

Critical Issues and Questions Concerning the Sustainable Future of the Olympic Movement

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1. Introduction

This paper presents the events that shape the course of the modern Olympic Movement in order to approach the research issues that need to be investigated. Emphasis is placed on the challenges faced by the International Olympic Committee (IOC) and extensive reference is made to the issue of reduced interest in hosting the Olympic Games. Then the scientific interest of the researchers in the field is projected, focusing on the issue of the legacy of the Olympic Games, in order to present immediately after the reaction-action of the International Olympic Committee to the emerging obstacles from which the research questions arise. It follows the discussion about the educational legacy of the Olympic Movement. The connection is being made with the work of the International Olympic Academy (IOA) and the National Olympic Academies (NOAs) which are the educational pillars of the Olympic Movement, since the Olympic Movement is primarily an educational movement, according to the intellectual legacy of Baron Pierre de Coubertin.

2. Research Background

The revival of the Olympic Games took place at the end of the 19th century. In modern times the institution has evolved, “endured” two world wars, and prospered for over a century with a huge impact around the world despite any upheavals and controversies. From the period of their revival until today, the acceptance of the Olympic Games is universal, while the Olympic Movement is called to serve the Olympic Ideals and the values of Olympism. The International Olympic Committee addresses issues related to the proper organization of the Olympic Games, obliges itself and obliges the bodies involved in the observance of ethical issues. At the same

time, the entertainment role given to the Olympic Games due to the broadcasting around the world is strengthened by their connection with cultural issues. The Olympic Charter, which is the IOC's Statute, contains the codification of the Fundamental Principles of Olympism.

According to the Olympic Charter (2020:16–17), the IOC leads the Olympic Movement with the main mission of promoting Olympism around the world, emphasizing the encouragement and support of the activities of the International Olympic Academy. As stated in the Olympic Charter (2020:59) the mission of the National Olympic Committees (NOCs) is to promote the fundamental principles and values of Olympism in the respective countries, encouraging the establishment and operation of National Olympic Academies.

The Olympic Movement is heavily criticized on various issues. The well-known issues that influenced the modern Olympic Games are those of the catastrophic boycotts from 1976 to 1984; also, the phenomena of “professionalism,” the unbridled commercialization that has occurred in the movement, the gigantism of the sports program, and the corruption that has been found in the bid process for hosting the Olympic Games. For the Olympic Movement, there is also the very worrying and extremely dangerous phenomenon of taking anabolic steroids to maximize athletic performance, while black spots in the history of the Olympic Movement and modern Olympic Games include the politicized Olympic Games of Berlin in 1936, the crisis of the ‘M’ as it was named, and concerns over the Olympic Games of Mexico, Munich, Montreal and Moscow “*by constantly raising issues of human rights, terrorism, long-term debt and boycott policies on the Olympic Agenda*” (Tomlison 2014:138). The crisis continued because of the terrorist attack in Atlanta in 1996, while the corruption scandal in Salt Lake City was also a negative point in the history of the modern Olympic Games.

The stakeholders try to develop the Olympic Movement as much as possible, in order to meet the expectations of modern societies. Through its continuation, the way must be found,

which will reflect a Movement with unquestionable prestige which will be trusted by the involved bodies, its supporters and followers, given emphasis to its timelessness and the values it stands for, values that should govern to a greater extent the behavior of people in society.

3. Reduced interest in hosting large-scale events

Academic studies on the potential effects of mega events are important and well documented through world literature (e.g., Fourie & Spronk 2011; Kaplanidou et al. 2016; Tien et al. 2011). The positive effects relate more to the country's global visibility, which in the long run contributes to stimulating the economy through the growth of tourism and trade (Waitt 2003; Gursoy & Kendall 2006). In the past, studies before and after large-scale projects have shown that residents perceived large-scale sporting events positively (Hiller & Wanner 2011). However, the real impact on host countries and regions often comes up short of expectations in terms of economic and non-economic impact on both advanced and developing societies. (Horne & Manzenreiter 2006; Jago et al. 2010). Thus, although the Olympic Games may be the largest peaceful event on earth, which along with entertainment can inspire humanity, in recent years there has been a strong decline in interest in hosting the leading sporting event. As early as 2012, for economic reasons mainly, many cities withdrew their candidacies to host future Olympic Games. In particular, Rome withdrew in 2012 for the 2020 Summer Games, although it re-nominated for the 2024 Games.

Eventually, however, in Rome, the NOC officially withdrew its candidacy, this time as well, after the city council voted against the candidacy (<https://www.reuters.com>, 11/10/2016). Respectively, in 2014, Stockholm withdrew its candidacy for the 2022 Winter Olympics, followed by Krakow (Poland), Lviv (Ukraine), Oslo, Munich, and St. Moritz-Davos. In 2015, Toronto's candidacy was canceled. In this case, concerning the remaining two contenders, namely Almaty, Kazakhstan and Beijing, Martin Müller (2015:15) states that "he could foretell

the future of major events as huge publicity projects in authoritarian states, with rich natural resources, with little public accountability and limited freedom of speech.” Finally, during the 128th IOC Summit in Kuala Lumpur Malaysia, Beijing was chosen as the host city for the 2022 Olympic Games. Also in 2015, after a referendum, Boston’s candidacy for the 2024 Olympic Games was canceled. The residents of Hamburg were also divided, where they finally voted in favor of withdrawing the candidacy (<https://www.bbc.com/>, 30/11/2015). In January 2017, the citizens of the Hungarian capital decided in favor of withdrawing the candidacy. So, Los Angeles and Paris were left to compete with each other for which city would host the event. MacAloon (2016:767) ranks the phenomenon of refusal to host the Olympic Games as the second biggest crisis the Olympic Movement has suffered, following the corruption scandal in the late 1990s. As mentioned above, in September 2017, two cities claimed the hosting of the 2024 Olympic Games, while 20 years ago, in September 2007, the candidate cities for claiming the 2004 Olympic Games were eleven. Figure 1 below shows that candidate cities are no longer crowded today. The question that arises is whether this trend is of concern to the IOC?

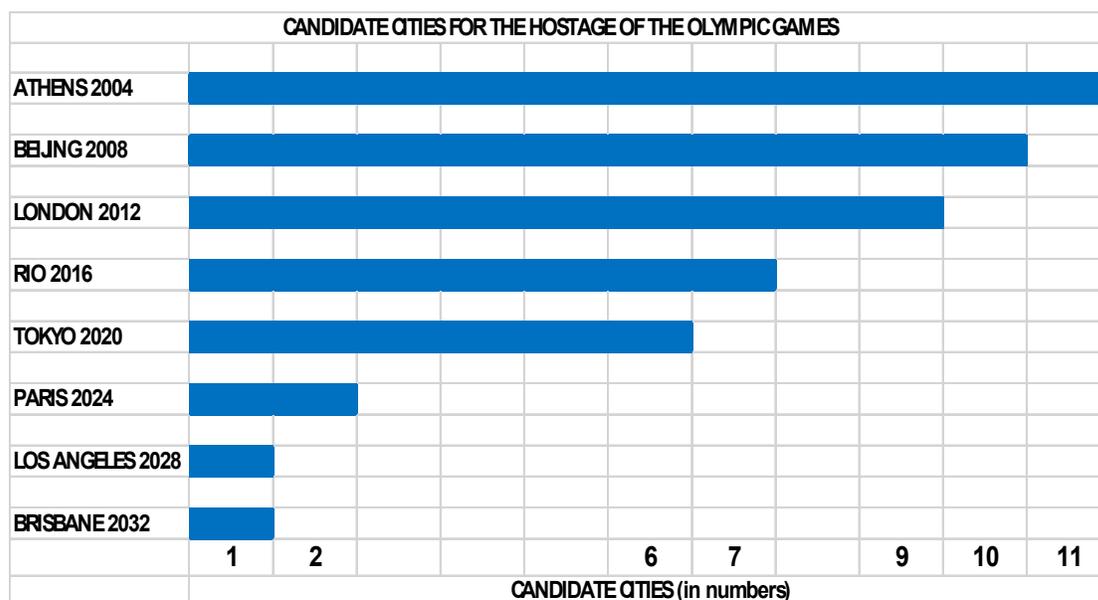


Figure 1: Gradual reduction of the intention to host Olympic Games (2004–2032).

The above developments may be the reason why the President of the International Olympic Committee, Thomas Bach, and the Executive Committee of the IOC set up a working group to investigate possible changes in the evaluation process. This was followed by the appointment of the so-called IOC Evaluation Committee for the analysis of the 2028 candidacy. During the 130th IOC Session in July 2017 in Lausanne, Switzerland, the possibility of a double award for the 2024 and 2028 Olympic Games was discussed. The head of Paris's candidacy for the 2024 Olympics was not opposed to a decision to award the Games with those of 2028, but the French capital would not be included in the process for the second event. "Now or never. We will not return to the vote for 2028" had stressed "the three times gold Olympian" of canoe kayaking, (Tony Estanguet, <https://olympics.nbcports.com/tag/tony-estanguet/> (21/3/2017)). The agreement of the IOC with the Organizing Committee of Los Angeles 2024, to host the 2028 Olympic Games, paved the way in Paris for the hosting of the 2024 Games (<https://www.bbc.com/sport/olympics> (01/08/2017)). The award for hosting the Olympic Games in Los Angeles in 2028 took place 11 years before the event, while until then there were 7 years from the day of the award until the time of the event. Never before had the IOC made a double assignment nor deviated from the Olympic Charter (ed. 2018, ch. 5, par. 33.2, p. 70) which states that "The Executive Board of the IOC shall determine the procedure to be followed until the adjudication of the Session. Except in exceptional circumstances, these elections take place seven years before the celebration of the Olympic Games." Perhaps this is why the IOC dual award decision is described as "historic" (<https://www.olympic.org/news/ioc-makes-historic-decision-in-agreeing-to-award-2024-and-2028-olympic-games-at-the-same-time> (11/07/2017)). The IOC president himself said at the time that "ensuring the stability of the Olympic Games for eleven years is something remarkable" (<https://www.Olympic.org/news/how-paris-los-angeles-and-the-ioc-moulded-a->

win-win (10/09/2017)). It is worth noting that two years later, on June 26, 2019, the Olympic Charter changed. It is interesting that in the publication of the Olympic Charter (Statute) of the IOC of 2019, in the point concerning the award procedure for the hosting of Olympic Games, the second sentence of chapter 5 of paragraph 33.2 has been removed. Specifically, it states “The Executive Board of the IOC determines the procedure to be followed until the election by the Session” (Olympic Charter 2019, ch. 5, par. 33.2, p. 70). The change in the IOC Olympic Charter at this point demonstrates the change in the IOC policy on this issue.

In the report published on September 12, 2017, it was confirmed by the Evaluation Committee that Los Angeles will maintain the general plan of 2024. The Commission concluded that the many opportunities presented by the organization of the 2028 Olympic Games in Los Angeles, will prevailed any possible risk of awarding the Games eleven years earlier than seven years. The Commission also stressed that Los Angeles and Paris would mutually benefit from the opportunities for cooperation, mutual knowledge and experience that would result from the simultaneous award. The triple agreement between the IOC, Paris and Los Angeles for a double simultaneous award of the Olympic Games in Paris and Los Angeles in 2024 and 2028 respectively, was ratified on September 13, 2017, at the 131st IOC Summit in Lima (www.olympic.org (13/09/2018)).

However, the evolution of dual assignment raises several questions. There is disbelief and skepticism on the part of the countries-cities about the organization of the Olympic Games, and some doubts of the IOC for the next vote, as to whether there will be candidate cities. With the direct assignment, the IOC removed even temporarily such an extreme but also possible development, which would put the Olympic Movement in crisis. But even after the latest developments, the oscillations on the part of the cities to host the Olympic Games continue. Regarding the winter Olympic Games of 2026, after the refusal to nominate for the Games the

Graz of Austria, the Sion of Switzerland, the Sapporo of Japan and the Calgary of Canada, only Milan and Stockholm remained, with Milan-Cortina d'Ampezzo to finally take over the event. Summarizing, based on all the above, the reasons why cities either do not run to host the Olympic Games, or quickly withdraw their bid, are related to financial risks (non-existent financial benefit, large costly projects, uncertain post-Olympic use, tax increase for debt repayment, etc.). Corruption scandals in sport (FIFA, doping), terrorist attacks and immigration crisis seem to be of great concern to city dwellers who are called upon to vote in referendums. However, not enough scientific research has been published to disclose the reasons given, with a plethora of publications in the press about the possible causes remaining unconfirmed. In addition, Solberg (2018:45) argues that “although some cities are withdrawing their applications to host the Olympics, it is too early to conclude that this trend is permanent.”

3.1. Legacy of large-scale sporting events

The issues of the legacy of wide-range sporting events concern a relatively new field of study, with the first published research on tourism legacy by Roche in 1992. In recent years, a growing body of research has emerged on the legacy of the Olympic Games (Preuss 2007; Gratton & Preuss 2008; Preuss 2015; Tomlinson 2014; Zimbalist 2017; Preuss 2019). Brittain et al. (2018) host eight scientific studies and eight case studies relating to the legacy of large-scale sporting events. Studies of recent years concern the financial risks involved to a large extent in the hosting of both Summer and Winter Olympic Games. For example, Flyvbjerg et al. (2016:14) on cost overruns at the Olympics, states that “no other type of sport event is so consistent in terms of cost overruns.” Other types of projects are usually on budget sometimes, but not the Olympics. Smith et al. (2018) characterize as a crisis in the Olympic Movement the reluctance of municipal authorities and citizens to host the Olympic Games or other large-scale sporting

events. Research examines the issue of Olympic Games legacy in relation to the perception that city dwellers have about it (Karadakis & Kaplanidou 2012; Smith et al. 2018; Scheu & Preuss 2018). On the question of the Olympic Games legacy, Tomlinson (2014:137) argues that despite the inclusion of the idea of heritage in the Olympic discourse, the reality is that "... the question of heritage will prove illusory without long-term planning before Olympic Games and remains unproven without systematic research after the event and after a realistically extended period." The same view is expressed by Smith et al. (2008), who are in favor of the longitudinal research that reflects the attitude towards large-scale events at different times (before/during/after the event), but also the one that tries to estimate the compensations between individual and collective benefits. Boykoff (2017) in his research for the Rio Olympics, states that regardless of the fact that this country was not ready to host the Olympic Games, he concludes that all the major problems that were evident in the organization, in essence are "Olympic problems." Boykoff believes that a similar pattern of problems is faced by all Olympic Games host cities, whether in the developed or developing world, concluding that now the residents of Olympic Games host cities are aware of this reality. Zimbalist (2014), having examined the Rio legacy at the level of the economy, rejected the view of IOC executives, who, using the Rio example, argued that "... even developing countries are able to host the Olympics." Zimbalist has shown that the less developed a country is, the more it will have to invest in transport, telecommunications, hospitality, security, and sports infrastructure in order to meet the needs of the IOC and the International Sports Federations. According to Zimbalist, this does not correspond to the development needs of a developing city. The research of Jones and Ponzini (2018) concerns the importance of urban policymaking in the case of organizing large events. The disconnection between the planning of large events and the urban environment is underlined as a recurring argument in the public debate that is

displayed as one of the reasons for the reduced interest in hosting Olympic Games. Jackson and Dawson (2017) investigate the fact that despite the negative effects of hosting Olympic Games, some states continue to apply to host the Olympic Games. Jackson and Dawson believe that in addition to the goals of improving a nation's international profile and promoting tourism, another possible explanation for the decision to host the Olympics is their increasingly important role in diplomacy. Preuss (2015, 2019), in relation to the issue of legacy in the Olympic Games focuses, his research on identifying the various ways of measuring the long-term costs and benefits of hosting the Olympic Games and formulating a strategy to control them. It seeks to translate the scientific knowledge of heritage into a comprehensive framework so that this framework can be used in practice.

3.1.1 IOC reaction and action – research questions

The IOC, apparently aware of the challenges and dangers facing the Olympic Movement, decided to introduce a new institution, the “Youth Olympic Games,” which was announced by the eighth IOC President Jacques Rogge at the IOC Summit in Guatemala in 2007. The objectives of this event were revised in 2015 (The YOG - Vision, Birth and Principles / December 2015). According to the statutes, the new objectives can be summarized as follows: “to bring together the best young athletes from around the world, to make a unique and dynamic introduction to Olympism, to innovate in education and dialogue around Olympic values, to share and celebrate the cultures of all to reach young communities around the world, which will promote the Olympic values, to increase participation in sports especially at a young age, to act as a platform for initiatives and ideas within the Olympic movement, to be a sporting event with high international standards”

(<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Factsheets->

Reference-Documents/Games/YOG/Factsheet-The-YOG-Vision-Birth-and-Principles-December-2015.pdf (31/12/2015)).

However, it is not certain whether the Youth Olympic Games, which were held for the first time in 2010 in Singapore, serve the above goals set by the IOC, while from time-to-time various issues have been raised regarding the necessity of this event. Wong (2012) conducted an evaluation of the first Youth Olympic Games in 2010 in Singapore on the degree of achievement of the educational and cultural program designed by the IOC. The research of Krieger and Kristiansen (2016) showed (a) that athletes and coaches focus on high performance and secondarily on training goals and (b) that it was difficult for young participants to concentrate on training in a high-performance 'event'. The general conclusion of Krieger and Kristiansen (2016) was that the Youth Olympic Games had limited success in achieving the educational ambitions of the Olympic Movement. There has also been criticism of ethical dilemmas arising from this event with the impact on young athletes, such as equality of opportunity, immaturity and age, the search for talent, early specialization and exploitation of young athletes (Parry 2012). Parry hopes that the ethical issues arising from the organization of the Youth Olympic Games will give a new impetus to discussions about the nature and promotion of ethical sports. It is worth noting that this event is aimed only at the cream of young athletes worldwide as described on the IOC website "The Youth Olympic Games are an elite sporting event for young people from all over the world" (<https://www.olympic.org/news/what-is-yog> (01/08/2009)).

Another interesting initiative of the IOC in relation to the protection of the Olympic Movement, the defense of Olympism and the preservation of Olympic values, was taken at the 127th extraordinary meeting of the IOC held in Monaco on December 8 and 9, 2014, where the "Olympic Agenda 2020" was unanimously agreed on. The official presentation of the 2020

Olympic Agenda by the IOC states: “The 40 detailed recommendations are like individual pieces of a puzzle, which when put together, give us a clear picture of the future of the Olympic Movement. They give us a clear vision of where we are headed and how we can protect the uniqueness of the Games and the strengthening of Olympic values in society.” The critique speaks of the recognition of the problems by the President of the IOC, Thomas Bach, and the promotion of the 2020 Olympic Agenda in an effort to reduce spending, but also to address the lack of interest on the part of young people (www.theguardian.com/sport/2014/oct/23/ioc-olympics-thomas-bach-olympic-bids (23/10/2014)).

Regarding the dynamics of the 2020 Olympic Agenda, the research of Schnitzer and Haizinger (2019:21) concluded that “the Olympic Movement is at a significant crossroads,” while continuing to say that “in the case of successful implementation, the promise of Olympic Agenda 2020, then a new era in the sports world will begin.” These researchers believe that the IOC’s effort is ambitious and that the Olympic Movement is likely to manage the recovery successfully. Of course, they support that, future research will prove the success or failure of this IOC venture.

The latest development and reaction on the part of the IOC to the dilemmas it is called to resolve was presented on February 6, 2018, at the 132nd session of the IOC in Pyeong Chang, where the new rule “The New Norm” was presented (<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/02/Infographic-New-Norm.pdf>). This is a plan, which focuses on six recommendations of the 2020 Olympic Agenda on the organization of the Games, will give cities more flexibility in planning the Games to achieve long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement, before, during and after the Games. Following the redesign of the nomination process and the strategic approach adopted

in 2017, mentioned above, the IOC has introduced updated services and requirements, which are claimed to lead to maximum savings of hundreds of millions of dollars in the delivery of the Olympic and Paralympic Games. Thomas Bach commented: “These are the biggest savings in the history of the Olympic Games. It is a fundamental review of the organization of future Games.” In October 2018, in Buenos Aires, Argentina, the Executive Board of the IOC was briefed on the impact of the new regulation (New Norm) of the 2020 Olympic Agenda, which presented the first positive results from its implementation. These relate to cost reduction due to the reduction of accredited seats and the use of existing facilities. Regarding the 2020 Olympic Games (postponed for 2021 due to the global pandemic) the forecast for the financial benefit concerned the savings of millions of dollars from OGOC (<https://www.olympic.org/news/impact-of-olympic-agenda-2020-s-the-new-norm-presented-to-ioc-executive-board> (18/10/2018)). On the other hand, the concept of Olympism on which the Olympic Movement is based, contains timeless values. The question that arises is: how can it be ensured that in addition to the spectacular athletic presence and appearance, the performance of the athletes, the money, the glamor, the prestige, and the brilliance that the Olympians acquire through their unimaginable performance will safeguard the values on which the Olympic Movement is based? If, for some reason, the pious desire for the organization of the Olympic Games begins to gradually decline on the part of the countries-cities, in terms of submitting a candidacy for the organization of the Games, what will be the role of the Olympic Movement beyond that? How could such a development be avoided? In what ways will the Olympic Ideals be protected and will in turn protect the Olympic Movement? How could the solid foundations of the Olympic Movement be strengthened?

3.1.2 Educational Legacy of the Olympic Movement

In the previous paragraphs, reference was first made to the issue of reduced interest in hosting large-scale sporting events and then to the growing importance of the legacy of the IOC and other stakeholders, especially the candidate cities in large-scale sporting events, with Olympic Games. According to Leopkey and Parent (2012), as a result of the increased importance of heritage in the modern Olympic Movement, many trends have emerged. Leopkey and Parent (2012), as examples of current trends in the issue of legacy, report environmental issues, information, education, etc., while also raising issues of sustainability of each type of legacy.

In the present paper the education and the educational legacy of the Olympic Movement through the work of the International Olympic Academy was the motivation for the research approach in the specific field. Kidd (1984, 1996) emphasizes that the revival of the Olympic Games was never just an attempt to recover the past but was linked to an ideological program. Gruneau (1993:89) argues that Coubertin “intended to promote a new vision for sport and a healthy body as a means of solving some of the obvious problems of modernity.” Coubertin, according to his biographers (Weber 1970; Eyquem 1981; MacAloon 1981), was deeply concerned about the rapid industrialization and urbanization that led to poverty and conflict in his native France. This concern prompted him to consider an educational reform as the best way for the country to emerge from its political and social crisis. His deep concerns about reform led him to identify Olympism as an educational tool for tackling the problems of his day (Müller 2000; Kidd 1996). He regarded education as “the key to human happiness” and was convinced that education must be the answer “to the accelerating pace of change in the world” (Müller 2000:25). Education, after all, is Coubertin’s point of reference, according to scholars of his work (Müller 2000; Kidd 1996; Gruneau 1993). In particular, Coubertin in one of his texts, had argued that Olympism should be linked to education in order to avoid failure, as

had happened earlier in history (Coubertin 1934/2000:218). Coubertin's particular view may be more relevant today than ever. The Olympic Movement, as will be developed in the following paragraphs, has to show a huge educational legacy both through the work of the organizations involved within the Olympic Movement, and through the relevant work presented by the cities that have hosted the top sporting event.

Regarding the work of stakeholders within the Olympic Movement, the Olympic Solidarity Committee, established in 1972, has contributed worldwide to the development of sports and cultural programs including the Olympic Youth Camps as well as the training of athletes and coaches in particular in countries of Africa, Asia, Oceania and South America. In particular, the IOC expressed interest in promoting value-based education, which was discussed during the 7th World Conference on Sport, Education and Culture, held in Durban, South Africa from 5 to 7 December 2010. A key part of this initiative is the International Olympic Values Education Program (OVEP) launched in 2005 (<http://www.olympic.org/olympic-values-and-education-program>). The program is based on two pillars: a tutorial (reference tool) and an interactive database (network platform). The Center for Olympic Studies and the Olympic Museum in Lausanne are also key IOC initiatives aimed at disseminating Olympic ideals and developing research into the Olympic Movement. The mission of the international committee Pierre de Coubertin is also educational.

The IOC officially, as mentioned in the Olympic Charter (2020:2, 59), promotes education issues through the NOCs, the IOA, and the NOAs. More specifically, the IOC from a very early age focused on the educational contribution of the Olympic Movement through the establishment of the IOA in 1961 in collaboration with the then Hellenic Committee. In addition, the establishment of the IOC Committee for the IOA in 1962 is an indication of the importance that the IOC has given to the then newly established body, the IOA, from a very

early age. This committee changed its name over the years and later merged with other committees, however it still exists today and the IOA is represented on two IOC committees through its chairman, the dean, and the director. The work of the IOA quickly prospered and in 1968, according to the official IOA Directory (2018), the first NOA was established in Spain. The NOA network today includes 149 NOAs worldwide. The 60 years of uninterrupted operation of the IOA in conjunction with the establishment of 149 NOAs around the world may be one of the most successful examples of educational legacy of the Olympic Movement that is entitled and required to be investigated. Regarding the educational legacy of cities that hosted Olympic Games, this mainly concerns the Olympic education program that as candidate cities were initially planned, and then (after the takeover) committed to implement. Also, the educational legacy for some of the cities that hosted Olympic Games includes Centers of Olympic Studies, which were established and usually operate in a higher education institution. Some of these centers were created as a legacy of a successful bid for the Olympic Games. For example, at least eight major Olympic Studies Centers were established in China after the Beijing Games in 2008, although the IOC officially recognizes only four as mentioned in the next chapter. A successful example is the Center for Olympic Studies, of the Autonomous University of Barcelona in Spain, which emerged after the Barcelona Olympics in 1992. Chatziefstathiou (2012:390) describes as “unsuccessful” the Sports Research & Development Core at the University Tsukuba of Japan. However, according to the information gathered for the present paper, the Sports Research & Development Core, which was founded in 2010 in view of the competition to claim the Olympic Games from Tokyo in 2020, operates to this day having developed an active presence and action. As mentioned above, it takes time for safe conclusions to be drawn. A successful paradigm of educational legacy by a city that organized

Olympic Games is perhaps that of the city of Los Angeles in 1984 and specifically of the LA84 Foundation, which is in its fourth decade of successful operation.

4. Research needs of the Olympic Movement

As analyzed above in recent years, researchers of the Olympic Movement address the issue of reduced interest in hosting the Olympic Games. The academic community needs, through extensive research, to focus on the problems that have arisen and to propose solutions.

According to Salepi (2021:225) *“Evidence shows that as far as the part of education within the Olympic Movement is concerned, in addition to the IOA and the NOAs, the IOC implements other mechanisms. These concern the Olympic Values Education Program... the International Pierre de Coubertin Commission..., the Olympic Study Centers worldwide.”* She continues that *“it would be interesting, in future research, to examine whether the work and the aforementioned actions converge with the work of the IOA and the NOAs or, if there is any kind of opposition and controversy, in the quest for supremacy and primacy within the Olympic Movement.”*

It is necessary that the successors of Baron Pierre de Coubertin’s work will protect the Olympic Movement and strengthen its educational role. Moreover, as mentioned above, the Olympic Movement is primarily an Educational Movement. The actions that should be adopted immediately, are the cooperation of the bodies of the Olympic Movement with a special academic committee that will undertake the research actions. In this way the resulting knowledge of the academic committee and their proposals can be processed by the technocrats.

According to Müller, as early as 1928, Baron Pierre de Coubertin states the following: *“Stadiums are being built unwisely all over the place ... once seats for forty thousand spectators are built, you have to fill them, and that means drawing a crowd. To draw that crowd, you will need a publicity campaign, and to justify the publicity campaign you will have to draw sensational numbers ... Almost all*

the stadiums built in recent years are the result of local and, too often, commercial interests, not Olympic interests at all. Now ... people are on the attack against the athletes, accusing them of the corruption that has been forced on them for the past twenty years. ... In my view, these oversized showcases are the source of corruption at the root of the evil.”

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