



EUROPEAN
OLYMPIC
COMMITTEES



**STRATEGIC
AGENDA
2030**



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Foreword

Dear Colleagues,

It brings me great pleasure to introduce the EOC Strategic Agenda 2030: the roadmap that will shape the future direction of European sport.

We first embarked on this project together in 2020, in a period where COVID-19 had cast great uncertainty on sport and society as a whole. It was this uncertainty that made the development of a clear pathway for our continent's sporting success over the next decade all the more important.

Fast forward two years and we have created a strategy that will enable the EOC to fulfil its mission of leading Europe in the global delivery of elite sport and healthy lifestyles. Every aspect of this roadmap has been powered by the National Olympic Committees of Europe. Your invaluable contributions have shaped the strategic priorities we have adopted, and your commitment to their implementation will be the measure of our success.

We have ensured that the EOC Strategic Agenda 2030 is closely aligned with recommendations and priorities set out in Olympic Agenda 2020+5. Combining this with the integration of your instrumental inputs has put the EOC in the position to provide NOCs with the most comprehensive support so far.

This is only the beginning of an exciting journey, a journey that will unite us through the power of sport to make Europeans' lives better."

As we look ahead, the collective recovery from COVID-19 is just one of the challenges the world of sport faces. We must keep striving for improvements in sustainability, governance, and communication, and continue to seek innovative ways to engage with the athletes and fans of tomorrow. By prioritising these key areas and further enhancing the delivery of EOC events, Europe's NOCs and athletes will have an experience like no other.

Dear friends, I urge you all to read the EOC Strategic Agenda 2030 closely and endeavour to be an active participant in its implementation. This is only the beginning of an exciting journey, a journey that will unite us through the power of sport to change lives.

Thank you all!

With warm EurOlympic regards,
Spyros Capralos
EOC President

EOC Strategic Agenda 2030 – Shaping the future direction of European sport

Introduction

The European Olympic Committees (EOC) represents the 50 National Olympic Committees (NOCs) of Europe, with a vision of placing Europe at the heart of global sport. The EOC is guided by the mission of leading Europe in the global delivery of elite sport and healthy lifestyles and has created the **EOC Strategic Agenda 2030** to ensure NOCs receive full support in all areas and the Olympic values are spread across the continent.

The EOC Strategic Agenda 2030 was an initiative proposed by the EOC Executive Committee to help shape the future direction of European sport, acting as a roadmap for sporting success in an ever-changing environment. The strategy has been guided by inputs from all 50 NOCs and is aligned with the recommendations outlined in **Olympic Agenda 2020+5**.

As Europe and the rest of the global community becomes ever more interlinked, common actions on sustainability issues such as economic equality, social justice and environmental and climate change are more important than ever. The EOC and its members must play an active role in contributing to solve the challenges we face today and in the years to come.

With this in mind, six **Key Strategic Priorities (KSPs)** have been established that will guide the EOC's direction over the next eight years based on trends that have been identified by stakeholders across the Olympic Movement of Europe. In a post-pandemic world, sport faces major challenges from both health and financial perspectives, and together with Europe's NOCs, the International Olympic Committee (IOC), the European Union (EU), and other strategic partners, the EOC has developed a roadmap that will ensure sport is at the heart of European society and is committed to leading European sport in terms of good governance and sustainability.

The KSPs outlined in this document are to be implemented with a number of key principles in mind. First and foremost, gender equality and inclusiveness must be central to all areas of European sport and be part of our DNA as the Olympic Family of Europe. Secondly, there must be transparency in all decision making and activities, enabling the continuation of a culture of trust that is integral to European sport. Finally, the EOC family must embrace an innovative spirit across all areas, which in turn will ensure the future proofing of the Olympic Movement of Europe.

These principles and the KSPs are to be considered in decision making at all levels of the EOC and the Olympic Movement of Europe, from allocation of resources, to bidding and event hosting, all the way to the education of young athletes. The EOC Strategic Agenda 2030 will be the benchmark upon which the EOC measures its success over the coming decade and the engagement and ongoing contribution of NOCs to its implementation is essential.

EOC Strategic Agenda 2030 Process

After approval of the project from the EOC General Assembly in November 2020, a Working Group was established to oversee and deliver the development of the EOC Strategic Agenda. The foundations for the development of this long-term strategy were laid through their contributions. The composition of the Working Group was as follows:

- Djordje Visacki (Chair) - Olympic Committee of Serbia
- Liney Rut Halldorsdottir - National Olympic and Sport Association of Iceland
- Kristian Kulcsar - Hungarian Olympic Committee
- Roger Schnegg - Swiss Olympic Association
- Beat Wachter - Liechtenstein Olympic Committee
- Herbert Wolff - Nederlands Olympisch Comité*
Nederlandse Sport Federatie

The first phase of the project was a comprehensive NOC Consultation, which derived key findings and insights from a survey and interviews with all 50 NOCs.

The results of the survey and interviews were compiled into a 53-page report, covering the EOC's vision and mission, governance and organisational structure, EOC sports events, support for NOCs, and the EOC's relationships with key stakeholders. NOCs also provided their views on the outlook for sport over the next decade, outlining their perceptions on the priority areas of focus.

The results of the NOC Consultation were presented to the EOC General Assembly in June 2021, which was followed by consultations with the EOC Executive Committee, the IOC, and EOC Commissions, to translate the insights from NOCs into a strategic document. At this stage, Working Group Chair Djordje Visacki continued to lead the process, with the EOC Executive Committee and Commissions assuming an active role in the development and refinement of the strategy.

Further input from NOCs was provided during working sessions at the EOC Seminar in November 2021, before the finalisation of the strategy.

Key Strategic Priorities (KSPs)

The six KSPs that will guide the EOC's activity over the coming 8 years and shape the future direction of European sport are:

1. National Olympic Committees

- NOCs are at the very core of the EOC's vision, mission and strategic drive. The EOC Strategic Agenda will seek to elevate the support and guidance the EOC provides to the 50 NOCs of Europe and enhance the collaboration as the EOC works towards a united European sports movement.

2. Athletes

- Athletes are the primary driver of the sports movement, be it at an elite level or grassroots level. Through the EOC Strategic Agenda 2030, the EOC will enhance its commitment to providing a safe, equal, and inclusive environment for all athletes to reach their full potential, with the Olympic Games the pinnacle, whilst inspiring the adoption of healthy lifestyles across the continent.

3. EOC Events

- The EOC Strategic Agenda 2030 sets a clear roadmap for the future of the EOC's events, notably the European Games and the European Youth Olympic Festivals (EYOFs). Creating a sustainable blueprint for the future direction of the European Games, where the best Olympic athletes can qualify for the Olympic Games is a key priority, whilst continuing to innovate at the EYOFs will serve the future generations of European athletes.
- Creating a model that should lead to revenue streams for EOC to pass on to the NOCs.

4. EOC Governance and Management

- For the sports movement of Europe to be credible and united, the EOC needs to set an example with the highest standard of governance. Transparency is a key aspect of the EOC Strategic Agenda 2030, as the EOC seeks to optimise its management and governance structures in the best interests of NOCs.
- The EOC subscribes to the UN definition of good governance, of which accountability is a core value and should be reinforced by the EOC, since it accompanies transparency.

5. Sustainable Development

- In line with Olympic Agenda 2020+5, the EOC is dedicated to making a real difference through sport's contribution to the UN Sustainable Development Goals. Climate change, gender equality, and education are all prominent societal challenges and ones that sport can make a meaningful difference in advancing. The EOC Strategic Agenda 2030 will seek to further drive the EOC's attention to these pressing issues.

6. Marketing, Communication, and Digital Engagement

- The impact of COVID-19 includes both the advancement in digitalisation and the adaptation of established working methods. And with technology becoming increasingly central to marketing and communication strategies, the EOC will look to enhance its engagement with young people and streamline its communication with all key stakeholders.
- EOC to lead as an example for the digital transformation of NOCs.

The EOC will continue to act in line with Olympic Agenda 2020+5 and the KSPs will ensure that major challenges and opportunities for sport beyond COVID-19, such as good governance, sustainability, gender equality, digital communication, and youth engagement are at the heart of the EOCs commitment and focus.



Recommendations for KSP #1

National Olympic Committees

1.1. Expand and strengthen support towards NOCs

- Develop and provide customised value-added services that meet specific needs of all European NOCs in order to improve productivity, sustainability, Games preparations, etc.
- Establish tailored development programmes that will focus more on segments not already covered by the support from IOC
- Identify NOCs that require additional support for athlete and coach development, and create programmes to help them progress by involving the advanced NOCs (this can also strengthen relationships between NOCs)
- Increase the support for grassroots programmes while inducing the collaboration between two or more NOCs
- Address and resolve the needs and issues common for smaller NOCs

1.2. Help NOCs fulfil their potential at the Olympic and Olympic Winter Games

- Promote the Olympic qualification opportunities at the European Games
- Highlight key IOC support programmes and scholarships through the EOC network
- Facilitate combined training opportunities between NOCs in preparation for the Olympic Games, including a focus on cost-savings

1.3. Maximise the benefit of hosting the Olympic Games in Europe

- With the next two editions of the Olympic and Olympic Winter Games in Europe, maximise engagement with the Olympic Movement across Europe
- In line with Olympic Agenda 2020+5 and in cooperation with the IOC, facilitate opportunities for NOCs to enable younger generations to feel part of the Games, either through volunteer programmes or local activations

- Leverage the Games being held in Europe to promote the Olympic values through the EOC network, whilst highlighting the key innovations around sustainability, gender equality, youth-focus, and digital engagement

1.4. Improve and enrich communication with NOCs and between them

- Strengthen NOCs' position in the decision-making process at all levels
 - Conduct broader consultations with NOCs on all key decisions especially on legal affairs, revenue generation and strategic decisions
 - Provide timely communication about topics of relevance to get NOCs' insights on the matter before making decisions
- Promote and explain the role and function of the Quadruka and Executive Committee, with special reference to the relationship of these bodies with NOCs
- Facilitate more interaction between NOCs:
 - Use the existing platform or create a new one for NOCs to communicate and share knowledge and best practices on key topics
 - Make regular calls with leaders of NOCs and meetings with NOC Sport Directors/ Chefs de Mission and other key department heads
 - Organise seminars/workshops for various NOC departments, ensuring they are complementary to IOC workshops
- Consult NOCs to reach consensus about the topics that will be covered during the EOC Seminar, with the focus changing from broad subjects to current issues, and with the greater involvement of operational level participants

1.5. Encourage and increase NOC exploitation of EU-funded programmes

- Continuously inform NOCs about opportunities provided by the European Union
- Create specific training for capacity building toward the use of the EU-funded programmes
- Establish programmes that will require collaboration between NOCs in order to participate

Background and key findings for KSP #1

NOCs' Views

Relationship with the EOC / EOC Office

The vast majority of NOCs were very satisfied or satisfied with their relationship with the EOC and appreciate the flexibility and responsiveness of the Head Office staff. It is believed that with additional human resources and a more streamlined approach, the EOC's voice could be more powerful and lead to opening up new opportunities.

However, it has been noted that the role and function of the Quadruka and Executive Committee should be better explained.

Communication from the EOC is currently largely based on what has already happened and could focus more on the future agenda and planning to give advance notice of activities and decisions.

Small NOCs in particular believe the EOC needs to better understand their problems and challenges. Communication should go both ways and NOCs should have more opportunities to voice their concerns or share their experiences.

NOCs should be consulted when it comes to legal affairs, revenue generation and making strategic decisions.

EOC EU Office

NOCs recognise the role of the EOC EU Office in facilitating the participation in the EU-funded programmes, but also in shaping policies on sport, health, and physical activity in Europe.

More collaboration between NOCs, finance training for capacity building and the funding brochure would be helpful for NOCs to use the EU-funded programmes more effectively.

Several NOCs raised concerns about the current level of collaboration between the EU Office and the EOC Head Office. There is an impression that this cooperation could be more efficient.

Current Level of the EOC Support

From the NOCs' point of view, the EOC's support was identified as the most important area. On the other hand, in the conducted research the lowest sub-theme score under the EOC support for NOCs was related to the existing training programmes.

The statement "My NOC provides adequate support for grassroots programmes" was the least agreed with of all the statements. Clearly, it is the area that many believe they could improve in.

The vast majority of NOCs are content with their efforts invested in support for sports administrators, but over half of NOCs also acknowledge that more could be done.

NOCs unanimously agree that the EOC could provide more development support, although it is important that it does not overlap with the support that NOCs receive from other organisations, especially the IOC. The EOC programmes should complement or add to rather than duplicate other existing resources.

When selecting their top three priorities for the next decade, the financial situation of NOCs was selected by 54% of respondents, whilst recovery from the COVID-19 pandemic was selected by exactly half of all NOCs.

It is of high importance to focus on developing customised value-added services that will meet specific needs of NOCs related to administration, management, governance, and sport.

Collaboration between NOCs

With 48% of NOCs that strongly agree on the existence of regular collaboration between NOCs, there is still significant room for improvement.

There is general belief that NOCs should more often share knowledge and experience among themselves.

While the efforts to enhance the value of the EOC Seminar are appreciated by NOCs, some of them find that its content is still too broad. The Seminar should focus on current issues as much as possible while involving the staff that would benefit the most.

Recommendations for KSP #2

Athletes

2.1. Empower in-depth representation and influence in sports organisations

- Enable effective and impactful role of the Athletes' Commission within the EOC Executive Committee
- Ensure that the EOC Athletes' Commission has diverse representation in terms of sex, gender, ethnicity, race, and geographic location
- Ensure that each NOC has an Athlete Commission member on each European NOC Executive Board, with voting rights
- Promote and support athletes' involvement in the NOC Commissions
- Strong athletes' presence on the Organising Committees of the EOC Sport Events

2.2. Develop holistic support personal and professional development

- Promote Athletes' Rights Declaration amongst Europe's NOCs to empower athletes
- Acknowledge the diverse backgrounds of athletes and ensure programmes are tailored to cater for all
- Organise and support athlete-centred events facilitated and chaired by the EOC Athletes' Commission, focused on specific themes important to athletes
- Establish and optimise multichannel information flow in order to raise athletes' awareness regarding their rights and responsibilities, antidoping, transition after sport career, the Olympic Values, educational and employment opportunities, etc.
- Ensure that each NOC imperatively has a dual career programme
- Create, promote, and facilitate athletes' education through:
 - Development of tailored educational programmes in partnership with NOCs, universities, and other partners, with a focus on e-learning opportunities
 - Support athletes' participation in relevant seminars, courses and digital platforms such as the IOC's Athlete365

- Assist in creating and improving conditions for athletes' involvement in educational activities and tasks, by securing enhanced alignment with their professional obligations
- Increase employment and dual career opportunities for athletes:
 - Within the EOC, NOCs, NFs, and sport events Organising Committees by promoting a minimum quota approach and development of subsidy programmes for athletes
 - Engage companies to provide job opportunities for athletes, with a tailored approach to the sponsors of sports organisations, NOCs in particular
 - Create entrepreneurship programmes for athletes in cooperation with the EU and national government bodies by securing advisory support provided by different experts and dedicated funds for this purpose

2.3. Provide a safe sporting environment for all athletes

- Develop a science-backed approach for comprehensive health and mental care leading to practical and educational support for athletes and their entourage
- Increase awareness of integrity, ethical principles, and prevention of manipulation of athletes, their entourage, and all officials
- Use the EYOF as an event for intense communication on the matter and implement safeguarding measures for young athletes
- Provide a 24/7 confidential athlete hotline at all EOC sports events
- Promote the IOC Prevention of Harassment and Abuse in Sport initiatives and the importance of each NOC having safeguarding policies in place
- Promote clean sport at all EOC events, and engage with WADA and the ITA to further enhance education on anti-doping
- Educate NOCs with the appropriate safeguarding measures for athletes in relation to cyber-bullying / online hate speech

Background and key findings for KSP #2

NOCs' Views

Athletes' Commission

The Commission needs to be reinvigorated and provided with further support by the EOC Head Office (IOC AC cited as a positive example). The role of the Athletes' Commission on the Executive Committee should be more clearly defined to enable the representative to have an impactful voice in decision making, which truly represents the views of Europe's athletes. NOCs noted that the EOC Athletes Commission could benefit from quarterly meetings with the Executive Committee to address specific issues and share their views. Moreover, athletes should be encouraged to participate in all other commissions as well.

Athlete Education and Career after Sport

It is recognised by NOCs that athletes will require some level of training when transitioning from elite sport into a more administrative position. The EOC could take a leading role in providing guidance to athletes to make this transition and have their voice heard more effectively.

The tools available to NOCs are currently underutilised. For example, the Athlete365 platform, developed by the IOC, is an especially useful tool for athletes to get involved in the Olympic Movement.

Dual career is a topic relevant to many athletes, as many of them are trying to combine training with work/education, while some are struggling with the transition into new careers once they retire.

Holistic Support for Athletes

More focus could be placed on enhancing the skills of coaches and officials whose role in sport development is essential. Facilitating collaboration between NOCs could be particularly beneficial for smaller countries in upskilling their coaches and officials.

Also, educational programmes are very important for the smaller NOCs which have fewer resources and are behind on issues such as sports science, medical services, etc.

EOC Athletes Commission Views

Mental Health

It is necessary to develop a comprehensive approach to the mental health support that will be available not only for athletes but for their entourage as well. This approach should include a practical and an educational side. As a starting point, it has been suggested to analyse best practices of the IOC and European NOCs.

Educational and Business Programmes

Having in mind the busy schedule often faced by athletes, there is room to improve conditions for studying at "non-sport oriented" schools. Companies should be engaged to create the dual career programmes and internship for athletes. Also, there is belief that athletes have potential to become great entrepreneurs and, therefore, this direction as a chance for employment could be further explored.

Athletes' Rights and Responsibilities

It would be useful to have an online platform for athletes with all the information related to their rights and responsibilities. For educational purposes, the EOC should organise and support workshops and seminars for athletes. One of the suggestions was to provide legal aid available at any moment if necessary.

Digital and In-Person Athlete Engagement

Athletes should be involved in creating educational content on important sports-related topics to be addressed toward the general public and younger generations. This content could be shared via various digital platforms.

During sport events the EOC should stimulate athletes to use apps generating interactions between users that will further produce the unique content, both for participants and general public.

Recommendations for KSP #3

EOC Sports Events

3.1. Promote sustainable hosting of EOC sports events

- Create a blueprint for long-term sustainable hosting for EOC sports events (economically, socially and environmentally)
- Review the costs of hosting the European Games with the aim of reducing them, thus making the event more feasible to host to more candidates
- Establish a selection process manual to guide the future host cities
- Consider regular seminars with the past and future host cities (confirmed and potential ones) to ensure efficient transfer of knowledge
- Unite and systematise knowledge sharing material
- Require host cities of EOC sports events to include plans for legacy, in terms of social and economic legacy by working with local authorities and the private sector
- Create support programmes and services for the Candidates and for the Organising Committees
- Maximise the use of existing facilities and the use of temporary and demountable venues
- Highlight benefits of hosting EOC Sports Events to prospective host cities
- In line with the IOC, ensure that by 2030 all EOC sports events are climate positive

3.2. Foster gender equality and inclusion in the EOC sports events

- Reach full gender equality in athlete quotas for the EOC Sport Events
- Achieve equal representation of men's and women's events in the competition schedule
- Reach equal number of events for women and men
- Secure gender equality in the decision-making process related to the development of the competition schedule
- Use the same venues and fields of play where possible
- Provide equal treatment of female and male athletes for medical testing

- Increase training and opportunities for female coaches and officials at EOC sports events, with a long-term view to contributing to gender equality in this respect at the Olympic Games
- Design a campaign for emphasising gender equality in broadcast operations on and off the field of play and to promote female role models

3.3. Optimise European Games Programme

- Set a framework for the event's programme (number of athletes, number of accredited coaches and athletes' support personnel, number of events)
- Define a long-term approach to include a core sport (Olympic) and a clear protocol on the process for accepting invitational/optional sports (non-Olympic) in collaboration with the host NOC
- Ensure that the European Games sports programme is closely aligned with the Olympic Games programme
- Increase the number of the Olympic qualifying events and quotas to be shared through the European Games
- Establish the requirements for sports in the European Games to contribute to continental/world ranking points
- Conduct broader consultations with NOCs/EFs/IFs with the aim to timely secure a 3-week window to be communicated at least four years prior to the Games in order to minimise calendar clashes
- Identify all individuals in the EOC family who have a role within an IF or EF. Explore options for their coordination and alignment in order to strengthen the relation with these organisations

3.4 Increase commercial attractiveness of European Games

- Establish a working group of NOCs representatives across Europe, European federations, and third-party communications/branding experts with the goal to review and update overall positioning and brand architecture of the European Games
- Actively engage with all parties to review the existing revenue sources and explore new income possibilities, with the long-term objective to maximise revenues to be generated from the event and then distributed to NOCs

- Prioritise the relationship with the European Broadcasting Union toward its further development relating to the European Games, while keeping the focus on promoting the solidarity, diversity, inclusion, and gender equality in broadcast operations on and off the field of play
- Develop a balanced Sport Programme relevant to youth, ensuring gender equality, innovation, universality, and participation of the best athletes

3.5 Optimise positioning of European Youth Olympic Festivals

- Specify the event purpose, outlining as much as possible whether it should be participation- or performance-based
- Revise a core programme of sports and the process for accepting additional sports in collaboration with the host NOC, having in mind that additional individual sports would be useful, particularly for smaller NOCs
- Enhance the European Young Olympic Ambassadors Programme with the aim to additionally share and promote the Olympic Values, while simultaneously advertising the event across the continent

3.6 Explore further development of EOC sports events portfolio

- Consider a gradual addition of virtual sports in cooperation with the respective IFs and EFs
- In cooperation with the hosts, consider bringing the events to the general public by incorporating their involvement within sport events or by taking some sports events to urban and popular settings
- Consider sustainable options for introducing the European Winter Games





Background and key findings for KSP #3

NOCs' Views

General Views on the EOC Sports Events

In terms of importance, the EOC Sports Events scored high across the board with a total overall average of 4.48. The EYOF is an event that the vast majority of NOCs are very happy with (the only sub-theme to return average scores of above 4/5). By contrast, only 30 NOCs (60%) are very satisfied or satisfied with the European Games model.

The vast majority of NOCs value medal success at the EOC events, however, there is also scope to increase the medal importance amongst 24 NOCs (48%) that did not respond with strongly agree.

The European Games

There are 87% of NOCs that believe that, where possible, the Olympic disciplines at the European Games should act as a qualifier for the Olympic Games the following year – this is seen to be the best way to develop the commercial attractiveness and competitiveness of the event (more than half of NOCs believe that the current model is not commercially sustainable).

However, at this point, there is an obvious conflict situation related to the restricted athletes' quotas in the European Games. This creates a difficult position in terms of attractiveness to the European sports federations assigning the competition as an Olympic qualifier, and to NOCs wishing to send as many athletes as possible to compete for qualification spots.

Moreover, there are long-established qualification pathways that could be changed only through a long-term approach in which NOCs would like to be more involved. At the moment, it is very difficult for them to plan resources for participation at the European Games, along with other relevant events in the year prior to the Olympic and Paralympic Games.

There is a broad consensus that qualification for the European Games should be the responsibility of the European and International sports federations that govern the sport, particularly if the event acts as a qualifier to the Olympic Games. Given that every sport is different, there is not a single standard to apply across all sports. For smaller NOCs it is important that universality entries are available to ensure their participation, therefore some flexibility in the qualification requirements is needed.

The broad consensus amongst NOCs is that the non-Olympic disciplines should not be prioritised over the Olympic disciplines and should be limited in some way. However, four in five NOCs see a place for the non-Olympic disciplines that are managed in a structured way, as it offers the hosts the ability to select the sports which showcase their culture, tradition, and best athletes, helping them to engage the local population. Additionally, the non-Olympic disciplines offer an opportunity to showcase athlete talents outside of the Olympic programme which in some instances could include younger athletes.

The EYOF

The EYOF is generally well placed according to NOCs, providing the experience of a multisport, multicultural, and multinational event and it should act as preparation for the future Olympic Games, for both athletes and support staff. The current sport programme and invitational sport process is supported by a majority of NOCs, since they appreciate the consistency whilst still offering flexibility to the event host to introduce new invitational sports.

According to some NOCs, the event is beginning to breach a sustainable size and scale. Consequently, a clear participation vs. performance debate was discovered along with split views regarding the EYOF acting as a qualification event for the YOG.

There is a broad consensus that the EYOF does not require a qualification system, and that the minimum standards and quotas should be determined by individual NOCs and the EFs' own ranking systems where required. Athletes securing quota positions for the YOG for their NOC, rather than for themselves, would be preferred.

Other Sports Events

Several NOCs raised the prospect of a European Winter Games given that, in their view, Europe is the winter sport centre of the world. Therefore, the winter edition should be considered to further demonstrate the strength of European sport.

Smaller NOCs identified the importance of the Games of the Small States of Europe (GSSE) to their athletes' development. They send large delegations to the GSSE, providing more athletes with the experience of a competitive and high-standard multisport event. Additional support for the GSSE would be a welcome development for these smaller NOCs, although maintaining independent authority of the event is also of importance to the Small States of Europe.

Takeaways for Future Development

The opportunity noted was the rise in popularity of virtual sports and adrenaline sports that could gradually be incorporated in the EOC sports events in the near future.

Mass participation sport is seen as having a key role in the future, given its ability to bring communities together, and merge elite competition with general public which in turn inspires and motivates.

Gender Equality, Inclusion & Diversity Commission's Views

The EOC should go the same way as the IOC with the Olympic Games, by adjusting the sports programme to allow equal participation of both genders. Striving for gender equality should reflect in representation at all levels, including officials, coaches, Organising Committee Personnel, etc. This should be synchronised with a balanced approach in comprehensive communication, distributed through publications, website, social media, etc.

Recommendations for KSP #4

EOC Governance and Management

4.1. Target gold medal standard of good governance

- Develop and implement governance policies aligned with the IOC's Basic Universal Principles of Good Governance, respecting the highest ethical standards
- Update NOCs on a regular basis about key activities and progress being made within the EOC and across its commissions
- Establish broader consultations with NOCs on all key decisions
- Be fully transparent regarding budget and accounts related to the direct and indirect support for athletes and sports development
- Establish advanced mechanisms of control and risk management processes
- Develop diversity and inclusion policies ensuring that the EOC is an inclusive organisation for all
- Increase transparency of the entire bidding process for hosting the European Games

4.2. Be a leader in the international sports governance ecosystem

- Review the existing mission and vision to ensure they are fit for purpose for the next 10 years
- Enhance relationships and partnerships with the key sports actors in Europe and within the Olympic Movement
- Make available the exemplary governance resources and best practices solutions to the European NOCs
- Prioritise developing a stronger relationship with the European Union with the objective to become its key partner for policymaking in sport
- Coordinate support for the European NOCs' candidates in the elections at the IOC, IFs and EFs
- Build the profile of the EOC President to become a leading figure in the European and international sport

4.3. Target organisational and operational excellence

- Specify, gather and establish all necessary resources (staff, finance, material) in order to secure successful implementation of the EOC Strategic Agenda 2030
- Implement a targeted recruitment process for EOC Management
- Review the amount of time the EOC Head Office spends on each of the EOC aspects based on the EOC Strategic Agenda 2030
- Develop and implement a comprehensive set of operational procedures and practices to effectively manage the EOC offices and operations
- Specify a clear set of roles and responsibilities for each team member
- Timely communicate and promote changes in the organisational structure and newly appointed staff of the EOC Head Office to all relevant stakeholders to enable understanding of revised roles and responsibilities
- Review, update and introduce a newly structured monthly newsletter which will continuously provide NOCs with the information they need
- Analyse and adopt the best management practices from similar organisations
- Sport Department to additionally support the existing capacities in order to meet all NOCs' needs
- Review and update the Marketing (Commercial) Department which will be responsible for developing and strengthening of the EOC commercial potentials, while closely collaborating with the Communication Commission

4.4. Empower EOC Commissions

- Review and update EOC Commissions structure
 - Redefine the number of core commissions and the scope for creating temporary commissions
 - Revise periodically the composition of the commissions to improve gender and geographical balance
 - Set a scope for creating temporary commissions

- Consider introducing KPIs for each commission and reports based on the achievement of these KPIs
- Ensure Commissions work collegially
- The EOC Ethics Commission should:
 - Promote and uphold the highest ethical standards
 - Work and act in alignment with the IOC Code of Ethics
 - Deal with issues of governance and transparency
- Transform the Athletes' Commission role on the Executive Committee in order to provide athletes with:
 - More impactful voice in decision making
 - Access to check that the finances are well managed, in particular funds for athletes and sport development
 - Power to defend the credibility and image of sport
- Raise effectiveness of the EOC Commissions
 - Specify in-detail skill set requirements for individuals to become members in each of the core Commissions
 - Estimate the available budget for Commission activities
 - Increase the number of Commission meetings throughout the year
 - Create an effective reporting system for all relevant stakeholders to be up to date with the work of Commissions
- Introduce the EOC Commissions Coordinator to ensure that the re-established Commissions are effective and aligned with other functional segments of the EOC

4.5. Strengthen gender equality within the EOC

- With the aim of leading by example, allocate funds for the specific projects and employment within the EOC to focus on gender equality in governance and administration
- Further enhance gender balance in the EOC Executive Board and in all Commissions
- Encourage NOCs to follow the EOC's example and change constitutions in order to entrench gender balance
- With the expected further growth of the EOC, promote women to fulfil roles of influence and to have decision making responsibilities in administration and governance
- Establish and incorporate principles and guidelines for fair and balanced portrayal of both genders in all forms of EOC communication
- Include gender equality objectives in all performance evaluations

- Exploit potentials for partnership with the EU in order to launch new initiatives related to gender equality
- Engage EOC sponsors in gender equality initiatives

4.6. Establish a mechanism for increasing the pipeline of female candidates for governance positions

- Maximise participation of female athletes in existing career transition programmes
- Design and offer mentoring programmes for women looking to participate in governing bodies
- Host leadership workshops and conferences for women aimed at networking and knowledge transfer
- Promote role models who would publicly and in person share their perspective
- Promote male allyship to sponsor and mentor the next generation of female leaders

4.7. Further empower the EOC EU Office

- Review, encourage and explore options for further growth of the EU Office and its field of influence
- Enhance the relationship with the EU, with the objective of becoming its key partner for sport related subjects
- Explore, identify and create various options for increased use of the EU funds
- Synchronise and align work of the EOC EU Office and EOC Head Office
- Leverage fully the available EU funds while seeking opportunities for further growth of dedicated funds

Background and key findings for KSP #4

NOCs' Views

EOC Governance and Transparency

Generally, NOCs were positive about EOC governance, but see room for further improvement. In terms of importance, "good governance" has been rated as second of all themes nominated, while it has been ranked third when NOCs chose their top three priorities for the next decade.

NOCs are generally satisfied with the transparency of the EOC as an organisation. Past issues relating to accounting and election processes were cited by several NOCs, however, the general feeling is that things have improved.

For both the transparency of the Olympic Solidarity funding allocation and the transparency of communications with NOCs, 34 NOCs (68%) were very satisfied or satisfied. However, with both sub-themes scoring below 4/5, there is still room for improvement. In particular, the process for selecting hosts of the European Games received criticism for its lack of transparency, since with some NOCs there is belief that dealings are done behind closed doors and without any scrutiny.

Communication is seen as the key component to ensure both effectiveness and transparency within the organisation. Many NOCs highlighted the need for summaries of meetings to be distributed before and after meetings, and key decisions taken, for full transparency. A summary of agendas, attendees, decisions, and the thinking process behind them, would be welcomed.

EOC Executive Committee and Quadruka

There are 86% of NOCs which have strongly agreed or agreed that they have a good relationship with the Executive Committee, while 78% of NOCs believe their voice is listened to by the Executive Committee. Despite reasonable scores across all sub-themes, there were several NOCs that indicated dissatisfaction with areas such as the power and transparency of decision making of the Executive Committee.

The functioning and role of the Quadruka is not well understood by NOCs (11 NOCs, i.e., 22%, answered with "Don't Know").

It has been noted that NOCs' communications with the Executive Committee and Quadruka are primarily based upon personal relationships and appointments. Several NOCs noted a requirement for a clear process in receiving responses to questions addressed to the Quadruka and/or Executive Committee, timely and in accordance with agreed processes.

Despite general satisfaction with the election process and accessibility to the Executive Committee, there are concerns raised about moving too quickly and not providing adequate upskilling, training and support for NOCs staff seeking election.

EOC Commissions

Commissions are seen to have little influence or power when acting as an advisory body to the Executive Committee and lack the ability to implement changes. According to NOCs, to improve the effectiveness of the Commissions, they need to be granted wider authority, alongside with realistic resources to drive progress in their respective areas.

For the purpose of promoting ethics and upholding the highest ethical standard, several NOCs suggested the creation of an EOC Ethics Commission that would also be responsible for dealing with issues of governance and transparency (delivered).

The EOC should consider creating KPIs for each commission. Their reports to the EOC General Assembly should focus on the achievement of these KPIs and provide clear guidance on the value each commission brings.

Relationship with Key Stakeholders

Although Europe is the most successful continent with regards to the number of medals won at the Olympic Games, according to NOCs, this does not translate into having a strong voice on the international stage through the EOC. There is belief that more communication and transparency between different areas of the EOC are required to improve the level of knowledge and understanding. The EOC should provide a forum for the views of all NOCs to be heard, rather than a select a few.

While it is believed that the EOC enjoys a good relationship with the IOC, some NOCs point out that other continental associations have more influence over the IOC's decisions than the EOC does. The objectives and activities of the EOC and the IOC should be better aligned so that the EOC can contribute more and be part of the decision-making processes.

It is acknowledged that the EOC should primarily be seeking to strengthen its relationship with the European Federations, as working collaboratively will help further development of European sport. Better understanding of the European Federations and their projects could also help NOCs to support the respective National Federations domestically.

The relationship with ANOC is also seen as important, and the European NOCs should work closely together to make themselves heard in talks led by ANOC.

The EOC EU Office can play a crucial role in establishing a closer relationship with the EU. The EOC should capitalise more on its unique position at the heart of the Olympic Movement of Europe and become key a partner of EU for policymaking in sport.

EOC Organisational Structure

Overall, NOCs were positive about the EOC organisational structure, but there is clear scope for improvement over the next 10 years as the EOC develops its strategic agenda 2030.

Several NOCs are in favour of a more business-like approach to the EOC and its structure. This includes utilising paid senior management positions that are directed and have targets set by an Executive Board as opposed to the current structure.

A certain number of NOCs raised concerns about the EOC Secretary General's role also being part of the decision-making Quadruka and Executive Committee. They believe that the Secretary General should either be elected or a paid full-time position and if it is the latter, then the position should not have any influence within the Quadruka or Executive Board.

The lack of human resources is hindering the EOC's growth. It is difficult to engage with external organisations and improve relationships without the adequate staff size.

EOC Head Office

Most NOCs are satisfied with the current level of functioning and support from EOC Head Office since 39 NOCs (78%) strongly agreed or agreed with the statement that they have a good relationship with EOC Head Office. More than 90% of NOCs believe that the communications received from EOC Head Office are of value, and that staff are always helpful and responsive.

Communications from the EOC Head Office are generally seen as good except when it comes to key decision making, where NOCs feel there is not enough communication to inform them about the work being undertaken within the EOC and across its commissions. NOCs would like to receive regular monthly updates and to be informed about the thinking process behind certain decisions being taken (it was suggested that this could take the form of a virtual 30-minute meeting once per month).

It is acknowledged that to be successful in the commercial field, more staff needs to be hired. According to NOCs, the management of commercial assets should not be led by external consultants, but the EOC's own staff who can be supported by a sales/marketing agency.

EOC EU Office

The EOC EU Office is a strongly valued initiative as nine in 10 member NOCs that expressed an opinion on this spoke positively about its importance and effectiveness. NOCs recognise the role of the EOC EU Office in facilitating participation in the EU funded programmes, but also how it assists the EOC Leadership in shaping the European policies on sport, health, and physical activity.

The EOC EU Office staff are seen as proactive and helpful. Nevertheless, it is believed that with additional human resources and a more streamlined approach, the EOC's voice could become more powerful and lead to opening up new opportunities.

Several NOCs raised concerns about Head Office and the EU Office not working closely together, which would help to increase efficiency and responsiveness. There is an impression that the two offices compete with each other rather than collaborate.

Outlook for Sport in Europe Over the Next Decade

Numerous NOCs remarked that the uncertainty surrounding the pandemic will be a persistent threat to effective sports management for years to come. Not only the uncertainty but the specific management challenges to be faced by sporting stakeholders, such as less funding from financially overstretched governments, stunted athlete development in smaller European nations and a congested sports events calendar, were identified as problems.

Despite the perceived challenges, NOCs noted that European Sport could position itself as a beacon of hope to lead populations out of the pandemic with opportunities to bridge the gap between grassroots and elite-level sport and to provide social value to local communities.

Gender Equality, Inclusion & Diversity Commission's Views

Regarding the objective to increase the pipeline of female candidates for governance roles, suggestions were made mostly in the direction of promoting role models already in these positions, and introducing requirements for sport organisations to meet gender balance on their boards and commissions.

Recommendations for KSP #5

Sustainable Development

5.1. Support and communicate sustainability, active society and legacy achievements

- Support the initiatives within the Olympic Movement of Europe that provide social value to local communities
- Leverage partnerships with the IOC, the WHO, and the EU to increase and strengthen the initiatives to promote healthy living, active society and sport in general within the Olympic Movement of Europe
- Promote the role of the Olympic Movement in contributing to the UN Sustainable Development Goals
- Support ties between NOCs and schools/academic institutions to promote the importance of environmental sustainability, sport and healthy living, and Olympic education
- Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement
- Celebrate the legacy of the events through media platforms and cooperation with relevant local partners
- Organise regular digital campaigns or joint projects that would unite all NOCs around unifying themes such as promoting sustainability or healthy living
- Cooperate with role models and influencers to raise awareness, educate, and give visibility to sustainability

5.2. Lead by example to promote sustainability and legacy

- Apply effective sustainability measures to reduce impacts, protect and enhance the environment, and develop good governance practice in all EOC projects and activities and advise NOCs to follow
- Support and encourage the NOCs in their efforts to reduce their carbon emissions
- Enforce sustainability in all aspects of the EOC sports events, engaging with local communities and workforces involved in delivery
- Prioritise sustainability in day-to-day operations and corporate events

- Engage the EOC sponsors' involvement in activations that address sustainability, active society, and legacy
- In the EOC Sport Events, where possible, merge elite competition with the participation of general public in order to bring communities together and to raise people's inspiration and motivation (e.g., involving general public in a marathon during the European Games)

5.3. Make EOC events more feasible to host

- Encourage the maximum use of existing facilities, including use of multi-sport venues, and temporary/demountable venues
- Allow competitions to be held outside the host city, while the distance should be agreed directly with the host, considering factors such as infrastructure, transportation options, etc.
- Continuously revise the needed levels of service in order to avoid any excessive spending

5.4. Optimise conditions and support for bidding and hosting EOC sports events

- Include sustainability commitments to the Host City Contract so that bidding for and hosting an event can act as a catalyst for sustainable development within the host city and region (delivered)
- Require and provide support to host cities on the creation and implementation of climate and carbon management plans
- Require that no permanent construction for the purpose of the EOC sports events occurs in any statutory nature and culturally protected areas, and that no permanent building takes place unless there is a strong legacy programme associated with the venue's construction
- Standardise approach for monitoring, measurement and reporting on the European Games impact and legacy, which should be applied as from the bidding phase
- Organise seminars and conferences dedicated to legacy and sustainability to secure the promotion of best practices and efficient knowledge transfer
- Build the EOC network of experts on sustainability that will be available to the candidate cities, as well as to the future and previous hosts

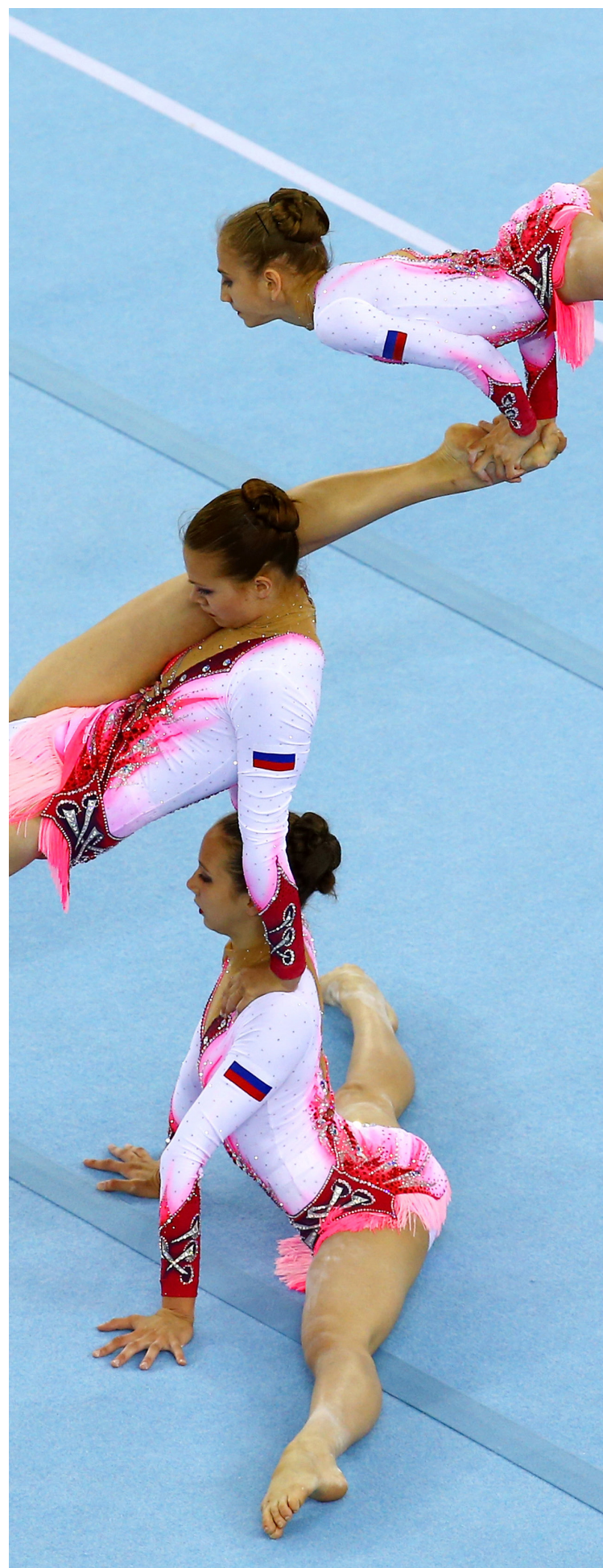
- Facilitate communication of the host city with the IFs/EFs to ensure that the facilities will be built in accordance with IF regulations
- Foster the delivery of lasting benefits to the host communities prior to and after the events
- Facilitate communication between hosts, IFs and EFs to maximise post-event usage of the sport facilities

5.5. Promote gender equality in the Olympic Movement of Europe

- Strongly encourage, support, and praise all gender balance initiatives from NOCs and EFs
- Raise awareness of the gender equality initiatives by implementing comprehensive communication plan that will be executed through various media platforms and ambassadors who are chosen for this purpose
- Advocate entrenching gender equality into policies and statutes of all European NOCs and share the best practices related to the election processes in this regard
- Establish a tangible reporting system with clear metrics to monitor, measure and evaluate gender equality within the Olympic Movement of Europe; promote those with the best metrics
- Communicate report findings toward relevant stakeholders (EOC Executive Committee and its Commissions, EOC General Assembly, external partners etc.)
- Emphasise the importance of resource allocation and promote those sports/organisations that are showing progress in overcoming inequalities

5.6. Contribute to a better world through sport

- Strengthen relationships with organisations managing parasport, as well as organisations managing sport for people with disabilities
- Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement
- Incorporate a human rights framework, in line with the IOC's strategic framework, from the bidding phase through to legacy programmes



Background and key findings for KSP #5

NOCs' Views

The vast majority of NOCs agreed that sport can be a driver for sustainability. The EOC promotion of sustainability scored 3.35/5, with only 24 NOCs (48%) very satisfied or satisfied with the status quo.

When asked about the most important themes for the next decade, NOCs rated recovery from the COVID-19 pandemic as the subject of highest importance. Further, when selecting top three priorities for the next decade, the financial situation of NOCs was selected by 54% of respondents, recovery from the COVID-19 pandemic was chosen by exactly half of all NOCs, followed by Sport at core of healthy living (physical and mental health), as selected by 34% of NOCs.

Several NOCs expressed concern about the decreasing levels of activity amongst athletes and the wider population. However, some interviewees suggested national and local lockdowns had promoted the understanding of the importance of sport for physical and mental health, which could have positive consequences in the future.

Besides the uncertainty surrounding the pandemic, NOCs also perceived some other challenges in the upcoming years, such as less funding from financially overstretched governments or increasingly disengaged youth demographic, distracted by virtual channels. Another theme that was prolific throughout the NOCs interviews was the need to maintain and protect the integrity of the European Sport Model from threats in the form of commercialisation, doping, match-fixing, gender inequality and racism.

Mass participation sport is seen as having a key role in the future given its ability to bring communities together and merge elite competition with the general public which in turn inspires and motivates.

NOCs perceive relationships with schools and academic institutions as essential to scout young talents of the future and to ensure that appropriate venues and equipment are available to all. These relationships could also be used to promote education of the values of clean sport so that issues such as corruption, doping and match-fixing can be avoided in the future with preventative measures rather than reactionary ones. NOCs recognise the role of the EOC EU Office in shaping the European policies on sport, health and physical activity and advocate for further strengthening of partnership with the EU.

Sustainability and Active Society Commission Views

The EOC should communicate information about sustainability and legacy achievements, while supporting the advocacy efforts and initiatives coming from NOCs. It is recommended to have more regular digital campaigns or joint projects that would unite all NOCs around topics such as sustainability, healthy living etc. In relation to that, the Commission strongly encourages the inclusion of sustainability in the EOC corporate events.

The facilities for the EOC sports events should be built in consultation with the IFs and in accordance with the respective requirements. It is strongly suggested that the host cities have long-term plans for hosting other sport events, training camps etc. Before deciding about the cities to host its events, the EOC should check and approve the feasibility of proposed strategic plan for post-event use of the venues. Also, the EOC should support the host cities in their efforts to secure the optimal use of the venues in post-event period.

For the purpose of sustainability, competitions should take place outside the host city, while the distance should be agreed directly with the host taking various factors in consideration (transportation options, traffic, existence of other supportive venues and services near site, etc.)

In order to improve monitoring and measurements of the impact and legacy of the European Games, it has been proposed to learn from other multisport event rights holders, primarily from the IOC and other continental Olympic organisations that have longer history of hosting these kinds of events. The Commission members suggest broader approach on the subject that will take into consideration social, economic, and environmental impacts.

Gender Equality, Inclusion & Diversity Commission's Views

In order to reach a fair and balanced portrayal in all forms of communication for both genders, some principles should be set out to ensure that communications are balanced and monitored with corrective mechanisms, if there is evidence that they can be improved. For that purpose, it is important to establish closer cooperation between the media and sports organisations that will help establishing gender-sensitive ways of reporting and equality in the treatment of all events.

When it comes to the initiatives aimed to raise the gender equality awareness, the EOC should ensure that the designed activations are promoted through sport events, seminars, workshops etc. A range of different communication channels should be used for promoting these initiatives toward all relevant target groups.

The Commission members agreed that the EOC should emphasise the importance of equality regarding prize money and promote those sports and organisations that are the best examples for it. However, there is a certain reserve whether the prize money is a key driver of inequality in numbers of men and women competing since there are examples of equal prize money being in place for decades which, however, were not followed by the achieved gender parity.



Recommendations for KSP #6

Marketing, communication and digital engagement

6.1. Deploy robust and diversified marketing strategy

- Review and update the overall positioning and brand architecture of the European Games. For this purpose, consider creating a complementary working group consisting of NOCs representatives across Europe, EFs representatives that have been part of the European Games, and third-party communications/branding experts
- Develop a long-term marketing plan based on redefined core product related to the EOC sports events, in particular the European Games
- Attract the most iconic European athletes as ambassadors, along with other celebrities of the European social life for common projects to promote the European Olympic Values, healthy life, education, sustainability, etc.
- Cooperate with key players in the worlds of sport, entertainment, music and art to enrich experience related to the EOC Sport Events and other activities organised by the EOC
- Use innovative ways to engage with identified communities of interest (athletes, volunteers, youth, video gaming community, general public, etc.), leveraging partnerships including EBU and ATOS
- Exploit the latest media technologies and opportunities related to online advertising and streaming services
- Consider associated opportunities coming from the increased popularity of virtual sports
- Maximise exposure across all available media platforms
- Develop and offer experiences with both physical and digital components for fans and stakeholders regardless of their location (e.g., chat with athletes, behind the scenes tour, etc.)

6.2. Strengthen EOC and NOCs marketing and digital communication capabilities

- Explore appointment of a Commercial/Marketing director, as well as further growth of the marketing department that will be responsible for developing the commercial

proposition of the EOC and its properties, by closely collaborating with the EOC Marketing and Communication Commission

- Build the profile of the EOC President through a coordinated set of activities across the continent that will enhance his relations with athletes, institutions, local and continental sport, and non-sport events, as well with general public through involvement in various projects of public interest
- Lead NOCs Digital Transformation process by providing and sharing educational documentation, organising workshops, and promoting case studies of advanced NOCs
- Organise more regular digital campaigns or joint projects that would unite all NOCs around key topics (e.g., promoting sustainability or healthy living)

6.3. Facilitate communication between NOCs and other key stakeholders

- Continuously promote the EOC vision and the activities undertaken for that purpose
- Revise communications approach aimed at focusing more on the future agenda instead on what has already happened
- Review and update the EOC newsletter
- Create an online portal for NOCs to share publications and best practices on various topics of interest
- Promote the Olympic Values, sport, education, and physical activity among youth in various communication channels

6.4. Revise broadcasting strategy in line with renewed marketing strategy

- Enhance the relationship with the European Broadcasting Union in relation to the European Games
- Promote solidarity, diversity, inclusion, and gender equality in broadcast operations on and off the field of play
- Explore options for giving NOCs and national federations greater exposure through high-quality broadcasting

Background and key findings for KSP #6

NOCs' Views

Current Position within the Olympic Movement

NOCs appreciate it is difficult for the EOC to generate more revenue that could be distributed to NOCs due to the current commercial model within the Olympic Movement. It is not clear to NOCs what sponsors the EOC can have, but some NOCs believe that the EOC should be seeking to replicate the IOC's marketing model in the effort to find sponsors for the Olympic Movement of Europe and its key events as the main commercial products.

Successful collaboration with the media and sponsors is seen as a key to increase the EOC's role in shaping the sports ecosystem. However, NOCs agree that the EOC's relationship with broadcasters and sponsors is relatively weak and can be much improved. It came out that NOCs were least satisfied with the relationship with sponsors. Only 16 (32%) NOCs were very satisfied or satisfied with this relationship. Also, one of the most notable findings was the number of "Don't Know" responses (40%), indicating that NOCs are often unaware of the relationship between the EOC and European Broadcasting Union (EBU).

It is acknowledged that to be successful in the commercial field, more staff needs to be hired. According to NOCs, the management of commercial assets should not be led by external consultants, but the EOC's own staff who can potentially be supported by a sales/ marketing agency.

When it comes to the EOC vision "Europe at the heart of global sport", just over 50% of NOCs strongly agree or agree that the EOC is achieving it. Anecdotal evidence suggests this could be due to a lack of communication from the EOC to NOCs on (a) What the EOC vision is, and (b) What the EOC is doing to achieve it.

Commercial Sustainability of the European Games

It is acknowledged by NOCs that the European Games do not have a core product yet, and this is identified as a key issue. More than half of NOCs believe that the current model for the European

Games is not commercially sustainable due to the cost of the event and current lack of commercial revenues.

Those believing that the model is commercially sustainable noted the short timespan the event has had to develop, and that with each edition, the event was improving. They find the European Games is an attractive event suggesting that the commercial development of the event will take time, and that the EOC is on the route to achieve commercial sustainability.

The attractiveness of the European Games is a key factor in relation to three main stakeholder groups: athletes, commercial interests (notably broadcasters and sponsors), and sports fans. The most cited solution to increase the attractiveness and ensure commercial sustainability is the inclusion of the Olympic qualification pathways across most of the sport programmes, since this will directly increase the level of competition.

NOCs believe that, at the moment, neither the European Championships multisport event nor the European Games can meet their full potential without collaboration. This is deemed a sensitive topic for some; however, it ultimately goes back to the commercial viability of these events, the standard of competition and the burden of cost on the host city and/or nation.

The relationship with the EBU is particularly important in relation to the European Games and could help to increase the exposure of the event.

Marketing and Communication Commission Views

Regarding the long-term marketing programme, it is necessary to clearly define and explain both products (European Games and EYOF) to all the stakeholders including general public, since the majority of European citizens still know very little about these competitions.

The Marketing Commission pointed out the necessity of creating renewed sponsorship programmes and increasing their visibility. In the future, the focus should be on options for exploiting the latest media technologies and maximising the exposure of the EOC and its comprehensive activities across all available media platforms.

As a suggestion for further improvement of the communication flow, the EOC should create an online portal for NOCs to share publications and best practices on key topics such as personal development, marketing, management, medical support etc. Regarding the EOC monthly newsletter, a general belief is that it could be more dynamic and enriched with more content from NOCs.

The Marketing Commission members agreed on the purposefulness of a unified campaign with all European NOCs, while noting that it is necessary to define a campaign or a project that could be implemented across the entire continent, or at least in most countries. Finally, it has been noted that there is a huge difference between the digitalisation levels among NOCs. Therefore, the EOC should be established as a leader of the digital transformation process, providing assistance through workshops and case studies of advanced NOCs.



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