



**You were in MEMOS!  
You are a MEMOSIAN!  
... But did you know ...?**

Thierry Zintz  
MEMOS Café – September 2021



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### How it all started...

- An idea of European Network of Sport Science Institutes
- Supported by President Samaranch in 1994
- Founded by Prof. Jean Camy and colleagues
- Several European universities and schools of sport involved from the beginnings
- + 5 European NOCs (France, Italy, Luxembourg, Portugal, Spain)



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### The aim

- To provide high level management training for managers working in Olympic sports organisations (NOCs, NFs, IFs, Continental Federations, IOC, public sport agencies) especially in the domains of:
  - Strategic management
  - Marketing management
  - Human Resource Management
- Master Européen en Management des Organisations sportives (MEMOS)



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### The first editions (MEMOS I and II)

- From September 1995
- 2-year graduate programme in French and English
- 8 modules (Rome to Lausanne)
- Support from EOC and European Union (Socrates Programme)
- European content and touch



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### The evolution as from MEMOS III

- As from MEMOS III (2000): only 4 modules and only one language (English)
- Start and Finish in Lausanne
- MEMOS III to V with a few non European participants
- Project of organizing continental MEMOS
- From 2003, MEMOS VI (Twin MEMOS)
- Fully open to overseas participants
- One module in Europe, one overseas
- Master Exécutif en Management des organisations sportives



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### The evolution as from MEMOS XVI

- As from MEMOS XVI (2012): 4 sessions and only one language (English)
- Start and Finish in Lausanne
- Session 1: Lausanne – Mod 1 Strategic Management and Governance – Mod 2 Project and Event Management
- Session 2: somewhere in the World, out of Europe - Mod 3 Marketing Management – Mod 4 Financial Management
- Session 3: somewhere in Europe – Mod 5 HR Management – Mod 6 Communication and Social Media Management
- Session 4: Lausanne – Project presentation



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## MEMOS en español, MEMOS en français

- As from 2006 MEMOS first Edición en español under the leadership of prof. Andreu Camps
- As from 2008 MEMOS first edition en français under the leadership of prof. Alain Ferrand
- Slightly different formats but coordinated content – As from 2012 => same format




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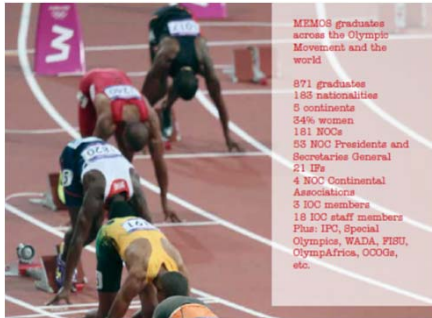
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## The MEMOS programme today



MEMOS graduates across the Olympic Movement and the world

- 871 graduates
- 188 nationalities
- 5 continents
- 84% women
- 181 NOCs
- 53 NOC Presidents and Secretaries General
- 21 IFs
- 4 NOC Continental Associations
- 3 IOC members
- 18 IOC staff members
- Plus: IPC, Special Olympics, WADA, FISU, OlympAfrica, OCOGs, etc.




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## Tutors' academic institutions

The MEMOS programme is the result of a close cooperation between scholars from the following universities and schools of sport, and MEMOS graduates:

- > Université de Lausanne (Institut des Hautes Etudes en Administration Publique - IDHEAP - et Institut des Sciences du Sport - ISSU), Lausanne, Suisse
- > Institut Nacional d'Educació Física de Catalunya - Universitat de Lleida, España
- > Institut National du Sport, de l'Expertise et de la Performance, Paris, France
- > Loughborough University (Center for Olympic Studies & Research), United Kingdom
- > Scuola dello Sport dello Comitato Olimpico Nazionale Italiano, Roma, Italia
- > Université catholique de Louvain, Faculté des Sciences de la Motricité, Belgique
- > Université libre de Bruxelles, Faculté des Sciences de la Motricité, Belgique
- > Université de Poitiers (Faculté des sciences du sport), France
- > University of Ottawa - Université d'Ottawa, Canada
- > University of Technology Sydney, NSW, Australia
- > George Washington University, Washington D.C., USA
- > Cardiff Metropolitan University, United Kingdom




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## The MEMOS Collection

- 3 manuals published by Human Kinetics
- MOSO book edited by Jean Camy and Leigh Robinson




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## Module locations

- Amman
- Barcelona
- Brussels
- Cairo
- Colorado Spring, USA
- Innsbruck
- Kuala Lumpur
- Kuwait
- Lausanne
- Leicester, UK
- Lisbon
- Ljubljana, Slovenia
- Loughborough, UK
- Luxembourg
- Lyon
- Madrid
- Mexico
- Paris
- Ragusa, Italy
- Rio de Janeiro
- Rome
- Saarbrücken, Germany
- San Marino
- Sydney
- Tunis
- ....




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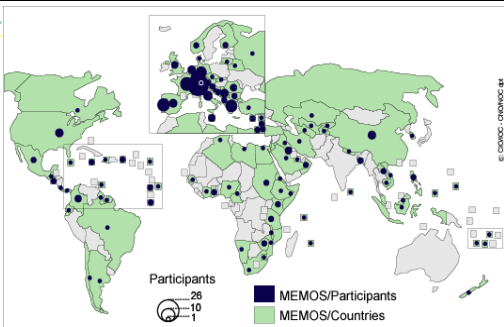
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## A worldwide network




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## Graduates from more than 140 countries & 5 continents

- Some well known graduates:
  - Amar Addadi (ALG)
  - Saud bin Al-Thani (QAT)
  - Andreu Camps (ESP)
  - Patrick Baumann (SUI) – IOC Member (+)
  - Michel Filliau (FRA)
  - Lullufli Rasmussen (SAM)
  - Bob Gambardella (USA)
  - Britta Janhke (GER)
  - Sergio Camargo (GUA)
  - Victor Motta (POR)
  - Enrique Ramón Núlla (ESA)
  - Fredi Schmidt (SUI)
  - Thomas Sithole (ZIM)
  - William Blick (UGA) – IOC Member
  - Auvita Rapilla (PNG) – IOC member

IOC Members, IF's Chairs and SG's, NOC Presidents and SG's, NF's Presidents and SG's, Sport Managers, Sport Business Companies CEOs, .....




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## MEMOS Convention 2008 (Barcelona) and 2018 (Cascais)

PROGRAM

**M E M O S**  
EIO  
1<sup>st</sup> MEMOS Graduates  
Worldwide Convention  
INEFC BARCELONA, 27-30 November 2008



**GENERAL SCHEDULE**

Day	Time	Topic / Activity	Location
27/11 - 28/11	09:00 - 12:00	Registration	INEFC
28/11 - 29/11	09:00 - 12:00	Opening Ceremony	INEFC
28/11 - 29/11	14:00 - 17:00	Keynote speeches	INEFC
28/11 - 29/11	18:00 - 21:00	Dinner and Drinks	INEFC
29/11 - 30/11	09:00 - 12:00	Workshops	INEFC
29/11 - 30/11	14:00 - 17:00	Workshops	INEFC
29/11 - 30/11	18:00 - 21:00	Dinner and Drinks	INEFC
30/11 - 01/12	09:00 - 12:00	Workshops	INEFC
30/11 - 01/12	14:00 - 17:00	Workshops	INEFC
30/11 - 01/12	18:00 - 21:00	Dinner and Drinks	INEFC
01/12 - 02/12	09:00 - 12:00	Workshops	INEFC
01/12 - 02/12	14:00 - 17:00	Workshops	INEFC
01/12 - 02/12	18:00 - 21:00	Dinner and Drinks	INEFC
02/12 - 03/12	09:00 - 12:00	Workshops	INEFC
02/12 - 03/12	14:00 - 17:00	Workshops	INEFC
02/12 - 03/12	18:00 - 21:00	Dinner and Drinks	INEFC
03/12 - 04/12	09:00 - 12:00	Workshops	INEFC
03/12 - 04/12	14:00 - 17:00	Workshops	INEFC
03/12 - 04/12	18:00 - 21:00	Dinner and Drinks	INEFC




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## MEMOS in Olympic Solidarity programs



**GESTION DES CNO ET PARTAGE DE CONNAISSANCES**



**Programme de Solidarité Olympique (PSO) en français**

**Présentation Internationale de l'engagement de sport**

Le programme de Solidarité Olympique (PSO) est un programme de coopération internationale qui vise à promouvoir le sport comme un vecteur de développement durable et de paix.

Le programme de Solidarité Olympique (PSO) est un programme de coopération internationale qui vise à promouvoir le sport comme un vecteur de développement durable et de paix.

**Données clés :**

- 36,1 M USD de dépenses pour les activités
- 303 équipes sportives
- 609 athlètes olympiques
- 125 équipes nationales
- 178 membres du personnel




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**MEMOS XXIII and MEMOS XXIV  
MEMOS IX in Spanish and French**

- The COVID MEMOS Courses
- Technology building continuity with online / asynchrone teaching
- But being together is creating the network



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**Many thanks to**

- The MEMOS Participants
- The MEMOS Tutors
- The module lecturers and organisers
- The Olympic Museum
- The IOC and Olympic Solidarity:
  - Pere Miró / James Mc Leod
  - Joanna Zipser-Graves
  - Catherine Laville
  - Angelica Castro
  - Aurélie Hoeppe



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