have an interesting reach. But, yeah, I think that we're also trying to think, before thinking about the product, we have that mindset of trying to see how we can add value. So, it's always sort of that sort of a mindset. So, we're trying to figure out, okay, how we had recruiters telling us that they would maybe like to connect more with each other in exchange some, some knowledge. But we have to find the right way of how to do it. You know, some? Yeah, I think Alex covered well, I think the main differentiation that's that we have, which, you know, for some things is not that positive, you know, the international reach that we have, depending on the situation, you know, recruiting is very global. So normally wants to, to recruit someone to work at your company, someone that already lives near you. Yeah, right. So, you'll be now with COVID, in the New World Water, it's, it's going to become more and more different. So, it'll be more and more common. You stay in Portugal and working for a company friend store, or in anywhere that you want. It is whatever. So, I think that that's international outreach that we have global presence, we're not super well known. It's not like we are a global brand or anything like that. I'm not saying that, but we have that reach. So, we can you know, go and partner with someone in Australia, if we want to, I mean, we have the capacity and we have what to offer. And then you know, in India, we already do in other places we are ready to do so. So, I think that's quite strong point for us as well. Right? Especially now how work is evolving. You know, I think it will be less and less local.

Tanguy

Okay, I have two last questions, maybe three last questions. What are the potential threats and risk that, can occurs in the future? If there are some, maybe they're not better, I assume that this is what we are taught in business. You are, or you should always be prepared to every kind of threats and opportunities that can happen. So, I assume you're, you considered that risk as well?

João

Yeah, for sure. I think the most obvious one is another company. So, a recruitment company, well known, deciding to do very much the same type of events that that we do. And as much as we can be confident, it's funny. So, just between us, I ever shared that story with Alex, but Global Sports Jobs, they participated in the event yet. So, I invited their CEO, he was a panelist in one event, you know, I was thinking of, you know, the guy knows the market, I think he could give good advice. And who knows, maybe we could partner somehow. He liked what we did and decided that they wanted to do a fair too.

Tanguy

Because they, Global Sports, I checked on them yesterday, they just weren't even like you because indeed, like from my research, a lot of platforms, promote education, jobs posting training intelligence as global pursue, but they don't do events. And this is exactly what is the difference in the market, it is your reason to be, is to organize proper events, either virtual or face to face events. But your product is building even right, correct me if I'm wrong. No, it's not the only that's

João

We're sort of figuring out I mean, the event is a way to, to deliver other results. Yeah, or for the companies that are looking for. But I think that the events as a product is indeed a nice way for you to package many different results. So, if I do one job fair, I can package for a company three results in one. Yeah, the recruiting, the employer branding, and the networking. Okay. So globally, so Global Sports, decided that they wanted to do an event as well and the guy, Toby, say, know what we would like to, to talk to you maybe you know, become your partner, we could maybe acquire you and, your company, and in the record is going something together. Okay, so I had done one event, and so there's already a company that wants to buy. And then the guy called me for a meeting, and the offer was ridiculous. And I said, of course not. Go on. Because he's going to do it you know, because he says we're going to do it with or without you. So, it's without me. And that never happened in the meantime, I started to get calls from people from some universities like Liverpool and other say, I know that they call those, and they told us that, you know, they were even talking to you to do some something. And they came to us with this project, of offering this other event, including a few other things which was outrageous and whatever. And then I said, yeah, but we're not going to do anything together with them. Oh, I'm so thankful. Listen, we love what you did. So, we want to stick with you, love the experience, you know, and I didn't even have a company or like in our organization as it was. Now I had done one events on the side. So, I think it's important that we keep innovating, that we keep pleasing improving our partners sometimes you know, we get it right, sometimes we fail. It's important that we review and see how they can improve. But for me today the biggest threats at the moments would be the similar players that create a copycat or very similar event. Because then you know where companies are going to go. Yeah, so answer again, your question. It's not just sort of about the events today, we are sort of an events company. But we want to be more than that, I think that we, I personally would like to organize all the information in the world that you have about career in sport and, and have a place where you can find all job boards, or you can find, you know, hundreds of coaches where, you know, for your sort of different needs, that speaks your language that you know, know your market.

Tanguy

So being an epicenter, being an epicenter in the sports industry, that what you want to reach by providing formation, job offers, get some more skilled, everything that's

João

related programs, okay, program, programs, like a marketplace, you know, for online courses. And so,

Tanguy

It's a big hub that you're trying to become, and this is what complicated for us. It's too wide, sorry. It's hard to well define what your activities are, which industry, because you're touching a lot of different stuffs. But in the end, like, this interview is relevant, because, you really aim to become an epicenter, big hub, hosting all those tools and segments.

João

Because there are many opportunities there, you have to see what sort of industries you can touch. Amazon started selling books, it was all it was, an online bookstore. And today, you have, they sell everything in the world, you can have your own shop there, it's not just selling things. It's a hub. It's a media company. It's you know, all types of things. And they are going to space as well.

Tanguy

All right. I have one last question. But I understand if you don't want to answer because it's a bit more confidential. It's regarding the financial aspects. How is it going, does the company is autonomous, sustainable regarding financials? Can you have a salary with iWorkinSport activities?

João

What do you mean, profitable? Yeah,

Tanguy

Profitable. Yeah, exactly.

João

It depends. It's not a question of being profitable or not, if I go technical with you, I'm not going to tell you the exact numbers but if you take the last two years, we made some money in the bottom line. Yeah. But listen, I, at that time was the only one being paid on a regular salary sort of very low, very small. Now this year, you know, we have Alex and the team as well, and of course we pay the people that collaborate with us, but I don't have the full salary to work 100% for our iWorkinSport, I still need to do my consulting stuffs to earn some money elsewhere. So, in the books we sort of make some money, but we need to make much much more revenues to be able to have a sustainable and profitable company today. Technically, it is profitable, or near to breakeven, but not sustainable. As Alex said, we need to grow, to become sustainable.

Tanguy

Alright, I think that's all. I don't need much better anyway. I wasn't expecting, like, precise details financially speaking because I know it is confidential and it is understandable. I just have one last question, guys. Did you watch the game yesterday?

Please note that the rest of the interview isn't scripted as it is not relevant for the current purpose

Appendix 2: Virtual Convention Center



Screenshot of the different school booths on the virtual event software. Each booth is clickable and leads to the individual booth. There, students can download the brochures, talk to representatives, go to the school website and more.

Source: <https://www.iworkinsport.com/eve>

Appendix 3: School Booth



This screenshot shows the booth of the University of Liverpool. Students can watch videos provided by the school, access the school social media, and connect with school representatives.

Source: <https://www.iworkinsport.com/eve>

Appendix 4: The Most Attractive Employers in Sport 2021



WELCOME

Welcome to the first edition of iWorkinSport's **The Most Attractive Employers in Sport** report.

It's understood that the term Employer Brand (or Employer Branding) first appeared in the 1990s, but it has become more popular in the past decade or so. It describes an employer's reputation as a place to work, and their value proposition specifically towards their employees, as opposed to the more general corporate brand reputation and value proposition to customers. Concisely, it concerns the idea that one has of a company being a great place to work. A white paper produced by LinkedIn Talent Solutions states that a strong **employer brand** is twice as likely to be linked to job consideration as a strong **company brand**.

iWorkinSport has been connecting candidates from the best sports management programmes with world-class sports organisations since 2017, when we launched the world's first truly international career fair dedicated to sport, the iWorkinSport Job Fair. Now, as we prepare to host our fifth annual job fair – the second in a digital format – we decided that it would be the right time to provide even more value to all our stakeholders in the format of a study revealing who are the sports (or sports-related) organisations with the strongest employer brands – or, aptly named: **The Most Attractive Employers in Sport**.

Between 16 December 2020 and 15 February 2021, iWorkinSport surveyed more than one thousand people, from 86 countries, of every continent, with the majority already working in sport, and asked them a simple question: "If you could choose to work anywhere in sport, where would that be?"

Initially, the respondents chose organisations divided in to nine categories, and upon conclusion they indicated one single preferred choice, overall – the "Employer of their Dreams".

The nine categories covered in the report are: Football Clubs, Sports Teams (other than Football), Sports Teams in the USA, Sports Leagues, Sports Governing Bodies, Event Organisers, Sports Marketing Agencies, Sponsors, and Sporting Goods Companies.

The survey also assessed what professionals value most when choosing potential employers. It must be recognised that organisations search for (the right) talent as much as candidates look for work. Therefore, it is crucial to understand what candidates and employees value most when deciding to accept a job offer. This study will show how the one-thousand-plus respondents evaluated items including location, salary, flexible working hours, brand recognition, option to work from home and more.

This report is aimed at both candidates and employers. Employers may use the report to understand how successful their employer branding efforts are in achieving their objectives, as well as to gather additional information on what candidates value the most, when deciding on a job offer. Additionally, candidates will learn which employers in sport have a strong employer branding, and in some cases, may discover new organisations.

We hope you'll find this report useful and that you'll enjoy reading it.

Joao Frigerio
Founder, iWorkinSport

Alexandre Lopes Dias
Partner
alexandre@iworkinsport.com

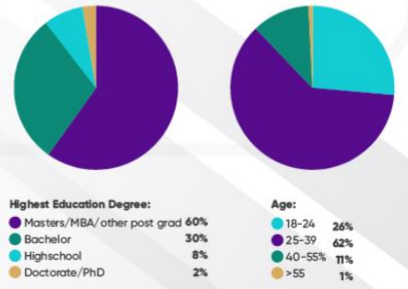
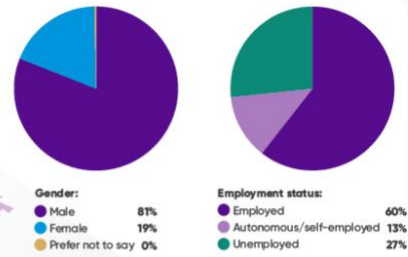
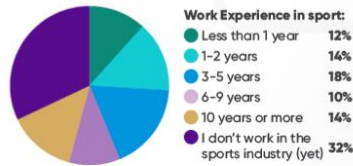
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DESIGN
Fabio Iglesias

iWorkinSport MOST ATTRACTIVE EMPLOYERS 2021



DEMOGRAPHICS

Respondents: **1,037**
Nationalities: **100**
Countries of residence: **86**



6



The respondents of the survey were asked the following question:

When choosing an employer, how important for you are the items below?

(1= not important at all; 9= extremely important)

This is how they answered:

Items	Score
Clear Career Growth Plan	79
Clear and Attractive Job Description	78
Company Invests in Employees' Training and Development	77
Company is Financially Healthy	77
Strong and Recognisable Leadership	77
Emphasis on Work-Life Balance	76
Diverse and Inclusive Work Environment	75
Company is Socially Responsible	74
Strong Brand Recognition	72
Salary	72
Additional Benefits	68
Flexible Working Hours	67
Location	65
Modern Offices	61
Work From Home Option	57
Workplace is Pet Friendly	38

Which type of organisation would you prefer to work for?

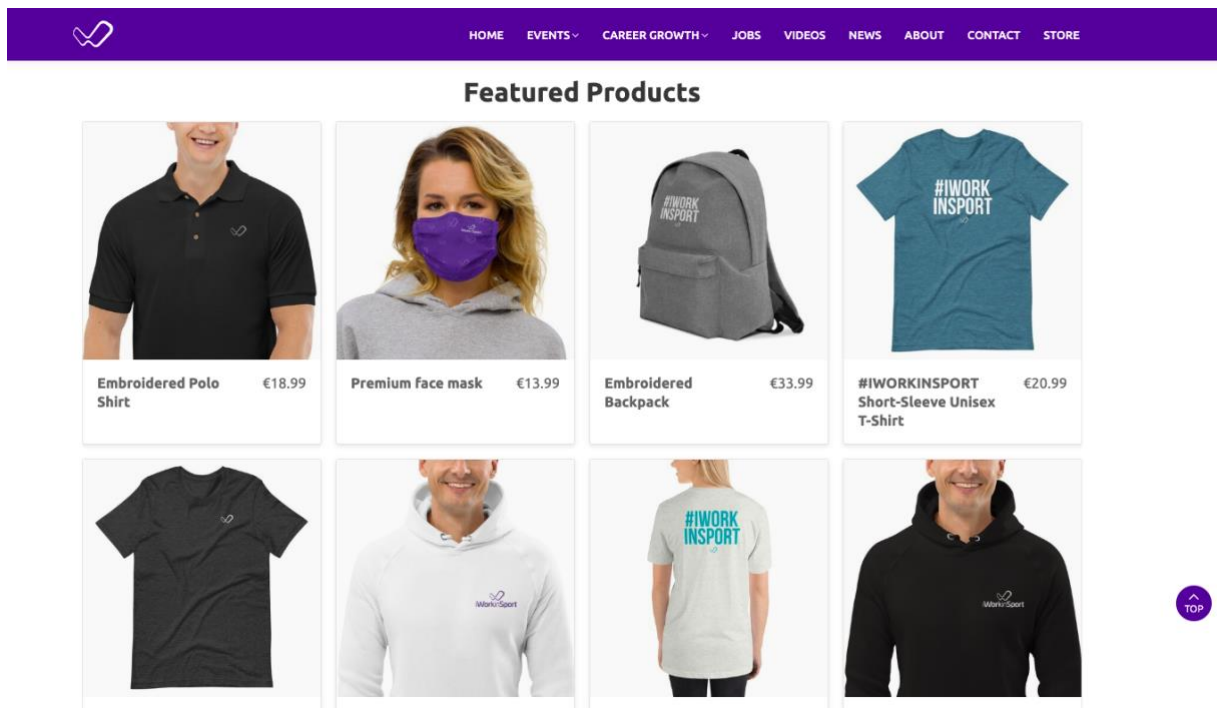


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Please note that these 4 pictures above are extract of the Most Attractive Employer in Sport 2021's Report – This report aims to detail specifically the best employers in the sport industry, established under diversified criteria.

To consult the full report, you must register for free on iWorkinSport's website directly at → <https://www.iworkinsport.com/MAES2021/>

Appendix 5: iWorkinSport's online store



This picture displays the iWorkinSport's store products

Source: <https://www.iworkinsport.com/store>

Appendix 6: iWorkinSport’s financial figures

Education Virtual Expo			
			2021
Revenue			57.000
Expenses			30.000
Result			27.000
REVENUE			
<i>Package</i>	<i>Number sold</i>	<i>Price</i>	Total
Premium	4	6.000	24.000
Essential	6	4.000	24.000
Standard	6	1.500	9.000
Total Revenue			57.000
EXPENSES			
Virtual Fair Software Provider			15.000
Marketing			15.000
Staff			5.000
Total Expenses			30.000

Education Virtual Expo 2022 Forecasts

Virtual Job Fair	
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	2021
Revenue	120.000
Expenses	30.000
Result	90.000

REVENUE

Booth sales to companies

<i>Package</i>	<i>Number sold</i>	<i>Price</i>	Total
Premium	4	4.500	18.000
Essential	8	3.000	24.000
Standard	10	2.000	20.000

Revenue from companies	62.000
-------------------------------	---------------

Ticket sales

<i>Package</i>	<i>Number sold</i>	<i>Price</i>	Total
40 tickets	4	4.500	18.000
20 tickets	6	3.000	18.000
10 tickets	8	2.000	16.000
Individual tickets	20	300	6.000

Revenue from schools and individual ticket sales	58.000
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EXPENSES

Virtual Fair Software Provider	15.000
Marketing	15.000
Staff	5.000
Total Expenses	30.000

Virtual Job Fair 2022 Forecasts

REVENUE

Profit generated through the Virtual Job Fair	90.000
Profit generated through the Education Virtual Event	27.000
Profit generated through the sale of goodies, books and coaching sessions	2.000

Total Revenue	119.000
----------------------	----------------

EXPENSES

Website maintenance	20.000
Content creation	20.000
Staff	60.000
Marketing (Google & Facebook Ads)	15.000

Total Expenses	115.000
-----------------------	----------------

EBIT	4.000
Taxes (15%)	600
Net Profit	3.400

iWorkinSport's 2022 income forecast

Appendix 7: Top 10 European best business school with tuition fees

This table above shows the price for a master's degree in the top 10 European business

Institution	2019 rank	Course	Location	Average tuition	Average starting salary	% of international students	% of women
HEC Paris	1	MSc Strategic Management	Paris, France	\$ 31,834	US\$70,036	65%	43%
London Business School	2	Masters in Management	London, UK	\$ 42,434	US\$65,880	92%	46%
ESADE Business School	3	MSc in International Management	Barcelona, Spain	\$ 33,036	US\$44,005	95%	44%
ESSEC Business School	4	MSc in Strategy & Management of International Business	Paris, France	\$ 24,03	No data	39%	46%
Imperial College Business School	5	MSc in Management	London, UK	\$ 39,191	US\$35,893	86%	50%
IE Business School	6	Master in Management	Madrid, Spain	\$ 42,286	US\$49,013	79%	42%
London School of Economics	7	MSc Management and Strategy	London, UK	\$ 40,510	US\$42,435	No data	59%
CEMS (Global Alliance in Business)	8	Master in International Management	Global	\$ 15,234	US\$60,687	93%	50%
ESCP Europe	9	Master in Management	Paris; Berlin; Madrid	\$ 23,906	US\$62,263	55%	51%
University of St. Gallen	10	Master in Business Management (MUG)	St. Gallen, Switzerland	\$ 10,243	US\$95,474	27%	36%
AVERAGE				\$ 30,270			
Average in Europe				26,752 €			

schools

Sources for both figures, and conversion rate since figures were initially in US\$. The average in Europe is highlighted in orange.

Sources figures:

<https://www.topuniversities.com/university-rankings-articles/world-university-rankings-masters-management/masters-management-us-vs-europe>

Source Converting Rate:

<https://www.xe.com/fr/currencyconverter/convert/?Amount=1&From=USD&To=EUR>

Appendix 8: Internship Nova Business School description

Internship Nova Business School

Areas to be covered during the Internship:

1. Education Virtual Expo October/November 2021

a. This is the most URGENT topic:

iWorkinSport will host the 4th edition of the Education Virtual Expo on October 27th and November 3rd 2021. The goal is to bring to the event **1.200 qualified attendees*** from some desired geographic areas. The regions we are more focused on are highlighted in Blue at the Geographic Regions spreadsheet at Google Drive and the profile of the candidates should be:

* profile of the desired attendees:

Age: 22 to 35 years old

Language: proficiency in English

Education: at least Bachelor degree

Work experience: ideally between 3 to 10 years of previous experience

Interest in Sport, Entertainment and Management (Marketing, Operations and Events) add value

b. Create a good report for the Academic Partners based on the results of the event:

We already have a kind of report, but it takes up much time to produce. Although we have the data within the platform, to produce a decent report is manually time-consuming. An example of the report we provide is in the folder “EVE Report”.

I believe that we can provide a more comprehensive report for our partners. The ideal Report should be delivered for all the Academic Partners within 24 hours after the end of the event.

c. Debrief of the event and suggestions for the improvement of the Education Virtual Expo as a whole:

As João and myself are quite used to the event, we believe that you, looking from outside, can see problems, issues, opportunities and improvements for the event as a whole. After the end of the event, we want to do a debrief with you to get your views and analyses of it.

2. Financial Spreadsheets for 2022 and Dashboard with KPIs

One of our goals is to develop some tools/spreadsheets that allow us to manage our finance and the cashflow. As some of you had some experience in the area we would appreciate you suggesting it for us.

Beyond that we should build a Dashboard where we could see in one page the main KPIs of the events and the company.

3. Commercial Strategy and Structure for 2022

iWorkinSport innovates in the way it connects employers and talent, as well as promotes education and career growth in Sport.

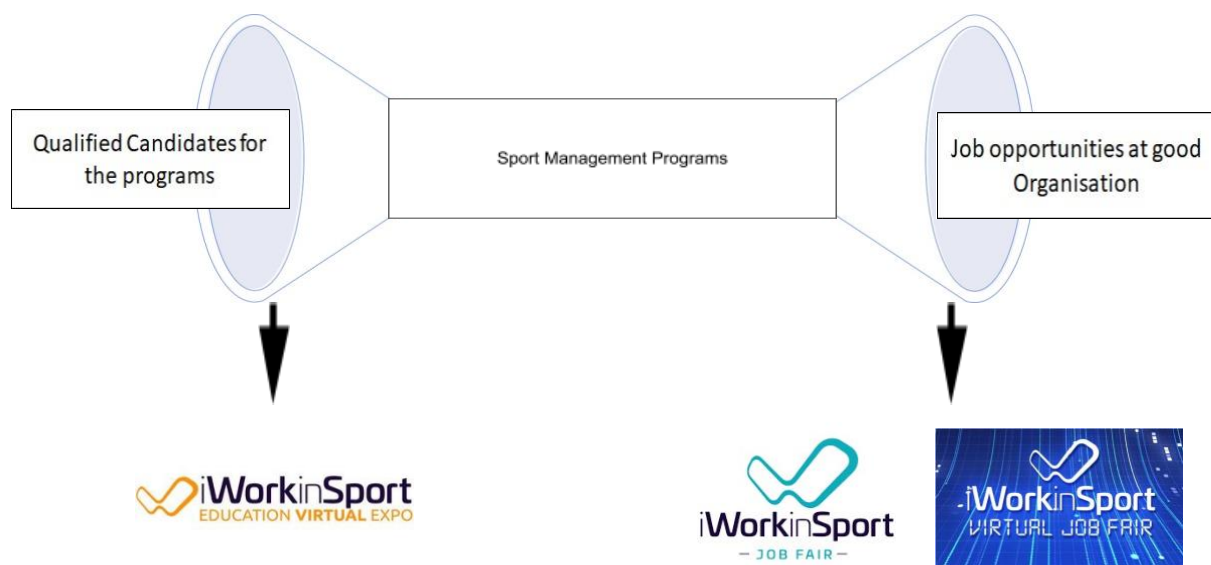
iWorkinSport was created in 2017 with the aim to organise the first truly international career fair focused on the sports industry. It enables some of the most renowned organisations to meet, interview and recruit students and alumni from the most prestigious sport management programmes in the world. In addition to the traditional Job Fair, iWorkinSport organises two online events: the Education Virtual Expo and the Virtual Job Fair.

Now, it is time to qualify even more of our events and grow in terms of participants: Academic Partners, Recruiters and Candidates.

The main clients of iWorkinSport Events are the Academic Partners (mainly Europeans). The main reason for that is how our events solve 2 bottlenecks for our partners. Maybe we could draw it in the following way:

Worldwide, there are more than 500 Sport Management Programs mainly considering Bachelor and master's Programs. If we consider the online and short-term programs that increase every year, this number can easily double.

We should improve our conversion rate and grow both events in the number of Academic Partners. Some very recognized Schools and Programs are already taking part of it, like FIFA



Master, University of Liverpool, Johan Cruyff Institute among others, but how can we bring more clients from the USA and the UK (the 2 largest markets in the world).

For the iWorkinSport Job Fairs (both of them) we should also increase the number of recruiters. Usually we have great brands of industry as our partners on it, such as FIFA, IOC, UEFA, Adidas among others, but if we consider only the European market, there are more than 1000 Organisations from different sectors of the Industry like Federations, Clubs, Teams, Sporting Goods, Technology, Venues and Facilities, Event Organisers, Agencies, Gaming, Betting, Broadcasting, etc...

Beyond that it would be important to grow geographically in both events to increase our awareness and strength.

After reaching a larger number of Academic Partners and Recruiters, it is possible to discuss:

- a. a large number of events during the year (considering that we have spare capacity in using our platform),
- b. thematic events, such as “Football Job Fair”, “Sportech Job Fair”, etc...
- c. different exhibition halls in the same event, such as “Masters”, “Bachelors”, “Short term”, etc... or “Companies hiring now” and “Companies searching talents for the future”, etc...
- d. geographic events such as EVE Europe, EVE USA or Job Fair Asia, etc...
- e. good sponsorships to increase the revenue,
- f. create side events for networking among Academic Partners, Recruiters, Candidates and even among them.

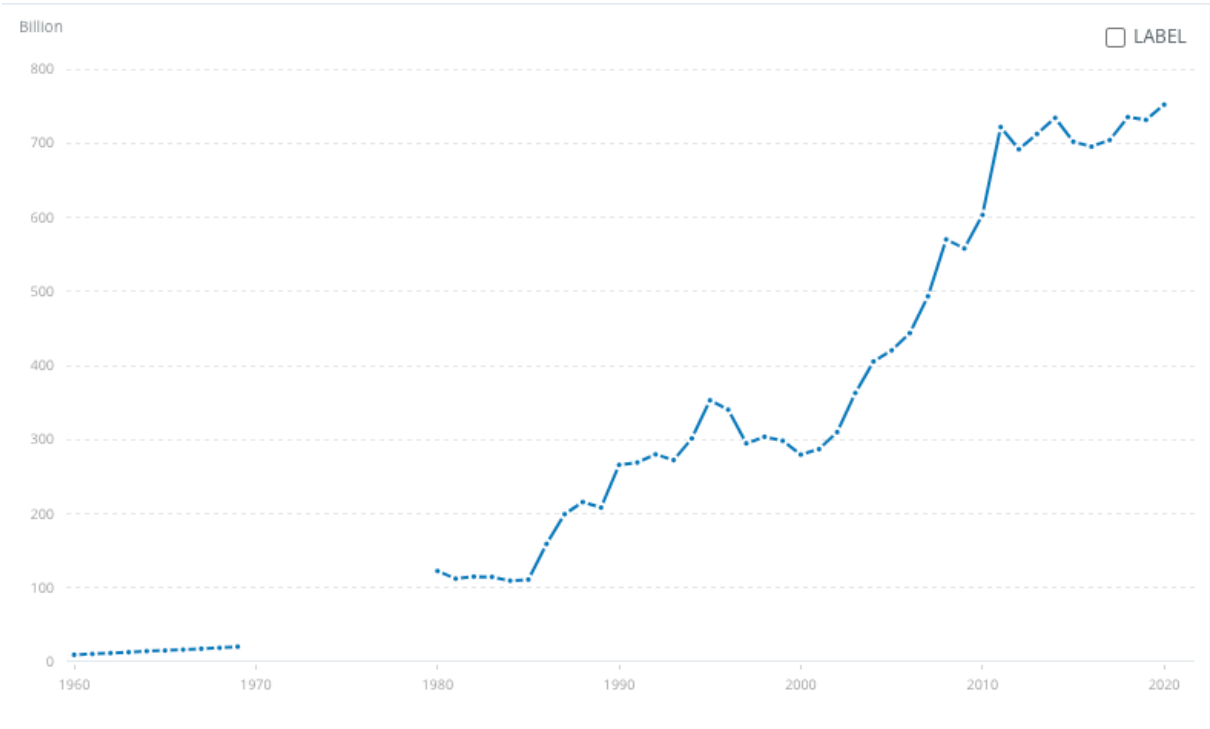
Another point to be considered is the strategy we are using x different ones in terms of pricing, schedule, approach, etc...

Finally, we have to set up our plan for 2022 since we already have a Job Fair scheduled for May and the other events to be defined.

4. New opportunities - to be discussed during the internship

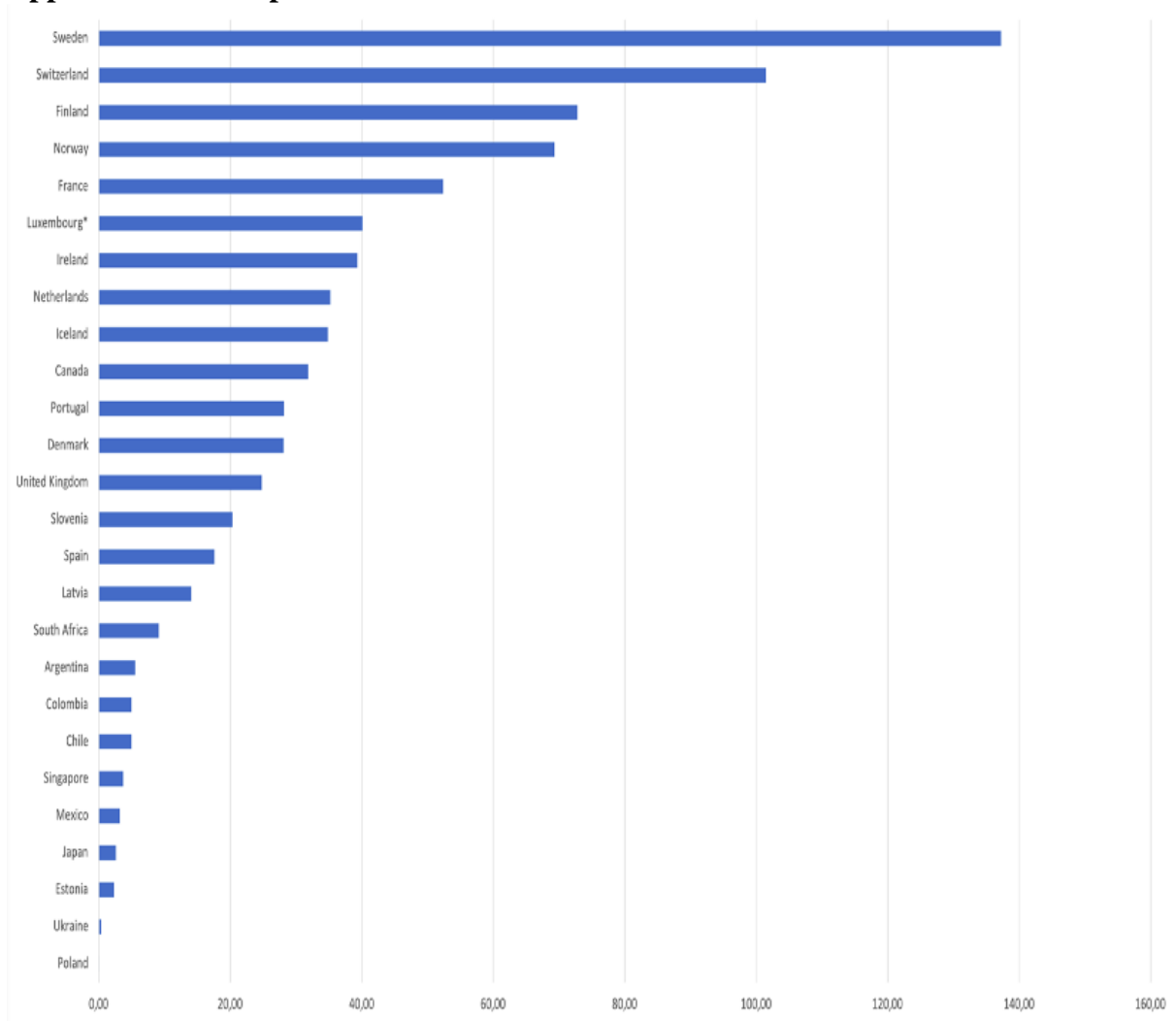
Appendix 9: Swiss GDP (current US\$)

GDP (current US\$) – Switzerland



Source: World Bank national accounts data, and OECD National Accounts data files.

Appendix 10: Price per tones of CO2 emitted



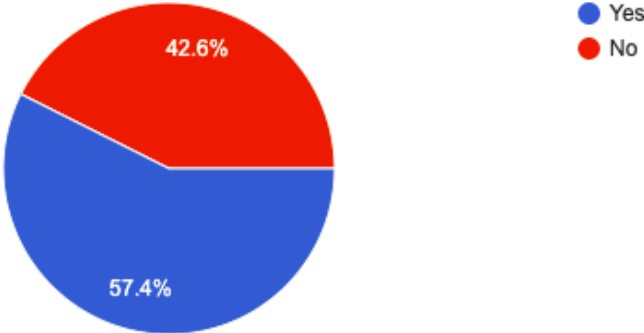
This chart displays the compared price per tones of CO2 emitted among different countries.

Source: carbonpricingdashboard.worldbank.org

Appendix 11: Survey Results – Participation

Have you ever participated to an Education Fair/ Job Career Fair?

108 responses

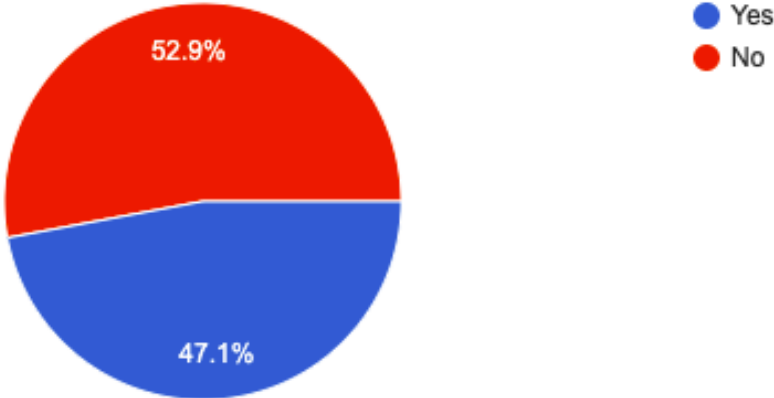


This survey was conducted by Pierre, Victor and Tanguy between October 2021 and December 2021.

Appendix 12: Survey Results – Expectations

If yes, does the Education / Job Career Fair reach your expectations?

68 responses

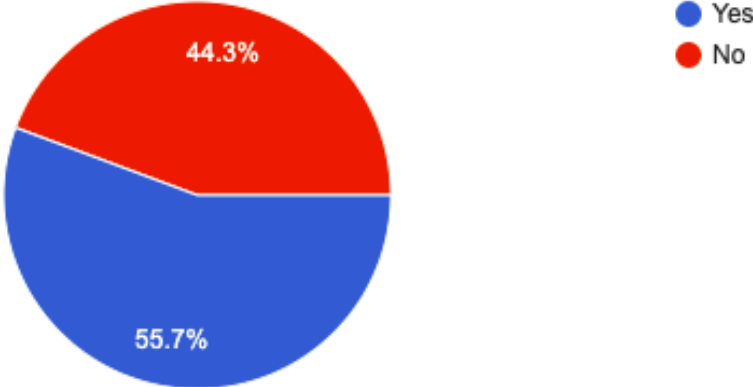


This survey was conducted by Pierre, Victor and Tanguy between October 2021 and December 2021

Appendix 13: Survey Results – Interested

Are you interested in participating to an Education/ Job Career Fair ?

106 responses

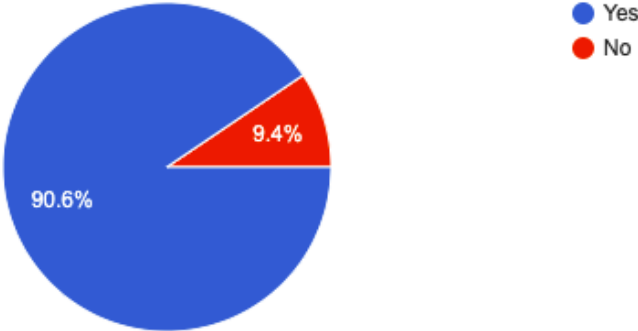


This survey was conducted by Pierre, Victor and Tanguy between October 2021 and December 2021

Appendix 14: Survey Results – Utility

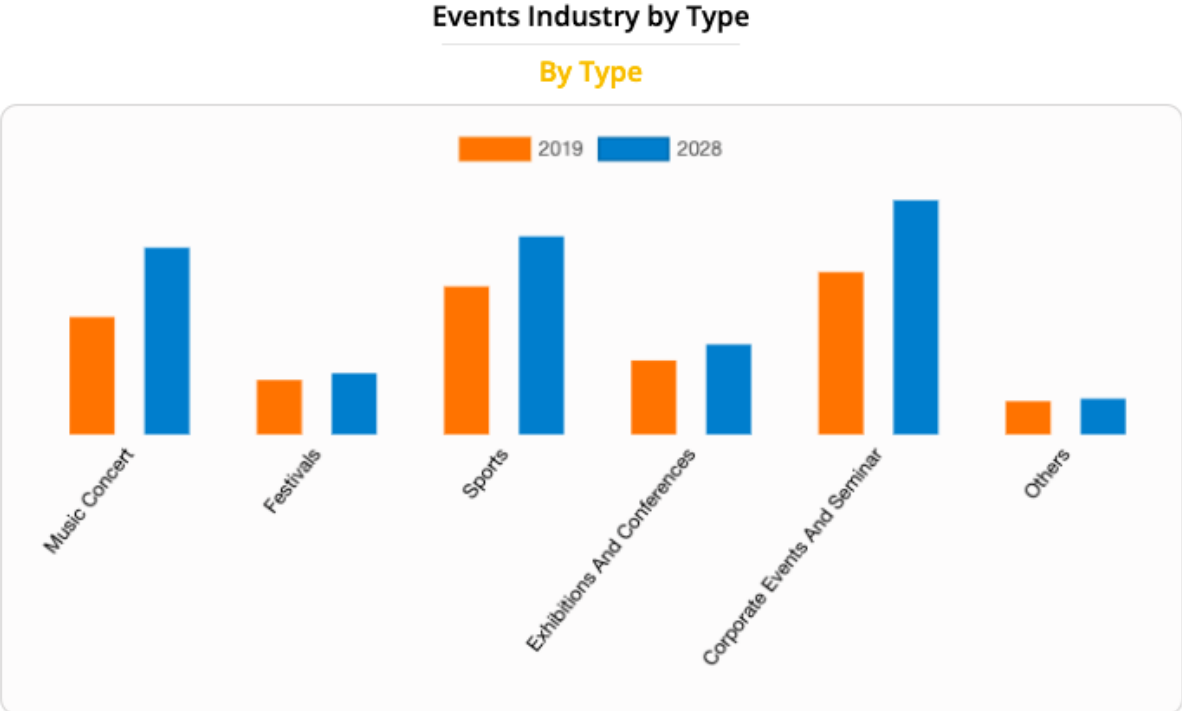
Do you think Education/Job Career Fair are useful?

106 responses



This survey was conducted by Pierre, Victor and Tanguy between October 2021 and December 2021

Appendix 15: Events Industry by Type – By Type

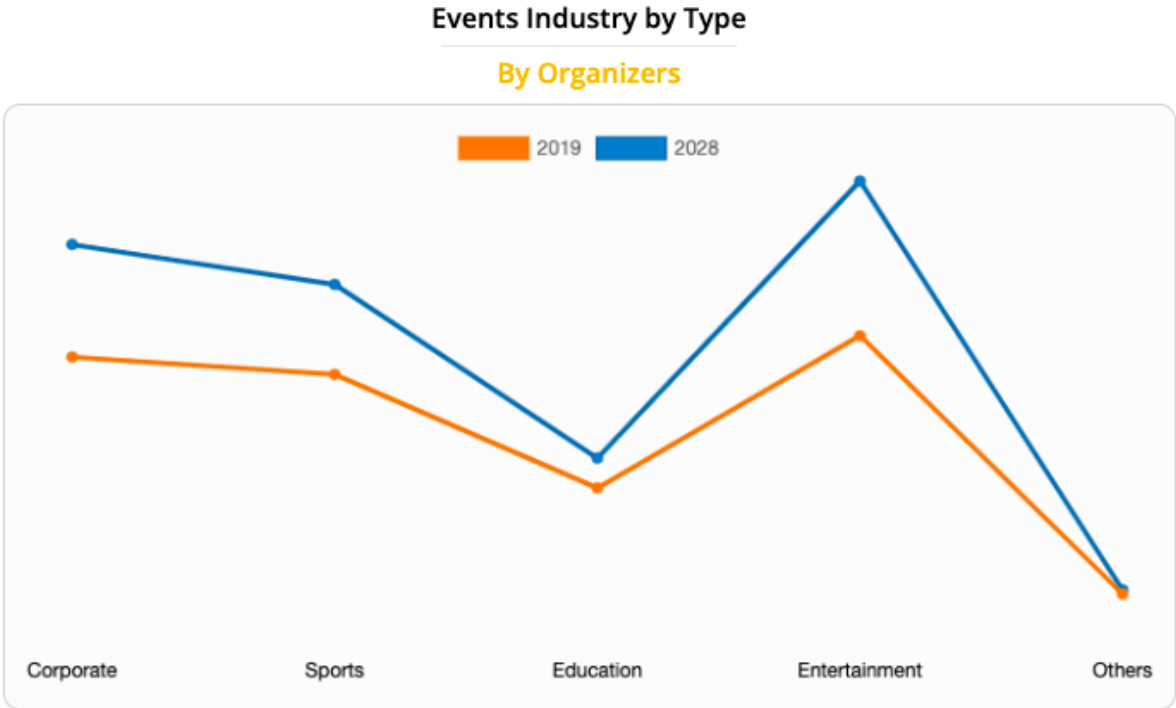


Music Concert segment would exhibit the highest CAGR of 13.1% during 2021-2028.

This graph shows the event forecasted occurrence by type of industry between 2021 and 2028

Source : <https://www.alliedmarketresearch.com/events-industry-market-A06596>.

Appendix 16: Events Industry by Type – By Organizers

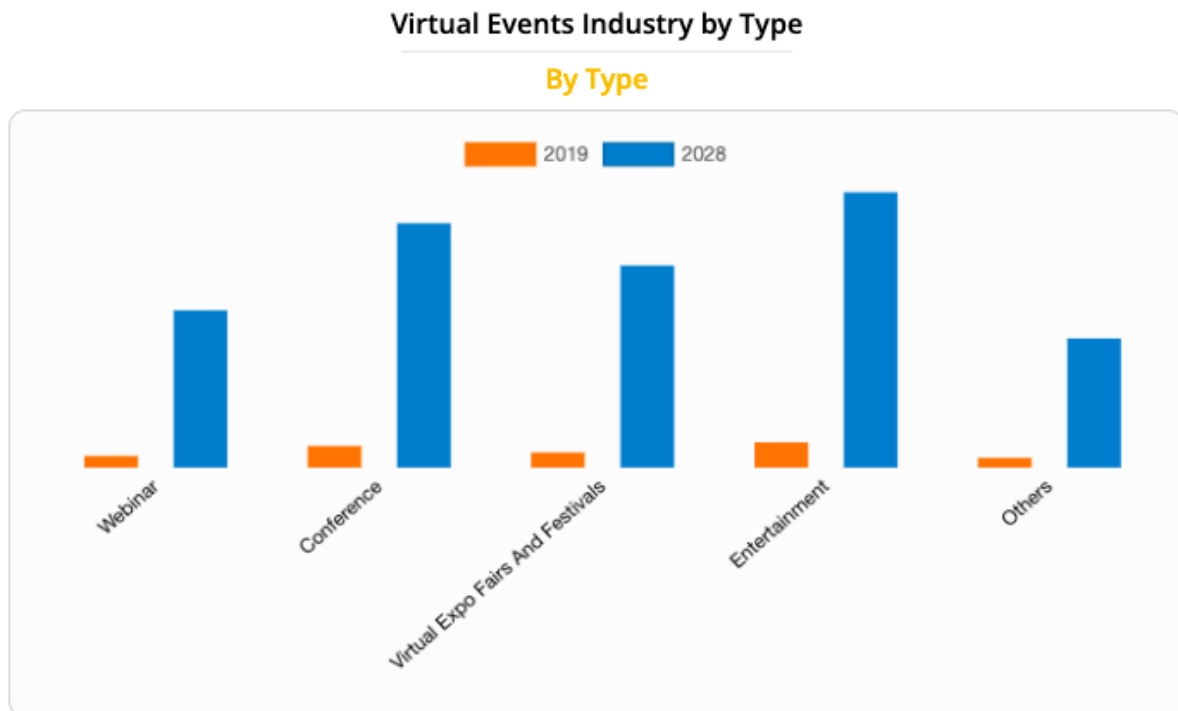


Entertainment segment would exhibit the highest CAGR of 12.4% during 2021-2028.

This graph shows the event forecasted occurrence by type of organizer between 2021 and 2028

Source : <https://www.alliedmarketresearch.com/events-industry-market-A06596>.

Appendix 17: Virtual Events Industry by Type – By Type



This graph shows the event forecasted occurrence by type of organizer between 2021 and 2028

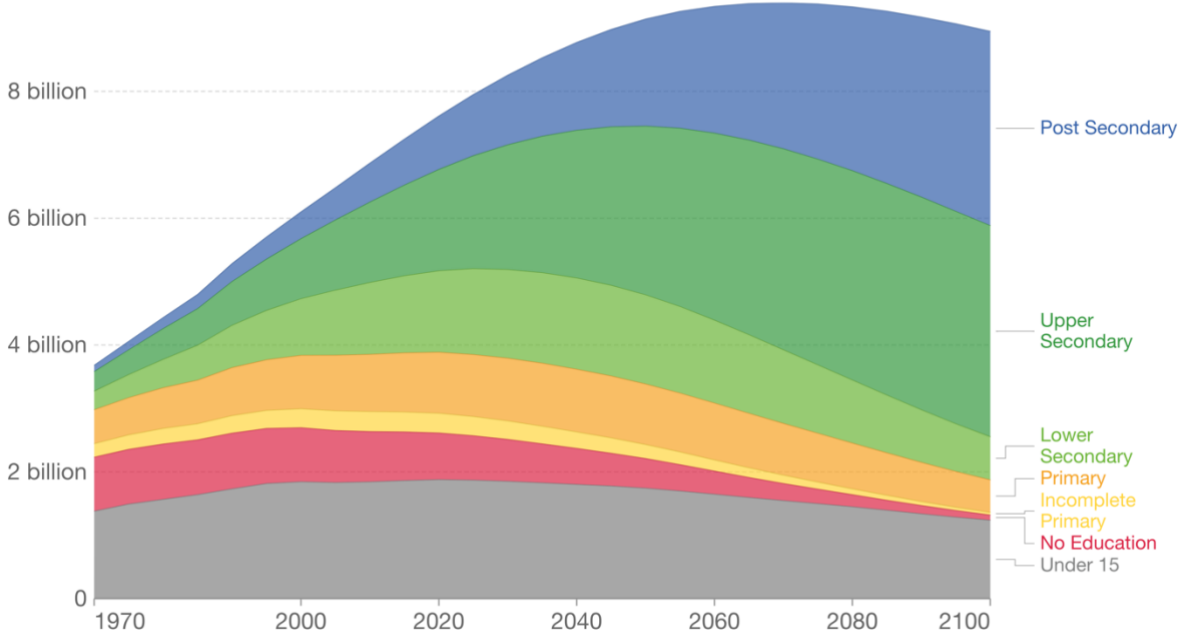
Source : <https://www.alliedmarketresearch.com/virtual-events-industry-market-A06596>.

Appendix 18: Global projected world population by level of education

Projected world population by level of education



This visualization shows the Medium projection by the International Institute for Applied Systems Analysis (IIASA). The researchers who created this projection describe it as their "middle of the road scenario that can also be seen as the most likely path".

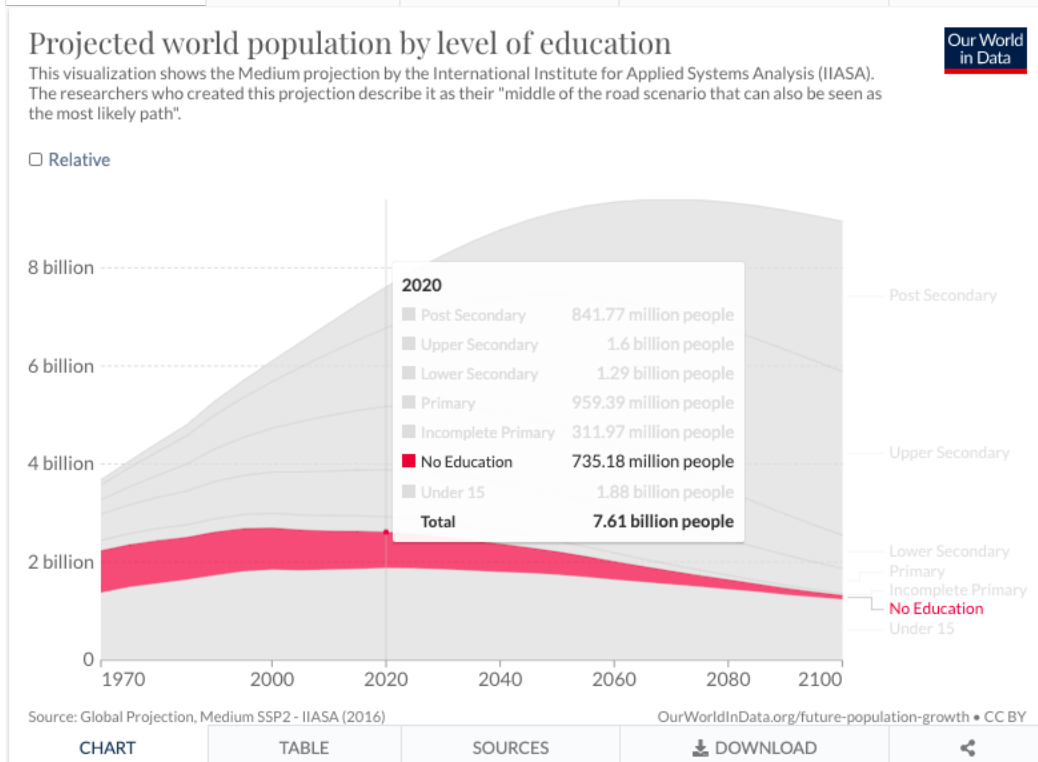
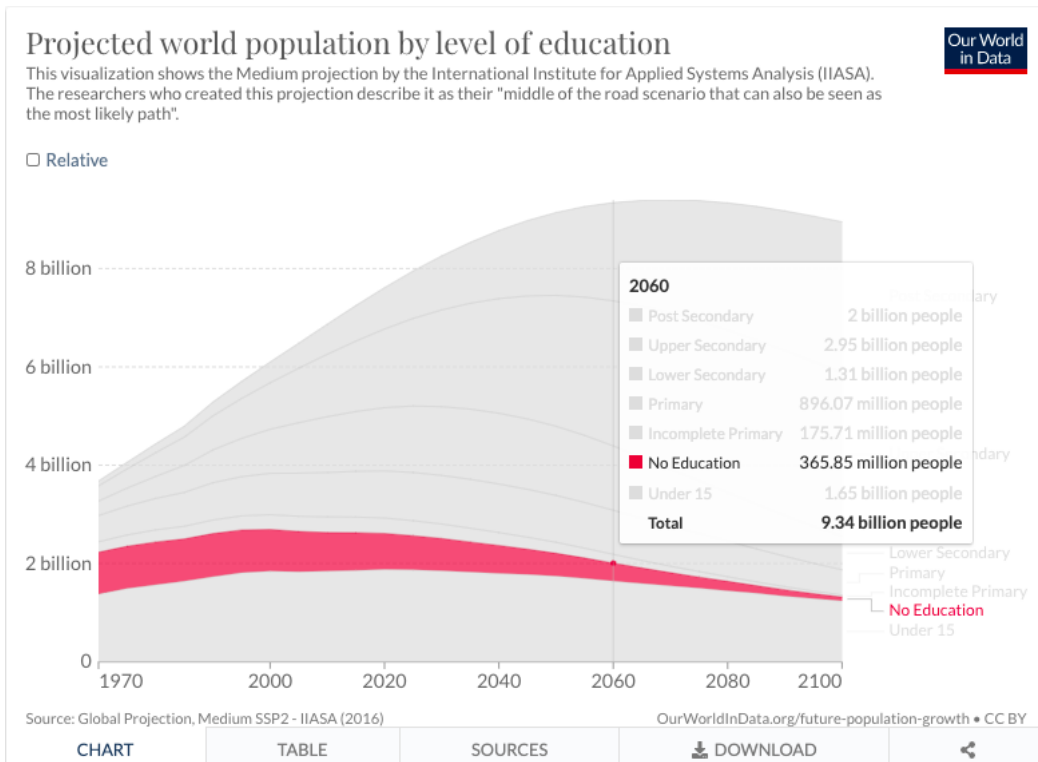


Source: Global Projection, Medium SSP2 - IIASA (2016)

OurWorldInData.org/future-population-growth • CC BY

Source: https://ourworldindata.org/grapher/projection-of-world-population-ssp2-iiasa?country=~OWID_WRL

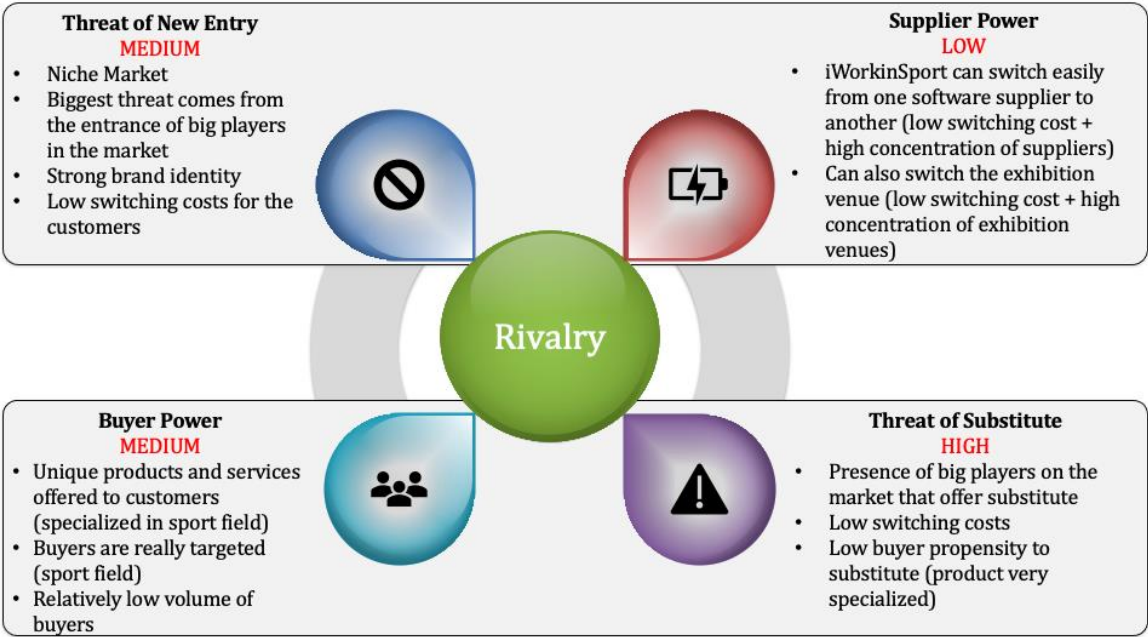
Appendix 19: Projected world population by level of education – No education



Source : https://ourworldindata.org/grapher/projection-of-world-population-ssp2-iiasa?country=~OWID_WRL

Appendix 20: Five Porters Forces Analysis

Five Porters Forces Analysis



*This framework was used to assess the industry’s 5 forces.
It was done by Pierre, Victor and Tanguy*

Appendix 21: Python Code – Data Curation Part (cleaning data)

```
# These are librairies used to achieve our objectives
```

```
import pandas as pd
from pycountry_convert import country_alpha2_to_country_name
```

```
#This code allow Python to open a CSV File
```

```
#Then we convert into an Excel File
```

```
#Once it's done, we open the Excel File
```

```
import pandas as pd
```

```
csv = pd.read_csv ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of
LaLiga-18176.csv')
```

```
data = csv.to_excel ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of
LaLiga-18176.xlsx', index = None, header=True)
```

```
data = pd.read_excel('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of
LaLiga-18176.xlsx')
```

```
#This code gives a proper visual of the file we're working on
```

```
data.head(600)
```

```
#These code below are to drop defined rows that we don't want to consider.
```

```
#For instance, it contains information about every user that loged into the platform.
```

```
#It includes iWorkinSport staff
```

```
#Consequently, the code below's used to drop information relative to iWorkinSport staff.
```

```
data = data.set_index("Role")
```

```
data = data.drop(["Representative"], axis = 0)
```

```
data = data.set_index("Company Name")
```

```
data = data.drop(["iWorkinSport"], axis = 0)
```

```
#This code is to drop irrelevant column in the global big dataset.
```

```
data.drop(["Event Name",
```

```
"Reg Set EVE2021",
```

```
"Title",
```

```
"Address1",
"Address2",
"City",
"State",
"ZIP Code",
"Country Code",
"Area Code",
"Phone Number",
"Extension",
"Original Registration Language",
"Original Registration Date",
"Date of First Login",
"Date of Last Login",
"Entitlement",
"External ID",
"Registration Source",
"Default Promo Code",
"EVE2021 Promo Code",
"Total Time on Site",
"Total Content Views",
"Total Video Views",
"Total Downloads",
"Total Webinar Views",
"Total Auditorium Entries",
"Total Booth Entries",
"Upload File 1",
"Upload File 2",
"Would you like to receive information about iWorkinSport?",
"Which Academic Programme would you like to contact at the event? (Choose as many as you want)",axis=1,inplace=True)
```

```
data.drop(columns=data.columns[-1],
          axis=1,
          inplace=True)
```

#This code convert from an ISO 2 Character code country to its full name -

```
data['country'] = data.Country.apply(lambda x: country_alpha2_to_country_name(x))
```

#Once again, this code allows to have a direct vision of the updated file


```
data.head(10)
```

```
#Now, the dataset is perfectly curated.
```

```
#We can now work in this cleaned dataset, to make visual and product reports.
```

```
data_cleaned = data.to_excel ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education  
Department of LaLiga-18176_Sorted.xlsx', header=True)
```

```
[15:41, 16/12/2021] Tanguy Coeffic: # These are librairies used to achieve our objectives
```

```
import pandas as pd
```

```
from pycountry_convert import country_alpha2_to_country_name
```

```
#This code allow Python to open a CSV File
```

```
#Then we convert into an Excel File
```

```
#Once it's done, we open the Excel File
```

```
import pandas as pd
```

```
csv = pd.read_csv ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of  
LaLiga-18176.csv')
```

```
data = csv.to_excel ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of  
LaLiga-18176.xlsx', index = None, header=True)
```

```
data = pd.read_excel('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education Department of  
LaLiga-18176.xlsx')
```

```
#This code gives a proper visual of the file we're working on
```

```
data.head(600)
```

```
#These code below are to drop defined rows that we don't want to consider.
```

```
#For instance, it contains information about every user that loged into the platform.
```

```
#It includes iWorkinSport staff
```

```
#Consequently, the code below's used to drop information relative to iWorkinSport staff.
```

```
data = data.set_index("Role")
```

```
data = data.drop(["Representative"], axis = 0)
```

```
data = data.set_index("Company Name")
```

```
data = data.drop(["iWorkinSport"], axis = 0)
```

```
#This code is to drop irrelevant column in the global big dataset.
```

```
data.drop(["Event Name",
```

```

"Reg Set EVE2021",
"Title",
"Address1",
"Address2",
"City",
"State",
"ZIP Code",
"Country Code",
"Area Code",
"Phone Number",
"Extension",
"Original Registration Language",
"Original Registration Date",
"Date of First Login",
"Date of Last Login",
"Entitlement",
"External ID",
"Registration Source",
"Default Promo Code",
"EVE2021 Promo Code",
"Total Time on Site",
"Total Content Views",
"Total Video Views",
"Total Downloads",
"Total Webinar Views",
"Total Auditorium Entries",
"Total Booth Entries",
"Upload File 1",
"Upload File 2",
"Would you like to receive information about iWorkinSport?",
"Which Academic Programme would you like to contact at the event? (Choose as many as you
want)",axis=1,inplace=True)

```

```

data.drop(columns=data.columns[-1],
          axis=1,
          inplace=True)

```

```

#This code converts from an ISO 2 Character code country to its full name -
data['country'] = data.Country.apply(lambda x: country_alpha2_to_country_name(x))

```

#This code drops ISO 2 Character code country since full name countries properly appear.

```
data.drop('Country', axis =1, inplace = True)
data = data.rename(columns={'country': 'Country'})
```

#We are ordering datasets, starting with first name attendee

```
data = data.set_index("First Name")
```

#Replacing Countries in 4th position -

```
data = data[["Last Name",
            "Email",
            "Country",
            "Continent",
            "Gender",
            "Highest Education Degree",
            "Age",
            "Work Experience",
            "Do you already work in sport?"]]
```

#This code sort the data set from A to Z and drop duplicates.

#For instance, if someone logged in twice under the same name but different email adress,

#the code will automatically keep the first "application"

```
data = data.sort_index()
data = data.drop_duplicates(subset=None, keep='first', inplace=False)
```

#Once again, this code allows to have a direct vision of the updated file

```
data.head(10)
```

#Now, the dataset is perfectly curated.

#We can now work in this cleaned dataset, to make visual and product reports.

```
data_cleaned = data.to_excel ('/Users/TanguyCOEFFIC/Desktop/LaLiga Business School the Education
Department of LaLiga-18176_Sorted.xlsx', header=True)
```

This code was written on python between October 2021 and December 2021 to serve iWorkinSport'S interest. It has been written by Tanguy, Pierre and Victor

Appendix 22: Python Code – Data Visualization Part (reporting)

```
#Imports
```

```
import pandas as pd
import openpyxl as pxl
from docx import Document
from docx.shared import Inches
from docx.shared import Length
from docx.shared import Pt
import matplotlib.pyplot as plt
import numpy as np
from io import BytesIO
from PIL import Image
from docx2pdf import convert
from docx.enum.style import WD_STYLE_TYPE
from docx.enum.text import WD_ALIGN_PARAGRAPH
```

```
#Academic partner name input
```

```
AcademicPartner = input("Enter the academic partner name: ")
```

```
##### Loading the files #####
```

```
#### Logos ####
```

```
#iWorkinSport Logo
```

```
iWorkinSportLogo = '/Users/victordelaune/Documents/Field Lab/Code/images/iWorkinSport.png'
```

```
# Partner Logo #
```

```
AcademicLogo = '/Users/victordelaune/Documents/Field Lab/Code/images/'+AcademicPartner+'.png'
```

```
#### Global File ####
```

```
globalfilepath = '/Users/victordelaune/Documents/Field Lab/Code/files/full_list_attendees_sorted.xlsx'
```

```
globalfile = pd.read_excel(globalfilepath)
```

```
#### Individual File ####
```

```
individualfilepath = '/Users/victordelaune/Documents/Field Lab/Code/files/'+AcademicPartner+'.xlsx'
```

```
individualfile = pd.read_excel(individualfilepath)
```

```
##### Statistics Generation #####
```

```
#All statistics to then be displayed in the charts are generated here. They are mostly Counts. They are store in a "DataFrame" object, as it is necessary to then be handled by the "figure" function in pandas.
```

```
#### Global Statistics Generation ####
```

```
#Total number of attendees
```

```
GlobalAttendeesCount = len(globalfile.index)
```

```
#Gender Counts
```

```
GlobalGenderCounts = pd.DataFrame({'Gender':globalfile['Gender'].value_counts()})
```

```
#Age Counts
```

```
#An index was created to sort the values in the correct order
```

```
GlobalAgeIndex = ['18 - 24', '25 - 30', '31 - 35','36 - 40','41 - 50']
```

```
GlobalAgeCounts = pd.DataFrame({'Age':globalfile['Age'].value_counts() }, index=GlobalAgeIndex)
```

```
#Work Experience Counts
```

```
#An index was created to sort the values in the correct order
```

```
GlobalWorkExIndex = ['Less than 1 year', '1-2 years', '3-5 years','6-9 years','10 years or more']
```

```
GlobalWorkExCounts = pd.DataFrame({'Work Experience':globalfile['Work Experience'].value_counts()), index = GlobalWorkExIndex)
```

```
#"Did you already work in sport ?" Counts
```

```
GlobalWorkInSportCounts = pd.DataFrame({'Do you already work in sport?':globalfile['Do you already work in sport?'].value_counts()})
```

```
#Continent Counts
```

```
GlobalContinentCounts = pd.DataFrame({'Continent':globalfile['Continent'].value_counts()})
```

```
#### Individual Statistics Generation ####
```

```
#Total number of attendees
```

```
IndividualAttendeesCount = len(individualfile.index)
```

```
#Gender Counts
```

```
IndividualGenderCounts = pd.DataFrame({'Gender':individualfile['Gender'].value_counts()})
```

```
#Age Counts
```

```
#An index was created to sort the values in the correct order
```

```
IndividualAgeIndex = ['18 - 24', '25 - 30', '31 - 35', '36 - 40', '41 - 50']
```

```
IndividualAgeCounts = pd.DataFrame({'Age':individualfile['Age'].value_counts() }, index=IndividualAgeIndex)
```

```
#Work Experience Counts
```

```
#An index was created to sort the values in the correct order
```

```
IndividualWorkExIndex = ['Less than 1 year', '1-2 years', '3-5 years', '6-9 years', '10 years or more']
```

```
IndividualWorkExCounts = pd.DataFrame({'Work Experience':individualfile['Work Experience'].value_counts()},  
index = IndividualWorkExIndex)
```

```
#"Did you already work in sport ?" Counts
```

```
IndividualWorkInSportCounts = pd.DataFrame({'Do you already work in sport?':individualfile['Do you already work in sport?'].value_counts()})
```

```
#Continent Counts
```

```
IndividualContinentCounts = pd.DataFrame({'Continent':individualfile['Continent'].value_counts()})
```

```
##### Creating the pie charts #####
```

```
#### Global Charts Generation ####
```

```
#Gender Pie Chart
```

```
GlobalGenderPieChart = GlobalGenderCounts.plot.pie(y='Gender', title="Attendees Continent Repartition",  
legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
#Bar Chart for age repartition
```

```
GlobalAgeBarChart = GlobalAgeCounts.plot.bar(y='Age', title="Attendees Age Repartition", legend = False, rot=0,  
grid = True)
```

```
#Bar Chart for years of experience
```

```
GlobalWorkExBarChart = GlobalWorkExCounts.plot.bar(y='Work Experience', title="Attendees Work Experience",  
legend = False, rot=0, grid = True)
```

```
#Pie chart for did you work in sport?
```

```
GlobalWorkInSportPieChart = GlobalWorkInSportCounts.plot.pie(y='Do you already work in sport?', title="Did you  
already work in sport ?", legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
#Pie chart for continent repartition
```

```
GlobalContinentPieChart = GlobalContinentCounts.plot.pie(y='Continent', title="Attendees Continent Repartition",  
legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
shadow=True, startangle=0)
```

```
#### Individual Charts Generation ####
```

```
#Pie chart for gender repartition
```

```
IndividualGenderPieChart = IndividualGenderCounts.plot.pie(y='Gender', title="Attendees Gender Repartition",  
legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
#Bar Chart for age repartition
```

```
IndividualAgeBarChart = IndividualAgeCounts.plot.bar(y='Age', title="Attendees Age Repartition", legend = False,  
rot=0, grid = True)
```

```
#Bar Chart for years of experience
```

```
IndividualWorkExBarChart = IndividualWorkExCounts.plot.bar(y='Work Experience', title="Attendees Work  
Experience", legend = False, rot=0, grid = True)
```

```
#Pie chart for did you work in sport?
```

```
IndividualWorkInSportPieChart = IndividualWorkInSportCounts.plot.pie(y='Do you already work in sport?',  
title="Did you already work in sport ?", legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
#Pie chart for continent repartition
```

```
IndividualContinentPieChart = IndividualContinentCounts.plot.pie(y='Continent', title="Attendees Continent  
Repartition", legend=False, \  
    autopct='%1.1f%%', \  
    shadow=True, startangle=0)
```

```
##### Saving the pie charts and storing them in cache files #####
```


Global Charts

#Pie chart for gender repartition

```
GlobalGenderPieChartCache = BytesIO()
GlobalGenderPieChartExport = GlobalGenderPieChart.get_figure()
GlobalGenderPieChartExport.savefig(GlobalGenderPieChartCache)
```

#Bar Chart for age repartition

```
GlobalAgeBarChartCache = BytesIO()
GlobalAgeBarChartExport = GlobalAgeBarChart.get_figure()
GlobalAgeBarChartExport.savefig(GlobalAgeBarChartCache)
```

#Bar Chart for years of experience

```
GlobalWorkExBarChartCache = BytesIO()
GlobalWorkExBarChartExport = GlobalWorkExBarChart.get_figure()
GlobalWorkExBarChartExport.savefig(GlobalWorkExBarChartCache)
```

#Pie chart for did you work in sport?

```
GlobalWorkInSportPieChartCache = BytesIO()
GlobalWorkInSportPieChartExport = GlobalWorkInSportPieChart.get_figure()
GlobalWorkInSportPieChartExport.savefig(GlobalWorkInSportPieChartCache)
```

#Pie chart for continent repartition

```
GlobalContinentPieChartCache = BytesIO()
GlobalContinentPieChartExport = GlobalContinentPieChart.get_figure()
GlobalContinentPieChartExport.savefig(GlobalContinentPieChartCache)
```

Individual Charts

#Pie chart for gender repartition

```
IndividualGenderPieChartCache = BytesIO()
IndividualGenderPieChartExport = IndividualGenderPieChart.get_figure()
```

```
IndividualGenderPieChartExport.savefig(IndividualGenderPieChartCache)
```

```
#Bar Chart for age repartition
```

```
IndividualAgeBarChartCache = BytesIO()
```

```
IndividualAgeBarChartExport = IndividualAgeBarChart.get_figure()
```

```
IndividualAgeBarChartExport.savefig(IndividualAgeBarChartCache)
```

```
#Bar Chart for years of experience
```

```
IndividualWorkExBarChartCache = BytesIO()
```

```
IndividualWorkExBarChartExport = IndividualWorkExBarChart.get_figure()
```

```
IndividualWorkExBarChartExport.savefig(IndividualWorkExBarChartCache)
```

```
#Pie chart for did you work in sport?
```

```
IndividualWorkInSportPieChartCache = BytesIO()
```

```
IndividualWorkInSportPieChartExport = IndividualWorkInSportPieChart.get_figure()
```

```
IndividualWorkInSportPieChartExport.savefig(IndividualWorkInSportPieChartCache)
```

```
#Pie chart for continent repartition
```

```
IndividualContinentPieChartCache = BytesIO()
```

```
IndividualContinentPieChartExport = IndividualContinentPieChart.get_figure()
```

```
IndividualContinentPieChartExport.savefig(IndividualContinentPieChartCache)
```

```
##### REPORT GENERATION #####
```

```
#### Creating the word document with parameters ####
```

```
worddocument = Document()
```

```
LogoSize = 6
```

```
ChartsSize = 6
```

```
#Styles of the document
```

```
#### Cover Page ####
```

#Dates

```
obj_styles = worddocument.styles
obj_charstyle = obj_styles.add_style('CoverDates', WD_STYLE_TYPE.CHARACTER)
obj_font = obj_charstyle.font
obj_font.size = Pt(16)
obj_font.bold = False
```

#Event Report

```
obj_styles = worddocument.styles
obj_charstyle = obj_styles.add_style('EventReport', WD_STYLE_TYPE.CHARACTER)
obj_font = obj_charstyle.font
obj_font.size = Pt(20)
obj_font.bold = True
```

Cover Page

```
worddocument.add_picture(iWorkinSportLogo, width=Inches(LogoSize))
```

```
paragraph = worddocument.add_paragraph("")
paragraph = worddocument.add_paragraph("")
```

```
paragraph = worddocument.add_paragraph("")
paragraph.alignment = WD_ALIGN_PARAGRAPH.CENTER
paragraph.add_run('27 October & 3 November 2021', style = 'CoverDates')
```

```
paragraph = worddocument.add_paragraph("")
```

```
paragraph = worddocument.add_paragraph("")
paragraph.alignment = WD_ALIGN_PARAGRAPH.CENTER
paragraph.add_run('EVENT REPORT FOR', style = 'EventReport')
```

```
paragraph = worddocument.add_paragraph("")
paragraph = worddocument.add_paragraph("")
```

```
worddocument.add_picture(AcademicLogo, width=Inches(LogoSize))
```

Global Event Report

Intro & list of schools attending the event

```
worddocument.add_page_break()
```

```
worddocument.add_heading("Global Event Report", 0)
```

```
paragraph = worddocument.add_paragraph('The 4th edition of the iWorkinSport Education Virtual Expo occurred in two different days: the 27th of October and 3rd of November. Although, the platform was kept open between the two dates in order to receive some visits from candidates that wanted to take some material or just review the content. The event counted with 16 International Academic Partners promoting their programs:')
```

```
paragraph = worddocument.add_paragraph('Cruyff Institute,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('De Montfort University,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('Real Madrid Graduate School,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('European Sport Business School,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('The Football Academy,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('The FIFA Master,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('Global Institute of Sports Business,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('iSportLearn,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('Josoor Institute,')
```

```
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('LaLiga Business School,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('Royals School of Business,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('University of Bath,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('University of Liverpool,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('University of Oregon,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('University of South Florida,')
paragraph.style = 'List Bullet'
```

```
paragraph = worddocument.add_paragraph('University of Washington,')
paragraph.style = 'List Bullet'
```

```
#Sentence telling how many attendees came to the event
```

```
paragraph = worddocument.add_paragraph('In total, ')
paragraph.add_run(str(GlobalAttendeesCount))
paragraph.add_run(" total unique attendees with the following profile came to the virtual event:")
```

```
#### Adding the global pie charts to the word document ####
```

```
#Gender Pie Chart
```

```
paragraph = worddocument.add_paragraph()
worddocument.add_picture(GlobalGenderPieChartCache, width=Inches(ChartsSize))
```

```
#Bar Chart for age repartition
```

```
paragraph = worddocument.add_paragraph()
```

```
worddocument.add_picture(GlobalAgeBarChartCache, width=Inches(ChartsSize))
```

```
#Bar Chart for years of experience
```

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(GlobalWorkExBarChartCache, width=Inches(ChartsSize))
```

```
#Pie chart for "did you work in sport?"
```

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(GlobalWorkInSportPieChartCache, width=Inches(ChartsSize))
```

```
#Continent Pie Chart
```

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(GlobalContinentPieChartCache, width=Inches(ChartsSize))
```

```
## Page break ##
```

```
worddocument.add_page_break()
```

```
#### Individual event report ####
```

```
#Heading
```

```
worddocument.add_heading(AcademicPartner+" Booth Report", 0)
```

```
# Introduction #
```

```
paragraph = worddocument.add_paragraph('During the iWorkinSport Education Virtual Expo October/November  
2021, the '  
paragraph.add_run(AcademicPartner)  
paragraph.add_run(' booth received a total of '  
paragraph.add_run(str(IndividualAttendeesCount))  
paragraph.add_run(' unique attendees with the following profile:') #We have to add "from xxxx different countries  
with the following profile:"
```

```
#### Adding the Individual Pie Charts to the word document ####
```

#Gender Pie Chart

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(IndividualGenderPieChartCache, width=Inches(ChartsSize))
```

#Bar Chart for age repartition

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(IndividualAgeBarChartCache, width=Inches(ChartsSize))
```

#Bar Chart for years of experience

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(IndividualWorkExBarChartCache, width=Inches(ChartsSize))
```

#Pie chart for did you work in sport?

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(IndividualWorkInSportPieChartCache, width=Inches(ChartsSize))
```

#Continent Pie Chart

```
paragraph = worddocument.add_paragraph()  
worddocument.add_picture(IndividualContinentPieChartCache, width=Inches(ChartsSize))
```

#Saving the word document

```
worddocument.save('/Users/victordelaune/Documents/Field Lab/Code/reports/'+AcademicPartner+' -  
Report.docx')
```

```
##### Closing the cache files #####
```

#Global files

```
GlobalGenderPieChartCache.close()  
GlobalAgeBarChartCache.close()  
GlobalWorkExBarChartCache.close()  
GlobalWorkInSportPieChartCache.close()  
GlobalContinentPieChartCache.close()
```

#Individual files

```
IndividualGenderPieChartCache.close()  
IndividualAgeBarChartCache.close()
```

```
IndividualWorkExBarChartCache.close()
IndividualWorkInSportPieChartCache.close()
IndividualContinentPieChartCache.close()
```

Converting the docx file to PDF file

```
convert('/Users/victordelaune/Documents/Field Lab/Code/reports/'+AcademicPartner+' - Report.docx',
'/Users/victordelaune/Documents/Field Lab/Code/reports/'+AcademicPartner+' - Report.pdf')
```

This code was written on python between October 2021 and December 2021 to serve iWorkinSport's interest. It has been written by Tanguy, Pierre and Victor

This work is divided into five different parts:

Part A: Consolidating iWorkinSport's position in the emerging virtual event industry – Global Analysis (Team)

Part B: Consolidating iWorkinSport's position in the emerging virtual event industry – Marketing strategy analysis and recommendations (*by Pierre Supery*)

Part C: How iWorkinSport can become a big player in the emerging virtual event industry with a strong Data Management Strategy as a leverage (*by Tanguy Coëffic*)

Part D: iWorkinSport's development: Strategy to expand in a niche market (*by Victor Delaune*)

Part E: Consolidating iWorkinSport's position in the emerging virtual event industry -- Final Remarks (Team)

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Abstract (Part C)

The team performed a deep analysis regarding iWorkinSport's internal and external factors. Then in a fast-changing society focus on digitalization, effectiveness and innovation, this work below will explain what Big Data is, in the 21st Century. It also tends to alert risks associated with personal data, security, and privacy, now regulated in the UE. A part will be dedicated to highlight the benefits of business analytics

Keywords: Big Data, legal, data curation, data visualization, analytics, security, protection, data management strategy, data collection, competitive advantage, GDPR

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Part C: How iWorkinSport can become a big player in the virtual event industry with a strong Data Management Strategy as a leverage

1. Introduction:

Data is fundamental for the organization. First because gathering and selling data constitutes a fundamental piece of their business. It's basically their reason to be. Commercial partners (schools, universities, organizations) pay substantial fees (developed in "Services Overview") to attend these events, promote their brand and recruit. In exchange, iWorkinSport sends complete and curated datasets with potential future student's information listed, to pursue their recruitment processes afterwards. From a sale perspective, iWorkinSport generate leads and sell them. Therefore, the firm must have perfect expertise about data science to build and sell a qualitative product.

1.1 Big Data

In addition of being a key component of the product, technology and "Big Data" are strong leverage for progress, innovation, and development, aligned with iWorkinSport objectives. Concretely, this very popular term refers to "data that contains greater **variety**, arriving in increasing **volumes** and with more **velocity**" (Oracle 2021). It is known as the 3 Vs of BG. Decisions are now data-driven implying that "the process of making organizational decisions is based on data rather intuition, assumption, or observation alone" (Academy Hubspot 2021). The public company Oracle, specialized in computer technology, sees big data "larger, more complex data sets, especially from new data sources. These data sets are so voluminous that traditional data processing software just can't manage them. These massive volumes of data can be used to address business problem you wouldn't have been able to tackle before (Oracle 2021). Consequently, Although BG is not structured basically, findings from its treatment can

affect almost every department of a company once it is. In 2017, Günther, Mehrizi, Huysman and Feldberg highlighted how BG brings value, and stated from previous research that “organization that rely on big data to guide organizational strategies and day-to-day operations are expected to perform better financially than organization that do not (LaValle et al., 2011, McAfee and Brynjolfsson, 2012). This phenomenon is restructuring our society (GetSmarter 2019), automation and artificial intelligence being important leverages. It is crucial for companies to take step to protect this data (Segal 2021). Our personal data are than ever more collected and circulates everywhere nowadays. Therefore, GDPR has come into effect in 2018 to protect and regulate this emerging discipline. Therefore, we explored this topic, while trying to find concrete solutions to support iWorkinSport’s sustainability and development.

1.2 Objectives

From our observations, we estimated that iWorkinSport should dedicate more resources on this topic. iWorkinSport is aware that data expertise is fundamental but hasn’t set up optimal tools yet to draw relevant insights and learnings from it. Thus, this field requires a deep knowledge to optimize its use but also to protect itself from the multiple risks associated. In other words, we believe that **iWorkinSport is missing a strong data management strategy**. Partners are obviously aware of their “lack of competencies” as both loose precious time, probably too much, working on these datasets. They know processes could be easily improved with a better expertise of this field. It also explains why the three of us had the opportunity to work with them, to create value. Consequently, we are going to analyze, develop and explain why iWorkinSport must reinforce its consideration to data management to adopt an efficient strategy to remain competitive. So, we will see how **iWorkinSport collects its data**. Then **the legal framework** will be covered. Finally, we will sum up **why a business analytics expertise** is required to achieve a strong data management strategy.

2. Data Collection

2.1 Why collecting data is fundamental?

Collecting data about individuals is fundamental for iWorkinSport to sell its product but not only. It constitutes a qualitative database of profiles that academic partners and companies are seeking. It may serve financial interests, leverage the business development, or help the marketing strategy depending on its nature and the way the data is collected. There are few ways to do so. Some come from the user himself while subscribing to newsletter, “like” or “follow” their social medias, or even buy services or products. This data is considered as personal information concerning individual (name, address etc...). When it’s “beyond the user’s control” while surfing on www.iworkinsport.com for instance, with the use of cookies, it is to analyze customer’s behavior, more than collect personal information. However, iWorkinSport isn’t allowed to sell each kind of data, generally due to the way it’s collected, let’s develop

2.2 How do you provide data “purposely”?

When the user **subscribes** to iWorkinSport newsletter (see appendix 23) or job opportunities to be updated (see appendix 24) personal data are required (name, email ...) as well as Privacy Policy’s approval (see appendix 25). By refusing, the subscription process would be stopped. The method is similar to upload reports like “*The Most Attractive Employer in Sport 2021*”, recently published (see appendix 4) or to buy a coaching session (see appendix 26) iWorkinSport is not allowed sell this intelligence as it must remain strictly confidential. But it can use it for personal analysis or to directly reach their audience. It is also important to be vigilant while giving personal information on websites and a means to make sure the website is safe is to verify if padlock displays near the URL (EECE 2021). **Social medias** presence is also a way to gather information on “followers” or “users” that are mostly public in nature while

increasing brand awareness. Hence, they're present on Facebook with 1 480 subscriber (Facebook 2021) like twitter has 821 (Twitter 2021). Their Instagram page has 3 181 "followers" (Instagram 2021), LinkedIn page is followed by 8 756 persons (LinkedIn 2021, 5). Finally, their YouTube page lists 1 460 subscribers. The approach is clearly to be present "everywhere". It also constitutes a huge database iWorkinSport have access to and can exploit to have a better understanding and knowledge of the customer behavior. (Chan 2021) Finally, registering and attending **Education and/or Career Fair** is the most important "resource" to generate profit. From a legal perspective, iWorkinSport has the right to "sell" this data because you must approve Terms & Conditions if you want to attend (see appendix 27) Consequently, your personal information is susceptible to be sent, transmitted, or communicated to partners all around the world, without being able to track who. But this process also brings other kind of data. Since the attendance is digital, every "clicks" made are saved in huge database, under raw csv files. It is a relevant component extremely valuable. Indeed, you can precisely know if User X clicked on FIFA Master Booth or not, time spent on the booth, which files and video were consulted. Subsequently, once this data is curated, the concerned partner owe intelligence which increases power negotiation regarding who to contact and why.

2.3 Data collected "beyond your control" (cookies)

If you have ever consulted a website in your life, you must have faced **cookies**. We're not talking about famous cakes, but the ones you must usually accept to access all website features. It is a piece of data from a website that identify the user "improve" the experience. When you on a website, a cookie will provide information and allow the site to display selected settings and targeted content. There're few types of cookies that have different purposes such as session management (recognize user's credential), personalization (personalized advertising) and tracking (suggest other content). (Google 2021). In other words, it is addressed for functionality,

security, analytics, and advertising. Thus, it constitutes a precious resource for companies to increase customer's experience and provide customer behavior's insights. It comes in two types. **Session cookies** are deleted when the browser closes and are used to save your choices in your shopping basket for instance. Whereas **persistent cookies** have an expiration date meaning that it will remain in the browser until then. Some of them may not be safe. The "first-party" cookie is used for Google Analytics purpose which "let you measure your advertising ROI as well as track your flash, video and social networking sites and applications." (Google Analytics 2021). These cookies belong to the host website himself and allows to make analytics. In contrast, "third-party cookies" let advisers or analytics companies track an individual's browsing history across the web on any sites that contains their ads. Google wants to ban these types of cookies, even if it takes longer than expected (BBC 2021). To conserve your privacy, it is possible to block this kind of cookies in your personal google settings. From our experience and analysis, we have not seen iWorkinSport using this type of cookie which suggests iWorkinSport adopts an ethical data privacy policy and only uses cookies for personal use.

3. Legal framework

3.1 Regulations

This part analyzes legal regulation. Since BG keeps growing, regulation keeps growing too. "We are living in a digital world" (Yatco 2019). The world has become connected, everybody uses smart devices, and is then by this question. Regulations are still in process to be set up, leaving rooms for breaches. Some companies misused some data to personal ends, as it represents value for certain stakeholders. That is why UE set up the General Data Protection Regulation (GDPR) to regulate these abuses. It took effect on May 25, 2018. GDPR is the toughest data privacy and security law in the world, passed by the European Union at a time when more people are entrusting their personal data with cloud services and breaches are on a

daily occurrence (GDPR.eu 2019, 1). It is built along 7 protection and accountability principles companies must comply with, available in appendix 28. Companies, organizations, or institutions who do not comply with these regulations are likely to fines up to 20M euros or 4% Global Revenue (whichever is higher). For companies generations billion per year, the bill be sweaty. “According to Finbold, between July 2020 and July 2021, number of GDPR violations has increased by 113.5% while over the same period, the number of GDPR fines experienced 124.92% (Data Privacy Manager 2021). So. this legal topic is to consider very seriously, and iWorkinSport is totally concerned. But is iWorkinSport subject to GDPR? This is questionable, as the startup is in Switzerland, a non-member country. However, it collects data on European union’s citizens, iWorkinSport must comply with GDPR, and not only for “European data”. (GDPR.eu 2019, 1)

3.2 iWorkinSport’s compliance to GDPR

A jurist named G.Pividal helped us assessing iWorkinSport’s compliance towards the 7 principles. (LinkedIn 2021, 5) By “enforcing” attendees to approve “Terms and Conditions” stating and explaining its compliance to GDPR, the startup is known **lawful, fair, and transparent**. On the same page that a user must approve this privacy policy for newsletter, already cited (see appendix 25). It well states that privacy policy uses anonymous tracking data which mean that if a cookie tracks your move on iWorkinSport website, it will remain anonymous et neither the hosting website nor google have access to the name or email address of the user, but just “technical information” like the time spent on a page or the content watched T&C to approve while registering to fair events, state why and how personal data can be used, for **legitimate purposes** obviously. The firm also details what kind of data is useful and to which ends, complying with the **data minimization** principle. The **accuracy** of the data collected is harder to demonstrate since it comes from the user himself. iWorkinSport in not

directly responsible for it. However, companies or academic institutions participating to these events, bet on the accuracy of these data provided by attendees or they repeat this choice. **Storage limitation's** mention could be improved. iWorkinSport reserves a paragraph to this principle and explicitly claims that data will be stored “for no longer than is necessary for the purpose for which the Personal Data is processed”. In the meantime, “data will be stored as long as necessary” (see appendix 27). Although the principle is not ignored, the formulation is confusing and deserves a review with more precision. It would increase protection in case of legal actions against them. On the same page, **integrity and confidentiality** are secured as much as iWorkinSport can. They mention using secured servers to store data as well as encrypting data related to payment personal information, for instance. But they state total security regarding “information transmitted over the internet cannot be guaranteed” (see appendix 27). It makes sense that iWorkinSport cannot control the world of internet including the risks associated like malware, cyberattack nor computer hacking but the formulation is clumsy. It is too vague. Finally, **the accountability** is very easy to demonstrate since approving terms is a sine qua none condition, and iWorkinSport well refers GDPR as a legal obligation to require such approvals.

Overall, iWorkinSport is compliant and then, protected even if adjustments could be made to secure this compliance. It can therefore be concluded that data is collected under different methods, to diversify its nature and then insights. Processes used to do so are in total compliance with European regulations. But how is it treated, by who and at which ends?

4. Treating Data

We determined two categories of data iWorkinSport needs. Personal Data which has huge value and data collected with cookies mostly, useful for analytics purpose. But iWorkinSport under-

exploits this capability, constituting a brake in their development. We must consider “Big data analytics as enablers of dynamic capabilities” (Mikalef, van de Wetering and Krogstie 2021, 4). On the same page, Côte-Reval, Ruivo and Oliveria argue that big data analytics can enable organizations to generate business insights into primary activities. In other words, it is crucial to keep a competitive advantage on the market from the startup’s perspective. As we demonstrated in our Final Remarks, we noticed a lack of efficiency and implemented some treatment solution on Python (see appendix 22) It led to reduce risk of errors by automatizing reports production while generating significant time savings.

4.1 Benefits of Analytics and Business Intelligence Expertise

Specialists agree to define three kinds of Analytics. **Descriptive analytics** take into account what happened, historical data, used to display results. **Predictive analytics** is useful to predict what could happen in the future. Finally, **prescriptive analytics** show which option is the best by “mixing” both descriptive and predictive, supporting decision-making. (The University of Bath, 2021). On the same wavelength, the author George Firican developed 3 relevant outcomes of such knowledge, called 3 “sights”. He explains that analytics and business intelligence create first **insights** that tell “current or former status of our data” useful for reporting, comparable to descriptive analytics. Secondly, there’s the **hindsight**. This intelligence will help understand why?”. It explains figures, pointing out influential factors. Finally, the last outcome is **foresights**. It’s the result of multiple analytics methods including data mining, statistical and descriptive analysis helpful to understand the future. But before trying to predict what is going to happen and which decision to make although it is very important iWorkinSport must first focus on detailing what happened and why.

4.2 Implementing descriptive analytics processes

So far, iWorkinSport's processes toward descriptive analytics are not sufficient to generate insights. Data is treated manually without efficiency while increase the risk of wrong analysis. Their lack of efficiency will be partly enlightened in this part. "Descriptive analytics uses two key methods, data aggregation and data mining [...]. Data aggregation is the process of collecting and organizing data to create manageable data set. These data sets are then used in the data mining phrase where patterns, trends and meaning are identified and then presented in an understandable". (UNSW Sydney 2021) Concretely, if we covered iWorkinSport data aggregation (or data collection), their data mining processes are almost under-treated. It is why google analytics are useful, but it requires specific knowledge. This stage will support iWorkinSport's data management strategy, providing new predictive and prescriptive analytics and generating hindsight and foresight afterwards.

4.3 Data Management Strategy leverages positive dynamic capability

It seems to be a universal knowledge that companies must invest to remain competitive. And the field to prioritize is the data analytics one. "A study by SAS found that 72 per cent of organizations said data analytics helps them generate valuable insight, while six in ten said their analytics resources make them more innovative" (Chapman, 2019) For instance, Gupta and Georges argue that firms that develop a big data analytics capability will be better attuned to market responses. Other research claim that "data analytics afford two fundamentally different types of innovation: automation and human-material" (Leher, Wieneke, vom Brocke, Jun and Seidel 2018). To sum up, it is clear and argued that data analytics leverage dynamic capabilities. To illustrate iWorkinSport's current situation, the appendix 29 shows a "big-data analysis framework transformation" where the firm is the "operation optimization" phase. (Mikalef, van de Wetering and Krogstie 2021, 12). The next step will cover "strategic transformation".

Learnings and Recommendations

iWorkinSport is mostly compliant to data security, regulated by GDPR. Nevertheless, it is the firm's duty to monitor constant regulation changes since the field undergoes rapid evolutions. In case of breaches observed, consequences would be huge.

Hiring a full-time lawyer or legal/jurist adviser would not worth it. They have always been able to survive and progress without it. However, **reviewing periodically their legal framework** through legal consulting services could bring security as well as serenity.

Business Analytics bring relevant insights and not only, helping decision-making and KPIs and supporting innovation. There are numerous outcomes impacting positively organizations like sales, market orientation, business development. It also reinforces the competitive advantage on long-term vision. Handling fields like data curation or visualization brings substantial gains of time, efficiency, and productivity. Instead of treating data manually, the knowledge of programming skills for instance, is useful as the program written by the team (see appendix 23). The time previously spent on those tasks is no longer required and gives Alexandre and João the opportunity to dedicate their time more strategically and prioritize affairs.

In conclusion, we recommend iWorkinSport to develop a real data management strategy. Concretely, it would come through the recruitment of skilled full-time data analyst, handling domains such as data curation, data visualization, modeling, and google analytics at least. We demonstrated the benefits and risks associated to this expertise, becoming a strong asset to the company. The digital revolution our society experiences, implies some costly investments in data science. But it has to be made in any case, at the risk of being overtaken. The ratio cost/gain is unequivocal, which is even more true in iWorkinSport's case.

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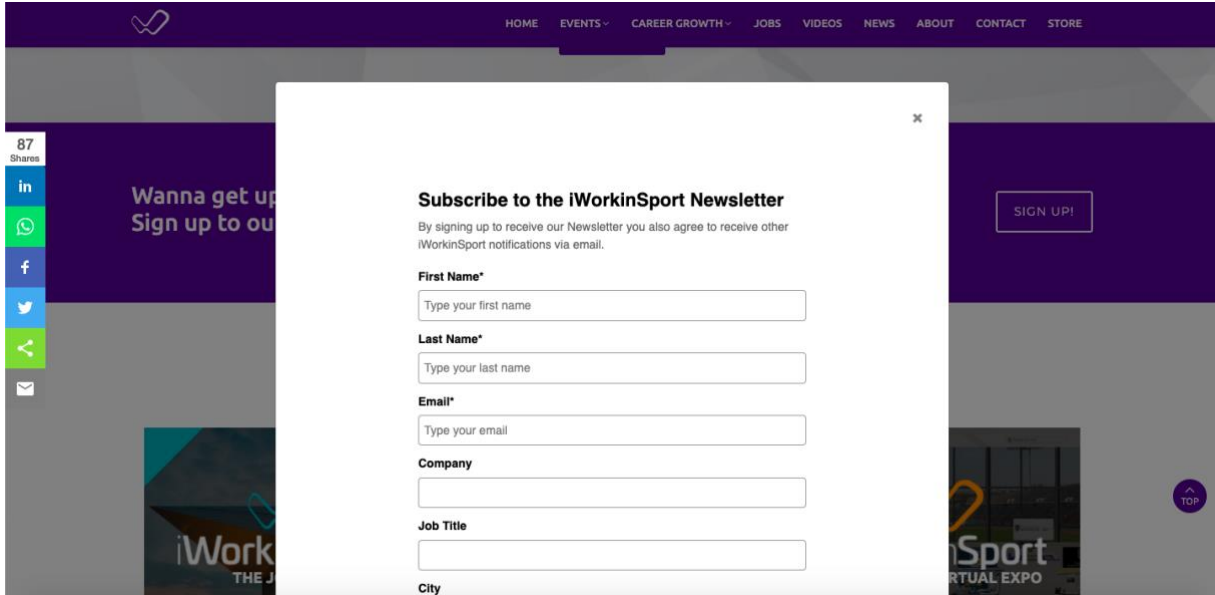
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Appendices (Part C)

Appendix 23: iWorkinSport - Newsletter



The image shows a screenshot of the iWorkinSport website with a modal form for newsletter subscription. The website has a purple header with navigation links: HOME, EVENTS, CAREER GROWTH, JOBS, VIDEOS, NEWS, ABOUT, CONTACT, and STORE. A sidebar on the left shows social media sharing options for LinkedIn, WhatsApp, Facebook, and Twitter, with 87 shares indicated. The main content area features a purple banner with the text "Wanna get up Sign up to ou" and a "SIGN UP!" button. The modal form is titled "Subscribe to the iWorkinSport Newsletter" and includes a disclaimer: "By signing up to receive our Newsletter you also agree to receive other iWorkinSport notifications via email." The form fields are: First Name*, Last Name*, Email*, Company, Job Title, and City. A "TOP" button is visible in the bottom right corner of the page.

87 Shares

in

Wanna get up
Sign up to ou

SIGN UP!

Subscribe to the iWorkinSport Newsletter

By signing up to receive our Newsletter you also agree to receive other iWorkinSport notifications via email.

First Name*
Type your first name

Last Name*
Type your last name

Email*
Type your email

Company

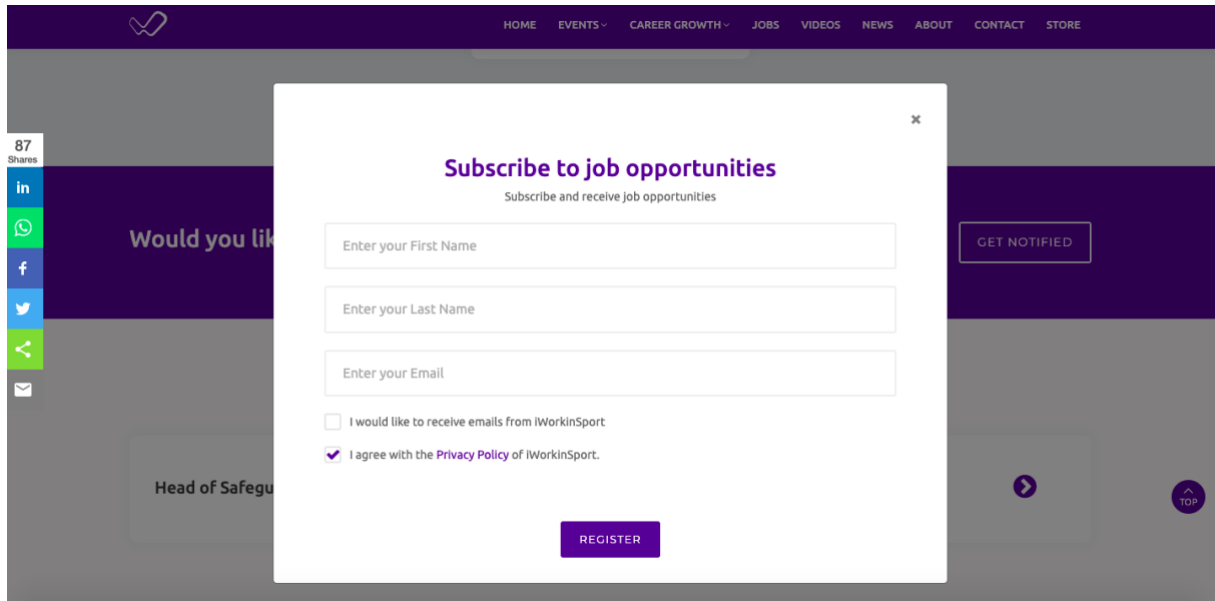
Job Title

City

TOP

Picture displaying the process to subscribe to the iWorkinSport Newsletter
Source : <https://www.iworkinsport.com/>

Appendix 24: iWorkinSport - Job opportunities subscription

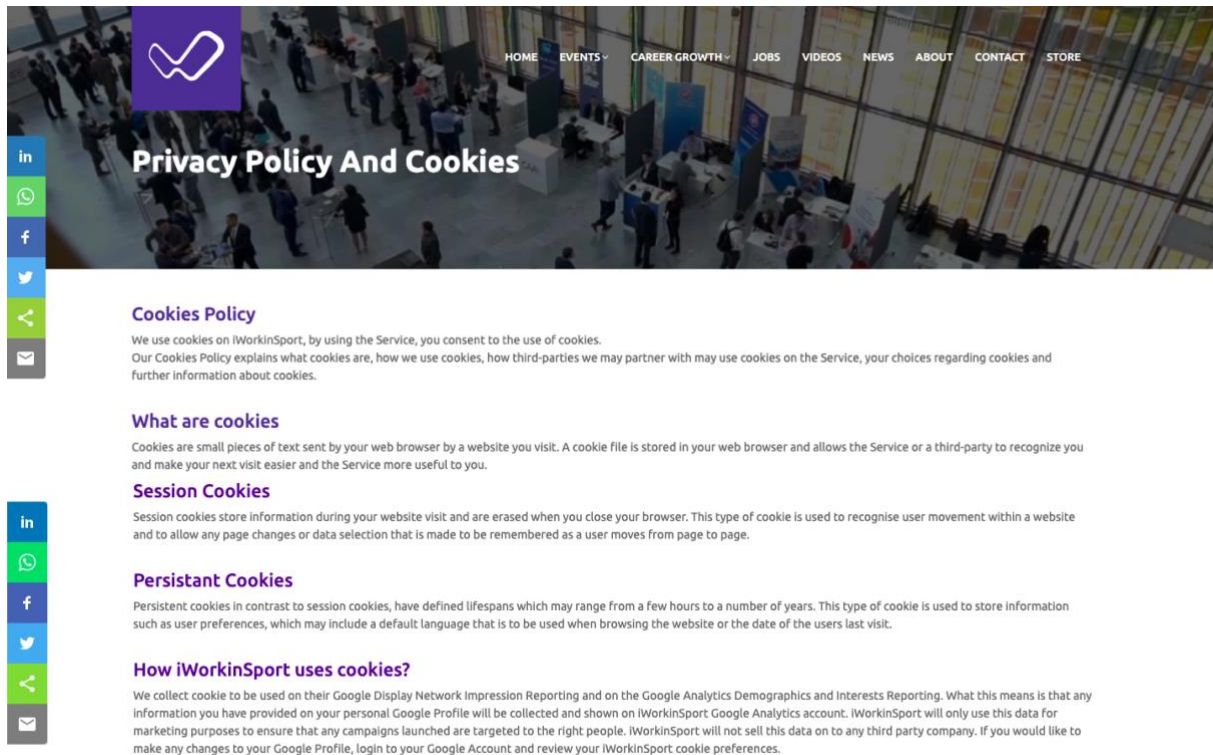


The image shows a screenshot of the iWorkinSport website with a modal form for job opportunities subscription. The form is titled "Subscribe to job opportunities" and includes the following elements:

- Navigation menu: HOME, EVENTS, CAREER GROWTH, JOBS, VIDEOS, NEWS, ABOUT, CONTACT, STORE
- Form fields:
 - Enter your First Name
 - Enter your Last Name
 - Enter your Email
- Checkboxes:
 - I would like to receive emails from iWorkinSport
 - I agree with the [Privacy Policy](#) of iWorkinSport.
- Buttons: GET NOTIFIED (on the right), REGISTER (at the bottom of the form)
- Background text: "Would you like...", "Head of Safegu..."
- Social sharing: 87 Shares, LinkedIn, WhatsApp, Facebook, Twitter, Email
- Footer: "TOP" button

Picture displaying the process to subscribe to the iWorkinSport Job opportunities
Source : <https://www.iworkinsport.com>

Appendix 25: iWorkinSport – Privacy Policy and Cookies



Privacy Policy And Cookies

Cookies Policy

We use cookies on iWorkinSport, by using the Service, you consent to the use of cookies. Our Cookies Policy explains what cookies are, how we use cookies, how third-parties we may partner with may use cookies on the Service, your choices regarding cookies and further information about cookies.

What are cookies

Cookies are small pieces of text sent by your web browser by a website you visit. A cookie file is stored in your web browser and allows the Service or a third-party to recognize you and make your next visit easier and the Service more useful to you.

Session Cookies

Session cookies store information during your website visit and are erased when you close your browser. This type of cookie is used to recognise user movement within a website and to allow any page changes or data selection that is made to be remembered as a user moves from page to page.

Persistent Cookies

Persistent cookies in contrast to session cookies, have defined lifespans which may range from a few hours to a number of years. This type of cookie is used to store information such as user preferences, which may include a default language that is to be used when browsing the website or the date of the users last visit.

How iWorkinSport uses cookies?

We collect cookie to be used on their Google Display Network Impression Reporting and on the Google Analytics Demographics and Interests Reporting. What this means is that any information you have provided on your personal Google Profile will be collected and shown on iWorkinSport Google Analytics account. iWorkinSport will only use this data for marketing purposes to ensure that any campaigns launched are targeted to the right people. iWorkinSport will not sell this data on to any third party company. If you would like to make any changes to your Google Profile, login to your Google Account and review your iWorkinSport cookie preferences.

Picture displaying iWorkinSport privacy policies
Source : <https://www.iworkinsport.com/privacypolicy>

Appendix 26: iWorkinSport – Coaching

The screenshot displays the iWorkinSport website's coaching page. At the top, there is a navigation bar with a logo and menu items: HOME, EVENTS, CAREER GROWTH, JOBS, VIDEOS, NEWS, ABOUT, CONTACT, and STORE. Below the navigation bar, the page is titled "Coaches". The main content area features a grid of six coach profiles, each with a portrait, name, a quote, a list of experience levels, and a "SEE MORE" button. On the left side of the page, there is a vertical sidebar with social media icons for LinkedIn, WhatsApp, Facebook, Twitter, and Email. On the right side, there is a circular "TOP" button.

Norun Laahne Thomassen
"Tailor-made coaching and training for future leaders in sport"
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Vanessa Tribet
"Don't just follow your passion. Build something larger than yourself."
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Adriene Bueno
"I will help you land a job in sports!"
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Ashley Hughes
"I change how we think and approach mental wellness - specifically in the sport industry."
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Jessie Engelhart
"I want to help you land your dream job."
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Dominique Gobat
"Your personal brand defines your message"
Recent graduate | Intern | Junior level | Mid-level Senior and more
[SEE MORE](#)

Picture displaying iWorkinSport coaches
<https://www.iworkinsport.com/coaches>

Appendix 27: iWorkinSport Events' Terms & Conditions

VIRTUAL EVENTS TERMS AND CONDITIONS OF ATTENDANCE AND PARTICIPATION

01 September 2021

These are the terms and conditions (the “Agreement”) governing your participation in any iWorkinSport owned and operated virtual event, meeting, show, seminar or conference (the “Virtual Event”). By registering for the Virtual Event you agree to these terms, which form a binding legal contract between the Virtual Event owner and host, Engage Sport & Entertainment SA (“Engage”, “iWorkinSport” or “Owner and Organizer”) and the registered participant (“you” or “Participant”). If you are registering on behalf of another individual, it is your responsibility to ensure the person participating is aware of these terms and accepts them. By completing the registration on behalf of another individual you are warranting that you have made the Participant aware of these terms and that they have accepted these terms.

1 Participant Requirements

1.1 Access. Your registration entitles you to access the Virtual Event for which you have registered. Any and all other costs associated with your attendance shall be borne solely by you, and Virtual Event shall have no liability for such costs.

1.2 Use of Likeness. By participating in the Virtual Event you acknowledge and agree to grant Virtual Event the right at the Virtual Event to record, film, live stream, photograph, or capture your likeness in any media now available or hereafter developed and to distribute, broadcast, use, or otherwise globally to disseminate, in perpetuity, such media without any further approval from you or any payment to you. This grant to Virtual Event includes, but is not limited to, the right to edit such media, the right to use the media alone or together with other information, and the right to allow others to use or disseminate the media.

1.3 Virtual Event Content. You acknowledge and agree that Virtual Event, in its sole discretion, reserves the right to change any and all aspects of the Virtual Event, including but not limited to, the Virtual Event name, themes, content, program, speakers, performers, hosts, moderators, venue, and time. Virtual Event content shall be recorded by iWorkinSport and will be accessible to Participants, and may also be posted on iWorkinSport’s social media channels.

2 Prohibited Conduct

2.1 Limitations on Use. By registering for a iWorkinSport Virtual Events pass you agree not to sell, trade, transfer, or share your complimentary access link and/or code, unless such transfer is granted by the Organizer. By registering for a paid Virtual Event Pass, you agree not to share, sell or trade your access. If iWorkinSport determines that you have violated this policy, iWorkinSport

may cancel your access, retain any payments made by you, report you to law enforcement authorities, and ban you from future Virtual Events.

2.2 Disruptive Conduct. You acknowledge and agree that Virtual Event reserves the right to remove you from the Virtual Event if iWorkinSport, in its sole discretion, determines that your participation or behavior create a disruption or hinder the Virtual Event or the enjoyment of the Virtual Event content by other attendees.

2.3 Recording, Live Streaming, and Videotaping. Participants may not record or broadcast audio or video of sessions at iWorkinSport Virtual Events.

2.4 Unethical/Non-Compliant Business Practices. iWorkinSport reserves the right to deny participation to anyone who engages in or is reputed to engage in unethical or non-compliant business practices.

2.5 In addition to the requirements and prohibitions set forth in this Section 2, iWorkinSport may also exclude any prospective participant from registering for or participating in any Virtual Event, in iWorkinSport's sole discretion.

3 Fees and Registration

3.1 Payment. When required, the payment of the applicable fee for the Virtual Event is due upon registration. If such payment is insufficient or declined for any reason iWorkinSport may refuse to allow you to access the Virtual Event and shall have no liability in that regard.

3.2 Taxes. The fees may be subject to sales tax, value added tax, or other taxes and duties which, if applicable, will be charged to you in addition to the fees.

4 Cancellation and Quality Assurance

4.1 iWorkinSport strives to provide you with the most productive and effective experience possible. If after attending the event you feel there is some way we can improve, please provide us in writing with your comments on the evaluation provided at the end of the event. As exhibitors and or speakers are confirmed months before the Virtual Event, some speaker changes or topic changes may occur in the program. iWorkinSport is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program.

4.2 Cancellations are subject to the entire Virtual Event registration fee. All sales are final. No payments will be refunded or refundable. Please note that if you do not cancel and do not access the Virtual Event, you are still responsible for payment. In no event shall iWorkinSport be obligated to refund all or a portion of the registration fee.

4.3 If iWorkinSport is prevented from carrying out its obligations as it pertains to the Virtual Event you registered for as a result of any cause beyond its control, or such Virtual Event cannot be Virtually conducted because of a software or issue with the hosting platform or due to acts of God, strikes, labor disputes, government requisitions, restrictions or war or apparent act of war, terrorism, disaster, civil disorder, epidemic or pandemic, curtailment or restriction on transportation facilities, or any other comparable calamity, casualty or condition (collectively a “Force Majeure”) iWorkinSport shall have the right to immediately terminate the affected Virtual Event without liability and shall be relieved of its obligations to Registrant. If the affected Virtual Event is terminated due to a Force Majeure occurrence before the first day of the Virtual Event, then iWorkinSport will reschedule the affected Virtual Event and your registration fee will be applied to the rescheduled Conference.

5 Virtual Event Registration Confirmation

5.1 Once you have completed your registration, you will receive your registration confirmation by email. Please ensure that your valid email is entered correctly on the registration form. Be sure to check your junk email box too in case any of your Virtual Event email(s) are caught by spam filters.

5.2 You will receive essential information for registered attendees electronically at the email address and mailing address that are provided on your registration form.

5.3 In addition, you will also be added to the Virtual Event participant list for notifications of future Virtual Events.

5.4 If you would like to opt-out of any of these benefits, a link is provided in each email to provide the ability to opt-out.

6 Your Privacy Is Important to Us Introduction

This Notice explains how ENGAGE SPORT & ENTERTAINMENT SA (“iWorkinSport”) collects and processes your Personal Data. Each time you use our Site, the current version of this Notice will apply. Accordingly, whenever you use our Site, you should check the date of this Notice (which appears at the top) and review any changes since the last version. This Notice is applicable to all Site visitors, registered users, and all other users of our Site. “Personal Data” is any information that enables us to identify you, directly or indirectly, by reference to an identifier such as your name, identification number, location data, online identifier or one or more factors specific to your physical, physiological, genetic, mental, economic, cultural or social identity. By visiting www.iworkinsport.com or related properties, including, but not limited to

<https://iworkinsport.6connex.eu/event/iworkinsport/eve2021/login> (the “Site”), you acknowledge that you have read and understood the processes and policies referred to in this Notice.

Who we are

For the purposes of the General Data Protection Regulation 2016/679 (the “GDPR”), the Data Controller is the Engage Sport & Entertainment SA, registered in Lausanne, Switzerland, doing business as iWorkinSport with a business address at Avenue de France 28, 1004 Lausanne, Switzerland.

How to contact us

If you have any questions or concerns about this Notice, please contact us using the [Contact Us](#) section on our Site. Alternatively, you can contact us by email at info@iworkinsport.com or by mail to Avenue de France 28, 1004 Lausanne, Switzerland.

How we collect personal data **Personal Data that you give us** We may collect and process

the following Personal Data:

- **Contact information**, which you provide when corresponding with us by phone, email or otherwise. This includes information you provide when you participate in discussion boards or other social media functions on our Site and when you report a problem with our Site. The information you give us may include your name, address, email address, phone number, financial information and/or credit card information.
- **Due payment information**, including financial information such as credit/debit card and account numbers used to process your Virtual Event ticket registration and/or sponsorship payment.
- **Purchase information**, relating to purchases of delegate passes and Virtual Event participation, either in-person or via our Site. Purchase information will include financial information as well as information concerning the content and time of the purchase.

Personal data we collect from you With regard to each of your visits to the Site we will automatically collect the following information:

- **Technical information**, including the Internet protocol (IP) address used to connect your computer or device to the Internet, browser type and version, time zone setting, browser plug-in types and versions, operating system and platform;
- **Information about your visit**, including pages you viewed or searched for, page response times, download errors, length of visits to certain pages, page interaction information (such as scrolling, clicks, and mouse-overs), methods used to browse away from the page, and any phone number used

to call our customer service number; and

- **Location information**

Personal Data we collect from others

We may receive information about you from publicly available and third-party databases or services that provide information about business people that we believe will help us identify and provide products and services that may be of interest to you. We will obtain your consent before contacting you if required by the law of the country in which you are located.

Non-Personal Data

We collect information that is sent to us automatically by your web browser and we may use this information to generate aggregate statistics about visitors to our Site, including, without limitation:

- IP addresses
- Browser type and plug-in details
- Device type (e.g., desktop, laptop, tablet, phone, etc.)
- Operating system
- Local time zone

We may use non-Personal Data for various business purposes such as providing customer service, market research, and improving our Site. Please check your web browser if you want to learn what information your browser sends or how to change your settings.

How we use your Personal Data

We will only process your Personal Data, including sharing it with third parties, where (1) you have provided your consent which can be withdrawn at any time, (2) the processing is necessary for the performance of a contract to which you are a party, (3) we are required by law, (4) processing is required to protect your vital interests or those of another person, or (5) processing is necessary for the purposes of our legitimate commercial interests, except where such interests are overridden by your rights and interests.

Personal Data that you give us

We may use Personal Data that you provide directly to us for the following purposes:

- to carry out our obligations arising from your Virtual Event registration, or any other contract entered into between you and us and to provide you with the information, products and Virtual Event registration services that you request from us;
- to organize Virtual Events that you have purchased or registered for, and to provide you with information, and other materials, relating to the content of the Virtual Event, the speakers, sponsors and other attendees;
- to provide our newsletter and other publications, provided you have given your consent;
- to respond to your questions and provide related Virtual Event registration services;
- to provide you with information about other Virtual Events, products and services we offer that are similar to those that you have already purchased, provided you have not opted-out of receiving that information;
- to provide you, or permit selected third parties to provide you, with information about Virtual Events, products or services we feel may interest you, provided you have given your consent;
- to transfer your information as part of a merger or sale of the business;
- to notify you about changes to our Virtual Events; and
- to ensure that content from our Site is presented most effectively for you and your computer.

Information we collect about you

We will use Personal Data that we have collected about your use of our Site:

- to administer our Site and for internal operations, including troubleshooting, data analysis, testing, research, statistical and survey purposes;
- to improve our Site to ensure that content is presented most effectively for you and your computer; as part of our efforts to keep our Site safe and secure;
- to measure or understand the effectiveness of advertising we serve to you and others, and to deliver relevant advertising to you; and
- to make suggestions and recommendations to you and other users of our Site about goods or services that may interest you or them.

Personal Data we receive from other sources

We will combine this information with information you give to us and information we collect about you. We will use this information and the combined Personal Data for the purposes set out above (depending on the types of information we receive).

When we share and who can access your Personal Data

We may share your Personal Data for the purposes described in this Notice with:

- a member of our group
- Event partners partners, suppliers and sub-contractors, for the performance of obligations arising from your Virtual Event registration, or any other contract we enter into with them or you or to provide you with the information, products and Virtual Event registration services that you request from us
- analytics and search engine providers that assist us in the improvement and optimization of our Site
- trusted third-party companies and individuals to help us provide, analyze, and improve the Site and our Virtual Event registration services (including but not limited to data storage, maintenance services, database management, web analytics and payment processing)
- in the Virtual Event that we sell or buy any business or assets, in which case we will disclose your Personal Data to the prospective seller or buyer of such business or assets
- if Engage Sport & Entertainment SA or substantially all of its assets are acquired by a third party, in which case Personal Data held by it about its customers will be one of the transferred assets.

We will only transfer your Personal Data to trusted third-parties who provide sufficient guarantees in respect of the technical and organizational security measures governing the processing to be carried out and who can demonstrate a commitment to compliance with those measures.

Selling or renting your Personal Data

We will never sell or rent your Personal Data to third parties without your opt-in consent. **Security**

Although we use security measures to help protect your Personal Data against loss, misuse or unauthorized disclosure, we cannot guarantee the security of information transmitted to us over the internet. All information you provide to us is stored on secure servers. Any payment transactions will be encrypted using SSL technology.

How long we store your Personal Data

We will store your Personal Data, in a form which permits us to identify you, for no longer than is necessary for the purpose for which the Personal Data is processed. We may retain and use your Personal Data as necessary to comply with our legal obligations, resolve disputes, and enforce our agreements and rights, or if it is not technically reasonably feasible to remove it. Consistent with these requirements, we will try to delete your Personal Data quickly upon request.

Retention

We will retain your information for as long as your account is active or as needed to provide you with our Site. If you wish to cancel your account or request that we no longer use your information to provide you service, contact us at info@iworkinsport.com. We will retain and use your information as necessary to comply with our legal obligations, resolve disputes, and enforce our agreements. We maintain one or more databases to store your Personal Data and may keep such information indefinitely.

Cookies and Do Not Track policy

We use cookies for anonymous tracking data.

Links to third party sites and services

Our Sites may contain links to third party websites, applications and services not operated by us. These links are provided as a service and do not imply any endorsement by us of the activities or content of these sites, applications or services nor any association with their operators. Company is not responsible for the privacy policies or practices of any third party including websites or services directly linked to our Service. We encourage you to review the privacy policies of any third party site that you link from our Service.

Your rights Correction and removal

If any of the information that we have about you is incorrect, or you wish to have information (including Personal Data) removed from our records, you may do so by contacting us at info@iworkinsport.com.

Opting out

Additionally, if you prefer not to receive marketing messages from us, please let us know by clicking on the unsubscribe link within any marketing message that you receive, by sending a message to us at info@iworkinsport.com

Your European rights

FOR EUROPEAN RESIDENTS ONLY. You have the right to ask us not to process your Personal Data for marketing purposes. We will usually inform you (before collecting your Personal Data) if we intend to use your Personal Data for such purposes or if we intend to disclose your information to any third party for such purposes. You can exercise your right by checking certain boxes on the forms we use to collect your Personal Data. You can also exercise the right by contacting us using the Contact Us section on our Site or by sending a message to us at info@iworkinsport.com. Under European data protection law, in certain circumstances, you have the right to:

Request access to your Personal Data.

You may have the right to request access to any Personal Data we hold about you as well as related information, including the purposes for processing the Personal Data, the recipients or categories of recipients with whom the Personal Data has been shared, where possible, the period for which the Personal Data will be stored, the source of the Personal Data, and the existence of any automated decision making.

Request correction of your Personal Data.

You may have the right to obtain without undue delay the rectification of any inaccurate Personal Data we hold about you.

Request erasure of your Personal Data.

You may have the right to request that Personal Data held about you is deleted.

Object to processing of your Personal Data.

You may have the right to prevent or restrict processing of your Personal Data.

Request restriction of processing your Personal Data Request transfer of your Personal Data.

You may have the right to request transfer of Personal Data directly to a third party where this is technically feasible.

Withdraw your consent

In addition, where you believe that iWorkinSport has not complied with its obligations under this Notice or European law, you have the right to make a complaint to an EU Data Protection Authority, such as the UK Information Commissioner's Office. You can exercise any of these rights by contacting us using the Contact Us section on our Site or by sending a message to us at info@iworkinsport.com.

Changes to this Notice

If we make any material changes to this Notice or the way we use, share or collect personal Data, we will notify you by revising the "Effective Date" at the top of this Notice, prominently posting an announcement of the changes on our Site, or sending an email to the email address you most recently provided us (unless we do not have such an email address) prior to the new policy taking effect. Any changes we make to this Notice in the future will be posted on this page and, where appropriate, notification sent to you by email. Please check back frequently to see any updates or changes to this Notice.

7 Intellectual Property

7.1 All intellectual property rights in and to the Virtual Event, the Virtual Event content, and all materials distributed at or in connection with the Virtual Event are owned by Engage Sport & Entertainment SA, or the Virtual Event sponsors or speakers presenting at the Virtual Event. You may not use or reproduce or allow anyone to use or reproduce any trademarks or other trade names appearing at the Virtual Event, in any Virtual Event content or in any materials distributed at or in connection with the Virtual Event for any reason without the prior written permission of the Organizer.

7.2 For the avoidance of doubt, nothing in this Agreement shall be deemed to vest in you any legal or beneficial right in or to any trademarks or other intellectual property rights owned or used under license by Engage Sport & Entertainment SA or any of its affiliates; nor does this Agreement grant to you any right or license to any other intellectual property rights of Engage Sport & Entertainment SA or its affiliates, all of which shall at all times remain the exclusive property of Engage Sport & Entertainment SA and its affiliates.

8 Disclaimer of Warranties, Limitation of Liability

8.1 Engage Sport & Entertainment SA gives no warranties in respect of any aspect of the Virtual Event or any materials related thereto or offered at the Virtual Event and, to the fullest extent possible under the laws governing this Agreement, disclaims all implied warranties, including but not limited to warranties of fitness for a particular purpose, accuracy, timeliness, and merchantability. The Virtual Event is provided on an “as-is” basis. The views, opinions, and positions expressed by the speakers, attendees, or sponsors at the Virtual Event are theirs alone and do not necessarily reflect the views, opinions, or positions of Engage Sport & Entertainment SA or any employee thereof. Virtual Event makes no representations as to accuracy, completeness, timeliness, suitability, or validity of any information presented by speakers, attendees, or sponsors at an iWorkinSport Virtual Event and will not be liable for any errors, omissions, or delays in this information or any losses, injuries, or damages arising from its display or use. Engage Sport & Entertainment SA does not endorse, and expressly disclaims all liability relating to, any of the products or services provided by speakers, attendees, or sponsors.

8.2 Except as required by law, neither Engage Sport & Entertainment SA nor its affiliates shall be liable for any direct, indirect, special, incidental, or consequential costs, damages or losses arising directly or indirectly from the Virtual Event or other aspect related thereto or in connection with this Agreement.

8.3 The maximum aggregate liability of Virtual Event for any claim in any way connected with, or arising from, the Virtual Event or this Agreement, whether in contract, tort, or otherwise (including any negligent act or omission), shall be limited to the amount paid by you to iWorkinSport under this Agreement.

9 Miscellaneous

Virtual Event’s failure to exercise any right provided for herein shall not be deemed a waiver of any further rights hereunder. iWorkinSport shall not be liable for any failure to perform its obligations hereunder where such failure results from any cause beyond iWorkinSport’s reasonable control. If any provision of this Agreement is found to be unenforceable or invalid, that provision shall be limited or eliminated to the minimum extent necessary so that this Agreement shall otherwise remain in full force and effect and enforceable.

10 Governing Law and Jurisdiction

This Agreement shall be governed and interpreted in accordance with the laws of Switzerland.

Any dispute arising from or related to the present Agreement will be submitted exclusively to the Court of Arbitration for Sport (the “CAS”) in Lausanne, Switzerland, and resolved definitively in accordance with the Code of sports-related arbitration. The panel will consist of a sole arbitrator. The language of the arbitration will be English.

Should the CAS deny its jurisdiction, the dispute would be referred to arbitration in accordance with the Swiss Rules of International Arbitration. The seat will be in Lausanne. The panel will consist of a sole arbitrator. The language of the arbitration will be English.

ANNEX 1 - Scholarship Sweepstake rules and regulations

iWorkinSport will offer a scholarship of up to EUR 5,000 (five thousand euros) to a candidate who attends the iWorkinSport Education Virtual Expo (the “Event”), which will take place from 27 October 2021 to 3 November 2021, and is admitted to a programme by one of the event’s Academic Partners, as described in the Scholarship Sweepstake rules below.

1. Eligibility

A person becomes eligible to receive the scholarship if:

- a) they attend the Event, and
- b) they are accepted by at least one of the Academic Partners to enrol in one of their courses in 2022, and
- c) they communicate to the Organizer of the Event that they were invited to enrol in one of the programmes and request the scholarship, and
- d) they provide a testimonial - preferably in video format - acknowledging that they applied to the academic programme following their participation at the Event.

2. Scholarship Awarding Process

Once the eligible candidate receives the invitation to enrol in one of the Academic Partners’ programmes, they must request the scholarship by sending an email to scholarship@iworkinsport.com, with proof that they have been accepted by the Academic Programme, by no later than 30 March 2022.

The Organizer will confirm all claims with the respective Academic Programmes.

In case that there are more than one eligible candidate, the Organizer will organize a sweepstake in order to draw the winner of the scholarship.

The Organizer will offer to the winner of the Sweepstake full scholarship to cover any tuition fee up to EUR 5,000 (five thousand Euros), or a partial scholarship in the amount of EUR 5,000 if the tuition fee exceeds EUR 5,000.

The Sweepstake will be drawn on 31 March 2021 (CET). The exact time and detailed information about the draw will be announced at iworkinsport.com.

3. Scholarship Payment

The way the scholarship is paid may vary, depending on separate agreements with each Academic Partner. The Payment may be made either to:

- a) The Academic Programme - and they would deduct the amount of the Scholarship from the tuition fee of the Scholarship winner; or
- b) The Scholarship winner - in the form of reimbursement, after the Scholarship winner presents the tuition fee's proof of payment.

Appendix 28: GDPR – 7 Data Protection Principles

[GDPR.EU](#)

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What the GDPR says about...

For the rest of this article, we will briefly explain all the key regulatory points of the GDPR.

Data protection principles

If you process data, you have to do so according to seven protection and accountability principles outlined in [Article 5.1-2](#):

1. **Lawfulness, fairness and transparency** — Processing must be lawful, fair, and transparent to the data subject.
2. **Purpose limitation** — You must process data for the legitimate purposes specified explicitly to the data subject when you collected it.
3. **Data minimization** — You should collect and process only as much data as absolutely necessary for the purposes specified.
4. **Accuracy** — You must keep personal data accurate and up to date.
5. **Storage limitation** — You may only store personally identifying data for as long as necessary for the specified purpose.
6. **Integrity and confidentiality** — Processing must be done in such a way as to ensure appropriate security, integrity, and confidentiality (e.g. by using encryption).
7. **Accountability** — The data controller is responsible for being able to demonstrate GDPR compliance with all of these principles.

GDPR compliance is easier
with encrypted email

[Learn more >](#)

Appendix 29: A framework for big data analytics-driven transformation

P. Mikalef et al.

Information & Management 58 (2021) 103412

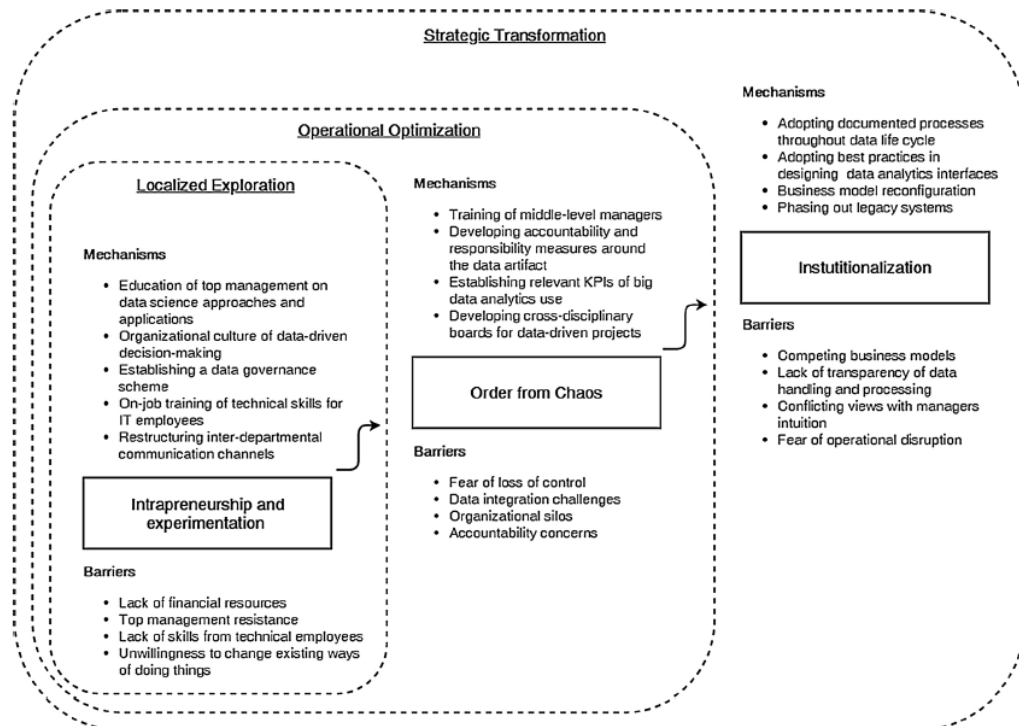


Fig. 1. A framework for big data analytics-driven transformation.

Reference: Mikalef, Patrick, Rogier van de Wetering, and John Krogstie. "Building Dynamic Capabilities by Leveraging Big Data Analytics: The Role of Organizational Inertia."