

SPORT INITIATIVE

AT THE STOCKHOLM SCHOOL OF ECONOMICS





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AN EDUCATIONAL MISSION FOR THE DIGITAL AGE

SINCE 1909 THE Stockholm School of Economics has collaborated with the business community and society at large to carry out a mission: To make Sweden more competitive through advanced education in the economic disciplines, with education programs designed around up-to-date research in those fields. That research and teaching continue today.

Yet, as the pace of change increases globally - social, political, technological and environmental change - the tools that business school graduates need also change. In our efforts to provide

these tools, SSE has expanded its conception of education. Inspired by the philosopher Ingemar Hedén, tomorrow's successful decision makers will be "free and alive in relation to that which is uncertain". We want to offer students a well-rounded education that prepares them to take on the world and its lack of order with humility and curiosity. We call this educational mission FREE. By defining attributes of the graduates that our community will need, this acronym helps guide the School's educational work, communicate the nature of that work, and clarify student expectations.

» *Education and knowledge development are processes involving not only the mind, but also the body and soul."*

Lars Strannegård, Professor and President of the Stockholm School of Economics



The Heckscher-Ohlin Room

WE WANT TO graduate decision makers who exhibit:

F – a fact and science-based mindset. SSE is fundamentally an academic institution where facts provide the basis for all critical and analytical thinking. An ability to appraise information and evaluate various kinds of knowledge claims has always been important, but perhaps never more so than in our current era where demagoguery hides behind "alternative facts" and "fake news", all while many citizens live within filter bubbles.

R – reflection and self-awareness. While these qualities take many forms, SSE's graduates should understand their roles in the world, the impact they have on others and on finite resources, all with an awareness of their own values, their personal preferences and, ideally, with insight into the sources of those values and preferences.

E – empathy and cultural literacy. These characteristics distinctly distinguish human decision makers from the computers, robots and AI systems that will change the work content of the future. These characteristics rest upon an ability to cross boundaries and understand others on their own terms, as SSE graduates will meet and collaborate with others across many national, cultural, professional and conceptual boundaries.

E – entrepreneurship and responsibility. These attributes combine because true entrepreneurs take risks and accept responsibility for their actions and decisions. Graduates who merge creative change and personal accountability will challenge the status quo in order to improve enterprises, communities and society as a whole.

SSE's traditional expertise in economics, finance and business administration represents the core, but other elements of FREE are needed to prepare decision makers for the future as it seems to unfold.

WHY SPORT AT SSE?

WHILE OUR MISSION entails that our graduates understand economies and sound economic decisions, it also requires something more. That something is a broader and especially a deeper understanding of society. To provide some of that depth, SSE turns to sports and health.

Sports are a critical building block for every SSE student's overall development and growth. When engaging in sports, students enhance their social relationships, get emotionally stronger, and build critical skills such as leadership, teamwork, patience, discipline, learning from failure, sportsmanship etc. These skills are not only important when it comes to sports, but they are also equally important in regards to studies and future professional life.

Further, through action-oriented initiatives, we provide students with opportunities to move, increase their oxygen-intake to enhance their learning, as well as a way

of expanding their contacts and creating a sense of community. Studies show that sports help in tackle health-related issues as well as improve academic performance. In the end, the aim of the SSE Sport Initiative is to increase the learning potential at SSE more broadly.

»» *Sport is a multi-billion global industry that affects individuals, organizations and societies. Except for chartering a career in this vibrant context, students will also realize that many challenges within the sports world apply to other industries as well. Combining rationality and passion is suitable for students who want a job that is fun and contains a bit of chaos."*

Martin Carlsson-Wall,
Director of the Center for Sports and Business



Regarding the field of sports, many sports clubs are so-called hybrid organizations. These organizations need to combine norms and ideals from at least two sectors. Sports clubs are often driven by passionate interests and emotions, making managing such organizations even more complex. These intricacies are dealt with in our two elective courses, Hybrid Organizations - Value Creation and Strategy (BSc), as well as Investments and Value Creation in Global Sports (MSc), providing students with a more entrepreneurial and nuanced mindset.

Through the SSE Sport Initiative the School aims to nourish students' interest in sports and athletic background. For instance, each year, a group of students are admitted to our Bachelor programs through special merits on the ground of their athletic backgrounds. We want to elucidate the synergies between students' athletic experience, passion and their future careers.

The SSE is a highly regarded academic institution. At many renowned institutions worldwide, sports play a central role in the student experience and at the institution at large. Through the SSE Sport Initiative, we want to make this a reality at SSE too. As such, we cement the position of SSE and strengthen its competitiveness.

These are, taken together, alternative pathways for acquiring the FREE attributes inscribed in our educational mission.

SSE Sport Initiative is making the School more knowledge-intensive by adding sensual, experiential, and athletic knowledge to the academic knowledge already present. However, with expertise primarily in the economic studies, SSE needs help to ensure that our students' physical exercise, entrepreneurial mindset and athletic learning maintain the high standard that characterizes our traditional curriculum. That is where the SSE Sport Initiative comes into play.

SSE SPORT INITIATIVE

THE SSE INITIATIVES consist of three themes - Art, Sport and Tech - where Art Initiative is already well established at SSE, and the other two, Sport and Tech, are being developed during 2022-2024.

The key question that motivates the SSE Sport Initiative is:

How can the SSE students and community play a key role in building a world that leverages Sport in a meaningful way for society and business?

The SSE Sport Initiative is inspired by, and enacting the **FREE vision** - Entrepreneurial and Fact-based, but also Empathic and Reflective. It is **co-created** and **co-delivered**

by the SSE community, with students at the core. Further, the SSE Sport Initiative is immersive dialogic and consists of action-based activities in which students engage physically, cognitively and mindfully.

The SSE Sport Initiative aims to embed sports in the academic environment at SSE to make the school more knowledge-intensive. We work primarily with inspirational lectures, forums, field trips, physical exercise as well as other activities and events. The SSE Sport Initiative is made possible by the work and engagement of members of the Center for Sports & Business (CSB), and works in close collaboration with the Student Association's Sports Committee.

1

ACTIVATE

2

FIELD TRIPS

3

SPEAKER SERIES

4

FORUMS

ACTIVATE

THE FIRST COMPONENT of the SSE Sport Initiative is **ACTIVATE** which consists of weekly and recurring sports activities organized by the Student Association's Sports Committee, as well as, sporadically, organized by the Center for Sports and Business in collaboration with their partners.

The Student Association's Sports Committee organizes weekly practices in a variety of sports (for instance, basketball, cheer-leading, endurance, football, tennis and volleyball), and send some of their sports teams on university tournaments both abroad and within Sweden. Moreover, every now and then, they also watch big games in the Student Association's pub.

The Activate component aims to engage students physically, thus increasing their learning potential and tackling health-related issues, as well as creating a sense of community at SSE.

1



FIELD TRIPS

THE SECOND COMPONENT of the SSE Sport Initiative is **FIELD TRIPS** which consists of visits to clubs, associations, and leagues. CSB has intimate collaboration with its partners, consisting of national sports organizations in hockey, Olympic games, football and golf, to name a few. This enables field trips to, for instance, Stockholm Olympic Stadium, Tele2 Arena, Avicii Arena, Hovet, as well as Friends Arena. One can also expect visits to the headquarters of a variety of sports associations, federations, and clubs.

The Field Trips component aims to engage students physically, but also cognitively and mindfully, showing them the world of sports in a practical sense and giving them a look behind the scenes.



2



SPEAKER SERIES

THE THIRD COMPONENT of the SSE Sport Initiative is **SPEAKER SERIES** which consists of industry experts giving inspiration talks at SSE, including both lunch lectures and breakfast seminars as well as other larger evening events. Close ties the Center for Sports & Business maintains with national sports organizations in Sweden allow for the opportunity to invite both industry experts as well as sports executives to SSE.

The Center for Sports and Business brings together researchers from all over the world. They conduct research in accounting, economics, finance, international business, marketing and strategy. This provides insight into the state-of-the-art research related to the field of sports on both national and international levels.

The Speaker Series component aims to engage students cognitively and mindfully, inspire and give them insights into the world of sports.



3

FORUMS

THE FOURTH COMPONENT of the SSE Sport Initiative is **FORUMS** which consists of conferences with industry experts and researchers at SSE, panels and discussions as well as a career forum.

The Center for Sports & Business has experience in organizing virtual workshops attracting participants from universities worldwide. With this in mind, the SSE Sport Initiative aims to unite the international community of business researchers that focus on the business of sports with sports executives, industry experts as well as students.

Moreover, Forums will also include more panel-like discussions as well as a career forum organized during the Sports & Business Week, a yearly career fair organized by the Center for Sports & Business together with the Student Association's Sports Committee. At the fair, students have the opportunity to meet CSB's partners (including Swedish Hockey League, The Swedish Olympic Committee, Swedish Classic Circuit, and Swedish Elite Football).

The CSB Online Academy provides a learning community that connects sports executives, SSE students, as well as researchers, with the aim of building a community for "Sports and Business Enthusiasts".



THE CENTER FOR SPORTS AND BUSINESS

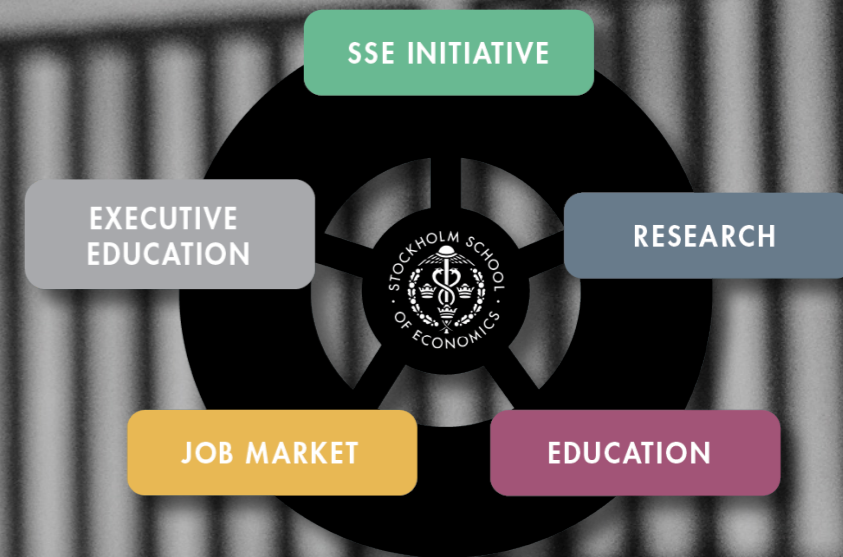
THE CENTER FOR SPORTS & BUSINESS (CSB) at the Stockholm School of Economics is an interdisciplinary research center with expertise in management, strategy, marketing, innovation, international business, accounting, finance and economics research.

We and our international network of academics, executives and athletes are dedicated to harnessing data acquired from sports, sports organizations, and sports businesses to foster theory-generating research with practical relevance for sports and business.

The aim of the Center for Sports & Business is to bridge the gap between theory, context, and actionable insight, for the benefit of business and society.

We also work with strategic issues we have identified as essential to strengthen the sports world. Some of them being Innovation, Sustainability, and Efficiency.

The Center's activities are focused on the elements linked to our strategic wheel, namely, Strategic Challenges, Research, Education, Job Market and Executive Education. Further, to leverage the opportunities of the SSE Sport Initiative, it is linked with these elements.



CONNECTING SSE INITIATIVES WITH OTHER CORE ACTIVITIES AT SSE

To fully leverage the opportunities with a SSE initiative, CSB proposes that it is linked with Research, Education, Job Market, and Executive Education



HISTORY OF THE CENTER FOR SPORTS AND BUSINESS

PHASE 1: THE EARLY YEARS (2011-2015)

2011 – 2012

The Management Diploma for Athletes (MDA) is launched.

2014

Partnership with Trygghetsrådet to launch Executive Education Programs for the Swedish Hockey League (SHL) and the Swedish Elite Football (SEF).

2014 – 2015

The first research projects in football and hockey are started. Several MSc and BSc theses are produced.

PHASE 2: A RESEARCH CENTER FOCUSING ON RIGOR AND RELEVANCE (2015-2019)

June 2015

The Center for Sports and Business (CSB) is formally created.

2015 – 2016

CSB forms its first strategic partnerships with major sports stakeholders and establishes the CSB Advisory Board.

2017

The Swedish Olympic Academy is launched.

2018

In collaboration with the SSE Student Association's Sports Committee, the first Sports and Business Day is held.

2017 – 2018

The Innovation Staircase project, aimed at high school students interested in sports, receives funding from the Swedish Innovation Agency (Vinnova).

PHASE 3: STRENGTHENING RESEARCH AND EDUCATION (2020-)

April 2019

Research workshop in Stockholm for CSB's Strategic Management Group.

March 2020

COVID-19 reaches Sweden.

2020

CSB initiates and drives SSE's largest COVID-19 project: "Sweden Through the Crisis"

First Virtual Paper and Idea Development Workshop - "Advancing Management Theory with Sports Data"

2021

First EU-funded project at CSB.

Kai Krauss (now Kai DeMott) defends the first PhD thesis.

The first CSB MSc elective course, "Investments and Value Creation in Global Sports", is launched.

Second Virtual Paper and Idea Development Workshop - "Advancing Management Theory with Sports Data"

2022

The first CSB BSc elective course, "Hybrid Organizations - Value Creation" and Strategy, is launched.

Fall 2022

Launch of the SSE Sport Initiative



THE GLOBAL SPORTS INDUSTRY – A VARIETY OF OPPORTUNITIES

THE SPORTS INDUSTRY is rapidly expanding and developing. It is becoming more prominent in society, as well as reconfiguring to a new business model that incorporates and balances both the non-profit and for-profit logics. Given the Center for Sports & Business' extensive network across sports organizations and along the various levels within these, students obtain unique career opportunities and external parties can scout top quality talents from SSE.

FACULTY OF THE CENTER FOR SPORTS AND BUSINESS

ACCOUNTING AND FINANCE

MARTIN CARLSSON-WALL
Center Director & Associate Professor, SSE

JANE BAXTER
Associate Professor, UNSW Business School Sydney (Retired)

WAI FANG CHUA
Professor, University of Sydney Business School

ANTONIO DÁVILA
Professor, IESE Business School, University of Navarra

GEORGE FASTER
Professor, Director Sports Management Initiative, Stanford Graduate School of Business

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DONGFENG, LIU

Professor, Shanghai University of Sport, Shanghai School of Economics and Management

STEN SÖDERMAN

Professor Emeritus, Företagsekonomiska institutionen, Stockholm Business School

BSC COURSE

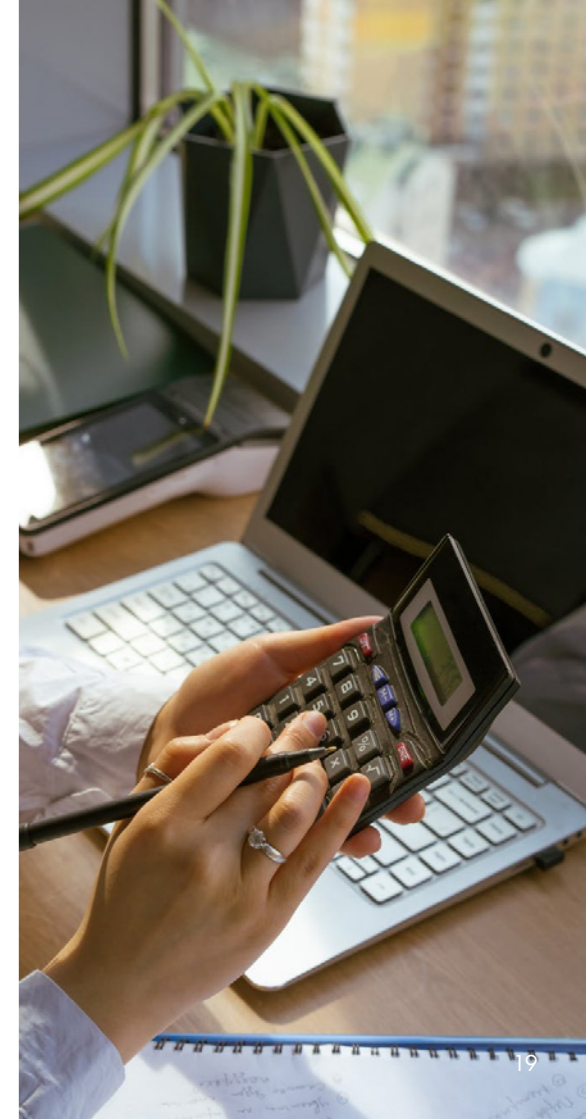
HYBRID ORGANIZATIONS VALUE CREATION AND STRATEGY

THE COURSE Hybrid Organizations – Value Creation and Strategy is a newly developed BSc elective course in which hybrid organizations such as social enterprises, sports clubs, culture institutions, family firms, state-owned enterprises and large mega-projects are studied. The course also revolves around analyzing the accounting and management control systems of these organizations, discussing of key strategic choices and how hybrid organizations thrive over time. The course is led by the Center for Sports & Business Director Martin Carlsson-Wall.

Hybrid organizations are becoming increasingly important in society. Historically, SSE has focused on the private sector with a strong focus on multinational companies and professional service firms. With this course, students are offered a broader view. Not only will it deal with the public sector and civil society sector, it will also discuss the institutional complexity that emerges when organizations are part of two sectors.

FREE, SSE's educational mission, is about "being free and alive in relation to the unknown". Hybrid organizations is a different, but complementary, topic compared to many other courses. The ambition is to force students to reflect and show empathy, but also become more entrepreneurial.

Guest lecturers in the first edition of the course in the spring of 2022 included: Håkan Strandlund, CEO AIK Football, Ulrika Årehed Kågström, Chairwoman The Royal Dramatic Theatre, Mattias Nordqvist, SEB Chair in Entrepreneurship and Family Business, and Ola Peter Gjessing, Senior Analyst Norges Bank Investment Management (Norwegian Oil Fund).



MSC COURSE INVESTMENTS AND VALUE CREATION IN GLOBAL SPORTS

THIS NEW, GROUNDBREAKING GLOBAL COURSE on sports and business has been developed as a response to the significant inflow of private money into global sports. Amid this global trend, which can be referred to as the financialization of sports, there is increasing pushback from supporters of clubs and fans of sports. This new elective MSc course seeks to equip students with tools and frameworks to balance stakeholder interests in an industry that mixes for-profit and non-for-profit goals. The course is led by the Center for Sports & Business Director Martin Carlsson-Wall.

In February 2022, Martin Carlsson-Wall received the Outstanding Pedagogical Achievement Award for fall 2021 for Investments and Value Creation in Global Sports. The course, in its first edition, gathered 68 students from 19 universities in 16 different countries. During the fall of 2022, the course will run in its second edition.

In order to integrate both the mind and body in this course, it also included the following activities for students present in Stockholm: Kick-off dinner with Citi-bank, football and ice hockey games with Djurgården, dinner with Jonas Persson (Sport Tech CEO), visit to the Swedish Hockey League, a tour of Tele2 Arena, as well as a panel event.

Guest lecturers in the first edition of the course in the fall of 2021 included: Dan Singer, Partner and Leader of the Global Sports & Gaming Practice of McKinsey, David Dellea, Global Head of Sports Advisory at PwC, Daniel Beiderbeck, Borussia Dortmund, Nicolas Frevel, Head of Strategy at Hertha Berlin, Richard Brisius, Race Chairman The Ocean Race, Jasmine Robinson, Partner at Causeway Media Partners, Jordan Gardner, Football investor and Chairman of the Board FC Helsingör, Ricardo Fort, Founder of Sport by Fort and Former Vice President Global Sports and Entertainment Partnerships at Coca-Cola

and Senior Vice President Global Brand, Product & Sponsorship Marketing at VISA, Tea Stefani, Brand Project Manager AS Monaco, Professor Norman O'Reilly, Dean Graduate School of Business University of Maine, Professor George Foster, Stanford University Graduate School of Business, Ebra Koksal, Football & Finance Forerunner, Former CEO & Director for Galatasary Sports Club and first female Executive Board Member of European Club Association, and Professor Ivanka Visnjic, ESADE Business School.

SPORTS COMMITTEE

THE SPORTS COMMITTEE (IdU) in SASSE (the Student Association at the Stockholm School of Economics) is the division of the Student Association where elites and amateurs, new as well as old students, gather to play sports and have fun together. They go on national and international tournaments, arrange football tournaments, sports pubs, ski and surf trips, and more.

The Sports Committee plays an integral part in the delivery of the first component - Activate - of the SSE Sport Initiative. Furthermore, together with the Center for Sports & Business, they also co-organize the Sports & Business Week.

The Sports Committee offers weekly practices in a variety of sports which SSE students are able to attend, they include practices in football, basketball, cheerleading, bouldering, endurance, tough Viking, golf, tennis, padel, volleyball, boxing as well as dance. Some of the teams go on tournaments where they represent the Student Association in a number of sports and compete against other universities and business schools. Tournaments include Maastricht and Koblenz.

**MOTTO: MENS SANA IN CORPORE SANO
A HEALTHY MIND IN A HEALTHY BODY.**



CSB ONLINE ACADEMY

IN THE SPRING OF 2022, the Center for Sports & Business launched the CSB Online Academy, a learning community that connects sports executives, SSE students, as well as researchers. On the CSB online community, we publish teaching material, interviews, research and other material that could contribute to **building a community for “Sports and Business Enthusiasts.”**

On this online community, one is able to find the history and key milestones of the CSB, academic production consisting of peer-reviewed articles, BSc and MSc theses, as well as recorded lectures in the two elective BSc and MSc courses. The platform also offers bonus material including newspaper articles, as well as lectures by, for instance, Amazon Web Services, McKinsey, Jenny Silfverstrand, Jonas Erisson, Peter Forsberg as well as Carolina Klüft. Job opportunities are also posted on this site.

The aim of the CSB Online Academy is to support the component Forums of the SSE Sport Initiative.



SPORTS & ACADEMIA IN A GLOBAL CONTEXT

ESPECIALLY IN THE UNITED STATES, sports take a prominent role and are an important feature at leading business schools such as Harvard, Stanford, MIT, Yale, Columbia, Wharton and Kellogg. Research shows that academic learning and sports education are complementary to each other. More specifically, recreational sports activities have a significant and positive impact on, among others, student life, development, learning, recruitment as well as retention.

In Europe, the Center for Sports & Business at SSE is one of the leading research centers for sports management. Apart from the CSB, three other sports centers in Europe can be identified, namely, the Center for Sports and Management at the WHU - Otto Beisheim School of Management (Germany), Bocconi Sport Center (Italy), as well as ESSEC Sports Chair at the Business School Cergy-Pontoise Campus (France).

In Sweden, the Swedish Olympic Academy (SOA) is a foundation established in 2017 by the Swedish Olympic Committee, in collaboration with the Swedish academic institutions Royal Institute of Technology (KTH), Karolinska Institute, as well as the Stockholm School of Economics. The aim is to help individuals reach their full potential, improve the working conditions of athletes and strengthen the competitiveness of Swedish sports.

With the aim of the SSE to be one of Europe's leading business schools, attracting talented, motivated, diverse and innovative people as well as being an academic hub for students and researchers from all over the world, the SSE Sport Initiative is launched to facilitate cementing SSE's position, as well as strengthening its competitiveness and attractiveness.



RESEARCH PUBLICATIONS, PHD, THESES, CEMS & XTM

SINCE THE CENTER FOR SPORTS & BUSINESS'S inception in 2015, its more than 40 research members have carried out research with the help of sports data. Some of these publications include Performance Measurement Systems and the Enactment of Different Institutional Logics. Insights from a Football Organization (Carlsson-Wall, Kraus & Messner), Accounting for the Cost of Sports-Related Violence: A Case Study of Socio-Politics of "the" Accounting Entity (Baxter, Carlsson-Wall, Chua & Kraus), Accounting and Passionate Interests: The Case of a Swedish Football Club (Baxter, Carlsson-Wall, Chua & Kraus), as well as The Birth of a Business Icon Through Cultural Branding: Ferrari and the Prancing Horse (Aversa, Schreiter and Guerrini).

In 2021, Kai DeMott (previously Krauss) defended his PhD thesis Coping with Financial Stigma – A Study of Budgetary Identity Work in a Candidature for the Olympic Winter Games. The PhD thesis answers the question of why and how organizational members cope with the

financial stigma of megaprojects like the Olympic Games through budgeting. Currently, Fanny Almersson (1st year PhD Student in Management Accounting at SSE) is conducting her research project focusing on the management accounting in a Swedish football club.

Furthermore, over the years, an amount of approximately 30 MSc and BSc theses have been carried out at SSE on the theme of sports, ranging from sport sponsorship and management control systems to talent recruitment, sports merited CEOs and firm performance, as well as corporate governance and organizational relations. Additionally, a handful of CEMS projects as well as XTM projects have been carried out, such as Scoping #elitesports2030 – an Analysis of Opportunities and Pitfalls in collaboration with the Swedish Sports Confederation (CEMS, 2022) and Star Player vs. Team Spirit: Managing Digitalization in Swedish Male Professional Football in collaboration with Swedish Elite Football (XTM, 2020).



EXECUTIVE EDUCATION & MANAGEMENT DIPLOMA FOR ATHLETES (MDA)

THE CENTER FOR SPORTS & BUSINESS has together with SSE Executive Education conducted several customized Executive Education programs where research and strategy development are integrated. The national sports organizations which have received help through these programs include The Swedish Hockey League (SHL), Swedish Elite Football (SEF), as well as Swedish Trot Racing.

In collaboration with the Cruyff Institute Sweden and SSE Executive Education, the Center for Sports & Business conducts Executive Education through the Management Diploma for Athletes (MDA), which has been running since 2011. This program marked the start of sports and business at the Stockholm School of Economics. The MDA program is a customized entrepreneurship and management program, supporting elite athletes in their transition to their next career.

The MDA program can be considered as a "mini-MBA program" as it incorporates strategy, marketing, leadership, and


















»» *The education perfectly complemented my background in sport and gave me a great platform to move to the next level in my career."*

Christina Bengtsson, MDA Alumni

accounting. In 2021, the 8th class of the MDA program was launched. Responsible for this program is Anders Sewerin, Director for Strategy Development at the Center for Sports & Business.

The MDA has since its start in 2011 had a total of 56 participants, of which 48 are alumni and 8 currently participating in the 8th edition of the program. Some alumni include Christina Bengtsson, Magdalena and Peter Forsberg, Jesper Blomqvist, Danjiela Rundqvist, Jessica Lindell Vikarby, as well as Jonathan Ericsson.

CENTER FOR SPORT & BUSINESS AND SSE SPORT INITIATIVE ADVISORY BOARD

- | | |
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|  MATS ENQUIST
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THE SSE SPORT INITIATIVE IS POSSIBLE THANKS TO ITS PARTNERS:



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