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RESEARCH ARTICLE

SPORTS PRODUCTS IN THE LIGHT OF PUBLIC POLICIES

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Abstract

The question is how do public sports policies, in Senegal, contribute to the promotion of local sports products, especially sports clothing? Finally, it has been shown that public sports policies provide a general framework for action and objectives to be achieved, however, insufficient to support the promotion of local sports clothing. The adoption of concrete measures, the existence of a target audience, the allocation of resources and the presence of a regulatory mechanism remain to be established.

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Introduction:-

Public policies, by design and implementation, have been the subject of various writings. Jean Paul Callède (2002) posits the existence of a general framework of action, (1) goals and objectives to be achieved, (2) concrete measures, (3) audiences to be reached and (4) the allocation of resources and/or regulatory prescriptions including coercive modalities. Viollet (2018) insist on the synergies or conflicts of stakeholders in the application of public policies sports.

On the other hand, it is rare to note public policies, in particular sports policies analyzed in the African and Senegalese framework, tending to understand the place of these in the development of local sports products intended for local sports players. The few writings are the work of Kane (2005) who traces the orientations of public sports policies in Senegal since colonization, from the 1920s to the 2005s. Kane (2005:264), putting the State at the heart of the system, notes:

An ideological orientation based on reference to a so-called 'socialist' development model makes the State the main engine of the nation's development. Certainly, the participation of private organizations in the management of sport is envisaged. However, the regulatory provisions are such that this is more theoretical than real. The principles on which this participation is based very often find themselves faced with regulatory provisions which qualify their scope.

Therefore, analyses on how public sports policies impact the issue of supply of local sports products is a challenge. Mbaye (2005:18), in general, specifies:

In textiles intended for clothing, we cannot help but notice that Senegal is in a rather delicate position, due to the high level of its factory costs, the low quality of its products and the obsolete nature of its equipment. But, given the important place that textiles play in the development process, the significant potential that the country has in the field of clothing, it would be inappropriate to consider that the sector should just be forgotten because of its difficulties. Many countries have faced similar difficulties in their textile sector, which they have been able to control by taking the appropriate reform and restructuring measures.

These general difficulties, noted in sports clothing production in Senegal, could result in production managers and sports managers looking to government agencies to pass public sports policies that would impact the supply of local sports products. This, in an African context where the volatility of macroeconomic policies induces significant changes in household final consumption expenditure (Adekunle, aL 2021)

This is why the questions are these: How can public sports policies contribute to the promotion of local sports products? Specifically, are the directions of the authorities in matters of supplying sports products appropriate? Do policies encourage federations to consume local sports products? Do policies involve local businesses? The overall objective of this study is to contribute to the analysis of public sports policies in terms of the supply of local sports products in Senegal.

In a first section, this work reviews public policies and their characteristics. The work of Calède (2002) and Bayeux (2013) have been used and describe the different axes of public policies. To this were added analyses on the relationship between public policies and the action of stakeholders in the sports movement.

In the second section, the analysis returns to the methodology followed. It relied on a qualitative approach; Indeed, the question of public sports policies, from a scientific point of view, is at the embryonic stage of studies in Senegal; which requires in-depth analyzes for a better knowledge of the phenomenon to be studied (Yin 2003). This is why in a qualitative one, the case study was privileged and focused on the Ministry in charge of Sport.

In the third part, the results are analyzed and then discussed. Finally, the conclusions are drawn. They show that there are some general guidelines for public sports policies in the promotion of local sports products in Senegal. These are, however, insufficiently implemented.

Public sports policies and sports clothing:-

According to Turgeon and Savard (2012:1),

A public policy is a document drafted by government actors presenting their vision of an issue susceptible to public action; and, incidentally, the legal, technical, practical and operational aspects of this action can also be qualified as public policy, the process during which elected officials decide on public action on an issue for which certain governmental or non-governmental actors require intervention.

From there, it applies to several areas, notably the economics of sports. This is why, after specifying the meaning to be given to the concept of sports products, the characteristics of public sports policies are to be determined, as well as their anchoring in the Senegalese context.

Coming to the meaning of the concept of sports products, it is advisable to start from Norman and Ramirez (1993), for whom, a product or a service corresponds to an offer having value for the consumer, a product being a "set, or a combination of qualities, processes and / or concepts that the buyer hopes will meet their expectations" (Mullin et al. 2007: 17).

Ferrand et al. (2009), starting on the one hand from the tangible and intangible characteristics of sports products and services, and on the other hand from the nature of the functional and/or experiential benefits of said products or services, will differentiate the products from sports services. The products essentially designate the offers based on tangible elements and the service being predominantly intangible.

A sports service, according to Tribou et al. (2015:54), is "an intangible product of a symbolic and emotional nature, the quality of which varies according to its environment and the participation of the consumer". As for the sports product, it can be assimilated to a sophisticated good aimed at meeting the needs of sports customers and is perishable (vitamin bars, proteins) or durable (clothing, sports equipment). Sportswear is and can be classified in the category of sports products as envisioned by Ferrand et al.

Meny and Thoenig (1989), raise the complexity of sports production policies and understand them in terms of "toolbox", "actors", "resources", "strategies", "products", "system of action", "process", etc. Therefore, it would be appropriate to rely on Callède (2002) and Bayeux (2013) to clarify the contours of the notion of public policy. If Callède identifies them through the existence of a general framework of action, goals and objectives to be achieved,

concrete measures, audiences to be reached and finally, the allocation of resources and/or regulatory requirements including coercive modalities, Bayeux, within the framework of local authorities, positions them at the political, strategic, tactical and finally operational levels. Previously, Thomas Dye had defined public policy as, « anything a government chooses to do or not to do » (Dye 1972: 2).

Viollet (2018), applying public policies to the sports arena, insists, on the one hand, on the need to take into account the three logics: associative, commercial and public service. However, not taking into account one of these three logics can lead to tensions between actors. On the other hand, he notes that shared leadership promotes the interweaving between the different levels of a sports policy (political, strategic, tactical and operational), highlighted by Bayeux (2013). Consequently, clarifying the strategies of the players reveals synergies as well as tensions and ambiguities in the three dimensions identified in sports policies. Ultimately, there emerges an obvious link between the dynamics of actors, the content and the place finally taken by sports policy in federal organizations.

This State position is clearly seen in the Emergent Senegal Plan (ESP) statement:

The overall objective of the sub-sector is to increase its contribution to development and make it accessible to all, with regard to its social, economic, psychological and therapeutic functions. In this perspective, the policies and strategies of the sub-sector are essentially aimed at promoting sport and related activities, by building modern multi-sports complexes, sports infrastructures and the rehabilitation of regional stadiums, the development of sport at school and the promotion of sports enterprises and related activities as well as the strengthening of management systems.¹

In accordance with the indications of the ESP, the Sector policy letter for the development of sports (SPLDS) (2015), in its strategic orientation², insists on strengthening the economic contribution of sports. Sports are seen there as lucrative activities that create wealth, and generate jobs and income.

Private companies, some of which are large, are increasingly involved in the financing of sports, in particular through sponsorship. In this regard, sponsors provide technical, expert and financial support in exchange for improved brand awareness and image, which ultimately increases their revenue (Nuseir 2020). A beginning of professionalism is observed in most of the leading sports disciplines with teams having company status and paid sports practitioners.

This is why the SPLDS gives the private sector active in sport a decisive role in the creation of wealth and jobs. It will also provide itself with the means to regularly assess the contribution of sports activities to the GDP based on sports spending by the State, households, local communities, businesses and associations. And perhaps, It must also take into account the need of reshaping and expanding revenue generation models, rethinking the role of sports in society, redefining relationships with fans with the pandemic of COVID 19 like the United States Sports industry (Deloitte 2021).

Thus, the Sports SPLDS strengthens the economic dimension of sport by improving its contribution to the creation of jobs and wealth, and by increasing its contribution to the gross domestic product. This involves: (i) promoting the professionalization of sports associations and groups; (ii) promote sporting leisure activities as economic opportunities for the creation of jobs and wealth; (iii) improve the quality of Senegal's sporting offer for the organization of international meetings that support tourism and related fields; and (iv) promote sports and sports-related professions.² Public policy support is even more necessary in crisis contexts since it has been shown that companies that have received a government subsidy in relation to the COVID-19 pandemic have seen on average an 11% increase in their turnover at the end of June 2020 (Turkson, Addai and Chowdhury 2021).

Consequently, analyzing public sports policies favoring the development of “Made in Senegal” in terms of sports products amounts to identifying the characteristics of such policies with regard, on the one hand, to the framework documents developed, and on the other hand, to the characteristics of policy measures for their practical application. What can affect public policy-making (Howlett and Cashore 2014). The perspective of analysis and discussion will start from the work of Calléde (2002).

¹P.S.E PDF document, page 75.

²Letter of Sectoral Policy for the Development of Sports, page 26.

A qualitative approach for understanding public sports policies promoting local sports products:-

Our survey for this research was based on textiles in general and in particular on the supply of national structures with “Made in Senegal” sports clothing. This study was carried out largely in Dakar, the capital of Senegal, which concentrates public administration and sports institutions that consume sportswear, but also in Thiès, 60 km from Dakar, where several sports clothing manufacturing companies (NSTS and Cochese) are implemented. In view of the noted boom in the sportswear consumer sector since the 2002 South Korea-Japan World Cup, the study starts from 2021.

Our research relates to the place of the production and distribution of local sports clothing in public policies in Senegal. It includes, for the sake of pragmatism, the segment of sports clothing purchased, either by local or foreign order made by national structures and worn by Senegalese in general. These garments are mainly shirts and/or shorts, jackets (set) and caps. In this regard, the descriptive character has enabled us to project ourselves on the management of public policies as an essential link in the popularization of the consumption of locally made sports articles. And, the case of the Ministry in charge of sports, through its sectoral policy, has been taken as an example to further analyze the phenomenon in question (Yin 2003).

The data collection techniques were based on documentary research, the semi-structured interview guide and field observation. Face-to-face interview was the most used medium in this study. Thus, we spoke after meetings or timely visit with several resource persons after having completed a one-month internship at the level of the Ministry of Sports which allowed us to meet heads of service at the level of the Senegalese federation of football, directors, general secretaries, club presidents and business leaders and suppliers, etc.

Table 1, below, gives details of the people met.

Table 1:- Respondents from national structures and local sports clothing manufacturing companies in Senegal.

National private or public structures	Name – locality	Respondent targets
Ministry of Sports	Directors, Head of Department, Dakar	19
Senegalese Football Federation	S.G, marketing,	04
Senegalese Judo Federation	Technical director, coach, athlete	03
Local businesses, SMEs	Cochese, Thiès	03
	Global Business, Dakar	02
	NSTS, Thiès	01
	Bamba confection, Dakar	01
	Jappo S.A, Dakar,	01

Included in our research are public or private companies with at least five years of experience in the field of sports clothing, regardless of the legal formula adopted. In addition, they can be managed by a person or group of persons (natural or legal) with proven experience with more than 30 salaried employees. Public service personnel whose decisions and ideas may impact the state's public policy choices and strategies were also interviewed.

Local business leaders or their human resources directors, heads of national services at the level of the sports ministry were also called upon. In processing the data obtained, content analysis was privileged and for reasons of confidentiality, numbers were given to the various respondents.

Some general orientations of public sports policies in terms of promoting local sports products:-

The analysis relates to the orientations of the State in matters of supply, the relations of the State and the sports movement and the policy to be implemented vis-à-vis local businesses.

State guidelines for the supply of sports clothing:-

Senegal has decided to adopt a new development model for the supply of sports clothing by 2035 with innovative strategies after the accession of President Macky SALL at the end of the 2012 presidential elections. Plan Senegal Emergent classifies sports as a priority in "axis 1: Structural transformation of the economy and growth". Indeed,

The PES gives a central place to the private sector, which will have to play a decisive role in the implementation of structuring projects in terms of wealth creation and jobs. This private sector involvement will take the form of Public

Private Partnerships (PPP) or private investments in the productive sectors. Emphasis will be placed on supporting SMEs, which constitute a base for the development of production.

The structural transformation of the economy will notably result in the production of competitive goods and services with higher added value for the achievement of the objectives of growth, creation of skilled and unskilled jobs as well as income and currency generation.

Employment remains one of the key objectives of the PES. The aim is to increase opportunities, in order to create 100,000 to 150,000 decent, productive and remunerative jobs each year through: the promotion of public investment in High Intensity of Labor.³

Since the issue of employment is an important aspect in the development of a country,

the textile clothing sector could contribute to it. The PES seems to have anticipated the employability of Senegalese after a survey carried out by the ANSD in 2011 which describes:

Employment remains the first concern of households (26.8%) ahead of the supply of drinking water (18.7%) and the promotion of productive activities (12.6%); it is at the center of state policy priorities. Youth employment is considered the main priority for the community in Dakar (41.9%) and in other cities (36.1%) ".⁴

This diagnosis was also mentioned by the document on the PES which recognized the need to collaborate with private structures. From this point of view, it seems important to us, at this level of analysis, to emphasize that the orientations of the State remain strongly dependent on the outside, despite the declarations made at the level of the ESP and the SPLDS. In this regard, respondent 22 notes that "the raw material used in the clothing industry comes from outside the country with several suppliers in a saturated market with several competitors" while subject 24 adds that "the State can require national sports structures to wear sports clothing because it can create jobs, manage the financial windfall and limit imports."

Also, the guidelines set by the State in these strategic documents (ESP, SPLDS) remain ineffective. However, the overall objective of the sports sub-sector is to increase its contribution to development through these economic functions, among others, and the promotion of sports enterprises and related activities. Better still, the SPLDS insists on strengthening the economic dimension of sport by improving its contribution to the creation of jobs and wealth, and by increasing its contribution to the gross domestic product. Therefore, the State guidance in the ESP and SPLDS suggests the future support of the particular field of sportswear, but depends, in part, on the relationship between the latter and the sports movement.

Relations between the state and the sports movement in sports clothing:-

Relations between the state and the sports movement in the supply of sports clothing are marked by the absence of the State in supporting actors and controlling activity. This does not seem to comply with the orientations of the ESP and the LSPDS.

The lack of support from the state:-

State support measures for the sports movement are often lacking. And yet it says in LSPSD that:

The sports movement will contribute to financing by developing its own strategies to find means to finance its development activities. The State will support the national sports federations in the mobilization and rationalization of the resources made available by the International Olympic Committee (IOC) and the International Sports Federations (FIS).

This is how, at the level of the Sports Infrastructure Directorate of the Ministry of Sports, respondent 4 underlines: The sports equipment came from a government commitment and which the DAGE materializes by ordering from the suppliers. In addition, the Senegalese Football Federation, for example, placed its own orders with contracted equipment suppliers.

³ ESP PDF document, pages 63-64.

⁴ ESP document, Page 6.

As an indication, we were presented with an extract from a final invoice dating from 2019 for the purchase of football products with the following headings in relation to prices:

Table 2:- Extract from a final invoice for the purchase of football products in 2013.

Designation	Quantity	Unit price	Total price
Tracksuits	200	7 500 F CFA	1.500 000 F CFA
Shoes (training)	200	17.000 F CFA	3.400 000 F CFA
Jerseys)	782	86.000 F CFA (the set of 18)	67.252 000 F CFA

Source: Ministry of Sports, DAGE: 2019

The links that exist between the State and the sports movement turn out to be selective or periodic and occur during sports campaigns or major sports events (African Cup of Nations, Football World Cup, Olympic Games, etc.). For example, the Handball federation does not benefit from the same support as that of basketball or football.

We can, therefore, note a certain recurring paradox through the SPLDS where it has been well written that "Senegalese sport is strongly attached to multidisciplinary. There are nearly fifty sports federations and groups. This principle is also expressed in Law 84-59 on the Sports Charter. However, day by day, there is a strong push to get the state to choose to limit access to the program of international competitions to a handful of sporting disciplines." It seems, therefore, that there is no overall structuring support for the sports movement.⁵

Lack of state control:-

The sale of jerseys and other textile supports in the colors of the national flag were all the rage during the World Cup in Russia 2018 and the Africa Cup of Nations in Egypt 2019. This period was especially marked by the collective euphoria of a whole people mixed between hope, joy, pride and desire to wear the national jersey. In some local markets, jerseys of all kinds in national colors were sold at affordable, but sometimes exorbitant prices as Senegal won its matches. Regardless of the origin, quality or even price, some customers were ready to buy from retailers or informal resellers without the State or more precisely the Senegalese Football Federation (FSF) setting up official stores to control merchandising. such products, both in terms of quality and price. Respondent 23 underlines in this regard: "We cannot ignore the competitive prices at the level of the Colobane thrift store, the intermediate prices such as for example the tailors such as Confabad or the high-end prices as at City Sport." This, according to some respondents, calls for responses from the State. Respondent 5, making suggestions for "the development of the sports textile industrial sector", indicates that the sector should be secured with a protectionist state policy.

The policy to be implemented with regard to local businesses:-

The appropriate public policy for local sportswear clothing companies is often not framed. Indeed, much of the local garment business does not appear to be in congruence with the State's sportswear policy. Respondent 23 says: "We want to contribute to the democratization of sports equipment, which is why we offer call products and permanent products even if we do not have State support." This State support, therefore, becomes essential with regard to the human resources that it could provide to companies in terms of added value and/or revenue. And, at the same time, job creation, which remains a major challenge for the State with the PES, could find a niche in sports textiles. However, speaking of the SPLDS, Respondent 23 stated, "They are not interested in it. It is a marketing law and, therefore, local outfits do not seem suitable for the Feds." This seems paradoxical all the more so as an expert underline it: "New context of globalization and the interdependence between national policies thus pose, more than ever, the problem of the competitiveness of the Senegalese industrial fabric, which has long benefited strong protection." Local businesses are thus confronted with a logic of competitiveness which places them before an obligation of performance if they want to continue to exist even if human resources or labor remain essential in the production chain.⁶

⁵ SPLDS, page 5 of 45.

⁶ Sectoral policy letter for the development of industry: the industrial redeployment policy (P.R.I)

Public sports policies focused on the promotion of sports products insufficiently implemented:-

From the characteristics of a public policy analyzed from the perspective and vision of Callède (2002), we can affirm that a general framework of action and goals and objectives to be achieved are defined, but that concrete measures, target audiences and finally, the allocation of resources and/or regulatory requirements including coercive modalities are lacking.

The definition of a general framework for action, goals and objectives to be achieved:-

From the data obtained, we can recognize with Jean Paul Callède (2002) that the general framework of action exists through the ESP with the involvement of private public partners under the generic terms of textile-clothing or even textiles - clothing materialized by integrated industrial platforms or the integrated logistics hub.

According to our data, and in accordance with the characteristics of JP Callède, goals and objectives were also declined through the ESP, on the one hand, which takes the sporting dimension from a global angle with a set of activities related to sport. It is mentioned that:

The overall objective of the sub-sector is to increase its contribution to development and make it accessible to all, with regard to its social, economic, psychological and therapeutic functions. In this perspective, the policies and strategies of the sub-sector are essentially aimed at promoting sport and related activities, by building modern multi-sports complexes, sports infrastructures and the rehabilitation of regional stadiums, the development of sport at school. and the promotion of sports enterprises and related activities as well as the strengthening of management systems.”

Among the “related activities” or trades linked to sports, the making of sportswear should have a good place in public policy with a view to creating multiple jobs. The Sports SPLDS, in its objectives, strengthens the economic dimension of sports by improving its contribution to the creation of jobs and wealth by increasing its contribution to the gross domestic product; the promotion of sports professions and those related to sport is also present.

The limits of public policies in terms of “Made in Senegal” sports clothing:-

The Senegalese State, through the ESP, has certainly set in motion the framework of the global field of textile clothing, but concrete measures remain to be confirmed, particularly with regard to sports clothing. We should also rely on the strategic orientations set out by the SPLDS to support the players so that the duality of local production and consumption of sports clothing becomes a reality. As concrete measures have not been taken, it would be illusionary to concretely understand the public policies regarding the supply of sports clothing to Senegal. In this regard, a revaluation of the textile sector by the Senegalese State should take into account national interests. The other question is whether the State can force companies or national public structures using sportswear to source from partners that it has approved itself.

With regard to the audiences to be reached, relying on Callède, they are implicitly mentioned in the ESP. They are numerous because we have several structures that regularly consume sports clothing each year alongside individual consumption, even if they are not achieved in practice. These are public and private schools, the National Army, the Ministries of Sport, National Education or Health, sports federations, clubs of all disciplines, national teams, hiking or leisure clubs, sports and cultural associations, households, groups of supporters, any natural or legal person wishing, etc. Thus, regarding the allocation of resources and/or regulatory requirements including coercive modalities, it poses real difficulties. The measures taken remain insufficient.

Conclusion:-

The analysis of public policies with a view to promoting sports products, in particular sports clothing shows, based on Callède (2002), that the breakdown of a general framework of action and of the objectives to be achieved remains insufficient at the promotion of local sportswear. The adoption of concrete measures, the existence of a target audience, the allocation of resources and the presence of a regulatory mechanism remain necessary. Senegalese public policies do not meet Callède's demands.

This is why, at the managerial level, concrete measures should be implemented aimed at State branches, the sports movement, and local sports clothing production companies.

The identified target audiences must be positioned in the strategy of promoting “Made in Senegal” sports clothing. Finally, financial resources and the regulatory framework must be established so that concrete actions in the promotion of sports clothing can be considered.

According to Ratten (2020), sport having an entrepreneurial nature, it is necessary to put in place a new approach to the policy and practice of it and which integrates this dimension.

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