

SPORT AND SOFT POWER RANKING

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INTRODUCTION

This study examines the relationship between sport and soft power, the outcome of which is a global ranking of the world's most powerful countries in this regard.

The ranking, which is based upon the involvement of sixty experts globally, consists of twenty-five countries that have been assessed as being successful in accentuating their attractiveness through sport.

Undertaken over a period of twelve months, ten criteria were used as the basis for this ranking exercise.

According to our research, the top twenty-five is:

Global Sport Soft Power Index					
#1 United States of America					
#2 United Kingdom					
#3 France					
#4 China	#5 Germany	#6 Australia	#7 Italy	#8 Spain	#9 Brazil
#10 Japan					
#11 Russia	#12 South Africa	#13 Canada	#14 Argentina	#15 Qatar	
#16 Saudi Arabia	#17 Netherlands	#18 India	#19 South Korea	#20 Portugal	
#21 United Arab Emirates	#22 Norway	#23 Mexico	#24 Turkey	#25 New Zealand	

This project is motivated by our perception that, in today's globalized world, sport and soft power are linked. Indeed, sport is a subject of great expectations on the part of the States, and it has become a key economic sector as well as a political and geopolitical tool.

According to the OECD, in 2024 the sports market represented around 2% of global GDP, and it is set to grow in the coming years. Furthermore, countries are massively investing in sports.

For the past couple of years, the Gulf states have been increasingly investing in international clubs and hosting international sports events. In Europe, France just hosted the 2024 Summer Olympic Games in Paris.

On the other side of the Atlantic, the 2026 FIFA World Cup will, for the first time in its history, take place in three locations - United States, Mexico, and Canada.

Countries from Australia and Thailand to Rwanda and Brazil are all now playing a game of sport and soft power, albeit in different ways and with varying degrees of success (which our ranking captures).

Given the significant interest of states in this field of sports, we found it relevant to create a sport and soft power ranking.

As an independent international think tank that anticipates tomorrow's societal and geopolitical transformations, sport is one of SKEMA Publika's areas of expertise, and the ambition is to contribute to the debate by creating this ranking and thus influence policymakers and private decision-makers.

The underpinning question that has guided our research is: Which countries are the world's best at projecting soft power through sport?

CONTEXT

The concept of soft power was theorized by the American political scientist Joseph Nye in the 1980s. He defines soft power as:

“The ability to obtain preferred outcomes by attraction rather than coercion or payment”¹.

At the state level it is the ability of a country to get what it wants through cultural and political attraction. He noticed that, in the second half of the 20th century, power was changing in world politics. Traditionally, it was understood as controlling others and getting them to do what they otherwise would not, in general, through means of war. This is called hard power.

However, in today’s globalized world, power has become multifaceted, involving less emphasis on military force and more on technology, education, culture, and economic growth. According to Nye, power relies on the ability of an actor to change the behavior of states. Thus, as power evolves, so do the strategies to exercise it. This evolution suggests a more attractive and subtle way to exercise influence since the powerful countries are less able to use their traditional power resources to achieve their purposes than in the past and this leads us to the concept of soft power².

Soft power is important to measure, as it is just as important to measure hard power. Measuring the capacity of a state to exercise soft power allows us to understand its ability to influence and to make its power seem legitimate in the eyes of other actors. It’s clear that if a country’s culture and ideology seem attractive, others will be more inclined to follow its norms, regulations, and influence.

As Claude Revel highlights in the SKEMA Publika report, *Influence and Counter-Influence in 2023: Forms, Actors, Excesses, and Strategies*, the globalization of the 1980s and 1990s exacerbated competition, and in a highly competitive environment, influence is key since it is a weapon to take political and economic power as well as to influence social norms³. As explained by Simon Chadwick *“the deployment of sport for policy and strategy purposes extends to nation building, nation branding, soft power, and even diplomacy”⁴.*

Soft power is measured by understanding the capacity of a country to achieve its objectives through the attraction that it exercises on others. Consequently, measuring soft power is not an easy task since it is, by definition, multidimensional and implicit. Many studies, indexes, and rankings, exist in order to measure soft power. This ranking breaks new ground as we are making a qualitative study to understand which countries are most effective in exercising their soft power through sport.

Sport appears to provide an effective way of exerting soft power for all types of nations, large and small⁵. Indeed, for the states, sport is today a marker of status and power of its ability to exist on the international scene. Getting involved in the sport sector by winning competitions, hosting international

¹ Nye, J. (2017). Soft power: the origins and political progress of a concept. *Palgrave Communications*, 3(1). <https://doi.org/10.1057/palcomms.2017.8>

² Nye, J. S. (1990). Soft power. *Foreign policy*, (80), 153-171.

³ Revel, C. (2023). *Influence and Counter-Influence in 2023: Forms, Actors, Excesses and Strategies*. SKEMA Publika.

⁴ Chadwick, S. (2023). Qatar, Saudi arabia: sport is also a means to accumulate power and build control. SKEMA Publika.

⁵ Chadwick, S. (2015). Resource Wealth, Country Strategy, Soft Power, and Sport: Insights into Qatar for Businesses. *Review Papers*, 98.

Chadwick, S. Widdop, P. Goldman, M. (2023) *The Geopolitical Economy of Sport : Power, Politics, Money, and the State*. Routledge & CRC Press.

Chadwick, S., Widdop, P., & Burton, N. (2020). Soft Power Sports Sponsorship – A Social Network Analysis of a New Sponsorship Form. *Journal of Political Marketing*, 21(2), 196–217. <https://doi.org/10.1080/15377857.2020.1723781>

events, or acquiring foreign clubs allows a state to attain an aura it probably normally could not⁶. The globalization process has also included the field of sports, and it is today interconnected to other issues such as politics and economics⁷.

Claude Revel emphasizes that influence is a component of soft power and influence can be exercised through seduction and argumentation. Seduction aims for the affective, for emotion, whereas argumentation aims to reason. The difference is that seduction will act more implicitly than argumentation⁸. Thus, states use sport as a tool to seduce and influence to achieve goals that extend way beyond it. According to Simon Chadwick, Paul Widdop and Michael M. Goldman, a sport that is used as a tool to exercise soft power is soccer. Indeed, through investments and international events soccer has become an instrument for industrial development, leading it to play an increasingly significant role in global politics and international relations⁹.

⁶ Bourg, J.-F. et Gouguet, J.-J. (2023). Soft power: political instrumentalisation of sport?. Dans Socio-economics of sport – A critical analysis. Université de Limoges. <https://doi.org/10.25965/ebooks.506>

⁷ Chadwick, S., Widdop, P., & Goldman, M. (2021). The geopolitical economy of sport. In Policy Forum (Vol. 13).

⁸ Revel, C. (2023). *Influence and Counter-Influence in 2023: Forms, Actors, Excesses and Strategies*. SKEMA Publika.

⁹ Chadwick, S. Widdop, P. Goldman, M. (2025) *The Geopolitical Economy of Football : Where Power Meets Politics and Business*. Routledge & CRC Press.

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METHODOLOGY

As mentioned above, this study aims to create a ranking of countries based on their successful projection of soft power through sport. We think that this contribution provides a valuable insight into understanding and evaluating the different national strategies regarding sport and soft power. The methodology employed a three-stage approach.

The first stage of our methodology pertained to the selection of countries and measurement criteria as well as interviews with international experts in the field of sports.

A list of fifty-five countries was compiled by Publika's research team, based upon our assessment of their historical and contemporary influence on global sport.

As an outcome of this initial phase of our methodology, a set of criteria for measuring sport and soft power was developed.

Broadly, these criteria were:

- Sport industry size.
- Government policy.
- Soft power policies and strategies.
- Investment activity.
- Elite level performance.
- History of success in sport.
- Venues.
- Event staging.
- Broadcast markets.
- Governing body membership.
- Sponsors and commercial partners.
- Commercial success.
- Social media presence.

The initial list of countries and criteria were validated by a series of interviews with subject-matter experts. They were asked to refine the country, and the criteria lists by identifying countries to be added or removed and suggesting modifications, additions, or removals to the measurement criteria.

The second stage consisted of an expert consultation and ranking. To this end, a panel of international experts was assembled, encompassing representatives from international sports organizations, sports industry leaders, and academics. A structured online survey was developed using the Qualtrics platform.

The survey presented a list of fifty-five countries and of ten criteria to the expert panel. The survey was administered electronically, and each expert was asked to rank a final list of twenty-five countries and provide comments on their choice.

The third stage consisted of validation and reporting of the results. The final ranking of the top twenty-five countries was determined based on the aggregated expert assessments.

This study acknowledges the inherent limitations of relying on expert opinion. While expert judgment provides valuable insights, it is subjective and may be influenced by personal biases and varying interpretations of the criteria.

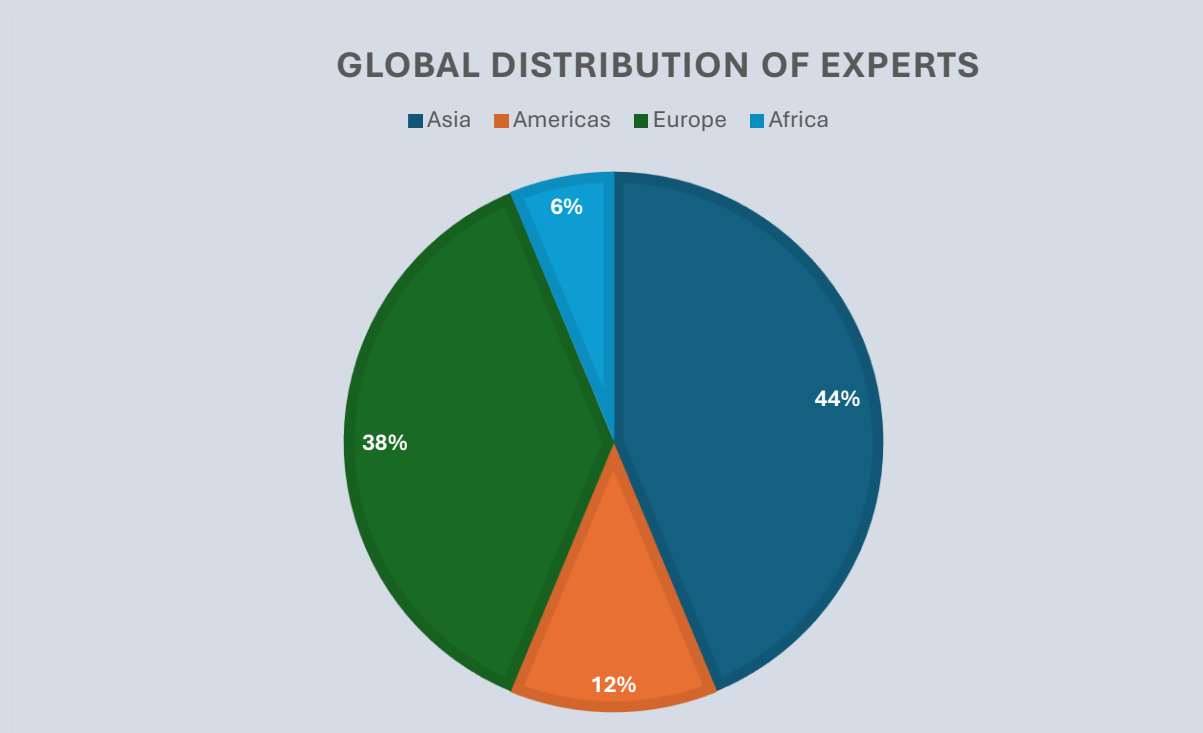
To mitigate potential biases, we followed a strict process. The expert panel was selected in consideration of diversity in terms of nationality, gender, geographical location, and professional background. Consequently, to avoid a western centered perspective on the topic we gathered responses from experts located all over the world.

Furthermore, the data collected from the expert panel was treated with the utmost confidentiality.

We believe that the innovative aspect of this study is the qualitative approach.

Given the subjective nature of soft power and the difficulty of quantifying many of its dimensions, this approach allowed for a nuanced understanding of the complex interplay between sport and international relations.




An overview of the geographic location of participants in the ranking exercise is presented below.



RANKING

Below you will find the first ranking pertaining to the top twenty-five countries that were ranked out of a list of fifty-five countries by our international experts. The responses from the survey were collected in the index by mapping each score by respondent and we decided to keep the lowest scores.

The Top #25

Global Sport Soft Power Index				
#1 United States of America				
#2 United Kingdom				
#3 France				
#4 China	#5 Germany	#6 Australia	#7 Italy	#8 Spain
		#9 Brazil	#10 Japan	
#11 Russia	#12 South Africa	#13 Canada	#14 Argentina	#15 Qatar
#16 Saudi Arabia	#17 Netherlands	#18 India	#19 South Korea	#20 Portugal
#21 United Arab Emirates	#22 Norway	#23 Mexico	#24 Turkey	#25 New Zealand

In addition to ranking the countries, the experts had an option to leave comments to explain the logic behind their choice. The comments gathered suggested that while traditional sporting powers, such as the United States, the United Kingdom and France, maintain strong positions, there's increasing recognition of strategic approaches to sports diplomacy by emerging nations. By strategic approach, they are referring to how deliberately countries use sport for diplomatic purposes. The experts recognized Saudi Arabia and Morocco as emerging powers by their approach of using strategic planning and targeted investments to build influence.

Furthermore, the experts' responses indicate that successful sports soft power combines multiple elements: strong social media presence and digital engagement, financial resources, strategic and long-term planning, cultural authenticity, and global engagement capabilities. This is the reason why the United States is identified as the leading nation in sports soft power. It has an exceptional global social media presence of athletes and teams; the country's performance across multiple sports is dominant; it has valuable broadcasting rights and domestic leagues; a coherent soft power strategy leveraging sports; a notable influence through sports diplomacy programs, with the US State Department actively sending athletes abroad and setting up sports camps; the country is hosting major sports events; it has a commercial sporting footprint; and the government is investing in sports diplomacy.

We noticed regional influences in expert reasoning and different patterns of what constitutes a successful sport and soft power strategy. Experts from Western countries emphasized the importance of established leagues and infrastructure, while experts from the Gulf states highlighted the importance of strategic investments and event hosting. Furthermore, experts from Asia focused on the growing influence through strategic planning and infrastructure development as a successful sport and soft power strategy. Finally, African experts recognized the potential and emerging strategic approaches as key to a successful soft power strategy through sport.

However, experts identified several complexities in ranking the countries. They highlighted the difficulty in weighing different factors against each other, comparing different types of influence such as traditional sports and esports, balancing historical reputation with current strategic efforts, and considering both commercial success and cultural impact. For example, regarding Saudi Arabia, the experts mentioned the complexity of evaluating the country's position due to its concentrated strategic approach.

Below you will find the second list (in alphabetical order) pertaining to the countries that did not make it into the top twenty-five, but were ranked in places twenty-six to fifty-five.

Country				
Algeria	Denmark	Hungary	Kenya	Senegal
Azerbaijan	Egypt	Indonesia	Morocco	Singapore
Belgium	Ethiopia	Ireland	Nigeria	Sweden
Chile	Fiji	Ivory Coast	Paraguay	Switzerland
Colombia	Finland	Jamaica	Poland	Thailand
Cuba	Greece	Kazakhstan	Rwanda	Tonga

CASE STUDIES

An analysis of all fifty-five countries, identified by our expert panel as having some degree of soft power in sport, would have been a mammoth task. Hence for the purposes of brevity, we have selected the six countries below, which we feel provide important insights. Their positions in the final ranking differ, each are from different parts of the world, some are traditional sporting powers whilst others have significant aspirations in sport.

BRAZIL

If an example of soft power's enduring strength is needed, then it can be found in Brazil. The country's national football teams are evocative of a particular approach to the game, which for many people is redolent of skill, success, and sunshine. Yet the men's national team haven't won the World Cup since 2002 whilst the women's team has yet to triumph in the competition. Nevertheless, the country's players continue to serve as ambassadors and influencers who shape the image and reputation in Brazil. Female player Marta has been especially important in changing perceptions of the country, whilst the likes of Vinicius Junior's role in the success of Spanish club Real Madrid has helped sustain popular perceptions of Brazil. In recent years, an investment boom has been taking place in Brazilian football which, amongst other things, has seen Neymar return from playing in Saudi Arabia, which is helping to boost the country's economic and socio-cultural influence around the world. Yet the country's influence spreads beyond football, its Olympic performances have been creditable, especially in athletics and gymnastics, whilst volleyball and basketball have also proved helpful in engaging global audiences. Under former president Jair Bolsonaro, sport and government had a somewhat questionable relationship. However, following the re-election of Luiz Inácio Lula da Silva, Brazil's government appears intent on making better use of the country's sports assets.

CHINA

China has become a giant of world sport having cemented its position as the second strongest Olympic nation (finishing in second place in the medals table behind the United States at Paris 2024). The country has therefore become synonymous with success and achievement, which was validated by the country's dominance of the medal table at Paris' Paralympic Games. There were some athletes who notably emerged from these two mega events, who helped to establish a human face to China's growing dominance. Tennis player Zheng Qinwen is one such example; in 2024 she became the first Asian tennis player, male or female, ever to win a tennis singles Olympic gold. Among other things, she was the first athlete to appear on the cover of Vogue in China. At the UEFA European football championship in Germany, Chinese industry provided the biggest number of event sponsors which allowed brands such as Hisense to market both themselves and brand China. In esports, China continues to play a significant role in the industry's growth, while Bilibili Gaming were finalists in the League of Legends world championship final. In our ranking exercise, it was notable that positive perceptions of China's soft power projection through sport were stronger in the Global South. We believe this reflects the strength of Chinese diplomatic activity, for instance via its policy of sport stadium diplomacy in Africa.

FRANCE

France benefits from a strong historical heritage in sport: Pierre de Coubertin, the father of Olympism, was French, and the country introduced laws on sport very early on, for instance in 1936 pertaining to education. The current French Sport Code states that the promotion and development of physical and sporting activities are for the common good and that they are a core element of education, culture, integration, and social life. They are also perceived as a tool towards a healthier population. The State and sports associations and federations ensure the development of elite or high-performance sport, with the support of local authorities and companies concerned. This "French

model” is an important aspect of the country’s sport soft power policy, particularly in non-western countries, even if it is more and more challenged by imported practices based on business and entertainment. Other aspects are its strong domestic ecosystem, its famous athletes, the high number of medals that they win in international competitions, and the know-how of its national sport industry. France currently benefits from successfully hosting and organizing two major events: the Rugby World Cup in 2023 and the 2024 Olympics and Paralympics. Following these mega sport events, the French State announced a major movement to democratize sport, by promoting it in elementary schools, by building proximity stadiums, and by encouraging the emergence of a competitive and high-performance sports elite.

MOROCCO

Over recent decades, Morocco has sought to become a more prominent member of the global sport community, though with varying degrees of success. For instance, the men’s national football team achieved a notable milestone at the 2022 FIFA World Cup, when it became the first ever African nation to reach the semi-final stage of the tournament. This not only raised the country’s global prominence it also helped to accentuate the values Moroccans embody – players at the tournament typically celebrated victories with their family members on the pitch. Now, Morocco will co-host the 2030 edition of FIFA’s men’s World Cup and will also serve as host for the women’s under-seventeen FIFA World Cup for five editions starting in 2025. At the end of 2025, the country will stage the African Cup of Nations, which will serve both to accentuate the country’s African credentials and to strengthen the country’s positioning as a gateway into and out of the continent. It is within this context that Morocco is now beginning to invest heavily into, for example, sports education programmes and digital technology in sport. Africa has long struggled to compete in soft power terms with rivals from the Global North, but increasingly the country’s government is committed to strengthening its sports assets and to projecting soft power through them.

SAUDI ARABIA

Saudi Arabia has an aspiration to become a powerful new centre in global sport and has therefore been embarked upon a massive programme of investment in sport. The country’s sovereign wealth fund – the Public Investment Fund – has been leading on this, acquiring assets (such as English Premier League club Newcastle United), taking major stakes in sport and sport related organisations (broadcaster DAZN being one example), and even creating new competitions, of which LIV Golf is the most obvious (albeit controversial) example. Meantime, the country has rapidly positioned itself as an event destination, with combat sports such as WWE and UFC regularly staging bouts in the kingdom. Motorsport events, notably rallying and Formula 1, are now regulars in the calendar, whilst football remains the most popular sport in the country. Portuguese international Cristiano Ronaldo’s move to Pro League club Al Nassr was viewed by some as a soft power coup, especially as he has also been serving as an ambassador promoting tourism in Saudi Arabia. The country is not without its problems, indeed international observers often label the country’s investment in the industry as being sports washing rather than soft power projection. However, with the 2034 FIFA men’s World Cup heading there and a 2036 Olympic Games bid being mooted, Saudi Arabia’s commitment to soft power in sport shows little sign of waning.

UNITED STATES

The United States is the soft power giant of global sport, in almost every respect. The country’s domestic sport industry remains the biggest and most mature in the world, driven by many of the biggest businesses and most valuable sports franchises in the world. With the likes of NBA basketball, American players and teams are among the most potent and engaging anywhere in the world. At events such as the Olympics, the US continues to dominate most of its rivals, though its Paralympic performances are somewhat less impressive. As a host, the country continues to be a reliable host of everything from Formula 1 to the annual Superbowl. While apparel producers such as Nike keep its

sport convergent with the latest trends in fashion, music, contemporary culture and new technology. In social media, as well as latest developments in broadcasting models and content creation, the US remains an industry leader. All of which are allied to the government's increasing commitment to more actively engage the country's sports assets for soft power purposes, which means that it was the overwhelming winner in our ranking. This is a country whose image, reputation and attractiveness are truly embellished globally through the strength of its sport.

CONCLUSIONS AND RECOMMENDATIONS

We believe that our sport and soft power ranking of countries is the first of its kind in the world. Our expectation is that this will further contribute to elevating the role that sport plays in promoting the attractiveness of nations across the world. Based upon a methodology developed and applied over fifteen months, in conjunction with more almost forty experts, the ranking provides an insight into those who have soft power, those who use it, and those who are achieving success.

To some observers, the ranking may appear unsurprising; the United States has been an omnipotent sporting power for decades, particularly the result of its sporting prowess. However, new technology, assertive commercial strategy, and a commitment from government has cemented its place atop the ranking. The United Kingdom is home to two of the world's most powerful sports properties – the English Premier League and Formula 1 (most of the sport's teams are based there). The country's government has long utilised its sports assets for soft power purposes, though its recent formation of a soft power council will redouble the UK's soft power efforts. France's third place reflects both its history of successfully staging events such as Le Mans and a tennis grand slam, and the commitment of Emmanuel Macron to embellishing his country's soft power credentials.

China's rise continues, as it learns to play the soft power game; Brazil arguably performs an outsized soft power role as global perceptions of the country remain firmly established in people's minds; Russia, despite recent bans and controversies, still looms large as a soft power player; Qatar and Saudi Arabia occupy similar ranking positions, as the near neighbours compete for prominence as the Gulf region's soft power capital; while South Korea, one of the global creative industry's most powerful soft power players, is apparently at an early stage of trying to exert soft power through sport.

That countries from the Global North dominate the ranking's top ten may reflect the conceptual origins (in the US) and understanding of soft power. Some countries in the Global South resist such notions of soft power and, indeed, their relevance in 21st century politics and discourse. This implies that unless we begin to witness shifts in them, countries from the Global North will continue to dominate in the projection of soft power through sport. In the coming years, we hope to produce this ranking again, which we hope will entail amended criteria which ideally incorporate measures that account for good work being undertaken in countries of the Global South as well as smaller countries from across the world that are achieving success in sporting soft power.

The Global North's current dominance of this ranking raises some important questions about whether soft power serves as a proxy for other forms of power. For instance, economically strong nations are likely to have more money to spend on soft power initiatives. However, with the world pivoting from North to South, we invite readers to consider how this may ultimately impact upon future power and future iterations of this ranking. Although for the time being at least, understanding how small state sporting soft power can be developed and gain traction suggests some interesting challenges. In the same way, the rise of new activities such as gaming and esports could begin to upend what we think we know about soft power and who best projects it through sport.

For the time being at least, we seem to live in a football and basketball world – countries in our top ten are all prominent in one, or both, of these sports. Olympic performances are important too, but what about other sports do they contribute to soft power projection? The likes of Thailand are seeking to utilise combat sports for this purpose, whilst Indian cricket is seemingly on the cusp of going global. In the latter case, India's diaspora communities in the US and elsewhere are driving the sport forwards globally, especially digital technology experts from Silicon Valley. This suggests some interesting possibilities for state and non-state entities elsewhere to also work together.

We also observe that sport can no longer be viewed in isolation, as it is converging with the entertainment, lifestyle, fashion and technology sectors. Already, there is an acknowledgement of this as government officials in several countries are forming multidisciplinary groups to address the soft power challenges they face. To illustrate how this all comes together, given the popularity of K-Pop and K-Drama South Korea could do more with its sports assets. So too Nigeria, which has booming music and film industries, but typically fails to make the most of its sporting profile.

Our hope is that this ranking provokes debate and serves as a call to action for countries around the world. Some already do very well in projecting soft power through sport, others perform perhaps less satisfactorily. However, the battle for sporting dominance is unlikely to subside which means that the practice of power and attraction through sport is one that will continue to grow in years to come.

As an outcome of this groundbreaking sport and soft power ranking, we recommend a framework through which countries can address promotion of their attractiveness. Broadly, we believe that projecting soft power through sport entails five important stages (KEDIA):

1. **Know your assets.**
As a first step, we recommend that countries – involving both state and non-state entities – identify and audit their sports assets to establish their key features and attractiveness.
2. **Establish their meaning globally.**
Sports assets may be attractive domestically and engage local audiences, but establishing whether they are attractive to global audiences is vital when outwardly projecting soft power into other territories.
3. **Decide how to use them.**
Understanding how sports assets can best represent a country, entails making some interesting choices. Perhaps sport is simply a means through which to engage international or global audiences, though the way in which an asset can project the values of a nation may deliver additional value to a soft power policy or strategy.
4. **Integrate them within policy and strategy.**
If it is to deliver real, tangible, and lasting value, the projection of soft power through sport should not be undertaken lightly or on an ad hoc basis. Committing to the formulation and implementation of soft power policy and strategy is vital.
5. **Actively manage and measure their effectiveness.**
Soft power projection doesn't simply happen, policy and strategy require activation – if perceptions, attitudes, and behaviours towards a nation are to be changed, then sustaining coherent and consistent messaging is important. Moreover, soft power should not be seen as something nebulous or intangible, is a country is investing money in sport power projection, then it should identify and measure the success of achieving a return on investment.

CONTACT US

If you require any assistance with work you are doing in the field of soft power and sport, then we are available to discuss these issues. We can be contacted via publika@skema.edu

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Dr. Paul Widdop is a researcher, writer, and academic with more than 15 years experience in sport business and management. His work focuses on the application of social network analysis to understand the global sport industry, particularly in football. He co-founded GeoSport, a digital platform examining the political economy of sport. His research has been featured in leading outlets including the Financial Times, The Guardian, BBC, and Al Jazeera. Widdop serves as Associate Editor of Journal of Consumer Culture and has held research positions at several UK universities including Manchester Metropolitan University, University of Manchester, and Leeds Beckett University.

Claude Revel is an expert in international strategic intelligence and influence. She was one of the French pioneers in these fields. She began her career in 1980 as a high civil servant, then spent several years in the private sector before creating her own consulting firm in 2003. She was then appointed Interministerial Delegate for Economic Intelligence to the French Prime Minister, from May 2013 to June 2015. She then joined the French Court of Auditors for four years. She finally left public administration to create another consulting firm in January 2020. She holds now different positions. She was in charge of the development of SKEMA Business School's think tank between 2021 and 2025. She taught for many years and wrote several articles and books, the latest ones in 2012 ("La France, un pays sous influences?") and in 2017 ("Interêt général et marché, la nouvelle donne"). Claude spent her childhood in Africa, then studied in her family home town in Nice. She is a former student of the Ecole nationale d'administration (ENA), and graduated from Sciences Po and from Paris II University, in (Business Law.) Claude is Officer of the French Légion d'Honneur since 2014.

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For your information, the comments in this report only engage the authors and not the consulted experts. We would like to gratefully acknowledge the assistance of the following international sports experts who participated in the ranking:

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