

Agenda 2020: NOC of Sweden (140406)

1. The uniqueness of the Olympic Games

Bidding, ensuring appeal and diversity

- It is essential for the Olympic Movement that it is attractive to organize the Olympic Games. Many cities should see this as an opportunity, or at least as a vision.
- Based on our own experience the Games are perceived as very expensive and risky. The structure with “different budgets” for the Games is not understood and opens for exaggeration of the costs and risks of the Games. More focus should be put on the importance of sustainability, and risk management. What is already done should be better, proactively and more openly communicated.
- To make it more attractive to bid the IOC should improve and better communicate:
 - The procedure for bidding
 - The values and demands on sustainability to be met by host cities
 - The procedures for follow up and remedy during the entire process from bidding to staging the Games
 - The support and responsibility the IOC gives/takes in the organizing of the Games
 - The budget structure for the Games
 - The actual financial result of the last 3-4 Winter and Summer Games, based on this budget structure (even better if done by independent experts)
- Ideally a multistep bidding procedure lowers the threshold for cities to launch a bid process and should help reducing the cost for bidding. But it doesn't work that way.
- Increased demands early in the process forces cities, governments and the public to take a decisive stand before concepts are fully developed, which of course increases the perceived risks.
- A multistep bidding procedure should nevertheless be kept:
 - The first step should be clearly “intentional” aiming at exploring possibilities.
 - Formal stand points and guarantees should not be introduced until the final submission of a “Bid Book”.
 - The format for all submissions should be set by the IOC.
 - No marketing should be allowed before the “Bid Book”.
 - All actions monitored closely by the Ethics Commission.
- The background, forming the basis for future bids, should be an ongoing dialogue with interested cities where also other Olympic events could be considered.

An illustration of a revised bid procedure:

- *At a given date NOCs/Cities submit an interest in “exploring possibilities for hosting a specific Games” (12-18 months before the decision of Host City by the IOC)*
- *The IOC establishes a “Bid Support Commission”*
- *The IOC visits the Cities, one by one, to discuss:*
 - *procedures the IOC intends to implement for the bidding, the preparations and the staging of the Games*
 - *possible adaptations due to the political structure of the nation in question*
 - *budget structure and risk management, responsibilities*
 - *demands/standards set by the IOC, possible adaptations*
 - *support and transfer of knowledge through the process*
 - *(a first view on “why”, potential legacy, possible outline of concepts)*
- *The IOC to confirm agreement of procedure and cooperation in the actual case*
- *The NOC/City submits a “Concept of Intent” on how to organize the Games (The format defined by the IOC) (The time line could differ between NOCs/Cities, but be in the range of 8-12 months before the final decision of the IOC)*
- *Consultations between the NOC/City and the IOC to evaluate and improve the concept, respecting its uniqueness, reviewing the budget, the necessary guarantees and the risk management.*
 - *This should lead to a conclusion if the concept and timing is right for submitting a bid.*
- *At a given date NOCs/Cities submit a formal “Bid Book” including formal guarantees (The format defined by the IOC) (4-6 months before the final decision of the IOC)*
- *The “Bid Support Commission” delivers its report closely after the Bid submissions.*
- *No international marketing allowed until after the submission of the bid.*
- *Allowed means of marketing defined by the IOC and the entire process closely monitored.*

Sustainability and legacy

- The Olympic Games is the core of the Olympic Movement. The way the hosts are chosen and the Games prepared and managed will decide the appeal, the possible impact and the value of the Olympics and must therefore be in harmony with the basic values of our Movement.
- The responsibility is the Games, its organization and its side effects. The Games shall not be a tool for interfering in national politics. But possible indirect effects must be considered not to conflict with the Olympic values for its’ own sake, but also to avoid negative impact on the “Olympic brand”.
- All procedures and actions should be in line with the implementation of sustainability perspectives – ethical, social, economical and environmental. This is developing but should be further enhanced:
 - Defined values (not solutions) to be met by bidders and organizers
 - Defined procedures how to follow up, audit and remediate during preparations and staging of the Games
 - Clear responsibilities defining if, when and how the IOC can take active control to ensure these procedures and resolutions of (potential) issues
 - Transparent communication of such policies and of the implementation of them
 - Proactive information of the mechanisms and what is achieved

Olympic program

- The way to get more cities bidding is not to reduce the size, complexity or attraction of the Games. The question should rather be how to further increase the attraction.
- Some venues can be temporary or converted afterwards, certainly when more than one venue of the same kind is needed for the Games but not for the after use. But one venue for each sport should be left as a legacy showing the multitude of Sports and opening new possibilities to inspire and attract young people.
- A new study to review the possible addition of new sports and/or events should keep the maximum number of athletes on today's level but skip the formula with set limits for the number of Sports and medal events.
- The balance between tradition and modernizing of the program is difficult. The urge to increase universality and gender is important. Adding new events without skipping others might end in small quotas for each event and a reduced level of competition in comparison with the World Championships.
- The Olympic Games must be the pinnacle of sporting excellence.
- New solutions will have to be developed to combine tradition and modernizing, as well as excellence and universality. While recognizing the inspirational power of the concept of the Olympic Village the athletes of today rarely stays in the Village for the entire Games. With the increasing professionalism an athlete typically moves into the Village 3-4 days before competition and moves out 1-2 days after the competition is finished. This opens up for a rotation of accreditation for athletes.
- With a system for rotation of athletes and their support staff the number of events, and in some cases also the number of athletes in a certain event, can be increased without exceeding the maximum total number of athletes, provided that number is to be understood as "not more athletes at any given time of the Games".
- This is not compromising the fundamental idea of the athletes gathering in one Olympic Games as a symbol for respect, friendship and peace. Today the athletes experience this although they mostly stay in the Village only part of the Games.
- The actual operations of Olympic Teams have to be studied. The schedule needs to be reviewed to reduce overlap between sports and events to facilitate the rotation. An addition of a couple of days to the program could be considered as already today some competitions take place before the Opening Ceremony.

Olympic Games Audience

- Games experience for the audience at the Games is important and attending the Games should be a dream for many. But for those who can't we should develop events in stadiums where people can gather to celebrate the Games also in other Cities.

2. *Athletes, at the heart of the Olympic Movement*

- The possibility of rotating accreditations for athletes would make room for more events, higher quality of the Games and more athletes without compromising the important experience for the Athletes of living in an Olympic Village.
- The Olympic Games should be the highest level of sporting competition. With that ambition the athletes must get the top level support they need. With the quotas for officials of today, especially at the summer games, it is difficult or impossible to reach the same support staff as the athletes experience at the World Championships. This is not acceptable. Also in this respect a more developed rotation of sports, events and athletes can open new possibilities without adding more people at any given time of the Games.
- A better support for the athletes' development, service and social life is a vital issue for the future as is the preparation for the transition after their sporting career. To make the local priorities right the NOCs must have a key role in this.
- An important mission for an NOC is to support talent development. Different sports are at various levels in different countries. The NOC has the overview to prioritize to make sure that athletes also from financially weaker sports get a fair chance.
- This is important for demonstrating the multitude of Sport opening up new options for the young people using Olympians as role models. It would also enhance the level of competition at the Olympic Games. More nations capable of competing for medals in more sports make the Games even more thrilling.
- Olympic Solidarity is an important source to finance athletes' development. But the basic financing is raised domestically. Many governments generously, direct or indirect, whereas in other countries it is fully financed through sponsoring.
- The NOCs need better financial possibilities to support the athletes and the talent development. It is the athletes that make the Games and the NOCs that bring the teams. The distribution of funding to different stake holders should be reviewed based on the role and the costs for their contribution to the success of the Games.
- The support to the athletes is a core task for the NOCs and is financially dependent on the success of NOCs' sponsor programs. This underlines the importance of safe guarding and supporting the NOCs' possibilities to expand their own marketing programs.
- The marketing rights for the NOCs should be clearly defined and protected.
- The relation between the TOP program and NOCs' domestic programs need to be studied. The TOP program should not unnecessary limit the range of categories available to the NOCs' marketing programs and the contribution to the NOCs should be more reasonably harmonized with the value of the domestic market.

3. Olympism in action: Make Olympism alive 365 days a year

- Making Olympism alive every day is necessary to inspire new generations. We are developing new projects to reach new target groups. This must be created based on the social and structural context in each country.
- Despite different solutions in different countries the Movement is international. The IOC is the natural provider of platforms for linking youth together from every corner of the world.
- Sport has a positive impact on many fields of society and adds quality to health, education and culture. These side effects are important reasons for governmental support to sport. But more importantly projects inspiring youth, building hopes, creating tools for their development is getting more and more in the focus of our sponsors. They want to be part, take responsibility and add value. The companies know that CSR is an important message to the customers. Understanding this is the basis for the development of our national sponsor program the last years.

4. IOC's role: Unity in diversity

- Good governance is fundamental for keeping the value of the Olympics and has been the theme for our comments to the bid procedure and management of the Games.
- Values and ethics must be at the core of our actions. Our autonomy and integrity are equally important. This might lead to debate and sometimes to conflicts. The IOC is a strong power in society and as such will always be, and shall be, under scrutiny from outside. This underlines the importance that the IOC is in the forefront for example in implementing the different aspects of sustainability.
- But it is not enough to do. It has also to be told. The IOC should get more proactive in the communication on these issues. Describe for example, already now, what is being done in Rio with housing programs, educational efforts and social activation.

5. IOC Structure and organization

- The development of the Olympic Games and protection of the values and integrity of the Olympic Movement will of course be the focus for the IOC in the years to come. So much can be done. Other organizations of the Olympic Movement can, getting stronger, be well suited to solve certain tasks or run different support programs.
- On the same theme we thank the IOC and the IOC President for inviting us to contribute in this initiative to develop and modernize the Olympic Movement. Working together in an open and respectful atmosphere is the key to success.