**London 2012 Olympics and Paralympics Resource Guide**

**Governance of the Olympic Games**

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# Introduction

Governance matters have always occupied a central position in the history of Olympic movement, but while in the past the main concern has been with the effective running of the Games every four years, since the mid-1980s the scope of Olympic governance has expanded significantly. This was mainly because of three inter-related factors: (i) since its establishment in 1894 the Olympic movement grew from a modest white male dominated club to a global social movement incorporating 205 hugely culturally diverse member countries and numerous other stakeholders; (ii) the increasing global political appeal of the Games to governments of all ideological persuasions and (iii) the enhanced commercial capabilities of the International Olympic Committee (IOC) through the sales of the Games’ TV rights and its global sponsorship programme (TOP). These factors prompted the IOC to introduce the notion of governance in the Olympic Charter in 2004 (IOC 2004) in recognition of the growing democratization of the Olympic movement. As a result, traditional Olympic governance concerns related to national representation, compositions of boards and commissions and handling relationships with governments and athletes have been complemented by an ever evolving number of issues such as doping control, compliance with environmental standards, promoting collaboration with academia, Internet and mobile devices regulations, and addressing security and legacy requirements. Academic interest in the governance of sport has also grown significantly over the past few years, but the topic of Olympic governance remains under-researched. Figure 1 shows the number of English language publications in the field from 1995-2013.

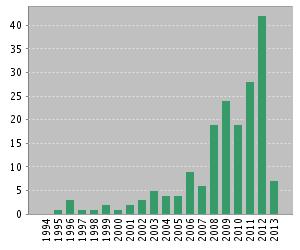


Figure 1: Growth of academic publications on sport governance. Source: Web of Knowledge (June 2013)

An understanding of Olympic governance would be incomplete without reference to the mission of the Olympic movement, which is led by the IOC and is underpinned by the principles of Olympism. The Olympic Games represent the highest expression of Olympism - a project for social change that uses education and sport as its main tools. The broader aim of the Olympic movement is to use sport for the betterment of the world through mobilizing the support and energy of governments and societies. This aim was particularly pertinent in the case of the London 2012 Olympics, as for the first time in history the host government has made a commitment to use the Games to introduce social change on a mass scale and to change the lives of British people. Materialising the Olympic aspirations in the context of either the host society or the global stage requires establishing an intricate web of actions and interactions that take place between a range of public, private and non-profit actors.

Thus, the Olympic Games, and what they stand for, represent a governance issue because:

* the Games have always pursued some political ideals – for equality, inclusion or more recently sustainable development;
* the Games represent a developmental project concerned with promoting a universal normative vision about the ideal citizen (they contain a promise to develop athletes, communities and sport in general), and the Olympic Charter also prescribes the role of the institutions involved in the organisation of the Games and their conduct;
* the Games are inherently a collective undertaking, from the bid to the legacy stage and beyond, and involve multiple stakeholders including athletes, clubs, National Olympic Committees (NOC), International Sport Federations (IF), IOC, sponsors, broadcasters and a myriad of local actors.

The staging of the Games represents a form of intentionaldevelopment, which is concerned with the deliberate policy and actions of the state and other agencies, which are expressed in the vision and strategic objectives of the Olympic programme. In particular, staging the Games requires forging new partnerships, which are then inserted into the existing national and local systems of governance. Parent, Rouillard and Leopkey (2011) reported that in the case of the 2010 Vancouver Winter Olympic Games ‘97 different departments across three levels of federal, provincial and municipal government needed co-ordinating. Similarly, there were more than 200 key stakeholders across local, national and international levels of governance and some 75,000 contractors involved with the delivery of the 2012 London Games.

# Olympic governance

As a concept, governance has three core meanings including a certain type of exchange between the state and society (i.e., political theory or politics), a process of steering concerned with enhancing government’s capacity to act by forging strategic partnerships with various actors (i.e., polity), and an empirical phenomenon dealing with the deployment of specific policy instruments (i.e., policy, Jordan 2008, Peters & Pierre 1998, Rhodes 2007, Treib, Bähr & Falkner 2007). Governance, therefore, is about pursuing common goals through partnerships by steering collective actions towards achieving consensus among the parties involved. Its mechanisms provide the framework in which various actors operate in order to achieve agreement over a common vision while developing solutions to emerging problems.

The Olympic movement is made up of three main constituent groups: the IOC, the NOCs and the IFs, plus the Organising Committees for the Olympic Games (OCOG). Hence, the Games’ governing environment is inherently complex, institutionally-congested and multi-layered. It involves local, national and international actors and an array of private and public interests. These three constituent groups have been joined by four emerging actors including inter-governmental organizations (i.e., European Union), multinational companies (i.e. the Olympic partners such as Coca-Cola, Kodak and Visa), national sponsors of NOCs and OCOGs (i.e. London 2012 had 28 such national sponsors), and the leagues of professional team or athletes (i.e. the associations of tennis players (ATP) and professional golfers (PGA) who exercise political and economic powers critical for shaping strategic actions in the field.

The governance of Olympic movement is reflected in its visions, structures and operations as well as its relations with global political issues. Recently, the relevance of governance to the Olympic movement was given further prominence at the 2009 Olympic Congress in Copenhagen. The Congress recognised governance as a central issue for the Olympic Movement and codified it in a document entitled *Basic Universal Principles of Good Governance of the Olympic and Sports Movement* (IOC 2008). The document stipulates that ‘the basic universal principles of good governance of the Olympic and sports movement, in particular transparency, responsibility and accountability must be respected by all Olympic movement constituents’ (C.1). In particular, several recommendations make it very clear that the autonomy of sport should be preserved while interacting with government bodies (politics), that broader coalitions and partnerships with various international and national institutions should be forged (polity) and that a range of policy instruments, from legal measures to ethical codes, should be deployed to ensure the success of Olympic visions (policy) (IOC 2009). The organising committee of the 2010 Vancouver Winter Olympic Games has made a major contribution to the conceptualization and practices of governance by developing a new governance model for the Games.

The bibliography that follows presents mainly Olympic-related texts that have not been included in other sport governance resource guides. These are listed under a separate section in this guide. This bibliography is divided into three sections: academic texts (i.e., books and articles), reports (research documents commissioned by various agencies), and bibliographies and web-based resources.

# References

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# Annotated bibliography

#### Academic texts (books)

Bairner, Alan (ed.) (2010) *The politics of the Olympics: a survey*. London: Routledge.

This book analyses the relationship between politics and the Olympic Games. Various essay chapters focus on the politics of the Olympic movement, the politics of hosting the Games, the political implications of performance enhancement, and gender, terrorism and physical impairment within the Olympic context. The book also includes a number of case studies that are specific to certain countries or regions – Germany during the rise to power of National Socialism, Eastern Europe in the Cold War era, South Korea and Taiwan.

Brubank M, Andranovich, G. and Heying, C. (2001) *Olympic Dreams. The Impact of Mega-events on Local Politics*. London: Lynne Rienner Publishers.

This book is written from a North American perspective but provides some insightful and critical analyses on the relationship between mega-events such as the Olympics and local political and business elites.

Cashman, R. (2006) *The Bitter-Sweet Awakening. The Legacy of the Sydney 2000 Olympic Games*. Sydney: Walla Walla Press.

The first text to critically engage with one of the most current Olympic governance issues concerning the legacies of the Games. The book questions the assumptions and promises made by the bid committee and the Australian Government and the actual costs and beneficiaries from the Sydney Games.

Camy, J. and Robinson, L. (Eds) (2007) *Managing Olympic Sport Organizations*. Champaign: Human Kinetics.

This is one of a series of textbooks for participants in the Executive Masters in Sport Organizations Management (MEMOS) programme - a professional resource for sport managers. The aim of this book is to present, in a simple and practical way, the current knowledge of management that has been developed by and for Olympic Sport Organisations worldwide. The book includes specific chapters on governance and other governance-related issues.

Chappelet, J.-L. and Kübler-Mabbott, B. (2008) *The International Olympic Committee and the Olympic System: The Governance of World Sport*. London: Routledge.

This is the most comprehensive book so far to address the governance of the IOC and the Olympic system in general. Different parts of the book examine the governance and relationships between the IOC, NOCs, IFs, OCOGs and governments, while the final chapter draws some conclusions about the governance of the Olympic system.

Chappelet, J.-L. and Bayle, E. (2004) *Strategic and Performance Management of Olympic Sport Organisations*. Champaign: Human Kinetics.

This is one of a series of textbooks for participants in the Executive Masters in Sport Organizations Management (MEMOS) programme - a professional resource for sport managers. Strategic management is essentially a governance matter. The book takes advantage of the specific management knowledge used in running Olympic committees and sport federations around the world and offers valuable guidance on strategically evaluating, managing, and driving the performance of sport organizations.

[Chelladurai](http://www.instituteforgovernment.org.uk/sites/default/files/publications/Making%20the%20Games%20final_0.pdf), P. and [Madella](http://www.london.gov.uk/sites/default/files/FINAL_UEL%20Literature%20Review.pdf), A. (2006) *Human Resource Management of Olympic Sport Organizations.* Champaign: Human Kinetics.

This is one of a series of textbooks for participants in the Executive Masters in Sport Organizations Management (MEMOS) programme- a professional resource for sport managers. The book specifically engages with the role of people in Olympic organizations and examines the various strategies for recruiting, training, evaluating and developing managers.

Ferrand, A., Chappelet, J.-L., Séguin, B. (2012) *Olympic Marketing*. London: Routledge.

Olympic marketing is a governance issue in so far as it involves an exchange between an Olympic property (e.g., the five rings) and a commercial company. The exchange and what it entails for both parties needs to be governed by values and rules. This book explains the principles of Olympic marketing and outlines a strategic and operational framework based on three types of co-productive relationships (market, network and informal). It also explains how this framework can guide professional marketing practice and offers a number of case studies, summaries, insight boxes and examples of best practice.

Forster, J. and Pope, N. (2004). The Political Economy of Global Sport Organizations. London: Routledge.

This book examines the genesis, role and functions of modern global sport organizations (GSO) including the IOC. More specifically, it focuses on the relationship between GSO and society, the decision-making process and structures of these organizations and their relationship with other entities.

Garcia, B. (2012) *The Olympic Games and Cultural Policy*. Routledge: London.

This is the first book to address the cultural policy of the IOC as an essential part of its mission. The book uses the 2000 Sydney Olympics to illustrate the governance of the cultural programme of the Games from developing its vision to implementation and the involvement of various stakeholders.

Hoye, R. & Cuskelly, G. (2007) *Sport governance*. Burlington, MA: Elsevier.

This is a core text for sport management students, which discusses the nature of governance and its implementation in a range of local, national and international organizations.

Hunt, T. (2011) Drug Games: The International Olympic Committee and the Politics of Doping. Austin: University of Texas Press.

The governance of doping control has become a central issue for the Olympic Movement as, in addition to the IOC, it involves over 150 national governments, some 205 NOCs, 100 IFs and a range of other agencies who need to agree on a common strategy and how to implement it. This book examines the complexities of the politics of doping and provides very well-informed analyses of the use and regulation of performance-enhancing drugs in the context of larger global political environment.

[Jennings](http://www.heacademy.ac.uk/assets/hlst/documents/resource_guides/olympics.pdf), W. (2012) Olympic Risks (Executive Politics and Governance). Oxford: Palgrave.

This book takes an issue with the many risks inherited in the planning and execution of the Olympic Games, and explores how the Olympics are organized in response to risk. The book looks at the tension between the riskiness of mega-events, attributable to their scale and complexities, and the societal, political and organizational pressures that exist for safety, security and management of risk – leading to changes in how the Games are governed.

Lenskyj, H. (2012) Gender Politics and the Olympic Industry. Oxford: Palgrave.

This book offers a critical account of the ways the five-ring circus marginalizes women, people of colour, athletes from developing countries and sexual minorities. It documents the long and disturbing Olympic history of marginalizing women, Black people and people of colour, athletes from developing countries, and sexual minorities. The potential for exploitation and co-optation of women and disadvantaged minorities is great; the benefits are few by comparison.

Masterman, G. (2009) Strategic sports event management: Olympic edition. 2nd ed. Oxford: Butterworth-Heinemann.

The Olympic edition of Strategic sports event management examines the whole process of making the Games – from inception to the delivery and wrap-up stage. Although the book does not have governance as its focus it touches on a range of governance issues related to the choice of host city, venues, strategic decision-making and evaluation.

Parent, M. M. & Smith-Swan, S. (2012) Managing major sports events: Theory and practice. Champaign, IL: Human Kinetics Oxfordshire, England: Routledge.

This book offers a systematic approach to the process of event management and engages with a number of theoretical concepts, including governance, and their practical implications.

Parent, M. M. & Slack, T. (Eds.) (2007) International perspectives on the management of sport. Burlington, MA: Elsevier.

This is an edited collection which offers a well-balanced combination between key management concepts and their applications in various contexts and parts of the world. In particular, a number of chapters address institutional development and networks both of which are central for the governance of sport.

Pound, R. (2004) Inside the Olympics: a behind-the-scenes look at the politics, scandals and the glory of the Games. Etobicoke: Wiley.

This is a rare account of one of the key IOC Executives and long-time observer of the Olympic Movement. The book lacks academic underpinning but offers a whole range of insightful comments that help better understand the practicalities of Olympic governance.

[Theodoraki](http://www.google.co.uk/search?tbo=p&tbm=bks&q=inauthor:%22Eleni+Theodoraki%22), E. (2007) Olympic Event Organization. London: Routledge.

This book uses organizational theory to analyse the Olympic system and the process of organizing the Games. The analysis deals with the political economy of the Games, the key actors involved and the various interactions taking place in the process of organizing this event.

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Chen, S. and Henry, I. (2012) [Women in Management and Leadership in the Olympic Movement in Muslim Majority Countries: An Empirical Evaluation of Huntington's Clash of Civilisations Typology.](http://www.heacademy.ac.uk/assets/hlst/documents/resource_guides/governance_and_sport.pdf) International Journal of the History of Sport. 29 (15), 2131.

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#### Reports

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This is one of a series of annual reports of the Government Olympic Executive – the unit created to oversee the delivery of the London Olympic & Paralympic Games. It provides an overview of the visions, strategic priorities, structures, and costs of the Games and the role of the UK Government in their delivery.

Norris, E., Rutter, J. and Medland, J. (2012) [Making the Games](http://web.ebscohost.com.v-ezproxy.brunel.ac.uk:2048/ehost/viewarticle). London: Institute for Government. Available from: [http://www.instituteforgovernment.org.uk/sites/default/files/publications/Making%20the%20Games%20final\_0.pdf](http://web.ebscohost.com.v-ezproxy.brunel.ac.uk:2048/ehost/viewarticle) [Accessed: 1 March 2014].

This report is produced by the Institute for Government, which analyses the governance of the London 2012 Games and draws specific lessons for the public authorities and other parties.

Poynter, G. (2009) Olympic Legacy Governance Arrangements. London: East Research Institute: UEL. Available from: [http://www.london.gov.uk/sites/default/files/FINAL\_UEL%20Literature%20Review.pdf](http://www.tandfonline.com/action/doSearch) [Accessed: 1 March 2014].

This is a comprehensive report which examines both the experiences and lessons from previous Olympic Games going back as early as 1992 Barcelona Games. It also scrutinises the complex governance landscape of London and outlines some of the possibilities as well as dangers which the Games present for the city.

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