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“OLYMPIC STUDIES, OLYMPIC EDUCATION,  
ORGANIZATION AND MANAGEMENT OF OLYMPIC EVENTS”

**The Olympic Management during the Era of Juan Antonio  
Samaranch**

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<sup>3</sup> Source of illustrations 3 and 4: Roukadze, M. (ed.) *The Centennial President*. Lausanne: IOC, 1997.

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## **LIST OF ABBREVIATIONS**

- ANOC** Association of National Olympic Committees
- ANOCA** Association of National Olympic Committees of Africa
- ARISF** - Association of the IOC Recognized International Sports Federations
- ASOIF** Association of Summer Olympic International Federations
- CAS** Court of Arbitration for Sport
- EB** Executive Board
- EOC** European Olympic Committees
- GAISF** - The General Association of International Sports Federations/SportAccord
- IF** International Federation
- IOA** International Olympic Academy
- IOC** International Olympic Committee
- IPC** International Paralympic Committee
- ISF** International Sports Federation
- FIFA** International Federation of Associations Football
- MEMOS** Executive Masters in Sports Organisation Management
- NGO** Non-governmental Organisation
- NOA** National Olympic Academy
- NOC** National Olympic Committee
- OCA** Olympic Council of Asia
- OCOG** Organising Committee of the Olympic Games
- ONOC** Oceania National Olympic Committees
- OSO** Olympic Sport Organisation

**PASO** Pan-American Sports Organisation

**UN** United Nations

**UNESCO** United Nations Educational, Scientific and Cultural Organisation

**USSR** Union of Soviet Socialist Republics

**WADA** World Anti-Doping Agency

**WOA** World Olympians Association

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**Desislava Stoyanova**



*“The only thing that matters is that sports governing bodies should not lose control of sport”.<sup>6</sup>*

(Juan Antonio Samaranch)

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<sup>6</sup> *Pariente*, 1995, p. 72.

## INTRODUCTION

*“One of Man’s greatest talents is his ability to invent needs. This capacity is what sets him apart from the animals. Among those exclusively human needs, two of the most notable are art and sport. These are the two domains which are characterised by their aesthetic aspiration, the pursuit of excellence and noble competitiveness”* (Varela, 1990, p. 137).

The Olympic Games were the highest manifestation of excellence in sport and art in ancient Greece. Their birth goes back to 8<sup>th</sup> century BC. Greek people held in the deepest respect for beauty and that gave them impetus for developing their physical, moral, intellectual and artistic talents simultaneously. The Olympic Games were a celebration of the idea of καλοκαγαθία.<sup>7</sup> They were organised once every four years in the sacred area of Olympia after the έκεχειρία<sup>8</sup> (Olympic Truce) was announced (Kyle, 2007, p. 129). The sports competitions were a legal way for the best individual – both in physical and moral aspect to be pointed out. Thus the society chose its heroes and these strong and noble men became role models.

In the end of the 4<sup>th</sup> century AD, the Roman emperor Theodosius I announced Christianity as the only official religion in the Roman Empire. Apart of the religious reasons, a range of other factors – social, political and even natural (e.g earthquakes) contributed that the Olympic Games and the athletic tradition of Hellas slowly fell into oblivion. The idea for their revival came in the end of the 19<sup>th</sup> century. Under the suggestion of the French aristocrat Baron Pierre de Coubertin the organising of the Olympic Games was restored (Bardareva, 2008, p. 56). The first Modern Olympic Games were held in the spring of 1896 in the capital of Greece – Athens (Ibid., p. 78). An ancient idea was filled with life again, but also enriched with the achievements of the modern times – internationalism and universality. As a pedagogue Pierre de Coubertin not only initiated the restoring of the Olympic Games but created a new philosophy of life – Olympism. Its definition is in the first fundamental principle in the Olympic Charter: *“Olympism is a philosophy of life, exalting and combining in a*

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<sup>7</sup> καλοκαγαθία is an ancient Greek word that describes a man who has both physical and moral beauty, normally referred to aristocrats. Check up:

<http://www.perseus.tufts.edu/hopper/resolveform?redirect=true>

<sup>8</sup> έκεχειρία is an ancient Greek word that means: cessation of hostilities, armistice, truce. Check up:

<http://www.perseus.tufts.edu/hopper/resolveform?redirect=true>

*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, 2011, p. 10).

Olympism is aimed at using sport for the harmonious development of the individual as a necessary basis for building a peaceful mankind concerned with the preservation of human dignity and respect between individuals, no matter of their nationality, race, religious or political beliefs.

The world would never be the same after 1896. The first modern Olympic Games put the beginning of a new tradition and inspiration that survived for over a century despite of the difficulties, crises and wars.

The increasing popularity of the Olympic Games nowadays has positive impact on the International Olympic Committee’s (IOC) role as a global organisation as well as on its strife for the disseminating of the Olympic values. A lot of initiatives have been conducted, some of which in cooperation with other world organisations like United Nations (UN) and United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Understanding how the IOC functions today and evaluating its effectiveness would be impossible without knowing its history. The past is multilayered and multifaceted and each of its aspects could be investigated. This research is devoted to the history of the Olympic management during the era of Juan Antonio Samaranch. The period of his presidency (1980 – 2001) was very intense for the modern Olympic history. The changes in the management of the committee mostly inspired by Samaranch himself strongly influenced the present status of the IOC, as well as marked out the way for the future of the Olympic Movement.

## CHAPTER 1. SCIENTIFIC FRAME OF THE THESIS

### I. ***DEFINING THE SCIENTIFIC PROBLEM AND CLARIFYING SOME BASIC TERMS***

Juan Antonio Samaranch is the 7<sup>th</sup> IOC President (Roukhadze, 1997, p. 25). Many words have been written about his personal life as well as about his work as a head of the Olympic Movement. Some authors praise him, other criticise him or even blame him for bringing the commercialisation in sport. Different books and articles reflect on particular aspects of his work as an IOC President. Yet an integral historical research of the Olympic management during the period of his administration does not exist. This is the reason to take up with the investigation of this scientific problem.

The title of the thesis requires clarifying two basic terms:

- era;
- Olympic management.

The first known use of the noun era in the English language was registered in 1615 (<http://www.merriam-webster.com/dictionary/era>). But it became more spread in the beginning of 18<sup>th</sup> century. Its etymology comes from the Latin word “aera” that meant *“an era or epoch from which time is reckoned”*

([http://www.etymonline.com/index.php?allowed\\_in\\_frame=0&search=era&searchmode=none](http://www.etymonline.com/index.php?allowed_in_frame=0&search=era&searchmode=none)).

According to the Merriam-Webster dictionary the noun era nowadays has the following definitions:

- “1. a : a fixed point in time from which a series of years is reckoned*
- b : a memorable or important date or event; especially : one that begins a new period in the history of a person or thing*
- 2. : a system of chronological notation computed from a given date as basis*
- 3. : a period identified by some prominent figure or characteristic feature <the era of the horse and buggy>*
- b : a stage in development (as of a person or thing)*
- c : a large division of geologic time usually shorter than an eon <Paleozoic era>”*

(<http://www.merriam-webster.com/dictionary/era>).

Words that are considered as synonyms to era are: day, epoch, age, period, time (Ibid.).

The noun era in our thesis is used with the meaning of a block of time in the modern Olympic history that is identified by the governance of the President Samaranch and characterised by the changes he initiated in the management of the IOC. The nouns epoch, period and time are also used in the thesis as synonyms of era.

The second important term in the thesis is Olympic management. To reveal its meaning we have to explain two terms:

- Olympic;
- management.

The noun management appeared in English in the end of 16<sup>th</sup> century. It is a derivative of the verb “manage” that comes from the Italian word “maneggiare” (to handle, train, control horses). The meaning of management is the act of managing. It could relate to administration, economy, policy or even husbandry ([http://www.etymonline.com/index.php?allowed\\_in\\_frame=0&search=management&searchmode=none](http://www.etymonline.com/index.php?allowed_in_frame=0&search=management&searchmode=none)).

Management is a widely used term in business language nowadays. Basically it is related to accomplishing certain goals in an efficient way through using the available resources effectively. Different scientists provide various definitions of management. Some refer to it as a science, other consider it an art while for a third category of researches it is a combination of both (<http://www.enotes.com/art-science-management-reference/art-science-management>). Put in a very simple way management is: *“The organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of defined objectives”* (<http://www.businessdictionary.com/definition/management.html>).

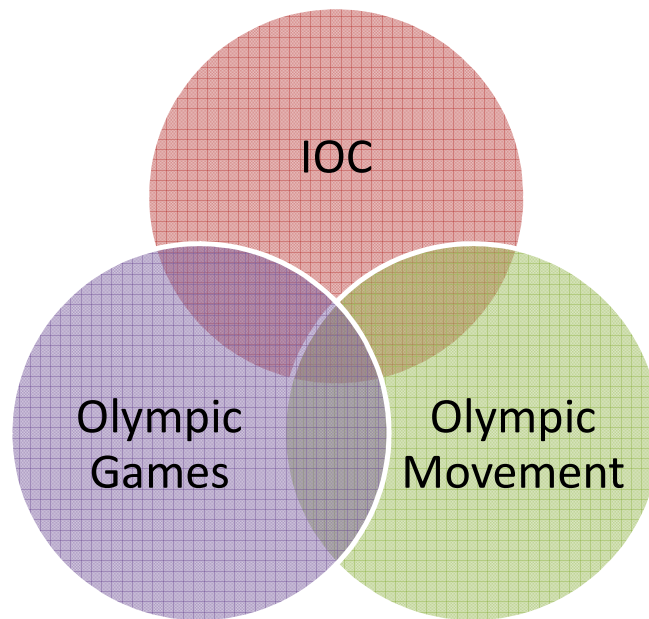
The adjective Olympic relates to the Olympics (<http://www.learnersdictionary.com/search/Olympic>). For example - Olympic Games, Olympic champion, Olympic medal, etc. The origin of the word Olympic comes from the name of the area in ancient Greece – Olympia, where athletic competitions dedicated to Zeus were organized every four years (Bardareva, 2008, p. 29).

The combination of words Olympic management does not exist in the scientific discourse. It is more likely to come across the expressions - management of an Olympic organisation or management of an Olympic event. With no doubt both – the Olympic events and organisations are objects to sports science and in particular to sport

management. Yet they have specificity that distinguishes them from the other sports events and organisations, stipulated by the character of the Olympic sport and Olympic Movement as a unique sports entity. This enabled us to implement in our writings the term Olympic management by analogy with the term sport management. We suggest that it could relate to both:

- management of an Olympic organisation (IOC, NOC, IOA, NOA, IF, etc.)
- management of an Olympic event (Games of the Olympiads, Olympic Winter Games, Youth Olympic Games, Olympic conference, etc.)

While speaking about Olympic management in our thesis we mean the management of the IOC. It is the first Olympic sports organisation worldwide and the pillar of the Olympic Movement which basic “product” are the Olympic Games. These three components: the Games, the Movement and the IOC function in interdependence and the changes in one of them inevitably affect the other components as well.



**Figure 1** The interconnection between the components of the Olympic Movement.

The functioning of the IOC on the other hand is influenced by factors, circumstances and events that are logically bound with each other. Our thesis is an attempt for highlighting the changes in the Olympic management based on Samaranch’s strategic plan for building the new modern vision of the Olympic Movement.

The structure of the thesis meets our objectives and consists of introduction, three chapters, conclusion and recommendations, bibliography and appendixes that

follow in a logic order. Tables, figures and illustrations are used in order to visualise some processes as well as to enrich the content of the text.

## ***II. AIM AND OBJECTIVES***

The **aim** of the research is to investigate the management of the IOC during the era of Juan Antonio Samaranch – i.e. from 1980 until 2001. We are going to introduce the reforms in human resources, finances, Olympic marketing, Olympic family, and reflect on the effect they had on the overall development of the Olympic Movement. The changes in the organisation and administration of the Olympic Games will be revealed as well, because they are an essential part of Samaranch's strategic plan for modernising the Olympic Movement. We also intend to demonstrate the importance of personality and his ideas for the historical processes, through showing that the IOC President had the power not only to change the future of the Olympics, but also to influence the world politics and to turn the Olympic Movement in one of the greatest social forces nowadays.

These few **objectives** are following the aim:

1. To find out historical sources, monographs and articles concerning the topic, to analyse them and highlight the core changes in the Olympic management in Samaranch's epoch.
2. To discover and analyse the reasons that brought these changes and to explain the connection between the reason and the result.
3. To back up the analysis through presenting original figures.
4. To investigate the Olympic biography of Juan Antonio Samaranch and to show his personal contribution as an IOC President for the development of the Olympic Movement from 1980 until 2001.
5. To clarify his manager's and leadership skills and to evaluate his achievements as a head of the IOC.
6. To make an overall assessment of the Olympic management during Samaranch's era and to suggest some recommendations for the future of the Olympic Movement.

### **III. METHODOLOGY**

History is a social science related to analysing and evaluating events from the past. While management is related to analysing the current situation and taking decisions that would affect the future of an organisation. This research is a historical view to the management of the IOC in the past decades. It is an attempt to present the changes in the Olympic management in a historical frame that would permit us easily to connect the reasons and the results as well to get better understanding of the overall environment the IOC was operating in. Speaking on the language of the managers we will undertake the task of the historians to find enough evidence to give answers to:

- What were the reasons that brought to a certain change in the Olympic management?
- When did it happen and what factors catalysed or facilitated the change?
- What were the results for the Olympic Movement?
- How important is the personality and his leadership skills for the successful management of an organisation?

Even though management is the centre of our investigation, the character of the research is historical. While conducting it we used methods typical for the history as a branch of humanities:

1. **Methods for collecting historical data** - different ways and means were used in order to find out sources of information related to the topic of the research.
2. **Comparative-historical research** – using this method we examine historical events in order to find out explanations that are valid beyond a particular time and place. A direct comparison with other historical events could be used or reference to the present.
3. **Methods of data analysis:**
  - Logical analysis;
  - Event analysis;
  - Hermeneutical analysis;
  - Content analysis;
4. **Deductive reasoning** – reasoning which evaluates deductive arguments in order to prove the connection between the premises and the conclusions.



#### ***IV. PERIODISATION OF THE RESEARCH***

While conducting a research historians focus at events that have happened at a certain block of time. These blocks of time are called periods. They are marked out of an initial and final date and are characterised by important events or processes that have great significance for the people who used to live at that time as well as for the future development of the humankind. Some of the most important periods in the human history are given names that have estimative character and put the stress on the most noticeable characteristic of that time (e.g. Renaissance, Age of Enlightenment).

The historical character of our research requires stipulating the periodisation of the history of the Olympic Movement first. This would be the root of our investigation that would let us present the changes in the Olympic management gradually and to point out the tendencies in historical aspect that make the era of Samaranch special for the development of the IOC.

The modern Olympic Movement dates from the end of the 19<sup>th</sup> century. Its anniversary is 23<sup>rd</sup> June 1894 when the International Olympic Committee was founded at the Paris Congress (Roukhadze, 1997, p. 17).

The periodisation of the history of the Olympic Movement has not been an object of a particular historical research. Most scientists consider the two World Wars - World War I and World War II as the watersheds in the Olympic history. Some divide the development of the Olympic Movement in two periods:

- From 1894 until 1944;
- From 1945 until today (Bardareva, 2008, p. 431- 432).

However we consider more appropriate to set up three periods in the modern Olympic history:

- **First period** – from 1894 until 1919. This period is fundamental. It started with the inauguration of the IOC and continued until the end of World War I;
- **Second period** – from 1920 until 1944. It began right after the end of World War I and finished with the end of World War II;
- **Third period** – from 1945 until today. This period commenced after World War II has finished. The first few years of it had restorative character since the Olympic Games were not organised in two successive Olympiads – in 1940 and in 1944 because of the ongoing war (Stoyanova, 2009, p. 13-14).

An important clarification must be made. The above mentioned periods are conditional and they bind the history of the modern Olympic Movement to the political history of the humankind in 20<sup>th</sup> century. Actually despite of the two World Wars the pillar of the Olympic Movement – the IOC has never stopped functioning.

The periodisation of the history of the Olympic Games consists also of the same three periods. The only difference is the initial year of the first period that is 1896 when the Olympic Games were organised for the first time. It is important to note that despite of the fact that the Olympic Games were not celebrated three times due to the World Wars – in 1916, 1940 and in 1944, the cycle of the Olympiads kept its rhythm.<sup>9</sup> The Olympic Winter Games were first organised in 1924. Starting from then they are numbered in order in which they are held.<sup>10</sup>

The topic of this research is “The Olympic Management during the Era of Juan Antonio Samaranch”. The limits of the block of time chosen to be investigated are the initial and the final year of his presidency (1980 – 2001). Historically they refer to the third period of the development of the modern Olympic Movement. We have to specify that these 21 years are not a separate period of the modern Olympic history. However in our research we may conditionally call this block of time period. In order to put the stress on its significance for the development of the IOC and the Olympic Movement we also dare to name it “the era of Samaranch”, Samaranch’s epoch” or “the time of the great reforms”. All of the above mentioned have estimative character and in our thesis we use them as synonyms of the years from 1980 until 2001.

Despite that the Third period of modern Olympic history continues until now, the topic of our investigation is the reason to present the history of the Olympic Movement after the World War II up to 1980. The Samaranch’s era (1980 - 2001) is presented in a separate chapter of the thesis in order to emphasise on it.

## ***V. LITERATURE REVIEW***

History of the Olympic Movement is a relatively new branch of the historical science. Yet with the increasing popularity of the Olympic Games and the role of the IOC as a factor for the development of the modern society, it is becoming more

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<sup>9</sup> See the Appendix, p. 90.

<sup>10</sup> See Ibid., p. 92.

widespread. The Olympic Studies Centre in Lausanne, the Olympic Studies Centre at the Autonomous University of Barcelona, the International Centre for Olympic Studies at The University of Western Ontario, the International Olympic Academy, as well as many faculties of Sports science in universities all over the world have become real nests for Olympic researches and lots of publications in different languages are edited every year.

Some of the popular authors who work in the field of the Olympic history are: Wolf Lyberg, David Miller, Bill Mallon, Konstantinos Georgiadis, Lamartin DaCosta, Marie-Helene Roukhadze, Raina Bardareva, Oleg Milstein, Ian Jobling, Karl Lennartz, John Lucas, Thierry Terret, John MacAloon etc.

Our investigation is devoted to the history of the Olympic management during Samaranch's era. There are many publications that give information about Samaranch both in personal and professional aspect, and about the management and marketing of the Olympic sports organisations. In this literature review we are going to present a bunch of them that we have found and used in our research work. We cannot claim comprehensiveness for objective reasons:

- limited access to materials (in Bulgaria historiography regarding the Olympic Movement could be found only in the libraries of the National Sports Academy "Vasil Levsky", Sofia and the Bulgarian Olympic Committee, but their collections are not rich);
- language knowledge that enabled us to use sources only in English, Bulgarian and Russian.

We consider appropriate to present the available materials in chronological order following this classification:

- I. Monographs, collections, articles:
  1. Publications of the IOC:
    - 1.1. Devoted to the history and structure of the Olympic Movement;
    - 1.2. Devoted to the Samaranch's period of administration.
  2. Publications of other publishing houses and in the press:
    - 2.1. Devoted to the general history of the Olympic Movement;
    - 2.2. Devoted to Samaranch's Olympic biography, his period as a President of the IOC and his leadership skills;
    - 2.3. Devoted to the management of the Olympic sports organisations;

**Publications of the IOC.** As the main pillar of the Olympic Movement whose mission is to “... *to promote Olympism throughout the world...*” (Olympic Charter, 2011, p. 14), the IOC publishes various collections in order to spread information about the Olympic Movement and its development through the years.

“Le Mouvement olympique/The Olympic Movement” is a collection of cataloguing information about the structure of the International Olympic Committee. It is re-edited every few years in order the information regarding the Olympic Games to be updated.<sup>11</sup> The collection is edited by Marie-Helene Roukhadze (Roukhadze, 1997). It is bilingual (in English and French – the two official languages of the Olympic Movement) and gives information based on the Olympic Charter and other official IOC documents. The idea is that the publication should be used as a reference book of the Olympic Movement and Olympic Games that is why interpretations are not included. The text is enriched with lots of colourful pictures, original schemes and tables and quotations by past and present active workers of the Olympic Movement (IOC Presidents and members).

In 1990 the IOC published a collection named “From Moscow to Lausanne” under the direction of Raymond Gafner and Marie-Helene Roukhadze. The book was devoted to the first decade (1980 - 1990) of the presidentship of Juan Antonio Samaranch. It is bilingual (French, English) and contains twelve articles “... *written by some of the greatest connoisseurs of sporting and Olympic life of the end of the 20<sup>th</sup> century...*” (Gafner et al., 1990, introduction). The authors are from various nationalities and backgrounds (David Miller, Eric Walter, Zhenliang He, Alexander Ratner, Michael Janofsky, etc.) and they write about different subjects related to Samaranch’s administration of the IOC: funding of the Olympic Movement, the Athletes’ commission, Olympic solidarity, sport and politics and so on. Despite of Raymond Gafner’s words that they “... *have expressed themselves freely...*” (Ibid.) we have to keep in mind that this book was published by the IOC and was devoted to the President in force. With no doubt the authors’ analyses are biased and the information of those articles should be used by the researches with a certain amount of criticism.

“The Samaranch’s Years 1980 – 1994. Towards Olympic Unity” is a collection of interviews conducted by Robert Pariente with President Samaranch for the

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<sup>11</sup> Despite of the fact that there are more recent editions of “Le Mouvement olympique/The Olympic Movement”, the one that we could find at the library of the National Sports Academy in Sofia dates from 1997.

newspaper “L’Equipe”, published by the IOC in 1995. “*These interviews are accompanied by a personal commentary from Robert Pariente, witness to all these events of these past fifteen years...*” (Pariente, 1995, p. 7). They are presented in chronological order starting from 1980 until 1994. The edition is a good source of information for the Olympic Movement because it presents the historical processes in development. What is really valuable is the fact that it contains the point of view of President Samaranch himself. This gives documentary value of the publication.

Another collection of articles devoted to Samaranch’s period of presidency was published by the IOC in 1997 under the name of “The Centennial President”. The title is connected with the fact that he was in office when the modern Olympic Movement celebrated its 100 anniversary. It was edited by Marie-Helene Roukhadze and she justified the idea of the book in its presentation: “*This work prepared with the assistance of IOC members, personalities of the Olympic world, journalists of repute and members of the IOC staff, presents the broad outlines of the achievements of the IOC under an initiative, constructive and rallying President*” (Roukhadze, 1997a, p. vi). The collection includes twenty-seven articles devoted to different aspects of the Olympic management during Samaranch’s era. Here are the names of some of the authors: Anita DeFranz, Peter Diamond, Wolf Lyberg, Primo Nebiolo, Prince Alexandre de Merode, Nikos Filaretos, etc. The mutual tone in all the texts is commendation of Samaranch’s achievements as a leader of the IOC.

The Swedish Olympic researcher – Wolf Lyberg after serious investigation of the IOC Historical Archives and Documentation Service of the Olympic Studies Centre in Lausanne, wrote “The Seventh President of the IOC 1980 - 2001”. The book is a part of the Olympic Museum collection “History and Facts” published by the IOC in 2001. On the first pages the reader could find an informal interview of Lyberg with President Samaranch made at the IOC Headquarters on 26 February 2001 (Lyberg, 2001, p. 9-14). The content of the book presents data about different facts from Samaranch’s period of administration: the evolution of the IOC membership, the IOC Sessions and EB presented in facts and figures, the evolution of the NOCs, the sports programme through the years, the TOP programme, etc. With no doubt we could say that this IOC edition is one of the best reference books for historical facts and data regarding Samaranch’s period as a President of the committee.

**Publications of other publishing houses devoted to the general history of the Olympic Movement.** The Bulgarian researchers of the Olympic history – Raina Bardareva and Belcho Ivanov wrote “Olympism and Olympic Movement. Birth and Development”. It is textbook in Bulgarian for the students in the National Sports Academy “Vasil Levsky”, Sofia and a quite informative book for anyone who is interested in the history of ancient Olympic Games and the modern Olympic Movement. It is an excellent source of information about the history of the Bulgarian Olympic Committee as well. The text is complemented by many photographs, tables and figures. The IOC awarded the edition with a prize for the best textbook in the world in the field of “Sport and Education” in 1999.

In 2008 the textbook was re-edited under the name “History of the Olympic Movement”. The author - Raina Bardareva has extended the information about the Olympic Movement and offered new points of view towards some issues. The investigation is based on lots of Bulgarian and foreign sources, as well as on archive documents and materials from the press. With no doubt this is one of the most valuable publications in the Bulgarian Olympic historiography in the last decade.

Oleg Milshtein is a Russian researcher who devoted lots of his energy to the investigation of the biography of the Olympic workers in 20<sup>th</sup> century – leaders of the Olympic Movement, athletes, coaches, scientists, etc. The result of his research work is the trilogy “Olympic Saga” published in Russian in 2001 (Milshtein, 2001). The first book of the trilogy, information from which we used in our writings is named “Olympionics” and it consist of eight essays devoted to various topics: the genealogy of the “Olympis Gods” in Modern times, the sports career of the Olympic athlete, the place of the personality in the world of sport, etc. (Milshtein, 2001a). In the end of the book, in the Appendixes, resumes of the second and the third books of the trilogy are offered in Russian and English. The book contains lots of facts and serious information about the modern Olympic history, yet the narrative form in which it is written makes it a pleasant reading for large audience.

“The Olympic Games Explained” is a student guide to the evolution of the modern Olympic Games published in English, simultaneously in UK, USA and Canada in 2005. The authors are the University professors – Jim Parry and Vassil Girginov. The book “... seeks to introduce the complexity of modern Olympism by viewing it as a

*historical, cultural, social, political and economic phenomenon*” (Girginov et al., 2005, p. xiv). It consists of fifteen chapters that cover both the ancient Olympic Games and all the dimensions of the modern Olympic Movement. “*It is an open book...*” (Ibid., p. xv) complemented by additional texts, that allow everyone to follow his own pace and explore and evaluate different aspects of Olympism in a critical manner.

**Publications about Samaranch’s Olympic biography, his period as a President of the IOC and his leadership skills.** In 1992 the Pavilion Books Limited in London published “Olympic Revolution: the Biography of Juan Antonio Samaranch” written in English by David Miller. The author has worked in close collaboration with Samaranch himself, with the members of his family, as well as with many representatives of the Olympic Movement – members of the IOC, the IFs and the NOCs. The foreword of the book is written by H. M. the King of Spain. He expressed the opinion that the book “... *makes a valuable contribution to our understanding of the innovative and difficult phase of adaptation to the modern world on which the International Olympic Committee has embarked with great courage under the presidency of Juan Antonio Samaranch*” (Miller, 1992, foreword). Through historical narration, enriched with citations, pictures and analyses, David Miller investigated all the aspects of Samaranch’s presidency from 1980 until 1992. The text is circumstantial and vivid and should be considered necessary to be read by anyone who is working in the field of the modern Olympic history. Despite of the fact that it is a good source for biography details for Samaranch, we have to keep in mind that Miller lacks criticism towards Samaranch and his work, and rather appreciates and praises his achievements.

The name of Andrew Jennings has become very popular in the last two decades. He is a BBC reporter with interests of investigating corruption in world sports organisations like International Federation of Association Football (FIFA) and IOC. He wrote several monographs and articles devoted to Samaranch’s period of administration, always declaring a critical position for his decisions and the way he ran the Olympic Movement. In chronological order he published “The Lords of the Rings, Power, Money and Drugs in the Modern Olympics”<sup>12</sup> in 1992, “The New Lords of the Rings: Olympic Corruption and How to buy Gold Medals” in 1996 and “The Great Olympic Swindle: When the World Wanted Its Games Back”<sup>13</sup> in 2000

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<sup>12</sup> Vyv Simson is a co-author of the book

<sup>13</sup> The book is written in co-authorship with Clare Sambrook

(<http://www.transparencybooks.com/>)

(<http://pubs.socialistreviewindex.org.uk/sr245/books.htm>).

Jennings refers to these books as a part of his Olympic Investigation Project (<http://www.transparencybooks.com/books/ebooks-matrix.php>). Unlike the authors who write in the IOC publications and who present Samaranch as a saint to whom they dedicate “worship songs”, for Jennings Samaranch’s fascist record from the past is not a taboo (<http://www.transparencyinsport.org/samaranch.html>). He described him as a “... *great survivor. Probably the last of his generation of European fascist politicians to remain active in public life, Samaranch reinvented himself to the degree that his supporters proposed him as a candidate for the Nobel Peace Prize*” (Jennings, 2010, p. 1). Jennings referred to the Salt Lake Scandal as the bottom of Samaranch’s career as an IOC President. His basic accusations to Samaranch are that he imposed total control over the IOC and “... *left tainted Olympic Legacy*” (Ibid.).

Barbara Kellerman is a British researcher who works in the field of leadership. So far she has wrote more than 10 books devoted to different aspects of leadership: women and leadership, bad leadership, followership, political leadership, etc. (<http://www.hks.harvard.edu/fs/bkeller/bkellbooks.htm>).

In 2004 her book on “Bad leadership: what it is, how it happens, why it matters” was published in Boston, by Harvard Business School Press. Kellerman presented Samaranch’s leadership role at the IOC in the fourth chapter of the book under the title “Incompetent”. She made a case study of his mandate as an IOC President and tried to show the metamorphoses in his leadership skills objectively, registering the changes in his behaviour for these 21 years. The book is useful for Olympic researches because it offers a point of view different from the inevitable “odes of Samaranch” in the IOC publications.

**Articles about Samaranch published in the press.** Lots of different articles devoted to various aspects of Samaranch’s work at the IOC have been published in many newspapers and magazines all around the world. In our investigation we used information only of few (Gordon, 2001, p. 5-6) (Jennings, 2010) (Childs, 2010).

**Publications devoted to the management of the Olympic sports organisations.** Olympic Solidarity together with Executive Masters in Sports Organisation Management (MEMOS) initiated the publishing of the symposium “Managing Olympic Sport Organisations” in 2007. It is edited by Jean Camy and Leigh



Robinson under the leadership of the IOC and Olympic Solidarity. It consists of six chapters that cover all the aspects of the Olympic sports organisations (OSO) management (nature and governance of OSO, strategic management, human resource management, financial management, marketing and organizing a major sport event). The authors who contributed to the writing of the edition are twenty scientists, MA and PhD holders from different nationalities: Alain Ferrand, Ian Henry, Denis Musso, Dick Palmer, Gerard Barreau, etc. Lots of OSOs "... *willingly shared their stories, many in the form of illustrations and case studies, so that managers of OSOs worldwide could learn from them*" (Camy et al., 2007, p. x). Basically "*The aim of this book is to present, in a simple and practical way, the current knowledge of management that has been developed by and for Olympic Sports Organisations (OSOs) worldwide*" (Ibid., p. xiii). With no doubt this edition could be used as a reference to OSOs and it is definitely a cornerstone for students in sport management field as well as for active managers.

The literature review shows that despite that there are many publications regarding Juan Antonio Samaranch and his Olympic career, an integral research about the Olympic management during his period of administration does not exist. In the next pages we are going to reflect on this scientific problem through the lens of history and present our opinion on Samaranch's management strategy and his leadership skills. However we do not claim thoroughness because we believe that every historian is a product of his time and presents his personal interpretation of the events. And we are convinced that future investigations on the topic could offer new, different perspective of view that would enrich the Olympic historiography.

## **CHAPTER 2. THE OLYMPIC MOVEMENT BEFORE 1980**

### ***I. THE BIRTH OF THE MODERN OLYMPIC MOVEMENT***

#### ***1894 - 1919***

Investigating the changes in the Olympic management in Samaranch's epoch requires introducing in short the development of the modern Olympic Movement up to 1980. Presenting it through the periods of the modern Olympic history would permit us

to see the building of the IOC structure gradually and to distinguish the different operational environment that correlates to the changes in the Olympic management.

The first period of the modern Olympic history spanned 25 years – from 1894 until 1919. We could define it as fundamental because the basic Olympic structures were established by that time as well as the organising of the Olympic Games started.

Pierre de Frédy, Baron de Coubertin is the father of the modern Olympic Movement. He initiated the reviving of the Olympic Games on a Congress that took place in the Sorbonne in Paris in 1894. It started on 16<sup>th</sup> June and finished on 23<sup>rd</sup> June. On the final day the project for the revival of the Olympic Games was discussed and all the participants voted solid for its approval. The International Olympic Committee was instituted right away and its main task was the organising of the first modern Olympic Games planned for the spring of 1896 (Bardareva, 2008, p. 56).

**The IOC as an Olympic sports organisation.** In order to evaluate if an organisation works effectively, we first have to clarify what is its nature, what are its key components, how is it constructed and in what operation environment this organisation functions.

Basically an organisation is a group of people who work together in order to achieve a certain goal (Robinson et al., 2007, p. 11). The IOC is the first Olympic sports organisation in the world. In the very beginning it was a small group of people gathered under the leadership of Pierre de Coubertin.

The three core elements by which an organisation can be characterised are:

- People;
- Rules;
- Goals and purposes (Ibid.).

**People.** The first fifteen members of the IOC were co-opted under the suggestion of Pierre de Coubertin on the Paris Congress in 1894. They were men only, thirteen of them were European. It is interesting to mention that some were aristocrats others belonged to the army. However all of them were well-educated men with good social status. Since then the IOC was labeled as “an aristocracy club”, “committee of monarchs” and often its members were called “the Olympic Gods” (Milshtein, 2001a, p. 73). The analysis of the social portrait of the IOC made by the Russian researcher – Oleg Milstein showed that Coubertin chose these men on certain reasons. His idea was to create the IOC as an international organisation that was independent on world

politics. To achieve this goal the father of the Olympism needed intelligent and progressive-minded persons of free will. The aristocratic origin of most of the IOC members should not be neglected. In all European countries the monarchy still existed in the end of the 19<sup>th</sup> century and people with noble descent were highly respected. In addition their status was also a guarantee that they were able to travel easily and to cover their costs as well as to pay their member's fees and thus to contribute for the IOC's budget. Another important criterion has to be mentioned. It was not by chance that most of the first members of the IOC were pacifists. This went hand in hand with Coubertin's idea to turn the Olympic Movement into a mighty peace-making factor (Ibid., p.73-87). His choice for the IOC members confirmed his foresight and was a pledge for the independency of the organisation as well as for its dynamic future development. It is very important to mention that from the very beginning all the committee members were representatives of the IOC in their countries and not vice versa.

**Rules** of an organisation define the formal tasks of its members, clarify roles and responsibilities and set up the patterns of communication with other organisations and people (Robinson et al., 2007, p. 11). The rules of the IOC are gathered in the **Olympic Charter**. This is the basic document of the modern Olympic Movement which core are the fundamental principles of Olympism that set up the standards for its development.

The Olympic Charter is the Bible of the Olympic Movement. However despite of the eternal importance of the Olympic ideas written in 1894, the Charter has been changed many times. This was as a result of the dynamic development of the mankind in the 20<sup>th</sup> century. Women were allowed to participate in the Games, new sports and disciplines were included in the Olympic programme, Winter Olympic Games were invented, amateurism was put to an end and so on. All these decisions were voted by the IOC Session and written in the edited issues of the Olympic Charter.<sup>14</sup>

**Goals and purposes of the IOC.** The initial role of the IOC was to work for the organisation of the first modern Olympic Games in Athens in 1896. Its purposes were to promote Olympism, in the core of which were friendship internationalism and

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<sup>14</sup> All the citations from the Olympic Charter used in the thesis are from the one that is in force from 8 July 2011. Source: [http://www.olympic.org/Documents/olympic\\_charter\\_en.pdf](http://www.olympic.org/Documents/olympic_charter_en.pdf). However older editions of the Olympic Charter could be checked on: <http://www.olympic.org/olympic-charters?tab=1>.

universality. With the time passing the IOC's role as a world organisation emerged and turned the committee into a leading factor not only in sports but as well as in education and world peace policy.

**The structure of the IOC.** The structure of an organisation is the way it is shaped. There are centralised and decentralised organisations related to the concentration of responsibility and authority. "*Organisations can adopt a structure that is tall and narrow, broad and flat or a mixture of both*" (Ibid., p. 13) depending on their size, complexity and tasks.

The International Olympic Committee established by the Paris Congress is the supreme authority of the Olympic Movement. It was created as a self-assertive centralised organisation with a potential to grow and develop. The general assembly of the IOC members was called a **Session**. "*It is the IOC's supreme organ. Its decisions are final. An ordinary Session is held once a year. Extraordinary Sessions may be convened by the President or upon the written request of at least one third of the members*" (Olympic Charter, 2011, p. 39).

On the top of the IOC structure was the **President**. He was elected by the Session on a secret ballot and assumed more power than the other members of the committee. He was the one to initiate the way the IOC was run (Roukhadze, 1997, p. 23). The authoritarian style of governing the committee was appropriate since the organisation was still young and it had to overcome lots of problems and difficulties.

The first IOC President was the Greek Demetrius Vikelas. He was in force from 1894 until 1896. His activity was mostly connected with the organising of the first modern Olympic Games in Athens in the spring of 1896. Right after their end Pierre de Coubertin came into office. He was President for 29 years and these were the days when the basic structure of the Olympic Movement was built (Ibid., p. 24).

Most of the large and more complex organisations adopt a tall and narrow hierarchical structure (Robinson et al., 2007, p. 13). The IOC wasn't really a big organisation during the first period of its history but yet it had big potential for development related to its international character and its growing responsibilities. Its first structure was a quite simple two-staged one. It consisted of the Session and the President only.



Figure 2 Structure of the IOC 1894 – 1919.

**The operating environment of the IOC.** Each organisation operates in a unique environment. “A number of factors within the operating environment offer opportunities and pose challenges for OSOs” (Ibid., p. 3). However the operational environment is very dynamic and it easily changes. That requires high level of flexibility of the organisation that has to adapt to the new circumstances.

The main factors that have impact on the IOC management are:

- political factors;
- socio-cultural factors;
- economic factors;
- legal factors (Ibid., p. 4-5).

**Political factors.** Ever since its inauguration the IOC has repeatedly claimed that the worlds of sports and politics should stay away. However the reality proved the opposite. Even only the idea of the IOC to contribute for achieving the world peace involves it into the field of politics and diplomacy. Moreover being an integral part of the modern society the Olympic Movement has to come to terms with the public authorities. The international character of the IOC forced it always to take into consideration the global political situation. During the first period of its development (1894 - 1919) World War I burst out and this prevented the organising of the Games of the VI Olympiad in 1916 initially awarded to Berlin.

The War was also the reason for the IOC to change the idea for its headquarters to be temporarily placed in the host country of the Olympic Games. Pierre de Coubertin was afraid that the Germans would insist that the IOC headquarters should move to Berlin and considered this a thread for the Olympic Movement. He decided to move out

the headquarters in a neutral country for keeping Olympic idea safe and chose the beautiful Swiss city of Lausanne situated on the shores of the Geneva Lake. The statement for moving the headquarters and the IOC archives in Lausanne was edited on 10<sup>th</sup> April 1915. Lausanne was officially announced as a permanent headquarter of the International Olympic Committee on the 25<sup>th</sup> anniversary of the Olympic Movement celebrated in 1919 (Bardareva et al., 1998, p. 65-66).

**Socio-cultural factors** are a result of the structure and behaviour of the society. They include demographic features as well as attitude towards sport (Robinson et al., 2007, p. 4). The IOC is an Olympic organisation with ambitions to operate on a world level. Thus it had to make its way in different countries where different socio-cultural factors existed. In the first years the geography of the IOC functioning was narrow. The committee made its first steps in Europe. On one hand that was stipulated by the fact that the initiator for the IOC creation was European and on the other hand facilitated by the sports culture existing in some western European countries as a result of their educational tradition (e.g. England, Germany, France). Other countries got involved in the Olympic Movement rather on historical or geographical reasons. Greece for example was chosen to host the first modern Olympic Games because of its history background as the motherland of the ancient Olympic Games. Its neighbor country Bulgaria was privileged to participate in the Games in Athens in 1896 thanks to an invitation by the Greek organisers that came as a consequence of the geographical nearness of both states.

The socio-cultural factors were not same Olympic-friendly in all countries. It was not easy for the IOC to spread its activity worldwide. However the growing number of the nations participated in the Games of the Olympiads during the first sixteen years of the modern Olympic history was a proof for the increasing activity of the IOC as well as for its ability to penetrate through different socio-cultural environments (Bardareva, 2008, p. 77).

**Economic factors** play crucial role in all social activities. They include a wide range of features such as strength of the economy, employment rate, level of disposable income that are components of the overall economic context of a particular country (Robinson et al., 2007, p. 4). It was important for the IOC to choose countries that had the suitable economic potential to host the Games. Even though the Olympics were

international sports event they were not that popular yet, so they could not generate big incomes for the host cities and to make financial profit for the IOC.

The financing of the Olympic Games was dependent on the economic context on the country where the host city was situated as well as on the financial support of the IOC. But the in-house financial situation of the committee was not flourishing by that time. The IOC was a self-financing organisation. The only incomes were generated by the members' fee. The bigger part of the money was invested in the publishing of "Olympic Review" magazine – official organ of the Olympic Movement. Some money was also saved in the IOC funds. Pierre de Coubertin himself covered all the administrative expense of the committee. Later on the IOC started generating money from the tax on the Olympic Games tickets' selling (Bardareva et al., 1998, p. 104-105).

**Legal factors** are the rules upon which an organisation functions. Rules exist to establish standards of conduct within the organisation and to regulate its relationships with other organisations or people (Robinson et al., 2007, p. 5). The IOC constitution is the Olympic Charter. It guides and regulates the way the committee operates and forms the legal framework of all the members of the Olympic Movement.

In legal aspect the IOC is a non-governmental organisation (NGO) and international person that plays important role in international relations. Its activity is an object of the international law (Ettinger, 1992, p. 101).

**The Olympic Movement.** The IOC is the supreme authority of the Olympic Movement. But it comprises also other organisations and persons who agree to be guided by the Olympic Charter. The criterion for belonging to the Olympic Movement is recognition by the IOC.

The other two main components of the Olympic Movement are:

- International Federations (IFs);
- National Olympic Committees (NOCs).

The establishment of both of these Olympic branches also started in the first period of the development of the Olympic Movement.

The **International Federations** are non-governmental organisations established for administrating a certain sport at world level. The national sports federations administrating those sports are affiliated to them. "*While conserving their independence and autonomy in the administration of their sport, International Sports Federations seeking IOC recognition must ensure that their Statutes, practice and activities conform*

*with the Olympic Charter*” (Roukhadze, 1997, p. 45). Recognised International Federations whose sports appear on the Olympic programme have the status of International Olympic Federations.

The **National Olympic Committees** are the other integral part of the Olympic Movement. The NOCs are responsible for the participation of the athletes of their country in the Olympic Games. *“The mission of the NOCs is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter”* (Olympic Charter, 2011, p. 55). The first NOCs were established right after the foundation of the IOC in 1894. There were more than twenty NOCs recognised by the IOC up to 1919 (Lyberg, 2001, p. 262) (<http://www.olympic.org/national-olympic-committees>).

The structure of the Olympic Movement for the period 1894 until 1919 was hierarchically shaped and consisted of:

- the International Olympic Committee;
- the International Sports Federations;
- the National Olympic Committees;
- the Organising Committees of the Olympic Games;
- the athletes;
- the spectators.

We suggest presenting the structure through a pyramid, where the IOC is placed on top as the leader of the Olympic Movement.



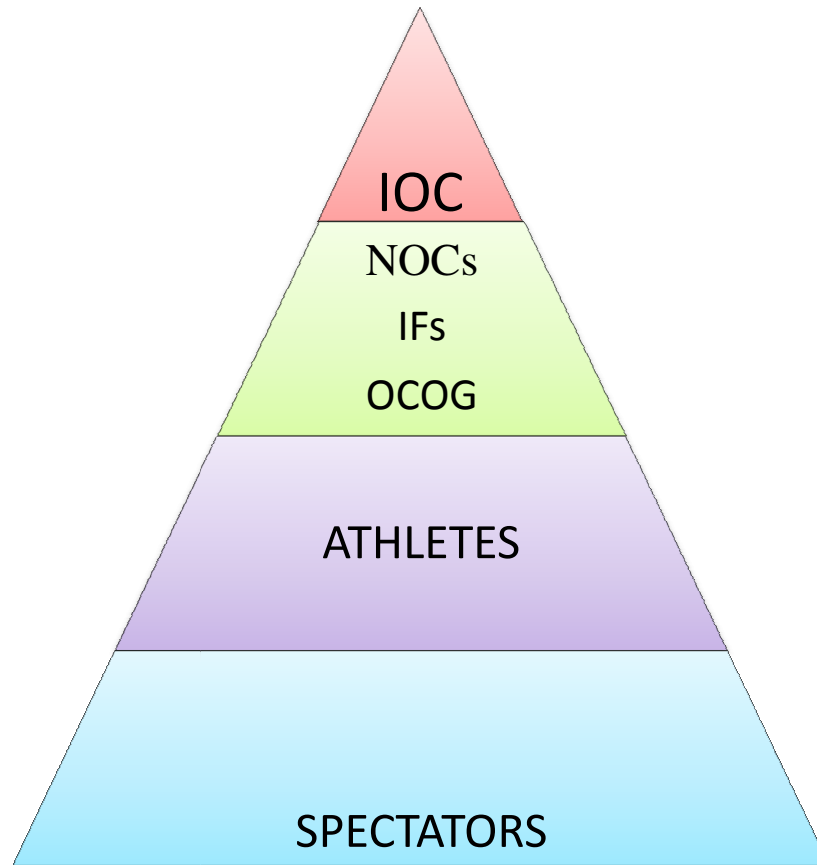


Figure 3 Structure of the Olympic Movement 1894 - 1919

The representatives of the three constituents of the Olympic Movement – the IOC, the IFs and NOCs are gathered at the **Olympic Congress**. It is convened by the IOC President upon decision of the Session (Olympic Charter, 2011, p. 17). Olympic Congress should be organised once every eight years. However this practice is often broken. The Olympic Congress has a consultative role and it helps consolidating the Olympic Movement. The Olympic ceremonial (anthem, motto, oath, symbol, banner etc.) was adopted at the Olympic Congresses (Bardareva et al., 1998, p. 57-58).

The basis of the Olympic Movement was put on during the first period of its development. Despite of the difficulties the IOC found a way to ensure its existence as well to organise the Olympic Games five times. The establishment of the IFs and NOCs was a guarantee for turning the Olympic Movement into a multilayered world movement with high potential for development. The Olympic Games were not yet a sports event with global significance but their future was assured regardless of the political problems and World War I.

## **II. THE OLYMPIC MOVEMENT AFTER WORLD WAR I 1920 - 1944**

**The operating environment of the IOC** radically changed in political aspect after bursting out of World War I in the summer of 1914. That was the reason for the Games of the VI Olympiad not to be celebrated. This was the first global armed conflict in the human history led between the Allied Powers (France, British Empire, Russia, Italy, United States and many other countries) and the Central Powers (Germany, Austria-Hungary, Ottoman Empire and Bulgaria). The Allied Powers won the war and it was officially ended by the Treaty of Versailles signed on 28<sup>th</sup> June 1919 (<http://www.britannica.com/EBchecked/topic/626485/Treaty-of-Versailles>). Despite of the overall not-friendly Olympic environment in post-war Europe, the IOC did not stop functioning. Just one year after the end of the War the Games of the VII Olympiad were to be organised. By that time Pierre de Coubertin was still the President of the IOC. Count Henry de Baillet-Latour was his right-hand man. The IOC had only a year for preparing the city of Anvers for the Games. In spite of the very tough political and economic situation the enthusiasts - Pierre de Coubertin and Henry de Baillet-Latour succeeded in restoration of the Olympic Games after the War. The professionalism and the capacity of Count de Baillet-Latour were appreciated by the IOC members and he was elected as the third IOC President in 1925 (Roukhadze, 1997, p. 24).

**The structure of the IOC.** A very important change in the IOC's structure appeared in 1921 – the **Executive Board** (EB). Its establishment was provoked by the increasing arrangements of the IOC and the need of a mediator between the governing body of the committee and the members. The first Olympic Charter that gives information about the EB and its functions is the one from 1924. By that time the EB consisted of five members. Its main responsibilities were the IOC's finances and the organisation and preservation of the Committee's archive. It was also EB's task to propose to the IOC appropriate people to be co-opted as members of the Committee and as well as to make the agenda for the IOC upcoming Sessions (Olympic Charter, 1924, p. 5).

Later on the number of the EB members as well as its tasks increased. Based on the information found at the next Olympic Charter issues we could draw a general conclusion that *“The IOC Executive Board assumes the general overall responsibility*

for the administration of the IOC and the management of its affairs” (Olympic Charter, 2011, p. 43).

The great importance of the EB of the IOC gave reasons for some researches to call it “*The Olympic Government*” (Bardareva et al., 1998, p. 65). It changed the structure of the IOC as follows:

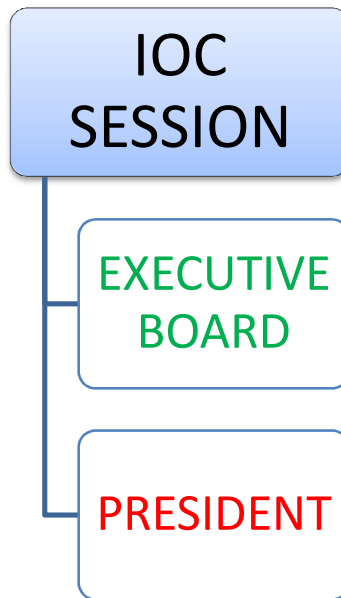


Figure 4 Structure of the IOC 1920 - 1944.

**Broadening the activity of the IOC.** In the early 20s of 20<sup>th</sup> century the IOC took the decision to integrate the winter sports to the Olympic idea. “An International Sports Week on the Occasion of VII Olympiad” was organised in the French winter resort of Chamonix in 1924. On the Olympic Congress held in Prague in 1925 the event was recognised as the first Winter Olympic Games. Since then the Winter Games were also included in the Olympic calendar (Bardareva, 2008, p. 110-111). Starting from 1924 they are numbered in order in which they are held (Roukhadze, 1997, p. 65). The Winter Olympics are a modern creation that binds the practicing of winter sports with the Olympism under the initiative of the IOC. Winter Olympic Games also follow all the ceremonial of the Olympic Movement and have not less magnificence than the Games of the Olympiad.

### **III. THE OLYMPIC MOVEMENT AFTER WORLD WAR II 1945 - 1980**

**The operating environment of the IOC.** In the middle of the 20<sup>th</sup> century the World War II burst out. All developed countries were involved into the conflict. It continued from 1939 until 1945. The map of post-war Europe was changed and the infrastructure was broken. Count Henry de Baillet-Latour was President of the IOC during the first years of the War. He died in 1942 and was succeeded by the Swedish - Sigfrid Edstrom who was at the position of a Vice-president so far. He came into office as a President officially in 1946 when IOC held its first session in post war conditions (Roukhadze, 1997, p. 25). In 1952 Edstrom's successor Avery Brundage came into office (Ibid). He remained President of the IOC until 1972. The tragedy in Munich happened in the end of his mandate. During the 1972 Olympic Games, eleven Israeli athletes were killed by a group of Palestinian terrorists. Then Brundage sent a telegram to the Israel's government declaring that the Games must go on (<http://middleeast.about.com/od/terrorism/a/me080803e.htm>).

The decade of the 70s of 20<sup>th</sup> century was very intense in political aspect. The Olympic Movement was threatened by too much political interference. Changes were necessary in order the independency of the Olympic idea and the Games to be saved. They were started by the new IOC President – the Irishman – Lord Michael Killanin who was elected in 1972 (Roukhadze, 1997, p. 25). He brought back the practice of organising the Olympic Congress and devoted all his energy in making the Olympic Movement a mighty factor for peace.

**The structure of the IOC.** In the 60s of 20<sup>th</sup> century a new ramification in the IOC structure appeared. The **IOC Commissions** and working groups were created. *“IOC commissions may be created for the purpose of advising the Session, the IOC Executive Board or the President as the case may be. The President establishes permanent or other standing or ad hoc commissions and working groups whenever it appears necessary. Except where expressly provided otherwise in the Olympic Charter or in specific regulations established by the IOC Executive Board, the President establishes their terms of reference, designates all their members and decides their dissolution once he considers that they have fulfilled their mandates. No meeting of any commission or working group may be held without the prior agreement of the President*

*except where expressly provided otherwise in the Olympic Charter or in specific regulations established by the IOC Executive Board. The President is a member ex officio of all commissions and working groups and shall have precedence whenever he attends one of their meetings” (Olympic Charter, 2011, p. 46).*

The Commissions included not only IOC members but also representatives of the IFs, NOCs, athletes, consultants and specialists (Roukhadze, 1997, p. 31).

Adding the Commissions to the IOC structure transforms it as follows:

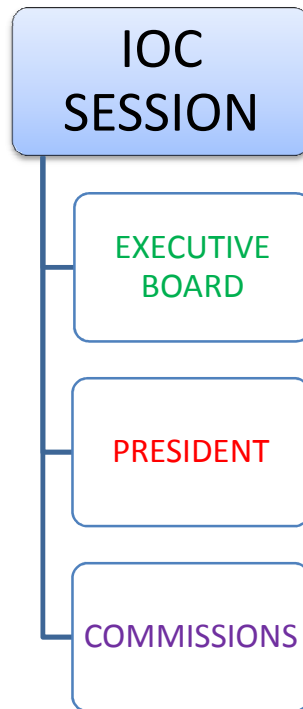


Figure 5 Structure of the IOC 1945 - 1980.

**The financing of the IOC.** The 20<sup>th</sup> century was very dynamic for the development of the technologies. Once the television was invented, it became sport's best friend and thus sports events turned into a great spectacle. However it was not until the end of 60s when the IOC started taking financial profit of the TV (Holder, 1997, p. 76). Since then the income from the TV editing of the Games became a permanent source for money for the IOC. Yet the 70s of the 20<sup>th</sup> century were a difficult period for the IOC in financial aspect. The 1976 Montreal Games created a significant financial deficit and as a result after 1980 there were no volunteers to host the next Olympic

Games and there were no ways to finance it. New radical financial decisions that would breathe life of the IOC and save the Olympics were needed.

**The Olympic Movement.** After the end of World War II the Olympic Movement continued growing up through proliferating new NOCs in all the continents (Lyberg, 2001, p. 262) (<http://www.olympic.org/national-olympic-committees>). Yet a new phenomenon that appeared in the middle of the 20<sup>th</sup> century deserves some attention. The IFs and the NOCs started establishing associations on a regional and world level.

The International Federations as well as some associations were grouped together in The General Association of the International Sports Federations (ISF) in 1967 today known as SportAccord. *“Its aim is to create a forum which brings together all the sports bodies once a year for an exchange of views on subjects of common interest. Its mission is to maintain the authority and autonomy of its members, promote closer links between its members and all sports organisations, coordinate and protect common interests and collect, verify and disseminate information”*

(<http://www.olympic.org/content/the-ioc/governance/international-federations/?tab=sportaccord>).

The NOCs also started gathering in regional organisations. The researchers recognise the Pan American Sports Congress, held in Buenos Aires, Argentina in 1940 as the initial date for establishing the Pan American Sports Organisation (PASO) (Bardareva, 2008, p. 133). Few decades later the Continental Association of the European NOCs (AENOC) was established in 1968 at the Assembly of Versailles *“ ... but it was not until 1975 in Lisbon that the Association had written statutes and a definitive name “The Association of European NOCs”* (<http://www.eurolympic.org/en/about-us/history/the-beginning.html>).

The Association of the National Olympic Committees (ANOC) was created during the Constitutive General Assembly held on June 26-27, 1979 in San Juan, Puerto Rico by the foundation members - AENOC and PASO. The mission of the Association of National Olympic Committees is to stand for all the matters of general interest for the NOCs, to recognise and support the associations of NOCs as well as to collaborate with all the organisations involved in the Olympic Movement (<http://www.en.acnolympic.org/art.php?id=20008>). *“ANOC fulfils this mission by formulating recommendations and suggestions to be dealt with by the IOC Executive*

*Board, the IOC-IFs-NOCs Tripartite Commissions, other IOC-NOCs Mixed Commissions, the Olympic Congresses, or any other organization promoting sport”* (<http://www.en.acnolympic.org/art.php?id=20008>).

The structure of the Olympic Movement kept its pyramid shape but the new-established associations by the IFs and the NOCs played on one hand the role of umbrella organisations for its members and on the other they were mediators in the relationship with the IOC for some common issues and problems. We suggest expressing these changes through an original pyramid:

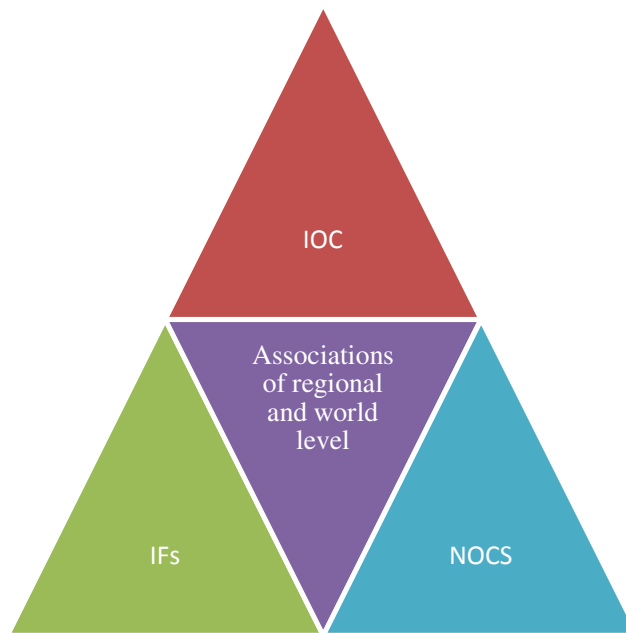


Figure 6 The integral parts of the Olympic Movement in the end of 70s of 20th century.

Another important member of the Olympic family is the International Olympic Academy (IOA) officially inaugurated on 14<sup>th</sup> June 1961. The Academy came as a result of Pierre de Coubertin's dream for an Olympic educational institution that should work for disseminating the Olympic ideals and the project for an Olympic Studies Centre presented by Karl Diem and Ioannis Ketseas to the Hellenic Olympic Committee in 1938 ([http://www.ioa.org.gr/topic/history\\_of\\_the\\_ioa](http://www.ioa.org.gr/topic/history_of_the_ioa)). *“The aim of the International Olympic Academy is to create an international cultural centre in Olympia, to preserve and spread the Olympic Spirit, study and implement the educational and social principles of Olympism and consolidate the scientific basis of the Olympic Ideal, in conformity with the principles laid down by the ancient Greeks and the revivers of the contemporary Olympic Movement, through Baron de Coubertin's initiative”* ([http://www.ioa.org.gr/topic/the\\_mission](http://www.ioa.org.gr/topic/the_mission)).

The IOA organises different educational seminars gathering participants from all over the world in the campus situated near by the ancient Olympic stadium. Soon after inauguration of the IOA, National Olympic Academies (NOAs) started to be established. The IOA functions as an umbrella organisation for all the NOAs worldwide and it works in close collaboration with the IOC and the Hellenic Olympic Committee. It is a modern organisation following the pulse of the globalised world but it remains true to the Coubertin's precept "*Olympism is a Movement, and its ideas must be studied, disseminated and defended*" (Roukhadze, 1997, p. 99).

Despite of the positive tendency for enlarging the Olympic Movement and facilitating the contacts among its members through improving its structure, the 80s of the 20<sup>th</sup> century brought new challenges for the IOC. The Cold War led to the boycott of the Games in Moscow in 1980. There were no volunteers to host the Olympic Games in 1984 because of the crash of the Montreal Games in 1976. The IOC was financially unstable and it was striving to survive in a world full of racial discrimination and social contradictions, political instability and antagonism. The leading of the "Olympic boat" across the storms of the complicated international political relationships required a strong and forward thinking person to become a President of the IOC. History entrusted this chance and responsibility to **Juan Antonio Samaranch**.



## CHAPTER 3. THE OLYMPIC MANAGEMENT FROM 1980 UNTIL 2001

### I. THE OLYMPIC BIOGRAPHY OF JUAN ANTONIO SAMARANCH

We already mentioned that one of the core elements for the effective work of an organisation are people. The individual identity should not be neglected while speaking of one's professional life. The place of the individual in the organisational hierarchy is essential because it is related to the level of responsibility the person is required to undertake (Robinson et al., 2007, p. 12). The position of the IOC President is more than just an authoritarian post within the committee. It is the highest rank in the Olympic Movement and maybe the most important one in the world of sports nowadays. Since the IOC President has lots of power and could affect the development of the Olympic Movement, he should not only be a well educated person who is aware of sports and Olympism. In order to be a good conductor of the "Olympic choir" he should be a diplomat who can negotiate with politicians, a businessman who could stand for the financial interests of the Olympic Movement, and also a manager who can keep the IOC in perfect order. The educational background and the working experience of the IOC leader are very important, but his charisma should not be underestimated as well. Because the power of some people derives not only from their professionalism and awareness, but simply because of whom they are.

The next few pages are dedicated to the biography of Juan Antonio Samaranch, Marquis de Samaranch who is recognised as one of the most prominent figures of the history of modern times. In the records of the Olympic Movement he was listed as the 7<sup>th</sup> President.

Samaranch was born in a well-to-do family in Barcelona on 17<sup>th</sup> July 1920. He was the third of six children. *"He did his studies at the Business School of Barcelona, which he completed in London and the USA. He obtained a diploma from the Barcelona Higher Institute of Business Studies (IESE). During his studies, he practised roller hockey, for which he created World Championships in 1951 and which the Spanish team won.*



*While still playing a part in managing the family business, in 1954 he became a city councillor for the City of Barcelona responsible for sport, then Delegate for Physical Education and Sport in the Spanish Parliament in 1967. Appointed President of the “Diputación” (provincial council) of Barcelona in 1973, he resigned four years later, in 1977, when he was appointed Spanish Ambassador to the Soviet Union and Mongolia after the resumption of diplomatic relations between the two countries” (Juan Antonio Samaranch, 2011, p. 1).*

The first Olympic memory of Samaranch went back around 1935 when he was thinking over the possibility to see the Games in Berlin in 1936 together with a friend of his. The plan failed because of the Civil War and it was not before 1952 that Samaranch made his debut at the Olympic Games (Lyberg, 2001, p. 9). His career in the Olympic Movement started in 1955. Then he was elected Vice-President of the International Mediterranean Games Committee for the second edition of the Games in Barcelona. He led the Spanish delegation as Chef de Mission to the Olympic Games in Cortina D’Ampezzo (1956), Rome (1960) and Tokyo (1964). Mr. Samaranch was elected as a member of Spanish Olympic Committee in 1956 and he was at the position of its President from 1967 until 1970 (Juan Antonio Samaranch, 2011, p. 1). *“He was elected as an IOC member in 1966. Two years later, Avery Brundage appointed him Head of Protocol (1968-1975 and 1979-1980). A member of the Executive Board (1970-1978, 1979-1980), he was IOC Vice-President from 1974 to 1978. Elected to the IOC presidency in the first round of voting on 16 July 1980 at the 83rd Session, he succeeded Lord Killanin on 3 August that year” (Ibid).*

In twenty-one years as a President, Juan Antonio Samaranch succeeded in turning the Olympic Movement into one of the most powerful social forces of our age (Lyberg, 1997, p. 95). He initiated changes in many aspects that altogether totally transformed the Olympic ambience. He was asked in an interview by Marie-Helene Roukhadze in 1997 what he considered to be his greatest achievement as President of the IOC. And he answered without hesitation - the union between the IOC, the IFs and the NOCs (Roukhadze, 1997b, p. 222). He clearly acknowledged the need for independence for the three pillars of the Olympic Movement, yet he thought they had to be in unity. *“This unity exists not only in words but in reality. The IOC is not part of the Olympic Movement, it is not only one of the pillars of the Olympic Movement, it is the Olympic movement. The three pillars should be within the IOC” (Ibid).*

Nevertheless most of the researchers of the Olympic history consider Samaranch's greatest contribution for the Olympic Movement the commercialisation of the Games. While some approve his policy for saving the Olympics and breathing new life to them, others criticise him for making the Games a business field. His answer to these indictments was: *"We shall serve sport, not use it. Money generated by sport shall benefit sport. Sport shall remain in control of its own destiny. Olympism is a guide, not a constraint"* (<http://www.ifbb.com/reports/JuanAntonioSamaranch.htm>).



Although the initial responsibility of the IOC is to organise the Olympic Games and finding ways for financing them, it would be naive to think that the committee could be kept away from world political events. The period

of Samaranch's presidency was concentrated with political moments of great importance for the world history – the end of the Cold War, the problems between North and South Korea, the system of Apartheid in South Africa, to which Samaranch was greatly opposed. The global world political situation led to the need to fundamentally change the Olympic Charter. Samaranch insisted that these changes should represent the contemporary requirements of the modern world. He claimed that if the Charter would remain in force in its version from 1924 the Olympic Movement would live for no more than two weeks (He, 1990, p. 75).

The complicated international situation had one more effect on the Olympic Movement and a resonance for the world politics. The ancient Greek idea of the Olympic Truce returned. The 99<sup>th</sup> session of the IOC was held in Barcelona in 1992. Then an appeal was sent to all public and international organisations for keeping an Olympic armistice during the Games. A year later the President Samaranch presented a document to the UN General Secretary concerning a peace initiative entitled "Olympic Truce" and a resolution for proclaiming 1994 as the centennial Year of Sport and

Olympism to commemorate 100 years of the Modern Olympic Games. These two projects were accepted with consensus on 25<sup>th</sup> October 1993 on the 48<sup>th</sup> session of the General Assembly of the UN. This is how the IOC succeeded in making the world of international policy to adopt the Olympic cause officially (<http://www.olympictruce.org/Pages/IOTC.aspx?sub=TheTruceTimeline>).

The efforts of the IOC and its initiatives for peace achieved practical success few times:

- In 1994 during the period of the Olympic Truce in the name of the Games in Lillehammer, the IOC President Joan Antonio Samaranch led an Olympic delegation in the conflict-torn city of Sarajevo extending its solidarity to the population;
- In 1998 the observance of the Olympic Truce gave an opportunity to the UN Secretary General Kofi Annan to intervene to seek a diplomatic resolution to the crisis in Iraq;
- In 2000, the South and North Korean delegations marched together, under the same flag during the opening ceremony of the Games of the XXVII Olympiad in Sydney (Ibid.)

Few more important events for the Olympic Movement that happened during the period of Mr. Samaranch's presidency are worth mentioning – the official recognition of the IOC by the Swiss Federal Council on 17<sup>th</sup> September 1981, the announcement of Lausanne as an Olympic capital on 5<sup>th</sup> December 1993, as well as the inauguration of Olympic Museum on 23<sup>rd</sup> July 1993 and the Centennial Congress in 1994.

*“Although Samaranch successfully oversaw the metamorphosis of the IOC, his presidency was perhaps the most eventful in IOC history, which included the Salt Lake City crisis. It was this that was to cast a permanent shadow over his tenure. It was potentially the most damaging in the organisation's 105-year history”* (Childs, 2010).

The bribery scandal occurred in 1998. In the end the accusations were proved and 13 IOC members lost their positions. During the scandal Samaranch faced many calls for resign. *“Although he was never found guilty of any wrongdoing, some blamed him for having turned a blind eye to all the corruption. The Olympic historian John MacAloon said, "He helped select many of the members who were found guilty of bribe-taking... It will be a lasting footnote to his presidency" (Ibid.).*

Other points for which Samaranch has been also criticised were:

- the choice of Beijing as a host city for the Olympic Games in 2008 despite of the China's human rights problems;
- his relations with the fascists and the political support he launched for the dictator Franco

(Jennings, 2010, p. 2) (<http://www.transparencyinsport.org/samaranch.html>).

Despite of some controversial opinions, Samaranch and the heritage he left for the Olympic Movement and the world of sport, has been rather appreciated than condemned. We support the thesis that *“What the Olympic movement needed was a revolution, and Samaranch gave them one: very quietly, very diplomatically. He is the reason for Jacques Rogge's sublime inheritance. He had what showbiz people call a bad press there for a while, but it is my belief that history will look with admiration at his 21-year term in the most important job in world sport”* (Gordon, 2001, p. 5).

Marquis de Samaranch was one of the most active and forward thinking Presidents of the IOC. In his speech in Moscow in July 1980, when he was elected to be the new IOC president he made a promise nobody thought it would be possible to keep: *“I hope to visit all NOC's during my mandate as a President!”* (Lyberg, 2001, p. 265). And up to 1995 he had traveled to 190 NOC's. He was called “an airborne president” because until 2000 he spent 6,425 hours (over 2,712 flights) in the air traveling to different countries for visiting their NOC's (Ibid.).



Samaranch was the first IOC President who we could call a manager. He ruled the IOC in a modern and flexible way that led to changing it from a descending organisation into a mighty and prosperous corporation. He was the one to say: *“Yes to the reforms necessary to consolidate the Olympic Movement, without renouncing our convictions ... Yes to reforms which protect the universality, importance and prestige of the Olympic Games, as well as the independence of our organization”* (<http://www.ifbb.com/reports/JuanAntonioSamaranch.htm>).

In 2001 Samaranch self-evaluated the achievements for the Olympic Movement and listed the three most important decisions taken by the IOC during his mandate: “...

- *The creation of the “new” IOC in 2000;*
- *The change of the Olympic Winter Games cycle in 1994;*

- *The commercialisation of the Olympic emblems in 1985*” (Lyberg, 2001, p. 10).

Out of the world of sport and work Samaranch was an ordinary man. Wolf Lyberg described him as a “...good person! His heart can feel compassion. He likes to help people ... and he very often does” (Ibid.,p. 7). In an interview for “L’Equipe” Samaranch confessed that his preferred quality in a woman was beauty, his favourite artist - Pablo Picasso, his favourite music was written by Johan Sebastian Bach and that Pope John-Paul II was his real life hero (Pariente, 1995, p. 99-100).

In personal aspect he was a dedicated husband and father. “*On 1 December 1955, he married Maria Teresa Salisachs Rowe. Two children were born from this union: Juan Antonio Junior, currently a member of the International Olympic Committee, and Maria Teresa*” (Juan Antonio Samaranch, 2011, p. 1).



**Illustration 1.**<sup>15</sup>



**Illustration 2.**

Juan Antonio Samaranch who was completely unknown to the world of sports until 1952 has turned into one of the most well-known persons in the world in that last two decades of the 20<sup>th</sup> century. He was admired but also hated. He visited many countries and he has been received by Heads of States wherever he went. On 16<sup>th</sup> July 2001 Samaranch left the seat of the IOC presidency to the Belgian Jacques Rogge and became Honorary President for Life. The testament he left for his successor was “*To know what happens in his “kingdom”. He therefore must travel a lot to have good personal contacts. He must have patience and be a good listener*” (Lyberg, 2001, p. 14).

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<sup>15</sup> Information about all the illustrations inserted in the text could be found on p. 5.



**Illustration 3.**



**Illustration 4.**

Juan Antonio Samaranch died on the 21<sup>st</sup> April 2010 at the age of 89, in his home town Barcelona. The Spaniard whose preferred occupation was “*Being an enthusiastic spectator of sport*” (Pariente, 1995, p. 99) has left a significant vestige not only to the Olympic Movement but to the world history of the 20<sup>th</sup> century. With no doubt he built his Olympic career on his motto “*To achieve the goal one sets oneself. I have reached a fairly prominent position in the world of sport and I hope I have more friends than enemies*” (Ibid., p. 101).

Journalists and sports people defined Samaranch in many different ways. Anita DeFrants called him the “... *IOC president of inclusion*” (DeFrenz, 1997, p. 31), Wolf Lyberg described him as “*An interesting person*” (Lyberg, 2001, p. 7) while David Miller referred to him as “... *the ring-master...*” (Miller, 1997, p. 124). But all these definitions are hardly needed. Perhaps it is just enough to say that he was **President Samaranch**.

## **II. THE OLYMPIC MANAGEMENT DURING THE ERA OF SAMARANCH**

The successful functioning of an organisation depends on lots of factors. Yet each organisation is a living body and it has to develop in accordance with the global changes in the world (Hadziev, 2011, p. 9). History has proved that at a certain time circumstances provoke reforms. The global change of an organisation requires complex approach on all levels. This includes the strategy, the philosophy of management, the structure and the effectiveness of the processes (Ibid.).

When Juan Antonio Samaranch took the appointment as President in 1981 the operational environment of the IOC was very tough in political and financial aspects. There were many signs that the Olympic Movement was in a crises:

- eleven Israeli athletes were killed by a group of Palestinian terrorists during the 1972 Olympic Games in Munich;
- the 1976 Montreal Games created a significant financial deficit;
- the Games in Moscow in 1980 were boycotted by many countries;
- after 1980 there were no volunteers to host the next Olympic Games and there were no ways to finance it;
- the Los Angeles Games in 1984 were boycotted by the USSR and countries of the Eastern Bloc as a response to the boycott of 1980;
- the IOC was functioning in the conditions of Cold War and was constantly put under attempts of political interference in its affairs (Tristram) (Craig, 2008).

The abovementioned circumstances urged radical actions in order the Olympic Games to be saved. In the management of an organisation as in all types of governing the main inspirational figure is the leader. His authority and vision for the future are important factors for carrying out the changes. Immediately after he came into office the President Samaranch “... set about the job of changing the IOC’s fortunes with a resolution and an imagination that surprised even those who knew him well. During the coming years the change, amounting to revolution, that he led transformed the Movement to the point where its prestige exceeded even the ambitions that lay behind its foundation at the end of the previous century by Pierre de Coubertin” (Miller, 1997, p. 124).

The globalisation of business and sport in the past few decades highly increased the marketing potential of sport. That affected the way sports organisations function and made them adopt the business approach of strategic management. Basically the implementation of a strategy means drawing a plan for achieving long-term objectives and allocating the necessary resources for carrying them out. The strategic plan is a basic management tool used for external communication with partners and for internal communication and integration (Bayle et al., 2007, p. 62-63). Its creation begins with clarifying the mission (the reason why the organisation exists) and the vision (what the organisation wants to be in long-term) of the organisation as well as with analysis of the internal and external environment. Then the organisation could adopt the strategic



objectives. They focus on what the organisation has to achieve in order to ensure its long-term sustainability and set directions for development and for using business advantage. The bigger and more complex an organisation is, the more strategic objectives it has. In order to achieve them the organisation has to develop action plans for each major function of the organisation (e.g. human resources, marketing development, finance). These separate action plans build the overall action plan of the organisation that contributes for the achieving of the strategic plan (Ibid., p. 63-86).

The mission of the IOC stipulated by the Olympic Charter since its inauguration in 1896 has always been “... *to promote Olympism throughout the world and to lead the Olympic Movement*” (Olympic Charter, 2011, p. 14). But despite that the Olympic values remain the same with the years, the vision of the IOC has changed due to the fact that the committee is an integral part of the society and its goals change following the transformations in the world socio-cultural, economic and political environments.

The period of President Samaranch was the time of the great reforms for the committee. His strategic plan was “... *in the interests of unity, development and quality*” (Roukhadze, 1997b, p. 219). As soon as he assumed the post as an IOC President he set up the IOC’s strategic objectives:

- united Olympic Movement that is a strong peace-making factor and that sets educational guidelines for the youth of the world;
- ensuring the financial stability of the IOC and turning its administration into a board of professionals;
- transforming the IOC into a unique business orientated sport entity, yet firmly based on the Olympic values ;
- modernising the Olympic Games and making them the most successful and popular mega event in the world.

These strategic objectives required developing action plans in the major IOC’s management domains, as follows:

1. Human resource management;
2. Financial management. Resources and marketing;
3. Enlarging the Olympic family;
4. Organisation, administration, participation and programme of the Olympic Games.

**Human resource management of the IOC.** The efficient operation of an organisation mainly depends on its human resources. Human resource management is a component of the general management and it needs to serve the mission and the objective of the organisation (Camy et al., 2007a, p. 108).

The IOC is a unique sports organisation composed of individual members and of administration. These are its main resources and they should work in unity in order to benefit the IOC as well as the whole Olympic Movement (Ibid).

In most Olympic sport organisations the human resources function is often assumed by the President or the Secretary General who is responsible for the strategic side of the human resource management (Ibid., p. 109). Before Samaranch's period the President was mostly responsible for the contacts with the IOC members but had less to do with the administration. It was all in the power of the Executive Director. While assuming the post of the IOC President, Samaranch led considerable reforms in the field of the human resource management starting from the role of the President himself. He left his native Barcelona and went to live in Lausanne in order to be more useful to the Olympic Movement and its cause. He was the second President after Pierre de Coubertin to live in Switzerland and to work full-time. This change soon led "... *to the termination of Monique Berlioux's previously all-powerful position as Executive Director*" (Miller, 1997, p. 125). So Samaranch became both President and Chief Executive of the IOC who had the capacity to be a leader and same time to be able to take decisions at the right time (Miller, 1992, p. 14).

The structure of the IOC during Samaranch's period kept the four-layered model including the President, the Session, the Executive Board and the Commissions, presented in Figure 5.<sup>16</sup> Yet few steps were taken for optimising the work of the organisation. Samaranch initiated "*A concurrent reorganization of administration, with a shift towards stronger Executive Board management, along the lines of cabinet-within-government (the IOC members comprising the latter at annual session meetings), with at the same time a creation of in-house, day-by-day management by department directors within the IOC professional staff*" (Miller, 1997, p. 125). On the top of the IOC's in-house management were the Director General and the Secretary General. The departments within the committee were specified according the domain: International Cooperation and Public Information; Press; Media; Medical department; Sports;

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<sup>16</sup> See p.37.

Finance; Marketing; Legal Affairs; Computer Services; Control and Coordination of Operations; Solidarity department (Ibid).

The efficiency of the IOC was also improved through the work of the Commissions. Samaranch realised the big potential of the Commissions and declared that *“They really are working, creating decisions. In the government of the IOC, the Session is the parliament, the executive board is the cabinet and the Commissions are the special committees. You cannot govern the IOC with one Session a year”* (Miller, 1992, p. 14). A fact with great importance is *“The active involvement of the rank-and-file IOC members in the many specialists Commissions that regularly review all the aspects of administration of the Games”* (Miller, 1997, p. 126).

Another important step in the name of the Olympic unity was the creation of the Commission for the Olympic Movement that replaced the former Tri-partite Commission. That is how the IOC, the NOCs and the IFs were brought directly under the IOC umbrella which facilitated the communication between the three pillars of the Olympic Movement and catalysed the decision making (Miller, 1992, p. 7).

Other commission of great value for the development of sports and spreading the Olympic values worldwide created upon Samaranch’s initiative was the Athletes’ Commission. *“Following a decision taken at the X Olympic Congress in Varna (Bulgaria) in 1973 athletes were invited to participate in the Baden-Baden Olympic Congress in 1981, and given the opportunity to speak in front of all participating delegates for the first time in the history of the Olympic Movement”* (Tallberg, 1990, p. 81). Several months after the end of the Congress the President Samaranch initiated the establishment of the Athletes’ Commission whose aim was to act as a spokesman for all athletes to the IOC. *“The main objects of the IOC Athletes’ Commission are to secure cooperation between the athletes taking part in the Olympic Games and the IOC and its Commissions, thus furthering the aims of the Olympic Movement as defined in the Olympic Charter”* (Tallberg, 1997, p. 198). An important remark about the athletes’ representatives is that they were allowed by Samaranch to serve as members on other IOC Commissions in whose work the athletes’ interests were involved.

With no doubt one of Samaranch’s most valuable contribution for the IOC was women’s inclusion. The first 16 years of his presidency were the period within which women in the Olympic Movement came of age. Anita DeFrants wrote: *“The Marques de Samaranch is the first IOC president to insist that 50% of the world’s population*

*which previously had been only a small part of the Olympic picture be given representation within the IOC. Under his presidency, the door was not only opened, but all barriers were removed” (DeFranz, 1997, p. 31).*

The 84<sup>th</sup> IOC session was held in Baden Baden, Germany in 1981. Then two women – Pirjo Haggman of Finland and Flor Isava Fonseca of Venezuela were elected to be the first female members of the committee. During the period 1982 – 1995 another six women were co-opted as IOC members. Samaranch encouraged women’s inclusion not only in administrative structures of the Olympic Movement but also in their participation in the sports programme of the Olympic Games as athletes and coaches (Ibid., p. 34.)

All the changes in the human resources management of the IOC and the way that the committee’s capacity was reinforced during Samaranch’s era confirm that he was the President who succeeded in changing the image of the IOC. Before his period of administration the IOC was thought to be “... *an exclusive club for elderly, rich, white males*” (Ibid., p. 31). The Samaranch’s time of great reforms brought to the IOC young, energetic, educated people, brilliant professionals who constituted the new, dynamic IOC workforce. Thanks to them, the IOC was transformed from a committee of aristocracy to a board of highly qualified persons. The IOC membership election was also broadened so more athletes and representatives of the IFs and NOCs were admitted in the committee. All the measures in the field of the human resources management of the IOC were a part of Samaranch’s big project for globalisation of the Olympic Movement. They changed the face of the IOC and strengthened its position as the main pillar of the modern Olympic Movement.

**Financial management of the IOC. Resources and marketing.** “*Finances are the lifeblood of an organisation*” (Haddad, 2007, p. 164). Financial management is of great importance for the development and the successful functioning of an organisation. Basically it is “... *monitoring and communicating an organisation’s cash flow prudently and in accordance with the law. It requires both a broad strategy from a planning perspective and articulate implementation and recording. Financial management is the process by which an OSO conceives, budgets for, implements and reports its activities on a regular basis. Ideally, financial management should be a component of a strategic plan. Managing funds transparently, efficiently and effectively is essential to ensure continued income and growth for your OSO*” (Ibid.).

When Samaranch assumed the post of an IOC President the financial situation of the committee was tough. It “... *was living, almost literally, from hand to mouth. The IOC had no significant financial resources of any nature*” (Pound, 1990, p. 25). Samaranch has always pointed out that the strength of the Olympic Movement is its unity. “*For the union to be strong, the component parts must also be strong. With strength comes the autonomy which leads to greater strength. Part of this strength and autonomy results from financial independence. Juan Antonio Samaranch recognized this and has devoted a great deal of his considerable powers of concentration to improving the financial position of the Olympic Movement*” (Ibid., p. 25-27).

As a former bank administrator and a brilliant financier he managed to develop an action plan that helped the IOC to overcome the financial problems. It included two basic steps:

- diversification of resources.
- development of the Olympic marketing (Roukhadze, 1997b, p. 220).

According to Samaranch the diversification of resources would break the audiovisual monopoly over the Games that some considered a threat for the independence of the Olympic Movement as well as will bring more money for the IOC which was a necessity for the survival of the Games in the early 80s of the 20<sup>th</sup> century.

The development of the Olympic marketing through finding new sponsors and creating the Olympic brand was actually an elaboration of the idea for searching alternative sources of finance out of the field of TV broadcasting.

Many definitions of marketing could be found. Basically it is building and maintaining profitable relationships between two parties. The Olympic marketing is a branch of marketing which core is applying of marketing principals and processes for marketing products of the OSO such as: Olympic events, images, ideas, values and services (Ferrand et al., 2007, p. 220). What makes the Olympic marketing specific is the fact that services that OSO offer to their stakeholders are intangible, changeable across the time, perishable and what is very important - they are produced and consumed at the same time. Another major characteristic of the Olympic marketing is that all OSO promote universal moral values like friendship, non-discrimination, fair play, etc. That makes their marketing oriented not only to business, but to society as well (Ibid.).

Sponsorship is a part of the marketing communications mix. It is a beneficial relationship between the sponsor and the sponsee. Sponsor is “*An entity that pays a property for the right to promote itself and its products or services in association with the property*” ([http://www.marketingpower.com/\\_layouts/Dictionary.aspx?dLetter=S](http://www.marketingpower.com/_layouts/Dictionary.aspx?dLetter=S)) and sponsee is “*A property available for sponsorship*” (Ibid.).

The history of the Olympic sponsorship is actually quite long – it started in the Antiquity. The modern Olympics also have gone hand in hand with sponsorship since 1896. It continued in the next issues of the Olympic Games but the real catalyst of its growth was the television (Puig, 2006, p. 5). The miracle of the new technology brought sport to the homes of millions of people around the world and turned sports events into a desirable territory for sponsors. The first Olympic Games to be televised were those of Berlin in 1936 but they were broadcasted in and around Berlin only (Olympic Marketing Fact File, 2008, p. 30). In 1958 the expansion of TV broadcasting was notable and the “*Television rights issues are incorporated into the Olympic Charter with the introduction of Article 49: “the rights shall be sold by the Organising Committee, with the approval of the IOC, and the revenues distributed in accordance with its instructions”*” (Ibid.). The symbiosis between television and sport turned the Olympic Games into the most exiting sports performance in the world and a very profitable source for both parties (Kim, 1997, p. 81). The financial relationship between the committee and the TV companies started in 1960 when the broadcasting rights were sold for the first time for the Games in Rome (Holder, 1997, p. 76). Since then television inevitably accompanied the Olympics and was the strongest factor for promoting the Olympic sports. The money that the committee gained from media companies formed almost 90% of its constant income and that evoked the establishment of a separate Commission for negotiation the TV rights in 1983 (Pound, 1990, p. 29). We could definitely claim that the TV was the key to the Olympic marketing. However Samaranch realised that at the end of 20<sup>th</sup> century this financial base was insufficient for the increasing needs of the committee, with relation to the organisation of the Games and searched for new marketing partners. A working group on new sources of financing was established in the IOC in 1982 upon his proposal (Holder, 1997, p. 78). Two years later the Olympic Games in Los Angelis were held. These were the first privately financed Games that produced a surplus of millions of dollars and thus they became a landmark in the financial policy of the IOC (Giannoulakis et al., p. 181). The Los

Angeles Organising Committee was the first to develop a structured marketing programme. It was designed as a strictly domestic one and only United States' companies were listed in. It was divided into three categories that got designated rights and product category exclusivity (Olympic Marketing Fact File, 2008, p. 19). The result was the huge financial profit generated by the organisers and an increasing number of the bid cities in the next years. Right after the end of the Games in 1984 the IOC working group on new sources for financing was upgraded to a Commission. *“The Los Angeles’84 experience led the International Olympic Committee (IOC) to design the Olympic global sponsorship programme known as TOP (The Olympic Partners), effectively selling companies the right to use Olympic symbols worldwide in return for an important fee”* (Puig, 2006, p. 7).

The “TOP” programme was first introduced in 1985 and its aim was to build a long lasting connection between the IOC and multinational companies (Olympic Marketing Fact File, 2008, p. 10). It was a marketing initiative including limited number of sponsors which were given the permission to use the Olympic symbol with their own corporation logos. Offering Olympic Games a sponsorship these selected corporations achieved product category exclusivity and protection worldwide. *“By initiating the product exclusivity for its partners the IOC was able to significantly reduce the overall number of sponsors by implementing quality over quantity of sponsors while increasing the revenues for the Olympic Movement. A reduction in the number of corporate sponsors was considered as the one of the most important mechanisms for the IOC to restrict ambush marketing and to control the commercial aspects of the Olympic Games”* (Giannoulakis et al., p.182-183). The TOP programme came into force for the first time in 1988 in coordination with the OCOGs of the Seoul and Calgary Games and turned out to be the most successful marketing initiative in the history of the Olympic Games. It brought a lot of money to the companies involved thanks to the fact that the Olympic rings were the most popular and mighty global symbol. In 1995 the original name “The Olympic Programme” was changed to “The Olympic Partners”, but the abbreviation remained TOP (Ibid., p. 182). The business relation established between the IOC and the sponsors through the TOP programme brought significant incomes for both parties. It *“... was one of the steps towards the implementation of a modernized funding process of the Olympic Movement”* (Ibid.). The financial data showed that all the next TOP partnerships (TOP II, TOP III etc.) generated almost twice more money

than the previous one. So we could definitely claim that the long term marketing plan of the IOC has continued from success to success (Olympic Marketing Fact File, 2008, p. 10).

However “*The IOC distributes over 92% of Olympic marketing revenue to organisations throughout the Olympic Movement, in order to support the staging of the Olympic Games and to promote the worldwide development of sport. The IOC retains under 8% of Olympic marketing revenue for the operational and administrative costs of governing the Olympic Movement*” (Ibid., p. 5). According to President Samaranch it was very important to keep the balance between the OCOGs and the other components of the Olympic Movement that is why a significant amount of the IOC’s revenue went also for subsidising the NOCs (Pound, 1997, p. 159).

## TOP Contributions to the Olympic Movement

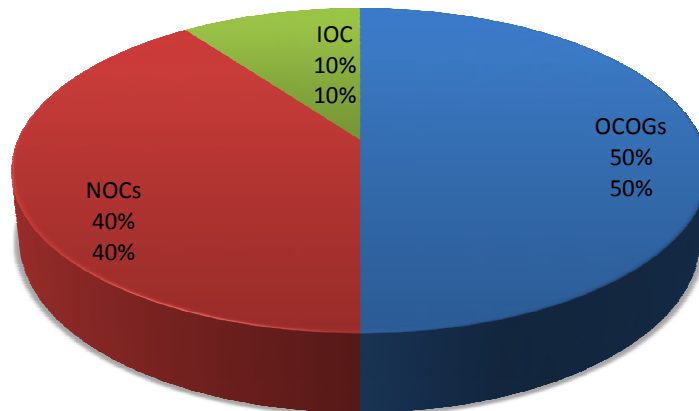


Figure 7 IOC's distribution of TOP revenue.<sup>17</sup>

The international marketing platform of the IOC built through the Samaranch’s period had two more components apart of the TOP programme that were given a start in 1988. These were:

- the OCOGs independent marketing programmes;
- joint marketing programmes of the OGOC and NOC, managed by the NOC of the host country.

<sup>17</sup> The diagram is based on data found at Olympic Marketing Fact File.



*“OCOG marketing programmes incorporate:*

- *Olympic Games sponsorship and suppliership programmes (non-competing product categories to the TOP sponsors)*
- *Olympic Games ticketing programmes*
- *Olympic Games licensing programmes”*  
(<http://www.olympic.org/sponsorship?tab=2>).

*“Olympic marketing programmes managed by the NOC include:*

- *National Olympic sponsorship and suppliership programmes that operate within the home country of the NOC*
- *National Olympic licensing programmes” (Ibid.).*

The success of the IOC’s sponsorship platform was huge. The business partnership between the IOC, the OCOGs and the NOCs with the Olympic sponsors not only brought immense revenue and assured the vitality of the Olympic Movement but also turned the Games into the most popular mega event in the world. Olympic sponsorship had one more serious contribution to the Games – many of the sponsors provided essential technological support to the OCOGs which facilitated the organisation of the sports competitions (Pound, 1997, p. 160).

Thanks to the new financial sources the IOC was transformed from an organisation at the edge of the survival into a business corporation that owns one of the most powerful brands today – the Olympic brand. Its uniqueness is due to the ideas and values that are at the root of Olympism and provide a point of differentiation from any other sport properties (i.e. World Cup, Tour de France, etc.). With no doubt we have to admit that the marketing policy of the IOC started by the President Samaranch was the engine for the building of the Olympic brand whose distinctive mark are the Olympic rings. They have turned into the most successful trademark all over the world and the most popular symbol of all times (Ferrand et al., 2007, p. 225). The support of the TOP sponsors for popularising the Olympic brand was also tremendous. Each of them undertook extensive promotion of the Olympic sponsorship in a variety of media, thus highly contributed for spreading the Olympic concepts of excellence, fair play, non-discrimination and friendship all around the world (Pound, 1990, p. 33).

Despite of the fact that the biggest shares of "... *the Olympic financial cake...*" (Miller, 1992, p. 49) were from the TV rights and the TOP programme, these were not only sources of income for the IOC. It also received revenues from targeted commercial programmes such as:

- licensing;
- coin programme;
- stamp programme;
- tickets sales (Holder, 1997, p. 78).

Following the policy of financial diversification "... *Samaranch has also coordinated other activities of the IOC such as collecting and marketing archival materials, including television coverage of past Olympic Games , official films and other visual material*" (Pound, 1990, p. 35). The centenary of the Olympic Movement was used as a reason for number of programmes to be started – numismatic programme, commissioning of different audio-visual and multimedia products. These initiatives had both revenue and promotional potential and confirmed the IOC's position of a repository of the Olympic heritage (Pound, 1997, p. 162).

The financial policy of the IOC in Samaranch's period was uniquely successful. Yet it was the most discussed and the most vulnerable point of his presidency. There are many researchers who praise his forethought and brave financial initiatives but as well as other who blame him for commercialising the Games. However the question for the pros and cons of the Olympic sponsorship is still open for discussion.

The positives of the developing of the Olympic sponsorship programmes are easy to see. They benefit the Olympic Movement in a many aspects:

- sponsorship brings financial means necessary for the existence of the IOC which is the main authority of the Olympic Movement;
- staging the Olympic Games with the help of the sponsors who provide money, products as well as services and technology is much easier;
- sponsors support the NOCs for training and developing the Olympic teams and sports in their countries;
- athletes are also favoured by the sponsors since the last give them financial support and equipment;

- sponsors are primary stakeholders of the Olympic Games and they provide essential products and services to the other basic stakeholders - Olympic Movement, Host county and host city, Media, Volunteers and Public;
- sponsorship has a contribution for many youth-oriented initiatives conducted by the IOC as educational, environmental and cultural programmes;
- through advertising and other promotional activities developed by the sponsors the Olympic ideals are successfully broadcasted all over the world (Olympic Marketing Fact File, 2008, p. 9).

Despite of all the pros of the Olympic sponsorship programmes listed above many people consider them an evil to sport and support their thesis pointing out the cons. They maybe are not as many as the pros but still are very strong. The most negative effect of sponsorship is considered the commercialisation of the Olympic Games. The history of the Olympic sponsorship in the last 20 years has demonstrated an increasing financial dependency of the IOC on corporate sponsors. The bitterest critics of money in sport even say that the Olympic Games nowadays are more about business than about sport.

Sponsorship also was a factor for turning the Games into an arena for professional athletes. The amateurism has gone, sport nowadays is a profitable business for athletes and coaches. The sports stars are also often involved in advertising. The success on the track guarantees contracts for billions of dollars with big companies. It is without doubt that for most of the athletes the money that they earn from commercial campaigns is much more important than the Olympic principles.

The Olympic sponsorship programmes also influence the way that the spectators see the Games. Most of them rather associate the event with the goods distributed on market than with the Olympic ideals. Thus the Olympic rings have been diminished into a colourful corporate logo and lost its significance as a symbol of unity.

The truth is that arguments to support pros and cons of the Olympic Sponsorship Programmes are easy to find. But the reality is that sponsorship has become an integral part of the Olympic Movement as well as the broadcasters and the media. Said other way all the components of the Olympic Movement are stakeholders of the Olympic

Games. Without their involvement this mega event would be impossible nowadays (Bayle et al., 2007, p. 70).

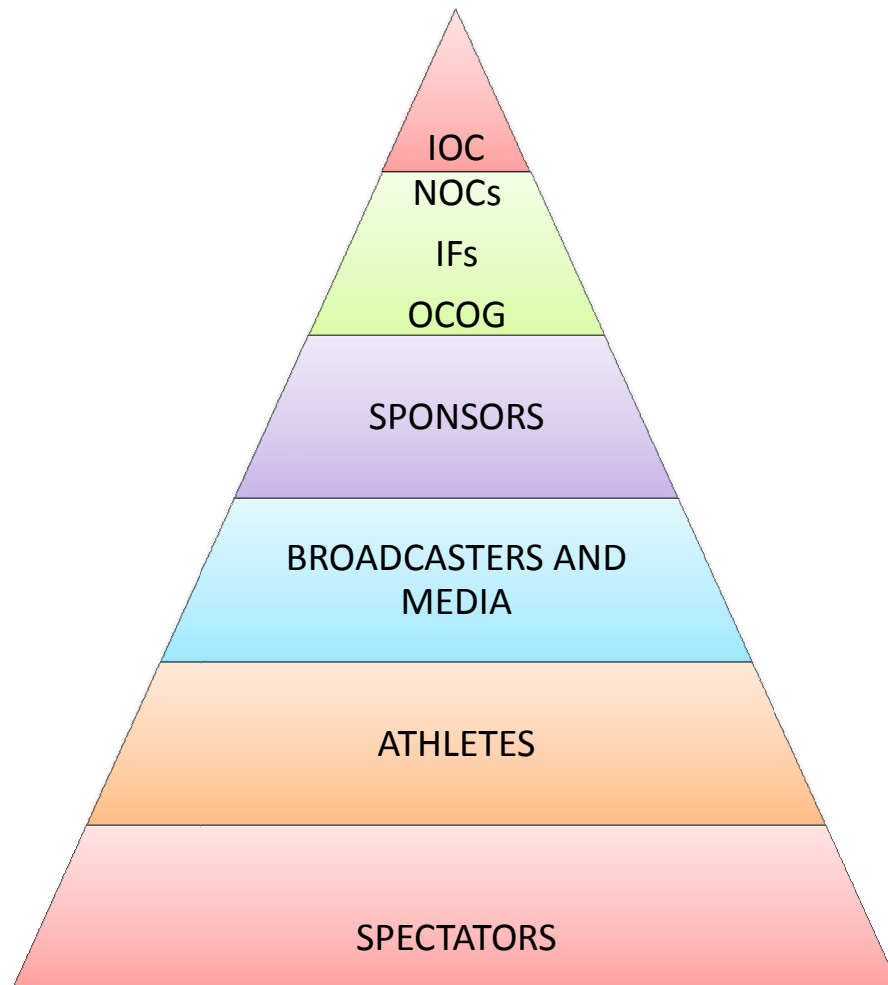


Figure 8 Structure of the Olympic Movement in the end of 20th century.<sup>18</sup>

Based on the presented data we can draw the conclusion that the increasing incomes of the IOC in the era of Samaranch generated through the new financial policy were with no doubt a base for helping the Olympic Movement as well for its future development. We consider that the “marriage” between sports and sponsorship could not be put an end in the dynamic time we live in and we support our thesis with Mr. Richard W. Pound’s words: *“Take away sponsorship and commercialism from sport today and what is left? A large, sophisticated, finely-tuned engine developed over a period of 100 years - with no fuel”* (Roukhadze, 1997, p. 37). A very strong argument

<sup>18</sup> The presented figure is an original one. The content of Figure 3 of p. 33 was used as a base of it.

proving that sponsorship is rather a friend of the Olympics and has not harmed their idealistic image is the fact that the Games are one of the very few sporting events in the world that does not have advertising at the venues. The IOC had ensured clean telecast by all Olympic Games broadcasters as well. We also should not neglect the IOC's choice of sponsors. The committee has never signed a partnership with any company whose products may conflict or be considered incompatible with the Olympic ideals (i.e. tobacco companies, alcoholic producers, etc.)

The stable financial status of the IOC achieved during Samaranch's epoch ensured its independence from the world of politics and let it concentrate on strategic goals like preserving the Olympic heritage, education of the youth and spreading the Olympic values all around the world. Another positive consequence of the good financial status of the IOC was the creation of the Olympic Solidarity Fund that offered assistance to under-funded NOCs and launched Olympic scholarships for athletes and coaches from developing countries, thus helped raising the technical level of sports and contributed for the globalisation of the Olympic Movement (Lopez, 1997, p. 87-92) (Roukhadze, 1990, p. 125-135).

**Enlarging the Olympic family.** The tendency for expanding the Olympic Movement started after the end of World War II continued as well as in the last two decades of the 20<sup>th</sup> century. President Samaranch himself used to say: *“The 'movement' is paramount, the concept of 'family' is the symbol we wish to project”* ([http://www.brainyquote.com/quotes/authors/j/juan\\_antonio\\_samaranch.html](http://www.brainyquote.com/quotes/authors/j/juan_antonio_samaranch.html)).

The Olympic family developed in few dimensions:

- new NOCs were admitted;
- few more associations on a regional and world level were established;
- the athletes from the Special Olympics and the Paralympic Games were brought under the Olympic flag through the IOC's recognition for the international committees representing them;
- the IOC strengthened its position as a world peace-making factor through the establishment of the Olympic Truce Foundation and centre;
- the Olympic Museum in Lausanne was inaugurated in 1993.

Over 50 new NOCs were created around the world for the period 1981 – 2001. Some of the new members of the Olympic family were small island countries with no serious traditions in Olympic sport like Aruba, Maldives, Tonga etc. (Lyberg, 2001, p. 262)

(<http://www.olympic.org/national-olympic-committees>). While other NOCs formation came as a result of the political changes in Europe. The dissolution of the USSR at the end of 1991, the partial dissolution of Yugoslavia in 1991 and the breakup of Czechoslovakia in 1993 were the reasons for the ex-member countries of these states to become independent members of the Olympic family like Armenia, Estonia, Latvia, Belarus, Bosnia and Herzegovina, Slovenia, Czech Republic, Slovakia, etc.

([http://www.coldwar.org/articles/90s/fall\\_of\\_the\\_soviet\\_union.asp](http://www.coldwar.org/articles/90s/fall_of_the_soviet_union.asp))

(<http://www.lermuseum.org/en/chronology/1946-to-present/1990-2000/dissolution-of-yugoslavia-1991/>) (<http://www.olympic.org/national-olympic-committees>)

(Kirschbaum, 1993, p. 69) (Lyberg, 2001, p. 262).

What actually happened was the dissolution of the regime that brought Communism to an end. That opened a new page for the Olympic Movement with no Cold War and no competition between the ideologies of the East and the West. Yet the elimination of the safety-curtain had the risk of creation of “... *intolerable disorder at the Barcelona Olympics...*” (Pariante, 1995, p. 93). It was a success for the IOC to prevent it and to organise the Games in peaceful and fair play atmosphere.

Another success for the Olympic family was “*The establishment in 1988 of an Anti-Apartheid Commission, the first formal acknowledgement of Africa’s internal cancer, and the subsequent re-admission of South Africa within the Olympic Movement prior to the return of democracy under President Mandela*” (Miller, 1997, p. 125).

Simultaneously the NOCs around the world continued cooperating in continental confederations. Their aim was to promote the interests of geographical regions, especially in the developing countries whose athletes got a lot of support from the Olympic Solidarity fund (Miller, 1997, p. 125). The confederations were also used by their members as a forum for exchanging ideas and organising sports events. In 1981 two regional associations of the NOCs were established:

- the Association of National Olympic Committees of Africa (ANOCA), ([http://www.africaolympic.org/eng/index.php?option=com\\_content&view=article&id=41&Itemid=119](http://www.africaolympic.org/eng/index.php?option=com_content&view=article&id=41&Itemid=119));

- the Oceania National Olympic Committees (ONOC),  
([http://www.sportingpulse.com/assoc\\_page.cgi?c=2-4734-0-0-0&sID=71754](http://www.sportingpulse.com/assoc_page.cgi?c=2-4734-0-0-0&sID=71754)).

A year later the Olympic Council of Asia was founded (OCA) with “... *permanent headquarters in Kuwait. The main objective of the OCA is to develop sport, culture and education of Asian youth as well as to promote international respect, friendship, goodwill & peace through sports*” (<http://www.ocasia.org/Council/Index.aspx>).

The IFs proliferated few associations as well. The Association of Summer Olympic International Federations (ASOIF) was founded in 1983 as a non-profit association that regroups the IFs that are part of the Summer Olympic Programme. “*ASOIF's mission is to unite, promote and support the International Summer Olympic Federations; to preserve their autonomy, while co-ordinating their common interests and goals*” (<http://www.asoif.com/About/Default.aspx>).

The Association of Recognised IOC International Sports Federations (ARISF) was established in 1984 as a non-profit, non-governmental organisation. “*ARISF is one of the pillars to the Olympic Movement, with all of its 32 Member International Sports Federations (IFs) committed to respect and foster the values and principles set forth in the Olympic Charter. Through ARISF, the Member IFs maintain an ongoing dialogue with the IOC and the entire Olympic Movement on matters of common interest. Furthermore, ARISF serves as the forum for its Member IFs to exchange know-how and expertise in all aspects of sports governance*” (<http://www.arisf.org/about-us>).

In the late 80s of the 20<sup>th</sup> century two very important members of Olympic family were welcomed by the IOC:

- in February 1988 “*The International Olympic Committee (IOC) signs a historic agreement with Sargent and Eunice Kennedy Shriver officially endorsing and recognizing Special Olympics*” (<http://www.specialolympics.org/history.aspx>);
- the International Paralympic Committee (IPC) was established in 1989 as a non-profit organisation based in Bonn, Germany, whose purpose was to organise the summer and winter Paralympic Games and thus to enable Paralympic athletes to become an integral part of the Olympic Movement (<http://www.paralympic.org/TheIPC/HWA/AboutUs>).

President Samaranch has always said that the athletes are in the centre of the Olympic Movement and without them the Olympic Games would not exist. Following the Centennial Olympic Congress, Congress of Unity, held in Paris in 1994 he initiated the establishment of The World Olympians Association (WOA) is an independent global organization representing Olympians. Today it involves over 100,000 athletes from all over the world (<http://www.olympic.org/ioc-governance-affiliate-organisations?tab=WOA>).

The peace-making policy of the IOC and its partnership with the UN started in 1994 for the cause of the Olympic Truce brought two more members of the Olympic family at the dawn of the 21<sup>st</sup> century. *“In July 2000, the International Olympic Committee, in close cooperation with Greece, established the International Olympic Truce Foundation and its operational arm, the International Olympic Truce Centre, with the goal of reviving the ancient tradition of the Olympic Truce”* (<http://www.olympictruce.org/Pages/IOTC.aspx>).

Both, the Foundation and the Centre are based on four pillars:

1. Communications campaigns for promoting the principles of Olympism;
2. The online Olympic Truce forum for global dialogue and discussion;
3. Educational programmes that seek to cultivate a culture of Peace through sport;
4. Truce building activities that are aimed at providing humanitarian aid to regions in conflict. They are organised together with the partners of the International Olympic Truce Foundation and the International Olympic Truce Centre

(<http://www.olympictruce.org/Pages/IOTC.aspx?sub=AboutTruce>).

A very special member of the Olympic family is the Olympic Museum that was inaugurated on 23<sup>rd</sup> June 1993 in Lausanne upon the initiative of President Samaranch (Visitor’s Guide, 2002, p. 7). It is a temple of the Olympic Games as well a meeting point for people from all over the world who consider the Olympic values worthy to get in touch with. Mr. Samaranch has defined the Museum as a jewel that sums up sport, art and culture (Ibid.). We dare to say it is the official face of the modern Olympic Movement. The Museum preserves the Olympic heritage and functions according to the message of the father of the Olympism - Pierre de Coubertin: *“Sport must be envisaged as a generator of art and an opportunity for art. It generates beauty because it creates*



*the athlete who is a living sculpture. It is an opportunity for beauty because of the buildings created for it and the spectacles and festivals to which it gives rise”* (Roukhadze, 1997, p. 95).



**Illustration 5.**<sup>19</sup>



**Illustration 6.**

Through expanding the Olympic family and turning into a strong peace-making factor in the modern society the IOC has largely achieved the general goals that President Samaranch has set out to do in his mandate: “... *a unified Olympic Movement, a more modern, decentralized IOC which is respected by the political authorities...*” (Pariente, 1995, p. 105).

**Organisation, administration, participation and programme of the Olympic Games.** One of the most serious steps regarding the Olympic Games was the changing of the eligibility rules for the athletes. Right after assuming the post as an IOC President in 1981 in his opening speech at the Baden-Baden Session, Samaranch said: “*We cannot run the risk of seeing athletes participate in continental or world competitions organized by their Federations while we do not allow them to participate in the Olympic Games*” (Walter, 1990, p. 103). This was the first step to the historic decision taken by the IOC – “... *to create an eligibility code for every sport, to be worked out by the International Federations concerned. Thus a new Rule 26, complete with bye-laws, was created.*”

*It is quoted below:*

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<sup>19</sup> Information about the illustrations could be found on p. 5.

*“To be eligible for participation in the Olympic Games, a competitor must:*

- *observe and abide by the Rules of the IOC and in addition the rules of his or her IF, as approved by the IOC, even if the federation’s rules are more strict than those of the IOC;*
- *not have received any financial rewards or material benefit in connection with his or her sports participation, except as permitted in the bye-laws to this Rule” (Ibid., p. 105).*

The eligibility codes elaborated by the IFs were applied for the first time in 1988 for the Games in Sarajevo and Los Angeles. The IOC has created a permanent Eligibility Commission that had to reflect all the problems presented by the Federations (Ibid., p. 107).

The admitting of the professionals on the Olympic stage was a big step in the modern Olympic history. After the commercialisation of the Games, this was the second most discussed IOC’s decision of Samaranch’s period of administration. Yet for him it was wholly logical because being the foremost sporting event of the world the Olympic Games should have the best of all participants. Samaranch answered to the critics of opening the Games with the argument that the professional athletes “... *were already admitted, de facto, because representatives from Eastern-bloc countries were supported by their States, whilst, in the West, many champions were earning a great deal of money, generally under the table*” (Pariente, 1995, p. 93). Thus “the mummy of amateurism” and “the old-fashioned Games” were killed and the Olympics have changed as an inevitable consequence of the changes in the modern society (Walter, 1990, p. 107-109).

The modernisation of the Olympic Games continued with the update of the Olympic programme through the introduction of new contemporary sports (tennis, table tennis, badminton, baseball, softball, triathlon and taekwondo). The number of the events has also increased (203 events for 21 sports in 1980 and 271 events for 26 sports in Atlanta in 1996) (Roukhadze, 1997b, p. 219).

A very important change regarding the organising of the Olympic Games was the decision for changing the schedule of the Olympics, so that Summer and Winter Games should be held in different years. Driven basically by organisational and economic concerns the IOC voted in 1986 that “*The Games of the Olympiad are celebrated during the first year of an Olympiad, and the Olympic Winter Games during*

*its third year*” (Olympic Charter, 2011, p. 65). Samaranch himself estimated the change in the Olympic Winter Games cycle as one of the most important decisions taken by the IOC during his mandate (Lyberg, 2001, p. 10).

The bidding campaign of the host cities was also modified in the 90s of the 20<sup>th</sup> century. It became more visible to the public with televising of the decisions. This definitely affected the public awareness of the Olympic activity however it led to few negative effects later exposing some elements of abuse that highly damaged the image of the IOC (Miller, 1997, p. 126).

Two institutions that have direct relation to the participation in the Olympic Games were established during Samaranch’s era:

- Court of Arbitration of Sport (CAS);
- World Anti-Doping Agency (WADA).

The idea for creating a sports-specific jurisdiction belonged to Samaranch. In 1982 he initiated the creation of working group tasked with preparing the statutes of what would quickly become the “Court of Arbitration for Sport”. The IOC member H.E. Judge Kéba Mbaye, who was by that time a judge at the International Court of Justice in The Hague, assumed the chairman’s position (<http://www.tas-cas.org/history>). The reasons for creating of this arbitral jurisdiction were:

- disputes related to sport (directly or non-directly) to be resolved;
- the need to create an authority able to settle international disputes through quick, flexible and inexpensive procedure (Ibid).

The statutes of CAS were officially ratified by the IOC in 1983 and came into force the next year (Ibid.).

The development of modern competitive sport with no doubt went hand in hand with doping. Even though these two elements cannot be separated by each other, doping is considered as “the cancer” of the elite sport. But the principles on which Olympism is based obliges the Olympic Movement to fight with doping and the effect that it has on the achievements of the athletes as well as on their health. The IOC started taking measures against doping in 1968, yet the first President who mobilised all the potential of the Olympic Movement in order to restrict its use and to keep the Games clean was Mr. Samaranch (Pariente, 1995, p. 70) (Pariente, 1990, p. 113). In 1999 the IOC efforts

resulted in the establishment of the World Anti-Doping Agency. It is an independent international institution whose aim is creating a doping-free sporting environment in which athletes from all over the world would compete under equal conditions and in the spirit of fair play (<http://www.wada-ama.org/en/About-WADA/>).

All the changes in the organisation, administration, participation and programme of the Olympic Games launched during the period 1980 – 2001 were based on Samaranch's belief that the Olympic Movement is a part of the modern society and its development should go hand in hand with the future of the world. The new modern vision of the Olympic Games did not diminish the power of the Olympic values though. On the contrary - Samaranch's era is the time when the marriage of culture and sport came of age and the Olympic education of the youth got true meaning.

### **III. SAMARANCH'S ROLE AS A LEADER FOR THE MANAGEMENT OF THE IOC**

Leadership has become a widely explored topic in the scientific literature in the last few years. There are lots of reasons for its popularity, but probably the basic one is that the dynamic time we live in forces both people and organisations to go through many changes. And leader is the one who is expected to foresee these changes and to have the capacity to navigate through them (<http://managementhelp.org/leadership/index.htm#anchor508177>).

There are many definitions about leadership, but “*Very simply put, a leader is interpreted as someone who sets direction in an effort and influences people to follow that direction -- the people can be oneself, another individual, a group, an organization or a community*”(Ibid).

The theories about leadership are also few. For some scientists it is a series of specific characteristics, for other it is a set of knowledge and skills, while a third group of researches consider it as a process of social interaction. (Wolinski, 2010). No matter which one of the theories we will acquire, while talking about leadership we inevitably come to the question: is leading different that managing?

Lots of people tend to interchange the both terms “leadership” and “management” simply because they view them as the same thing. However they are different from each other and the key distinction is that we manage things (assets, processes, systems) but we lead people (customers, external or internal partners). Yet, both good management and leadership skills are necessary for a high-performance organisation (Clemmer). So, in order to be a successful manager, one should be a capable leader as well. The partial overlap between both domains definitely exists and it could be presented in a graphic way:

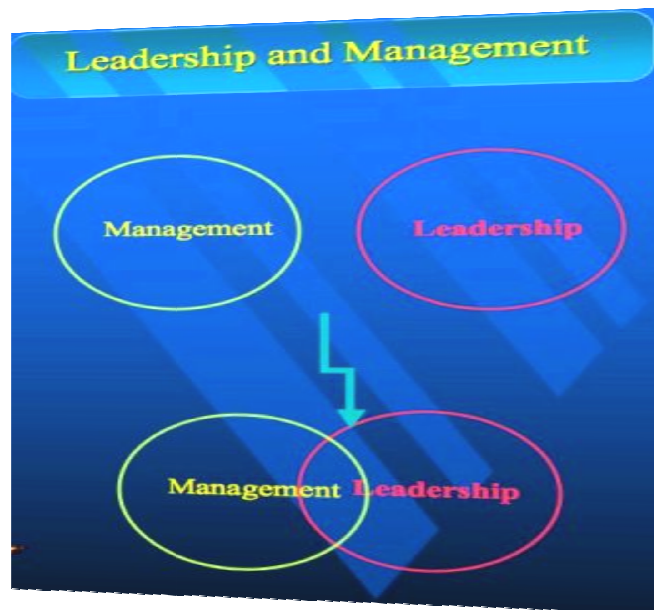


Figure 9 Leadership and management.<sup>20</sup>

In the next few pages we are going to reflect the connection between the leadership skills of the IOC President and the management of the committee. According to us the definition that fits the organisational leaders best and to which we will stick while discussing the leadership abilities of President Samaranch is “*Leadership is the creation of a vision about a desired future state which seeks to enmesh all members of an organization in its net*” (Wolinski, 2010).

The IOC is the leader organisation of the contemporary sport. It coordinates the activity of all the admitted NOCs and the recognised Olympic sports federations as well as works in collaboration with other sports and political organisations and individuals. The position of the IOC President requires both great management vision and excellent

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<sup>20</sup> Source of the figure: Johannsen, M.

leading skills applied for internal and external partners. The person who holds that position should be able to effectively lead himself first and then all the people involved in the organisational structure. He has to put organisational goals and to make his “team” work in a way that these goals are achieved in an efficient and effective way.

Juan Antonio Samaranch was known as a man of discipline and high capacity for work. He had the unique ability to arrange several appointments for few hours and to speak with all his partners with utmost attention and respect. His will for self-improvement was strong and his ambition was so high that many people tend to take him as a cold person. However according to his family members this was just the way he looked outwardly. Under the mask that hid emotions there was a pragmatic person with firm positions, yet flexible in his actions (Miller, 1992, p. 9-10). *“When Juan Antonio wants something, he follows it relentlessly, it receives all his concentration, he lists all the people who can help him, gaining ground a little very day. People have always trusted him because e gives others their opportunity, he delegates and he doesn’t take the credit for what they do. His objective was to make the IOC strong and respected, important”* (Ibid, p. 10).

The successful self-leadership of Mr. Samaranch could hardly be debated. The facts that he ran the IOC for 21 years and became one of the most prominent figures in the world of sport in the 20<sup>th</sup> century are a clear demonstration of it. But while speaking of his leadership skills on an organisational level we find two basic positions in the existing literature:

- some authors admire his achievements and highly evaluate his professional capacity;
- other criticise him for the direction he set to the Olympic Movement.

All the official publications of the IOC of course support the thesis that Juan Antonio Samaranch was a very forward thinking President and a successful leader. Lots of these editions contain materials written by IOC members and the total lack of criticism is wholly logical. For Wolf Lyberg *“In sixteen years as President, Juan Antonio Samaranch has really made the Olympic Movement one of the great social forces of our age”* (Lyberg, 1997, p. 95). Anita DeFrantz wrote: *“When the final chapter is written on the presidency of Juan Antonio Samaranch, it will cite the clarity of vision*

*that would ultimately lead the Olympic Movement into its most admirable era, the era of inclusion” (DeFranz, 1997, p. 36). David Miller defined Samaranch as “The leviathan of sport” and “... the ring-master...” (Miller, 1997, p. 123-124) who has achieved “... a transformation in the prestige and fortunes, in every sense, of the Olympic Games that is truly remarkable” (Miller, 1992, p. 3).*

However some independent authors reveal different perspective of view, presenting Samaranch as a person with not so good leadership skills. In her book “Bad Leadership – what it is, how it happens, why it matters”, Barbara Kellerman, who is a lecturer in Public Leadership at Harvard University, gives Samaranch’s presidency of the IOC as an example of incompetent leadership (<http://www.hks.harvard.edu/fs/bkeller/bkellbio.htm>).

Despite of the critical tone Kellerman’s analysis of Samaranch’s presidency is not biased. She has admitted his strong performance in the administration during the first years of his work as an IOC President and she depicted him as a “... *hard-working, tenacious and interpersonally skilled*” (Kellerman, 2004, p. 63). Kellerman also pointed out that Samaranch had achieved considerable results managing to save the Olympic Movement and to transform the IOC into a “... *transnational, nongovernmental commercial giant...*” (Ibid., p. 58). “*But during the years of his long tenure, Samaranch gradually became complacent and careless. Ultimately his sloppy management led to indiscretion and corruption, even among members of the IOC. In the end, his failure to uncover and correct the growing wrongdoing resulted in an ugly scandal that discredited him personally and dishonored the games he was supposed to noble as well as secure*” (Ibid.).

The main accusations that Kellerman brought for Samaranch are:

- fading of the Olympic ideal while transforming the IOC from a sports movement into commercial giant;
- engaging with bad people like Erich Honecker, Nikolae Ceausescu;
- allowing disreputable people to become IOC members;
- failing to guard the Olympic Games as a property of the IOC and letting interference in its activity;
- lack of administrative oversight that led to financial abuses;

- the Salt Lake City corruption scandal in 1998 (Ibid., p. 63-67).

According to Kellerman with the years Samaranch became sloppy, sleezy, careless and unable to say enough to the commercialisation in sport. She also blamed him for creating lots of followers who became a mirror of his incompetence and encouraged his bad habits (Ibid., p. 71). Kellerman defined Samaranch as “*Blind Eye, Deaf Ear*” (Ibid., p. 57). For her his period of governing is an example of mismanagement, and in the history of the Olympic Movement he will be remembered as the IOC President whose “... *bad leadership became an open secret*” (Ibid.).

Maybe the bitterest critic of the Samaranch’s presidency is Andrew Jennings – a Scottish investigative reporter who wrote few books devoted to the corruption at the Olympic Movement and the decline of the Olympic values over the past decades (<http://www.playthegame.org/knowledge-bank/author-profile/andrew-jennings.html>). In short, in his writings Jennings presented Samaranch as a person with fascist past who traded the Olympics and turned the IOC in a nest of corruption (Jennings, 2010, p. 2) (<http://joeclark.org/lords.html>).

Actually the opinions about Samaranch’s leadership skills and the results for the Olympic Movement after his period of governance are either very favourable or quite negative. Yet, are there any criteria that could help us to answer to the question – Was he a good leader?

We could analyse Samaranch’s leadership skills taking the definition about the organisational leading presented above as a starting point. It leads us to two basic questions:

- has Samaranch created a vision about the desired future of the IOC and the Olympic Movement;
- has he succeeded in involving all the members of the Olympic family in realising his strategic plan?

The objectives that Samaranch set out to do while he assumed the President’s post were:



- a unified Olympic Movement;
- a more modern and decentralised IOC which is respected by the political authorities;
- the establishment of the Olympic Museum in Lausanne (Pariente, 1995, p. 105).

Following the analysis based on the data found in the sources we could certainly claim that at the end of Samaranch's period as a President these tasks were achieved and the Olympic Movement was transformed from a descending factor in the modern society into a great social force. It is also a fact that he was the first IOC President to put the idea of the Olympic family and to succeed in building good relationships between all its members, yet keeping the balance and the leadership position of the IOC, as well as to make the world of sports friends with worlds of policy and art. His success in transforming the IOC administration and the women's inclusion are also doubtless. So, based on arguments, the answer of both questions is - yes, Juan Antonio Samaranch succeeded in achieving his strategic goals with the involvement of all the members of the Olympic family.

The assessment of the leadership skills could be also based on some compulsory qualities. They vary in the different sources some of them are undisputable though: integrity, dedication, creativity, openness, assertiveness (Hakala, 2008). The investigation of the Olympic biography of Juan Antonio Samaranch certainly allows us to conclude that he possessed all these. With no doubt he was a person with a clear vision where to go, as well as with a firm grasp of success. He had the ability to communicate his vision and the contagious passion to make others willingly follow. Samaranch was a hard worker – both single-mindedly as well as together with his “Olympic team” (Ibid.). In conclusion we could say that his leadership skills complemented his management capacity. The combination of both allowed him to register high personal success and recognition in the world of sport and to change the Olympic Movement imposing a new vision that keeps in step with the modern times.

## CONCLUSION AND RECCOMENDATIONS

The final countdown for the Games of the XXX Olympiad in London has already started. And again all the world is eagerly waiting for those days that would offer us not only great sports performance but also hope for peace, mutual understanding and better future.

In the dawn of the 21<sup>st</sup> century the humankind has declared its ambition to fight against terrorism, violence and wars. One of the strongest weapons in this strife is Olympism – the philosophy that is based on universal moral values and has proved over the last century its capacity to overcome political and economic obstacles and to bring people from all colours, nationalities and religions together. This is a reason for the increasing role of the IOC not only as a leader organisation in the world of sport but as well as a peace making factor and an educational institution with global significance. The future tasks of the IOC with no doubt require a good knowledge of its history. Because knowing the past is the key to the future.

Despite all the challenges that the Olympic Movement faced in the 20<sup>th</sup> century it managed not only to survive, but also to register a considerable evolution in many aspects:

- moving from being a Western European concern to a world project spread over all the continents;
- abandoning the old-fashioned tenets regarding women's participation in the Games and amateurism;
- joining the “real world” through approving the commercialisation of the Olympics;
- becoming a truly value and athlete centered movement (Girginov et al., 2005, p. xii).

This Masters' thesis was an attempt to introduce the Olympic management during the era of President Samaranch in the light of the historical analysis. In history elaborating on hypotheses is not possible, because the past does not provide options.

Historians present the available data, analyse it and finally draw conclusions, always keeping in mind that what has happened is never pure black or pure white. Our aim was to offer a comprehensive understanding of the fundamental reforms in Olympic management on one hand, and on the other to try to bind the reasons and the consequences and thus to conclude – was President Samaranch a successful leader of the IOC and did he managed the Olympic Movement in the appropriate way?

The data presented in the previous chapter show that the time Juan Antonio Samaranch ran the IOC was tough in political and economic aspects and as a head of the Olympic Movement he had to overcome many difficulties. Based on the available sources we consider that he was a good leader of the Olympic family and we evaluate the changes in the management of the IOC and in the organisation of the Olympic Games as remarkable. What he made was a revolution, “... *a perestroika of Samaranch...*” (Miller, 992, p. 4). This quiet Catalanian man “... *has shifted the IOC from the typical, kitchen-table amateur sports administration of Brundage thirty years ago to a high-tech boardroom of today? ‘In twenty years’, Pound says, ‘we moved from an old-fashioned authoritarian to Merlin the Magician’*” (Ibid., p. 5).

In **conclusion** we would say that President Samaranch succeeded in realising his strategic plan for modernising of the Olympic Movement. For 21 years he was fully devoted to the Olympic cause and “*He produced Olympism with a human face, now it is something that we can all touch*” (Ibid., p. 6). The fascinating evolution of the Olympic Movement achieved through the years of his governance was due the fact that “*He has a sense of history, of what might be important to the future*” (Ibid., p. 8).

Whatever the praise, whatever the criticism, we consider that we have all the reasons to define Samaranch’s mandate as an IOC President as a new era in the Olympic history. We highly evaluate his management capacity as well as his leadership skills and with no doubt they were the base on which he built his vision of the Olympic Movement and succeeded in running it into a modern and flexible way.

The investigation of the Olympic management for the period 1980 – 2001 leads us to few **recommendations** for the future of the Olympic Movement:

1. The IOC should continue developing in a way that allows it to keep the Olympic heritage from the past and same time to update with the achievements of the modern times.
2. The Olympic Charter should be changed in order equal representation to be given to all NOCs in the IOC Session. This would be a proof that all the members of the Olympic family have same importance.
3. The geography of the Olympic Games has to be expanded – organisation of the Games should be awarded more often to host cities out of Europe in order the Olympic sports to gain more popularity worldwide.
4. The programme of the Olympic Games has to be re-voted and updated. However introducing a new sport or excluding one of the programme should be based on solid arguments.
5. The key word for the successful marketing policy of the IOC in the future should be balance. The Committee has to keep its relationship with the sponsors for ensuring finances for its existence, but at the same time to remain the master that imposes the rules for the Olympic Games.
6. The IOC has to do its best for using the finances acquired through sponsorship for developing educational programmes as well for the organisation of the Youth Olympic Games that have high potential for spreading the Olympic values among the youth of the world.
7. The manifestation of the “marriage” of sport and art should become a priority not only for the Olympic Museum in Lausanne, but also for all sports and Olympic Museums in the world that are powerful tools for emitting Olympism.
8. The IOC should use all the opportunities provided by the media – the old (press, radio, TV) and the new ones (websites, social media like Facebook, Twitter, 3D technologies, etc.) not only for promoting the Olympic Games as a sports mega event but also for campaigns devoted to non-discrimination, fair play and anti-doping usage.

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99. [http://www.sportingpulse.com/assoc\\_page.cgi?c=2-4734-0-0-0&sID=71754](http://www.sportingpulse.com/assoc_page.cgi?c=2-4734-0-0-0&sID=71754)
100. <http://www.tas-cas.org/history>
101. <http://www.transparencybooks.com/>
102. <http://www.transparencybooks.com/books/ebooks-matrix.php>
103. <http://www.transparencyinsport.org/samaranch.html>
104. [http://travel.sulekha.com/water-front-olympic-museum\\_switzerland-photo-141238.htm](http://travel.sulekha.com/water-front-olympic-museum_switzerland-photo-141238.htm)
105. <http://www.wada-ama.org/en/About-WADA/>

# **APPENDIXES**

**Table 1 The Summer Olympic Games**

Nº	Date	Host City	NOCs present	Participants
I	1896	 Athens	14	245
II	1900	 Paris	19	1078
III	1904	 Saint Louis	13	689
IV	1908	 London	22	2035
V	1912	 Stockholm	28	2437
VI	1916	Not celebrated		
VII	1920	 Antwerp	29	2607
VIII	1924	 Paris	44	2972
IX	1928	 Amsterdam	46	2884
IX	1932	 Los Angeles	37	1333
XI	1936	 Berlin	49	3936
XII	1940	Not celebrated		
XIII	1944	Not celebrated		
XIV	1948	 London	59	4092
XV	1952	 Helsinki	69	5429
XVI	1956	 Melbourne*  Stockholm	67/ 29	3178/159
XVII	1960	 Rome	83	5313
XVIII	1964	 Tokyo	93	5133
XIX	1968	 Mexico	112	5498
XX	1972	 Munich	121	7121
XXI	1976	 Montreal	92	6043
XXII	1980	 Moscow	80	5283
XXIII	1984	 Los Angeles	140	6802
XXIV	1988	 Seoul	159	8473
XXV	1992	 Barcelona	169	9368
XXVI	1996	 Atlanta	197	10332
XXVII	2000	 Sydney	199	10651
XXVIII	2004	 Athens	201	10625
XXIX	2008	 Beijing	204	10942
XXX	2012	 London		future event
XXXI	2016	 Rio de Janeiro		future event

\* The Games of the Olympiad also known as Summer Olympic Games are numbered consecutively from the

first Olympic Games of modern times, celebrated in Athens in 1896.

\* The Olympic Games in 1916, 1940 and 1944 were originally awarded to Berlin, Tokyo (later changed to Helsinki) and London, respectively. The Games in 1916 were cancelled because of the World War I, and those of 1940 and 1944 because of the World War II. Nevertheless the counting of the Olympiads follows its order.

\*The Australian city of Melbourne was chosen by the IOC to host the Olympic Games in 1956, but the Australian quarantine laws didn't allow foreign horses to enter the country. So, the equestrian competitions were held in the Swedish capital – Stockholm in June in 1956.
























\*The flags in the table symbolise the country where the host city belongs. All flags could be checked on:  
[http://www.photius.com/flags/alphabetic\\_list.html](http://www.photius.com/flags/alphabetic_list.html)

\* Information for the data in this table was found at:

Roukadze, M. (ed) *Le Mouvement olympique/The Olympic Movement*. Lausanne: IOC, 1997.

<http://www.olympic.org/olympic-games>

**Table 2 The Winter Olympic Games**

Nº	Date	Host City	NOCs present	Participants
I	1924 25.1 – 5.2	 Chamonix	16	258
II	1928 11.2 – 19.2	 Saint-Moritz	25	464
III	1932 4.2 – 15.2	 Lake Placid	17	252
IV	1936 6.2 – 16.2	 Garmish-Partenkirchen	28	668
V	1948 30.1 – 8.2	 Saint-Moritz	28	669
VI	1952 14.2 – 25.2	 Oslo	30	694
VII	1956 26.1 – 5.2	 Cortina D'Ampezzo	32	820
VIII	1960 18.2 – 28.2	 Squaw Valley	30	665
IX	1964 29.1 – 9.2	 Innsbruck	36	1091
X	1968 6.2 – 18.2	 Grenoble	37	1158
XI	1972 3.2 – 13.2	 Sapporo	35	1006
XII	1976 4.2 – 15.2	 Innsbruck	37	1123
XIII	1980 13.2 – 24.2	 Lake Placid	37	1072
XIV	1984 8.2 – 19.2	 Sarajevo	49	1274
XV	1988 13.2 – 28.2	 Calgary	57	1423
XVI	1992 8.2 – 23.2	 Albertville	64	1801
XVII	1994 12.2 – 27.2	 Lillehammer	67	1739
XVIII	1998 7.2 – 22.2	 Nagano	72	2176
XIX	2002 9.2 – 24.2	 Salt lake City	77	2399
XX	2006 10.2 – 26.2	 Turin	80	2508
XXI	2010 12.2 – 28.2	 Vancouver	82	2566
XXII	2014 7.2 – 23. 2	 Sochi		future event
XXIII	2018 9.2 – 25. 2	 Pyeongchang		future event

\* The Olympic Winter Games are not bound to the numbering of the Olympiads. They were first held in 1924 and starting from that date they are numbered in the order in which they are held.

\* The Olympic Winter Games in 1940 were originally awarded to Sapporo, Japan and the Games in 1944 were awarded to Cortina d'Ampezzo, Italy both cancelled because of World War II.

\*The flags in the table symbolise the country where the host city belongs. All flags could be checked on: [http://www.photius.com/flags/alphabetic\\_list.html](http://www.photius.com/flags/alphabetic_list.html)

\* Information for the data in this table was found at:

Roukadze, M. (ed) *Le Mouvement olympique/The Olympic Movement*. Lausanne: IOC, 1997.

<http://www.olympic.org/olympic-games>

## ***CHRONOLOGY OF THE MODERN OLYMPIC MOVEMENT***<sup>24</sup>

**25 November 1892** – Pierre de Coubertin presented the idea for the revival of the Olympic Games for the first time at the meeting of the Union of the French Athletics Clubs in Paris.

**16 – 24 June 1894** – the International Athletics Congress was organised in Paris. The topic of the Congress was “The Amateurism”. Coubertin suggested the revival of the Olympic Games. Later on the Congress was recognized as the first Olympic Congress.

**23 June 1894** – the Paris Congress voted the first members of the International Olympic Committee and the first IOC President – Demetrios Vikelas.

**10 April 1896** – Baron Pierre de Coubertin was appointed as the 2<sup>nd</sup> IOC President on the 2<sup>nd</sup> IOC Session in Athens.

**23 – 31 July 1897** – the 2<sup>nd</sup> Olympic Congress was held in Le Havre, France. The topic was “Sports Hygiene and Pedagogy”.

**9 – 14 June 1905** – the 3<sup>rd</sup> IOC Congress was held in Brussels, Belgium. The topic was “Issues of Sport and Physical Education”.

**22 April – 2 May 1906** – International Olympic Games were organised in the Greek capital – Athens.

**23 – 25 May 1906** – the 4<sup>th</sup> Olympic Congress was held in Paris, France. The topic was “Incorporation of the Fine Arts in the Olympic Games and Everyday Life”.

**7 – 11 May 1913** – the 5<sup>th</sup> Olympic Congress took place in Lausanne, Switzerland. The topic was “Psychology and Physiology of Sport”.

**15 – 23 June 1914** – the 6<sup>th</sup> Olympic Congress was held in Paris, France. The topic was “Unification of Olympic Regulations and Conditions for Participation”.

**December 1915 – February 1917** – Baron Pierre de Coubertin volunteered in the French army during the World War I. By that time he was substituted as an IOC President by his close confidant the Swiss Baron Godefroy de Blonay.

**February 1917** – Baron de Coubertin again took his position as an IOC President.

**2 – 7 June 1921** – the 7<sup>th</sup> Olympic Congress took place in Lausanne, Switzerland. Its topic was “Modification of the Olympic Programme and Conditions of Participation”.

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<sup>24</sup>Chronology of the modern Olympic Movement is based on data found at: Bardareva, R. *History of the Olympic Movement*. Sofia: “Dimitar Blagoev” Press, 2008.



**28 May 1925** – Count Henry de Baillet-Latour was voted as the new President of the IOC on 24<sup>th</sup> IOC Session in Prague, Check Republic.

**29 May – 4 June 1925** – the 8<sup>th</sup> Olympic Congress was organised in Prague. The discussions were devoted to “Sports Pedagogy. Olympic Regulations”.

**25 – 30 May 1930** – the 9<sup>th</sup> Olympic Congress was held in Berlin, Germany. “Modification of Olympic Regulations” was discussed.

**2 September 1937** – Baron Pierre de Coubertin died in Geneve, Switzerland.

**26 March 1938** – Baron Pierre de Coubertin’s heart that was taken out of his body while he died was brought to Olympia and buried in the foot of Cronos Hill, today a part of the International Olympic Academy campus.

**6 January 1942** – the IOC President Henry de Baillet-Latour died. The position of an IOC President was vacant until the end of World War II, the Swedish Sigfrid Edstrom was President de facto, though.

**4 September 1946** – Sigfrid Edstrom was voted IOC President on the 40<sup>th</sup> IOC Session in Lausanne, Switzerland.

**16 July 1952** – Avery Brundage was voted as IOC President on 48<sup>th</sup> IOC Session in Helsinki, Finland.

**1960** – the 1<sup>st</sup> Paralympic Games were organised in Rome, Italy. 400 athletes from 23 countries took part in this event.

**16 – 23 June 1961** – the 1<sup>st</sup> IOA Session was held in Olympia. Representatives of 24 countries participated.

**1967** – The General Association of International Sports Federations was established today known as SportAccord.

**21 August 1972** – Lord Michael Killanin was appointed as IOC President on 73<sup>rd</sup> IOC Session in Munich, Germany.

**5 September 1972** – terrorists from the “Black September” organisation kidnapped 11 Israeli athletes and killed them.

**30 September – 4 October** – the 10<sup>th</sup> Olympic Congress was organised in Varna, Bulgaria after a break of 30 years. The motto of the Congress was “Sport for a World of Peace.”

**1976** – the 1<sup>st</sup> Winter Paralympic Games were organised in Sweden. There were 250 athletes from 14 countries.

**25 – 27 December 1979** – the Army of the Soviet Union entered the territory of Afghanistan. This was used as a motif for the boycott of the Olympic Games in Moscow in 1980 by the USA.

**16 July 1980** – the Spaniard Juan Antonio Samaranch was voted as an IOC President on 83<sup>rd</sup> IOC Session in Moscow, Soviet Union.

**17 September 1981** – the Federal Council of Switzerland recognized the juridical status of the IOC.

**23 – 28 September 1881** – the 11<sup>th</sup> Olympic Congress was organised in Baden-Baden, West Germany. The topic was “United by and for Sport”.

**1983** – Court of Arbitration for Sport was inaugurated under the IOC initiative.

**8 May 1984** – the USSR refused to participate in the Olympic Games in Los Angeles in 1984 under the motif of “anticommunist activities” in the States. The USSR was supported by 14 East–European countries that boycotted the Games, but Romania.

**1989** – the International Paralympic Committee was inaugurated in Dusseldorf, Germany.

**23 June 1993** – the IOC Museum was established in Lausanne, Switzerland. It was awarded with the prestigious prize “Museum of the Year” in 1995.

**3 December 1993** – the Swiss city of Lausanne was announced as Olympic capital.

**23 June 1994** – the Centennial anniversary of the IOC inauguration was held in the Sorbonne, in Paris, France.

**23 August – 3 September 1994** – Centennial Olympic Congress, also known as Congress of Unity was organised in Paris, France. “The Olympic Movement’s Contribution for the Modern Society” was in the centre of the discussions.

**1995** – the International Olympic Association was inaugurated by the Olympians.

**27 July 1996** – a bomb burst out on the Olympic Stadium in Atlanta. One person was killed and one hundred were wounded.

**24 November 1998** – the TV channel KTVX presented data for corruption while the candidature of Salt Lake City was voted in 1991.

**8 February 1999** – the Ethics Commission of the IOC presented the paper for the corruption scandal about Salt Lake City.

**17- 18 March 1999** – an extracurricular Session of the IOC was organised for discussing the corruption paper of the Ethics Commission. Ten IOC members were excluded after vote.

**11 – 12 December 1999** – the IOC Session in Lausanne voted solid for the paper of Commission 2000 and accepts all 50 recommendations.

**December 1999** – “Olympic Truce” Foundation was inaugurated.

**1999** – World Anti-Doping Agency was established.

**16 July 2001** – the Belgian Jacques Rogge was voted as the 8<sup>th</sup> President of the IOC on the 113 IOC’ Session in Moscow, Russia.