



PARIS

2024



Multi-Frame Analysis

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1. Introduction

Almost 130 years and more than 30 Olympiads after the first edition in Athens, the 2024 summer Olympic Games will take place in Paris for the third time, exactly one century after the last edition in the French capital.

The Olympic Games are a major international multi-sports event held every four years. Originating from Ancient Greece, the modern Olympic Games have been held since 1896, two years after the foundation of the International Olympic Committee (also called IOC) by Pierre de Coubertin. During the competition, the host city welcomes athletes from all over the world to compete in various sports and disciplines. The Games serve as a platform for countries to showcase their athletic talent, promote unity and international cooperation, and provide a backdrop for cultural exchange. Today, the Olympic Games are still considered as the world's largest and most prestigious sporting event.

The 2024 Paris Olympic Games organization was created in 2015, when the city decided to run to host the 2024 Games. It was not a company yet, but according to Chester Barnard's definition of an organization, a group of people were already working for a common goal : welcoming the Olympics Games, with a division of work and formalization through the logo, for instance. The real corporation was created in 2017 after the election of Paris, to prepare the event which will take place from July 26th to September 8th. Unlike many organizations, the 2024 Paris Olympics does not aim to last, and will disappear at the end of the Games.

When organizing such a massive event, many parameters have to be considered: stakeholders, infrastructures, resources... All of it within a very short time, it requires a very precise organization and a lot of rigors, a challenge that the Paris 2024 board has accepted. Many actors take part around this organization, inside or outside. We can list the board, which is presided by Tony Estanguet, three-time Olympic champion of canoe and member of the International Olympic Committee (IOC). The French government and the city of Paris are also majority investors, working closely with the board committee, as the IOC. More than 250,000 jobs will be created in the Île-de-France region for this event, not only inside the organization but also within the companies subcontracted, to which we can add 45,000 volunteers. Paris 2024 will welcome 206 National Olympic Committees on its territory and more than 10,500 athletes. Finally, we must talk about the spectators, in the arenas or worldwide at home, who will be able to follow these games thanks to the media's presence.

This project is dedicated to making a more people-friendly and sustainable plan that puts environmental, economic, and social goals in the spotlight. To make this happen, €6,6 billion has been set aside. However, Paris 2024 is predicted to bring in €10,7 billion in economic advantages, which is more than the money set aside for this project. This shows how important it is to take a human and sustainable approach to the project. Which should lead to a better environmental impact and more economic chances for the area, but which also can be a constraint in the resources allowed.

The organization is located in the city of Paris, the capital and cultural center of France. As the host nation for the 2024 Olympic Games and Paralympic Games, the French capital and its surrounding cities and territories will be bustling with athletes and spectators from all over

the world. A variety of sports will be hosted in venues across Paris, while some sports, such as the Surf competition, will be held in French territories such as Tahiti.

One of the many reasons why Paris was chosen to host this edition is because 95% of the infrastructure is already built. This aspect is very important considering the lack of preparation of Brazil in 2016 when the country was on the verge of bankruptcy. There is also easy access to everything via the metro, 2 airports and 9 train stations.

Discussing the organizational structure, we will observe different patterns from a typical company. Its purpose is not to make as much money as possible and grow over the years, but to deliver and make a great Olympic Games event possible. Therefore, we need to consider the structure as it is: a temporary organization with a maximum duration of 7 years, requiring different features than a regular company. This structure implies different decision-making processes and a different way of working, as the time frame is much shorter, and the objectives are different. It is essential to have the right people in the right positions, as well as the right resources. All these elements will play a crucial part in the success of the Olympic Games. Furthermore, it is necessary to have a well-defined strategy to ensure that the objectives are met in the given time frame.

Sports have always been a field that reunites people. A field where social class doesn't matter. A rich boy on vacation can be seen randomly playing football with a new friend that he just met in the street. The Olympic Games are driven by passion, dexterity, and joy and this edition is aimed to include and reunite everyone. To make this event a success, the organization will have to meet the needs of the attendees. Therefore, according to the Human Resources (HR) framework, the workers' needs will also have to be taken care of. The organization will also have to take into consideration the fact that paid employees do not have the same motivations and goals as the volunteers.

The 2024 Paris Olympics is characterized by the multitude of stakeholders who take part in this organization, whose powers are more or less important. The crucial stakes around the different interests envisage a play of influence between the different actors, within the organization but also outside. In an international context disturbed by conflicts and the challenge of socially responsible Games, the organization must deal with an unstable environment. One may wonder whose interests are at stake and what people are trying to get from these 2024 Games.

After 130 years of History (much more if we take the Ancient Games into account), the Olympic Games have built a strong legacy in terms of symbols. From the Olympic Rings to the Olympic Flame these symbols have contributed to the prestigious reputation of the Games. The symbolic framework will help us point out how the Paris 2024 board combines these traditional symbols with brand-new ones that it creates specially for this 33rd edition, to make it even more attractive for both athletes and spectators.

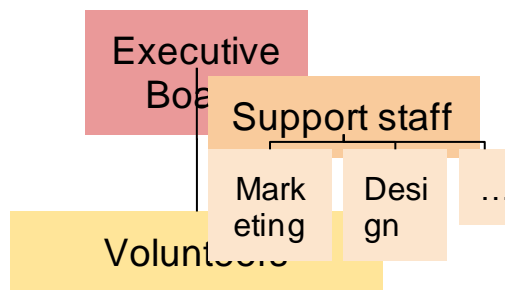
The purpose of this report is to gain a better understanding on how to manage an eagerly awaited event with such high stakes that are the Paris 2024 Olympic Games, through a multi-frame organizational analysis.

First, we will perform an analysis through the four frameworks described by Jesper Blomberg: Structural, HR, Power, and Symbolic. Then, we will compare those four single-frame analyses to develop a wider vision on the organization's stakes.

2. Structural Framework Analysis

Organizing the Olympic Games is an incredibly complex and challenging task, requiring a great deal of coordination, planning, and expertise. They are one of the most complex and multifaceted sporting events in the world, so the organization of the games requires a high level of efficiency and division of labor to ensure their successful execution. To be sure the games are developed as it's necessary, we will need to ensure a basic Bureaucracy as Max Weber (Max Weber, p.219) described. This will be a need if we want to manage that many number of volunteers.

We can appreciate our basic structure using the found information:



(Image 1. Self done graph of the structure of Olympic Games 2024)

1. A management board where the main decisions will be taken.
2. A support staff office where we find the Graphic design, Web development, Marketing, partners searching, [...]
3. A huge group of 45,000 volunteers that will make the labor of the board possible, this group will be a bit nested, some of them will manage the others following the Game's needs.

We must keep in mind that this organization is short-term, so does not fit into some other theories like Greiner's Growth phases (Blomberg, 2020, p.62). Mainly, it will have two stages. The first stage will involve experts developing the necessary characteristics, as well as construction and adaptation processes. In the second stage, experts will still be needed, but there will be a need for many more workers to help athletes, the public, and the press. Since our organization is temporary and not like other companies, which have fixed workers, most of them will be volunteers. The Olympic Games organization will need standardized processes to manage the large number of workers and volunteers, but the structure will be different. In the volunteer's group we will have a division of labor, how Adam Smith (Smith, A. Wealth of Nations, p.21) defended. It will be in each sport that is taken at the same time, so it can be labeled as a Division based in place, or also in function if the different volunteer groups do different activities.

The Board of Directors brings together founding members of the project plus representatives from the sporting movement (20 members), civil society (14 members), and public sector. It will be headquartered in the 'Pulse Building' in Seine-Saint-Denis. This will serve as a central point for the structure, as almost all board members will work there.

This organization is not a large company (in terms of number of employees) and is of short duration. In my opinion, according to Mintzberg's structural theories (Blomberg, 2020, p.37), the organization is a Simple Structure as it doesn't have many hierarchical levels but has a clear vertical control. Some dimensions and situational dependence (Blomberg, 2020, p.48) are not excluded. Factors such as size and age, for example, lead us to a less normalized structure. Nevertheless, the labor force or strategy can help us to continue with the same idea.

If we only look at the executive board, we can assume it will operate in an Adhocracy Structure, offering dynamism & complexity for quick response, agility, and adaptability. This structure also allows more fluid decision-making and collaboration between board members, providing greater flexibility and more efficient operations. If we think only about volunteers, we can assume they will be split into several teams, like in different sports because some competitions will be at the same time. We could not find contrasting information about the volunteer teams, but it seems to be a matrix structure, with the same stages but in different sports, so different people. Not all volunteers will do the same and not in the same place (even not the same territory), so each one of the teams will need some objectives, being managed by different “volunteer managers”.

3. Human Resources Framework Analysis

According to FIFA, 1.12 billion people watched France win against Croatia in 2018. 6.9 million people tuned in to see Serena Williams's last tennis game. Sports competitions are watched by billions of people around the world. Many, driven by their passion, wish to work in this field, as athletes, journalists, judges (etc.). According to the HR framework, workers maximize their potential if they are motivated. The Olympic Games are the perfect example of a world-known field where people are mostly motivated by their passion. That is why the Olympic Games recruit employees but also thousands of volunteers who will be able to live their passion for a few weeks.

Taking care of the workers is one of Paris 2024's top priorities. A social charter has been created to support this commitment. It is said that there will be employees and employer trade unions and that the edition will be very peculiar on good working conditions for all workers. Moreover, during the selection process, the edition assesses that discrimination is not welcome and that everyone can be part of the organization. Young people are invited to participate and will be supported in their future professional careers to work in a federation or a sporting club after the Olympic Games. Indeed, the edition will promote the development of employees and volunteers' skills and future career paths. Disabled people are also encouraged to participate because every event will have easy access for them. This organization strongly supports disabled people's conditions. We can see that one of the two mascots has a disabled leg. This edition aims to be an example on the social side.

45,000 volunteers will be gathered for this edition. Employees and volunteers have different goals and motivations in an organization. An employee is mostly driven by money, whereas volunteers are motivated by personal development. While the volunteering process will start mid-2023 and volunteers haven't been selected for the moment, we will talk about how managers should treat those workers who are not motivated by money but by their passion for sports. Therefore, McGregor's theory Y (Blomberg, 2020, p.104) should be applied by managers in this situation. Indeed, volunteers will not feel threatened by each other because money and position in the hierarchy are not considered ; all volunteers are on the same level. They will naturally get along because social status, race or other characteristics will not be taken into consideration during the selection process according to the volunteering chart created by Paris 2024. Theory X (Blomberg, 2020, p.104) stipulates that people are lazy but, in this situation, people are motivated by their passion for sports. The selection process will aim to develop a social and unifying link by hiring women, men, disabled people, non-French people... Furthermore, the International Olympic Committee will also hold the second edition of the Olympic Esports Week. This is aimed to reinforce the link between sports and esports and reconcile these two worlds. This process will make people feel more taken into consideration, and therefore they will feel more motivated to maximize their potential.

The management that should be applied for volunteers is, according to Hersey & Blanchard's situational leadership model, "telling and directing" (Blomberg, 2020, p.139). Most volunteers have low competences but are highly motivated. Therefore, the managers must give clear instructions on the process of the given tasks.

While these Olympic Games stipulate that good working conditions are one of their main goals, it was revealed that a few undocumented migrants have been working on construction sites. Despite 600 working inspections (according to Tony Estanguet), some companies working on the construction sites hired illegal workers and blackmailed these workers knowing their difficult situation. However, actions have been taken immediately by the government to correct the situation.

4. Power Framework Analysis - Emma Ménard

As said by Marc Ziropiannis, author on martial arts, in the podcast 'Taekwondo Life' Magazine's from January 27th 2023, "the Olympics are designed to be political". We have been able to see this importance in previous editions, with the attack against the Israelis athletes during the 1972 Munich Games for instance. The international context is decisive for the 2024 Olympics, one may wonder how the organization can deal with the strains from people inside, but also outside, who are just trying to get their best interest.

The first step to understand the complexity is to map the political landscape listing all the stakeholders and be aware of their interests to see the power strategies in place. We can distinguish : the Board of Directors which also count members of the French government, the City of Paris as well as members from the IOC, but also the employees and volunteers, the subcontractors, the athletes, their national federations, and their States. We must not forget the civil society composed of the 4 billion spectators expected according to the Paris 2024 website, who are kept informed by the mass media. We must remember that these actors' interests do not have the same importance according to their position and some of them can even be contradictory.

For instance, the Board of Direction, presided by Tony Estanguet, member of the IOC and ex-Olympics athlete, enjoys power thanks to his expertise he got through his experience and the control of the agenda due to his position but also a close relationship with the executive institutions. According to Weber's *three types of legitimate authority* (1924/1983), he therefore enjoys a formal-rational but also a traditional and charismatic authority with the charisma as we can see in his multiple interviews. However, his interests cannot match all the interests of the workers, who may ask for a bigger income or for more resources, or to the interests of the subcontractors, who may need more time.

Ergo, all the actors within the organization are submitted to some struggles which can result in blocking conflicts. Pfeffer's model of *Conflict and Power struggle* (1983) names the different causes like the scarcity of resources but also the different point of view and environment inside an ephemeral project most of the employees will only organize once. The time pressure is at the center of the organization's priorities because the Games cannot be postponed but also the budget which is a huge stake for the French people and one of its main concerns.

Furthermore, this organization depends a lot on its environment and the political context in place, because of the *soft power* associated with the Olympics Games. This theory, developed by Joseph Nye (2004), is essential for the understanding of the stakes of this event, for the Board and the French institutions but also for all the countries sending a delegation.

One of the major examples is the participation of Belarusian and Russian athletes in regard to the Ukrainian war. Ukrainian President Zelensky publicly asked the French President Macron to ban all the athletes representing these countries in this Games. The IOC answered to the problem by authorizing the athletes under a neutral flag supporting that no athlete should be prevented from competing because of his nationality. This decision has been criticized by a part of the civil society, who see that as an admission of weakness towards Russian President Putin. This conflict emphasizes the complexity of the power attribution between the head of the event, the political actors, and the civil society.

5. Symbolic Framework Analysis

The Olympic Games have been considered as the most important sporting event since Pierre de Coubertin created the International Olympic Committee, in 1894. 130 years later, this Paris 2024 edition will be even more symbolic as it will take place in the French capital city, hometown of Pierre de Coubertin, exactly one century after the last Olympics in Paris.

Medals, Rings, Flame, Hymn... After 130 years of “Modern Olympics”, the symbolic legacy of the Games is very strong, and a lot of traditional symbols are contributing to the reputation of this prestigious institution. The Olympic motto for instance is a short sentence that encourages athletes : “*Citius altius fortius - communiter*” which means “swifter, higher, stronger - together” (the “together” has been added in 2021, strengthening the Games brand as a symbol of unity). But this motto is also a source of inspiration for the people who work for the organization of the Games. Indeed, working for the organization of such a prestigious event is an undeniable motivation that can be felt through the number of volunteers (45,000) that will be participating in the organization. Thanks to the symbolic power of the Olympic brand, all these people will dedicate their time to sharing sports values through the organization of the Games. They won’t be paid for that, they’ll be driven by their passion and their commitment to the Olympic symbols, they’ll be proud to share the symbolic values of sport which will make them even more efficient.

However, the traditional symbols that everyone can recognize are the Olympic Rings. This famous logo is composed of five colored rings representing the five continents. The colors also have a strong symbolic significance: blue, black, red, green, yellow together with the white background, are common colors to all existing flags, which is another way to show the Olympic Games as a symbol of unity and international cooperation between competing countries. This logo is obviously a symbol of peace for the public, but it is also synonymous with a strong sense of belonging for people working for the organization of the Games. Being gathered under such a prestigious banner makes them even more inclined to give their best to make this event a success and the organization counts on it to make the volunteers want to participate in the preparation of the Olympic Games.

All these traditional symbols will be combined with others, exclusive to this 2024 edition, to maintain the Olympic brand. The aim is also to ensure the relevance and the impact of the Games all over the world because as Tony Estanguet himself says: “*We have economic crises, health crises, big issues... Sport is a fantastic way to bring people together, to inspire, and to allow people to live their life in a positive manner*” (Time Magazine). For one month Paris and even France in its entirety will be the showcase of world-class sport and must be up to the task of making this event unforgivable for every stakeholder, from athletes to spectators and volunteers involved in the project.

The Paris 2024’s board has understood this and since the beginning of the organization, they have been committed to building a strong legacy that will make this event a sport-focused party that will bring together billions of people. It starts with the location of the organization’s headquarters, in Seine-Saint-Denis, one of the poorest areas in France, located in Paris’ suburbs. Tony Estanguet and the board did not want “*a legacy of having fantastic venues, but how this project can help a population. (...) Here in Seine-Saint-Denis, two-thirds of the*

employees are local people" (Time Magazine). The Paris 2024 organization made the choice not to rely on Paris' legacy and prestige as the so-called most beautiful city in the world, but to bring to light a local and popular manpower who is working hard to make this event a success.

The willingness of Paris 2024's board to make this edition very special is felt even in the choice of the Games' mascots: the Phryges, symbols of French Revolution, promoting freedom and cooperation in a tense global context. With the Phryges, the organization wants both to "*drive a revolution through Sport*" and to make the French people proud of their History and symbols. If we rely on Edgar Schein's definition of organizational culture, we can see the Phryges as *Artifacts* required to convey strong *espoused values* of freedom, peace and cooperation (Blomberg, 2020, p.210).

6. Multi-frame analysis of the 2024 Paris Olympic Games

With these different analyses, we have been able to discern what are the main stakes from the four frameworks. The aim of this part is now to perform a multi-frame organizational analysis by combining our different findings. Comparing the different frameworks will enable us to show similarities or contradictions to better understand how the Paris 2024 Olympic Games organization works. What are the conditions to its success and point out the opportunities and threats that the organization must deal with.

A temporary organization

The commission was established in 2018 and the Olympic Games will conclude in 2024, signifying an immense challenge for the organizing body, which is to operate in the short-term. Thus, a total of 5 million euros have been allocated as a means of meeting this challenge. During the Games, millions of citizens and tourists will be present, and the mammoth task of managing 45,000 volunteers must be undertaken. The ability to effectively manage this number of volunteers is a difficult task and the commission is who will force the effort to ensure that the Games are a success. The sheer number of people attending the event, coupled with the challenging time frame, makes the Olympic Games a particularly interesting challenge for the French capital city. However, the commission is up to the task and provides the best experience possible, for the athletes but also the spectators with enough structures.

This temporal characteristic of the Games makes some theories seen in the course a bit out of place. The limited timeframe of the organization means that some points of view would not necessarily work in this context. This is because the points of interest and the challenges that this organization will go through are quite unlike those that other organizations may face. Furthermore, the rate of growth and development of this organization will be determined by how well they are able to take advantage of the time they have.

Being the most efficient in such a short period of time is one of the key features of the Olympic Games organization. The different frameworks can have various points of view here. The structural framework, for example, needs to develop the Games as fast as possible to reach a good level of efficiency. At the same time, for the power and symbolic frameworks, it is crucial that everything is ready on time, to prove that Paris can welcome international events, especially after the failure of the UEFA Champions League Finals in 2022. Otherwise, the HR framework has another perspective on this matter. This short-period job might create overwork and exhaustion because people will want to do the best, they can in order to get a job in a federation or sport club as Paris 2024 promised them.

Vertical and horizontal control

The Structural and HR frameworks aim to create efficient and successful companies through entirely different ways. While the HR framework focuses on the employees' commitment and their wellbeing, The Structural framework seeks to increase efficiency in the organization's shape and manage vertical or horizontal control, depending on the context. This structure can be implemented in various ways, such as providing clear guidelines and objectives for each individual unit, as well as ensuring efficient communication and collaboration between departments. This way, the organization can ensure that all stakeholders are on the same page

and working towards the same goals. Additionally, the framework can also be used to ensure that the organization is operating at peak efficiency and adhering to all relevant regulations and standards. Ultimately, the aim of the Structural framework is to maximize the organization's effectiveness and help it to achieve its desired objectives. On the other hand, the HR framework mainly focuses on the employees. Its top priority is good working conditions to maximize employees' potential. If we analyze Paris 2024 through a structural framework, the employees, and stakeholders work to make money for the company. However, looking at the organization through an HR framework, workers and mostly volunteers work for themselves and their self-improvement. Therefore, our analysis is balanced between a structural framework and an HR framework at the same time. However, a vertical leadership (structural framework) is most likely to occur because volunteers do not have any experience, and they need guidance.

Even if Tony Estanguet maintains that the organization is closer to an horizontal leadership, it makes no doubt that, from the power and symbolic frameworks, he is a key figure on the executive board and his opinion has had a profound influence on the Olympics characteristics of the organization. He was a major driving force behind the board's decision to locate the headquarters in Saint-Denis, the poorest neighborhood in Paris. With his strong leadership and dedication to the cause, Estanguet has been instrumental in helping to shape the organization's direction and policies, providing a significant contribution to the Olympic movement in general. His guidance and expertise have been critical in establishing a solid foundation for the organization and setting a benchmark for success. He gains his strength from his experience as an athlete and as a member of the IOC, making him the main leader of the event, inside the organization but also outside in front of the cameras. That's why the organization is closer to a vertical leadership, with Tony Estanguet at the top of it, as a charismatic leader.

Unifying people through sport values

One of the conditions of success for our organization is to make the 2024 Olympic Games a great event, and it comes with the "Revolution through sport" that is advocated by the Phryges mascots of the Paris Olympic Games. This event's main objective will be to successfully unify people under the banner of sport. Sporting events, as they have an important place in people's minds and in the culture in general, can be linked to what Joseph Nye calls 'soft power'. His definition relies on three pillars: "political values, culture and foreign policy". This theory is typically applied to countries, but we can use it to demonstrate that the Paris Olympic Games will be a powerful part of our organization's soft power. The primary reason is their aim to bring people together globally, which is the main goal to be achieved. Thus, combining both power and symbolic frameworks here is a good opportunity to show that:

- Internally: The organization aims to gather the different stakeholders we've identified in the power framework analysis around sport's symbolic values of teamwork, inclusion, discipline, tenacity and respect, to work together and make the event a success.

- Externally: The organization uses sport symbols and (soft) power that are tightly linked and used together to put aside differences between people and bring them together around the athletes' performances.

In this situation, workers are very motivated by the organization's values and norms. They feel identified, understood and a sense of belonging. It will generate a strong need to maximize their potential because of their motivation. From a structural point of view, this will also help as less control would be needed to manage the volunteers and workers.

Inclusion of disabled people

As mentioned in the HR Framework analysis, disabled people won't be left behind for this Paris 2024 edition. As for previous editions, the media, and the organization of the Games have brought to light those disabled people both sportingly and inside the organization. From a symbolic point of view, this commitment to disabled people's cause is a way to share a strong message of inclusion which is in adequacy with sport values. Right after the Tokyo 2020 Olympic Games, Sophie Cluzel, former French Secretary of State for disabled people declared *"The Paris 2024 Games aim to be a game changer for people with disabilities"* (Ouest France, 2021). Indeed, from a symbolic viewpoint, Tony Estanguet took the decision to create a unique logo both for Olympic and Paralympic Games, which is the first time in the history of the Modern Olympics. Moreover, one of the Phryges, mascots of this edition, has an artificial leg which is also a way to convey an inclusion message to the public as these mascots will be shown all along the Games.

Thus, working in an inclusive environment is a strong source of attractiveness both for the volunteers and the employees of the Paris 2024 organization. From an HR perspective, we've seen that disabled people are encouraged to attend the event. As organizer's first, Tony Estanguet is *"convinced that diversity is synonymous with performance and creativity to organize Games that will be spectacular and inclusive"*, he also recalls that *"job offers are open to everyone"*. But they'll also can participate as spectators: more than 350,000 of them are expected in Paris during the Games, and it will be a very *"good opportunity for Paris to improve its infrastructures for disabled people and to promote para sport activities"* (Paris city's website, 2023).

Migrants illegal employment

After the scandals of migrant exploitation during the Football World Cup in Qatar, the employment of illegal workers is at stake from many points of view, namely for the Western countries. It has become one of the main discussions in the media, even though the cases are uncommon according to the organization. As Tony Estanguet said, bad working conditions are not welcome for this edition. Actions were immediately taken after a few illegal workers were found on construction sites. Even though it could be in the interest of the subcontractors because they can pay them less, it is a very sensible subject for the Symbolic and HR frameworks. McGregor's X theory is here employed to put a pressure on the workers for having the job done in time without respect for the work conditions stated by the law. It may

be for the Structural framework the most efficient because of the pressure and the bad conditions they are ready to work in. But this comes to contradict the symbols the organization desires to share with the social values they want to emphasize. However, for the Power framework, and principally for the interests of the Board and the institutions, it jeopardizes their soft power as a developed country where social conditions are in the core values of organizations. This is the reason they implemented so many controls, the drama caused by these kinds of scandals can be so much more damaging than an arena not ready in time for example. This shows how the media can influence and channel social debate.

7. Summary

After the entire analysis of the 2024 Paris Olympic Games, we have been able to point out five most interesting findings which emphasize the complexity of the organization.

One of the main issues we noted from the beginning was the short-time period, during which they must manage the whole event. They must be efficient enough to deal with the goals and interests of all stakeholders and respect their social values at the same time.

The organization must also work on their management structure, between the horizontal leadership they want to represent and the vertical control which seems best for an ephemeral organization where all resources are limited.

For this edition to be a success, Paris 2024 must fulfill its objective of being a unifying sport-focused event that will gather organizers, spectators, and athletes under the symbolic sport values of respect, inclusion, and international cooperation.

Inclusion is a key term nowadays and the Games are a great event to generate new opportunities for volunteers, spectators(etc.) with all types of necessities. We have seen how they work to adapt spaces and processes to, for example, disabled people.

Because of its international significance, they need to be careful about the impact of every element which can jeopardize the organization as much as the healthy state of the Games, and therefore the prominence of the hosts.

To conclude, the Paris 2024 Olympic Games must respect the social commitment they promised despite the challenging environment characterized by the lack of time, the scarce resources, the high expectations from stakeholders, the social problems and all the obstacles linked to the dense international context.

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