



# OLYMPIC AGENDA 2020

## *Refocusing Olympism*



Dear President Thomas Bach,

Congratulations for your initiative to listen to the Olympic Family's views about our future!

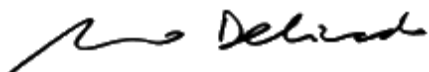
Here is SportImpact's contribution to the Olympic Agenda 2020. The ideas in this document were brainstormed considering the agenda themes and the Fundamental Principles of Olympism. This work reflects our passion for sport and Olympism, with the only intention to maximize our collective world impact. In summary, we propose:

- 1 Olympic Games:** diversify the size, scope and themes of Olympic-branded events, in order to broaden engagement with Olympism and increase the return on events investment
- 2 Athletes:** turn everyone into an Olympian, making Olympic values truly universal
- 3 Olympism in action:** refocus on real impact and spread Olympism to everyone everywhere by becoming a catalyst of sport entrepreneurship, stimulating bottom-up sport initiatives
- 4 IOC's role:** create a thinktank for sport development worldwide, and convene a network of experts to deliver high-value advice on all sports matters to all sport stakeholders
- 5 IOC organisation:** fix governance issues to become a model for the whole Olympic system

Surely some of our ideas are not new, good or easy to implement. In any case, we trust that our contribution may trigger excellent initiatives to keep building the legacy of Olympism globally.

We remain at your disposal to further think/plan/discuss any ideas that you believe deserve special attention. And it would be a pleasure to contribute to implementing many of these ideas, in order to maximize the positive world impact of the Olympic system.

Let's take Olympism to the next level!



Nuno Delicado

# Olympic Agenda 2020

The uniqueness  
of the **Olympic  
Games**

**Athletes:** at the  
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**Olympism in  
action:** keep  
Olympism alive  
365 days a year

The **IOC's role:**  
unity in diversity

**IOC structure  
& organisation**

# Why we exist: Fundamental Principles of Olympism

1. Olympism is a **philosophy of life**, exalting and combining in a balanced whole the qualities of **body, will and mind**. Blending **sport with culture and education**, Olympism seeks to create a way of life based on the **joy of effort**, the educational value of **good example**, **social responsibility** and respect for universal fundamental **ethical principles**.
2. The goal of Olympism is to place sport at the service of the **harmonious development of humankind**, with a view to promoting a **peaceful society** concerned with the preservation of **human dignity**.
3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme **authority of the IOC**, of **all individuals and entities** who are inspired by the **values of Olympism**. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
4. The **practice of sport is a human right**. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of **friendship, solidarity** and **fair play**.
5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the **rights and obligations of autonomy**, which include freely establishing and controlling the **rules of sport**, determining the **structure and governance** of their organisations, enjoying the right of **elections free from any outside influence** and the responsibility for ensuring that principles of **good governance** be applied.
6. Any form of **discrimination** with regard to a country or a person on grounds of race, religion, politics, gender or otherwise **is incompatible with belonging to the Olympic Movement**.
7. Belonging to the Olympic Movement requires **compliance with the Olympic Charter** and **recognition by the IOC**.

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# Olympic Games Innovation

The Olympic Games have become huge events, attracting billions of spectators and billions of investments around a few thousand athletes. We believe there is **potential to innovate and implement new Games ideas with the purpose of:**

- a) **Reducing the size** of the Olympic Games, to make their investments and organization less demanding and more accessible, while **maintaining their huge visibility and impact**
- b) **Diversifying the sports and human groups** present in the Games, therefore making the Games less risky and accessible to more athletes (more democratic)
- c) **Spreading Olympic values** and principles more broadly
- d) **Increasing the return on investment**, measured by athletes per dollar

In the spirit of brainstorming, here are some ideas to explore (continued in next slide):

- Several **Olympic Council of Asia Games initiatives** could be replicated in other continents, or at the global, national or local levels: Continental Winter Games, Continental Youth Games, Beach Games, Indoor Games, Martial Arts Games, Sub-region Games (East Asian, Central Asian, South Asian, South East Asian, West Asian, South Asian Beach), etc.
- **Other ideas** could be considered, again at the global, continental, regional, national or local level, e.g.: Master Olympic Games (for 40+ year olds), Water or Sea Games (for water/sea sports), Racket Games (sports played with rackets), Ball Games (sports played with balls), Team Games (team sports), One-on-One Games (sports where athletes compete two at each time), Multi-Discipline Games (decathlon, heptathlon, pentathlon, triathlon, biathlon, etc.), Traditional Games (for less known, more local/regional sports), Corporate Games (for private companies' participants), etc.

# Brainstorming: Dimensions to Explore

## Geography & Culture

- Neighbourhood Games
  - Village/City Games
  - District Games
  - Regional Games
  - National Games
  - Continental Games
  - World Games
  - South Games
  - Small States Games
  - Arab Games
  - Commonwealth Games
  - Francophone Games
  - Hispanic Games
  - Lusophony Games
- Asia**
- Southeast Asia
  - South Asia
  - North Asia
  - Central Asia
  - West Asia
  - Middle East
- Europe**
- Mediterranean
  - South Europe
  - North Europe
  - Central Europe
  - Nordic
  - Eastern Europe
- Americas**
- South America
  - North America
  - Central America
  - Caribbean
  - Latin America
- Africa**
- North Africa
  - Southern Africa
  - East Africa
  - West Africa
- Oceania**
- Pacific
  - Arafura

## Sport categories

- Winter Games
- Summer Games
- Spring Games
- Fall Games
- Indoor Games
- Beach Games
- Martial Arts Games
- Fight Games
- Water Games
- Sea Games
- Mountain Games
- City Games
- Racket Games
- Ball Games
- Team Games
- One-on-one Games
- Multi-discipline Games
- Shooting Games
- Armed Games
- Radical Games
- Wheels Games
- Mass Sports Games

## Themed games

- Community Games
- School Games
- University Games
- Traditional Games
- Ethnic Games
- Minority Games
- Migrant Games
- Refugee Games
- Homeless Games
- Gay Games
- Peace Games
- Reconciliation Games
- Spiritual Games
- Corporate Games
- Worker Games
- Amateur Games
- Military Games
- Police Games
- Prison Games
- Social Games
- Cultural Games
- Environment Games
- Health Games

## Age/gender

- Kids Games
- Youth Games
- Masters Games
- Elderly Games
- Girls Games
- Women Games
- Mothers Games

Some of these ideas exist already, not necessarily managed by the IOC. There is potential for collaboration with other organizations and for creating all kinds of combinations of these dimensions.

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# Universal Olympic Participation (1/2)

While the Olympic Games, in particular the summer editions, show impressive participation from almost all countries in the world, they are an elite event, where mostly top athletes compete. **There is potential for making Olympism more democratic and accessible to everyone, in order to make being an Olympian a values-focused way of life, that anyone anywhere can adopt..**

Universal Olympic participation happens every day, at the grassroots level, when millions of people engage in a huge variety of sport activities, more and less structured, with a wide range of objectives – staying fit, feeling good, feeling empowered, developing friendships, having fun, breaking personal bests, being the best in the block, the city, the region, the country, etc.

The Olympic Day, and in particular the Olympic Day Run, has become a special day annually, when everyone can be an Olympic athlete. How to take this universal Olympic participation one step further? Here are a few ideas:

- As mentioned in the previous theme, promote the concept of **Olympic Games organised at the national or local level**: Community Olympic Games, National Olympic Games (e.g., similar to the [Singapore National Games](#), first edition in 2012, but under the Olympic brand and organised by the national Olympic committee), National Youth Olympic Games, etc.
- **Global Olympic Run** (e.g., 10 km) on the day of the **opening of the Olympic Games**, organised around the world by each national Olympic committee, maximising local participation (similar to the existing Olympic Day Run)

# Universal Olympic Participation (2/2)

- **Open Olympic Marathon** (or another distance) with “unlimited” participation, e.g.:
  - Organise a marathon during the Summer Olympic Games (e.g., on opening day)
  - Open to “unlimited” participants, as many as logistically possible; one way to maximize would be to keep the whole course reserved for the whole day and organise starting times so that people could start from 6am to 4pm and have their time measured by a chip (or no timing)
  - With quotas for different countries to guarantee a place to people traveling from abroad
  - Potentially with required qualification (e.g., having completed a race in the same distance in the two years before)
  - Awarding a medal to each athlete completing the race
  - Publishing everyone’s results
  - Sharing stories of “normal Olympic athletes” and their path towards the race
- **Virtual Olympic Marathon** (or 10 km, or another distance): similar concept to the ones above, but anyone in a city without an officially organised race could post their timing on a self-organised run
- **Similar concepts in other sports:** While running is a simple sport that most people of most ages and economic levels around the world can take part in, these concepts can surely be extended to other sports (e.g., cycling, swimming, etc.)

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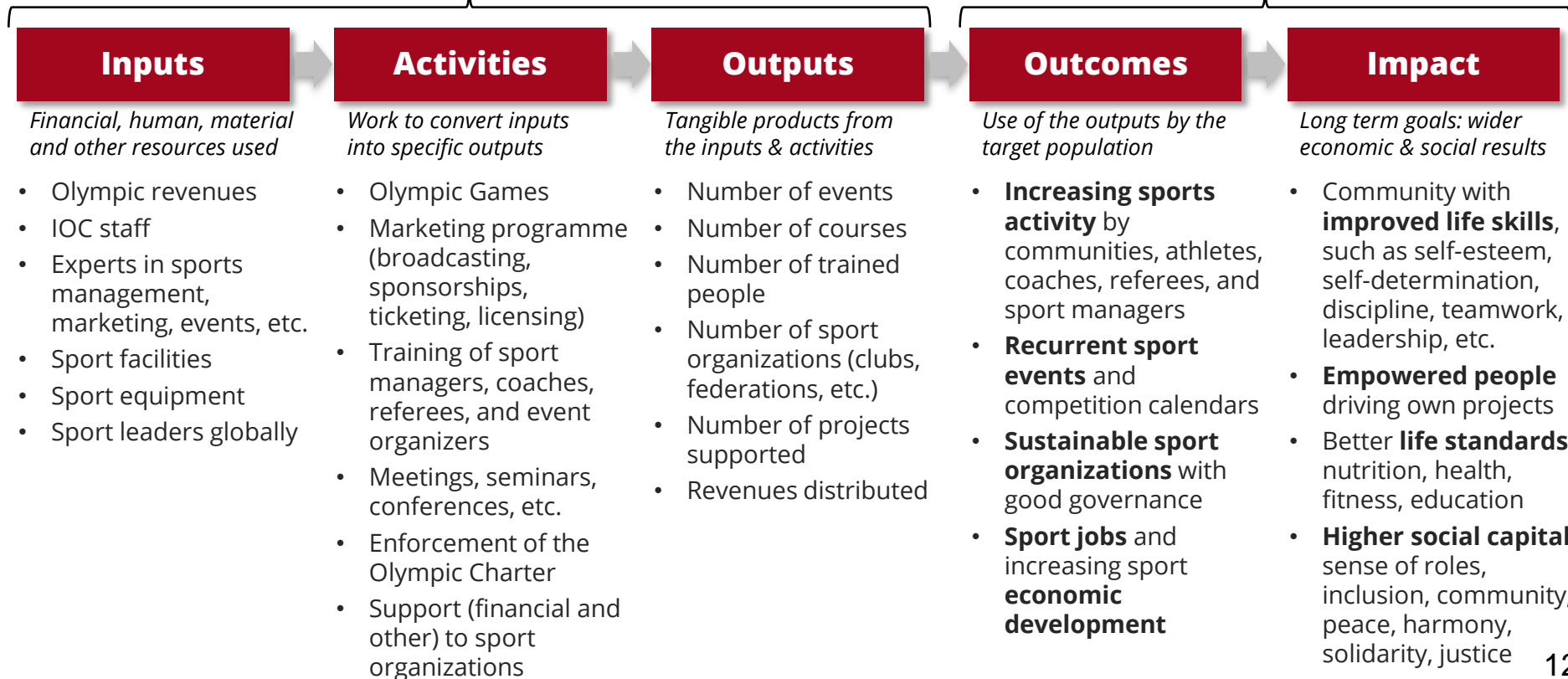
**IOC structure  
& organisation**

# Articulate the IOC's Theory of Change

**Theory of Change** is an impact assessment framework to articulate how a project delivers results. It outlines the causal logic of how the **inputs** (resources) generate **outputs** through the planned **activities**, leading to the intended **outcomes** and longer term **impact**. IOC's reports often focus mainly on inputs, activities and outputs, which are required but not sufficient to ensure appropriate world impact. **We recommend clear articulation of the IOC's Theory of Change and an increased focus on real impact.** Here is an illustration of how the IOC could measure its results:

**Current focus: Outputs**

**Renewed focus: Impact**

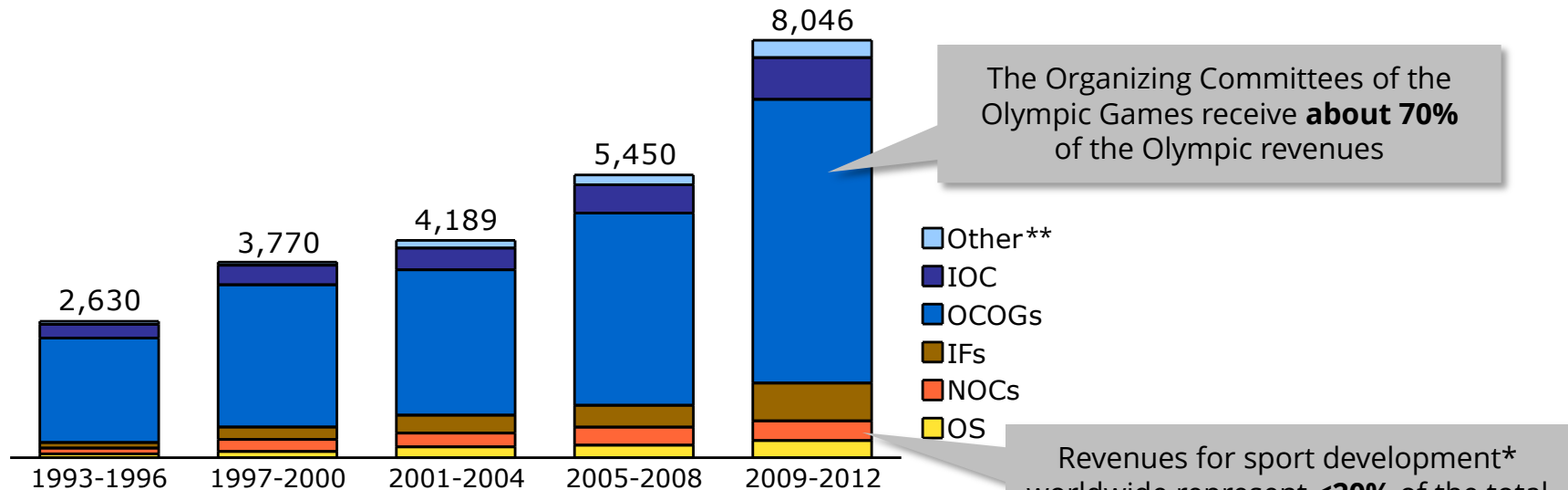


# Align the Budget with Priorities

According to the **Fundamental Principles of Olympism**, the IOC focuses on creating *"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"*, on placing *"sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity"*, and on providing every individual with *"the possibility of practising sport, without discrimination of any kind and in the Olympic spirit"*.

Given this stated fundamental principles, we believe perhaps the **Olympic Revenue distribution could be revised, to focus less on mega-elite-events (the Olympic Games) and more on sport development worldwide.**

**Olympic Revenue Distribution per four-year cycle (US\$ million)**



\*Distributed to Olympic Solidarity, National Olympic Committees and International Federations  
 \*\*Reflects our inability to allocate 100% of Olympic revenues according to the reports we accessed  
 Source: IOC Olympic Marketing Fact File; Olympic Solidarity reports; SportImpact analysis

# Olympic Entrepreneurship

Apart from professional leagues, large events and some commercial clubs (e.g., football academies and other sport schools, fitness centres, etc.), a large share of sport practice in the world happens in non-profit settings. Many sport organisations rely on the work of volunteers, subsidies or donations for facilities and equipment, and other financially non-sustainable arrangements to operate.

**Promoting Olympic entrepreneurship could help stimulate bottom-up, private sector small-scale projects, using business solutions to increase sport practice and thus pursuing the IOC's Theory of Change in a more distributed way.**

As in other business sectors, sustainable business models could be scaled up and replicated towards large-scale positive impact. **Sport entrepreneurship could thus lead to:**

- **Diversification of initiatives**, to include projects involving culture, health and other dimensions typically less present in Olympism
- **Increased decentralization** of sport development efforts – from the IOC, to Continental Associations, to National Olympic Committees, to local clubs and businesses
- **Local empowerment** of sport leaders and entrepreneurs
- **Positive spillovers** – not only increased sport activity, but also economic and human development
- **Leverage of limited resources** – if grants/donations are replaced by small loans or equity investments that can be used several times
- **Sustainable activities** – not dependent on donations and volunteers, but on business models that at least breakeven
- **Scaling and replication** of successful business models that are codified and applied elsewhere

# Sport Entrepreneurship Catalyst (1/3)

The IOC has the opportunity to become a true catalyst of sport entrepreneurship, for instance through the following initiatives:

**Olympic Entrepreneurship Incubator:** Create a system of business support resources and services, offered locally and remotely, to help sport entrepreneurs develop early-stage ventures. Lausanne already concentrates an incredible wealth of major sport organisations and managers. Their cumulative experience and expertise should be leveraged to increase cross-pollination across sports and organisations. **Lausanne could then become the “Silicon Valley of Sport”! The incubator could offer:**

- **Mentors:** Olympic/sport entrepreneurs, business experts and investors
- **Facilities:** Shared offices with desks and office equipment at low cost
- **Sport business plan competitions** to select promising plans for sport ventures, which could pitch to potential investors, awarding winners seed capital to get them started
- **Sport business development prizes** to recognise outstanding initiatives in the field, measured by key criteria such as number of people impacted by the project, number of hours of sport activity, measures of human development, etc.
- **Career services and job board** to help describe requirements and recruit appropriate talent (e.g., in coordination with the IOC Athlete Career Programme)
- **Networking** events and links to relevant peers and strategic partners
- **Legal services**, for instance to help with incorporation, regulatory compliance, intellectual property management, etc.
- **Accounting and finance services**
- **Marketing support**
- **Education, knowledge management & funding:** *See next slides*

# Sport Entrepreneurship Catalyst (2/3)

**Education:** Create educational resources and courses to promote awareness and understanding of key factors for success in sport entrepreneurship, e.g.:

- **Chapter on “Sport Entrepreneurship”** added to the Sport Administration Manual, Managing Olympic Sport Organisations, or published as a booklet or white paper
- **“Sport Entrepreneurship” module** included in existing sport management courses (National Training Courses for Sports Administrators, Advanced Sports Management Courses, MEMOS) or as a standalone course/workshop, for instance as a joint executive education programme with a business school (e.g., “IOC-INSEAD Sport Entrepreneurship Programme”, which could leverage the existing [INSEAD Social Entrepreneurship Programme](#)), with topics including:
  - Managing High Performance Teams
  - Sport Business Model Innovation
  - Innovation, Creativity and Change in Sports
  - Negotiations, Partnerships & Alliances
  - Growth Models: Organic, Acquisition, Franchising
  - Funding Sources: Investors & Partners
  - Measuring Sport & Business Impact



# Sport Entrepreneurship Catalyst (3/3)

**Knowledge management:** Create a system and processes to stimulate the codification and sharing of relevant knowledge, such as:

- **Case studies** to serve as basis for teaching sport entrepreneurship courses and workshops
- **Business model database** describing the key elements and success factors of projects that have worked well and could serve as reference or inspiration for similar projects in other geographies, other sports, other target customers, etc.

**Funding:** Assist sport entrepreneurs obtain resources for their projects, e.g.:

- Offering **IOC seed funding or loans**, or matching funds obtained from other sources
- Developing a **network of sport entrepreneurs and investors** (angel investors, venture capitalists, donors, etc.) to help match ventures with funding: where entrepreneurs could pitch to investors, and investors could search and identify projects matching their investment criteria
- Developing an online **crowdfunding platform**, where many individuals can come together to help fund a project through cumulative small loans or donations
- Obtaining special conditions for **bank loans**

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# Olympic Thinktank

There is an opportunity to **create a global Olympic Thinktank to better leverage the Olympic system's huge wealth of knowledge and experience** developing national sport structures and promoting sport practice at all levels, not only in the private sector but also in the public sector.

Examples of thinktank responsibilities:

- Identify and engage **sport policy experts**
- Map and disseminate **success stories and best practices**
- Create a user-friendly **knowledge management system** for easy codification, search and consultation of model frameworks, organisational and legal structures, and other resources that may accelerate the implementation of sport development initiatives in themes such as:
  - **Age groups:** children sports, youth sports, adult sports, elderly sports
  - **Activity groups:** school sports, university sports, workplace sports, community sports
  - **Practice levels:** recreation, fitness, competition, elite
  - **Geographies:** urban and rural; national, state, regional, local
  - **Curriculum development:** physical education, high performance sports, careers for coaches and judges, sport management, etc.
  - **Sport facilities'** development and management
  - **Funding:** grants, subsidies, pricing of public services, business models, etc.
  - **Sport for human and social development:** underprivileged populations, inclusion, education, health promotion, conflict prevention and resolution, etc.
  - **Economic development:** sport business, sport tourism, mega events, etc.
  - **Partnerships:** Olympic system, national associations, private sector, etc.

# Olympic Expert Network (1/2)

Potentially included in the 'Olympic Thinktank', the Olympic system could benefit from a **database of experts on relevant sport matters**. This would not only allow "Olympic family" members to contact peers and external experts, but would also facilitate sharing of best practices across the Olympic system. Here are a few ideas for implementation:

**Recruitment** – It would be critical to ensure the credentials of members and experts included in the system, so that they easily build trust and credibility and effectively assist each other responding to queries and solving problems. Examples to recruit:

- **Olympic family:** Presidents and secretary generals of national federations or national Olympic committees, relevant staff from organizing committees, international federations, national Olympic committee associations and IOC, athletes (e.g., from the IOC Athletes' Commission) and coaches representatives (e.g., from international federations' technical commissions), presidents of other [recognised organisations](#) (e.g., WOA, WADA, CAS, IPC, CIFP)
- **Other organisations:** Select representatives from relevant Government institutions (e.g., Ministry of Sport, National Sports Council, National Sports Institute, School Sport department), multilateral organisations (e.g., United Nations Office on Sport for Development and Peace), NGOs and corporates (e.g., TOP sponsors)
- **Individual experts:** MEMOS teachers and tutors, MEMOS graduates indicated by MEMOS directors, other experts to be selected by Olympic Solidarity according to specific criteria

**Motivation** – Experts might volunteer to answer simple queries, motivated by:

- Their willingness to contribute to the development of sport and Olympism
- The public recognition of their expertise and potential for being hired for larger projects

# Olympic Expert Network (2/2)

**System** – One way to facilitate this communication would be to create a private social network or another system where members could interact, e.g.:

- **Creating profiles** with relevant information (professional experience, qualifications, areas of expertise, projects and achievements, etc.)
- **Asking questions** in private (direct messages) or public (using a forum)
- **Rating the quality of answers** received, so that members and experts would accumulate “expertise points” over time, helping other people know who they should contact
- **Sharing articles**, reports and other relevant documents and resources
- **Sharing best practices**, success stories, etc.
- **Finding relevant people** in the network database to help with questions or projects; not only “experts”, but also counterparts in other countries or organisations; for example:
  - The US Olympic Committee Athlete’s Ombudsman would explain his role to other national Olympic committees
  - The Australian Institute of Sport would share best practices with other institutes
  - IAAF’s Development Commission would share about Athletics’ initiatives to develop the sport worldwide (e.g., Regional Development Centres, Kids Athletics, educational initiatives, technical publications, consultancies, financial assistance, scientific research, etc.)
  - IOC Marketing would share about Olympic Marketing initiatives and, for instance, the TOP programme, to serve as reference for NOCs’ marketing efforts
  - In general, project managers of successful projects in different organisations could share best practices and lessons learned with counterparts around the world, e.g., on sports for all; national sport structure development; club development; school sports; coaches career development; talent identification, development and retention; competition calendar development; professional leagues; event management; elite programmes; elite athletes’ transition to employment; etc.

# Olympic Careers

The Olympic System relies on volunteers for many critical contributions, not only in the very visible volunteer programmes at large Olympic events but in particular in the day to day running of clubs, national sport federations, National Olympic Committees, etc. We believe there is **potential to further tap into talented people's willingness to contribute to Olympic causes**, through volunteer, internship or other programmes:

- **Olympians' Second Life:** Elite athletes' retirement is often challenging and even traumatic, as it is not easy to create a new livelihood after many years devoted to high performance sport. The IOC could more actively stimulate post-competitive careers in the Olympic system (national federations, national Olympic committees, international federations, etc.), e.g., through training, job boards, job fairs, etc.
- **Olympic Volunteers:** Similarly to [UN Volunteers](#), there could be an IOC programme to place volunteers in temporary positions (e.g., 6-12 months) at the headquarters or in the field (e.g., Olympic Solidarity volunteers contributing to the development of Olympic systems in emerging countries)
- **Olympic Young Professionals:** Similarly to programmes at the [United Nations](#), World Bank, etc., the IOC could launch a Young Professionals programme to competitively hire and retain highly qualified young talent
- **Olympic Internships:** Finally, internships can be a way to offer outstanding graduate students (e.g., from MEMOS and other sport management programmes, MBAs, etc.) the opportunity to have direct exposure to work at the IOC

# Olympic Dispute Resolution

Effective and efficient dispute resolution processes are essential to maintain good governance at all levels of the Olympic system. For high-level sport disputes, there is already the Court of Arbitration for Sport. But for local and national smaller cases, there is an **opportunity to create simpler dispute resolution processes**. Here are a couple of ideas the IOC could pursue so that conflicts are prevented and addressed before they escalate to higher intensities and decision-making levels:

- **Negotiation, mediation and dispute resolution skills** (e.g., a “Sport Negotiations and Dispute Resolution” module) included in sport management courses – National Training Courses for Sports Administrators, Advanced Sports Management Courses, MEMOS – or as a standalone course/workshop
- **A chapter on “Sport Negotiations and Dispute Resolution”** added to the Sport Administration Manual, Managing Olympic Sport Organisations, or another publication specifically created for the purpose
- **Mediation** as a standard dispute resolution process at national federations, national Olympic committees, continental associations, and IOC (and consequently becoming more and more common at the club/local level as well)
- **Sport ombudsperson** as a standard role at national federations, national Olympic committees, continental associations, and IOC, with the objective of helping solve in an amicable way issues and disputes involving athletes, coaches, judges, administrators, relatives, spectators or other sport stakeholders

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# IOC Governance: Outdated Legacy

Over time the IOC has invested significantly in **promoting and demanding good governance in national sport systems across the globe**. Particularly after crises leading to the disruption of established government and sport institutions: for instance, in Timor-Leste after its independence, in Afghanistan after the fall of the Taliban regime, in Iraq after Saddam Hussein's overthrow.

The IOC requires officially recognised national Olympic committees to **function democratically**, governed by adequate constitutions, making key decisions in general assemblies, ruled by properly elected individuals. In each country, Olympic sports are organised in a pyramidal structure: in its base are athletes, who are members of clubs, which in turn are members of federations (or sometimes regional associations), which in turn are members of national Olympic committees. Members of each organisation participate in general assembly meetings and have the power to elect the organisation's leaders and make key decisions such as approving annual plans and annual reports.

Oddly enough, members of the IOC are still natural persons, a majority of them whose membership is not linked to any function or office. **This means that most members of the IOC, who make critical decisions for the Olympic Movement in Sessions, do not represent anyone else than themselves. We wonder if the IOC would officially recognise itself if deciding in a neutral way.** The 1999 reform brought very positive (but still marginal) improvements to IOC governance, by establishing terms and age limits to members, and opening membership to athletes and leaders of NOCs, international federations or other organisations recognised by the IOC.

# IOC Governance: Time to Walk the Talk

**The IOC has achieved amazing things and can do much more. It is time to become a 21st century organisation with model governance, walking the talk by complying with the governance standards it demands from other sport organisations.**

The requirements the IOC establishes to recognise other sport organisations can offer guidelines for a better model for the IOC itself. Would the IOC ever recognise a national Olympic committee whose members were individual persons representing themselves? How would the IOC organisation look like if it were created from scratch now, with no legacy structure? Perhaps it could be a **global association of national Olympic committees, international federations and other relevant organisations. These organisations would be the members of the Session, represented by their leaders, and would thus elect IOC leaders and make key decisions.**

The challenge to surpass conflicts of interests is significant: current IOC members naturally have no incentive to decide against the existing system. But change is necessary and urgent: the model of a private club whose members elect new members and make critical decisions does not ensure the fairness, transparency, and accountability that the global Olympic Movement requires and deserves. Worse: it becomes a poor model for other sport organisations, where leaders feel entitled to manage the organisation as if they owned it (SportImpact sadly knows of such bad examples).

Current IOC members won't easily take the initiative to drive change towards increased democracy, but Olympic stakeholders (athletes, coaches, referees, sport managers, clubs, federations, national Olympic committees, international federations, the public, sponsors, the media, etc.) will increasingly demand it and eventually make it inevitable.



*Human Development through Sport*

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A photograph of a running track at night. The word "START" is painted in large, white, block letters on the dark asphalt. A white line runs parallel to the word. In the background, there are green bushes and a yellow structure with some lights.

START

# Who we are

SportImpact is a **social enterprise promoting human development through sport**. Our team is **passionate** about sport development, with a **track record** in countries like Timor-Leste, Afghanistan, Panama, Portugal and Spain. We have expertise in **social entrepreneurship**, and can access a **network of experts** on all kinds of sport issues globally. We are currently leading a project to boost sport development in Timor-Leste, with support from Olympic Solidarity and in collaboration with the National Olympic Committee of Timor-Leste.



## Passion and commitment to sport and human development

Our leaders and field officers are trained and experienced in sport management, physical education, law and business, and share a passion for people and sustainable development.



## Expertise on, and commitment to social entrepreneurship

We have experience analyzing, designing and developing business models to address social issues, as well as training and coaching social entrepreneurs, particularly in the INSEAD Social Entrepreneurship Programme and Social Entrepreneurship Bootcamps. SportImpact aims to be a catalyst of innovative sport development models that are sustainable, replicable and scalable.



## Access to a global network of experts

Several of our team members are graduates of MEMOS – an Executive Master in Sport Organizations Management with more than 400 graduates from all parts of the world, working in all kinds of sports and organizations, in the public, private and social sectors. We engage experts on relevant areas according to the needs of each specific project.



**Mission** To promote human development through sport.

We empower communities in developing countries to develop sport programs that stimulate happier, healthier, more productive, self-determined and fulfilling lives.

**Vision** To use the power of sport to create a **peaceful and developed world**, with equal opportunities for everyone.

## Our values

**Empowerment** We listen to communities and help them **pursue the future they choose** – for as long as necessary, not more.

**Sustainability** We develop innovative solutions and business models to make projects **sustainable, replicable and scalable**.

**Impact** We assess impact and control for unintended consequences, continuously making adjustments to **maximize positive long-term results**.

**Collaboration** We bring **multiple stakeholders together** and openly collaborate, sharing knowledge, experience and resources to create value.

**Integrity** We have **zero tolerance** for corruption, abuse, discrimination or any other unethical behaviors.

**Fun** We **care for everyone** we work with and always have fun!



Let's take Olympism to the next level!