

The sustainability strategy of the International Olympic Committee

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Abstract

This paper discusses "institutional change," since it observes the manifestations of institutional behavior, however its scope does not refer to any change made by any institution, but to those adopted by the international olympic committee (ioc) in relation to the convention of sustainability.

Starting at Los Angeles games, the ioc added to its 2 institutional faces, "humanitarian" and "facilitator", a third one named "entrepreneur", which obliged it to implement an

organizational reorganization. Now ioc's structure is based on horizontal and vertical contractual relationships that involve large costs of transaction; ioc vertical relationships mirror its role as the games franchisor and the manager of its monopoly of specific and intangibles assets, its horizontal ones represent its commercial relationship with the sponsors. In parallel, the ioc changed the nature of its "facilitator" face by providing a dramatic increase in resources (incentives) to be distributed to the olympic movement. In this context, within this environment of change, strategy and structure, that in the 90's the convention of sustainability officially arrives at the ioc and that, by definition, must talk to all its institutional faces.