



**UNIVERSITY OF PELOPONNESE  
FACULTY OF HUMAN MOVEMENT AND  
QUALITY OF LIFE SCIENCES  
DEPARTMENT OF SPORTS ORGANIZATION  
AND MANAGEMENT**

MASTER'S THESIS

"OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND  
MANAGEMENT OF OLYMPIC EVENTS"

**A critical analysis of the 'Agenda 2020' in general**

**- Its contribution to Olympic Education in particular**

**Elena Horn**

**Supervisor:** Kostas Georgiadis

Professor at University of Peloponnese

Sparta, January 2016



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It was approved by the Advisory Committee on the 17/08/2015

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.....

Elena Horn

A small, square, light-colored box containing a handwritten signature in black ink that reads "E. Horn".

≡ Holder of University of Peloponnese

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**University of Peloponnese**

**Master Thesis**

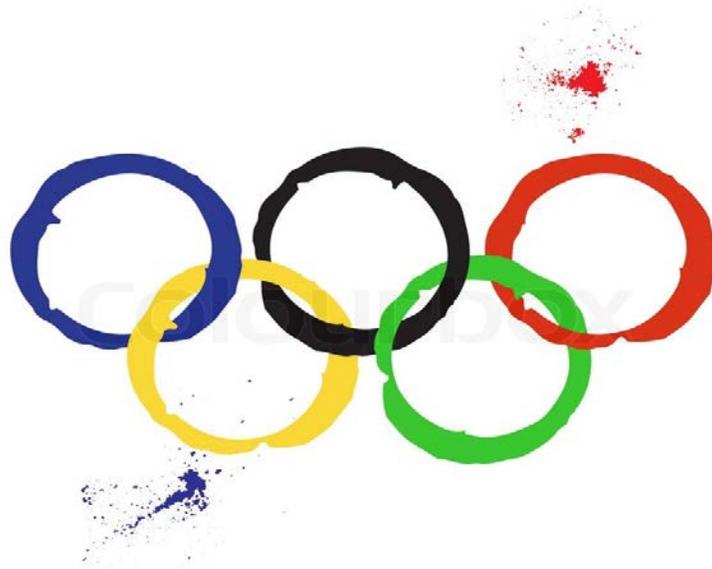
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## Exposé

This thesis analyzes the Olympic 'Agenda 2020' in general and its contribution to Olympic Education in specific. First, reasons for a change of direction within the Olympic Movement are illustrated, followed by a current discussion about holistic humanistic 'Bildung', exemplary in Germany. Commonalities and threats of 'Bildung' and Olympic Education are realized and worked out. It is certain that Olympism and its fundamental Olympic philosophy are still up to date. Then, the 'Agenda 2020' by the IOC as the new strategic roadmap is discussed and critically analyzed. Several positive and convincing ideas can be noticed, but recommendations for a real change cannot be determined. Last, some suggestions regarding the implementation and spreading of Olympic Education recommendations of the 'Agenda 2020' are presented.

This topic is a current one since a decline and change of values is detectable in (Olympic) sport specifically as well as in society in general. Traditional values are getting lost and are replaced by new 'values'. That process has led to corruption, manipulation, doping, winning at all cost, and gigantism in (Olympic) sport. Now is the time to slow down and reconsider the Olympic Movement with the Olympic Games at its heart.

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## **List of abbreviation**

TOP = The Olympic Partners

IOC = International Olympic Committee

NOC = National Olympic Committee

OCOG = Organizing Committees for Olympic Games

IF = International Federation

NGO = Non-Governmental Organization

GDR = German Democratic Republic

HCC = Host City Contract

UNEP = United Nations Environment Program

IAAF = International Association of Athletics Federations

WADA = World Anti-Doping Association

UN = United Nations

UNESCO = United Nations Educational, Scientific, and Cultural Organization

YOG = Youth Olympic Games

FIFA = Federation International de Football Association

IOA = International Olympic Academy

NOA = National Olympic Academy

## **Introduction**

The Olympic Games as the gem of the Olympic Movement have always been a spectacle – a firework of outstanding sporting performances combined with cultural exchange, internationality, friendship and international understanding. The key to its success are the integrated values shown through sport. The following five main values are considered as the Olympic values: Respect for others, fair-play, pursuit of excellence, joy of effort, balance between body, will, and mind. The values are nearly universally accepted and reasonable in almost every culture, religion, or country. Moreover, the Olympic values are applicable not only to sport competitions at the Olympic level, but also to sport for everyone at any level. And it is even more than that. The Olympic values show a philosophy of life. Not only in sport in general, but in every situation of life, it can or should be referred to this philosophy. Respecting others, being fair, doing one's best, enjoying challenges and personal development, as well as having a balanced life are great universal virtues and character traits. Through the Olympic values, the Olympic Movement is the only sporting culture worldwide based on values. It is unique. In the Olympic Charter all of the fundamental principles of Olympism are written and therefore firmly established and expected to be followed. One of the most important principles says that "the practice of sport is a human right. Every individual must have the opportunity of practicing sport, without discrimination of any kind and in the Olympic spirit (...).The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, color, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status" (IOC, 2014a, p.10f). Olympic Games spread a special feeling of togetherness and happiness for every athlete, spectator, or participant.

This spectacle used to be held every four years. The youth of the world comes together to celebrate one of, if not the biggest event on earth. Nowadays, spectators and even some athletes do not have to wait four whole years to experience the Olympic Games. The extraordinary feeling of Olympism has increased in frequency and international events. First, in 1924, the Olympic Winter Games were added to the Olympic Program. Since 1994 the Olympic Summer and Winter Games take turns every two years. In Rome, 1960, the Paralympic Games completed the Olympic Summer Program and in 1976 the Olympic Winter Program. The Special Olympic

Games had its international appearance initially in 1968 in the United States of America to supplement the Olympic Program. The IOC's last addition is the Youth Olympic Games which took place for the first time in Singapore in 2010. When Pierre de Coubertin revived the Olympic Games in 1896, he wanted the world to be united. 'All sports for all people' was his motto. Since then, the Olympic Movement has been standing for pursuing fundamental moral values which make the Olympic Games unique compared to all the other sport events held worldwide. Moral values through sport are what make the Olympic matter exceptional and therefore so special and popular around the world. Lately, Olympic Games have grown enormously in size and complexity. They are facing more and more issues and difficulties to deal with and have been questioned and criticized frequently – sociopolitical trends and international tensions seem to be reflected at the Olympic Games, huge amounts of money are spent, the doping issue is present more than ever, environmental degradation, etc. only to name a few. Solutions have to be found if the Olympic Movement in general and the Olympic Games in specific shall be kept and honored.

The current IOC president, Thomas Bach, recently composed 40 recommendations on how to reform the Olympic Movement. Bach's recommendations are called the 'Agenda 2020' and cover a variety of issues, from the bidding process of the Olympic Games to the protection of clean athletes. His 'Agenda 2020' is seen as a step into the right direction, but keeps questions open on its interpretation and implementation.

In this thesis, first, the backgrounds and reasons for a reform package like the 'Agenda 2020' are discussed. A look is taken into the sociopolitical culture and its parallels to the Olympic Games where a decline or change of values is ascertainable.

Second, an analysis of Olympic Education as the baseline of education and the term 'Bildung' is discussed. What is 'Bildung', what are its dimensions, and are there parallels between Olympic Education and 'Bildung'. This analysis refers to the current discussion about 'Bildung' in Germany.

Third, an overview of the 'Agenda 2020' is given, followed by a discussion of its opportunities and threats, followed by suggestions on how to implement parts of the 'Agenda 2020'. Here, the focus is on the recommendations on and possible realization of Olympic Education.

Last, the thesis is concluded by a small prospect and a short summary of the discussed topics.

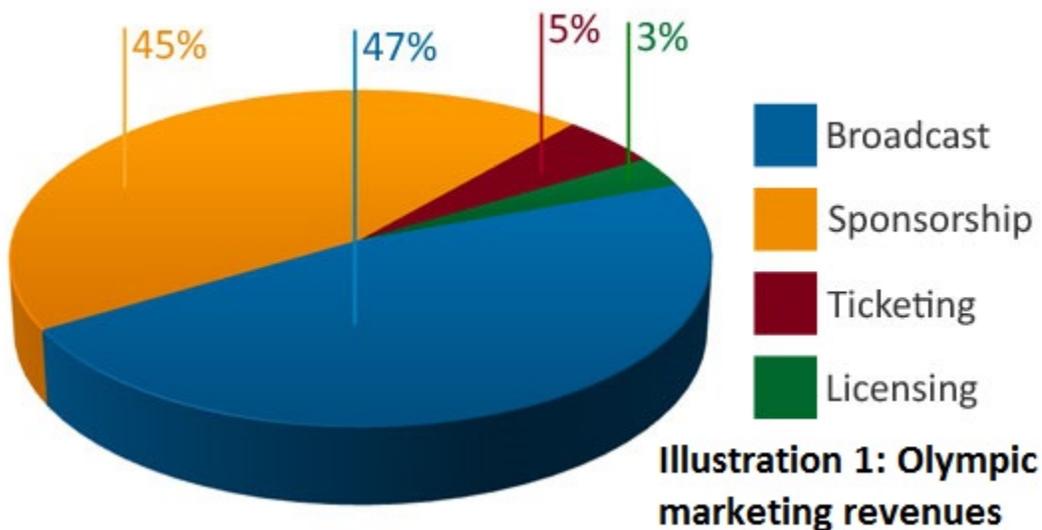
## **Risen issues regarding the Olympic Movement**

The Olympic Games and the Olympic Movement in general is currently on a shaky path. Many scandals have shocked the sports world and the original Olympic ideas seem to be neglected in many different ways. According to Thomas Bach, he composed the 'Agenda 2020' not due to recent missteps within the Olympic Movement, but as a 'strategic roadmap for the future of the Olympic Movement' (IOC, 2014f). Apparently, neither the detected doping disaster in Russia's track and field team nor multiple human rights issues, or accusation of corruption in different cases have anything to do with the new recommendations of the IOC. Those are issues of the past, the 'Agenda 2020' is concerned with the future only, so T. Bach (Kistner, 2014). However, for others, a change in the Olympic Movement was urgently necessary. Therefore, there are reasons from the past why the most powerful man of the IOC had to react and put a reform package together. Among others, the reduction of initially nine to two bids for the Olympic Winter Games in 2022 is seen as one reason. Two dictatorships with Almaty in Kazakhstan and Beijing in China were left over to choose from. Then, the 50 Billion Dollar Games in Sochi at the last Olympic Winter Games in addition with environmental and human rights issues, are just a few very recent examples that show that something needs to be changed (Aumüller & Kistner, 2014).

### **Economization of (Olympic) sport**

Going back into the more distant past, it is noticeable that the Olympic Movement has been facing several issues for a while now. First of all, it is unmistakable that (Olympic) sport is in the bondage of economization. It is about the product 'athletic performance' if spectators buy a ticket to an Olympic event, businesses sponsor (Olympic) athletes, fans get when they follow (Olympic) events on TV or the internet, governments support top athletic programs. It is a product versus money and the product is athletic performance. This product exists of a core service – namely the top athlete's performance eventually combined with technical devices or animals – without them, the event would not work. During competitions there are rules and regulations as well as the principle of equal opportunities to ensure fairness. In addition to the core service there are ancillary services for spectators. These services can include food stands, good seating, information about the game, judges' decisions, etc. This product is now ready to be

sold and get in contact with its environment – Athletic performance and politics, athletic performance and media, athletic performance and commercialization, etc. (Wadsack, 1992). In this context, it is useful to define the term of economization. According to Onpulson, ‘economization is the transmission of commercial principles into other areas, to guide these areas as a profit- oriented business’ (Onpulson, 2015). Another definition is given by the well- known publisher ‘Brockhaus’: Economization is ‘the subordination of cultural values to economic interests’ (Brockhaus, 1992). It can be said that the economization of Olympic Games started with the 1984 Olympic Games in Los Angeles under the IOC presidency of Juan Antonio Samaranch. The two major sources of revenue for the IOC are broadcast and sponsorship. The following diagram clarifies the revenue distribution.



45% of the IOC’s revenues come from sponsorship, mainly TOP program. According to the IOC, TOP program is the highest level of Olympic sponsorship, granting exclusive worldwide marketing rights to both the Winter and Summer Games’ (IOC, 2015). It is the most important sponsorship program at Olympic Games since exclusivity rights have been provided to the sponsors. The recent TOP sponsors of the Olympic Movement are shown in the illustration below.

## Worldwide Olympic Partners



**Illustration 2: Worldwide Olympic Partners**

The IOC generates a major part of its revenues from these partnerships. Since the 1980's when the revenues amounted 96 million U.S. dollars, the revenues from sponsorships increased by about 1000% to 950 million U.S. dollars for the time range from 2009 – 2012. It must be noted that the TOP sponsors have always been between nine and twelve and did not increase.

Commercials take into account a high priority within the financing of the construct Olympia. The introduction of the commercialization contributed to the growth of the economic significance of the Olympic Games. The mentioned numbers on revenue were taken from the IOC Marketing Fact File and are shown in total as follows (IOC, 2014c).

### TOP Program Evolution

Quadrennium	Games	Partners	Number of participating NOCs	Revenue (million)
1985 – 1988	Calgary/ Seoul	9	159	US\$ 96
1989 – 1992	Albertville/ Barcelona	12	169	US\$ 172
1993 – 1996	Lillehammer/ Atlanta	10	197	US\$ 279
1997 – 2000	Nagano/ Sydney	11	199	US\$ 579

2001 – 2004	Salt Lake/ Athens	11	202	US\$ 663
2005 – 2008	Torino/ Beijing	12	205	US\$ 866
2009 – 2012	Vancouver/ London	11	205	US\$ 950

Similar pictures will the second major source of revenue, the broadcasting rights with 47%, demonstrate, which will be discussed shortly. Already now, one must realize that economization of the Olympic Games does not reflect what the IOC says about itself, namely that ‘the IOC is an international, non- governmental, not- for- profit organization (...)’ (IOC, 2014a). Even if 90% of the IOC’s total revenues are used directly or indirectly for the Olympic Movement – NOCs, IFs, OCOGs, the Olympic solidarity, projects, etc. – is it quite much money that is involved in the Olympic doings. Whether the IOC is a non- profit organization or not remains to be seen. This is not discussed in this thesis.

### **Interdependence on politics and the media**

Theoretically, the Olympic Games and politics are supposed to be kept separately. Even in the Olympic Charter it is written that “any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement” (Olympic Charter, 2014, p.12). However, it is known that both have always been closely related and influenced each other. According to Professor Gangas, full connection and interaction between the Olympic Games, internal and international politics exists and is unavoidable. Already former IOC presidents gave voice to the relation of sports and politics, among others Mister Brundage, Mister Lord Killian, Mister Samaranch, Mister Rogge, and Mister Bach. Mister Lord Killian stated that “95 per cent of my problems as President involved national and international politics”. The recent IOC president Mister Bach emphasized that “we have to partner up with the politicians who run this world. However, sport needs to maintain its neutrality and the autonomy of the sporting bodies have to be respected by global political and business leaders”. To keep its autonomy and represent the Olympic values at any time should be the IOC’s first responsibility. Instead, IOC member, such as Patrick Hickey, deflects questions on human rights issues in Azerbaijan and praises the cooperation with the

authorities. No surprise. Azerbaijan's president is the president of its NOC at the same time. His wife led the local organizing committee for the European Games. Furthermore, Belarus' dictator Lukashenko was given an Olympic Award in 2008. (Andersen, 2014). And Thomas Bach leaves the most recent doping scandal in Russia more or less a side. Nature conservation areas are destroyed in Rio – apparently to build a new golf course for the Olympic Games 2016. Instead, the golf course is planned by some private business men who are involved in local politics. Ironically, the chief planner for Rio 2016 is the man who financed the election campaign of Rios' mayor (Nolympia, 2015). These are only a few deeds of the IOC's doings or manipulations that contradict each and every Olympic value. If only the price is right, one can overlook these kinds of issues. Is that the partnership between the IOC and politics that Thomas Bach meant?

The relationship between sports and politics has changed over the years. During the terms of office of Mister Brundage and Mister Lord Killian the power of politics was greater than sports. During Mister Samaranch's and Mister Rogge's terms of office the power and influence of sports and politics were stabilized. Today, with Mister Bach as IOC president the power of sports overcomes politics (Gangas, 2015). Theoretically it is a clear message that there are no politics in sporting matters, but practically it is not doable. Therefore, different ways have been used to mix political issues and sports at the Olympic Games; political actions such as attaining prestige, effecting non- recognition of nations, instituting propaganda, protesting, combatting human rights, enforcing political or ideological views. Already in 1900 in Paris, the U.S team attained prestige by introducing a new innovation, the crouch start. In Anvers, 1920, the IOC did not invite Germany and its allies based on political criteria. The IOC enforced political and ideological views. In 1952, the Helsinki Games, the GDR withdrew from the Games because the IOC did not recognize its independence. The GDR's goal was to effect recognition of the country. Tokyo 1964 were the first Games where South Africa was excluded due to its Apartheid policies. The IOC combatted human rights by doing so. Political and ideological views were promoted multiple times, i.e. in 1936 – the Nazi Games, in 1968 in Mexico – the Black Power. Additionally, propaganda was instituted many times, i.e. the boycotts in 1980 and 1984. There are plenty examples that demonstrate that politics and (Olympic) sport have always intervened. Nevertheless, the real threats of the Olympic Games started in Berlin in 1936, followed by Melbourne in 1956 which was the beginning of the boycotts, had its peak from 1972 in Munich

until 1984 in Los Angeles. After the Cold War threats became less and were pretty much at zero in Athens in 2004 (Gangas, 2015 & see also Horn E., 2015, unpublished).

The relationship between (Olympic) sport and the media also shows an interaction and interdependence. When Baron Pierre de Coubertin first introduced the modern Olympic Games he needed the media – newspapers and magazines – to spread public attention, awareness, and support of the Olympic Games. Nowadays, a whole lot of money is made by selling exclusivity rights of media coverage of the Olympic Games. The Olympic Games are unique and the most popular and known event in the world. Over the years, more and more money was spent on broadcasting rights. In Rome in 1960, the revenue was about 1,2 million U.S. dollars and the number of countries broadcasting the Games was 21. Since then, the numbers are increasing in a very fast pace. From the Sydney Games on in 2000, the number of broadcasting countries accounts 220. The broadcasting revenue enlarged magnificently. The last Olympic Summer Games of London in 2012 can present revenue of more than 2,5 billion U.S. dollars. The following diagram illustrates the development of Olympic broadcasting and revenue.

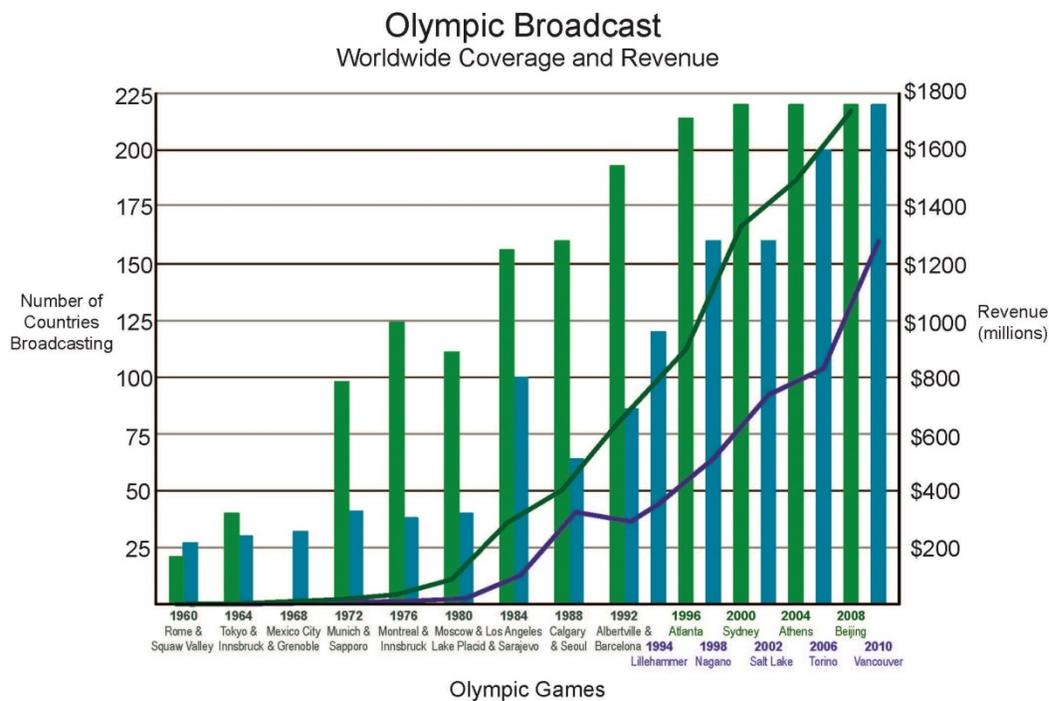


Illustration 3 : Olympic broadcasting graph

It does not surprise to read that the ‘Olympic broadcast partnerships have provided the Olympic Movement with a secure financial base and helped to ensure the future viability of the Olympic Games. Olympic broadcast partnerships have been the single greatest source of revenue for the Olympic Movement for more than three decades’ (IOC, 2014c). Selling broadcasting rights brings a fortune of money, but also a voice of the media when important decisions are made. The media has a right to influence the time schedule of the Olympic Games which is not always in the interest of the athletes. It may happen that important competitions or finals are held in the morning local time so it can be streamed at prime time hours in the country which has paid the most amount of broadcasting money. Moreover, the media can have a say in choosing the Olympic program (Krüger, 2008). In 1996, Beach Volleyball became an Olympic sport because the U.S. channel NBC put it as a condition to pay 456 million U.S. dollars for the broadcasting rights (Slater). The broadcasting companies know very well what sports and events are worthy to stream, what sports and events attract the most viewers, and what sports and events are the most popular. From the events, it is expected to adapt or change if necessary to the modern times and become more popular (Digel, 2008, p.155ff.). It is called for sports and events with the following ingredients: action, excitement, speed and fun as well as sex appeal. Ice hockey, freestyle skiing, alpine skiing, snowboarding and figure skating represent the named characteristics well in the Olympic Winter Sports. Examples for the Olympic Summer sports can be swimming, gymnastics, track and field – especially the 100 meter dash –, Basketball and Beach Volleyball. Until recently, it was a regulation that women have to play in a bikini where again the size of the bikini was officially formalized. It is obvious that those rules embody the media’s intents; simply following the slogan ‘sex sells’ (Torres, 2014). It is questionable if that development of (Olympic) sport and media is desirable.

### **Westernization and over commercialization**

Another reason of the 40 recommendations’ introduction by the IOC is the Westernization and commercialization of the Olympic Games and Movement. First, the current Olympic Events and some inherent rules are analyzed. Both, the Olympic Summer Program as well as the Olympic Winter Program show that a great majority of the events are rooted and popular in the Western Hemisphere. The Olympic Games are supposed to be ‘World Games’. What ‘world’ is meant? Since the Olympic Games were re-founded in Europe it is understandable that initially its

program consisted of events, originated in Europe and countries with a similar culture: Track and field, wrestling, and boxing from the Greek; football and rowing from England; athletic gymnastics and handball from Germany; gymnastics from Scandinavia; horse riding, fencing, shooting, and tennis from the central European bourgeoisie (Gall, 1992). However, as the number of participants at Olympic Games has been growing over the years, more and more countries take part, and the Olympic movement internationalizes, it is necessary to globalize the Olympic Program (Bach, 1992, p.30). Olympic athletes and fans do not come from the Western parts of the world only. The current Olympic Program neglects athletes and their cultures from the middle and Far East, from Asia, Africa and South America as well as Australia. Those regions have their own sporting traditions and have to be equally reflected and represented in the Olympic Program as well. The ‘world’ learned also the central European sports due to imperialism. The Olympic Games support and strengthen that sport cultural imperialism still today. Whoever does not have the preconditions of those sports cannot participate at the Olympic Games or must build up teams or ‘provide’ athletes. That is often expensive, culturally unfamiliar, and elitist (Gall, 1992). Besides that, it becomes alarming when the costs of the materials – for example cycling – and their regulations shoot up nearly impossibly. It will not take long until these instrumental sports are carried out by a few financially strong countries only (Göhner, 1992). Again, it remains the question on equal opportunities.

Besides the unequally chosen Olympic events, another issue is the set of some specific rules set by the IOC. From an intersubjective view to sport it is not comprehensible that in some sports like gymnastics or beach volleyball the clothing rules set by the IOC have to be required. A short explanation of intersubjectivity and sport is given as McLaughlin and Torres state that it ‘recognizes the basis of human experience as a social network of relations and also recognizes the social network as a determining ground of meaning and value’ (p.59, 2011). Without the other competing athletes, an athlete cannot participate in a competition. He needs the others. It is an existing interdependence which automatically implies respect and appreciation as well as responsibility for each other (Torres, 2014). The Olympic Movement stands for pursuing fundamental moral values which makes the Olympic Games unique compared to all the other sport events held worldwide (Laughlin & Torres, p.104, 2012). Moral values through sport are what make the Olympic matter exceptional. However, considering some rules it is noticed that some countries’ cultures are not taken seriously by the IOC’s decisions. It is understandable that

some sports, especially aesthetic sports like artistic or rhythmic gymnastics, need a clothing code to better assess the routines. The cloths need to be tight and cannot be loose. But is it necessary that young female gymnasts have to wear a leotard where it is predefined how naked their legs have to be? It rather seems that some athletes, especially from Muslim countries, are excluded. Another example is beach volleyball as discussed earlier. Some of the IOC's rules on clothing have been resolved; however, there is still plenty to change to better implement the Olympic values.

Furthermore, a different point of criticism is the elusive amount of money involved at the Olympic Games specifically, but in the Olympic doings as well. With the professionalism of athletes the competition itself became source of revenue not only for the organizer, but also for sponsors, the media, and the athlete him/herself. The professional sport was commercialized. This is acceptable in today's society if the performance and dignity of the athletes are appropriately respected. Unfortunately, this is not always the case (Hollmann, 1992). Athletes' performances are in association with sponsors, the media, spectators, and organizations. They turned into a product, rather than standing for Olympism (Wadsack, p.47ff, 1992).

Regarding the Olympic Program, it can be observed that many of the Olympic sports are chosen due to the amount of money they can bring. Sporting arenas seem to be a meeting point for the world of the rich. Here, it is important that the event is broadcasted live on mass media. The lounges in sporting arenas are the new rooms, allowed to be entered only with special admission or invitation, and equipped with air conditioning and TVs. More and more stadium contractors and architects include the needs of the rich customers within the constructions. Obviously, the tickets are free. Not least, sponsoring and marketing interests are linked to that genuine gesture. And the athletic event fades into the background. Consumption does not necessarily mean decay. It seems like in the current constellation all parties benefit from each other. Top athletes are being paid very well from those sitting up in the lounges, making contracts. 'Normal' spectators can admire the athletes and be amused about the vanity of the rich. The rich world seems to have found a solution on how to stand out from the middle class. And additionally, the officials, the want- to- be mediators between all the others, join the (Olympic) sporting family – a very popular position. Specific qualifications are not required and often expertise is missing. There are officials of different orders; from coaches, trainers, and judges to top officials. Officially, it is

an honorary office. Instead, officials are good taken care of. Official team apparel, accreditations, reputation and significance, power and influence, lucrative travels, expensive hotels, best meals, escorts, hostesses, expensive cars, first class flights, just to name a few, are services for the top officials (Digel, 2008, p.53ff).

Everyone tries to profit from the (Olympic) sport. Its commercialization gained the upper hand and many decisions are made by officials or institutions because of money. If a sport is able to attract many visitors, has a great media interest and TV coverage, or has valuable sponsors and marketing programs, chances are good to stay or become an Olympic Sport (McLaughlin & Torres, p. 66, 2011). Standard examples are track and field, beach volleyball, swimming, gymnastics, etc. – Olympic participants shown with their athletic body, lightly clad, totally in shape, and a thrilling competition – Nothing sells better than that. Unfortunately, here too, it is the Western mentality and culture that is emphasized on, not an international orientation. It is deeply suggested to diverge from the arisen gigantism and turn back to a more modest way to celebrate the Olympic Games.

### **Values' decline and change**

Moving further, a crisis of education in most developed and developing countries is noticeable. According to social psychologist Milton Rokeach, values are defined as 'enduring beliefs that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence' (in Williams, 2015). There are values for oneself and values for the society. Generally, values are stable, but they may change over time and be different from person to person and from society to society. According to Professor Bronikowski, it seems that especially in our Western societies the so-called traditional values or fundamental life principles decline and are replaced by new, modern values which can hardly be considered values. Values such as being respectful towards others and the environment, taking responsibility, being honest and true, or having discipline leave much to be desired. Instead, disrespect, violence, duty of continuous growth, dissatisfaction, acceleration, irresponsibility, egoism, or laziness gain the upper hand. Some reasons for situations like this are

schools that do not deliver appropriate moral education and values. Children get through with misbehaviors such as disrespect, excuses, laziness, etc. which remains without any attention from the teachers, warnings, or correction. Some severe weaknesses of the educational system are added. On the one hand, there is a lack of theoretical and methodological competences in planning, organizing, monitoring, and evaluation skills which lead to misconduct. On the other hand, students need more challenging tasks and an immediate check up on their work. And, the skill of critical reflection lacks due to undeveloped self- autonomies and other-directed personalities. Parents are not quite innocent in this scenario. Many parents do not take time to raise their children in accordance with good education, are of the opinion that a good education is not their job, are incapable of doing so, or simply do not care enough. Additionally, the present consumerism and the highly competitive lifestyle often arises wrong expectations. Unrealized expectations can lead to frustration and aggression. Furthermore, a disintegration of institutionalized forms of social life produces more and more citizens who live on their own. Traditional family compositions are decreasing with the consequence that individuals take care of themselves by themselves and for themselves. Also, the mass media plays an important role in delivering values. Especially TV shows and series embody guidelines of what a successful life should look like or what the recent trends are. That kind of entertainment is surly not the best way to deliver traditional values since it is well known that ‘TV values’ consist mainly of violence, money and wealth, style, celebrity news, and other unreal worlds often resulting in dissatisfaction. Last, but not least, (Christian) religion is losing its importance in people’s lives. With the insignificance of the (Christian) religion it is obvious that many traditional values such as respect, being humble and honest, being self- righteous and forgiving, etc. seem to disappear (Bronikowski 2015a & 2015b). It remains to be seen if the currently notable decline, respectively change of values, can be counteracted.

The addressed points of growing ignorance of fundamental life principles also concern the Olympic matter. The ‘values’ of dissatisfaction, acceleration, duty of continuous growth, disrespect, violence, or irresponsibility threaten the Olympic Movement. The Olympic motto of ‘citius – altius – fortius’ is being abused. The basic pattern of sporting action, namely the principle of outbidding, has reached its limit of growth (Güldenpfenning, 1992). Winning is not enough, records are expected – without mentioning the misuse of illegal substances. The media, so to speak, only reports if medals are won. Every Olympic city needs to be better, bigger than

the previous one. This thought led into the gigantism of Olympic Games. Billions of dollars are spent on the venues and facilities, the infrastructure and the expected supporting program. During the construction of the Olympic buildings, during, and after the Olympic Games, workers, citizens, and the environment is disrespected by inhumane working conditions, relocations, and devastations. The most recent example are certainly the Sochi Winter Games of 2014 (Gentelev, 2015). On top of that, violence during events such as football or basketball is standard and even tactic. It is simply connived. Altogether, irresponsible acting that cry out for sanity and change. Never before have had the developments in sport caused that much stir. The phenomenon of acceleration is natural nowadays. Nowhere else is the acceleration society, that seems to live for the sake of acceleration only, as clear as in the sport world. Growth as fetish seems to be typical for (Olympic) sport. But when dynamic happens for the sake of dynamic only, and increase for the sake of increase only, the highest alarm zone is then reached. This show experiences from the past, observations of natural systems, and the evolution of mankind. The alarm signals refer to the danger of self- destruction, extinction of subsystems, and the end of development. But the examples also show that something can be done. Slowing down and decelerating is allowed, also for (Olympic) sport. And also in (Olympic) sport it makes sense to accelerate only if sound and justified goals exist. For that, values need to be stabilized, values need to be newly created, old ones replaced, many need to be secured, and some newly ordered in their hierarchical position. (Olympic) sport clearly needs a change. The (Olympic) sport itself must be the driving force (Digel, 2008, p.83ff).

### **Doping issue**

One of the biggest, if not the biggest danger for (Olympic) sport is the doping issue. It should be noted that the doping issue has a long history and seems to be an undefeatable problem in sports. This version of fraud is the manipulation of the own performance through illegal medical substances. Undoubtedly, the fundamental principle of fair- play is ignored. Doping violations depend on mentalities and mentalities are integrated in social value systems. The question, where substitution ends and where manipulation starts, is even today nearly unexplained. It feels like the doping issue is being discussed on a frequent basis, but those discussions are characterized by rhetorical qualities instead of precise results. One might get the impression that effective steps

are not wanted. Still, many athletes, coaches, and officials appear to dismiss doping as a harmless crime and as a matter of course. Federations cover their athletes even though they know they cheat, top athletes are not being pursued simply because they are top athletes. The bad guys are the laboratories, controllers, and those who speak publicly about doping (Digel, 1999). So, it is not surprising that after the huge doping scandal regarding cycling and the Tour de France in 2012, another doping scandal of similar dimension followed recently, namely Russia's doping manipulations of 2014 (Seppelt, 2014). Why the doping issue is so difficult to fight against show multiple groups that gain advantages of doping. First, there are the athletes themselves. A better performance means an advantage over the opponents. Future prize money and wins must be secured. Humankind gets creative when it comes down to cheating methods: from someone else's urine in a tiny bag in the vagina, mixing the given urine with chemicals to make it unusable, using medication to disguise doping, to pumping air onto the stomach for an advantage in the swimming position (Gangas, 2015). On the other, there are the dealers and experts, especially medical and pharmacological experts, who support the athletes. Their interests are particularly great if material goods or wanted public positions are involved. They 'help' with substances that are hardly provable. Producers of illegal substances want to sell them further and are therefore interested that much money is made on the black markets. Such localities are common in the former Sowjet Union, the U.S., the Balkan, and recently China. Moreover, many officials who believe that doping is a must if top performances should be reached, hinder the doping fight. The own athletes would not be as good and the whole attractive economical system of 'top performance sport' threatens to collapse. Also, the economy, one of the best supporters of mega sport events (shaped by doping scandals) does not have any interest in a clean system since the current one discards all sorts of profit. The pharma industry did not make to show that their products are used for medical ethics only. Then, governments seem to be interested – nearly at any price – in their athletes' successes at international events and how well they represent the country. Additionally, the mass media wants to keep telling exciting record stories. They need remain faithful with the principle of entertainment. Clean athletes mean no records which means no good stories. Last, the spectators want to see spectacles and star cult, simply entertainment. In our society and its current values, the principle of fair-play fades into the background (Digel, 2008, p. 119ff.). Regarding those aspects, the performances of track and field sprint star Usain Bolt seem impossible. Nine out of the ten world's fastest 100 meter sprinters ever were found

guilty of doping: Tyson Gay, Yohan Blake, Asafa Powell, Tim Montgomery, Nesta Carter, Maurice Green, Justin Gatlin, Steve Mullings, and Ben Johnson (Spiegel, 2013). Of all things the recent world record holder is supposed to be clean. It must be noted that there are many powerful groups with different possibilities of influencing the doping fight. The fight of doping fraud is carried on two main pillars. For one, it is the autonomous institution of sport itself. It must fight doping from its self-interest within its own sport jurisdiction. The second pillar are the democratic nations. They have to protect the cultural heritage (Olympic) sport. Only in that way this heritage can fulfill important pedagogical, sociopolitical, health related functions and a democratic nation can be represented appropriately (Digel, 2006). The doping issue will remain if not a total change in the system is implemented.

### **Olympic philosophy of the end of the 19<sup>th</sup> century combined with the means of the 21<sup>st</sup> century**

A possible last reason to why the Olympic Movement is endangered is the discussion about the big gap between the written Olympic philosophy by Pierre de Coubertin and the modern means on how (Olympic) sport is practiced. Towards the end of the 19<sup>th</sup> century, the founder of the modern Olympic Games in 1896, Pierre de Coubertin, understood sport as a central point of popular culture and worked towards a universal definition that would have sport and physical education at its core (Parry, 1994). His ultimate goal or guiding principle was education, carefully considered it deals with a peace and reform pedagogical goal (Grupe, 2004, p.95). The principles of Olympism are particularly of pedagogical and moral nature. Coubertin was convinced that the Olympic sport can develop only on a foundation with clear educational values: First, the main idea of harmonious education of men with the foundation of unity of body and spirit. It is an ideal of holistic education and is based on harmony. Second is the goal of human self-completion through sport to form the character and be morally completed. Third, it is the ideal of amateurism as an expression of self-discipline and self-control. Amateurism was supposed to protect (Olympic) sport from acquisitiveness and athletes from modern gladiators. Fourth, Coubertin emphasized the voluntary commitment to respecting rules and principles such as following the rules, fair-play, equal opportunities, respect for the opponent, no performance enhancing substances. Fifth, a necessity for peace between men and nations exists. Coubertin

saw an idea of peace through sport (Grupe, 1992). Nowadays, more than a hundred years later, in the modern Olympic Movement, the recent reality of (Olympic) sport often looks differently and do not correspond to Coubertin's values. Are the Olympic values still relevant and time-related? Maybe the Olympic philosophy is being misused and nothing other than a façade behind which business is made, as the discussion shows. (Olympic) sport as an expression of society reflects also its changes: plural and unclear values, increasing individualization and privatization, commercialization, medialization, and medicalization of many areas of life. Thereby, the Olympic values became at least unclear. However, even today 'Olympic' means the explicit relationship between athletic abilities and education of fairness, peace and internationality. 'Olympic' aims at a form of holistic nature that unites athletic abilities with fairness through actions (Grupe, 2004, p.108ff.). With his social, peace, and reform pedagogical goal, Coubertin tried to find an answer for economical, and social developments and conflicts in the modern world, precisely for the many different burdening processes of change of the late 19<sup>th</sup> and 20<sup>th</sup> century, partially until today (Grupe, 2004, p.97). However, the above mentioned five principles of Coubertin are no policies. Nonetheless, they should be criteria to evaluate and measure what is happening and organized in (Olympic) sport, but also what evolves more or less spontaneously (Grupe, 1992). If performance and winning is not everything in (Olympic) sport, if fair-play and health are more important than winning medals, if a clear rejection of violence and doping is given, if friendship and excellence are paramount, if training for a better self is realized, then, the values of Coubertin do not seem that old-fashioned any more. Then, Olympic sport needs to be a role model for any other sport movement. Then, the Olympic philosophy is reasonably and correctly a philosophy of life. The Olympic philosophy of life namely, can and should move away from (Olympic) sport and contribute to a better values education in all areas of life. Respect for others, pursuit of excellence, fair-play, joy of effort, balance between body, will, and mind are universal and needed for a peaceful cohabitation. What impact (Olympic) sport will finally have depends on the way it is offered, structured, carried out, and organized. It is for those who conduct it and what interest they follow and also depends on political, cultural, and social general frameworks (Grupe, 2004, p.101). The Olympic values are not outrun, instead, discussions are led worldwide on how to better implement those traditional values into education and refocus on them.

## **Summary**

Olympism is endangered by negative influences as just discussed. From the economization of (Olympic) sport, dependence on politics and media, westernization and over commercialization, social trends with a values' change to the worse, winning at all cost and the doping issue, and the possible difficulty of the gap between the Olympic philosophy of the late 19<sup>th</sup> century combined with the means of the modern 21<sup>st</sup> century sport world exists a whole range of dangers for the Olympic Movement. However, no other domain of human activity has produced such outstanding values accepted and functioning in general cross-cultural and cross-national dimensions (Bronikowski, 2015a). The Olympic Movement with its many precious principles – respect, fairness, non- discrimination, mutual understanding, cultural exchange, peace, etc., just to name a few – let arise hope for a change into a better future.

## **Olympic values and a current discussion about ‘Bildung’, exemplary in Germany**

Regarding a recent discussion about education, the education system, and educational values in Germany, it becomes apparent that a return to a traditional values-based education is requested. Concerning Olympic education, many parallels between the desired education and Olympic education can be drawn. In Germany, the term of ‘Bildung’ is used to express someone’s level of education. Next, the term of ‘Bildung’ is explained, followed by a discussion of an all-around humanistic education. Then, the dimensions of ‘Bildung’ according to Julian Nida-Rümelin will be illustrated. Finally in this chapter, commonalities and common threats of ‘Bildung’ in Germany and Olympic education will be identified.

### **‘Bildung’ and Pierre de Coubertin’s philosophy of education at the end of the 19<sup>th</sup> century**

The word ‘Bildung’ is a German term and is translated with ‘education’ in English. However, ‘Bildung’ means more than education and shall be explained as follows. To begin with, there is no explicit definition of ‘Bildung’ which is a characteristic of fundamental phenomena of human existence in general. The term ‘Bildung’ is a specific of the German language and cannot be translated precisely into any other language. ‘Bildung’ presents some linguistic connections; expressions such as ‘visualizing’, ‘forming something’, ‘creating something’, ‘an image’, are included in this terminology (Horn, 2015, p.78f). At this point, different approaches of definitions of the term ‘Bildung’ are given. Eckard Meinberg, a professor at the German University in Cologne, defines ‘Bildung’ as follows:

*‘Bildung als Selbstbildung mit dem Ziel einer auf Verstehen und Verständigung ausgerichteten individuellen Selbst- und Weltteilhabe in historisch gewachsenene, gesellschaftlich kulturellen Praxen’* (Meinberg, 2010, p.17).

A second approach of defining the term ‘Bildung’ is described by Michael Kolb, a German professor recently teaching at the University of Vienna, and translated as a process in which a human being learns more about oneself and a case through analyzing things. It is not a mental

world appropriation, but leads to a reflexive self-development of man within a productive charged relationship of previous experiences and new views. Self- and world experiences are directly related to each other. The human being gains orientation and personal standards for the creation of his own life and world through self-responsibility. 'Bildung', in this process, is the condition for the human to be able to become the subject of the creation of his own life (Kolb, 2010, p.120f, cit. after Horn).

A last approach to define 'Bildung' is given by Wikipedia stating that "*Bildung* (German for 'education' and 'formation') refers to the German tradition of self-cultivation wherein philosophy and education are linked in a manner that refers to a process of both personal and cultural maturation. This maturation is described as a harmonization of the individual's mind and heart and in a unification of selfhood and identity within the broader society (...). In this sense, the process of harmonization of mind, heart, selfhood and identity is achieved through personal transformation, which presents a challenge to the individual's accepted beliefs." (Wikipedia, 2014).

Hence, the significant characteristics of 'Bildung' become clear. 'Bildung' is about the human being, about the successful creation of his life. 'Bildung' happens while confronting the world, that means in the specifically given historical, cultural, and social relationships (Horn, 2015, p.78).

### **Current 'Bildung' versus the humanistic perception of 'Bildung'**

Now that there is an idea about what 'Bildung' is, the current situation of 'Bildung' in Germany can be presented and the contrasts to the ideal humanistic perception of 'Bildung' are worked out. It is a discussion about what 'Bildung' is and what 'Bildung' should be like.

Within the last years new curricula for schools and the Bachelor/ Master system for Universities have been introduced in Germany. The new systems mainly comprise competencies as a goal to be achieved by students. Those competencies to be gained are cognitive abilities and skills – available or to be learned – of individuals to solve specific issues. They also include the motivational, volitional, and social willingness and abilities to successfully and responsibly use the skills of problem solving in different situations (Weinert, 2001, p.27f). It is remarkable that

the definition of those competencies exclusively cover cognitive abilities and skills. Knowledge, recognition, and curiosity are not included at all. On the other hand, they cover attitudes with the aim to solve problems in different situations. That means further that all acting and problem solving does only make sense if it is of use and can be applied to precise situations. Everything that is made a subject of discussion and happening in a teaching- or learning process has to be application-oriented, has to be provably of use. Ability to work in a team, flexibility, willingness and ability to communicate, etc. are the new competencies that replace the traditional ones such as individuality which used to be the trademark of 'Bildung'. Moreover is the concept of competencies universally applicable. It includes key qualifications, as much as soft skills, or subject knowledge/ expertise, as much as life skills. The expected competencies are formulated in a subjective and ambiguous way which leaves it up to the teacher in what situations, under what circumstances and to what level the competency is taught. If only problem solving matters then students and children are being hindered to realize the fascination of a thing, doing, or acting. They are being hindered to develop an interest in the substantial world and in themselves (Horn, 2015, p.70f).

It is not enough to deliver facts and let the students memorize them. Memorization is only the first step in the process of 'Bildung'. Memorizing the date of the first modern Olympic Games is good, but it is even more preferable if the students can tell how the first modern Olympic Games developed, what the social, political, and historical circumstances were at that time, what people were mainly involved, etc. An interpretation of facts can be called knowledge. Knowledge is based on curiosity, on experiencing on what all is out there in the world. 'Bildung' means knowing the facts and trying to understand the connections between them. It needs accuracy. Knowledge encounters where something can be explained and understood. It is always tied to a single man. It cannot be outsourced, consumed, or managed. 'Bildung' does not arise from the confrontation with any contents, nor when started where one already is. 'Bildung' needs the confrontation of contents which carry their importance in themselves. It is to exploit those contents. Thus, knowledge needs to be understood as much more than information or facts. It is wrong to think 'Bildung' can be exchanged with easily accessible internet information. It is disastrous if the impression is created that through the recent development of competence orientation, knowledge would not be essential any more. Instead, it would be much more essential to develop and measure abilities that allow dealing competently with skills and

knowledge (Horn, 2015, p.72ff). According to Liessmann, only the one, who knows something, knows how to deal with knowledge. Where knowledge is lost, one cannot understand the fundamental difference between retrieving information and the understanding of things and connections (2014, p.55).

Besides the application oriented and problem solving teaching approach, there is another 'trademark' of modern education. Lately, education has to be comparable and measurable. There are many different ways students are tested all over the world. Their results are analyzed and world rankings of schools are being designed. Numbers and facts certainly fascinate. The result is what counts – losers and winners. From that point of view, national and international testing is popular. A very common international test is the so called Program for International Student Assessment, short PISA. Every three years 15 year old students are being tested on their mathematics, science, and reading skills. It is a worldwide study run by the Organization for Economic Co-operation and Development which allows researchers to compare the different school systems, analyze them, and draw conclusions. The latest PISA study was conducted in 2012 where about half a million students from 65 countries all over the world participated (OECD). Schools and Universities should be made more efficient. Tests, comparisons, and competitions are supposed to help. Experts are added, teachers and students remain unasked. The former German minister of education, Annette Schavan, demanded already in 2001 that the ,learning and teaching culture must be more results-oriented. The competition between schools is wanted from politics and the economy and needs to be transparent (Koch, 2007). Unfortunately, it is often forgotten that numbers and facts are often snapshots, unilateral and taken out of context. Global testing and comparing do not improve the schools; instead they emphasize the measurable and quantitative features of learning. Students learn for the tests and not for life. 'Bildung' is drawn deeper into the standard learning process of results-oriented, application-oriented and problem solving. Thereby, the thinking and understanding processes as well as the attitudes are of great importance in schools. Recognizing, learning, or even taking responsibility is not measurable. 'Bildung' cannot be standardized or measured, according to Dr. Grubner (2014). 'Bildung' must be understood as self-worth and is desirable for its own sake.

After having discussed the main issues of 'Bildung' in Germany nowadays and how the current situation does not comply with traditional 'Bildung', now is the time to focus on what 'Bildung'

should look like. At this, the humanistic perception of 'Bildung', or short, humanistic 'Bildung' is examined carefully. Any concept of 'Bildung, any effort of 'Bildung', any political decision regarding 'Bildung' imply an idea of man. The systematic connection between 'Bildung' and the idea of man is clearer than in other dimensions of humanity. 'Bildung' formulates an objective, a personality ideal, an ideal person. The objective is deliberately pursued – even if it should be unreachable. 'Bildung' is supposed to lead to what a man should be. Therefore, 'Bildung' does not exist without a personality ideal. At the end of the process of 'Bildung' is a man with his characteristics, his abilities and skills, his knowledge and competence, etc. 'Bildung' is always normative and always contains a humane idea.

Humanism is a democratic and ethical view of life. All men own the same freedom and have the responsibility to give meaning to their lives. Under this condition, men can create their cohabitation together with emotion and mind. Basic principles of humanism are: equality and freedom of men, the validity of mind (Humanistischer Verband). Furthermore, the renewed humanism is based on the rational ability of man: The man is able to explain his acting, his convictions, and even his emotions; that means he is able to give reasons for himself and others (Horn, 2015, p.79). Its specific profile results from the synthesis of moral engagement and critical thinking. Humanistic 'Bildung' aims at training mature men, who judge independently, decide and act responsibly. The aims of humanistic 'Bildung' and education can be summarized as follows (Humanistischer Verband):

- To understand human rights as an agreement of men over all religions and (world) ideologies. Human rights protect the different confessions and set boundaries at the same time.
- To be able to explain sense and morality without referring to religions
- To recognize rationality and reason as foundation of human communication and human acting
- To lead a secular life and being able to justify this lifestyle
- To understand the importance of the separation of state and religion and (world) ideology as foundation of a democratic society
- To apply scientific knowledge to the society and personal acting

However, according to Julian Nida-Rümelin, the top priority of humanistic ‘Bildung’ should *‘den ganzen Menschen in den Blick nehmen, ihn in seiner ästhetischen, emotionalen, ethischen und kognitiven Dimension respektieren. Die menschliche Praxis verlangt nach einer Kohärenz emotiver und kognitiver, ästhetischer und ethischer Erfahrungen und Einstellungen. Diese Kohärenz zu entwickeln helfen und damit ein in sich stimmiges Leben zu ermöglichen, dazu beitragen, dass Menschen in den unterschiedlichen Phasen ihres Lebens mit sich im Reinen sind, ist oberstes Ziel humaner Bildung’* (Nida- Rümelin, 2013, p.230f).

What Nida-Rümelin defines is that humanistic ‘Bildung’ takes the whole man into consideration and respects him with his esthetic, emotional, ethical, and cognitive dimensions. The human practice demands a coherence of esthetic, emotional, ethical, and cognitive experiences and attitudes. The top priority is to help develop that coherence and therefore to enable an internally consistent life, as well as to contribute that the man is at peace with himself during all various periods of his life. The four dimensions are essential for the principle of holistic nature of humanistic ‘Bildung’.

### **Dimensions of ‘Bildung’**

Next, the above mentioned dimensions of ‘Bildung’ by Nida-Rümelin are introduced.

#### **Cognitive dimension**

Starting with the first dimension, it is obvious that the cognitive dimension forms an essential part of ‘Bildung’. It is emphasized that especially highly technological societies need to pass on knowledge for a basement of technical know-how, for example. It is agreed on by scientists that the cognitive dimension includes the cultural technologies of reading, writing, and calculating. It is called general education or general knowledge. On the other hand, scientists disagree on the question if the cultural technologies are sufficiently mastered. If the PISA study is taken to hands, the answer is certainly ‘no’. Regarding the fundamental competencies of ‘Bildung’ is a need for action. The PISA studies of 2000 and 2003 show that 20 – 25% of the 15 year old German students did not fulfill the minimum requirements in

reading, mathematics, and natural sciences. Also in the PISA studies of 2009 and 2012 there are about 15% of German 15 year old students who have insufficient reading and calculating skills (Tresselt, 2013). It would be wrong to judge students and their cognitive skills on international comparison tests only, as much as it would be wrong to think that cognitive knowledge is for the sake of those tests only. The expression of cognitive abilities in the process of 'Bildung' has to serve the personal development in first place, not professional or other activities. Transcending this aspect, the cognitive dimension also constitutes an indispensable factor for the professional ability. The emphasis must be on the word 'also'. It is rejected to use the cognitive dimension of 'Bildung' and knowledge for the purpose of instrumentalization or as the primary orientation towards the professional ability. The cognitive dimension of 'Bildung' is needed for coping with real life. The cognitive dimension's role is therefore undisputed (Horn, 2015, p.82f). It is to note that in Germany this dimension of 'Bildung' takes a major part in education. If that cognitive knowledge is long-term or rather short-term remains unanswered. However, it is a misconception to equate the cognitive dimension with knowing something. A bare notice or information does not have meanings yet. Not until a man is able to judge, able to choose valid reasons of his believes, able to put them into a bigger picture, the dimension of cognitive 'Bildung' is reached.

### **Ethical dimension**

Second, the ethical dimension of 'Bildung'; this dimension aims at life practices. On the one hand, it can be understood as the ability to interact with other people and on the other hand as the authorship of the own life. Regarding the interaction with other people, the ethical dimension includes social abilities such as enduring competition and conflicts, developing solidarity, empathy, and cooperation. The more educated a man is, the better he can empathize with others (Bieri, 2012, p.238). Regarding the own person, built power of judgment enables to distinguish important from doubtful matters or things, useful matters from nonsense as well as to choose what is right out of a variety from what is being offered (Liessmann, 2014, p.105). An educated man has the power of judgment and does not fear to value and evaluate. His judgment is much more than subjective. It claims objective validity since factual and coherent reasons can be given for the judgment. However, it does not

exclude the willingness to correct the judgment if needed. Educated men have appropriated enough ability to differentiate to know that not everything is valid the same. The cognitive and ethical dimensions of 'Bildung' are closely linked together. Within a process of communication, being able to express oneself and justify situations in a clear way, is as much important as being able to have empathy, the willingness and skills to empathize with others (Nida- Rümelin, 2013, p.130). The connection of both is desirable. The world would be a different one if different nations would show mutual understanding and acceptance for each other. Unfortunately, the ethical dimension accounts only for a small place in the education system in Germany and probably worldwide.

### **Emotional dimension**

The third dimension is the emotional dimension of 'Bildung'. Already the stoical and epicurean philosophy of the old Hellenistic age in ancient Greece, agreed on controlling emotions and emotional self-discipline in order to lead a good life. The emotional dimension is about reflecting and assessing thoughts, feelings, and willing as well as enduring possible insecurities linked to that. It is about understanding that thoughts, feelings, and willing are not an inevitable destiny, but something a man can behave to, that means he can process and change it. Through emotional 'Bildung' the man learns to become self-determined not only regarding his actions, but also regarding his willing and experiencing. Emotional 'Bildung' is about controlling emotions instead of acting them out: for example not being at the mercy of one's instant feelings and desires, or not being afraid to contradict someone, or knowing gratitude, forgiveness, and compassion. It shall clearly be indicated that the emotional dimension of 'Bildung' of a successful life is not simply prescribed and acquired, but object of 'Bildung' and self-'Bildung' to a significant extent (Nida- Rümelin, 2013, p.92).

### **Esthetical dimension**

Dealing with perception skills, the fourth dimension – the esthetical dimension of 'Bildung' – is introduced. It is understood as perception skills, as training of senses which serve when

convictions are formed. Sensual experiences are the starting point of 'Bildung' and development of men. Esthetical 'Bildung' aims at establishing reflective perception- and sentience ability in all areas of life. It contributes to form precise perception, to differentiate correctly, to observe carefully, to realize structure-building connections, etc. Primarily, 'Bildung' is not understood as knowledge acquisition where thinking is on a higher level than perception. Esthetical 'Bildung' considers 'Bildung' as a result of sensual experience that can be source of knowledge and understanding itself (Remida). For Nida- Rümelin, this dimension is of central importance to adolescents to develop personality. However, also esthetical 'Bildung' is neglected and marginal in the (German) education system. Esthetical subjects such as arts and music are reduced to a minimum to make room for even more cognitive subjects. Yet, it would be vital to develop sensual impressions, their classification and interpretation. It is not enough to absorb and record perceptions. With esthetical 'Bildung' a man is able to process, shape, and classify them.

### **Physical dimension**

The last dimension of 'Bildung' is the so called physical dimension. This dimension refers to the perception of one's own body. The corporeality is seen as starting point and object of human life in many scientific disciplines such as medicine, psychology, or sociology. Physical 'Bildung' includes the development, knowledge, and exercise of multiple body movements, refining skills to play and compete with others, joy of moving, awareness and training of hygiene, as well as the development of a health consciousness. Obviously, when playing or competing with others, rules and social behaviors such as fair-play, respect, etc. are acquired. It is generally known how important corporality, the body, sensual experience, and movement are for the individual 'Bildung' of men. Whereas children are active in this dimension, it becomes less important during the lifespan. Maybe physical 'Bildung' is done as corporal and physical activity for the sake of health and beauty or to support the cognitive skills. It is certainly not carried out as an end in itself or the sake of 'Bildung' (Horn, 2007, 2009a). The insight into the importance of corporality as connection to the world and, at the same time, as medium for activity, its impact on the world and its design seems forgotten. The balance between psychological and physical, aesthetics and practice needs to be revived

as the course of education and its aim; schools as active, creative places instead of institutions of passive learning (Horn, 2015, p.89). Unfortunately, also here, physical 'Bildung' is neglected in (German) education systems. With an average on two hours a week, a holistic education is not satisfied. The physical dimension of 'Bildung' suffers the same fate as the esthetic 'Bildung'. Taking PISA studies as justification, hours for physical education in schools are being further reduced even though it is known to be the wrong approach. Besides physiological factors such as oxygen supply for the brain, besides psychological factors such as the development of self-esteem and serenity, is also the connection to the ethical dimension with the development of empathy, estimating intentions, natural disposition, or motives of others that advises the effect of physical 'Bildung' (Nida – Rümelin, 2013, p.226ff.). The mind itself is not the whole person. Only if the body is together with the mind, men can be holistic. The constitution of the body reflects the complete identity of a man. Every educated man knows how important his body is and how much he needs his body, how admirable the independent existence of corporality and body is – immune system, digestive system, neuromuscular control system, just to name a few – and how much he has to take care of his body and corporality (Horn, 2015, p.89).

## **Summary**

To conclude, the current (German) educational system and its orientation towards market-oriented usefulness is too much one-sided. It is characterized by market-industrial interests, principles, and organization structures. An exploited educational concept is created. Without the other dimensions of 'Bildung', especially the physical dimension, 'Bildung' is incompletely grasped. The holistic humanistic approach to 'Bildung' demands a fundamental reform of the educational system where the personality development is the main focus and where authorship for a successful life is emphasized.

## **Olympic education**

Before the holistic humanist approach to 'Bildung' and Olympic Education is compared, a look is taken to what Olympic Education and Olympic Pedagogy stands for. The modern Olympic Movement has fused sport and culture to improve the body and mind. Its vision consists of a universal education through Olympism that spreads ideals such as discipline, focus, vision, commitment, persistence, and peace (Tandu, 2010, p.82). Until today, there is no common definition or international standard article that describes all aspects of the term and objective of Olympic pedagogy. Whereas Olympic Education is about teaching and learning about the Olympic spirit and Olympic ideals, Olympic pedagogy is seen as a 'theory of Olympic Education for the purpose of learning physical, social, ethical, and humanistic values and virtues in sporting activities' (Naul, 2007, p.27). For Pierre de Coubertin, it was not enough to demonstrate the Olympic spirit every four years during Olympic Games only. He wanted 'permanent factories' (Naul, 2007, p.28), being places of education and exercise where the cult of effort and eurhythmy is propagated to young people. Since the 1920s, 'effort' and 'eurhythmy' are two fundamental pillars of Olympic education. Coubertin's famous quote 'Olympism is not a system, it is a state of mind', explains why there are no basic structures. Much more is it allowed to change from culture to culture, from society to society, and through time. So far we do not have a full notion of the subject, no system of elements and theories by which the normative, scientific, and socio-political basis of Olympism can be inquired. This may also be an advantage since Olympism is flexible and not stuck into a corset yet (Andrecs, 2007, p.59). However, since 1935, five principles of Olympism are stated as the philosophical foundation of Olympic Education. These are, as mentioned earlier, worded by Coubertin (cf. Coubertin, 1996 & Coubertin 2000. After Naul 2007):

1. Principle: 'Religio – athletae': Athletes are the ambassadors of modern education, representing civilized countries and sharing the religious spirit of sport as means of moral character building.
2. Principle: 'Equality' of all human beings as a further development of the motto 'citius – altius – fortius', as a means of permanent striving for the individual self-perfection.

3. Principle: ‘Chivalry’: It is the behavioral pattern of men who compete against each other in the spirit of comradeship. Fair-play explains the meaning ‘chivalry’ well.
4. Principle: ‘Truce’ and ‘rhythm’: For one, it implies a specific time frame for the Olympic Games to be held – every four years. Second, to interrupt wars and conflicts between countries and nations during the time of the Olympic Games.
5. Principle: ‘Beauty’: It is the involvement of art and poetry at Olympic Games for an essential part of a harmonious development in education (eurhythmy).

As being said, there is no clear system of Olympic pedagogy. Much more is it a mixture of intensions of ethical and humanistic values, a code of rules, and a number of important elements for the ceremony of Olympic Games (Naul, 2007). Nowadays, within the Olympic Charter written by the IOC, two definitions of Olympism based on Coubertin’s principles are found. It is stated in the fundamental principle No. 1 and 2, saying that ‘*Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles*’ (Olympic Charter, 2014, p.11). And No. 2 ‘*The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity*’ (Olympic Charter, 2014, p.11).

From definitions in the Olympic Charter and Coubertin’s writings a pretty clear picture on what Olympic Education is and what it aims at should be obvious. With these guiding principles, four major teaching methods of teaching Olympic Education have emerged. They are introduced shortly. The most popular and dominant one is the ‘*knowledge-based approach*’. Students learn about the names, dates, facts, and history about the ancient and modern Olympic Games, appropriate to the students’ age group. The second approach is the ‘*experience-centered approach*’ where students meet at sporting and cultural occasions to compete together and learn from each other. Another approach is identified as the ‘*motor-skill-based*’ one. Here, the individual sporting perfection is paramount. It is seen as the basis to develop social values through joint contests and competitions. It is closely connected to the Olympic value of ‘joy of effort’ which aims at the individual self-perfection and personal self-fulfillment. The last major approach is the ‘*life-world-centered-approach*’. It combines the children’s and people’s daily life

with Olympism. A great project is from Professor Binder from Canada, called 'be a champion in life' (Naul, 2007).

### **Commonalities of Olympic Education and holistic humanistic 'Bildung'**

After discussing the holistic humanistic 'Bildung', its basic elements and dimension, as well as discussing about the Olympic Education, its fundamental principles and guide lines, it is now to shortly work out their main commonalities, followed by their common threats.

Both, holistic humanistic 'Bildung' and Olympic Education, have the principle of *holistic nature* in common. Through the discussion of the different dimensions of 'Bildung', namely the cognitive, ethical, emotional, esthetical, and physical dimension, it is understood that an educated man must be educated in all dimensions. It is not enough to be cognitively educated. Only with an entire education of all dimensions, a man comes closer to the ideal of 'Bildung'. The holistic nature in Olympic Education is represented through the aim of a balanced body, will, and mind as well as through the inclusion of culture, arts, and poetry at Olympic Games and in the Olympic Movement. Another commonality between the two philosophies is the characteristic of *excellence*. Humanistic 'Bildung' and Olympic Education both aim at being one's best in all areas of life, at a permanent character building, at a continuous development of one's personality. Third, both philosophies deliver (traditional) *values and virtues* such as discipline, respect, equality, modesty, joy of effort, social responsibility, good example. Another very important common feature is the effort for *peace*. Holistic humanistic 'Bildung' develops thinking skills to communicate and justify effectively. Opinions can be thought through, reflected, and analyzed. Men are able to empathize with one another. Both are the key to solve conflicts peacefully. 'Bildung' is for the individual person, but also for societies. Only more humanistic societies can be peaceful societies. Peace does not only mean the absence of war. Peace means justice, so said already I. Kant. The Olympic Education is concerned with human dignity and the promotion of peaceful societies. This goal should be reached through international competitions – the Olympic Games – learning from each other and international understanding. Both philosophies give hope for a better future.

## **Common threats of Olympic Education and holistic humanistic ‘Bildung’**

As always, there are opposing sites that threatens great ideas. The main common threats of holistic humanistic ‘Bildung’ and Olympic Education are briefly discussed next.

On the one hand, there is the *economization* as a major threat for both philosophies.

Economization aims at efficiency and financial success at any cost. What follows is a misuse or change of great ideas in order to fit into an economical concept to make lots of profit. Closely linked to economization is another threat, namely the *influences* of other areas such as politics, the media, and economy. In the educational system it is told to be that the introduction of twelve instead of originally 13 school years was a financial decision. Teachers and experts of the schooling systems were not asked. Another example is the Bologna-process which ensures the comparability in the standards and quality of higher education qualifications within Europe. That decision is told to be an economical one. Regarding Olympic Education, it is a similar picture. As discussed above (chapter II), the whole Olympic Movement and therefore also Olympic Education is interdependent with politics, the media, and economy. So, it does not surprise that Thomas Bach as well as Marius Vizer, president of SportAccord, both rose to power with the support of Vladimir Putin and the powerful Kuwaiti IOC member Sheikh Al-Sabah; a slight signal that the – actually – competing institutions better get along well (Andersen, 2014). On the other hand, both directions have the urge of being *evaluated* always and everywhere. Just to name one example for each, it is the ranking system of schools for ‘Bildung’ and the medals table for Olympic Games even though athletes were supposed to compete versus athletes, not nations versus nations. Olympic sport has been abused repeatedly to demonstrate which political system is the most powerful. Fourth, *dehumanization* in both areas is taking place. The pressure to win and break records with the consequence of commonly used doping techniques among (Olympic) athletes cannot be considered as humanistic. Illegal performance enhancing substances break rules and are on top harmful to health. Athletes are formed into machines which do not have much to do with human performance. ‘Bildung’ which mainly takes place on the surface level and cognitive level where facts and repeating seems to be the ideal of ‘Bildung’, has to be considered as an inhumane ‘Bildung’. Last, an *idealization* in the sense of excessive demands threatens both philosophies. The approach of holistic humanistic ‘Bildung’ and

Olympic Education are both ideal conceptions of how an ideal man should behave. However, being perfect at competing and playing by the rules at the same time sometimes seems to be incompatible. They cannot always match together which leads to discrepancy and incredibility.

It can be noticed that Olympic Education is found inside the thoughts of holistic humanistic 'Bildung'. This is not surprising since both movements have its roots at the end of the 19<sup>th</sup> century. There are many commonalities that let rise hope for a better future international understanding if the common threats can be controlled successfully.

After having illustrated the reasons for a new pathway of the Olympic Movement and after having discussed the term of 'Bildung' and Olympic Education, it is now time to concentrate on the 'Agenda 2020'.

# The ‘Agenda 2020’ as a solution for current issues of the Olympic Movement?

## Introduction

Only 15 months after the election of Thomas Bach as the new IOC president, the document ‘Agenda 2020’ was born and agreed on in December of 2014 at the 127<sup>th</sup> IOC session in Monaco. The ‘Agenda 2020’ presents 40 recommendations which are seen as the strategic roadmap of the future of the Olympic Movement. A short timeline is given about the way taken by the ‘Agenda 2020’. In September of 2013, Thomas Bach was elected president of the IOC. Immediately, he arranged the start of collecting ideas for this new roadmap through himself, candidates, departments, etc. The collection phase lasted from September 2013 until February of 2014. In February of 2014, the 126<sup>th</sup> IOC session took place in Sochi where 25 themes were discussed as part of the ‘Agenda 2020’. As a result of the 126<sup>th</sup> session the IOC president appointed 14 working groups with the aim of developing precise proposals on how to change the Olympic Movement in a positive way. This period took place for three months during March until May 2014. At the end of May public contributions were added to the proposals. In June of 2014 all 14 working groups met and a month later the proposals were presented to the Executive Board. Moreover, these proposals were discussed with constituents of the Olympic Movement at the Olympic Summit in July of 2014 in Lausanne. Further consultations happened until September of 2014. Proposals were shared with the IOC commission. The following two months – October and November 2014 – the proposals were consolidated and formed into 40 recommendations. Finally, in December of 2014, during the 127<sup>th</sup> IOC session in Monaco, the ‘Agenda 2020’ with its 40 recommendations was unanimously agreed on and passed (IOC, 2014f).

Since February of 2014, in a parallel process, the IOC received 1200 ideas generated by 270 contributions, 43.500 emails from various stakeholders, organizations, and individuals from the civil society of the Olympic Movement. All ideas were shared with the working groups. With 22%, most submissions originated from individuals, followed by NOCs and related organizations (18%), IFs and related organizations (16%), Academics (10%), the IOC (9%), commercial and business entities (7%), NGOs and unions (6%), recognized organizations (5%), other sport

organizations (4%), governments and authorities (1%), press and media (1%), and commercial partners (1%). All numbers were taken from the context and background document of the 'Agenda 2020' by the IOC in 2014.

These 40 recommendations give a clear picture of what the future of the Olympic Movement wants to look like. Each individual recommendation has to be considered in the whole picture with all the other recommendations to be strong and successful. All 40 recommendations together give a clear vision of where the Olympic Movement is headed, how the uniqueness of the Olympic Games can be protected, and how the Olympic values can be strengthened in society.

## **Overview**

Following the introduction of the development of the 'Agenda 2020', an overview about the structure and contents of the 'Agenda 2020' is given. The 'Agenda 2020' covers three overarching topics – sustainability, credibility, youth – and is structured in five main parts: The uniqueness of the Olympic Games, athletes at the heart of the Olympic Movement, Olympism in action – keep Olympism alive 365 days a year, IOC's role: unity in diversity, IOC's structure and organization. Within each chapter several recommendations were split between the 14 working groups which give the following overview (IOC, 2014f):

- *Chapter I:* The uniqueness of the Olympic Games includes
  - working group 1 with recommendations 1, 2, 3
  - working group 2 with recommendations 4,5
  - working group 3 with recommendations 6, 7, 8
  - working group 4 with recommendations 9, 10, 11
  - working group 5 with recommendations 12, 13
- *Chapter II:* Athletes at the heart of the Olympic Movement includes
  - working group 6 with recommendations 14, 15, 16, 17, 18
- *Chapter III:* Olympism in action – keep Olympism alive 365 days a year includes
  - working group 7 with recommendation 19
  - working group 8 with recommendations 20, 21, 22, 23, 24

- working group 9 with recommendation 25
- working group 10 with recommendation 26
- *Chapter IV: IOC's role: unity in diversity includes*
  - working group 11 with recommendations 27, 28, 29
  - working group 12 with recommendations 30, 31, 32
  - working group 13 with recommendations 33, 34, 35, 36
- *Chapter V: IOC's structure and organization includes*
  - working group 14 with recommendations 37, 38, 39, 40

The title page is covered with a picture of a child who has the Olympic rings drawn on her cheek – apparently a symbol for youth, honesty, ideals, and ethics. Values, the IOC has been criticized for lately. Whether there will be lower costs for hosting cities of the Olympic Games, an Olympic TV channel, transnational Olympic Games, a flexible Olympic Program, the protection of clean athletes, etc. all of that and much more is promised in the ‘Agenda 2020’.

The IOC president Thomas Bach introduced the 40 recommendations by quoting Nelson Mandela, to use sport as a power to change the world. However, the IOC can only inspire others to change if it is ready itself to change. The IOC sees itself as the leader of change and therefore came up with the ‘Agenda 2020’. Furthermore, T. Bach went on to answer the following three questions: Why to change, what and how to change. For the first question ‘*why*’ he stated that the Olympic Movement and the IOC are successful and that is the best opportunity for a change. Financial stability prevails, brilliant Olympic Games took place in 2012 and 2014, the world changes significantly and the IOC has to counteract those changes before it will get changed by them. Another reason is the great importance of sport for societies worldwide. The Olympic Movement is connected to the modern, diverse, digital world. Engagement and respectful dialogues must happen if Olympic sport should further stand at the service of society. If the Olympic values should revive, the time to change must be now, according to T. Bach. The next question ‘*what*’ needs to be changed was answered the following way. Today’s world is more fragile than ever. It is haunted by economic, political, health, financial crises, by terrorism, war, violence, and selfishness in many places. The Olympic message of mutual understanding, respect, peace, tolerance, solidarity, is probably needed more than ever. However, less people believe in this message and future and therefore want to know more about the circumstances.

This means for the IOC that ‘they [the people] want to know more about the sustainability of Olympic Games and all its actions; that they [the people] want to know better about its governance and finances; that they [the people] want to know how it is living up to its values and its social responsibility’ (IOC, 2014f, p.5). This modern world demands more transparency, more participation, higher standards of integrity. This modern world takes less for granted, has no place for complacency, and questions even those with the highest reputation. This world takes much less on faith. In the Olympic ‘Agenda 2020’ the IOC addresses these questions under the three overarching topics of sustainability, credibility, and youth (IOC, 2014f). Moreover, the bidding process will be shaped to leave a lasting legacy where respect for the environment, feasibility, and development is inevitable. Every edition of Olympic Games must be different as all hosting cities are different and bring their own cultural, social, environmental, and sports background. That diversity must be embraced. More flexibility in the Olympic Program and the organization will help to support this diversity. Equally, the host cities must ensure the unity of the Olympic Movement through respect for the Olympic values and for the Olympic athletes. Furthermore, the institution IOC will be a good example for good governance, transparency, and ethics. The protection of clean athletes will be the top priority. Sport will be made more accessible for everybody and the communication with the youth is also addressed in the ‘Agenda 2020’. Another major point is the creation of an Olympic channel for a better exposure and better attention of the Olympic athletes and the Olympic Movement. The last question on ‘*how*’ this progress will be made, T. Bach emphasized the need of cooperation. As much as the hearing of multiple opinions for proposals for the ‘Agenda 2020’ was important, likewise are the partnerships with Olympic stakeholders. T. Bach particularly underlined the IOC’s relation with the United Nations: according to Secretary General Ban Ki- Moon ‘Olympic Principles are United Nation’s Principles’. A memorandum of understanding between the IOC and the UN was signed in April of 2014. The UN agrees on the leadership position of the IOC and the autonomy of sport (IOC, 2014f).

This is how T. Bach wants to lead the business model and societal relevance into a golden future despite an unstable world situation. The work plan is ready; its implementation will be heavily exhausting.

Each one of the 40 recommendations will be introduced below and commented. There will also be a discussion about opportunities and threats of each Chapter. If not indicated differently, the

recommendations are taken from the ‘Agenda 2020’ (IOC, 2014b), their introduction from the ‘Agenda 2020 – background and context’ document (IOC, 2014f).

## **Analysis: Discussion of opportunities and threats**

### **The uniqueness of the Olympic Games**

Within the first chapter the starting main issue concerned with the *bidding procedure* is found and includes recommendations one through three within the working group 1. The bid process’ structure has been used since 1999. Since then, the two-phase bid process has been applied at every Winter and Summer Olympic Games. Suggestions made by the bid cities have been incorporated every two years at the review after every Olympic Games. The world situation now with its political, financial, and economic challenges has influenced the preparations for and the costs of Olympic Games. Public debates have arisen especially in democratic nations. A referendum in five democratic countries – Graubünden (Switzerland), Munich (Germany), Stockholm (Sweden), Krakau (Poland), and Oslo (Norway) – took place where the public rejected the hosting of the Olympic Winter Games for 2022. Left over were two authoritarian nations. The immense cost and the environmental burden as well as a widespread concern of corruption in the organization and competitions of sport have changed the public opinion about bidding for and hosting Olympic Games (Andersen, 2014). The ‘Agenda 2020’ reviews the bidding procedure, analysis its strengths and weaknesses, opportunities and threats to make sure that bidding for Olympic Games becomes more attractive, appealing and sustainable. The recommendations composed for the bidding procedure read as follows.

*Recommendation 1:* Shape the bidding process as invitation. The IOC introduces a new philosophy by inviting potential candidate cities to present an Olympic project that best matches their sport, economic, social, and environmental long-term planning needs.

To mention the most important elements of recommendation 1, the IOC offers an assistance phase for possible bid cities. The IOC will advise about bid procedures and core requirements, as well as former positive bid and Games legacies. Existing facilities should be used as much as possible and temporary or demountable venues should be added if needed. The IOC will

contribute financially to the OCOG. It will be allowed to carry out preliminary competitions or entire sports or disciplines outside the hosting city or even outside the hosting country. Justified reasons such as sustainability or geography must be given to be accepted. The opening and closing ceremonies as well as medal ceremonies are to be held in the hosting city. A clause with the fundamental principle Number 6 of Olympism will be included in the HCC with special emphasis on environmental and labor-related matters.

*Recommendation 2:* Evaluate bid cities by assessing key opportunities and risks. The report of the Evaluation Commission presents a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.

Here, the IOC adds another criterion to the already existing 14 which is entitled ‘The athletes’ Experience’. Again, the maximum use of already existing facilities is promoted. Then, core requirements are defined by the IOC and its stakeholders especially regarding the field of play to ensure up to date equipment. Another point is the clarification of the two budgets related to the organization of the Olympic Games; one being the long-term investment in infrastructure and return, and the other the operational budget.

*Recommendation 3:* Reduce the cost of bidding. The IOC further assists candidate cities and reduces the cost of bidding.

The document demonstrates how the IOC wants to reduce general costs on candidate cities. For one, the candidate city will only make four presentations, namely IOC members, the Association of Summer Olympic International Federations (ASOIF) and the Association of International Olympic Winter Sports (AIOWF) respectively, the Association of National Olympic Committees (ANOC), and the IOC session. Until now, there were a dozen presentations in all corners of the world. Moreover will the IOC bear several expenses such as costs of the Evaluation Commission, costs relating visits, accommodation and travels of six accredited delegates each. Whether the demanded guarantee sum of \$ 650.000 must be paid or not is so far unclear (Weinreich, 2014). Second, the candidature file will be publicized in electronic format only to save paper and its cost. Also, a register of consultants and lobbyists will be created and monitored by the IOC. They have to accept the Code of Conduct as well as the IOC ethics commission code before they start working for the bid city. More, a third- party will be consulted

to help with questions regarding social, economic, and political conditions with a special focus on sustainability and legacy.

The first three recommendations put hope for a better communication between the possible hosting cities and the IOC prior to the bidding process. The new system of flexibility allows for an interaction and increases the likelihood of choosing the most motivated and best suited hosting city. It gives rise to some hope that Olympic Games will be held in countries or areas which have not been thought of yet due to geographical impossibilities. According to S. Bainbridge, the roadmap for a joint Abu Dhabi and Dubai Olympic bid is laid. That would be the first Olympic Games held in the Middle East ever. The joint bid could shine with combined resources such as a transportation system, hard and soft infrastructure, and dynamic powers. The proximity and an excellent transportation between Abu Dhabi and Dubai could promote compactness. In addition, successful sporting events have been held regularly to the highest global standards which speak for experience (Bainbridge, 2015).

Also South Korea may take advantage of the new rule and have the competitions of the bobsleigh track in Nagano where the Olympic Games were held in 1998. In that way, Pyeongchang (in 2018) saves money for not having to build a bobsleigh track that most likely would not have been used after the Olympic Games anymore (Simeoni, 2014b). Of course, the question arises if athletes settled out to Nagano will still feel the Olympic spirit. A solution can be transportation by plane from the Olympic city to Nagano. However, that cost will be quite high and the air pollution caused by flying will be criticized as well. That is the other side of the coin.

Even though the reform is supposed to be seen as a look ahead in the future and not as a reaction of current challenges, nevertheless, some recommendations sound like an echo of current challenges. In any case, this first recommendation lets arise hope that inhumane treatments of workers and the environment, punishment and persecution for public criticizing, as well as discrimination and forced evictions as it happened inter alia in Sochi 2014, will be fought against through the explicit inclusion of the 6<sup>th</sup> fundamental principle of Olympism in the HCC. The IOC will not be able to change anything about the laws of a hosting country. However, the IOC has to be identified less with them (Simeoni, 2014a). In a letter to T. Bach, the Sport and Rights Alliance made clear that ‘these standards should not be based on goodwill, but must be non-

negotiable and absolutely binding for all stakeholders. In addition, the IOC must develop beginning an independent monitoring mechanism from the very to make sure promises made in the bidding phase and fixed in the HCC are adhered to over the lifetime of the event' (Amnesty International, 2015). At least the HCC will include an additional provision banning discrimination which was celebrated by Human Rights Watch. It remains to be seen whether the IOC is really serious about the changes put forward in the 'Agenda 2020' (Duval, 2014). Other two positive points of the 'Agenda 2020' are, first, the inclusion of athletes' voices regarding their experiences at Olympic Games. It would be desirable if their suggestions and constructive criticism will be heard and taken to heart. And second, the evaluation of the bids is key to the IOC's impact on sustainability and human rights aspects – and not only to ensure that its commercial interests are safeguarded. Hence, the consultation of an independent third party to do a risk assessment will be a powerful tool. NGOs will be able to decisively influence the selection process by providing clear assessments of sustainability of all bids. There is, of course, no guarantee that the IOC will take into consideration the assessments by the Evaluation Commission. Yet, if neglected, major public criticism is to be expected with damaging power for the IOC (Duval, 2014).

Other voices are very critical about the first recommendations. Here, the publicly available HCC is seen only as a placebo. The institution 'Nolympia' writes that making the HCC public is, by now, so public that its publication cannot be graded as a step towards real transparency. Already today, the HCC of 2018 and 2022 can be found online. Then, the IOC's financial contribution compared to the total expenses is so little that they might as well be ignored. Furthermore, the non-discrimination clause should be obvious since that is written in any – to some extent – democratic constitution (Nolympia, 2015).

Concluding recommendation one through three, it must be said that especially through a better communication and the flexible handling of competitions outside the hosting city or country, Olympic Games can get more reasonable and especially environmentally friendlier. Also, the allowance for a third-party to assess risks and threats regarding sustainability must be classified as a step towards the right direction. Finally, the predicted costs to be beard by the IOC or saved through electronic forms of applications may be an important step for possible hosting cities to

(re)consider a bid for Olympic Games. The IOC has given a chance that is worthy contemplating.

Within the first chapter the second main issue concerned with *sustainability and legacy* is found and includes recommendations four and five within the working group 2. Since institutions such as governments, private businesses, events, etc. are being observed more than ever, they are taken accountable for their actions under public criticism. To live up to modern societal expectations the IOC included sustainability and legacy in many aspects to the ‘Agenda 2020’, especially in planning and staging the Olympic Games. Yet, what have been done so far is not enough. The IOC must take a leadership role, live the good example for other (sporting) institutions, and engage with its stakeholders regarding this matter. A positive legacy must be the top priority of Olympic Games. Recommendation four and five focus on two aspects: sustainability and legacy in the Olympic Games and sustainability and legacy in the Olympic Movement. More precisely, these recommendations are as follows:

*Recommendation 4:* Include sustainability in all aspects of the Olympic Games. The IOC takes a more proactive position and leadership role with regard to sustainability and ensures that it is included in all aspects of the planning and staging of the Olympic Games.

First, it is to develop a sustainability strategy that enables the integration and implementation of sustainability measures for social, economic, and environmental spheres. That strategy is to be followed by potential and actual Olympic Games organizers. Second, newly elected Organizing Committees will be assisted to establish the best possible governance for the integration of sustainability throughout the organization. Third, the NOC and other external organizations support the IOC to monitor a successful post-Games legacy.

*Recommendation 5:* Include sustainability within the Olympic Movement’s daily operations. The IOC embraces sustainability principles.

In the future, the IOC will live as a good example and include sustainability in its day- to- day operations such as purchasing goods, services, and event organizations, limiting traveling and the carbon emissions, as well as top sustainability standards for the IOC’s headquarters in Lausanne. Additionally, the IOC will engage and assist its stakeholders to integrate sustainability within their own organization and operations by developing recommendations, providing tools and

mechanisms, ensuring a good communication between the IOC and its stakeholders, helping and assisting in implementing initiatives. Finally, to achieve the above promises, the IOC will cooperate with expert organizations such as the UNEP.

On the positive side, the IOC has set written and public standards that it needs to follow to be credible. Sustainability assistance and measures for hosting cities is in fact a valuable thing, so is the idea of a post-Games monitoring team. Furthermore, the IOC put high standards down on being a public role model regarding sustainability on a day- to- day basis. If the IOC manages to set a good example it is possible that other powerful (sporting) institutions will follow.

On the other side, however, the IOC members' life during travels, conventions, and accommodations is well known to be luxurious. It is hard to believe that their way of living will change so dramatically. Cooperation with institutions such as the UNEP is desirable, but especially after the disaster in Sochi 2014, the UNEP might need concrete commitments to deepen its existing collaboration with the IOC. Here, the HCC will be an important form of pressure to impose obligations on the host city. However, those obligations must be clearly stated and monitored to be effective (Duval, 2014). As both recommendations are worded in a quite loose way, much room for interpretation on how deep the changes will go is kept open. It needs an obvious change to be considered credible and successful.

Even though the 'Agenda 2020' cannot be seen as immediately enforceable, some decisions regarding future Olympic Games raise critical questions already now, especially regarding environmental sustainability. For one, the natural reserve 'Marapendi' in Rio de Janeiro was destroyed to build the golf venue for the Rio Olympic Games of 2016. Rare animals were simply shot. The golf course needs 1,5 million liters of water every day – at a time when water shortages prevail. After the Olympic Games luxury suites will be built there. Additionally, another golf course is located only 20 minutes outside of 'Marandi' which counts to the best 100 golf courses outside the U.S. But a new venue had to be built. (Nolympia, 2014).

It continues with the future Olympic Winter Games in Pyeongchang in 2018. One of the most significant virgin forests of South Korea at Mount Gariwang, was chopped down in November of 2014 – for three days of Alpine skiing competitions. A sign by the Korean Forestry Service indicated the whole area as 'Protection of flora genes and forest Eco-systems'. To allow the

cleaning of the forest the Korean government passed a law that allowed the area's destruction. Some trees are more than 500 years old and survived every crisis. They did not survive Olympic Games (Hamberger, Zängl, 2014).

And it keeps going on with the recently announced Beijing Olympic Winter Games in 2022. Beijing was the host city of the Olympic Summer Games in 2008. Now, they will be the host for Olympic Winter Games 16 years later. The IOC had the choice between two countries, both criticized for the violation of human rights: Almaty in Kazakhstan and Beijing in China. Almaty is located at the foot of the mountain Thien- Shan. Snow is certain. Up to eight meters of snow fall every year. They advertised with compact Games. 70% of the venues are within 30 kilometers of the Olympic Village. 80% of the facilities are already finished. But Beijing won the bid. Athletes will have long travels to their competition venues from the Olympic Village. The Alpine skiing competitions will take place in the 90 kilometers distant Yanking; biathlon, cross-country, and ski jumping will be 190 kilometers away from the Olympic Village. Additionally, the competitions are expected to be on artificial snow. The area is indeed cold, but without snow (dpa, 2015a).

Knowing these three examples of environmental sustainability it is doubtful how far there will be improvements regarding sustainability and legacy in general and environmental sustainability in specific. It may seem that other interests overtrump sustainability which was written down to the 'Agenda 2020' without real meaning.

Within the first chapter the third main issue concerned with the *differentiation of the Olympic Games* is found and includes recommendations six and seven within the working group 3. According to a research conducted on brands by Kanta Sport in 2014, the Olympic brand is with 93% the most widely recognized brand. It is pleasing that its recognition is balanced throughout geographies, gender, and age. The Olympic Games are unique in the way that the very best athletes come together to compete from all over the world. Due to the existence of many other structures and mega sporting events, it must be ensured for athletes to acknowledge the Olympic Games as the greatest event. Alliances with other games or events can strengthen and raise awareness of the Olympic Movement. A worldwide comprehensive sports calendar will be

helpful. Besides that, the Olympic Village has always been considered as a significant place of mutual respect and non-discrimination. This powerful image must be protected and strengthened. The recommendations for the differentiation of Olympic Games are the following:

*Recommendation 6:* Cooperate closely with other sport event organizers. Regarding the sport program and their evaluations, the IOC will cooperate with the International World Games Association (IWGA). During World Games, athletes compete in sports that are non-Olympic sports. World Games may be turned into a qualification round for sports to become potential Olympic sports. The IOC takes the cooperation to assess and study possible new Olympic sports. Another cooperation is planned with the International Masters Games Organization (IMGO). Here, athletes over 35 years of age come together to compete in the spirit of sport for all. It is considered to host Masters Games in the same hosting city of former Olympic Games. That would be a great legacy with a positive reuse of existing venues and facilities. In addition, it would be an unforgettable experience for masters' athletes. Furthermore, at (Youth) Olympic Games, the IOC considers to add a 'sports lab' to increase the involvement of the youth.

*Recommendation 7:* Strengthen relationships with organizations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas. These areas include technical assistance, communication activities, and the promotion of events via the Olympic Channel.

*Recommendation 8:* Forge relationships with professional leagues. The IOC will invest to and forge relationships with professional leagues and structures via the respective IFs. This recommendation aims at ensuring participation of the best athletes worldwide, at understanding the different natures and constraints of every professional league, and at adopting the most appropriate collaboration model with each IF.

In summary, fostering relationships with other important sporting organizations and events seems positive. Especially, if those relationships help to address the Olympic Movement on a wider basis, support people with different abilities, and be responsible for a part of a positive legacy, the recommendations six, seven, and eight will be useable. Depending to what extend these recommendations will be realized, they are capable of moving Olympism closer towards society and the people.

Within the first chapter the fourth main issue concerned with the *procedure for the composition of the Olympic Program* is found and includes recommendations nine through eleven within the working group 4. The Olympic Program is the fundamental core of the Olympic Games. The program has influence on all other parts linked to Olympic Games. Due to a constant huge number of participants, there is now an agreement on limiting the amount of admitted athletes, officials, and events. Also, the Olympic Program will be a bit more flexible and move to an event-based structure. Precisely, the recommendations are stated below.

*Recommendation 9:* Set a framework for the Olympic Program. Set limits for accreditations. For future Summer Olympic Games the intended number of athletes is 10,500, for officials 5000, including accredited coaches and support personnel, and 310 events. For future Winter Olympic Games the intended number of athletes is 2,900, for officials 2000, including accredited coaches and support personnel, and 100 events. Also, the IOC is to study how other accreditations can be reduced.

*Recommendation 10:* Move from a sport-based to an event-based program. For the restrictions mentioned in recommendation 9, the IFs are involved to review the Olympic Program on a regular basis. It is the IOC's decision which sport will be included in the Olympic Program. The OCOG of the hosting city will be allowed to propose one more additional event to be included in the Olympic Program for that edition. They must meet criteria such as international representation, anti-doping regulations, participation of the best athletes, etc.

*Recommendation 11:* Moreover, the IOC will try to stimulate women's participation to achieve 50% regularly. Also, mixed-gender team events will be promoted by the IOC.

To set a framework for Olympic Games is certainly appropriate. The last Olympic Games were characterized by and criticized for 'Gigantism'. It will be helpful to organize Olympic Games more moderately and considerably. However, the numbers proposed by the IOC give reason to think. First of all, the numbers given are approximate number which means there is room for interpretation. Looking back at the last Olympic Games, since 2000 in Sydney, the number of 10,500 athletes has always been surpassed, even if not by much: Sydney had 10,652 participants, Athens had 10,625, Beijing had 10,942, and London had 10,568 (IOC, 2013). Critically considered, the approximate limit of 10,500 athletes means a consistent 'gigantism' in the best

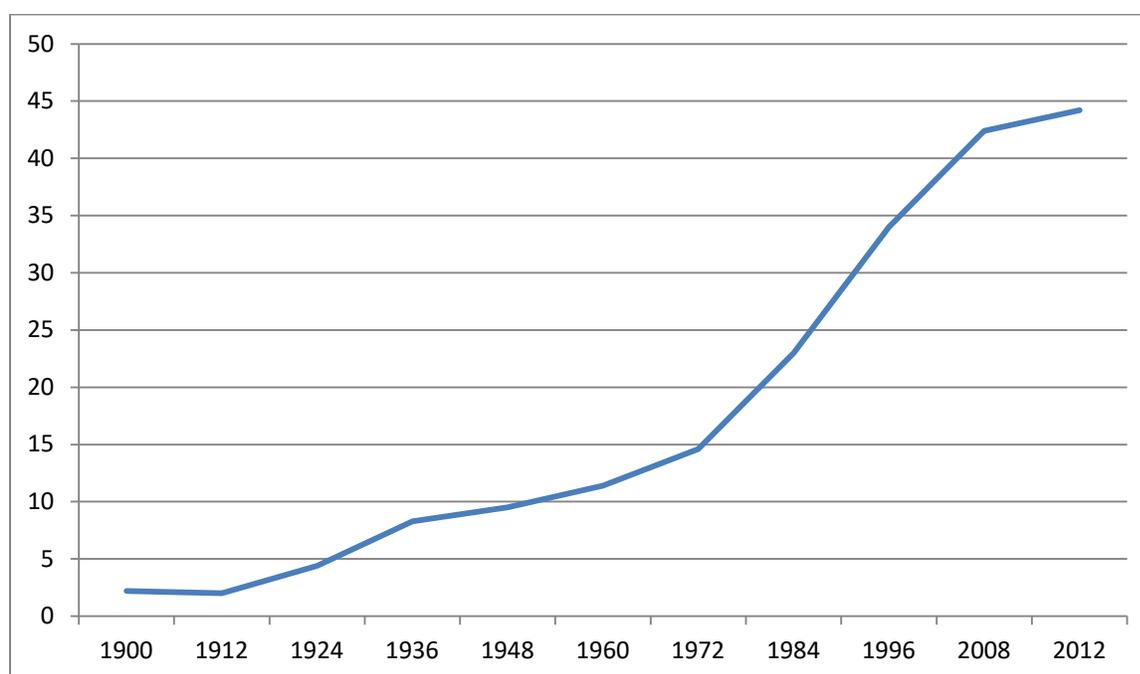
case, but does not lead anywhere near to a direction moving away from ‘gigantism’. The given number regarding the events shows this direction even more clearly. For example, the Winter Olympic Games in Vancouver of 2010 included 86 events, the Games in Sochi four years later included 98 events (IOC, 2014d). A similar picture appears with the Olympic Summer Games. The new suggested number of events is set for 310. However, Beijing as well as London ‘only’ included 302 events each (IOC, 2014d). All recent Olympic Games fulfilled the term of ‘gigantism’ and yet, the new given number of 100 events, for Winter Olympic Games, 310 for Summer Games respectively, has not even been reached. That can be seen as a contradiction in itself if the recommendations are considered as serious.

Furthermore, it is to criticize that the inclusion of one suggested event by the OCOG of the hosting city is by far not enough to redefine the Olympic Program properly. To really live up to the Olympic values such as universality, respect, and non-discrimination, a balanced Olympic program is needed. As discussed earlier, the Olympic Program needs to be de-westernized. Since a great majority of the Olympic events are Western sports, non-Western events need to be added and as a consequence, some existing events need to be removed. It is not an easy decision which sport should be nominated to be a new Olympic sport, nor is it easy to decide which Olympic sport to remove from the list, but changes have to be made. A proposal for the addition of events reads as follows. Two sports from each of the five continents are picked by the association of the NOCs of the particular continents. The sports have to be practiced widely throughout the continent and have to have a great cultural significance. The sports’ origins must clearly be located to the particular continents and must be of local as well as regional importance (McLaughlin & Torres, p. 68, 2011). The criteria set by the IOC are helpful for the addition as well as for the subtraction of events. Seven criteria seem to be extremely important: history and tradition, universality, popularity, image, athlete’s health, costs, and development of the IFs. There are thirty three additional criteria, approved by the IOC in 2004, that should help to decide if a sport can be included into the Olympic Program or not. In the present days, the factors of environmental care, economic and practical issues must also be taken into consideration (McLaughlin & Torres, p.65, 2011). If events are added to the Olympic Program, events have to be removed. This is necessary because otherwise the Olympic Program would be bursting at the seams. The Program, limited by the IOC to 28 sports, is already gigantic and cannot be extended. No sport likes to lose its title of being an Olympic Sport, but also here, the criteria can help

determine if a current Olympic Sport is supposed to be one. The selection is up to the IOC; however, here are some proposals: Boxing – It is a very violent sport in its nature that requires extreme brutality which does not align with the Olympic Values. Equestrian Events – Those events are very expensive to practice and therefore only possible to conduct by very wealthy athletes. That is also a contradiction to the Olympic Values. Soccer – soccer's popularity at the Olympic Games is very low. Modern Pentathlon – the five events, fencing, swimming, horse riding, running and shooting combined, are already in the Olympic Program as single events. Shooting – using weapons contradicts the Olympic mission of promoting peace (Mc Laughlin & Torres, p.69, 2011). The Olympic Program needs a core program consisting of about ten traditional events such as track and field, swimming, ball sports, etc. and ten new sports picked by the five continents. In addition to that, the hosting country's one or two sports are included and the Olympic Program would count twenty two sports at most. As a result, the Olympic Program would be newly set up with a better balance of Western and non-Western sports. The old sports keep the tradition, the new sports stand for internationalism, understanding among nations, respect, and equality (see also, Horn E., 2014). Therefore, the Olympic values would be fulfilled much better than before. It is hardly notable, however, that a significant change like that is really wanted.

In turn, what must be remarked positively is the effort towards an equal participation of both genders as well as the inclusion of mixed-gender team events. Regarding the participation of women it is to say that slowly, but consistently the part of female participants has been increasing. In 1952, the number reached the two digits, 10.5 per cent, for the first time. As in society, since the 1960's, women started to get liberated, with more rights and self-determination, step by step, adding more women's events to the Olympic program. In 1964, the first team sport, Volleyball, was introduced. The percentage of women's events crossed the 20 per cent mark (Pfister, 2013, p. 228ff & Sport Administration Manual, 1998, p.99 & IOC Factsheet, 2014, p.4f). During the "Cold War", sports became an instrument of politics to demonstrate the strength of the system. Especially in the USSR, the Union of Soviet Socialist Republics, it was all about success, no matter how. In 1976, female athletes from the Socialist countries dominated and won 73 per cent of the medals (Pfister, 1999, p.4). Two Olympics later, women were allowed to send female basketball teams and in 1996 even football teams, so far seen as a male domain, to compete. It took until 2012 that women were allowed to participate in

all sports, including the boxing competitions, which must be counted as a success. However, 140 events for women out of 302 in London are still below the 50 per cent mark. On the other hand, in Sochi 2014, women participated in exactly the same amount of events as men did – for the first time. Taking a look at the number of female athletes, the amount of participating men are still higher than the female athletes, namely 40.3 per cent in Sochi and 44.2 per cent in London (IOC Factsheet, 2014, p.4f & Sport Administration Manual, 1998, p.99). The following diagram shows the development of women participating in the Summer Olympic Games (horizontal: years, vertical: participation in %). The data is taken from the IOC Factsheet of 2014 (see also, Horn E., 2014).



Regarding mixed-gender events, the International Swimming Federation has already reacted and decided to include a new mixed-gender completion in synchronized swimming. The decision was made in November of 2014. There are revolutions that take place silently (Simeoni, 2014b). Whether the IOC was thinking about mixed-gender team events like that remains to be seen, but it is in fact thinking ahead done by the Swimming Federation.

To conclude the fourth main issue of chapter one, it can be noticed that a few good approaches are noticeable regarding gender equality and new team competitions. A true willingness on

leaving ‘gigantism’ and going back to a modest orientation is not visible. Here, the credibility of the ‘Agenda 2020’ is in fact questionable.

Within the first chapter the fifth and last main issue concerned with the *Olympic Games management* is found and includes recommendations twelve and thirteen within the working group 5. The Olympic Games are more successful than ever – measured according to the worldwide follower on TV and the internet. To name an example, the opening ceremony in Beijing attracted about 1,5 billion viewers worldwide. The Olympic Games surpassed the expectations and continue to increase revenue. Despite this success, two major threats need to be addressed: For one, the complexity of organizing Olympic Games, and second, the tremendous operational costs. As a consequence, it seems like hosting Olympic Games is getting more and more expensive. This is why there is an agreement that the management approach of Olympic Games should be reinforced. The recommendations 12 and 13 deal with those risks.

*Recommendation 12:* Reduce the cost and reinforce the flexibility of Olympic Games management. First, the IOC establishes a transparent management procedure in order to reduce costs. Second, the IOC reviews the level of services, Games preparation and delivery together with its stakeholders in order to save costs. The IOC considers providing turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.

*Recommendation 13:* Maximize synergies with Olympic Movement stakeholders to ensure seamless organization and reduce costs. The IOC takes the IFs increasingly on board with them to plan and deliver Olympic competitions, including the study of transferring technical responsibility from the OCOGs to the IFs. The IOC Coordination Commission focuses on key issues and validation of service levels.

Through management procedures, a better communication and inclusion of institution such as the IFs and the IOC Coordination Commission, as well as through prepared turnkey solutions, the IOC manages to reduce costs and save money when organizing Olympic Games. Both recommendations are kept quite loose. The future will show how far and how much costs can be truly reduced.

## **Athletes at the heart of the Olympic Movement**

Within the second chapter the single issue concerned with the *protection of clean athletes* is found and includes recommendations 14 through 18 within the working group 6. Since 1999, an Olympic athlete is included as a permanent representative on the Executive Board. According to the IOC, the athletes are at the heart of the Olympic Movement. Therefore, the athletes are the IOC's top priority. A program called 'Athlete Career Program' already exists to support Olympic athletes during and after competitions regarding life skills, education, and careers. The IOC's top priority is to protect clean athletes. Rather than costs, spent money must be seen as an investment in all cases concerning doping, manipulation, and betting. The Founding Working Group (FWG) defines strategies regarding these issues based on education, monitoring-intelligence, and legislation education. The following four recommendations are expected to reduce such issues.

*Recommendation 14:* Strengthen the 6<sup>th</sup> fundamental principle of Olympism. The IOC includes non-discrimination on sexual orientation in the 6<sup>th</sup> fundamental principle of Olympism.

*Recommendation 15:* Change the philosophy to protecting clean athletes. The IOC's ultimate goal is to protect clean athletes.

*Recommendation 16:* Leverage the IOC 20 million U.S. dollars fund to protect clean athletes. The IOC uses its extra 20 million U.S. dollars 'Protection of clean athletes' fund. Half of the money will be used to develop education and awareness programs on the risk of match-fixing, manipulation, and related corruption. The other half will be used to support projects offering a new scientific approach to anti-doping.

*Recommendation 17:* Honor clean athletes who are awarded an Olympic medal following a doping case. The IOC organizes medal ceremonies to hand over medals to athletes winning a medal in consequence of a doping disqualification. These ceremonies must be communicated well and properly to all concerned parties.

*Recommendation 18:* Strengthen support to athletes. The IOC puts the experience of athletes at the heart of the Olympic Games and invests further in the support of athletes on and off the field of play.

Here, some aspects must be critically said. First of all, the inclusion of non-discrimination regarding sexual orientation in the fundamental principles of Olympism is a symbolic gesture. Duval correctly states that ‘on one side, it seems that the principle is now completely in line with anti-discrimination standards widely recognized under international law (see also article 14 of European Convention of Human Rights and Article 2 of UN Universal Declaration of Human Rights). On the other, one has the impression that the new wording narrows its scope of application. Indeed, discrimination is not ‘incompatible with belonging to the Olympic Movement’ anymore; it is merely inadmissible when exercising the rights and freedom granted by the Olympic Charter’ (Duval, 2014). The wording of the HCC or the bidding requirements will be much more way paving then. This recommendation 14 is not necessarily a step towards a broader non-discrimination set by the IOC.

Second, everyone who knows a little bit about the doping issue in (Olympic) sport greets with smiles when reading this part of the ‘Agenda 2020’. In this case, some hypocritical recommendations about the doping fight are made which wake the appearance that something is done and a clean sport system is possible to reach. It is known about the systematic doping crimes during the Cold War. Its history was processed, an indignant general public, some confessions of athletes, coaches, and officials, but many more cover-ups and excuses. These days, the misbelief of clean athletes is spread and covered by the highest institutions. The current doping-scandal, concerning track and field, shows how deeply interconnected the doping systems are. Athletes, coaches, doctors, and officials are all involved equally. Otherwise, the system would not work. Officials in the IFs cover doping manipulations and earn tons of money. Of course, offenses like that are not discovered by officials, but journalists who want to give a true picture on how the (Olympic) sport system works (Seppelt, 2014). Only recently, Russia’s long sprint gold and bronze medalists from London 2012, Mariya Savinova and Jekaterina Poistogowa, as well as other athletes were found guilty of doping and suspended for four years (dpa, 2015b). The disclosures keep going. Kenya’s long distance runners are the most recent example. And yet, the IAAF and the WADA involve themselves in contradictions following the suspicion of doping and corruption. Walentin Balachnitshev, the resigned president of the Russian track and field federation, participated at the IAAF-Councils even though he lets rest his office as treasurer of the IAAF since his involvement in the Russian doping scandal became obvious. Also Habib Cisse, actually resigned from his office as legal advisor for the IAAF due to

doping and corruption accusations, participated at the Council. Furthermore, a study conducted by the University of Tübingen in Germany shows that one third of all participants at the Track and Field World Championships in Daegu of 2011 were doped (Becker, 2015). Only three athletes were convicted. Neither would it be right to accuse the sport of track and field as the only sinner, nor would it be right to point at Russia only. Systematic doping frauds are known in many other cases such as (former) soccer players, swimmers, gymnasts, etc. (Deleu & Kellermann, 2015). The doping discussion will not be led any further in this thesis due to the matter of time.

However, as long as IFs do not have an incentive to fight doping, as long as serious information and cover-ups about doping are not traced, as long as doping is part of the business model of (Olympic) sport, there is not a chance for fair competition. In other words, if the IOC was serious about the fight against doping and corruption, they have to include totally different recommendations into the 'Agenda 2020' than awareness rising programs, education, and scientific doping approaches. Illegal substances are always a step ahead of the controlling system. In particular, the IOC should recommend harsh punishments for dopers such as a lifelong suspension to compete, heavy financial fines, or even imprisonment for all persons involved.

Regarding recommendation 17, it is to add that it will be a nice gesture when clean athletes will receive delayed Olympic medal after many years. First of all, the major public will have forgotten by then about the competition. The feeling of an (Olympic) ceremony cannot be imitated. Second, if the medal winner is found guilty of doping after so many years, the new medal winner might be found guilty a while after concerning the doping extend. And third, taking as an example the 1500 meter run in London of 2012 where already four runners have been disqualified long afterwards (dpa, 2015c), it is not thought of the athletes who barely missed to make the finals. The competition will not be repeated years later. The actual cheated athletes are not the ones convicted of doping. Particularly credible are the IOC's recommendations on protecting clean athletes in no case.

## **Olympism in action – keep Olympism alive 365 days a year**

Within the third chapter the first main issue concerned with the *Olympic Channel* is found and includes recommendation 19 within the working group 7. Olympic athletes and sport do not get enough attention and exposure between Olympic Games that they would deserve. Also, the work done by the IOC regarding the promotion of Olympic values, the support of sport, and addressing humanitarian affairs, are not made public enough. For that reason, the IOC recommends an Olympic channel, under control of the IOC, to provide a platform for a constant exposure of Olympic sport and athletes between Olympic Games. Furthermore, the Olympic channel will promote the Olympic ideals and engage especially the young generation worldwide in Olympism. Understanding, entertainment, and education can be built. The Olympic channel is supposed to be financed by broadcasting rights, sponsorships, and other third parties.

*Recommendation 19:* The IOC launches an Olympic Channel. The ultimate goal of the Olympic channel is to be ‘the home’ of Olympic sport, to connect and engage, to promote the Olympic values, to educate through sport – 365 days in a year, and to introduce applicant cities. Moreover, the Olympic channel will create a platform for new Olympic sponsors and commercial opportunities which result in a new source of revenue for the IOC.

This recommendation is probably the most expensive one. For the moment, the channel is to be streamed on the internet only, but is supposed to be streamed on traditional TV later as well. The project is to cost 490 million euros after a seven year model by the IOC Finance Commission. After seven to ten years the channel is supposed to bring profit (Simeoni, 2014b). Positively seen, an Olympic channel to promote the Olympic ideas and values, to educate people on Olympism and its philosophy seems like a great idea – especially since the internet is widespread worldwide nowadays. Billions of people in many different countries can be reached and inspired by Olympic sport and its values. However, critics are right when stating that the Olympic channel will indeed change the Olympic world of sport, but in a way with less transparency. The highest sport institution, the IOC, decides on what pictures are sent and streamed into the world. There is no one to review or verify the content. Existing issues such as doping, manipulation, and corruption could easily be covered-up. In addition, it is to fear that the Olympic channel will turn into another business area. It is designed as source of revenue and as a vehicle to process sport: bread and circuses – 365 days a year (Nolympia, 2015). At least, the possibility is given to create

something worthy and helpful with the Olympic channel. Sufficient time should be allowed for the innovation to stabilize before making any further judgments.

Within the third chapter the second main issue concerned with *Olympism in action* is found and includes recommendations 20 through 24 within the working group 8. Besides the Olympic Games for top athletes, the Olympic Movement offers much more to the general people. Through worldwide programs sport is put at the service for human kind. The programs include physical activity, positive social change, and health development. The IOC uses its position as the world leader in sporting affairs as well as its strong global brand recognition to use its networks and platforms. Children engaged in physical activity and sport is what the world needs for an active, well integrated international future. Opportunities for practice have to be provided, especially in developing and third-world countries. It is time to place sport and its values at the core for the global good. The IOC wants to be the major force to support active engagement in safe and inclusive sport and expose its positive values for education and society. ‘Olympism in Action’ programs will be reassessed and new strategies will be developed or clarified if needed.

*Recommendation 20:* Enter into strategic partnerships. The IOC opens up to cooperate and network with competent and internationally recognized organizations and NGOs to increase the impact of its programs.

The IOC is expected to live up its expectations made such as being the leader promoting sport and its power to cause positive social change. This cannot be done alone. The IOC needs partnerships with other popular institutions such as international organizations like the UN, NGOs, and financial institutions. In addition, the Corporate Responsibility Programs (CRP) of the TOP regarding physical activity programs is to complement the IOC’ programs.

*Recommendation 21:* Strengthen IOC advocacy capacity. The IOC advocates to intergovernmental organizations and agencies in particular with regard to the role of sport in society, autonomy, education, and development and peace through sport. Also, the IOC encourages and assists NOCs in their advocacy efforts especially with the role of sport in society, autonomy, education, safe and protected access to sport for everybody, and a positive legacy of the Games.

With its leadership position, influential partners, political platforms, and the existing partnership agreement with the UN, the IOC has a global power to make a change. Sport and physical activity is not only the foundations for elite competition, but also a great support for the Olympic Movement and on top, able to build social capital and social change.

*Recommendation 22: Spread Olympic values-based Education.* First, the IOC strengthens its partnership with UNESCO to include sport and its values in school curricula. Second, the IOC devises an electronic platform to share Olympic values-based education programs of different NOCs and other organizations. And third, the IOC identifies and supports initiatives that can help spread Olympic values.

The importance and positive effects of physical activeness and sport for people in general and children in specific are scientifically proven. School programs for physical activities can only be supported to reach the benefits of improving one's fitness, health, and self-confidence, socializing and competing with friends, learning new skills, and determining future physical activity behavior. It is to hope that the IOC puts into practice what is promised in this recommendation.

*Recommendation 23: Engage with communities.* The IOC creates a virtual hub for athletes and a virtual club for volunteers. The IOC engages with the general public and the youth.

The communication among and with athletes is supposed to be facilitated through the virtual hub. NOCs, IFs, Athletes' Commissions, and the World Olympian Association are to collaborate with the IOC. Volunteers will be able to share their experiences and become strong advocates of the Olympic Movement. Additionally, the club is supposed to facilitate the application process for returning volunteers future Olympic Games. The IOC can activate the volunteers' community when needed. The dialogue is sought with the general public and the youth to engage them better into the Olympic Movement with programs such as 'inspired by', 'sport labs', etc.

*Recommendation 24: Evaluate the Sport for Hope Program.* The IOC will evaluate the Sport for Hope program in the near future and limit the program to the two existing centers in Zambia and Haiti. For them, the IOC will develop a sustainable operational model and invite other NGOs to contribute their specific expertise. The goal is self-sufficiency of both centers. Last, taking the

Olympafrica model as example, the IOC defines further strategies for the investment of locally adapted sport facilities.

The purpose of the program is to ‘provide young people and communities in developing countries with positive sport and lifestyle opportunities and to promote the principles and values of Olympism’ (IOC, 2010). The center in Zambia was opened in 2010, the one in Haiti in 2014. Multi-functional sport centers were built and in use for top athletes, as well as general people and children. As of right now, the IOC contributes 2 million U.S. dollars a year. The goal is for the respective NOCs to take over the centers and become independent from the IOC.

In summary, it is a very important point to put Olympism at the heart of the general public and give people access to sport, physical activity, and Olympic values-based education, especially in developing countries. With the help of the IOC’s powerful international position and its financial and political connections, there is a good chance to increase Olympism and the Olympic philosophy on a global basis.

Within the third chapter the third main issue concerned with the *Youth Olympic Games* is found and includes recommendation 25 within the working group 9. The YOG were introduced to expand the Olympic Movement to reach the youth. Two main goals are to be achieved by the YOG: An increase in sport participation and physical activity by the youth in general and an increase of competitive sport by young athletes between 14 and 18 years in specific. ‘Youth’ sets up one pillar of the three in the ‘Agenda 2020’. After three successful editions of the YOG – Singapore 2010, Innsbruck 2012, and Nanjing 2014 – it is now time to review the concept of the YOG.

*Recommendation 25:* For one, the IOC, the NOCs, and the IFs each review all matters of the YOG and come back to the IOC session to make a discussion and decision. Second, the YOG will be held in a non-Olympic year, starting with the 4<sup>th</sup> summer edition being moved to 2023 instead of 2022.

The YOG itself are a good invention by the IOC. Sport and culture is put on an equal basis with the Competitive Program (CP) and the Cultural Education Program (CEP). Young athletes

compete with each other, but are also advised in Olympic Education through projects and programs offered at the YOG. Furthermore, mixed-gender and mixed-teams competitions, no recording of time etc., and no official medals table counteract the hunt for records. It is to think if parts of the YOG would be a great innovation for the Olympic Games (Bronikovski, 2015c). YOG should be maintained; it is a matter of its dimensions and time when to organize YOG. So far they take place during Olympic years, summer or winter. From 2023 on, the YOG will be put to non-Olympic years which means that every year turns into an Olympic year: Winter Olympic Games, Summer Youth Olympic Games, Summer Olympic Games, Winter Youth Olympic Games. Critics see that step simply as another business model (Nolympia, 2015).

Within the third chapter the fourth and last main issue concerned with the *Culture policy* is found and includes recommendation 26 within the working group 10. 'Blending sport with culture and education' was Pierre de Coubertin's vision when he revived the modern Olympic Games. Today, his vision has stepped out of balance in favor of sport. Despite many cultural institutions such as Olympic museums, Olympic academies, study centers, artists, and historians etc., much more can be done to emphasize the cultural and educational aspects of Olympism. The section within the IOC 'Culture and Heritage Development' was founded in 2014. This department is supposed to help spread Olympic culture and education during and between Olympic Games with several awards and projects.

*Recommendation 26:* Further blend sport and culture. Further strengthen the blending of sport and culture at the Olympic Games and in-between Olympic Games. Cultural strategies during the Olympic Games are to include the following: The Olympic laurel award is created for outstanding contributions to Olympism at every edition of the Olympic Games. A jury will nominate the candidate and honor him/ her during one of the ceremonies at the Olympic Games. Then, the general public should be engaged in a dialogue with the Olympic Movement. Olympic Houses are the meeting points. Also, an 'Olympic museum on the move' is to be studied to introduce Olympic culture to the general public. Last, an artists-in-residence program is to be developed. Between Olympic Games, an impactful commissioned artists program to engage a steady and authentic interaction with global cultural players as well as to build a dynamic legacy is considered. Additionally, the NOCs are encouraged to appoint an attaché for Olympic culture.

This is another recommendation to move Olympic culture and education to the foreground since Olympic sport and records seem to occupy the majority of Olympism. It would be important to better stress the cultural program at Olympic Games in specific and in between in general. That may be a solution to focus on the partially lost Olympic values and forget a bit about ‘winning at all cost’, the need for records, etc. International understanding does not include sport only. The cultural and educational level is of great importance as well since that area can reach the general global public.

### **IOC’s role: unity in diversity**

Within the fourth chapter the first main issue concerned with *good governance and autonomy* is found and includes recommendations 27 through 29 within the working group 11. After the UN recognized the autonomy of the IOC and sport in October of 2014, the IOC must apply appropriate standards of good governance more than ever. Autonomy and good governance are necessities for the Olympic Movement in order to implement the universal values based on global ethics. Only due to values such as fair-play, respect, and friendship, sport can be practiced everywhere and within an international setting. Sport needs the freedom to regulate its own sporting-affairs and to take responsibility for them together with general laws. This autonomy must be respected to continue its purpose of education, health, peace, and international understanding.

*Recommendation 27:* Comply with basic principles of good governance. All organizations of the Olympic Movement accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (‘PGG’). Such compliances are monitored and evaluated; if necessary, supporting tools and processes are provided by the IOC. Organizations run self-evaluations and send those to the IOC. If no self-evaluation is sent, the IOC itself will contact the organization. The Principles of Good Governance are to be reviewed and updated periodically in order to prevent corruption.

There is not much written about the readjustment of these ethic regulations. Universal principles of good governance are to exist, but obviously no common Code of Ethics for all national federations (Weinreich, 2014). The impact of this recommendation will depend on the stringency

of monitoring and the requirements of good governance. Again, it is composed very vague. The basic standards of good governance are not explained anywhere. Thereby, clear standards are what is needed to clear corrupt federations. Although Thomas Bach has already emphasized the importance for better governance since 2009 when he had his speech at the Olympic Congress in Copenhagen, the 'Agenda 2020' is by far too tame when addressing this threat to sport's status in society. It will not be enough to ask federations to evaluate their own governance and submit a report to the IOC on a regular basis. All federations will be nearly perfectly governed, problems will not exist, and the threat of corruption will be hushed. An approach by the IOC to contact federations if self-evaluations are not sent will not cause any inconveniences in the offices of Sepp Blatter, Hassan Moustafa, Lamine Diack, or other troubled presidents of federations (Andersen, 2014). Remains the question, also asked by the Danish NOC president, of why the IOC seems so afraid of clearly addressing the problem of corruption. Thomas Bach himself answered that question by stating that stricter governance measures might lead some federations to leave the Olympic Movement. If that is really the case, 'this raises serious concerns about the power of the IOC to carry out any change whatsoever that may bother the IFs. It fundamentally questions the role as head of the Olympic Movement that the IOC so proudly highlights at any given occasion' (Andersen, 2014). In addition, to increase credibility it would be helpful for the IOC to question itself. It is demanded to accept the basic standards of good governance by the federations, but the 'Agenda 2020' does not explicitly confirm that this effort is valid for the IOC members as well. All in all, the 'PGG' lacks the depth and clear strategies to fight corruption.

*Recommendation 28:* Support autonomy. The IOC creates a template to facilitate cooperation between national authorities and sport organizations in a country.

Also, a critical recommendation which can be rephrased to the following: China, Russia, Azerbaijan, Kazakhstan, the Arab monarchies, most of Africa, and all other states where governments run also the NOCs are not to be upset. This is a contentious issue which must not be dealt with, but postponed. On top of everything, another recommendation 'protecting clean sport officials' could have been added to the 'Agenda 2020' since many international sport federations are perceived as corrupt in the public, not least the FIFA (Andersen, 2014). Sometimes, one wonders what the 'Agenda 2020' wants to achieve.

*Recommendation 29:* Increase transparency. The financial statements of the IOC are prepared and audited according to the International Financial Reporting Standards (IFRS) in the future. Also, the IOC produces an annual activity and financial report with the inclusion of the allowance policy for IOC members.

People want to know more about powerful institutions than in the past which is why the IOC needs more transparency and sustainability, so IOC President Bach. Recommendation 29 is an important step since ‘it enables external observers to better scrutinize the financial flows in the Olympic Movement and to have a full picture of the allowances received by each individual member of the IOC. It will be easier to follow where the IOC’s money is going and it will make money laundering harder. However, external revenues received by the IOC members will stay undeclared, leaving the door open for suspicions’ (Duval, 2014).

Healthy and productive relationships between public authorities and sport organizations must be developed in order to achieve mutual respect. To ensure cooperation on the basis of the Olympic values between the IOC and its stakeholders, the named recommendations of good governance are not enough and question the leader position of the IOC. Where no clear standards and consequences are given, no improvements can be expected. Increased transparency into the financial world of the IOC will provide some kind of outside control. To what extent possible corruption can be discovered must be seen.

Within the fourth chapter the second main issue concerned with *ethics* is found and includes recommendations 30 through 32 within the working group 12. Since 1999, the IOC has an Ethics Commission as a recognized benchmark to follow. This Commission defines and updates the framework of the ethical principles and deals with complaints concerning disrespecting these ethical principles. Its functioning is recommendation-making, not disciplinary. The Ethics Commission stands as an ethical conscious and a role model for the Olympic Movement. The ‘Agenda 2020’ aims at strengthening the independence and procedures of the Ethics Commission.

*Recommendation 30:* Strengthen the IOC Ethics Commission independence. The Chair and the members of the IOC Ethics Commission are to be elected by the IOC session.

In the future, the chair and the members of the Ethics Commission are to be elected via a secret ballot of the session. It seems logic to do so in a democratic society, but for an institution versed with nepotism, it is a big step forward. That means, the nomination process will be more difficult to control. Therefore, the independence of the sole potential counter-power inside the IOC's structure is reinforced (Duval, 2014). It leaves a spark of hope, but it is not a real guarantee of improvement. The Ethics Commission has to prove itself as efficient control mechanism. However, it is a first step towards a greater balance within the institution IOC.

*Recommendation 31:* Ensure compliance. The IOC establishes within the administration a position of a compliance officer. This position is to give advice in general and on new developments in specific to the IOC members and all stakeholders of the Olympic Movement with regard to compliance.

An advising body concerned with the IOC's and its stakeholders' behavior regarding ethics and complying (self-) imposed rules, is a good and important investment. It would be preferable if the compliance officer had more power than just advising.

*Recommendation 32:* Strengthen ethics. The IOC Ethics Commission is to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance, and accountability.

As was often the case already, this is a vague, but potentially important commitment. Only time will tell if the revision of the Code of Ethics will lead to better and accountable governance. In any case, only enhanced public scrutiny is able to force the IOC to adopt governance standards that ensure full transparency and accountability as promised.

To sum up the chapter regarding ethics, it is to tell that the IOC has indeed recognized some of the issues the general public is struggling with related to the IOC. It also addresses and suggests some potential solutions to improve those conditions. However, many believe that the given recommendations are too vague and not enough to truly effect change.

Within the fourth chapter the third and last main issue concerned with the *strategic review of sponsorship, licensing, and merchandising* is found and includes recommendations 33 through

36 within the working group 13. Commercial support is central to keep the independence and viability of the Olympic Movement. It is significant to stage Olympic Games and to promote Olympic values. The TOP program is the main pillar of income to support the NOCs and OCOGs financially. Revenues made, by an increase of about 1000%, have been discussed earlier. Recently signed agreements let expect a further significant increase. Other than cash, the TOP support the Olympic Movement by providing goods, services, and expertise to organize Olympic Games as well as creativity to promote Olympism. The partnerships and TOP programs need to be reviewed and evaluated constantly. Relevancy, efficiency, and effectiveness must be ensured to best serve the Olympic Movement.

*Recommendation 33:* Further involve sponsors in ‘Olympism in Action’ programs. The IOC adopts measures for TOP partners to be integrated into the funding, promotion and implementation of the IOC ‘Olympism in Action’ activities and to strengthen sponsors’ recognition in this respect. The five including sub-points recommend the following: Which programs help drive the Olympic brand the best? What initiatives to streamline in order to attract sponsors and emphasize the vision of ‘a better world through sport’. What can each TOP partnering offer regarding encouraging goals? How to engage TOP partners to co-construct future ‘Olympism in Action’ initiatives? How to focus on the importance of enhancing the recognition to involve TOPs in ‘Olympism in Action’ programs? In short, the ‘Olympism in Action’ programs are to be modernized by the means of some central elements to which sponsors can contribute to and spread the central vision to build a better world through sport.

Principally, this is a valuable recommendation. TOP sponsors are needed to ensure financial security for ‘Olympism in Action’ programs. If the sponsors match the vision and picture of the Olympic Movement, it is even better for credibility. The vision must certainly be spread globally – the wider the better. The IOC must be careful, for, if the majority of the general public connects doping, manipulation, and corruption with the IOC, it will be very difficult to sell the vision of ‘a better world through sport’.

*Recommendation 34:* Develop a global licensing program. The IOC develops a global licensing program, placing the emphasis on promotion rather than revenue generation.

That must be graded as a positive recommendation and can be interpreted as a change of direction. The IOC has recognized the over commercialization of (Olympic) sport and wants to counteract that development. Focusing on promotion rather than revenue can set a first exclamation mark. It would be nice if it is implemented.

*Recommendation 35:* Foster TOP sponsors' engagement with NOCs. The IOC creates a program in view of increasing engagement between TOPs and NOCs. First, the IOC intends partnerships among TOPs and NOCs on a local level. Second, the IOC offers marketing seminars for the NOCs to develop and enhance the marketing capabilities to better maximize sponsorship activities. Third, possible contractual obligations are to be included in TOP partner agreements.

The IOC wants to expand its TOP sponsor activities and related programs. Essentially, that is useful. Yet, it must be remembered, that as long as the TOP sponsors of the Olympic Movement are McDonalds, Coca-Cola, or Dow Chemicals, the credibility of the Olympic message is rather reduced: Major companies that do not necessarily correspond to the Olympic values either regarding their own philosophies, their relationship to health, or to expansion strategies. However, that subject is not further discussed in this thesis.

*Recommendation 36:* Extend access to the Olympic brand for non-commercial use. Non-commercial use and entities are to be prioritized based on contribution to the Olympic Movement and Olympic Games respectively. Then, a balance between inclusiveness and integrity of the brand is to be maintained in order to avoid fragmentation of the brand message. Besides that, TOP sponsors are to be protected of ambush marketing and unauthorized use of Olympic intellectual property.

The Olympic brand must remain unique and complete. The use of the Olympic brand in non-commercial matters is certainly a step into the right direction. The Olympic brand with its positive recognition must be spread, but does not have to be commercialized constantly. It would help the Olympic Movement. Regarding ambush marketing, especially during Olympic Games, there are two sides of the coin. Obviously, the IOC wants its TOP sponsors secured and keep its promise of exclusive rights. That is the necessity of protection (Seguin, 2015).

In general, an improved cooperation between TOPs and NOCs is planned for the future on the Olympic Movement regarding licensing and branding. Furthermore, a step towards more

promotion and non-commercial use regarding the Olympic brand is intended. If that is implemented, the IOC gets away from its image as ‘rich sports officials club’.

## IOC structure and organization

Within the last chapter the issue concerned with the *IOC membership* is found and includes recommendations 37 through 40 within the working group 14. The current situation of the IOC structure and organization is the following one shown in a diagram (IOC, 2014f).

	<b>Members elected on individual basis</b>	<b>Active athletes</b>	<b>IF presidents</b>	<b>NOC presidents or presidents of continental associations</b>
<b>Distribution of members</b>	70 (one or two places must be given to the most representative of the IOC recognized organizations)	15	15  (balanced proportions of summer and winter sports )	15
<b>Nationality</b>	No more than 1 per country	1 per country (not including the members chosen on an individual basis)	no nationality restrictions among IF presidents	1 per country (not including the members chosen on an individual basis)
<b>Term of office</b>	The Reforms Commission proposed a term of office of eight years, renewable every eight years.	For athletes, the term will be the same as that provided for the Athletes’ Commission.	For members elected as presidents of IFs, NOCs or continental associations, their term as IOC members is linked to the function on the basis of which they were elected; if they lose that function they also cease to be IOC members.	For members elected as presidents of IFs, NOCs or continental associations, their term as IOC members is linked to the function on the basis of which they were elected; if they lose that function they also cease to be IOC members.

Recent developments and submissions allow reconsidering the different aspects of the IOC's structure and organization, particularly the selection, recruitment, and election of new IOC members. It is focused on the issue of the age limit and an appropriate expertise within the IOC.

*Recommendation 37:* Address IOC membership age limit. Normally, an IOC member ceases if he/she ends his/her 70<sup>th</sup> year of life. However, a one-time extension of four years is to be possible upon recommendation of the Executive Board. This extension is to be applied in a maximum of five cases at a given time. Additionally, the Nominations Commission must be consulted.

Those statements of the IOC's composition are extremely thin. Apparently, the maximum number of IOC members remains at 115, there will not be an automatic membership for all 35 IFs. Even though the age limit is to be limited to 70, all members elected before 1999 can stay until they are 80. Plus, a one-time extension until the age of 74 is possible (Weinreich, 2014). The right to stay on for four more years for each member is a concession to the IOC members strongly opposed to the age limit (Duval, 2014). However, it softens a regulations of former IOC president J.A. Samaranch which his successor, J. Rogge, has laboriously introduced to free the IOC of the image of the 'old men club' (Nolympia, 2015). It would be adequate to say that a lower age limit would be helpful in order to bring in new ideas and allow new thinking.

*Recommendation 38:* Implement a targeted recruitment process. Move from an application to a targeted recruitment process for IOC membership. The Nominations Commission takes a more proactive role in identifying the right candidates to fill vacancies. The candidates have to comply with a set of profiles such as needed skills and knowledge, geographic and gender balance, the existence of athletes' commission within the organization for representatives of IFs and NOCs. Also, the IOC session maintains the right to grant five special case exceptions for individual members with regard to the nationality criteria.

The IOC's selection process has never been a democratic one. The members of the 'Olympic family' do not elect their representatives. More, the IOC members are often not part of the 'Olympic family'. In the past, its selection process has been marred with nepotism as it is based on co-optation, for instance under J.A. Samaranch. The Agenda 2020 slightly corrects this

fundamentally oligarchic procedure by empowering and constraining the Nominations Commission. It is in charge of proposing candidates. The selection process is limited by criteria; the most important one being gender balance. It seems that this issue is not being solved in a while. Until 1981, the IOC was composed of men only (IOC, 2014e). In 1997, Samaranch set the goal that until 2000 at least 10 per cent, in 2005 at least 20 per cent, of the decision-making positions in the NOCs, the IFs, and National Federations must be filled by women (Samaranch, 1997, p.3). Today, the number of women in the IOC's significant positions is still far below equal and only 24 out of 204 – that corresponds to 11.76 per cent – NOCs are headed by women (IOC, 2014e). The IOC is still struggling to achieve an equal amount of men and women working for the IOC. From now on, the general public and the press are able to reprimand the IOC if the self-imposed regulations are not followed (Duval, 2015).

*Recommendation 39: Foster dialogue with society and within the Olympic Movement.* The IOC is to create an 'Olympism in Action' Congress every four years in order to bring together representatives of the Olympic Movement, engage in dialogue and communication, and discuss the contribution of the Olympic Movement. The session is supposed to be held on key strategic topics with the IOC as interactive discussion group leaders as well as external guest speakers.

The IOC world conferences have provided a more regular opportunity to share research and best practices and to define common positions and approaches in specific fields in which sport can make a positive contribution to society. Until now, IOC world conferences such as 'World Conference on Women' or 'Sport for All and Sport, Education and Culture' have been organized every two, three, or every four years, depending on the subject and the commission in charge of the conference. In order to strengthen the impact and to rationalize investments, it is recommended to regroup all the IOC world conferences into one single event of a much larger scale – The 'Olympism in Action Congress'. It would take place every four years, in non-Olympic years, starting in 2017, so the IOC.

Even if Olympic Congresses to discuss current issues with the public society and external expertise is considered a commendable case, critically noted, putting single conferences on different issues together into one huge congress would only create another mega event. The time span of every four years seems not to be often enough. Organizing this 'Olympism in Action' Congress in non-Olympic years, appears to be a contradiction in itself since there will not be any

non-Olympic years anymore. As recommendation 25 tells, the YOG is moved and therefore turns every year into an Olympic year.

*Recommendation 40:* Review scope and composition of IOC commissions. The IOC president is to review the scope and composition of the IOC commission and to align them with the Olympic Agenda 2020. Lastly, the IOC Executive Board determines the priorities for implementation of the recommendations.

Some changes concerning the scope and composition of the IOC Commission are also in the books. Unfortunately, they are of unclear nature and magnitude. With the decision of IOC Executive Board to decide on the priority of the recommendation in their implementations, a feeling is left that already excuses are made in case some recommendations will not be implemented.

The IOC justifies that step by stating that ‘the scope of these 40 recommendations is wide-ranging, with many implications such as financial, legal, and human resources. This is a strategic paper which cannot be entirely implemented at once. Therefore, the IOC Executive Board will have to make decisions on priorities, approve an implementation plan with the goal of having all the recommendations implemented by the year 2020’ (IOC, 2014f). It is a promise made, and with the date given of 2020 it lets rise confidence that clear changes can be seen within five years.

## **Summary**

To conclude, there are two different general views regarding the ‘Agenda 2020’ and its job as the strategic roadmap for the future of the Olympic Movement. Critics are convinced that the document with the 40 recommendations was announced as a significant reform package, but, if a closer look is taken at the ‘Agenda 2020’, one must realize that it is neither democratic or liberal, nor transparent or reformist. Instead, it is more or less a well disguised step to expand the own international sport business and to gain more influence on federations and organizations. The ultimate goal is to secure the IOC and to strengthen (Olympic) sport (Nolympia, 2015).

Examples from the 'Agenda 2020' such as the insufficient recommendations to fight doping and corruption, the new limit on events at Olympic Games being higher than before, the shadiness of the Olympic Channel, the vague and unclear statements of good governance and ethics, as well as recent examples from future Olympic host cities after 2020 and their environmental devastation underline that point of view and spread great skepticism.

On the other hand, recommendations such as allowing events during Olympic Games outside the host city or country due to sustainability or legacy reasons, fostering gender equality, moving away from revenue and commercial branding, are steps into the right direction to move away from gigantism and slandered greed. It must be waited until 2020 to judge if the reform agenda brought any real positive change or was just a PR exercise. But Thomas Bach, as the first prominent sport leader in recent times, should get credit for laying out a comprehensive set of goals that is intended to be achieved. The IOC has set the yardstick that it will be measured and taken responsible for for many years to come (Andersen, 2014). The 'Agenda 2020' offers a real opportunity for the IOC to realize a major clean-up of the Olympic Games, to stop them becoming a byword of oppression. An important example for other major sporting bodies is set to follow as well as future Olympic Games embraced with sporting glory and the true spirit of Olympism (Amnesty International, 2015). With the approval of the 'Agenda 2020', the IOC and its president have raised high expectations indicating a willingness to change. Such expectations cannot be disappointed over and over again. It would rather be suicide for the Olympic Movement to betray its grand promises. Now is the time to deliver (Duval, 2014). It is to hope that actions will follow these partially promising words.

## **Suggestions for implementation regarding Olympic Education**

After the 'Agenda 2020', its recommendations, background and context have been analyzed, the last chapter of this thesis focuses on implementation possibilities regarding Olympic Education. Unfortunately, the 'Agenda 2020' does not suggest any real new ideas regarding Olympic Education. However, it sets a framework, open to interpretation, which can be used to produce something great concerning Olympic Education and its international importance. Some suggestions based on the 'Agenda 2020' are briefly explained.

### **Theory versus practice**

Before that, it must be noticed that the given conditions in each area and country of this world are very different. To implement Olympic Education successfully, one must think globally, but act locally. The theory is often not what it looks like in practice. This situation attempts to show the situation regarding physical education in schools in Germany. According to the DSB-SPRINT study, kindergarten children are offered 1,5 hours of physical Education a week on average, the formal physical education lessons in schools are 2,6 hours a week on average. However, physical education lessons are realized differently at various schools. At many vocational schools physical education is cancelled completely, whereas at secondary schools up to 2,2 hours of physical education are taught on average a week. That means, every third or fourth physical education lesson does not take place at all on average, considered Germany-wide. Especially in main and middle schools – in German: Hauptschule und Realschule – are affected regarding missing physical education lessons. In many German states the subject of physical education is taught by inexperienced teachers or teachers without an education for physical education (Horn, 2015, p.49f). In elementary schools that number is up to two thirds (DSB, 2006, p.98 & 160). This imbalance of physical education lessons supposed to be taught and actually being taught is noticeable internationally. Multiple educators from nine different countries agreed on the establishment of physical education in schools in laws. But often there are lacks in realizing the required lessons. That problem counts for developed nations as seen in Germany as well as for developing countries such as Kenya or Puerto Rico (IOA, 2015).

## **Dissemination of ‘Sport for Hope’ program**

The following four suggestions to better implement Olympic Education internationally reach from short-term to a long-term implementation. The ‘Agenda 2020’ can be taken as a foundation for all of the suggestions.

First, it is suggested to spread programs such as ‘Sport for Hope’ programs as discussed earlier and also discussed in the ‘Agenda 2020’. The IOC recommends an independence of the ‘Sport for Hope’ centers in Haiti and Zambia. Once that is achieved, it is suggested to invest more in such centers. The concepts are already known, tried out, and approved. What is missing are more centers like that globally. They offer facilities to be active with good conditions. They are open to the general public, the youth, and top athletes. These centers are recommended especially in developing countries, third-world countries, as well as countries recovering from (civil) war. Compared to developed countries, those nations need the financial support and know-how from the IOC to be able to afford a sport center like that. They can give hope and promote understanding in ‘broken’ societies. It is a place where local people come together, exercise and play together, and learn from each other. It is more than a sport place if a small ‘center of education’ is added to the complex: Stating the Olympic values and philosophy, decorated with short explanations, stories, and pictures; a place where particularly the youth dreams about being a star athlete; a place for inspiration, dreams, and effort. The IOC is to finance those complexes and to teach locals to take care of it in all areas such as administrators, coaches, custodians, etc. The goal must be to be self-sufficient after some years.

## **Olympic Education through mass media**

The second suggestion is to implement Olympic Education on mass media. There are several possibilities to do so. One are smartphones which are used often and more frequently on an international basis. The goal is to develop smartphone applications, adapted to different age groups that promote Olympism. A part consists of recent short stories of Olympic athletes, results, news, etc. It can be compared to an Olympic news feed. The other part consists of

chapters introducing the Olympic values and philosophy. For each value, a story can be read; pictures and brief video clips are shown. – Situations in Olympic history that gave and still give goose-bumps. Following the emotional explanations, another section contains small tests such as multiple choices, quizzes, fill in the blanks, etc. where children and others can check what they have learned. One may even think about a little incentive at the end of each chapter if the tests were completed successfully. Incentives can be extra pictures or stories, athletes' posters to download, etc.

Then, the planned Olympic channel must be used to spread Olympic Education. Already existing Olympic Education Programs such as the Olympic Values Education Program (OVEP) by D. Binder or the Olympic Education materials from Athens 2004, can be used as an outline example to follow. To start with, it will be online based, but after some years also on TV. Similar to the smartphone application, the internet program consists of an information section and a testing section. Latter can be set up similarly to the smartphone application. With the information section, awareness about the Olympic Movement in general is raised. It includes the latest news on Olympic matters, invitation to (Olympic sport) events, discussions on recent issues. Furthermore, the general public is encouraged to discuss and give opinions on such issues. In that way, the general public is better engaged with the Olympic Movement. Some useful proposed solutions may also appear. Furthermore, the Olympic channel, streamed online, is to include a section, where already created Olympic Education materials are accessible for the general public. Materials from all continents and different schools can be shared and re-used. Ideas and materials can be downloaded and used in schools and sport clubs with little preparation time. Here, recommendation 22 can be implemented easily. The electronic platform to share Olympic values-based education programs of different NOCs and other organizations is to be realized.

On current TV, Olympic Education can be spread on other channels through unusual commercial. The IOC can make one recommendation – recommendation 36 – true and use its Olympic brand for 'non- revenue' and non-commercial use. During commercial times on several channels, short clips of fair-play, respect, joy of effort, pursuit of excellence, and a balanced lifestyle can be played. Instead of car commercials, fast food, or other annoying commercials, that would be a welcomed and meaningful change.

## **Training of Olympic Education teachers**

Suggestion number three contains the further implementation of Olympic Education in schools, as also recommendation 22 suggests. For the beginning, it would be a success to combine other existing subjects with Olympic Education matters. For later, an inclusion of the subject Olympic Education, equal to other subjects such as geography, biology, history, etc. is to be the ultimate goal. In any case, specific training of Olympic Education teachers is needed. It is suggested to centralize the teachers' training, for example in the IOA where the 'first' instructors are educated on Olympism, the Olympic values, and its philosophy. Once the training is finalized, the educators are sent back to their countries and implement their knowledge in schools and clubs on an international level. Olympism can be spread in projects (shorter time period) or within a constant job, accompanying students throughout the whole (school) year. Olympic Education is to be delivered as a life-based philosophy for the general youth, not necessarily for young top athletes only. The general majority must be reached in order to cause a positive change in the future. It will take some years until there are enough Olympic Education teachers out in the world to spread the philosophy of Olympism with all its benefits. However, after a while, some teachers become professors at universities in different countries. The subject 'Olympic Education' is accepted to be taught as a subject on its own. The initial centralized teachers' training can be limited and given to the countries to integrate it into the teachers' education worldwide. A centralized meeting of Olympic Education teachers at the IOA, as it already exists in a similar way for educators in general, must continue. In that way, general discussions and issues can be led, proposed solutions given. This training program must be advertised by the NOCs and IFs in order to raise awareness. Also, the Olympic channel could play a major role in arresting attention for that training.

## **Introduction of international schools of Olympism**

The final suggestion on concretely implementing Olympic Education is a long-term one. Since children go to school in almost every nation and culture, schools are the best place to implement and spread Olympic Education. There are a few Pierre de Coubertin Schools worldwide, but by

far not enough. In the future, International schools of Olympism can contribute for a ‘better world through sport’. Today, societies grow and change fast; due to globalization nations are mixed and international. That situation demands a high level of mutual respect and understanding in order to function. Many places on earth prove the opposite. International schools of Olympism have the power to promote respect, appreciation, and friendship for the smallest ones in school. Olympism is used to spread international understanding, but also teaches an active, healthy lifestyle. Furthermore, values education in general is focused on much more than in other schools. The students, thus, learn what it means to be one’s best one can be in all areas of life; learn the meaning of effort and discipline, etc. It is an investment in the future since teaching the youth and young generations is what will matter in the future. Teachers with a general teaching degree in addition with Olympic Education training are needed at these schools. The IOC has to make a great financial investment, but it is an investment in the future and an option to implement the promise the IOC made in the ‘Agenda 2020’ to change something for the better. It is proposed to begin with one International school of Olympism in each continent, then spread further. One may think of combining the ‘Sport for Hope’ centers with the Schools of Olympism in order to use (existing) facilities and expertise. The main differences to other schools are the increased hours of physical activity every day, namely at least one hour each day. In contrast to other national curricula as mentioned earlier in Germany, creative subjects such as arts and music are focused on more. Social projects are emphasized among the students as well as outside from school with the motto ‘to be there for each other and care for each other’. Schools of Olympism organize exchange programs among the schools. Students already get to experience a great cultural variety within their school. However, being able to see other places and countries extends the horizon even more. Finally, Schools of Olympism promote respect and friendship and appreciate (Olympic) values with the priority goal to spread international understanding and peace through sport.

## Conclusion

As Thomas Bach said at his speech at the 127<sup>th</sup> IOC session in Monaco in December of 2014, ‘to change, or to be changed, that is the question’, captures exactly the future of the Olympic Movement. Either the IOC manages to free the Olympic Movement from its current major issues such as doping, manipulation, corruption, and over commercialization, or the Olympic Movement with its gem, the Olympic Games, will experience a significant decline in the near future, one way or another. It is worth to look back to the end of the ancient Olympic Games as well as the decline of the ancient Roman Empire. Doing so, one realizes that current issues do normally not stand out through singleness. Also in former times, complex and critical situations were not solved even though the respective societies had the necessary knowledge to do so. The look back to history opens at least one significant realization: decline follows necessarily of stages of development that are shaped by growth. Decline and growth can interlock fluently without the tendency of decay is noticed by people. On the one hand, the crisis of the ancient Olympic Games was mainly caused by a religious conflict. On the other hand, it was also caused by athletes, turned into professional athletes, interested in victories and financial remuneration. Instead of participation at the Panhellenic Games only, athletes took place in many smaller Games as well in order to earn money. Whereas the ancient Olympic Games were initially characterized by a religious background, the nature of the Games changed. They became secular and overridingly served the entertainment of the Romans. The fun of the spectators was paramount, the sporting performance, the sporting competition, and the sporting spirit was of subordinate interest for the Romans. Whether the today’s (Olympic) sport world is in a similar position or not can only be assumed. If a look is taken to the hard facts – a still increasing number of members in sport organizations, an increasing number of sport events, especially the ever greater economical profits made through (Olympic) sport – it seems that the growth phase still continues constantly. After all, specifically due to the pleasing facts on the surface of (Olympic) sport, the question about the internalized changes should be raised. These internalized changes are in progress by now and possibly endanger the (Olympic) sport system out of itself (Digel, 2008, p.73).

As worked out in this thesis, the Olympic Movement has to fight many issues in these days that threaten to destroy the power of the Olympic Movement in general and the Olympic Games in

specific. However, it was noticed that a general decline of traditional values do not only take place in the (Olympic) sport world, but in Western societies on a common basis. 'Bildung' and education as well as sport are too much captured by the power of money and the total reduction to economization.

The IOC president, Thomas Bach, has started to work out a new strategic road map for the Olympic Movement in order to effect change. The document is called the 'Agenda 2020' and was accepted in December of 2014. In this 'Agenda 2020', the main recommendations concern the Olympic Movement in general – issues such as the bidding process for and hosting of Olympic Games, efforts against discrimination, protection of clean athletes, better relationships with the outside society, a reinforcement of ethics and good governance – and Olympic Games in specific – more reasonable to get, more cost-efficient to host, more flexible and sustainable to shape, and morally and politically more convincing to justify. These 40 recommendations include interesting details and some surprises. However, something quite incredible was not achieved by the IOC. The willingness to change something must be well credited. The future will show in what way the 'Agenda 2020' is successful or not.

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