



**BUILDING A ROADMAP FOR PANATHLON, CIFP, CIPC, AND ISOH WITH A FOCUS ON  
INNOVATION AND ARTIFICIAL INTELLIGENCE**

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1 Acronyms used in this document: CIFP – International Fair Play Committee; CIPC – International Pierre de Coubertin Committee; ISOH – International Society of Olympic Historians; IOC – International Olympic Committee; COP30 – United Nations Climate Change Conference of the Parties (30<sup>th</sup> Conference); GPEO-UERJ – Research Group in Olympic Studies, University of the State of Rio de Janeiro (Grupo de Pesquisas em

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## **OBJECTIVE**

This Position Paper proposes strategic guidelines for the institutional renewal of the International Fair Play Committee (CIPP), Panathlon, the International Pierre de Coubertin Committee (CIPC), and the International Society of Olympic Historians (ISOH), with a focus on innovation and artificial intelligence (AI), within the broader context of the Olympic Movement.

The proposals presented herein are grounded in the identification of contemporary challenges faced by these entities, particularly regarding the updating of organizational structures, modes of operation, and engagement strategies, without compromising the preservation of their values, traditions, and historical missions.

The strategic directions adopted are based on the search for a guiding “true north,” aligned with the general orientations of the International Olympic Committee (IOC), as expressed in the Olympic Agendas, as well as on academic studies devoted to the Olympic ecosystem and the values that sustain the Olympic Movement.

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## **METHODOLOGICAL FOUNDATION: THE ROADMAP APPROACH**

Contextualization within the Olympic ecosystem requires the complementary consideration of two levels of action: (1) a set of long-term strategic directions, referred to here as the Roadmap, and (2) autonomous, occasional, or demonstrative renewal initiatives, defined as stand-alone projects.

The scope of the proposals outlined in this document is characterized by flexibility and openness to multiple development contexts. The Roadmap approach differs from traditional scientific methodology in that it relies on argumentative and strategic questions rather than classical research questions. While scientific methods primarily seek to explain or understand phenomena, the Roadmap guides choices and defines continuous, exploratory, and adaptive strategies for action.

Both approaches — scientific and strategic — are understood as complementary. The adoption of the Roadmap in this context is justified by the need to achieve practical results within shorter timeframes, while respecting the institutional and cultural complexity of the Olympic Movement.

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Estudos Olímpicos – Universidade do Estado do Rio de Janeiro); Panathlon Rio – Rio de Janeiro Branch of Panathlon International.

Furthermore, the procedure proposed here is grounded in the identification of opportunities and the availability of institutional support, distinguishing it from rigid decision-making processes based exclusively on formal regulations or operational plans.

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## **DELIMITATIONS AND CONTEXTS OF APPLICATION**

For the purposes of this collectively constructed Position Paper, the Roadmap strategy is organized through studies, contextualizations, and modulations adapted to the interests and specificities of each entity involved.

Initially, the document provides conceptual support for the participation of Bianca Gama Pena in joint events of the four entities considered pillars of the Olympic Movement—Panathlon, CIPF, CIPC, and ISOH—to be held in Italy during the 2026 Winter Olympic Games, and subsequently in Senegal during the 2026 Youth Olympic Games, representing CIPF.

The text also serves as a reference for ongoing studies within Panathlon International, particularly in the context of the Culture, Science, and Education Commission (Chair: Antonio Bramante), whose results are expected to be presented at the Ghent Congress, Belgium, in July 2026. In addition, it is intended to support structural and functional development initiatives of Panathlon Rio de Janeiro throughout 2026, in the context of the activities of Miragaya and DaCosta.

In all these cases, the complementary use of stand-alone renewal projects of specific interest to the four pillar entities is envisaged as viable and operational alternatives in the short and medium terms.

In summary, the Roadmap proposed here represents the guiding “north” of future actions, while stand-alone projects constitute accessible pathways for their gradual implementation.

As further evidence of the legitimacy of this strategic option, it is noted that the Roadmap methodology has been widely employed in recent multinational documents (i), such as the conclusions of COP30 (2025), held in Brazil, and in the proposal for a New International Order strategy presented by the Government of Canada in Davos (2026).

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## **GUIDING HYPOTHESIS**

This paper is based on the assumption that the four pillar entities of the Olympic ecosystem have devoted significant efforts to the continuous review of sports practice and the promotion of Olympic values, but have generally invested less systematically in the renewal of their own organizational structures, internal processes, and governance strategies.

In this context, the adoption of a Roadmap oriented toward innovation, gender equality, youth empowerment, and the responsible use of artificial intelligence emerges as a strategic opportunity to strengthen institutional relevance, organizational sustainability, and intergenerational dialogue.

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## **ROADMAP DIRECTIONS FOR THE PILLAR ENTITIES OF THE OLYMPIC MOVEMENT**

Based on the established premises, four strategic directions common to the entities under consideration are proposed, applicable both within the Roadmap framework and in stand-alone projects: innovation, gender equality, priority for youth, and artificial intelligence.

These directions are justified below in their theoretical and practical dimensions, considering the necessary contextualizations and modulations within the Olympic Movement.

### **Innovation**

Innovation is a transversal principle of any contemporary strategic orientation. In the Olympic context, however, a specific modulation is required, as sport and Olympic values are deeply rooted in tradition. Innovation must therefore coexist with tradition, promoting updates that are compatible with the historical identity of the institutions (Alves, 2003; SciELO Brasil, 2014).

### **Gender Equality**

The promotion of gender equality represents a long-standing innovative axis within the Olympic Movement, although results remain uneven. The recent election of Kirsty Coventry as the first woman President of the International Olympic Committee has given renewed prominence to this direction (Miragaya, Pena, & Bramante, 2026).

Accordingly, women are proposed as a driving idea-force in the renewal of the Olympic Movement, both within the Roadmap framework and through stand-alone projects, explicitly encompassing the four pillar entities (ii).

### **Priority for Youth**

The centrality of youth as a vector of institutional renewal is evidenced by IOC initiatives that, although not formally part of the Olympic Agendas, are closely aligned with their principles. The Youth Olympic Games (YOG) and the Olympism365 program exemplify this orientation (Stålstrøm et al., 2025; International Olympic Committee, 2025).

In addition, the success of the IOC Young Leaders Programme reinforces the relevance of expanding youth protagonism within the Olympic Movement. For the pillar entities,

this priority requires specific contextualizations and modulations capable of fostering greater engagement, participation, and generational renewal (Sportanddev, 2025).

### **Artificial Intelligence**

Artificial intelligence stands out as one of the most effective instruments for organizing, managing, and renewing human activities. Within the context of this Roadmap, AI is understood as a strategic tool rather than an idea-force in itself, and should be employed in an ethical, responsible manner, proportional to the nature of Olympic entities.

Accordingly, the approach of Responsible AI is favored, as opposed to large-scale intervention models typical of major corporate enterprises. This perspective is particularly suited to organizations committed to ethical, educational, and cultural values, such as those that comprise the Olympic Movement (DaCosta et al., 2024; Ibitoye et al., 2025).

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### **FINAL CONSIDERATIONS**

The analysis of the conceptual and organizational constructs presented in this Position Paper indicates that the process of strategic contextualization and modulation of the four pillar entities is already underway, with initial initiatives developed within Panathlon International (Panathlon International, 2026).

This movement was evidenced in particular by the event promoted by the Culture, Science, and Education Commission of Panathlon International, held in January of the current year, at which the four priority focuses—innovation, women, youth, and artificial intelligence—were presented and discussed, along with the contextual and modular adjustments of the Roadmap strategy within the Olympic environment.

The present document consolidates this starting point and is proposed as a guiding instrument for future actions, inviting strategic reflection and the progressive implementation of initiatives that strengthen the relevance, sustainability, and institutional renewal capacity of Panathlon, CIPP, CIPC, and ISOH.

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### **NOTES**

(i) The use of the Roadmap strategy in this document does not represent a conceptual trend. One of its authors (see reference DaCosta, L.) employed a pioneering version of

this approach in an international publication released in 2002, dedicated to solution-oriented directions for challenges within the Olympic Movement.

(ii) In this study, the concept of a driving force refers to the axis that articulates vision, values, and action, providing cohesion and meaning to sets of initiatives within organizational ecosystems.

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## **FROM COUBERTIN (1894) TO COVENTRY (2025): WOMEN, YOUTH, INNOVATION AND ARTIFICIAL INTELLIGENCE IN THE RECONFIGURATION OF THE OLYMPIC MOVEMENT**

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### **Introduction**

The election of Kirsty Coventry as President of the International Olympic Committee (IOC) in 2025 represents a historic turning point in the governance of world sport. After 131 years of male leadership, the Olympic Movement enters a new phase marked by female leadership, generational renewal, and growing demands for innovation, inclusion, and technological transformation. This position paper argues that Coventry's presidency is not merely symbolic, but structural, signaling a reconfiguration of Olympic values aligned with gender equity, youth engagement, and the strategic renovation, mostly, including artificial intelligence (AI). This moment unfolds within a global context characterized by geopolitical tensions, institutional legitimacy crises, and profound changes in cultural and communication production, requiring new forms of governance, leadership, and social dialogue within the Olympic Movement (International Olympic Committee [IOC], 2021; UNESCO, 2023).

#### **1. From a Quasi-Exclusionary Origin to an Inclusive Imperative**

The International Olympic Committee was founded in a historical context marked by aristocratic, Eurocentric, and patriarchal values. The non-inclusion of women in the early Olympic Games and in IOC decision-making structures reflected social norms widely disseminated at the turn of the 20<sup>th</sup> century. Throughout the 20<sup>th</sup> century, however, the expansion of women's civil, political, and social rights generated continuous pressure on the Olympic Movement, leading to gradual advances in sports participation and institutional recognition. The recognition of sport as a fundamental human right, as established in UNESCO's International Charter of Physical Education and Sport (1978), played a decisive role in shifting this exclusionary paradigm and consolidating inclusion as a normative principle. Gender parity achieved at the Paris 2024 Olympic Games represents a symbolic milestone in this process, although significant inequalities persist within decision-making spaces.

#### **2. Female Leadership as Institutional Transformation**

The election of Kirsty Coventry should be understood as part of a broader process of institutional innovation driven by reforms promoted by the IOC over recent decades.

Olympic Agenda 2020 and Olympic Agenda 2020+5 consolidated commitments to sustainability, credibility, transparency, and gender equality as strategic pillars of the contemporary Olympic Movement (IOC, 2021). These reforms were further supported by internal reviews conducted by the IOC, which identified gender equality as a strategic priority for the credibility, legitimacy, and future sustainability of the Olympic Movement (International Olympic Committee [IOC], 2018). These commitments directly dialogue with the Beijing Platform for Action (1995) and reports produced by UN Women, which recognize sport as a central tool for women's empowerment and gender equality. Despite normative advances, recent data indicate that women still occupy less than 30% of executive positions in international sports federations, revealing a persistent gap between institutional discourse and effective practice (Sport Integrity Global Alliance [SIGA], 2024). In this context, Coventry's presidency assumes strategic relevance by combining symbolic representation with genuine potential for structural renovation. Similarly, civil society initiatives have contributed to translating global principles into applied normative frameworks. The Women's Rights in Sport Charter, developed by Panathlon International – Brazil District, systematizes fundamental rights related to equal opportunities, leadership representation, safe sporting environments, visibility, health, maternity, and women's political participation in sport. Although national in scope, the Charter aligns with international frameworks such as the Beijing Platform for Action, the Olympic Charter, and UNESCO documents by reaffirming gender equity as a structural principle of contemporary sports governance (Panathlon International – Brazil District, n.d.).

### 3. Youth, Relevance and the Future of the Olympic Games

The renovation and sustainability of the Olympic Movement increasingly depend on its ability to maintain cultural and symbolic relevance among younger generations. Young athletes and audiences consume sport through digital platforms - mostly AI -, social media, and interactive format, challenging traditional communication and engagement models. The election of a young president reinforces the need to incorporate generational perspectives into IOC decision-making processes, expanding spaces for listening, participation, and youth leadership. This orientation aligns with Sustainable Development Goal 4 and UNESCO guidelines on education, youth, and global citizenship, which recognize sport as a privileged space for ethical, social, and cultural formation. This concern is explicitly reflected in the IOC's Youth Engagement Strategy, which recognizes young people as central actors in ensuring the long-term relevance and social legitimacy of the Olympic Games (IOC, 2020).

### 4. Innovation and Artificial Intelligence in Olympic Governance

The incorporation of artificial intelligence into high-performance sport and sports governance has intensified in recent years. AI systems are used in integration,

performance analysis, injury prevention, officiating support, event management, and institutional communication. From a governance perspective, these technologies offer opportunities to enhance efficiency, transparency, and values-led integrity, while simultaneously introducing risks related to algorithmic opacity, data protection, and the reproduction of structural inequalities. UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021) provides a fundamental normative framework by advocating a human-centered approach grounded in human rights, diversity, and social responsibility. From the perspective of sports governance, these concerns resonate with the principles of integrity, transparency, and good governance promoted by the International Olympic Committee as essential values for managing innovation and digital transformation within sport (IOC, 2023).

## 5. Generative Artificial Intelligence and Algorithmic Governance in Olympic Sport

The emergence of generative artificial intelligence adds a new layer of complexity to global sports governance. Tools capable of producing texts, images, videos, and simulations are already influencing sports media, athlete education, and public policy formulation. Studies on algorithmic governance indicate that unregulated systems tend to reproduce historical gender, racial, and geopolitical biases, disproportionately affecting women and athletes from the Global South (Rainey & Santos, 2022). Therefore, it is imperative that the IOC develop ethical guidelines and oversight mechanisms to ensure transparency, auditability, and institutional accountability, in line with Sustainable Development Goals 5, 9, 10, and 16.

## 6. Intersectionality: Women, INNOVATION and Power

An intersectional perspective reveals that gender inequalities in sport are often intensified by technological and geopolitical asymmetries. The historical exclusion of women from decision-making spaces and technological domains underscores the need for institutional innovations that promote critical digital literacy, diversity, and female leadership. In this regard, Coventry's presidency may contribute to articulating gender equity and digital transformation as complementary axes of a more democratic and inclusive model of sports governance (UN Women, 2024; UNESCO, 2023).

## 7. Final Considerations

Kirsty Coventry's presidency represents a historic inflection point that brings together gender, youth, and technology within the contemporary Olympic horizon. The future of the Olympic Movement will depend on the IOC's capacity to translate normative commitments into effective institutional practices, thereby strengthening its global legitimacy. For international organizations such as the IOC, UNESCO, and the United Nations, this moment offers a strategic opportunity to reaffirm sport as an instrument for inclusion, intercultural dialogue, and sustainable development in the 21<sup>st</sup> century.

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