

International Olympic Case Study Competition

Elite athletes as ambassadors of International Sports
Federations to promote their sport and its values

Background, Context and Tasks

2023/2024 Competition

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1. Background and context

Sport and physical activity play a vital role in communities and people's lives across the globe. In the UN 2030 Agenda for Sustainable Development, sport is recognised not only for its important contribution to health, education and social inclusion, but also for its unique potential to contribute to sustainable development and promote peace and human rights (see [Sustainable Development Goals \(SDGs\)](#) and [International Day of Sport for Development and Peace](#)).

This is in line with the vision of the Olympic Movement, which is to contribute to building a peaceful and better world by educating young people through sport practised in accordance with Olympism and its values.

The [Olympic Charter](#) defines the Fundamental Principles of Olympism as:

- 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.

As world governing sports bodies, International Sports Federations (IFs) of Olympic sports have a mission (among other things) to ensure the development of their sports throughout the world and to contribute to disseminating Olympism and Olympic education ([Olympic Charter \(§26, 1.2 and 1.3\)](#)). The performances of world-class athletes at the Olympic Games and world championships showcase human excellence and sportsmanship, and inspire the audience to engage in sport and live by the principles and values of Olympism: excellence, friendship and respect. These three principal Olympic values, which lie within Olympism as a framework for the advancement and development of humans and societies, ultimately summarise the humanistic mission of the Olympic Movement.

2. The case study challenge – “Elite athletes as ambassadors of International Sports Federations to promote their sport and its values”

Through the global reach and visibility of the Olympic Games and other international sports competitions, IFs have the unique opportunity to reach young people around the world and try to attract them to their sport, as grassroots participants, and as competitive athletes, fans and spectators. This opportunity can be leveraged thanks to the contribution of Olympic athletes, who can serve as positive role models and ambassadors for their IFs.

To leverage elite athletes in an impactful way, the IFs require a clear strategy, which helps them select the most suitable athletes and educate them to be ambassadors of the sport and its values, and sets out a relevant framework to engage with them for physical and digital out-reach programmes. The athletes may use their social media platforms or be called upon to participate in promotional events or campaigns, media interviews or public speaking engagements.

In this edition of the Case Study Competition, the students will conduct a role play exercise in which they consult an International Sports Federation (IF) to build and implement an “Elite Athlete Ambassador Strategy”. The objective of the six-year programme is to maximise the global reach towards a young population, promote the sport and its values, and strengthen the positioning of the IF as a promoter of positive and sustainable human and social values.

The students work in groups and are challenged to work on a strategy-building exercise, with all phases from diagnosis, strategy, to operations and controlling the execution.

3. Round 1 Task

An International Sports Federation (IF) (see choice below) is looking to appoint an agency capable of developing a six-year “Athlete Ambassador Strategy”, which aims to further develop its sport in terms of grassroots and elite participation as well as fan and spectator engagement. The IF wishes to leverage the worldwide reputation of Olympic elite athletes as “ambassadors” for their sport and its values.

To do this, and as an initial 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**

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

- 2. Commercial Submission**

- Submit your commercial proposal.
- The budget for this project is USD 150,000. If an additional budget were to become available, outline how you could enhance the strategy further.
- 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.
- 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 responses will therefore 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)

International Basketball Federation

International Gymnastics Federation

International Judo Federation

International Surfing Federation

International Tennis Federation

World Aquatics

World Rugby

World Skate

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 “Elite athletes as ambassadors of International Sports Federations to promote their sport and its values” case study challenge can be found [here](#).

4. Round 2 Task

The International Sports Federation (IF) you are working for has tasked you with assessing their current approach to promoting their sport and its (human and social) values via the contribution of its elite athletes.

In this task, the IF requests you to find best practices from three other international sports federations (benchmarks), perform a gap analysis and propose measures that can be implemented to develop / or improve its own athletes' ambassador programme.

Dates, Timing and Deliverables

- The written document must explain the rationale you used for the selection of the other IFs as best practices and your gap analysis (no more than three pages).
- It must be delivered by email by a date to be communicated by your professor and sent by email to you 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 be presenting in front of your own class, the other university class and the professor with whom you have been matched (if applicable).
- Each agency will have six minutes for the presentation, which will be followed by questions from the International Sports Federation for which you are providing consultancy services [played by your professor and the professor from the university with which you have been matched, if applicable].

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5. Round 3 Task

The International Sports Federation (IF) you are working for wants to leverage its world-class athletes and Olympic champions to contribute to the world-wide promotion of its sport and its values.

In this task, the IF requests you to develop a complete and innovative “Athlete Ambassador Strategy” which should include objectives, means, budget, target groups and a digital activation of fans.

The IF also requests that you place a special focus on how the values of its sport can be promoted.

Dates, Timing and Deliverables

- The written document must describe the strategy, in no more than three pages.
- It must be delivered by a date to be communicated by your professor and sent by email 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 be presenting in front of your own class, the other university class and the professor with whom you have been matched (if applicable).
- Each agency will have seven minutes to deliver their presentation, followed by questions from the IF for which you are providing consultancy services [*questions will be asked by your professor and the professor from the university with which you have been matched, if applicable*].

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6. Round 4 task

As an International Sports Federation, we are 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.

To best achieve this, we have developed, with your help, an “Athlete Ambassador Strategy”, which aims to encourage more people to practise and follow our sport.

Ahead of our next World Championships, we are now asking you, as our consulting agency, to develop a specific Athlete Ambassador Programme to be implemented for the event, with the aim of maximising engagement with the local population.

To do this, we have planned a budget of USD 50,000.

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

Dates, timing and deliverables

- The written document will describe the key concepts of the programme and the implementation plan, and will include the costs (max. three pages).
- The written document must be delivered in digital format, by 23 February 2024, to cs_competition@uni-mainz.de.
- The online presentation will take place on 26 February 2024.
- Each agency will have seven minutes to deliver the presentation, followed by questions from the IF for which you are providing consultancy services [*questions will be asked by professors other than your own*].

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7. Round 5 task

In task 4, you proposed a specific Athlete Ambassador Programme to be implemented at our next World Championships, to help us maximise engagement with the local population.

In this task, we are asking you to develop a toolkit that will help us inspire our athletes to become our ambassadors and help them contribute to promoting our sport and its values in their home countries. Please ensure that the toolkit includes at least two different types of activities, and not only social media campaigns.

Dates, timing and deliverables

- The written documents must include:
 - o 1 page summarising the proposals you developed previously (the overall ambassadors' strategy and the programme you proposed for our next World Championships);
 - o 2 pages describing the toolkit (content, format, etc.) and its key elements. Please elaborate on how the toolkit will effectively support athletes' efforts to promote the sport and its values in their home countries.
- Written documents must be sent in English to cs_competition@uni-mainz.de by 11 March 2024.
- You will be delivering your presentation to 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 online for 1 - 4.30 p.m. on 19 March 2024.

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