

**Internal Structure and Activities of the International
Olympic Committee from 2002 to 2021**

A Research Proposal Presented to
The Foreign Languages Department

by

Anastasia D. Kovaleva

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National Research University Higher School of Economics
School of World Economy and International Affairs

Academic advisors:

Prof. F. A. Lukyanov

Prof. V. A. Dugartsyrenova

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Abstract

Following the recent Olympic Games in Tokyo and Beijing and the ongoing doping scandals concerning Russian athletes, the issue of the activities of the International Olympic Committee (IOC) has become highly relevant. While there has been extensive research on the history of the Olympic movement and the IOC in particular, the features and problems of the IOC in the political, social, cultural and financial spheres have not been studied enough. Therefore, this research aims to identify the key features of the internal structure of the organization and its activities on the world stage in responding to the current challenges of the world sports movement in the spheres under investigation. With this purpose in mind, a quantitative research design including content analysis of official documents of the IOC and narrative analysis of statements of national authorities and politicians will be employed. The proposed research may reveal various hurdles that IOC faces while implementing its policy, including bureaucracy, corruption, and challenges of cooperation with states and other sports organizations.

Keywords: IOC, Olympic Games, bureaucracy, sport, doping

Introduction

The activity of the International Olympic Committee (IOC) has been of special scientific interest for a number of reasons. Firstly, due to the recent Olympic Games in Tokyo and the ongoing competitions in Beijing, the principles of the IOC's activity have been of particular relevance. Secondly, the ongoing doping scandals with Russian athletes also arouse the interest of both the scientific community and the general public. Finally, it is important to consider the specifics of the IOC's activities in cooperation with states and sports organizations concerning the current challenges in the sports movement in different spheres.

While there have been numerous studies on the history of the Olympic movement and the IOC in particular (Chappelet, 2006), the features of the internal structure of the IOC lack profound scientific research. At the same time, the funding structure of the organization directly reflects the priorities of the IOC's activities on the world stage. The particularities of the internal structure of the IOC are also associated with the problem of the bureaucracy of the sports movement due to a large number of narrow-profile commissions within the IOC (Ferrand, Chappelet, & Seguin, 2012). The issue which is closely related to the bureaucracy is the cooperation between the IOC and other international sports organizations, in particular, the World Anti-Doping Agency (WADA). Dimeo and Moller (2018) focus on the contradictions of the two organizations' cooperation that slow down the speed of the decision-making process. Similarly, Denham (2019) notes the duplication of the functions of the IOC and WADA that leads to difficulties in their interaction. Another problem of the IOC's activity on the world stage is the difficulties in cooperation with states. In particular, Gerard (2013) emphasizes the aggravation of distrust between states and the IOC related to the solution of doping issues. The conflict between states and the IOC concerning the choice of the Olympic host city (Nitsch &

Wendland, 2017) confirms the significance of this problem as well. This distrust may lead to a more autonomous sports policy implemented by states (Chappelet, 2018). Therefore, further research is needed on the features of the IOC's policy while addressing several thorny issues regarding the social, cultural, and political spheres, as well as on the problems of the internal structure of the IOC and possible ways to deal with them.

The purpose of this study is to identify the key features of the internal structure of the organization and its activities on the world stage in response to the current challenges of the world sports movement in these areas. With this purpose in mind, the study will consider the following research question: how do the features of the internal structure of the IOC and the activities of the Committee on the world stage affect the prospects of achieving objectivity, equality, financial transparency and security of the global sports movement?

To this end, a quantitative research design will be used. We will employ content analysis of the official documents of the IOC, statistical and budget reports, as well as the official statements of national countries' authorities. Moreover, a narrative analysis of the statements of national countries' authorities and politicians will be used.

The proposed research may reveal various hurdles that IOC faces while implementing its policy concerning bureaucracy, corruption, challenges of cooperation with states and other sports organizations in an attempt to deal with numerous acute issues of the world sports movement. The results of this study may contribute to a more precise understanding of the difficulties of the international organizations' activities using the case of the IOC as well as its tools to overcome crisis situations.

Literature Review

The activities of the IOC on the world stage and its dealing with urgent political and social issues in the global sports movement are stressed in theoretical and empirical education research. Moreover, the internal structure of the International Olympic Committee and the decision-making mechanisms within the organization are also the subject of scientific discussions.

One of the challenges in the activities of the International Olympic Committee is the problem of the simultaneous existence of similar organizations whose functions are duplicated, in particular those of the World Anti-Doping Agency (WADA). Some scholars have found that contradictions in the structure and principles of the two institutions prevent them from effectively performing their duties. To illustrate, Dimeo and Moller (2018) indicate the shortcomings of the WADA Code, which makes it difficult to conduct anti-doping investigations. Similarly, Denham (2019) notes the dichotomy of the functions of these institutions. He focuses on the downsides of WADA's organizational structure hindering its work to prevent illegal drug use by athletes. According to this study, it is the fragmentation of functions between the IOC and WADA that is likely to be the reason for the ineffective response of these organizations towards the current issues. Likewise, based on the case of the doping scandal with Russian athletes, Ohl, Fincoeur, and Schoch (2021) explore the mechanisms of WADA and the IOC cooperation. The findings of this research suggest that although individual efforts of organizations are fruitful, an insufficient level of interaction between them leads to an aggravation of the problem concerning regulations in the sphere of sport.

Other challenging issues of the IOC's activities relate to the choice of the host country of the Olympic Games and further problems for the host country. A number of studies have found that the current procedures for choosing the host country of the Olympics create contradictions

among states. In particular, Nitsch and Wendland (2017) indicate a fierce competition between countries and cities for hosting the Games on their territory. The authors identify the correlation between the Games' organization and the growth of income of a particular city. Likewise, Rose and Spiegel (2011) note that the costs for the host countries are compensated by the positive impact of the event on their economy. Moreover, Booth (2011) provides empirical evidence suggesting that states consider the Olympic Games as a means of transmitting their values on the international level. At the same time, Shin and Li (2013) note the negative impact of the Olympics on the city's population. According to this study, the organization of major sporting events merely leads to greater social differentiation. However, this research presents little empirical evidence regarding the real examples of a widening gap between different social classes in specific cities after the Olympic Games.

In addition, Chappelet (2006) focuses on the features of the organizational structure of the IOC and the financial aspects of the work of the Committee as a whole. Thus, he describes in detail the problems of excessive bureaucratization in the internal structure linking this to a large number of narrowly oriented commissions and proposing to reform the very principle of organizing the internal structure of the IOC. In turn, Barney (2002) presents the shortcomings of the existing internal structure of the IOC through the corruption scandals surrounding the holding of the Games in Salt Lake City in the winter of 2002, and Ferrand, Chappelet and Seguin (2012) note the corruption scandals during the organization of the Olympic Games in London in 2012. At the same time, their works do not take into account both the changes that have occurred in the organizational structure of the IOC in recent years and new issues to the financial statements of the Committee. Lastly, Carpenter (2016) identifies the financial problems during the Rio

Olympics and describes the most famous corruption scandals, for example, related to voting for the host city.

Finally, several studies have delved into the question of the IOC's relationship with states on the world stage. For instance, Gerard (2013) highlights the possible negative consequences of an aggravated distrust between states and the IOC on the issue of the organization of the Olympics, solutions in the financial sphere and responsibility for the promotion of sports movement in different countries. In his opinion, the possible crisis tends to be directly related to the activities of the International Olympic Committee and other sports organizations and their interaction. On the contrary, Herguner (2012) notes the positive role of the IOC on the world stage indicating that the values of open and honest sport contribute to building cooperation between states and international organizations.

Further research is needed on the difficulties and prospects of the IOC's relationship with states during the organization of the Olympic Games, as well as on the main methods of simplifying the complicated internal structure of the organization itself. The purpose of the current research is to identify the features of the IOC as an international organization and the activities of the International Olympic Committee in responding to the current challenges of the world sports movement in the political, social, cultural and financial spheres.

Methods

To achieve the purpose of the study, we will conduct a qualitative research design in order to determine the key particularities of the IOC's activities on the world stage.

Data collection. We will gather qualitative data from official documents of the organization, statistical and budget reports obtained from its website, as well as the official statements of target countries' authorities. A number of organizational documents of the IOC,

including the charter, codes of the organization will allow us to gain a better understanding of the internal structure of the IOC. Moreover, official statements of the representatives of states and politicians will be collected from news sites and information portals to ensure that different points of view regarding the work of the IOC are represented.

Data analysis. Content analysis of documents including IOC Charter, statements and resolutions will be applied for achieving a comprehensive understanding of the organizational framework of the IOC activities, while the narrative method will be implemented for the analysis of the politicians and heads of states' rhetoric.

Scope and Limitations. Considering the study's objective, there are bound to be some restrictions to the scope of the research. Specifically, because of time constraints, we only study the IOC's activities to address current social and political trends in the period from the beginning of the XIX Winter Olympic Games in Salt Lake City in 2002 to the end of the XXXII Summer Olympic Games in Japan in 2021. The choice of the chronological framework is due to the fact that during this period numerous social and political trends to tackle occurred on the world stage. For instance, debates concerning the issues of ensuring security during the Games after the 09/11/2001 terrorist attack; corruption and doping scandals; the issues of gender equality, refugees' and transgender rights to participate in the Games have intensified. Another important limitation of the proposed analysis of IOC is the lack of extensive research on the last Games held in the summer of 2021 in Tokyo. Finally, this study's limited time constraints make its results less generalizable to the evaluation of the entire work of the IOC on the world stage.

Expected Outcomes

In this study, we explore the features of the International Olympic Committee and the activities of the IOC in responding to the current challenges of the world sports movement in the

political, social, cultural and financial spheres. The study will attempt to shed light on how the decision-making process, the financial characteristics of the organization and its role and functions on the world stage affect the development of sports in the world and the organization of the Olympic Games. With this aim in mind, we present the analysis of data from official documents of the organization, statistical and budget reports, as well as official statements of countries authorities.

Our preliminary findings indicate that the extensive management apparatus and the complex financing system of the organization create various hurdles to the organization's rapid response to challenges and threats. The most challenging of them are corruption and bureaucracy, which result in the IOC's inability to respond promptly to emerging issues in different spheres of life, such as the outbreak of the coronavirus pandemic. At the same time, a large number of commissions within the committee allows the IOC to thoroughly address a number of important social issues, such as, for instance, gender and racial equality. It also appears significant to mention that the diversity of funding sources and the absence of direct financial dependence on states indicates the relative independence of the organization in carrying out its policy. These findings may be of use not only to the study of organizations like the IOC that but to other international organizations as well.

As regards the theoretical contribution of this study, these findings may support the idea of the changing role of international organizations in general due to complex bureaucratic procedures within the organizations and the growing distrust between organizations and states. Concerning the IOC, this is manifested, in particular, in the permanent challenge of the ethical and doping scandals.

The results of the study will be presented to the faculty of World Economy and World Politics at the Higher School of Economics. The data obtained could stand for publication in an academic journal such as *Politica Externa*, which publishes research on international affairs.

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