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## Press release

**GEM** Alpine Business School

# GEM TURNS THE MOUNTAINS INTO A LIVING LABORATORY: SPORT AND OUTDOOR INDUSTRIES AS A TRAINING GROUND FOR MANAGING TRANSITIONS

As business schools rethink their pedagogical models in response to major technological, environmental and societal transitions, GEM is reaffirming a clear strategic direction: **anchoring learning in real-world experience and the field**. Aligned with its positioning and its **EAGLE 2030** strategic plan, the School is making the **Alpine** environment a defining strategic marker and a distinctive lever for learning, with the ambition of becoming a leading academic reference on transitions in alpine, sport and outdoor ecosystems. Its MSc in **Management of Sports & Outdoor Markets (MOSOM)** is one of the most tangible expressions of this immersive approach.

## INDUSTRY AND THE MOUNTAINS AS A LEARNING ENVIRONMENT

The MSc MOSOM is built on an experiential model combining exchanges with industry professionals and real-world projects.

Students work on live business cases with companies such as **POMA, Ekosport, Salomon and Les Deux Alpes**, addressing concrete strategic challenges specific to sport and outdoor markets.

As part of the module *Project Management: The Art of Co*, students take part in an immersion day at **Croix de Chamrousse**, organised in partnership with **ANENA (French National Association for Snow and Avalanche Studies)**. Through avalanche search and rescue simulations, they experience first-hand the challenges of coordination, collective decision-making and risk management in uncertain environments.



## LEARNING THROUGH INNOVATION AND FORESIGHT

Innovation is a structuring pillar of the programme. Students analyse weak signals, identify emerging trends and use design fiction approaches to imagine the future evolution of the sector.

This forward-looking work has resulted in the development of an innovation catalogue for Decathlon, as well as the **Cahier des Éclaireurs**, a collection of analyses exploring nine emerging trends shaping the sport and outdoor industries.

« The MSc MOSOM goes beyond sport management: it immerses us in the heart of the industry. Through field experiences, meetings with professionals and hands-on projects, I learned to operate as a professional in complex environments. It is a demanding programme that gave me concrete tools to successfully enter the sport and outdoor sector. » , **Lilou Giono**, MSc Management of Sports & Outdoor Markets student

## EDUCATING MANAGERS CAPABLE OF NAVIGATING SECTOR TRANSITIONS

The programme combines core management fundamentals, strategy, marketing, transformation and project management, with in-depth knowledge of sport and outdoor ecosystems, including key stakeholders, value chains, competitive dynamics and sector-specific cultures. Delivered entirely in English, the MSc MOSOM brings together **multicultural** cohorts. Field immersions and international teamwork foster essential transversal skills such as **leadership, collaboration and the management of complex projects**.

### PRESS CONTACTS

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« The mountain environment is a powerful catalyst for learning. It places students in real-life situations where they must make decisions with incomplete information, cooperate, manage risk and constantly adapt.

These experiences provide concrete reference points for acting responsibly and effectively in professional contexts. » **Philippe Monin**, Academic Director, GEM

## THE MOUNTAINS AS A MANAGERIAL LEVER WITHIN EXECUTIVE EDUCATION

Beyond degree programmes, this approach also shapes GEM's Executive Education offer through tailored modules combining management training, alpine immersion and collective intelligence:

- Lead Like a Guide (with Mountain Path)
- Deciding in an Uncertain World (mountain crisis simulation within GEM Labs)
- Harnessing Collective Strength (avalanche crisis management with ANENA)

Through these initiatives and its broader strategy, GEM positions the mountain environment as a genuine pedagogical and managerial lever. More than a simple experiential setting, it has become a structural pillar of the School's identity, academic model and territorial anchoring.



**ABOUT GEM** : Founded in 1984, GEM Alpine Business School is a triple-accredited institution (AACSB, EQUIS, AMBA) recognized for its academic excellence, technological DNA, and international outlook. As the first French business school to adopt the "Société à Mission" status, GEM places innovation, sustainability, and societal impact at the core of its strategy. Through its EAGLE 2030 strategic plan, GEM is scaling up to become a pioneer in sciences, immersive learning journeys, and the major transitions shaping the 21st century. The school trains agile, hybrid profiles capable of thinking and acting in a rapidly changing world. Each year, 7,000 students embark on a transformative learning journey across GEM's campuses in Grenoble, Paris, and Lyon, supported by immersive pedagogy and a network of more than 230 academic partners worldwide.

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