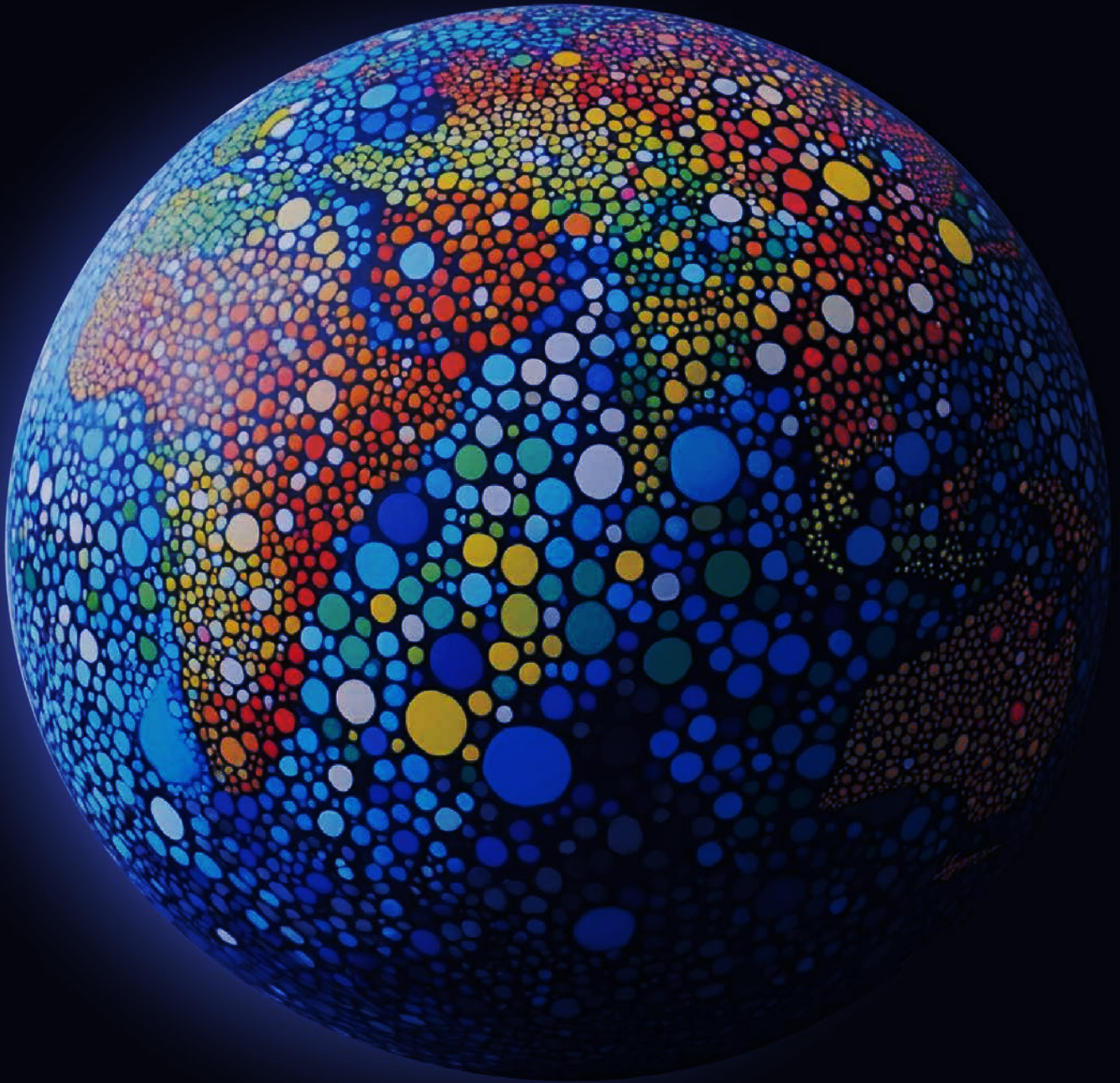




Johan Eliasch

Candidature Document

IOC Presidency 2025



Vision 2033

Ahead of the
game—together



Mr Johan Eliasch

Entry in the IOC 2024

Maximum duration of term

- Elected as an IOC Member in 2024 as the President of the International Ski and Snowboard Federation (FIS) (Olympic Charter, Rule 16.1.1.3).
- Pursuant to the Olympic Charter, Rule 16.3.7, he will cease to be an IOC Member upon ceasing to exercise the function of FIS President.
- Mr Eliasch was elected in 2021 as President of FIS; he is eligible to be re-elected as FIS President.
- Born in 1962, he could be eligible to be re-elected as an IOC Member as long as he remains FIS President and until he reaches the age limit of 70 in 2032.
- Mr Eliasch may be proposed to the IOC Session for a change of membership status.
- Pursuant to the Olympic Charter, Rule 16.3.3.2.1 to 16.3.3.2.4, he may be proposed for a four-year age limit extension until 2036.

Disclosure of interest

- Head (UK)
- London Films (UK)
- International Ski Federation (Switzerland)
- British Olympic Association (UK)
- Mark Hodder Foundation (Switzerland)
- AIOWF (Switzerland)
- Saatchi Gallery (UK)
- Cool Earth (UK)
- Cool Earth Action LTD (UK)
- Foundation for Renewable Energy and Environment (USA)
- Global Strategy Forum (UK)

Mr Johan Eliasch

Member of the International Olympic Committee, President of the International Ski and Snowboard Federation (FIS), former Special Representative of the Prime Minister of the United Kingdom

Nationality and Education

- Born 1962, Stockholm, Sweden.
Dual British and Swedish nationality.
- Master of Science, Royal Institute of Technology, Stockholm, Sweden (1984) www.kth.se
- Bachelor of Business Administration, Stockholm University, Stockholm, Sweden (1984) www.su.se

Military Service

- Specialist unit, Military Police, Life-Guard Dragoons, K1, Stockholm, Sweden (1980-81)
[en.wikipedia.org/wiki/Life_Guard_Dragoons_\(Sweden\)](https://en.wikipedia.org/wiki/Life_Guard_Dragoons_(Sweden))

Sport

- Member of the International Olympic Committee, Lausanne, Switzerland (2024-)
- Member of the International Olympic Committee's Sustainability and Legacy Commission, Lausanne, Switzerland (2023-)
- President of the International Ski and Snowboard Federation, FIS, Oberhofen, Switzerland (2021-) www.fis-ski.com
- President, Marc Hodler Foundation, Oberhofen, Switzerland (2021-)
- Council member, Winter Olympic Federations (2021-)
- British Olympic Association (2024-)
- British Olympic Association Advisory Board (2003-12)
- Board member, Special Olympics Great Britain (2002-2007)
- Skiing, golf, tennis, curling, sailing, football, ice hockey, motor racing

Political, Foreign Affairs, Security and Climate Change

- Special Representative of the Prime Minister of the United Kingdom on Deforestation and Clean Energy (2007-10)
- The Eliasch Review, Climate Change – Financing Global Forests (2008) assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/228833/9780108507632.pdf
- President, Global Strategy Forum, UK (2005-)
www.globalstrategyforum.org
- Chairman of the Net Zero Review Technology and Innovation Advisory Group, HM Treasury, UK (2020-)
www.gov.uk/government/news/net-zero-review-publishes-initial-analysis-of-green-transition
- Party Deputy Treasurer, Conservative Party, UK (2003-07)
- Advisor to the Leaders of the Opposition, Conservative Party, UK (1998-2007)
- Advisor to the Shadow Foreign Secretaries, Conservative Party, UK (1999-2006)
- Shadow Foreign Relations, European Affairs,

- Conservative Party, UK (2003-2006)
- Member of the Austrian President's Delegation of State for Trade and Industry (1996-2006)
- Chairman, Young Conservatives Party, Djursholm, Sweden (1979-1982)
- Chairman, Food, Energy and Water Security Program, RUSI, UK (2010-2016) www.rusi.org
- Mayor of Rome's International Business Advisory Council (2010-2016)
- Mayor of Jerusalem's International Business Advisory Council (2010-2016)
- Mayor of London's International Business Advisory Council (2008-2016)
- Council for Sustainable Business, Department for Environment, Food and Rural Affairs, UK (2018-19)

Business

- Chairman, HEAD (1995-) www.head.com
- Chairman, ECJ Holdings (1984-)
- Chairman, London Films (1990-) www.londonfilms.com
- Non-exec Chairman, Investcorp Europe (2010-2014)
www.investcorp.com
- Non-exec Director, IMG (2006-13) www.img.com
- Non-exec Chairman and Director, Starr Managing Agents (2008-2015) www.starrcompanies.com
- Chairman, Aman Resorts (2014-18) www.aman.com
- Advisory Board, Societe du Louvre (2005-2015)
en.wikipedia.org/wiki/Groupe_du_Louvre
- Advisory Board, Brasilinvest (2003-) www.brasilinvest.com

Philanthropic, Environmental, Innovation and Arts

- Founder, Rainforest Trust: Preservation of a 1,600 km² rainforest area in the Amazon region, Brazil (2005-)
- Director, Foundation for Renewable Energy and Environment, NYC, NY (2012-) www.freefutures.org
- Member, International Advisory Board, Stockholm Resilience Centre, Sweden (2010-2022) www.stockholmresilience.org
- Advisory Board, The Schwarzenegger Climate Initiative, (2022-) www.schwarzeneggerclimateinitiative.com
- Co-Founder, Co-Chair (2005-2023) and President (2023-), Cool Earth, UK (2005-) www.coolearth.org
- Trustee of the Kew Foundation, Royal Botanical Society, UK (2010-2016) www.kew.org
- Advisory Board, The Centre for Social Justice, UK (2004-2015) www.centreforsocialjustice.org.uk
- Chairman, The Saatchi Gallery, London, UK (2017-)
www.saatchigallery.com
- Patron, Stockholm University
- Executive Producer credits: Scarlett Pimpernel, Lady Chatterley, Best of Friends, Resort to Murder
www.imdb.com/name/nm0253534
- Patents: Mobile phone related indirect communication system and method (Invention of modern VoIP)
patents.justia.com/inventor/johan-eliasch



Contents

Page 04	Executive Summary
Page 08	Foreword
Page 12	Five challenges in a fast-changing world
Page 16	A dynamic and businesslike IOC
Page 20	Sporting excellence above all
Page 26	Staying ahead of the commercial curve
Page 32	Reinforcing trust and credibility
Page 36	United around our values
Page 40	New frontiers
Page 44	Ahead of the game

Executive Summary

We need a fresh strategic plan.

If I am elected President of the IOC, we will begin the process of drafting a detailed, five-year strategic plan, to ensure we stay focused.

Equality for all members.

With my leadership, every IOC member will be equally special – and every voice will be heard, no matter how long you have been a member for.

Businesslike, and entrepreneurial.

I will work 24/7 to inject our organisation with creativity and innovation.

More for less.

We can make efficiencies across the board, taking advantages of synergies to make our organisation lean and dynamic.

Sporting excellence front and centre.

I will initiate a review of all sports and formats to maximise their attractiveness to fans.

Our athletes come first.

Those who dedicate their lives to sport deserve our dedication in return, with an improved experience before, during and after the Games.

Women's sports have to be ring-fenced: no compromises.

We must return to biological facts to ensure fairness for all.

The greatest show on earth.

We will maximise the spectacle and star power of the Olympic and Paralympic Games, to increase our impact and influence.

Digitalisation changes everything.

New generations are watching sport in dramatically new ways – we will transform our approach to digitalisation, streaming and storytelling to stay ahead of the game.

AI is the new reality; embracing it is essential.

There are huge opportunities here for efficiency, training and judging that I will ensure we seize.

Sustainability must be central to the IOC agenda.

We will take our commitment to sustainability to the next level, with an approach that is unashamedly bold and based on the latest science.

The IOC is, first and foremost, a team.

We are a team that is united around a shared passion for sport – and its world-changing potential.

**Bound by
sport, undivided
by borders.**





Aim high. Aim true.



I have always aimed to be someone who actively drives positive change.

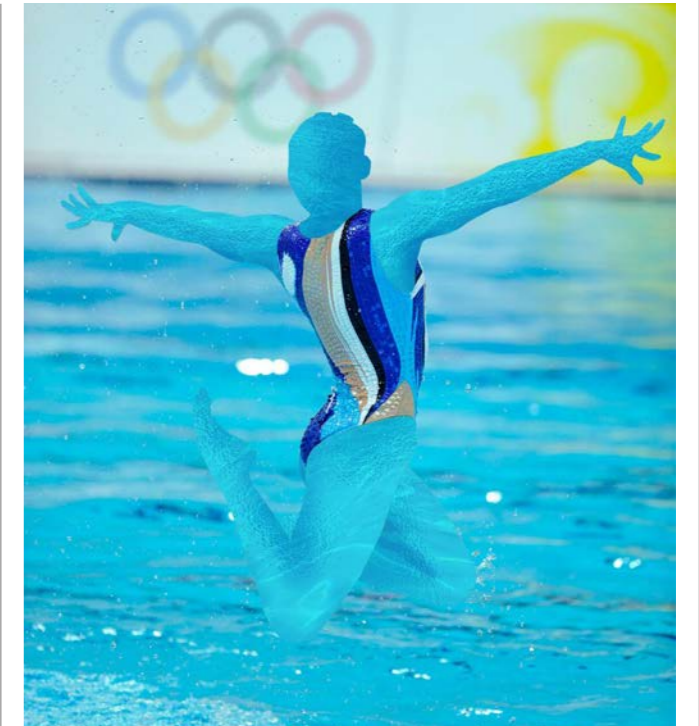


Foreword

The Olympic movement is one of the greatest forces for hope and unity the world has ever known, but it cannot stand still. This is something our outgoing President understands instinctively. Thomas Bach's leadership of the IOC has been exemplary, his diligence phenomenal. With the unarguable success of the Paris Olympics and Paralympics, he hands over our brand on a high both organisationally and reputationally.

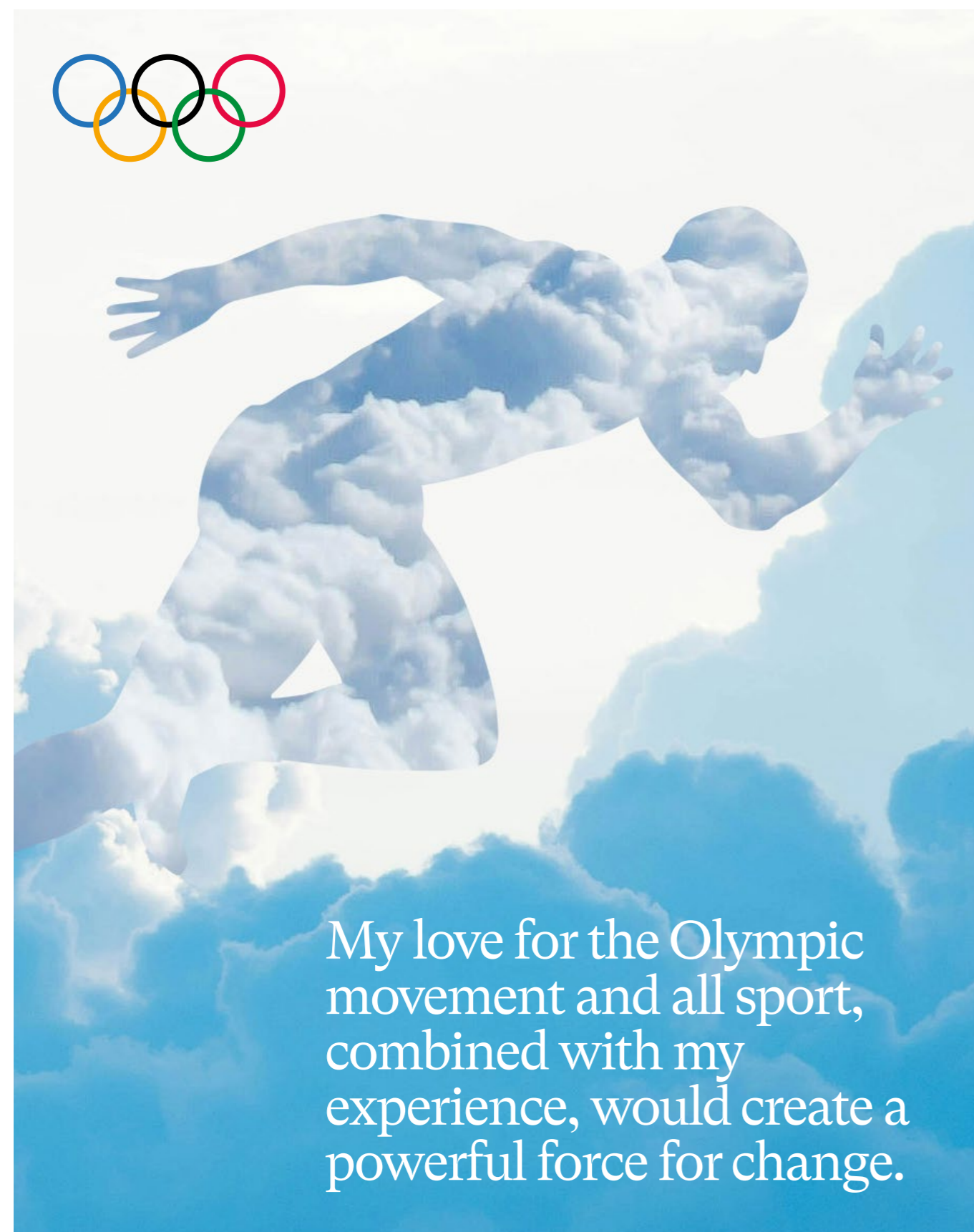
The core message of my campaign is simple. We live in an increasingly complex time, with many challenges ahead: foreseen and unforeseen. If we are to stay ahead of the game, the IOC needs a safe and experienced pair of hands who can hit the ground running and is capable of bringing members and others on a journey to an ever-brighter future. We need highly experienced leadership, gained over decades at the sharp end of sports administration, business, politics and philanthropic endeavours.

Our next president must have steered a large organisation and managed change within it; faced a blizzard of decisions to make every day; and not only made decisions but overseen their delivery too. The experience of personally leading a multi-faceted global organisation cannot be picked up on the job. The demands of such a role are intense at any time, but now – at this juncture of rapid geopolitical, technological and cultural change – they are exceptionally challenging, demanding exceptional experience. This is, to paraphrase a political slogan, no time for a novice.



I may not be a veteran of the IOC, but I am no novice. My experience has equipped me with the exact skill sets needed for this role. There can be no better apprenticeship in sports administration than running a big international federation – and FIS, which I lead, is one of the largest, covering 14 disciplines and delivering 55% and 80% of the Olympic and Paralympic Winter Games medals respectively.

When it comes to boosting the IOC's commercial prospects and getting more for less, I have a multi-faceted CEO background, steering many global businesses to success. My leadership would bring an injection of entrepreneurialism, with bold thinking encouraged and colleagues inspired to break the mould. We must be businesslike in our approach, with rigorous metrics to define and measure success, thinking afresh to unleash creativity and potential. Where things aren't working as effectively as they should, I want colleagues to speak out. There must be zero complacency in our drive to excel. We ask our athletes to challenge world and Olympic records, and we need to offer the same level of administrative and commercial skills to match and showcase their extraordinary talents.



On the issue of navigating difficult geopolitical issues, I bring the knowledge of an insider, having worked as a member of government at the highest levels. The next president of the IOC should also be an expert on sustainability, with the knowledge to ensure our organisation is on top of the major issue of our time. As someone who has been part of the movement for decades – chairing environmental foundations, setting up foundations to conserve rainforest and writing government reports (such as the Eliasch Review on financing global forests and the science and innovation part of the UK Net Zero Review) – I am well-placed to handle this part of the job.

Last but not least, our next president must be across the latest technologies that are convulsing the worlds of sports and entertainment. As a patent holder who has had a hand in the digital innovations that shaped the products we all use every day, I am highly alert to new technologies and their practical application in our field.

In short, my past four decades have been a unique preparation for the role – and for this moment. But that is not why I am standing. I am running for president not because of what is on my CV but because of what is in my heart. My passion for the Olympic movement and all it stands for stretches back to my boyhood. Olympic sport touches parts of our psyche that nothing else can reach, uniting humanity in a way nothing else can. Countless times I have watched in awe as athletes push the human body to its limits – and as women and men from all corners of the planet meet on common ground, united in a sense of sporting camaraderie.

This passion would be critical to my dynamic approach as President of the IOC. Throughout my career, my passion and drive for innovation have proved a forceful combination when it comes to making things happen. My love for the Olympic movement plus my experience would create a powerful force for change – but that force would only become magical and sustainable working together with all our members.

My years in business and sports administration have taught me this critical equation: one plus one equals three. When it comes to making things happen, a leader cannot go it alone. A stronger future is only possible if we draw on all the talent across the IOC. My vision is of total equality: all IOC members being equally special and all voices being heard, regardless

of the length of your CV or how many years you have served. The best ideas should always win.

In that spirit, I have enjoyed the dialogue with friends and colleagues across the IOC about the future of our movement. What has emerged is a strong desire to evolve our organisation so that we are fighting fit to face the challenges of the day. Though the IOC is much more than a business, it must be run with the dynamism of a business: devoid of unnecessary bureaucracy; with entrepreneurialism; with passion and emotion; and with the utmost creativity and innovation. It is about generating value and impact not just for the IOC but for humankind.

The conversations that have helped to shape this document are just the start. I want this to be a long-term conversation, which is why this document is rich with not only answers but questions. These questions – and the feedback from you – will form the basis of the comprehensive review that I would initiate immediately. This review would leave no stone unturned, with the goal of ensuring we are fit for purpose in a rapidly changing environment.

So, please, let me know what you think. Your views matter to me. I hope to continue this conversation in the years ahead, for the good of the IOC and the Olympic movement.

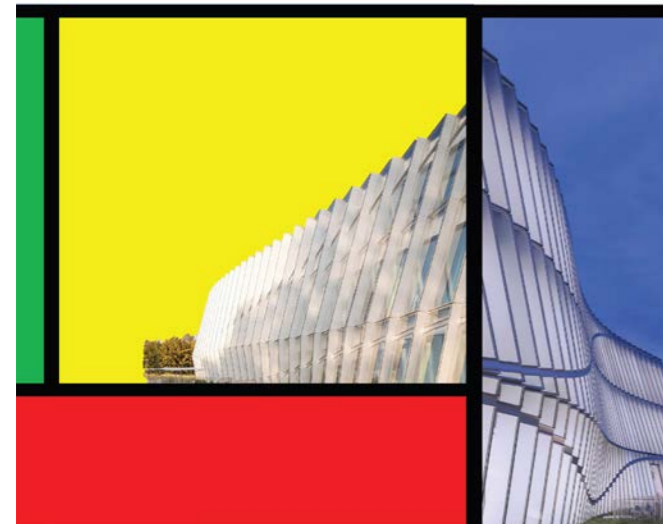
Together, let's get ahead of the game.

Johan Eliasch

Five challenges in a fast-changing world

Managing a large global organisation like the IOC requires not only strong leadership skills but exceptional foresight. To steer our movement successfully through fast-changing times we need to think around corners about the challenges we face, and how we shall address them.

When new technologies develop in surprising directions, when geopolitics is highly unpredictable, and when the worlds of sports and entertainment are changing in ways that would not have been foreseen even five years ago, that makes long-term planning more difficult – and it makes nimble, astute responsiveness to change even more important.



117 Million+

People forcibly displaced from their homelands

The first challenge we face is the divisions that scar our world. Most obviously, there are the geopolitical divisions currently driving major international conflicts. Less obvious are the divisions between the developed and developing worlds, with more than 700million people living in extreme poverty – and poverty on the rise across parts of the global south.

40 Billion+

Hours of content from Paris 2024 watched on YouTube

Another challenge – and opportunity – is the digitalisation and rapid technological change that is transforming the way people participate in, and enjoy sports. Over a third of the world's population is younger than 20 years old. They have grown up in a media world that would be unrecognizable even ten years ago, resulting in completely new consumption behaviors and preferences which any organization must reflect in order to thrive commercially.

5.17 Billion

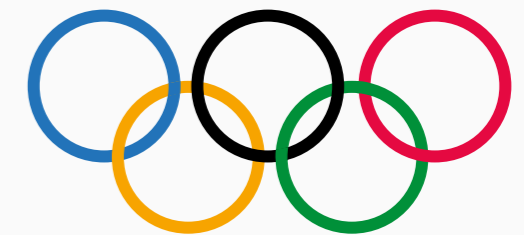
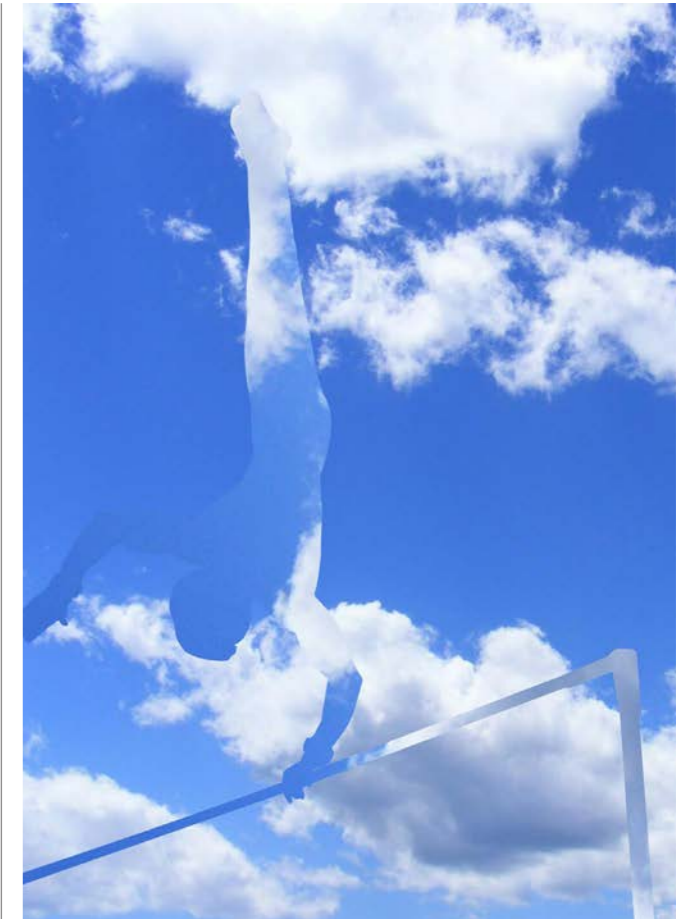
Active social media users worldwide

Linked to this is the challenge of holding ground – and gaining it – within the fiercely competitive attention economy. New sports and entertainment events are proliferating. Live events are offering ever-more memorable and exciting experiences. Insurgent brands can break through much more quickly thanks to social media. Three big shifts are shaping and disrupting this landscape: the shift from live programming to highlights; from traditional formats to storytelling; and from traditional commercial models to You Tubers, free streaming with presenting partners, product placement and so on. In this context, staying relevant is a very real challenge. We must stay ahead of the curve – both digitally and in live events.

80%+

Of people around the world want more climate action

Falling levels of public trust are another serious challenge. In recent years we have seen a widespread deterioration of trust – not just in governments but in large organisations such as ours. People around the world are crying out for integrity and transparency from their leaders. Increasingly, these calls are focused on climate change. The urgency and scale of this challenge is increasingly real to people across the world, and they are desperately seeking practical and trustworthy leadership. Showing leadership on this front is critical to the future of the Olympic brand.



We must be prepared

To these I would add a fifth challenge which is particular to the IOC: increasing expectations around the Olympic movement itself. Our brand is long-established. It is synonymous with inspiration and the highest peaks of human endeavour and endurance. It has not just survived but thrived through the massive cultural and economic shifts of the 20th and 21st centuries. Now, expectations have increased exponentially, in line with the success under President Bach's leadership. If we are to navigate these fast-changing times effectively, we must ensure that our own house is well prepared.

Together, these challenges present five clear areas of focus for the IOC:

1

In a world of high expectations and forensic scrutiny of the IOC, we must ensure our organisation is dynamic and businesslike.

2

In a world of fast-changing technologies, we must stay ahead of the commercial curve and get more for less.

3

In a world of increasingly fierce competition for consumers' attention, we must stay relevant and prioritise sporting excellence above all.

4

In a world of growing cynicism about national and global institutions, we must build trust and credibility – not least on sustainability.

5

In a world divided by politics, poverty and inequality, we must unite around our values.

Beyond these specific challenges, we must adopt an attitude of boldness and innovation. At a time of relentless technological and cultural change, we must be courageous about pursuing new frontiers.

The only way we can be equal to these challenges is with a spirit of relentless entrepreneurialism and innovation – a spirit that rejects bureaucratic tinkering, that embraces creativity and that is led by our hearts and minds.



A dynamic and businesslike IOC



President Bach's leadership means the ship is in good shape. To ensure we are equal to our future challenges, though, the IOC must be lean, dynamic and relentlessly focused on achieving stated goals.

Though the IOC is not a business, it must be run in a businesslike manner. In practice, that means clearly defined metrics for achievement, with accountability for success or failure. Our minds must be open to new approaches, new ideas and new technologies. Our forums must encourage debate, and our approach must inspire fresh thinking.

We must be particularly careful not to fall into the trap of exclusive arrangements and partnerships which suppress creativity and growth. We should pursue an approach which encourages competition and dynamism.

Key issues

What is our vision for the future? Has it changed? Where do we aspire to be in five, ten, fifty years?

We should have a detailed five-year rolling strategic plan, rich with milestones, to ensure that we stay focused and that we all pull in the same direction. Such a plan would be a collaborative effort, drawing on wisdom and insight from across our movement, rich with details and targets, to be updated on an annual basis.

The IOC organisation has grown enormously in size and complexity in the last decade. How should it best evolve to stay fit for purpose? Efficiency and accountability must be hardwired into the IOC.

Successful organisations which have sustained success are built on rock-solid foundations, such as:

- A strong focus on governance
- Clearly defined areas of responsibility, accountability, and authority throughout the organization
- Strategic thinking, with clearly articulated objectives
- A culture of collaboration, creativity and innovation
- Succession planning

The IOC must be no different.

All IOC members are equally special.

We need to draw on talent across the organisation. All IOC members are equally special and all should have the opportunity to be seen and heard. We should aim for the paradigm where one plus one does indeed equal three, fostering a collaborative culture and moving everyone in the same direction.

We need the right people in the right positions.

It shouldn't matter whether you are new to the IOC or a long-time member; it's your ideas and your passion that matter, and your experience of turning a plan into reality.

We must do more to nurture innovation and creativity in the sessions and committees of the IOC, making our gatherings more interactive and engaging. As an organisation, we should be wide open to new ideas to attract the best qualified people.

We must welcome insight and innovations from outside, whether those come from sports professionals, climate scientists, artists or cultural figures.

Passion and innovation
make the greatest force.



Olympism seeks to create a way of life based on the joy found in effort...



Sporting excellence above all

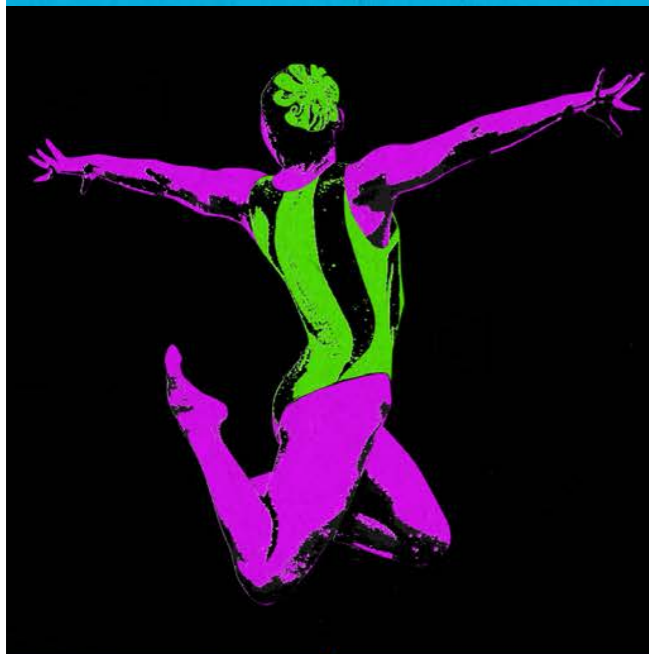
We must never forget that, ultimately, our movement is about sport and sporting excellence.

It is about those heart-stopping moments of human endeavour, skill and courage which inspire billions around the world. As media consumers around the world are offered ever-more varied, compelling and seductively packaged sports and entertainment, we must be mindful that global sporting excellence is our unique selling point. How do we ensure that Olympic sport and event formats remain as appealing, exciting and inspiring as they have always done?

Nurturing the experience of athletes is critical to this challenge. Those who dedicate their lives to sporting excellence are the beating heart of the Olympic movement. We must ensure their experience is exceptional and their safeguarding is paramount. Not only that, but athletes must have a strong voice within the movement; their perspective is essential as we shape our future.

When it comes to ensuring that Olympic and Paralympic sports remain of the highest quality, the IOC's relationships with the International Federations and National Organising Committees are vital. Wherever possible we must build bridges with the IFs and the NOCs, taking advantage of synergies, reducing duplicated tasks and pooling wisdom. There is much we can learn from them – and there is much we can do to support them. Our attitude must be that we are different branches of the same team: a team that is passionate about global sports and its power to inspire.

Above all, we must be mindful of the importance of keeping our brand relevant at a time in which the options for entertainment and diversion are endless. Our glorious past does not guarantee us a bright future; that is something we must earn and work for every day.



Key issues

Athletes are the very heart of the Olympics. How can we improve their experience before, during and after the Games?

We must build on Paris 2024. What more can we do to make this period exceptional for all athletes?

When it comes to the Olympic Village, how can we strike the right balance between the comfort of athletes and sustainability?

Our leadership on sustainability must never be in doubt, but athletes also deserve the best possible standard of living while they are on site. Indeed, this is fundamental to the vision of the Games as a place where all are treated equally, no matter where they are from or the sport they compete in. As a wider point, our action on sustainability must always be meaningful.

We must extend capability and capacity on safeguarding, including enhanced mental health support for athletes both during and after the Games.

Looking out for athletes' wellbeing is paramount and shouldn't end with the Games. We must continue our hard work and look for opportunities to improve support for former Olympians as they transition out of their active athletic career.

Integrity and fair play are essential to the Olympic brand.

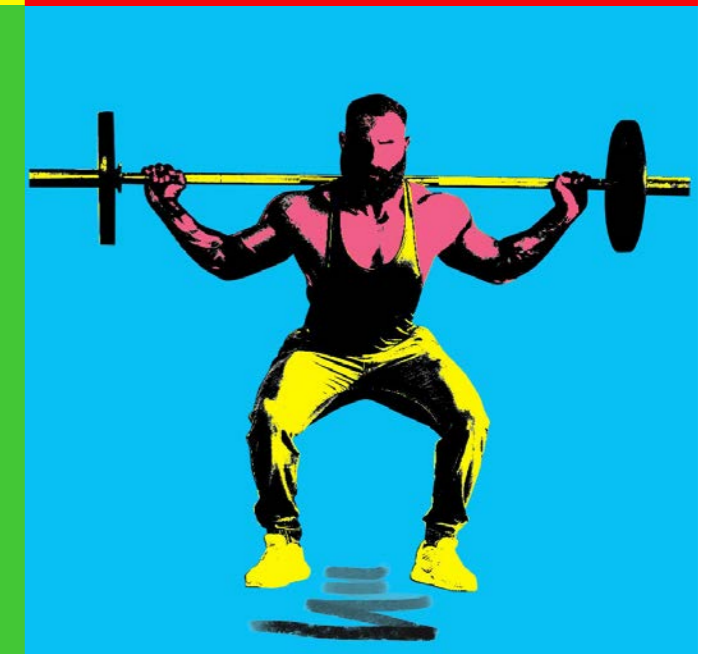
We must collaborate more closely with Interpol and the United Nations Office on Drugs and Crime (UNODC) to create a campaign which increases awareness of competition manipulation, designed to reach athletes, teams, judges and referees.

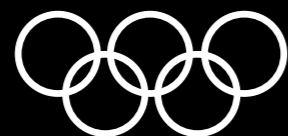
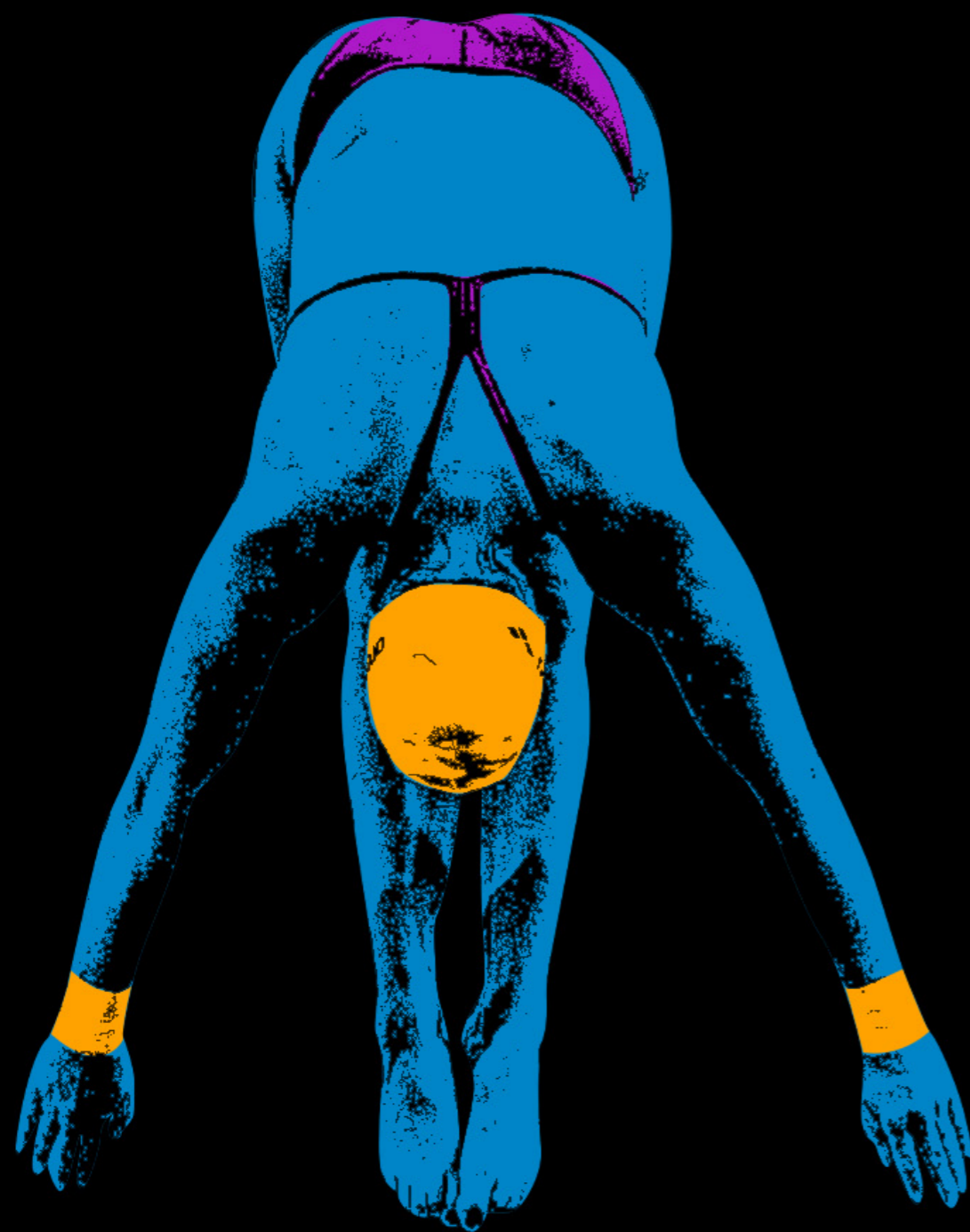
Women's sports must be ring-fenced: no ifs, no buts.

There can be no grey areas. The integrity of women's sport must be protected whatever the cultural pressures. In the face of these pressures, fairness and clarity can be achieved if we come back to biological facts.

We must be guided by biological fact, not cultural trends.

Regardless of current testosterone levels, exposure to puberty creates sex differences in height, weight and so on which can provide a sporting advantage. It is on the basis of this biological fact that I firmly believe we must ringfence women's sport, ensuring that only those who were born female can compete in women's sport. We owe it to female athletes to protect their competitive future through objective, science-informed frameworks, not policies shaped by subjective opinions or ideologies.





Key issues

The IOC must lead on the issue of gender and eligibility, creating the framework for international federations.

While international federations are ultimately autonomous organisations which set their own policies, it is vital that sports bodies across the globe have a uniform approach. The IOC should lead the way, establishing a simple and clear policy to ensure a fair and safe environment for all athletes, particularly women. This will not be easy, for obvious reasons, but we must remember that the integrity and even the viability of women's sport is at stake here. What is paramount is not public opinion or prevailing trends but the integrity and safety of women's sport.

The Olympics and Paralympics must be inclusive for all.

We need to be open-minded about how to recognise the fact that every human being has a right not only to participate in sport, but to compete at the highest levels. This could mean, for instance, separate categorisation based on biological identity and science-based metrics. It's not about exclusion—it's about fairness and safety.

Would the benefits of prize money for Olympic athletes outweigh the drawbacks?

Our movement is about celebrating human excellence and endurance; athletes devoting years to producing their best possible performance and receiving rewards far deeper than money: national pride, personal glory and their competitors' respect. We must ask ourselves: is introducing prize money consistent with this spirit? And is it necessary? Winning an Olympic medal earns the athlete sporting immortality and endless possibilities. Another issue to be considered is the precious Olympic ideal of inclusivity. Instead of concentrating monetary rewards on a few elite athletes, we should focus on ensuring more athletes have the opportunity to compete at the highest level.

How can we make the Games more attractive to younger generations – and how can we engage them more than once every couple of years?

The relative infrequency of the Games (compared to other major sporting competitions) makes relevancy challenging. The IOC must therefore explore ways to boost the Olympic profile between the Games. How could we tailor the Youth Games budget to make it commercially sustainable?

We need to maximise the spectacle of the Olympics and Paralympics, continually renewing its reputation as the greatest show on earth.

We have exceptional convening power and the ability to bring together a range of high-profile figures from the worlds of sport and entertainment. We must use this to create more 'star-powered' entertainment features – not only for the opening and closing ceremonies, but throughout the Games.

How can we make the Games' viewing experience more exciting for all viewers?

We must consider expanding our use of well-known sporting commentators, harnessing their star power to pull in more viewers and underline the Olympics and Paralympics' status as the pinnacle of sporting events. For instance, why shouldn't we have familiar voices such as John McEnroe and Chris Evert commentating for Olympic tennis?

We should review all existing and potential Olympic sports against their attractiveness to fans, entertainment value and potential for technological integration.

This review could consider both the inclusion of new disciplines and the continuing viability of others.

Are the formats for each sport right and sufficiently attractive to modern viewers?

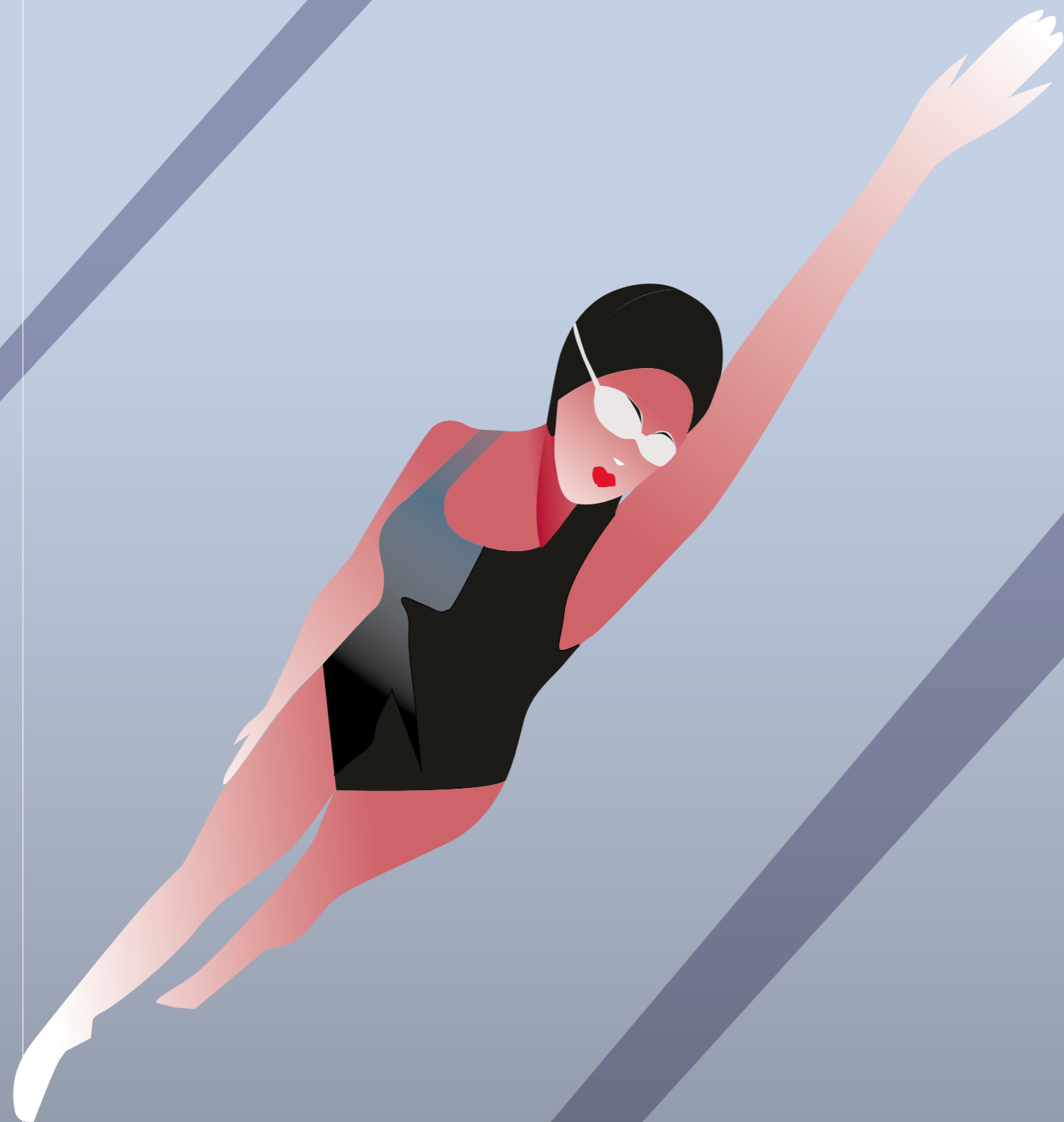
For instance, should tennis be played in a grand slam format in best-of-five-set matches, with a grand slam draw? Should we emulate rugby sevens success with football seven to lure the stars of the game?

We must aim to equal the attractiveness of other global events in every single Olympic and Paralympic sport, such as the tennis grand slams.

We should always strive to have the best athletes in the world. How, for instance, could we ensure the participation of the world's top golfers? Where quotas are involved, let us not be held hostage to fortune.

How can we build a bridge between Olympic and Paralympic sport, attracting more viewers and giving a higher profile to Para athletes?

Relay competitions with able-bodied and Para athletes teaming up should be explored, looking for new formats that will allow viewers to focus on the extraordinary abilities – not disabilities – of all participants.



Staying ahead of the commercial curve

In a business, value is generated for the stakeholders. In the IOC, value is generated for billions around the world: the athletes whose careers are transformed, the fans whose hearts are stirred, the people whose cities, prospects and lives are changed beyond measure.

Money does not just matter to our movement's continuing relevance. It matters because the deeper our investment pool, the more we can enthuse and support new athletes – especially from countries that cannot afford such development. Every cent the IOC earns generates value for all. A healthy bottom line means 'a better world through sport'.

That is why we need to redouble our focus on value generation and stay ahead of the commercial curve. In the short and medium-term, there are clear challenges to the Olympic business model. Income from conventional television screening is likely to fall as a result of four shifts in the way people consume content: from linear television to streaming; from watching sport live to picking up highlights; from conventional enjoyment of sport to an appetite for storytelling featuring familiar faces; and from conventional models to You Tubers, free streaming with presenting partners, product placement and so on.

We must not simply observe these trends but anticipate them and use them to create compelling output. It is not good enough to rest on our laurels and the heritage of our brand; as people look to consume content in new and innovative ways, we need to ensure that the IOC stays ahead of the digital curve. Doing this will mean embracing new modes of storytelling and being open to new forms of monetisation. With digital technology, we have unparalleled opportunities to proliferate our values. Let us make the most of this opportunity.

A brand is like a living organism: it evolves, it changes with time, but it must always stay true to its values. Our brand enjoys a rich heritage, synonymous with the highest peaks of human achievement. To ensure it has an equally rich future, we must promote those values, show integrity in everything we do, and respond to global concerns such as climate change.

This brand evolution is critical if we are to remain an attractive proposition for sponsorship partners – and so, too, is how we nurture those relationships. Trust is everything and our sponsorship partners expect consistency, with a transparent and clear architecture and framework of rules and policies inclusive of the host city.

Rapidly changing expectations, content consumption patterns and channel mix must be closely observed. There were lessons learnt during the internet bubble and there will be more lessons to be learnt from the commercial impact of current trends. We must soon make a strategic decision on our future broadcast policy.

Staying ahead of the curve also means getting more for less. Critical to this efficiency will be collaborating with the international federations on the delivery of the Olympic and Paralympic Games, and making sure our capabilities and investments are serving our objectives well.

In the coming years we must strike the right balance between sponsorship goals, television rights exploitation, digital strategies and new commercialization models.

Key issues

How should our output take into account the massively changed behaviors and values of the younger generation?

40 billion hours of content from Paris 2024 was watched on YouTube alone. The site brought 30 top creators to the Olympics to deliver new perspectives. We must embrace this shift, using our power and our platforms to help athletes, fans and social media influencers tell better and deeper stories.

Investment in technology – are we on the right path?

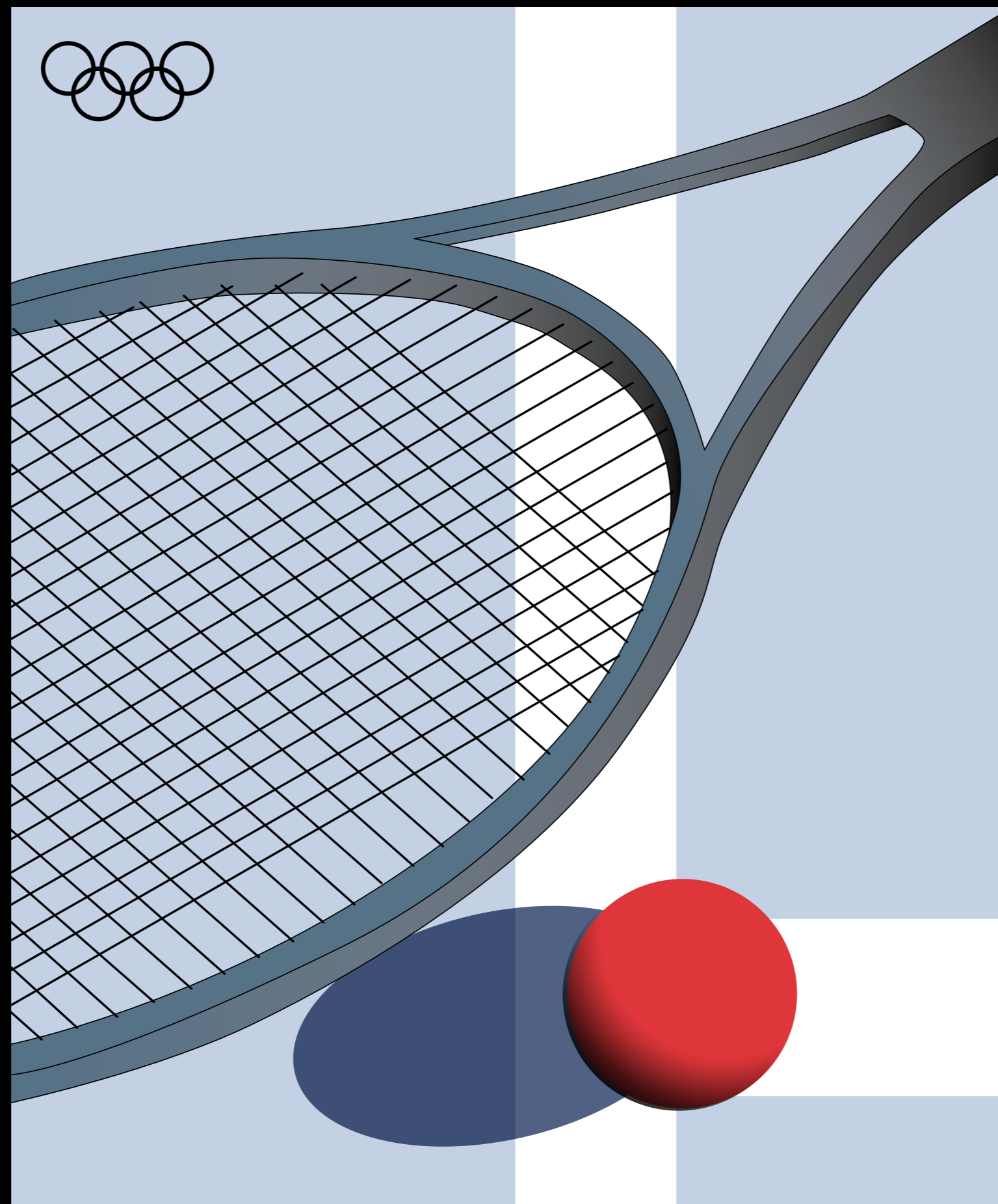
With the seismic shift towards streaming and highlights, we have made the right choice to embrace cloud-based distribution models. But the innovation cannot stop there. Ahead are new opportunities for monetization which will require careful strategic consideration, as well as significant investment to build capabilities.

Digitalisation changes everything – we must ensure the IOC is ahead of the pack. Should we create a content exchange platform where athletes and teams can share images and content? How will technologies like cloud technology and AI power more personalized content and experiences?

Today the fashion is for clips, highlights and summaries of sport. Tomorrow it may be augmented reality glasses and ultra-personalised content. Wherever the trends are going, the IOC needs to have got there first. As digital consumption continues to outpace TV viewership, we must continue investing in digital innovations; the expansion of direct-to-consumer platforms, with high-quality exclusive content and different tier-focused content models; and more premium fan engagement experiences.

Maintaining close sponsor relationships is essential.

Building these relationships takes time and effort. We must work relentlessly to nurture existing relationships and develop new ones. Are we listening to our sponsorship partners enough?



When sponsors' interests clash, the appeal of continuing sponsorship is seriously undermined. We must safeguard our top sponsors' interests, ensuring that there are no short-cuts to the level of exposure they benefit from.

We must review the architecture and framework of rules around our sponsorship and marketing programs so that we and our partners are crystal-clear about what opportunities they will enjoy relative to other brands.

When it comes to our sponsors, trust is everything.

Having the required skill sets is essential. We need the right people with the right capabilities in the right places.

To ensure consistency across everything the Olympic name touches, we must streamline sponsorship policies all the way through.

Our partners want to know their place in the sponsorship hierarchy, and they want to know that their commercial objectives will not clash with others' objectives. We must hear them on this, and we must deliver.

In the light of fast-changing viewing habits, how can we tell better stories and maximise the marketing of our brand through new mediums? Are we doing enough on activations?

Sponsors and partners are looking to do things differently. Rather than caring only about the visibility of their logo, they wish to integrate their brand into stories and moments around the Games. We must work on unlocking the next level of value creation with sponsors, creating unique stories that not only resonate with viewers but which continue to improve their experience. Future expectations will push the limits of innovation and technology – and we must be prepared.

Do we optimize value-in-kind sponsorship opportunities?

Value-in-kind sponsorship can bring clear benefits to the bottom line and the brand – but only when it is intertwined with our objectives. As technology continues to evolve rapidly, it is important that value-in-kind sponsorship does not undermine our strategic objectives.

What does the future hold for our television rights – what kind of broadcaster do we want to be?

Major television contracts are coming up for renewal, starting with the 2034 and 2036 Games. We are a brand leader and can afford to take a long-term view, but at the same time we need to closely observe the marketplace and make the right decisions for the right reasons. Ultimately, we must decide our future broadcast policy.

Key issues

Together with our broadcast partners we must explore the inclusion of streaming services.

Ahead of LA 2028 we should be preparing the ground for a completely different viewer experience, with storytelling and highlights more prominent. If we want access to fast-growing audiences and to amplify our storytelling, then we must open the door more widely to streaming services such as YouTube, Netflix, Apple and Amazon. Future viewers are heading decisively in that direction, and so must we.

How can we best capitalize on future commercial opportunities?

A wealth of commercial opportunities is available to the IOC, from the more effective monetization of our digital channels to the expansion of ecommerce, merchandise and digital consumer products. We must be smart about which opportunities we seize. The key question will be how each commercial opportunity fits with our values and our long-term strategic objectives – and how each would impact our premium positioning. We must keep a close dialogue regarding commercial initiatives with our stakeholders, sponsors and commercial partners.

Get more for less!

The sheer power of our brand has meant that in the past we could afford to be less rigorous about efficiency. We no longer have that luxury. Our structures have expanded exponentially. We need to focus relentlessly on getting the best value for money. Actions must include:

- Reviewing our fixed overheads and investment strategies;
- Being astute about where we deploy resources and how we generate income;
- Striving for our capabilities and capacities to always serve our purpose;
- Taking advantage of synergies;
- Streamlining our investments, costs and overheads in line with our strategic goals.

Working with the international federations, their member associations and local organisers to reduce duplication, lead times and costs around Games events is low-hanging fruit – and we must seize it.

From my own experiences in business and as the President of FIS, the largest winter Olympic federation, I am confident that with new technologies and closer involvement by the international federations we can deliver future editions of the Games more efficiently, at significantly less cost – and at an even higher standard of quality. Sharing the benefits would allow the international federations to invest more in their athletes and their sport, ultimately benefitting the Olympic movement. This is just one example of the equation which is threaded through my approach: $1+1 = 3$.

What is the future strategy for the Olympic Broadcasting Service?

In a fast-changing landscape with cloud-based delivery, new technologies, drones and AI, is our current strategy aligned with new opportunities to elevate viewer experiences? Could we benefit from a different balance of in-house/outourced functions and competencies? The challenge is to ensure value for money while also ensuring the highest quality.

What does the future hold for the Olympic Channel?

We have so many stories to tell our audiences – our approach must be aligned with changing viewing habits. We must focus on the channels which will deliver the best results.

By failing to prepare,
you're preparing to fail.



Reinforcing trust and credibility

In the past few decades there has been an implosion of trust in politicians and governments around the world, and its impact is felt by large organisations such as ours. Because of this, we must continually renew our efforts across all areas of responsibility, particularly on sustainability.

Leading on sustainability is not only essential to retaining our brand's attractiveness to younger generations; it is our solemn responsibility. Let us be clear about the scale and the urgency of the climate challenge. The world was not designed for 8 billion people living the way we do. Food, water, weather, climate and energy security are real and present threats to all of humanity.

Paris 2024 was an exemplar in terms of sustainability. Our challenge is not only to continue on that positive trajectory but to improve it. That means constantly looking for innovative solutions to minimise our carbon footprint and protect bio-diversity. It means embracing both adaptation and mitigation, being mindful of circularity and waste, spreading awareness and engaging with communities across the world to find practical and workable solutions on sustainability. By both doing the right thing and being seen to do the right thing - such as avoided deforestation and reforestation initiatives - we can reinforce trust in the IOC.

**We must be the
strongest voice
for our values.**





Key issues

Trust is a vital part of the Olympic brand.

We must not just espouse our values in documents and strategies; we must live them every day in the work we do.

Sustainability must be central to the IOC agenda. What new innovations can both achieve meaningful change and reinforce trust that we are taking action?

We should, for instance, create a new Forest City initiative, in which a portion of rainforest which is the exact size of the host city is conserved, meeting the criteria of permanence, leakage and additionality.

Our approach to sustainability must be based in science.

As an organisation we must observe closely what the science is telling us, rather than being led by public opinion.

How can we use the Olympic brand to spread awareness of climate change and encourage action across all our stakeholders?

As a global influencer, the Olympic movement can help businesses and individuals across the world to make better choices. We should make use of the IOC's observer status at the COP, integrating our work more effectively with this and other international climate organisations. We must gain more recognition for our great work on sustainability. And we must leverage our brand to spread more awareness around climate action, not least by better engaging athletes as ambassadors for change.

We need to be clear-eyed about the fact that climate change is an existential threat to the Olympic Winter Games.

Rotating the OWGs between permanent venues is a desirable and sustainable option. Exploration of this policy must be expedited, with all stakeholders contributing to shape this idea. As President of the largest winter Olympic federation, I wholeheartedly support this concept; it is a win-win for the movement and for the planet.

How can we hold ourselves accountable for the progress we make on sustainability?

If I am elected President of the IOC, I would set clear and transparent annual targets to galvanise change across the organisation.

Uniting around our values



Our movement is about sport, yes, but it is about far more. It is about social justice. It is about transcending difference in the name of friendship. It is about values which have no language and no culture: unity; hope; respect for others.

In a world divided by politics, poverty and inequality, these values are exceptionally powerful. We must be astute about how to leverage them, promoting unity and peace wherever and whenever we can.

**Sport has the
power to unite
people in a way
that little else does.**



Key issues

We must uphold the precious principle of political neutrality.

President Bach's achievements in steering the IOC through controversial waters – not least in securing several groundbreaking UN Resolutions – are Nobel Peace Prize-worthy. They involved difficult decisions taken under enormous pressure. Our task is to continue this great work with the same courage and commitment, recognising that political neutrality is sacrosanct to our movement. With every geopolitical dispute or conflict, the IOC will face pressure to take a side, or to demonstrate that we are on the 'right' side of an argument. We must vigorously defend our political neutrality.

We must safeguard athletes from being weaponised for political purposes.

You cannot choose where you were born. It would be highly discriminatory to block an athlete from competing at the highest levels on account of their passport. We should, therefore, expand on the approach of allowing neutral athletes to compete under their own name at the Games. Paris 2024 demonstrated that our AIN program is working well for Russian and Belarusian competitors, and should continue for the benefit of the athletes. Holding a passport from a particular country should not disqualify you from pursuing your sporting dreams. The AIN program respects these rights while acknowledging our current geopolitical reality. The bottom line: sport is a human right.

Could we do more to leverage the Olympic brand to foster understanding between different peoples and promote unity? Should we be increasingly proactive in spreading sporting opportunity across the world?

The Olympic movement is the greatest purveyor of hope and excitement in the world; a forum which encourages everyone to aspire to greatness, no matter where they are from. We must be relentlessly proactive in building on this reputation with new ideas for global engagement and participation. We have a unique ability to facilitate dialogue between divided nations and peoples – and we must use this ability more regularly for the good of humanity.

Creativity is required to support developing nations – are we brave enough? Encouraging investment in sport is critical – but can we be more innovative, doing more with less by utilising technologies such as AI? Could we, for instance, create data-based training plans for Olympic nations which cannot afford the technology themselves?

Does Olympism have a place on school curriculums?

Mankind has a lot to learn from the Olympic movement and its values. What better place than the school curriculum to introduce children to the Olympic movement and its values? How can we encourage that?

New frontiers

The Olympic movement has a rich history of which we are all rightly proud. But we must never rest on past glories.

Maintaining our reputation and influence requires us to boldly explore new frontiers, pushing for progress across the places we go to, the sports we champion, and the technologies we adopt.

If we are to stay relevant as a global movement, we need to show that the Olympic torch does not just race through the developing parts of the world on its way to wealthier nations. We must be brave in exploring new territories in which to host future editions, seeking to break down preconceptions about where we can and cannot go to – and in turn, breaking down barriers across the global south.

This boldness must extend to new frontiers in sports, too. E sports may seem distinctive in many ways from Olympic sport, but their fast-growing popularity offers a glimpse of a tantalising future in which Olympic values are leveraged to reach a larger and younger audience.

Fortune favours the bold.





We are a movement for the entire world.

In the past there has been understandable reticence about exploring the possibilities of hosting editions in the developing world. The stakes are high but the risks can be managed. With a bold mindset we must look to new destinations – including the global south – for future Olympic and Paralympic Games. The prospect of future editions in Africa, India and the Middle East should excite and energise us. Let's make it happen.

How could the risks of awarding the Games to less developed countries be mitigated?

Our first priority is to ensure a viable, safe and spectacular Olympic experience, wherever in the world this may be. To assist nations without the existing standard of infrastructure we have seen in previous editions, we could look to award the Games earlier to allow more time for planning and organisation. When it comes to event delivery, close cooperation with international federations would be even more important than usual, a process which would be assisted at all times by the IOC.

Embracing e-sports.

The size of the global e-sports market is expected to increase more than five-fold over the next decade. Integrating this into the Olympic fold makes sense not only from a commercial perspective but from a strategic standpoint too. While any new sporting genre must be approached carefully, we must be open to exploring the possibility for new events and formats which give a platform to e-sports. The significant numbers drawn to e-sports – and the huge potential for growth – offers us an opportunity to leverage Olympic values to new audiences across the world.

How should we approach artificial intelligence?

The Olympic AI Agenda provides an excellent foundation for the future. It recognises that AI is not a threat to the Olympic movement but a fantastic opportunity.

Beyond the hype, we must recognise what AI will do, and what it will not do.

Artificial intelligence may assist in the process of creativity, but ultimately all original creative and innovative thought will come from human beings. Instead, AI will be a fantastically helpful efficiency tool. It will perform for us, but it will not replace us.

How can we seize the value-for-money opportunities presented by AI?

AI will allocate resources more effectively and help us deliver more seamless and stunning spectacles more efficiently and at lower cost to the bottom line and to the planet.

AI has the potential to help immensely with classifications, judging and data-based training programs.

Investing in these technologies now will reap great savings in time and money down the line. We must also be mindful that AI has the potential to make doping even more difficult to detect – another reason why investing now is important for the Olympic and Paralympic brand down the line.

AI can also help us to further our values, reaching more athletes and fans in more countries.

Technology that can swiftly identify exceptional athletes is already available; the IOC has trialled this in Senegal. How can we move swiftly to roll out this technology across the developing world, identifying future gold medallists and using Olympic resources to back their progress?

Ahead of the game



Johan Eliasch

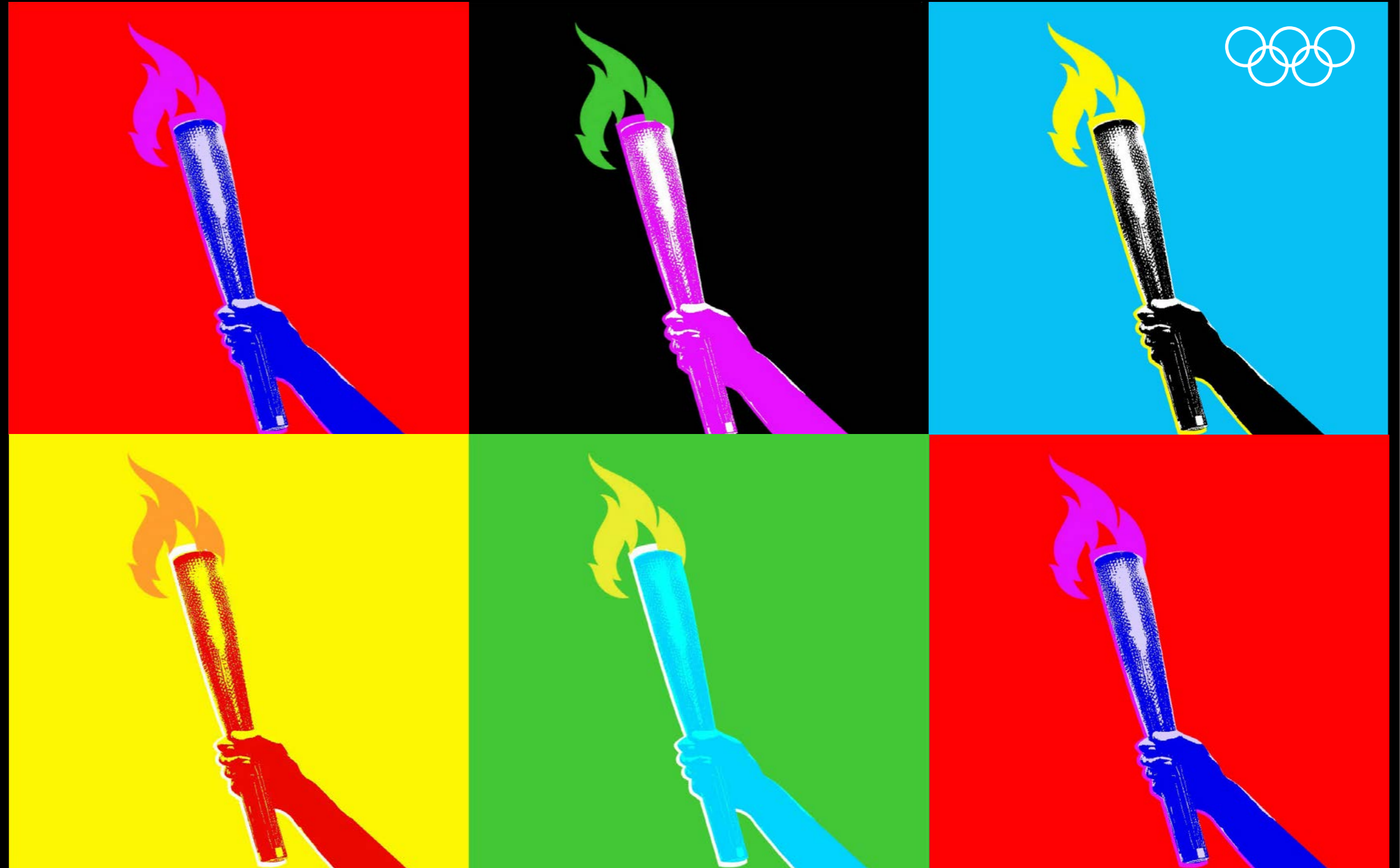
I want to thank all of those who have given me their views and thoughts over recent months. I have enjoyed countless conversations about the future of our movement, with IOC members across the world. No matter the continent we are from, the country we represent or our previous experience, there is a common thread: we care passionately about steering and safeguarding the Olympic movement because of its importance to humankind.

We all want our organisation to be fit for purpose so we can meet the challenges of our rapidly changing times. We all passionately want to leverage the power of the brand to improve the world. All the colleagues I have spoken to have also been clear that they want the IOC to be run in a businesslike and dynamic manner.

If I am elected President of the IOC, I would work 24/7 to achieve these things – and I would also work to inject collaboration and equality into every level of our organisation. As I stated earlier in this document, all IOC members are equally special. All voices must be heard, regardless of the length of your CV or how many years you have served as a member of the IOC. We are, first and foremost, a team – a team united in our passion for sport and its world-changing potential.

I hope that this manifesto is just the start of a long and productive conversation with you about how we evolve our organisation so that it is fighting fit to face the challenges of the day. Your views matter to me. Your passion and commitment is essential to our movement. There are so many opportunities ahead to take the Olympic movement to ever-greater heights.

Together, let's stay ahead of the game.



Winning is the art of being prepared.



Johan Eliasch

Candidature Document
IOC Presidency 2025