



THE RELATIONSHIPS BETWEEN THE OLYMPIC MOVEMENT AND ITS STAKEHOLDERS

GERHARD HEIBERG

Moderator • International Olympic Committee



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I would like to begin by stating that over the years, there has been a steady increase in the number and diversity of stakeholders in the Olympic Movement. We see today that it is not only a question of sporting organisations and their relevant bodies, such as the International Olympic Committee (IOC), National Olympic Committees (NOCs), International Federations (IFs), National Federations (NFs) and Organising Committees for the Olympic Games (OCOGs). In these organisations, I also include the athletes, coaches, administrators and volunteers. Today the Olympic Movement has to interact with governments, Non-Governmental Organisations (NGOs), other international organisations, sponsors, schools and universities, and, to a larger extent, media and others. Examples of challenges from NGOs are questions on human rights and environmental concerns.

I see this broadening of stakeholders as an advantage and as a positive understanding of the role of sports and the Olympic Movement in today's society. The values and ideals of the Olympic Charter have become more important to countries and peoples around the world.

However, this development gives the Olympic Movement, and especially the IOC, many new challenges. We want to maintain the Olympic Movement as the cornerstone of sports in today's society, but it is getting more difficult and complex to satisfy all the different needs and wishes from the various stakeholders.

One can ask: has this development led to a weakening of the relationships and a weakening of the Olympic Movement? If so, do we have the right structure to manage the future challenges?

Let me mention some issues that could be discussed in this connection:

- The distribution of financial resources;
- Direct/indirect relationships with the different stakeholders;
- The Programme of the Olympic Games;
- The question of an international sports law;

- IOC membership: the number, election criteria, terms of office, geographical distribution etc.;
- The role of the IOC in the Olympic Movement;
- Governance and ethics.

Because of the interest of new stakeholders, we need to re-examine these and other aspects including the flow of information and the way to communicate. There have also been some completely new thoughts like organising, for instance, a sort of a World Sport Parliament. One can ask the question: should we start from scratch, zero base, and try to see everything with new eyes?