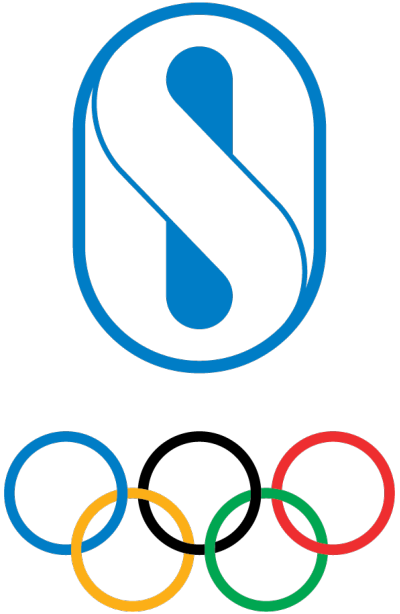


MEMOS CONVENTION 2025

CANDIDATES BID BOOK



MEMOS CONVENTION III – MEMOS 30th ANNIVERSARY

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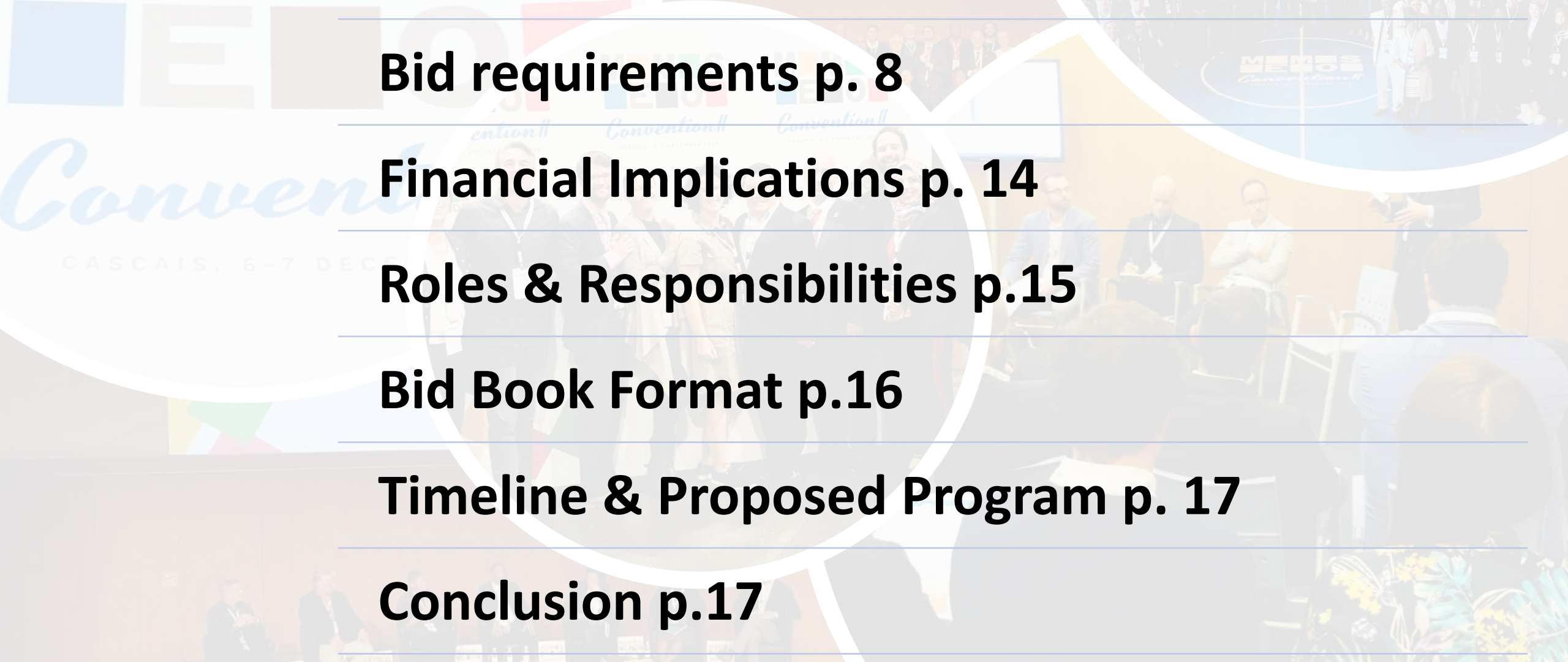
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MEMOS
MEMO
Convention II
6-7 DECEMBER 2018

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CASCAIS, 6-7 DECEMBER 2018



Foreword

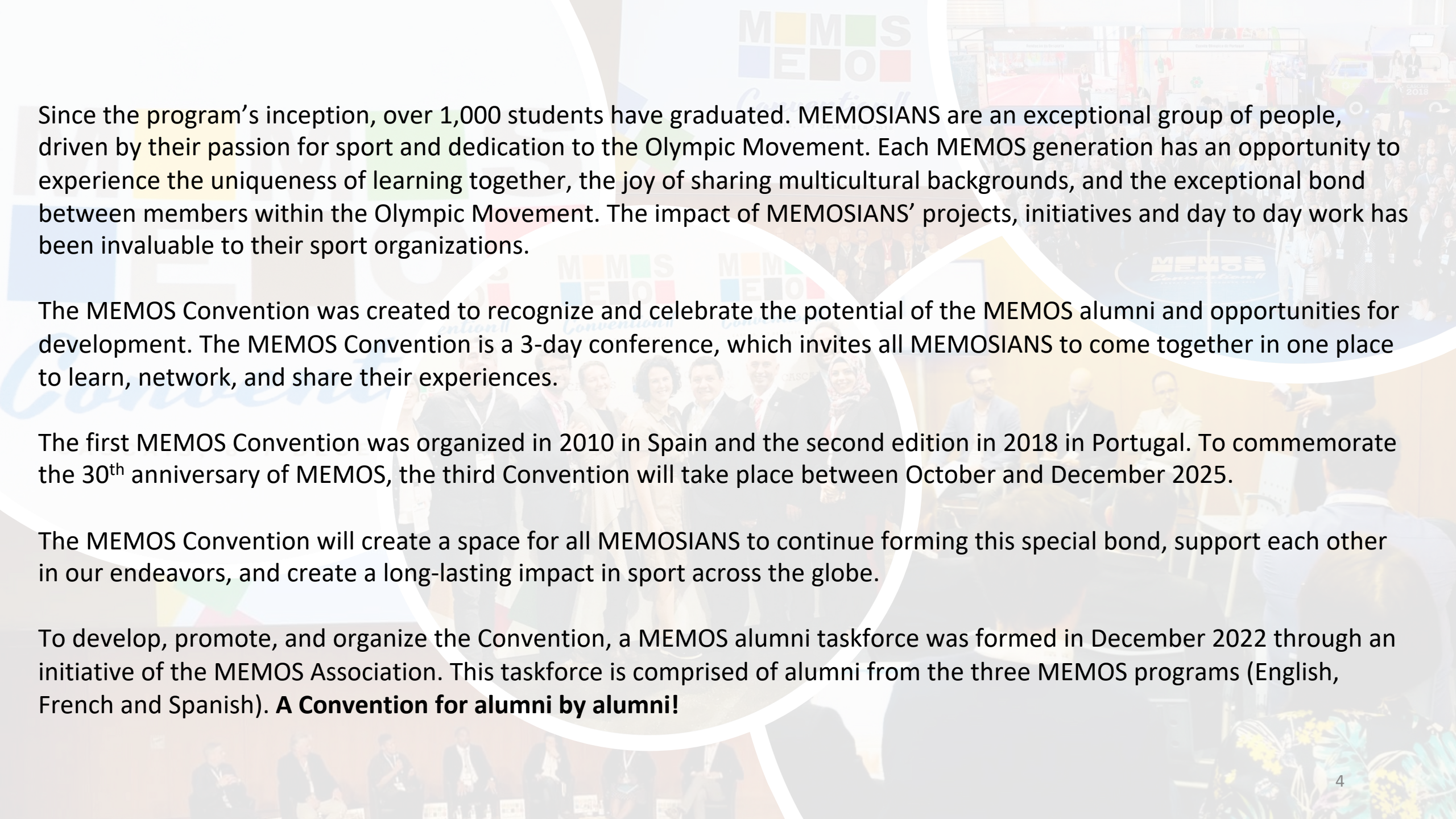
Executive Masters in Sport Organization Management (MEMOS) is a unique program with a mission to help professionals working in national or international sport bodies develop the knowledge required to better manage their organizations.

MEMOS was an idea of the European Network of Sport Science Institutes, supported by President of the International Olympic Committee Juan Antonio Samaranch in 1994 and founded by Prof. Jean Camy and colleagues from several European Universities and schools of sport. Five European National Olympic Committees (NOCs) from France, Italy, Luxembourg, Portugal, and Spain joined the initial project, which expanded over the course of 27 years to become an essential part of executive education in the Olympic Movement.

Currently, MEMOS is organized in cooperation with 14 universities, and it is supported by the International Olympic Committee and Olympic Solidarity.

“The sports movement today is more complex than ever before and truly global. Such complexity and diversity requires that the next generation of sports managers be well-trained in the latest trends and as global in their outlook as the world of sport itself. This is where MEMOS gives them the right tools to take action and to make a difference. The practical, hands-on training gained during MEMOS ensures that the theory of the classroom is grounded in practice.”

- IOC President, Thomas Bach



Since the program's inception, over 1,000 students have graduated. MEMOSIANS are an exceptional group of people, driven by their passion for sport and dedication to the Olympic Movement. Each MEMOS generation has an opportunity to experience the uniqueness of learning together, the joy of sharing multicultural backgrounds, and the exceptional bond between members within the Olympic Movement. The impact of MEMOSIANS' projects, initiatives and day to day work has been invaluable to their sport organizations.

The MEMOS Convention was created to recognize and celebrate the potential of the MEMOS alumni and opportunities for development. The MEMOS Convention is a 3-day conference, which invites all MEMOSIANS to come together in one place to learn, network, and share their experiences.

The first MEMOS Convention was organized in 2010 in Spain and the second edition in 2018 in Portugal. To commemorate the 30th anniversary of MEMOS, the third Convention will take place between October and December 2025.

The MEMOS Convention will create a space for all MEMOSIANS to continue forming this special bond, support each other in our endeavors, and create a long-lasting impact in sport across the globe.

To develop, promote, and organize the Convention, a MEMOS alumni taskforce was formed in December 2022 through an initiative of the MEMOS Association. This taskforce is comprised of alumni from the three MEMOS programs (English, French and Spanish). **A Convention for alumni by alumni!**



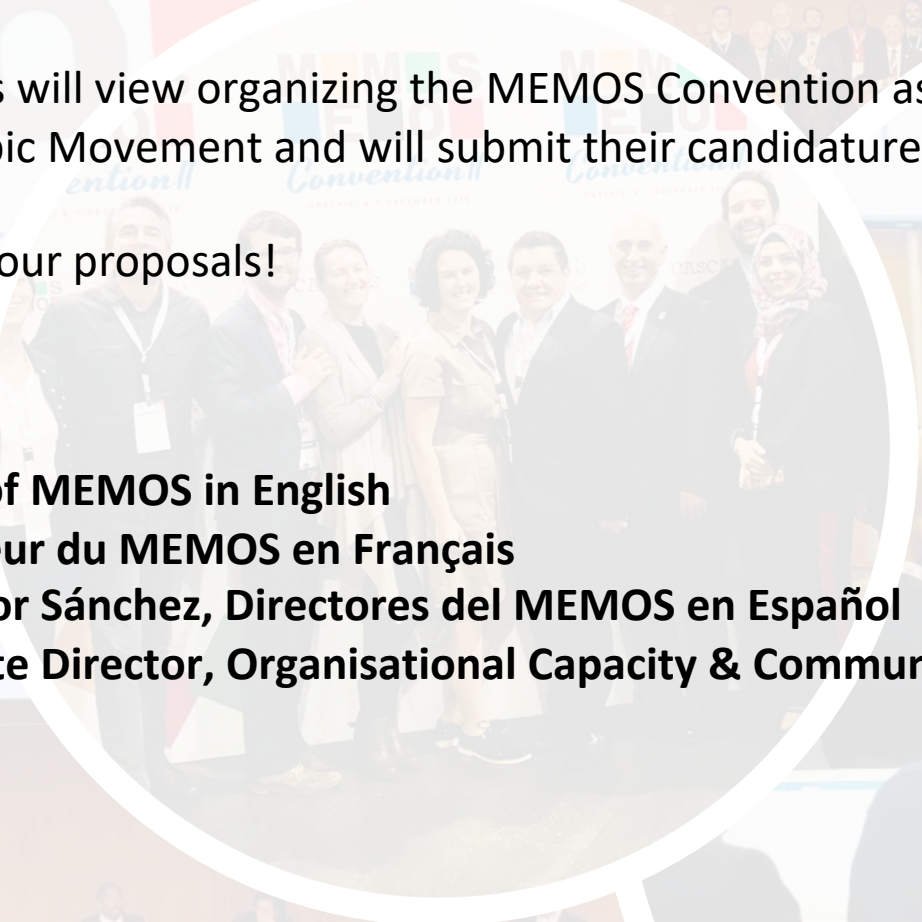
Over the next pages, you will find all the information required to bid to host the 2025 MEMOS Convention.

We hope that many candidates will view organizing the MEMOS Convention as a unique opportunity to create a long-lasting legacy within the Olympic Movement and will submit their candidature to host this unique event.

We look forward to receiving your proposals!

Best regards,

- Milena Parent, PhD, Director of MEMOS in English**
- Mathieu Winand, PhD, Directeur du MEMOS en Français**
- Andreu Camps, PhD, y Sr. Víctor Sánchez, Directores del MEMOS en Español**
- Joanna Zipser-Graves, Associate Director, Organisational Capacity & Community Outreach, Olympic Solidarity**



The Concept

The MEMOS Convention is an inclusive and engaging educational, cultural, and networking event created by MEMOSIANS for MEMOSIANS. The Convention will concentrate on knowledge sharing, engaging and challenging discussions with opportunities for future project development, developing sport organizations, and discussions on the MEMOSIAN network and how it can support the development of the Olympic Movement. To cater to all participants' needs, a simultaneous interpretation into French and Spanish will be provided.

1.1. Event Timeline

A 3-day event to connect, learn, network, and experience the local culture considering that MEMOSIANS will travel from all over the world. The program will include cultural and sports activities to enhance the experience and give a chance for organizers to present their country and culture.

1.2. Event Program

The 2025 MEMOS Convention will be built around 3 main pillars:

- = **Education**
- = **Networking**
- = **Cultural Activities**

=Education Educational activities will be at the centre of the Convention. Keynote speeches, panels, short talks by MEMOSIANS, and speakers from inside and outside the Olympic Movement will allow participants to delve deeper into the future of the Olympic Movement, sport industry and development.

=Networking MEMOS is a network of more than 1000 professionals from all over the world. Therefore, the MEMOS Convention will be a perfect place not only to rekindle friendships with classmates, but also to develop professional and personal ties with MEMOSIANS from all editions and generations. Organized activities based on profession, themes of the convention, and interests (language distribution depending on the participants) will be an important part of the program.

=Cultural Activities The Convention will create opportunities for intercultural communication and sharing while experiencing the hospitality of the host country. Through cultural evenings, tours, sports, and social activities, MEMOSIANS will learn about the host country.

The 2025 MEMOS Convention will be built around 3 main themes similar to the 2018 Convention whose themes were “United by Olympism”, “Exceling in Governance”, and “Five Rings of Marketing” and “Defining our Future”. These themes will be determined later by the MEMOS Association, Olympic Solidarity and the host organization. The 2025 Convention themes – for keynotes and panel discussions – will be centred around the future of the Movement and based on the recommendations of the Olympic Agenda 2020+5 (and/or from any relevant subsequent reform initiated by the IOC between now and the Convention).

A future we wish bright for the Movement and the future generation of MEMOSIANS!

Bid Requirements

This document includes the requirements for bidders wishing to host the 2025 MEMOS Convention. In their bid, candidates must demonstrate how they (together with the Alumni Task Force) will fulfill the selection criteria:

1. Objectives of the Convention
2. Infrastructure & Logistics
3. Programming
4. Marketing
5. Budget
6. Organizing Committee Structure
7. Sustainability
8. Final Considerations

Sustainability is a working principle of the Olympic Movement and one of the three pillars of its strategic roadmap for the future – Olympic Agenda 2020+5. Climate change features prominently in the IOC’s Sustainability Strategy (see Appendix 1): it is one of the five focus areas and a cross-cutting theme. The IOC’s long-term strategic intent for 2030 is to implement effective carbon reduction strategies for operations and events. The MEMOS Convention must embrace the IOC’s Sustainability Strategy. The IOC has furthermore taken on a leadership role in the UN Sports for Climate Action Initiative, which launched in 2018 and aims to drive climate action across the sports community (see Appendix 2). With reference to the IOC’s Sustainability Strategy and the UN Sports for Climate Action Framework, bidders must demonstrate how sustainability is at the core of their proposal.

An Evaluation Commission, comprised of representatives of the Alumni Taskforce, Olympic Solidarity and MEMOS directorate, will assess the bids and choose the winner.

The background features a collage of images related to the MEMOS Convention. At the top, there is a large, semi-transparent MEMOS logo. Below it, a banner reads 'MEMOS Convention II CASCAIS, 6-7 DECEMBER 2018'. The main background is a large, semi-transparent image of a group of people in business attire standing on a stage. In the foreground, there are several circular cutouts showing smaller scenes: one shows a group of people in business suits, another shows a person speaking at a podium to an audience, and a third shows a person sitting at a table. The overall theme is professional and collaborative.

Each bidder will be evaluated on the following criteria

Please make sure you answer all the questions for each criterion

Criterion 1. Objectives of the Convention (“elevator pitch”)

- I. What are the aims of hosting the 2025 MEMOS Convention for the candidate?
- II. How will hosting the Convention help the candidate and its National Sport System grow and develop?
- III. What will be the legacy of the Convention?

Criterion 2. Infrastructure & Logistics

- I. Provide as many details as possible on the main Convention venues (plan for approximately 300 participants). What are the Congress/Conference Centre specifics; location in town, lecture hall and breakout rooms capacity, LEED certification, audio/visual capacity, etc.?
- II. What are the accommodation options? Provide a listing of nearby hotels (capacity, costs, etc.) and information on local regulations regarding short-term rental (Airbnb, apartments, etc.).
- III. Provide as many details as possible on arrivals and departures to the host city (location accessibility: flight connections availability from different parts of the world, average costs, etc.) and on local transport options (air, public transit, road) to and from the Convention. Please also provide a detailed local transportation plan for participants (maps, apps, etc.).
- IV. What is the proposal for the Convention meals and coffee breaks that will be provided in the main Convention venue?
- V. Provide practical information (information for participants); general information on city & country, visa situation (and visa coordination plan), local currency (with exchange rates with USD), climate & weather, and safety.

Criterion 3. Ancillary Programming Propositions

Provide as many details as possible on the programming outside the Convention lectures & breakouts:

- I. Gala dinner (location, concept, sponsors, etc.)
- II. Cultural & sporting events
- III. Special exhibition
- IV. Any other programming propositions.

Criterion 4. Marketing – Partner, Sponsor, and Event Promotion

- I. Which local stakeholders will be the Convention's Partners & Sponsors? For instance: the Tourism Office, Convention Centre, NOC sponsors, Government agencies, media organizations, etc. Provide details on their financial contributions.
- II. Will there be any value-in-kind contributions; official providers per functional area (transport, logistics, procurement, etc.)?
- III. What are the bidder's other sources of funding?
- IV. What will be the strategy to promote and market the event locally: PR & Communications plans, media partnerships, donated media, etc.?



Criterion 5. Budget

Provide a detailed overview/breakdown of the income & expenses for the Convention.



Criterion 6. Local Organizing Committee Structure

Provide an overview of the Local Organizing Committee Structure/organization staff listing and team size:

- I. Names
- II. Functional area
- III. Roles and responsibilities.

Criterion 7. Sustainability

A Convention Center with a LEED certification, the use of electric vehicles to transport participants, choosing a sustainable event vendor and caterer (sourcing local food / vegetarian & vegan menu options, etc.), composting & recycling, no single-use plastic, carbon offset fee for registration... The list of potential eco-friendly measures for event organizers is long (please refer to the ***Sustainability Checklist for IOC Events*** in Appendix 3).

- I. What sustainability initiatives will be implemented and how will you measure their implementation (provide details regarding each of them – vendor/caterer reference, Convention Center specs, etc.)?
- II. How will you embed/incorporate sustainability into all aspects of the event (logistics, programming, marketing, etc.)?
- III. How does your proposal align with IOC's Sustainability Strategy and the UN Sports for Climate Action framework?

Criterion 8. Final Considerations

Provide closing arguments for the Convention selection committee, namely:

- I. Why should your organization host the MEMOS 2025 Convention?
- II. How is your bid attaining the sustainability objective?
- III. What makes your bid unique?

Financial Implications

These potential costs should be taken into consideration when assembling the bid.

Potential costs for the organizers

- I. Congress / Conference Centre
- II. Catering
- III. Simultaneous interpretation
- IV. Cultural & sporting events
- V. Broadcasting / streaming
- VI. Local transportation

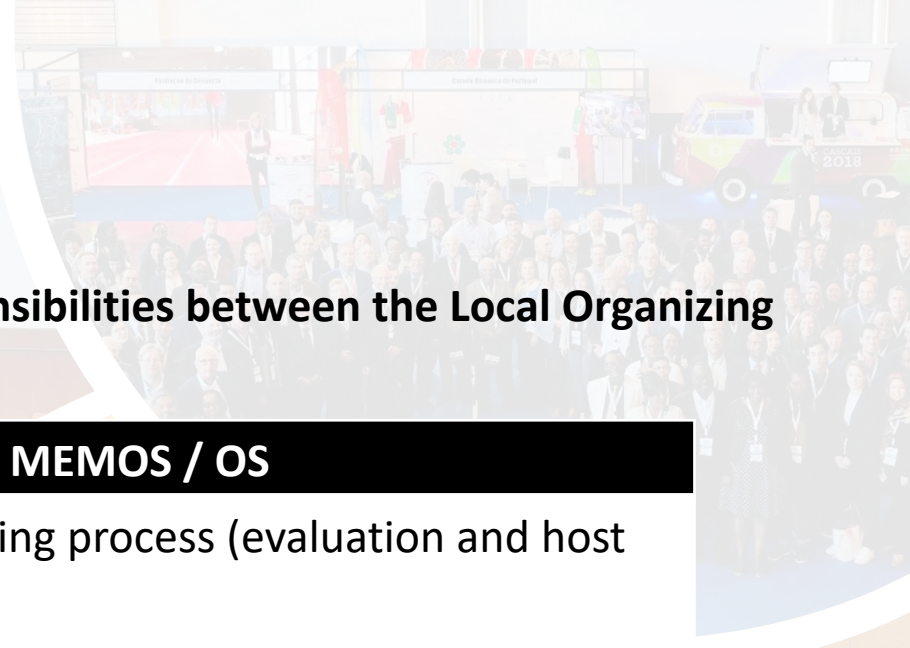
Potential costs for the participants

- I. Flight tickets
- II. Accommodation
- III. Participation fee (*participant's fee estimated to cost between 250 and 300 USD*)

Additional costs (covered by MEMOS/OS)

Speakers' and MEMOS professors' travel and accommodation costs

Roles & Responsibilities



The following section provides a general overview of the split of Roles & Responsibilities between the Local Organizing Committee and MEMOS/OS

LOCAL ORGANIZING COMMITTEE (LOC)	MEMOS / OS
Onsite logistics -- venue, transport, accommodation, catering (meals, coffee breaks), interpretation, activities (gala dinner, sport/cultural events), etc.	Overseeing the bidding process (evaluation and host selection)
Participants' registration & accreditation (communication with participants)	Coordination Committee to supervise event preparation progress and liaise with the LOC
Visa coordination for participants	Convention main program
Marketing & Communications (local)	Communications (global): MEMOS newsletter, alumni social networks, messages to NOCs, etc.
Convention App	Management OS subsidies
Protocol	Protocol

Note this table provides a general guideline for bidders at this stage of the process. Along the way, tasks are likely to evolve and both parties might inherit other responsibilities. This table is to be seen as an “evergreen” reference.

Bid Book Format

We kindly ask candidates to provide us with their final bid book in English in PDF format. We encourage candidates to include photos and visuals of the city which would host the Convention alongside photos of the targeted venues, to enhance the design of their presentation.

There is no pre-determined requirement for the length of the bid book; for reference, the Portugal NOC bid book for the 2018 Convention contained 38 pages.

The bid book is also expected to contain a table of contents, a letter from a representative of the organization (President/Secretary General), a brief history of the organization, and contact information of the head of the bid. It should be delivered using the official logo & colors of the organization.

MEMOS can provide candidates with the MEMOS logo (and other graphic design elements) upon request.

Candidates can also provide a second and shorter PowerPoint version of their official bid book in PDF, as deemed relevant.

Questions regarding the bidding book can be sent to: contact@memos.degree

Timeline & Proposed Program

See Appendix 4 for the timeline between now and the hosting of the Convention in 2025.

See Appendix 5 for the proposed program format of the Convention. The program will include keynotes, panel discussions, networking opportunities, and MEMOS research experiences.

Conclusion

This is an exciting moment in MEMOS history. In 2025, MEMOS will celebrate its 30th anniversary. MEMOS has traveled the world. Since the first edition of MEMOS in English, the 3 program versions, classes have been organized in 49 countries on 5 continents. The pandemic made it challenging for students scattered all over the world to take online classes. The content and the way it is now delivered has greatly evolved because of COVID and the virtual opportunities it created. Thus, the future is bright for MEMOS and the upcoming Convention will be a unique opportunity to reunite the MEMOS community after the COVID years, and celebrate together... ***Faster, Higher, Stronger - Together!***

We look forward to receiving your applications. By planning a generous timeline ahead of the Convention, we want to provide candidates with as much time as possible to create and execute the best Convention for the alumni and the whole MEMOS community. We want to create an open process, collaborate, and support the bidders and ultimately the winner along the journey. Our team will be there to assist you and answer your questions.

Best of success to all bidders!

M M M S
E E O

