

Managing Programmes for Participation in a Mega Sporting Event

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The Olympic Games (OG) are a special and a mega sporting event held every fourth year and open for all qualified athletes (teams and individuals) of the national Olympic committees (NOC). The participation of the world's best athletes and the context of the events by which the Olympic values are promoted are two key factors that make the OG the primary multi-sporting event. In preparation for the participation in the Games, the Olympic Committee of Serbia (OCS) realizes the Olympic programmes that take place in phases and periods of the life cycle of the Olympics and through which sports and business function of the OCS itself, but also helps improve the whole system of sport of Serbia. The Olympic programmes, as a subject of this paper, contain innovative strategy of the OCS by which all those who possess competencies essential for participation in the OG (sports, organizational, managing) are included. The programmes are partially an innovation (result, team, participation, the competent sports organization), a process (the application of new technologies), and affirmation of the existing and the creation of new, Olympic, values.

Keywords: Olympics, management, management of the Olympic program

1. The Olympic Games – a mega sporting event

Management in a sporting event is paid increasing attention within the organization of special events. While in the domain of management there is a number of ambiguities in the description and definition of a special event (in terms of size, importance, regular maintenance, specific, mega, large and small sporting events, casual, ad-hoc) [26], the theory of sport observes the OG as the primary multi sporting event. In the area of management, the special event of the Games is "a set of projected actions and activities designed for a projected profile and a number of participants to be gathered, at a given time and place, to achieve the set goals" [32]. In the theory of sport, the Games are an event that integrates a number of sports, disciplines, the competition format. The Summer Games last for 16 days, bringing together the best athletes in the world who, consistent with the values of the Olympic Movement (friendship, respect, fair play, excellence...) compete in 28 sports and 302 events [19]. The Olympic Games are an event in which victory, unity, and togetherness are pursued. They are also a reference point in the process of change and a cultural event (including sport and commercial facets) with a clear character, popularity and the international importance [28].

The present status of the Olympics is drawn both from the ancient world and from their role in the development of modern society and civilization. The Games of modern times have been organized since 1896 as a manifest form of the Olympic Movement – Olympism (1894), for which Pierre de Coubertin, its founder, says that it is the ideology, a set of ideas about the purpose of life in a community, social goals, resource allocation, and the relationship between the society and the individual [16]. Olympism stems from the principle that sport promotes the optimal development of a man and the society and its ideology is clearly expressed in the Olympic Charter, which defines the Games as the primary event based on values, ethics, and ideals [3]. Participation in the Olympics is preceded by sporting events that take place on the qualifications of athletes (individuals and teams). The so-called test competitions in which the technical approval of facilities, equipment is performed and through which the athletes and the accompanying staff, as well as the Organizing committee of the OG (OCOG) and the International Sports Federation (ISF) make their last preparations for the competition [15] also belong to the Games.

1.1. Identity and sustainability of the Games

From the event of a humble beginning, the Olympic Games have turned into a world for itself. Participation in the Olympics (winter and summer) is a priority for every athlete, sports system, and society. Thus, more than 76% of respondents around the world think that participation in the Games is more than sport. The Games are more than a sports event, more than participation and victory, say 72% of respondents. The Games are a good role model for children (72% of respondents), they are endeavour, optimism, inspiration, friendship, glory of youth [20], but also the “clash” of the nations and the race for the medals, just as seen by the sports and political structures of almost all countries around the world [11,19].

For the International Olympic Committee (IOC), OCG, media, commercial world..., the OG are a synonym for progress, an industry of events and profits... while for athletes they are striving, vision, part of the image of which their athletic and professional world is built. The participation of athletes is a very important issue of the present and the future, which the IOC, especially after the identity crisis of the Games among the athletes (Atlanta, 1996), intensively and strategically think about. The maintenance of identity and status of the OG as a primary sports event were discussed at the Congress of IOC (2009). The documents of the Copenhagen Congress in relation to the question “How to keep the Games as the primary event” contain a number of conclusions that can be divided into several areas:

1. The Games and the society, a space in which a larger integration with the modern society and technological development is striven for [2]. The Games are a unique social phenomenon which connects people, cultures and countries of the world. The Olympism is the most successful movement and it builds good will and cooperation. The Games are a primary event of promoting peace in the world and the system of values of interest for all societies [10]. They are a microcosm of civilization [24].
2. The strategy for preservation and expansion of support to the Games. This area contains measures for building network and motivation for stakeholders to participate in all the phases and periods of the Olympic cycle.
3. Managing change and innovations... This conclusion contains the assessment of risk, but also the ways of transferring and managing knowledge and experience from the previous for the following Games [23].
4. Defining the importance of the event, and a continuous evaluation of the OG Programme quality [8]. The IOC is aware of the need to encourage the participation of the largest possible number of elite athletes of the world in the Games and the improvement of the format of the competition and the programme of the Games according to the new demands, but with respect to the core of the programme [5].
5. The Games as a support for the digital revolution [14].
6. Examining the market, inclusion of the affirmed methods of the business, supporting the competitive business environment [8].
7. Cross-cultural management and innovations as a support for each following Games to be more challenging than the previous ones, and ensuring that this challenge meets the expectations of cultural differences of the participants and the consumers of the Games [31].
8. Legacy of the Games for the host city and the Games as an investment and motivation for new candidates [30].
9. The Games and the young. Young athletes and their sports and professional development should be preserved in focus of the Movement so that the children and the youth as consumers of sports product should participate in sports and adopt practices and accept the values of the Olympism [20].

The Olympic Games are an economic challenge and encouragement for the development of local and national sports infrastructure, urban regeneration, and sustainable development [23]. Their economic potential encourages investments, moves tourists, turns devastated and abandoned areas into urban centers and technological units [9]. Therefore, the OCOG in London is proud of the plan of social and ethical inclusion of more than 300 ethnic groups (more than 300 languages are spoken in London) as well as of programmes to reduce the deprivation that characterizes the eastern part of London [27]. The part of the strategy relating to sustainable development, which will change habits, improve waste disposal, promote biodiversity, and build facilities in accordance with high environmental and sustainability standards is of no lesser importance. A permanent sporting legacy as one of the goals of the organization of the Games contains measures to increase the number of physically active individuals. Health, pension, social, educational and sports systems are advantages of the HEPA project to encourage physical activity of the population towards health, employment, educational and recreational benefits [10].

Upon being awarded the Games, the UK government drew up “the Games Plan” (2002) within which a number of services were developed to carry out the management of organizational changes of the society. In other words, the organization of the Games has become a race for urban investment that will stimulate local economic development and which is based on the “grandness of legacy” [4]. Two documents, and these are the application of London as a host and the Action Plan are in the process of continuous monitoring. They contain a chapter on longevity of the legacy (subsequent use and the final owners) which is, in case of London, entrusted to the newly established Institute of the Olympic legacy, which realizes its mission through business and sports functions [42].

A significant factor in the identity and sustainability of the Games is profit. The Games bring profit for the organizer in the economic, social, political, cultural, sports, environmental and technological terms. After the financial crisis and the debt which Montreal is still paying off (1976), the OG have received a new – commercial dimension built on the reputation and prestige, spectators’ and media attention, tradition [4, 43], but also on a wide value framework. Cost and benefit analysis is used to evaluate whether the Games are financially viable. If the benefit is above the price, that means that the local community benefits from the Games (e.g. Barcelona). Besides the organizers, the benefits are calculated for the visitors, the society (environment, transport, infrastructure), but also for the NOC that participated. To the question on the strategy for sustainability of the OG, the IOC answers with continuous evaluations and assessment of the impact and importance of the Games themselves. The impacts and benefits of the Games, but also the compliance of the organization and maintenance of the Games to the ideals of Olympism are evaluated and assessed by the instrument for analyzing the global influence of the OG (OGGI) [24]. However, it must be emphasized that the Games have reached this size and importance with the support of athletes and their willingness to participate, as well as thanks to the definition of processes, organization, management, coordination, control and evaluation.

A special part in the strategy to preserve and further develop the OG is given to the digital revolution and the digital world. In this sense, the best example is the Youth Olympic Games (YOG) held in Singapore (2010), which are the first sports event of the IOC after 86 years. With this project, the IOC imagined the digital world as a lever in expanding the value framework and as a support to transparency and motivation of the young for participation in sports. The mission of the YOG is more than sport. Their goal is the integration of sports and education of young athletes in the Olympic values, healthy lifestyle, good health, social responsibility. The YOG are not mini Olympics, they are sports, cultural and educational event that has its own identity, even in competition. They differ from the OG because the IOC tried to keep the young athletes away from the media, to include them into one of 75 workshops and to approach them through their world (via Twitter, Facebook, YouTube) and the CUBE – IOC’S micro site. In this direction, a practical IT platform has been developed and in some way, the participation of young athletes or “new consumers” has been ensured. The Organizing Committee has launched the IT platform “Odyssey” as a means of learning about sports, culture, and the Olympic values. All athletes and officials have been part of the development of wireless communications, and were included in the information system via the Digital Concierge, which, using a broadband technology, has achieved a successful communication with OCOG, members of their delegations, other participants, but also with their parents [20]. It can be concluded that Singapore has launched a new organizational standard and approach to young athletes, but also to the event managers and programme managers within the NOC, from whom an innovative approach in preparation and participation of the delegation at the Games was expected.

The example of Singapore, and already visible technological standards for participation in the OG in London, suggest the conclusion that participation goes beyond the capacity of human resources and technological development of certain national sports systems, and that the transfer of Olympic knowledge and technologies implemented by the IOC is the only way to overcome differences, reduce the gap and successfully terminate the participation of each of 205 NOCs at the OG. The information system of the World Anti-Doping Agency (WADA), which includes the 24-hour availability of athletes to doping control requires building a national information network. It can be concluded that the OG have become a leader in promoting IT development and acceptance of the principles of the digital revolution in the sports movement.

2. Management of programmes for participation in the OG

Whether as a process of forecasting, organizing, managing, coordination or control, and be it understood as a discipline, a process, a set of subprocesses or whatever, management has its own place and full importance in building a team for participation in the OG. The Olympic Games are the mega event

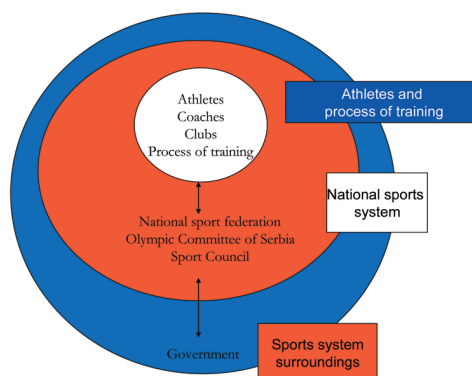
which you must take part in, which you must see, and which has a multifacet socio-economic influence both on those who organize it and on those who are preparing to participate in it. Participation in the Olympics is only possible through the National Olympic Committee (NOC). The mission of NOC in participation is aimed at forming a sense of belonging and togetherness in Olympism, a sense of exclusivity, superiority and excellence of athletes, delegations and the Games themselves. A path to the participation in the OG goes through three levels and through a vertical and horizontal organizational networks. At the highest or the macro level, IOC and OCOG do the management. The middle or meso level comprises international sports competition, within which the selection of those who will participate in the Games is made. This level is managed by the ISF, their national sports federations (NSF) and the NOC. The micro level is filled with activities that are, in the case of the National Olympic Committee of Serbia (NOCSrb), named by the innovative strategies filled by strategic and operational plans. At this level, the Olympic programmes are realized through which all participants of the Olympic delegation (athletes, professionals, managers, agencies, sponsors...), prepare, the team is built, and the system of sports in Serbia is changed. The Olympic programmes are somehow a national system of innovation, i.e. a line of measures and activities that should enlarge the efficiency of the preparation process for participation. The activities are realized on the level of operational groups and in line with segmented tasks (Organigramme 1).

2.1. Managing programmes – an innovative step forward of the OCS

The Olympic Committee of Serbia has estimated that it can develop only if it adapts, learns, and changes. The management of the NOCSrb from the Olympic cycle 2004 – 2008 opted for innovation, expert knowledge, and for linking them with the process of change and development of organizational capacity. The NOCSrb has become an organization that is learning and changing. In the first step, the changes and adaptations of the internal organizational structure and business culture were made, but then, in the second step, athletes, coaches, and key actors of Serbian sport, society, and economy were united in the Olympic idea, programme, and the participation in the OG. In the first step, the NOCSrb has conducted analyses to be better informed about its own organization, i.e. by which it gets the facts about sports environment and its membership (Table 1). The results on the environment have shown that it is an unconsolidated system with ambiguous factors, roles, responsibilities..., the absence of connections with science, market, technology, economics, legislation, government bodies responsible for sport. Aware of its mission and the seriousness of the results of this analysis, the OCS entered the next, cognitive phase of development during which there has been a consolidation of the sports system, while the roles, responsibilities, principles of management and work that will preserve the autonomy and specificity of sport were defined [17,19]. At the Joint meeting of all the actors of sports of Serbia (2006) a model was proposed that contained the structure of the new system of sports with clearly defined the place, the role of government bodies, political and economy structures of the sports environment (Diagram 1) [37]. The epilogue of this period is the development of the NOCSrb as a high-performance sports organization in the sports and business functions [41, 35]. Improvements are under way today, and in the business sense, they go through the planning and the most rational circulation of funds and constant coordination with marketing. Sports function made its way to change through planning, introduction, and control of the Olympic programmes. Strategic analysis made on the occasion of making the “Beijing 2008” programme, indicated that the NOCSrb itself and its environment, consisting of NSF (Tables 1) must be changed in the direction of personnel, organizational, sports and technological, research and development functions [40]. In the first step the changes were delineated by the “Beijing 2008” project, within which a number of subspaces for athletes’ training and standards for participation of the delegation at the OG were defined (Diagram 2). The mission of this project was an improvement of the sports system of Serbia, while its effect could be the system of sports, which, as a way of continuous development, accepted the strategy of changes, initiatives, and innovations. “If we act today the way we did for the last Olympics, then we will not get anywhere. If we follow the examples of the best international practices in our work, then we shall be just the participants in the Games, but if we fill our every day with initiatives, then we shall win medals” [1] is a quotation on the first page of this Project. Experiences in managing this project have been transferred to the NOCSrb project for the OG in Vancouver and the YOG in Singapore (2010), as well as for the project “The Olympic Serbia” which is realized with a view on participation in the OG in London (2012). The continuance of the cognitive phase is a systematization of a number of areas and defining the management project, which includes project management of the whole, by segments, in time, quality, human resources, communications, and risk (Organigramme 1). These also have in common the orientation towards the management of life, sports, and professional cycle of an

athlete, which also takes place as the innovation strategy by which an athlete and his/her talents are developed through humane, efficient, and competent system of sports. A new value framework developed for the participation in the YOG launched a homogenization of the athletes' age, their environment (family, school, sports club) with a system of sport and participation in the OG.

Diagram 1. Analytical model of the structure of Serbian sports system [18]



It can be concluded that the NOCSrb, both in business and in sports functions, decided on the promotion of Olympic values and the expansion of the value framework in line with the needs of sport and the society in Serbia. By promoting national symbols, mascots, logos, letters... the NOCSrb is adding the identity of Serbia to cultural diversity and to one of the three pillars of the Olympism (the OG and sustainable development are the other two).

Knowledge management, knowledge creation, knowledge sharing, and their use towards achieving organizational goals are the backbone of management of changes [25]. In organizational terms, the Directorate of Sports, Chief of Mission, and the NOCSrb Commission manage the explicit knowledge in the area of changing the sport system of Serbia, as well as technological and implicit knowledge of management of special events. The complex technology of participation in special events and simultaneous implementation of the Olympic programme, determined that the strategy of development of the NOCSrb should revolve around experts that possess the following knowledge – skills [34]:

- Technical skills – know-how that is related to methods, processes, procedures, techniques of preparation and construction of programmes and participation in the OG.
- Social skills, which include relationships with people, attitudes, motives, and skills in oral and written communication, encouraging teamwork cooperation.
- Conceptual skills, which describe a general analytical ability, logical thinking, deductive reasoning and indicative reasoning, problem-solving ability, creativity, anticipation, visionary and strategic thinking.

For the existing relations in the sport system of Serbia, the skills with which the political structures are lobbied for the needs of sport can be considered as essential.

The NOCSrb programmes present a technological innovation for the building and participation of the delegation at the OG. The innovation of a product (result, team participation, competent sports organization) and processes (the implementation of new technologies) are the value per se which is reached by NOCSrb through: (1) attitudes about the need for continuous change; (2) competent management of building a team to participate; (3) respect for the principles of science, best practices and collaboration with experts; (4) creating conditions for the legacy of each Olympic cycle; (5) change management and continuous adjustments in order to develop the NOCSrb performance and the sport system of Serbia [36].

3. Life cycle (the Olympics) of the programme

The characteristics of the NOCSrb programme for participation in the OG is planning by which clear, understandable, measurable goals are set and the course of action and the way of achieving the set goal are selected. Like other Olympic organizations, the programme orientation of the NOCSrb is accompanied

with risk and uncertainty, because the decisions for the event which will take place in the future are made based on currently available data. In other words, most decisions are made in relation to the current state of results of an athlete that is little known about [29]. In relation to this, the multi-year plan realized by the NOCSrb during team building and participation phases in the OG can be described as a business innovation directed towards the performance of athletes, but also towards the NSF and clubs in which the Olympic athletes of Serbia train. Therefore, programmes for participation in the OG mean a multi-year project, established both horizontally and vertically. The participation in the programme emphasizes the skills by which a future outcome (result) is linked to plan, knowledge, organizations, directing, controlling, budgeting, management and evaluation [12,4,1,6]. Activities to be realized are defined by OCOG, IOC, ISF, but primarily by the specific features of sport of Serbia and value framework for the given game (Table 2). Drawing up the programmes is followed by their segmentation, leading to operational groups and tasks, the existing results of athletes (classification), the system of qualifications, training facilities, training technology, social care, sports medicine care and anti-doping prevention, programme efficiency of NOCSrb and NSF, sponsors, media, finance (Diagram 3) [37]. The classification into smaller operating units that can be adequately managed (Organigramme 1) aims to control the efficiency of this process and its standardization according to the rules and numerous guidelines of OCOG and IOC. The operations part specifies the deadlines, and comprises a calendar with stages and periods that cover the entire life cycle of the Olympic programmes including participation in the games (Diagram 3).

Table 1. An example of key activities of the NOCSrb for preparation of the programme and participation at the OG [38]

Activities		Activities	
Planning	1	Control, test and qualification competition	1
Implementation	1	Marketing and sponsorship pool	1
Evaluation	1	Communication	1
Corporate management	1	Media and PR	1
Management	1	Equipment, training material	1
Programme administration	1	Elite sports technology	1
Commercial possibilities	1	Olympic team	2
Finances	1	Training centres	1
Inform. technology	1	Sports sciences	1
Sports medicine	1	Development of NSF administration	1
Career of an athlete	3	Junior sport	2
Education of athletes	3	Sport of the disabled	3
Sports medicine	1	Veterans	3
Life insurance	1	Woman and sport	3
Sponsorship	1	Anti-doping	1
Identification of the talented	3	New organizational structure	1
Sport in clubs	1	Management of volunteers	3
Coaches, development and organization	1	State as a partner	1

Table 2. NOCSrb values for London Olympic Games programme

NOC Serbia Programmes Value Framework (2006, 2009)	Groups of Final and Instrumentalised values
Equal possibilities for all athletes and NSFs to participate in the project	Universality, unity, independence
Part of NOC Serbia and NSF long-term plans	Security, stimulation, social recognition
Maintaining competitiveness of results of the athletes of Serbia, personal advancement	Accomplishment, hedonism, inner harmony, satisfaction, self respect
Building up the Olympic Team and the Olympic Spirit	Benevolence-kindliness, affiliation
Accompanying plans (health prevention and protection, information system, insurance of athletes, etc.), complementary programmes (specific forms of trainings, supplementation, etc.)	Security, stability of relations and rapports, health, safety
Profesionalisation of athletes and their coaches, image	Power, social status, prestige, self-respect, independence
Partnership of stakeholders of the system of sport and the society of Serbia = OLYMPIC SERBIA	Affiliation, true friendship, support, wide understanding, support, help
Respect of the authenticity of single sports and general character of the Olympic Games in organisational sense	Adaptability, responsibility, acceptance
Openness of projects for participants and initiatives	Universality, equality
Focus on the athlete (all athletes are negative in anti-doping testing)	Focus on oneself
Realistic and attainable goals	Stimulation, performance, inner harmony, independence, responsibility
Clear concept and resources	Performance, stability, adaptability

Multi-year process of building the NOCSrb team for participation in the OG can be presented as a life cycle and described using an analogy with periods of human development. The transition from the previous to the next phase occurs as the effect of continuous cooperation with the first and second round of management participation (IOC, OCOG-OKI, ISF) (Diagram 1), and the same is the result of changes occurring in the field of culture, process and structural efficiency of the Mission formed by NOCSrb for participation in the Olympics. The last, fifth cycle of the said Games, which is also the beginning or the first period for the next OG, is preceded by three periods, i.e. takes place after the OG and the full maturity of the Mission.

1st period: "The start of the team": in the case of the London OG, it took place in London during the Beijing OG. "From a talent in Beijing to a medal in London" is a slogan that connects the Serbian delegations at the Olympic Games in Beijing and London both semantically and in the programme. The start contains the definition of priorities (Table 1), the integration of business and professional policies, defining and accepting the value framework and corporate objectives. Thus, in the example of participation in the First Youth Olympic Games, the value framework was set in relation to a number of preferences selected in accordance with the athletes' age and the programme realized by the NOCSrb for these games [20].

Programme activities are planned for the entire lifecycle of the programme and are presented by the roadmap (Diagram 3).

Diagram 2. An example of the road map until the participation at the Beijing OG [39].

OCS engagement area	Years to Beijing-3	Years to Beijing-2	Years to Beijing-1	Year of Beijing Olympic Games
2. OCS Programme orientation; excellent achievement				
	2.1. Continuous monitoring and encouragement of athletes' achievement in the senior category			
	2.2. Continuous monitoring and encouragement of athletes' achievement in the senior category			
		2.3. National programme of children and youth sports development		
		2.4. National programme of coach development to meet the requirements of modern sports and the National programme		
	2.5. Activities in establishing the system for talent identification			
	2.6. Athletes monitoring programmes and research into all forms of sports			
		2.7. direct aid to athletes in accordance with the OCS programmes		
		2.8. Youth and Olympic camps and camps for youth selection coaches		
	2.9. Anti-doping and ethical code strategy in sports			
	2.10. Development of management structures and efficient administration in the NF			

2nd period: “**The Birth**” is a period that encompasses the choice of the Chief of Mission (CdM), the Head of the medical team, a team of experts, partner institutions, sponsorship pool... This period is filled with professional reflexion from different practice areas (sports, sports medicine, management, anti-doping, OG management, marketing...) and project management. A large number of practice analyses are conducted in this period. The analysis of the structure and the analysis of the relationships lead to new and quality requirements for the realization of the vision and corporate management to the goal [9].

Organigramme 1. Structure of the Mission's activities for participation at the London OG.

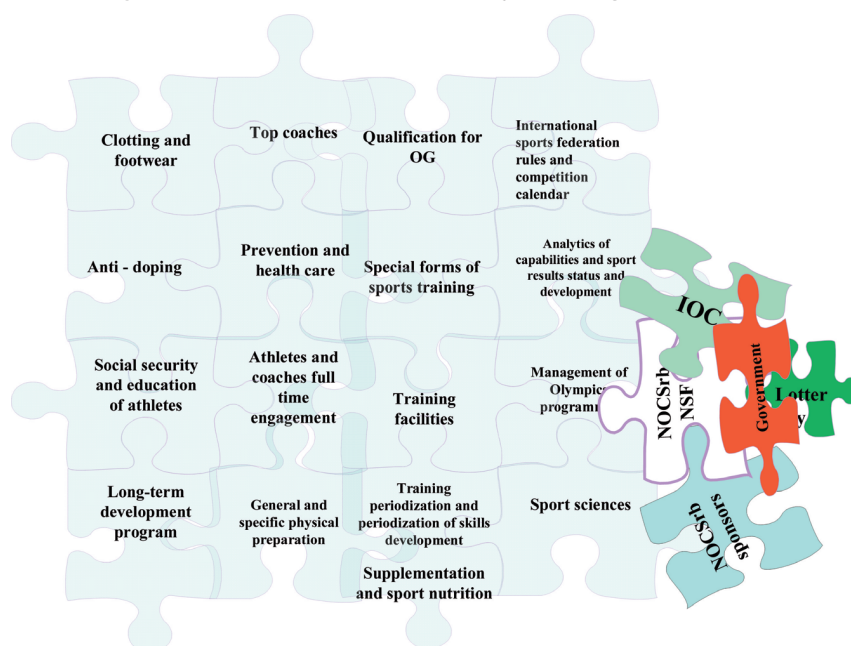
3rd period: "Childhood and Adolescence" lasts until the departure to the Games. The management is making organizational improvements in the country. It is proactive towards the activities by OCOG. Qualifications of athletes are most intense in this period and in line with the ISF regulations. The NOCSrb programmes are taking place in relation to adopted objectives (Diagrams 2,3). Health management is realized on the basis of the analysis of sports and disciplines in which competitions will take place, as well as preventive and medical history of the athlete. The required examination of athletes is done in this period and, in the period since 2008, 410 athletes (seniors and juniors) have been included. Examination is a unique achievement of the NOCSrb and the Republic Institute for Sport and is performed as a function of prevention of sudden cardiac death, which is not rare in sports [33].

4th period: "Adulthood" (activities in the OG) can be measured by what is accomplished, both in the size of the delegation, the results achieved, the health status of athletes, and in the efficiency of the delegation. During the Games, the Head of Mission and his team are responsible for the Olympic delegation, for the welfare of athletes and officials, for decision-making and for leadership. The complex and dynamic environment meets the daily activities that provide operational support to the athletes, games administration, medicine, media, IT, security, belonging to the group, participation in ceremonies (opening and closing ceremonies) [7]. The efficiency of resource management in the function of optimal participation in the Games is evaluated on a daily basis.

5th period: “**Old Age**” (the end of the Games, reports and evaluations), and “**Legacy**” (the legacy of the Games) are periods in management often supported by the development of different forms of reports, written forms with realistic picture of performance, but also in which conditions for further development and improvement are created. The case study (CS) and reflection are the methods used to monitor the effects and phenomena in their real context. The inner side of the CS is used to get the meaning of certain best practices. Descriptive side of the CS is used to describe and explain phenomena, whereas the instrumental side of the CS is used to analyze the relationships [13, 12]. Thus, the analysis of participation in the Beijing OG has led to the conclusion that the Project did not have a capacity of influencing all the factors that determine the quality of competition results, above all:

- voluntary and psychological preparation of athletes;
- reliance on sports science and sports medicine, managing sports fitness;
- conflicts in the NSF and among athletes
- training, health and anti-doping protocols and documentation;
- methods for rapid, efficient assessment of training condition;
- conditions in sports clubs;
- competence of coaches and managers for the elite sports results;
- the timely and full funding of all programmes.

Diagram 3. Contents of the NOCSrb Olympic programmes [39, 1]



Conclusion

1. Olympism is a unique movement that connects people, cultures and countries, promotes peace, and builds goodwill and cooperation. The Olympic Games are both a form in which Olympism is manifested and a mega sporting event involving the best athletes of the world. They promote peace and a value system cherished by all societies. High-profile staff with high organizational standards realizes the event management – the OG. In order to participate, the NOC realizes multi-year programmes that represent the unity of the process, competent staff, and management system.

2. The Games are genuine, creative, and multiple developmental event. They are a synonym for progress, aspirations, visions, a part of the image by which a national and personal identity is built. Participation in the OG is more than just a sporting event and victory, because the Games are a mega event that overpasses stereotypes and other major sporting events. A unique and unrepeatable experience is achieved during the Games. Participation in the Games is a process that is planned and implemented through a number of organizational levels and within structured phases of change management.

3. The Olympic Committee of Serbia conducts multi year Olympic programmes for participation in the Games. Sports and business functions of the sports organization are improved by these programmes. They are an innovation in the part of the outcome (result, team, participation, and competent sports organization) and processes (the implementation of new technologies). The goals of these programs are new – Olympic – values.

4. Management processes that lead to the participation in the Olympic Games are based on the management of the project described by:

Condition analysis of the organization and members, results of athletes, talents and ways of their development, resources, the process of achieving top results, preventive measures and risk... up to OCOG technology standards;

Funding in accordance with the program. The financial plan of the whole program, the individual and the team is supported by the sponsors, the State and the IO;

Knowledge management (sports science, sports medicine, IT), performance analysis and comparative analysis (benchmarking) and reflections;

Innovation and project management that lead to quality described by competence and competitiveness of the delegation (individuals, teams, processes, outputs) on all the levels of preparation and participation in the Olympic Games.

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