International Olympic Case Study Competition

“Environmental Sustainability in the Olympic Movement”

Background, Context and Tasks

2022/2023 Competition
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1. BACKGROUND AND CONTEXT

The overarching mission of the International Olympic Committee (IOC) is to place sport at the service of humanity. As an organisation dedicated to making the world a better place through sport, the IOC wholeheartedly believes that sport has an essential role to play in modern society. This is particularly important nowadays, having experienced the COVID-19 health pandemic, which reflected how our fragile world is increasingly interdependent and in need of smart solutions.

As stated in “Olympic Agenda 2020+5” (OA), the new strategic roadmap of the IOC and the Olympic Movement through to 2025, recent times and challenging circumstances have seen the emergence of some near-universal trends that will shape the post-coronavirus world. These trends, listed below, have been addressed in OA in order to ensure that the Olympic Movement contributes to a more peaceful and sustainable society.

**Solidarity**: Today, unity and peace are at risk because of increasing social, political and economic polarisation. The number of refugees and displaced persons is growing. Respect, inclusion and equality are eroding. Global solidarity is being challenged at a time when it is most needed. Yet solidarity rests at the heart of everything the Olympic Movement stands for. This is the opportunity for us to contribute to a more inclusive society and to peace.

**Digitalisation**: COVID-19 has accelerated the digitalisation of society. The physical and digital worlds are progressively merging. This gives us the opportunity to further embrace digital technology as a powerful tool to address people more directly and promote the Olympic values, while keeping in mind that currently about half of the world’s population remains digitally underserved.

**Sustainable development**: Competition for limited resources is increasingly leading to conflict; climate action is at a tipping point; and the interdependency between healthy people and a healthy planet is unmistakable. Amidst this evidence, sport has been recognised as an important enabler of sustainable development. We have the opportunity to make a real difference through our contribution to the UN Sustainable Development Goals.

**Credibility**: Trust in traditional institutions is declining, and younger generations are demanding more purpose from organisations and businesses. Our ability to make a difference will rest with the credibility of our institutions and competitions, by further strengthening integrity, transparency and good governance across the entire Olympic Movement.
Economic and financial resilience: The ongoing health crisis will have severe financial and economic consequences. Debts being incurred today to finance recovery programmes will need to be paid back tomorrow. This may lead to even wider economic gaps within societies and between countries, and to different priority-setting by governments and the business community. Our opportunity is to emphasise our contribution to the recovery from the crisis.

This new edition of the Case Study Competition (CSC) focuses on the Olympic Movement’s contribution to sustainable development.

2. ENVIRONMENTAL SUSTAINABILITY IN THE OLYMPIC MOVEMENT

The IOC’s sustainability journey started at the 1992 UN Earth Summit in Rio de Janeiro, Brazil. Both the Olympic Winter Games Vancouver 2010 and the Olympic Games London 2012 raised the bar to new levels, and it has been the IOC’s goal to have subsequent Olympic Games build on these foundations. One example is the Event Sustainability Management System standard, ISO 20121, which was pioneered by the Olympic Games London 2012. This has rapidly become the recognised international sustainability standard for events (both sporting and non-sporting), and is now a requirement for Organising Committees for the Olympic Games (OCOGs).

Sustainability was one of the main pillars of Olympic Agenda 2020, and in line with its recommendations, the IOC developed a Sustainability Strategy based on the IOC’s responsibility as an organisation, as the owner of the Olympic Games, and as the leader of the Olympic Movement. This strategy focuses on infrastructure and natural sites, sourcing and resource management, mobility, workforce, and climate. Additional information about the strategy and the outcomes achieved so far can be found here.

Sustainability remains one of the five pillars of Olympic Agenda 2020+5. Three out of the 15 new recommendations specifically relate to the theme of sustainability:

Recommendation 2: Foster sustainable Olympic Games.

Recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals.

Recommendation 13: Continue to lead by example in corporate citizenship.
3. THE CASE STUDY CHALLENGE – “ENVIRONMENTAL SUSTAINABILITY IN THE OLYMPIC MOVEMENT”

This case study offers an opportunity for students from across the world to compete against each other in groups, acting as a true consultancy company. This year their task is to create innovative solutions that could help the world sports organisations to drive environmental change.

As mentioned above, when looking in particular at the IOC sustainability strategy, the IOC has three primary spheres of responsibility: as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement. The IOC takes into account its roles and activities in each of these spheres and the relative degrees of control and influence it can bring to bear.

We therefore need smart solutions developed for the International Sport Federations to help in their presentation and advocacy for greener sport during the Olympic Games.
4. ROUND 1 TASK

The International Sports Federation (IF) (see choice below) is looking to appoint an agency capable of delivering a solution that will meet the aim of developing an integrated strategic and operational plan for ecological sustainability, in particular for a sport that is part of the Olympic programme. For this, and as a first step, the IF is launching a tender process which consists of the following two stages, and to which your company is requested to respond.

Task 1a - Tender Submission

The tender includes a questionnaire (see below) which the participants need to answer in full.

Tender Questionnaire

1. Company Background and Information
   a. Submit details of your agency’s legal form, size, foundation and contact information;
   b. State the approximate value per annum of your largest single contract;
   c. Submit an organisation chart illustrating your agency’s ownership structure, including relevant parent companies and/or consortium partners;
   d. Attach CVs detailing the relevant experience of all the “key individuals” named in the above organigram;
   e. Provide example references of services that you have supplied to IFs, environmental organisations and/or companies, including an explanation about what the project was and when it was undertaken.

2. Commercial Submission
   a. Submit your commercial proposal.
   b. The budget for this project is USD 100,000. If an additional budget were to become available, outline how you could enhance the study further.
   c. Provide details in a table format showing the different levels of resources working on the project, rate per level and number of hours/days, plus a detailed breakdown of any further fees.
   d. Propose a suitable payment schedule.

Note that, whilst it is acknowledged that an appointment would represent a marketing opportunity for the successful agency, it should be assumed that any subsequent agreement will be subject to a non-disclosure clause preventing parties from announcing their appointment or using references to the Olympic Games, IOC, IF names, images or marks in any communication.

Requests for further information in relation to the above should be submitted to us [to your professor] in accordance with the “Dates, timing and deliverables” section below. Such questions will be considered commercially sensitive and so responses will not be shared with other agencies [the other teams of your university].
Task 1b – Presentations

Once the deadline for submissions has passed, all tenders submitted within the required timeframe will be assessed, and the agencies will be invited for a presentation.

Presentations

Among the agencies presenting, the best five will be picked to work with the IFs, with a special focus on their particular sports.

After submitting your application (task 1a) you will have to deliver a presentation (task 1b). In your presentation, you will try to convince the IF to hire you as a consulting agency.

Besides presenting your agency, you will also have to demonstrate that you have enough expertise for this project and practical experience, which you can show through reference projects.

As requested in the tender questionnaire, the IFs also want to know which of your employees are on the project team and what qualifications they have. [For the purpose of this case study competition, you are allowed to add 10 years to your own professional career.]

Dates, Timing and Deliverables

- The written documents and answers to the questionnaire must be no more than five pages long, and the CVs of your project team one or two pages per employee.
- Written documents must be delivered by a date to be determined by your professor.
- Presentations will be held on a date to be determined, either in person or remotely [your professor will send you further information].
- Each agency will have five minutes for the presentation followed by questions from the International Federation [played by your professor].
- Fill in the table below to select the IF that you prefer to work with for the next two rounds of this case study competition. The team with the best performance in round one has the first choice, the second-best team has the second choice, and so on. Thus, good results in the first round means a good start for the next rounds. [You will need to submit the form digitally to your professor by the date he/she decides].
Rank your 5 preferred IFs (1-5)

<table>
<thead>
<tr>
<th>FINA</th>
<th>International Swimming Federation (Marathon Swimming)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICF</td>
<td>International Canoe Federation (Wildwater Canoeing)</td>
</tr>
<tr>
<td>IGF</td>
<td>International Golf Federation</td>
</tr>
<tr>
<td>WS</td>
<td>World Sailing</td>
</tr>
<tr>
<td>ISA</td>
<td>International Surfing Association</td>
</tr>
<tr>
<td>UCI</td>
<td>Union Cycliste Internationale (Mountain Bike)</td>
</tr>
<tr>
<td>TRI</td>
<td>World Triathlon</td>
</tr>
<tr>
<td>FIS</td>
<td>International Ski Federation (Downhill Skiing)</td>
</tr>
</tbody>
</table>

**Note to students**

- Remember that this is a hypothetical case study, and neither the IOC nor the respective International Federations may be contacted for this competition. Doing so may result in disqualification from the tender process.
- The general introduction to the background, context and purpose of the “Environmental Sustainability in the Olympic Movement” case study challenge can be found [here](#).
5. **ROUND 2 TASK**

Your agency must perform a SWOT analysis of the environmental context of our World Championships to better understand their strengths and weaknesses regarding environmental aspects, in addition to the risks and opportunities created for our sport when the environment changes.

Reflect on and advise us what we can change at our World Championships to better comply with the IOC’s sustainability strategy. To do so, have a look at the location where the next World Championships will be held as of 2023, and provide some additional smart solutions regarding that particular location.

**Dates, Timing and Deliverables**

- The written documents must explain the rationale you used for your SWOT analysis, and the argument for your suggested format (no more than three pages).
- The written documents must be delivered by a date to be determined by your professor and sent in digital format to your professor and to cs_competition@uni-mainz.de.
- The presentation will take place on a date to be communicated by your professor. It will be online, as you will present in front of your own class, the other university class and the professor with whom you will have been matched.
- Each agency will have six minutes for the presentation, which will be followed by questions from the International Federation for which you are consulting [which is played by your professor and the professor from the matched university].

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6. ROUND 3 TASK

With its sport, the International Sports Federation (IF) you chose will be part of the Olympic Games Milano Cortina 2026 or Los Angeles 2028.

Your agency will propose series of innovative ideas in line with the IOC Sustainability Strategy, and will develop an implementation plan to be applied for the Milano Cortina 2026/Los Angeles 2028 Games.

Dates, Timing and Deliverables

- The written documents must describe the innovative ideas and implementation plan (no more than three pages).
- The written documents must be delivered in digital format by a date to be communicated by your professor.
- The online presentation will take place on a date to be communicated by your professor.
- Each agency will have seven minutes to deliver their presentation, followed by questions from the IF for which you are consulting [questions by your professor and the professor from the matched university].

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7. **ROUND 4 TASK**

As an International Sports Federation, we form part of the Olympic Movement. Our mission is to oversee our international sports competitions, which include our world championships and the competitions at the Olympic Games, but also to lead the international network of our national sports federations in a joint effort to grow and develop our sport around the world in a consistent manner.

It is hence our ambition to lead and set environmental sustainability guidelines for the national sports federations, and ensure that the highest possible standards for sports events are met even for national events.

The IOC sustainability strategy sets the benchmark for this, and it is our ambition to incentivise our national federations to be aligned with these standards as much as possible.

We therefore ask you, as our consulting agency, to develop a set of measures for us to encourage and incentivise our national federations to develop and implement sustainable solutions or policies for their national events.

We hope that your agency can offer us some really innovative ideas.

**Dates, Timing and Deliverables**

- The written documents will describe the innovative ideas and implementation plan (max. three pages).
- The written documents must be delivered in digital format by 8 March 2023 to cs_competition@uni-mainz.de.
- The online presentation will be held on 10 March 2023.
- Each agency will have five minutes to deliver the presentation, followed by questions from the IF for which you are consulting [questions by professors other than your own].

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8. **ROUND 5 TASK**

In task 2, you advised us on what we can change at our next World Championships to better comply with the IOC’s sustainability strategy and provided some additional smart solutions, taking into consideration the event location.

Now, we want you to develop for these, or other newly identified solutions, a social media engagement campaign to be implemented on the occasion of our next World Championships. The main objectives of this campaign, aimed at local and international audiences, are to raise awareness of our commitment to sustainable development, promote a positive brand perception and offer engagement opportunities with sports fans from around the world that should last after the event.

**Dates, timing and deliverables**

- The written documents must include:
  - 1 page describing the solutions you developed previously for us to better comply with the IOC’s sustainability strategy at our next World Championships;
  - 2 pages describing the social media campaign, including a description of the strategy, the key messages and the target audiences, with at least one example of a post for each target group.
- Written documents must be sent in English to cs_competition@uni-mainz.de by 26 March 2023.
- You will be presenting to our consultants – a working group from our IF (which is a jury composed of international experts).
- Each agency will have eight minutes of presentation time followed by questions from the jury.
- The presentation is scheduled on 30 March 2023 from 1 to 4.45 p.m. CET, via Zoom. The link will be sent to you in due course.

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