



# TeamNL Model 2017-2024

Building the Strategy

**Ingrid van Gelder NOC\*NSF**

*Elite Sports Infrastructure & Dual Career*

*Durban, 24 August 2017*

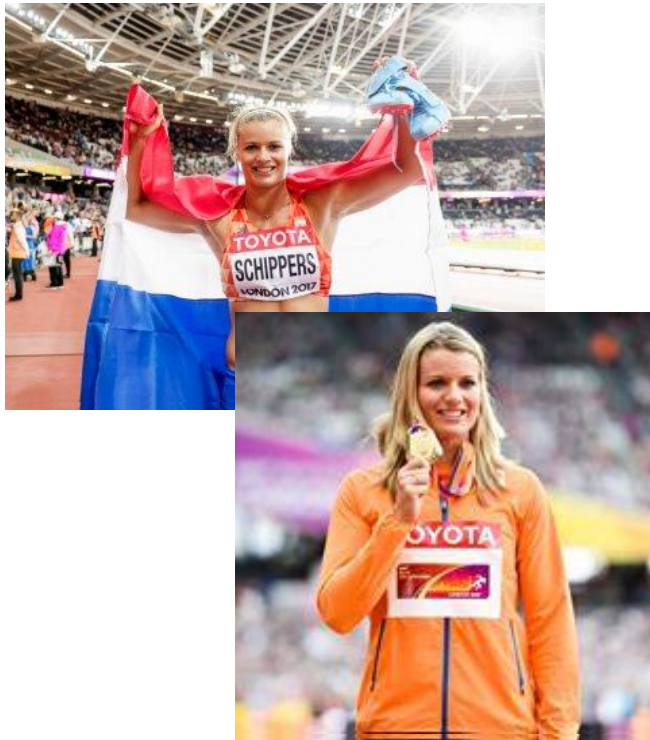




# Introduction

Thank you SA!

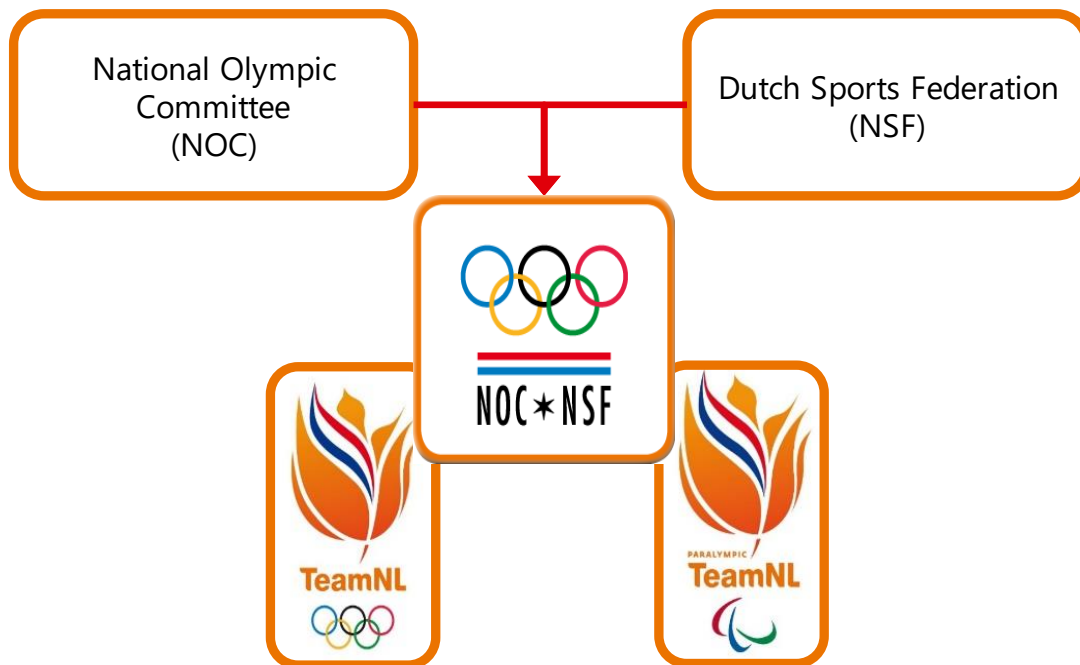
Summer medals are ..... made in Winter....



Training Camp Stellenbosch  
South Africa- January 2017



# Introduction



# Outline

1. Process

2. TeamNL Model 2017-2024

3. Implementation 2017

4. Lessons Learned

5. Challenges Sustainable Performance

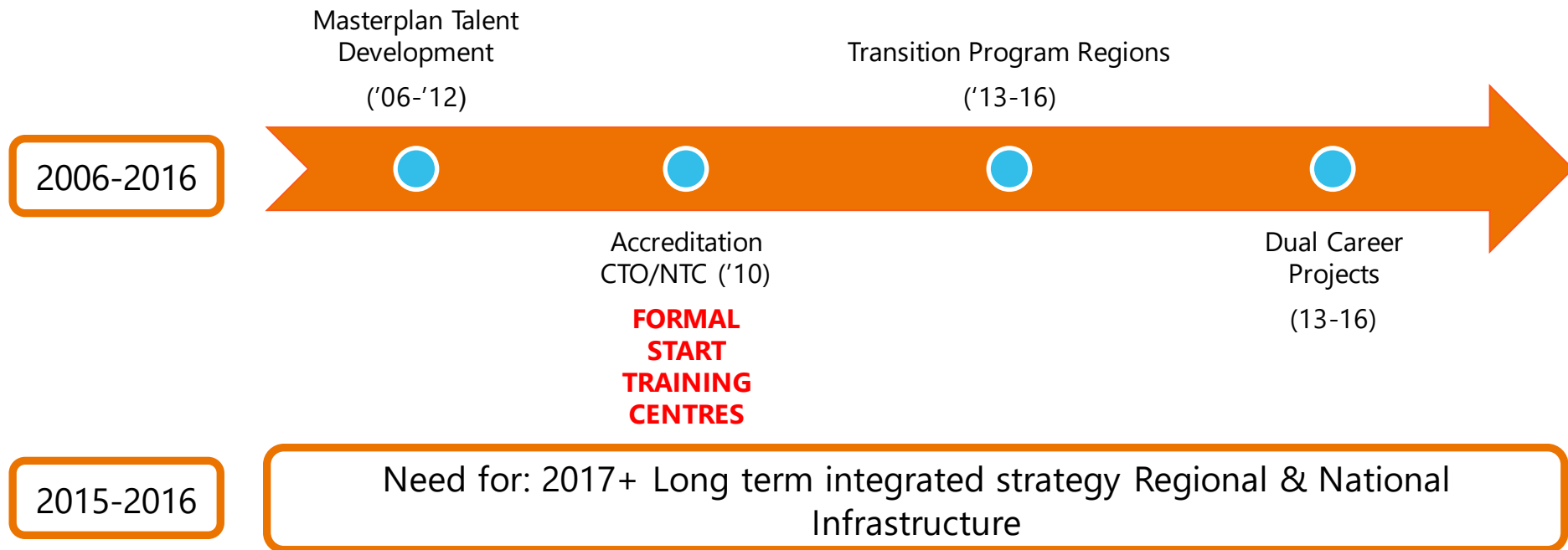
*Afterwards: From Strategy to Daily Practice*





# 1. Process

## Background CTO and RTO



\* CTO = Center of Elite Sports and Education

\* NTC = National Topsport Center

\* RTO = Regional Topsport Organisation

# 1. Process

Co-creation

Trends

Qualitative  
Benchmark

Input  
stakeholders  
(> 200)

Feedback  
Sessions





# 1. Process

Sports Culture

+

High Performance System

+

Dutch Context

=

**TeamNL model!**

**2009-2012**

**180 programs**

**58 federations**

**2013 - 2016**

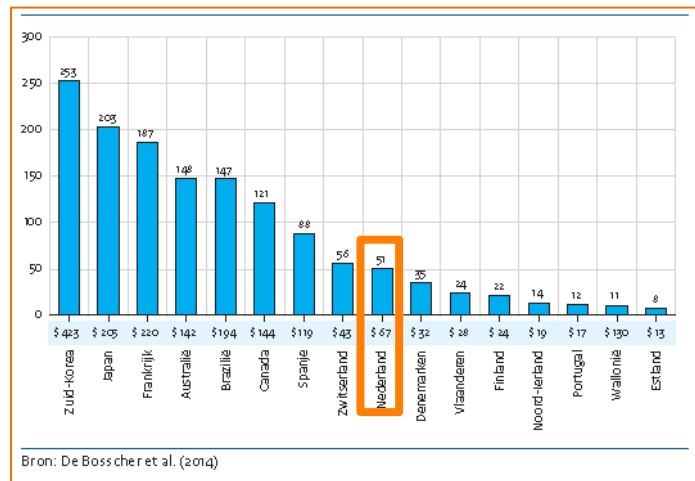
**55 programs**

**33 federations**

**2017**

**62 programs**

**33 federations**



## Elite Sport Budget NOC\*NSF 2017

42 mln      Total National Elite Sports Budget

of which

26 mln      Federations

6 mln      Training Centres (incl. Regions/schools)

Multiplier by CTO/RTO: 6 mln -> 20 mln

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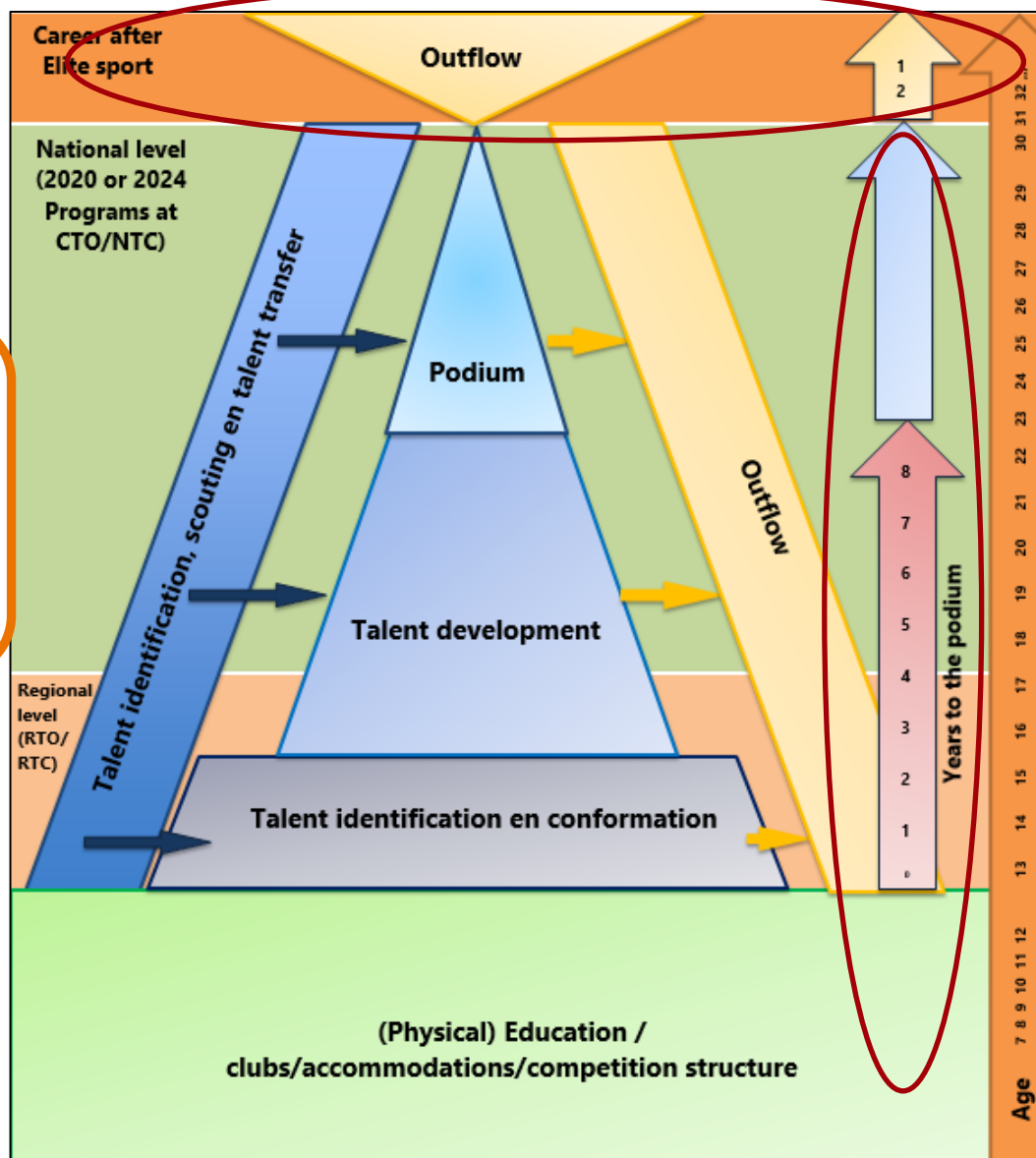


## 2. TeamNL Model 2017- 2024

### Goal: Top 10

- Talent Development & Identification
- System Alignment
- Smooth Transitions
- 8 / +2 (NEW)

NOC\*NSF  
Federations  
CTO/RTO





## 2. TeamNL Model 2017- 2024

Integrated strategy partners:  
elite sports infrastructure  
& dual career



Co-ownership stakeholders

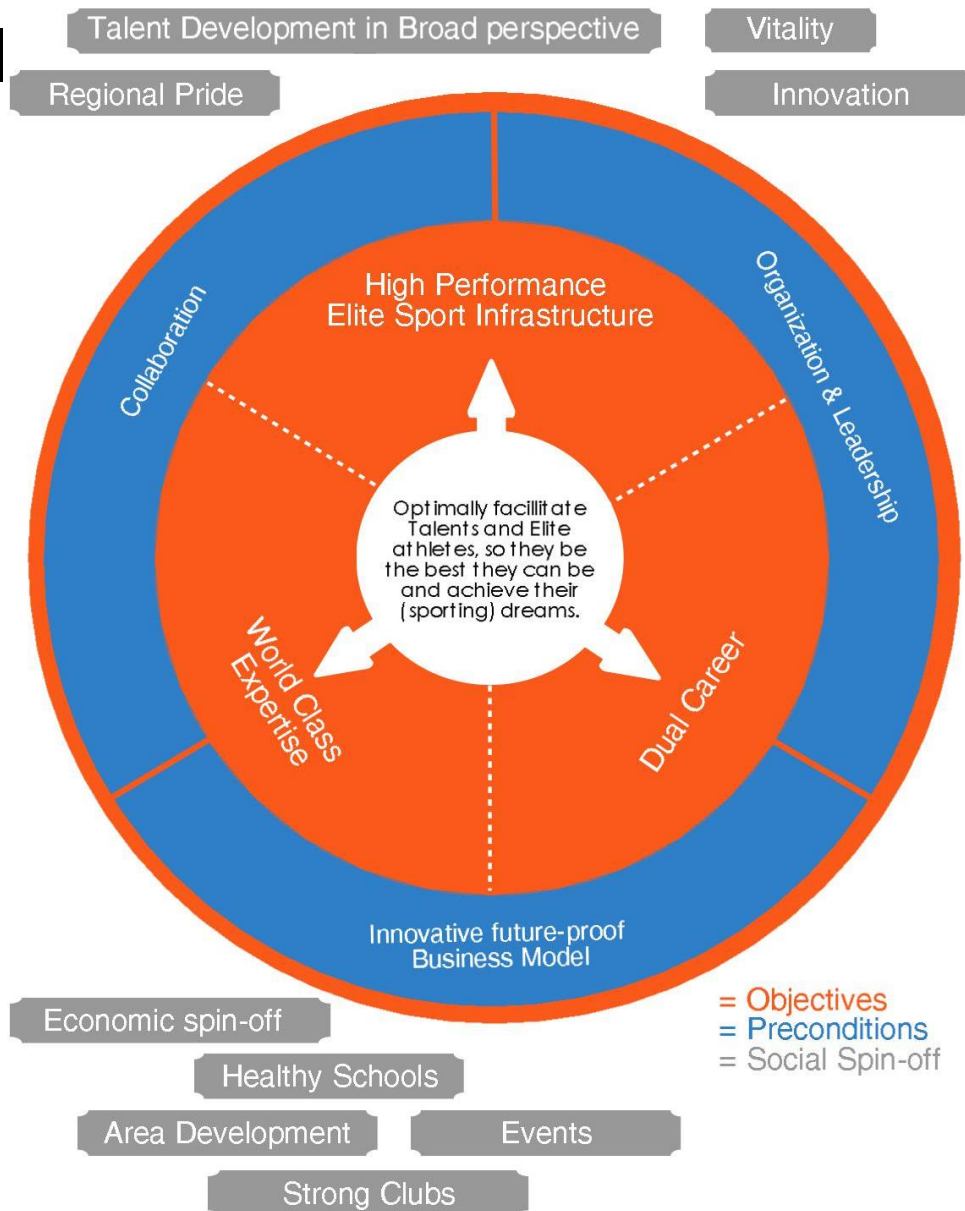


FIGURE OF INTEGRAL VISION OF ELITE SPORT INFRASTRUCTURE 2024

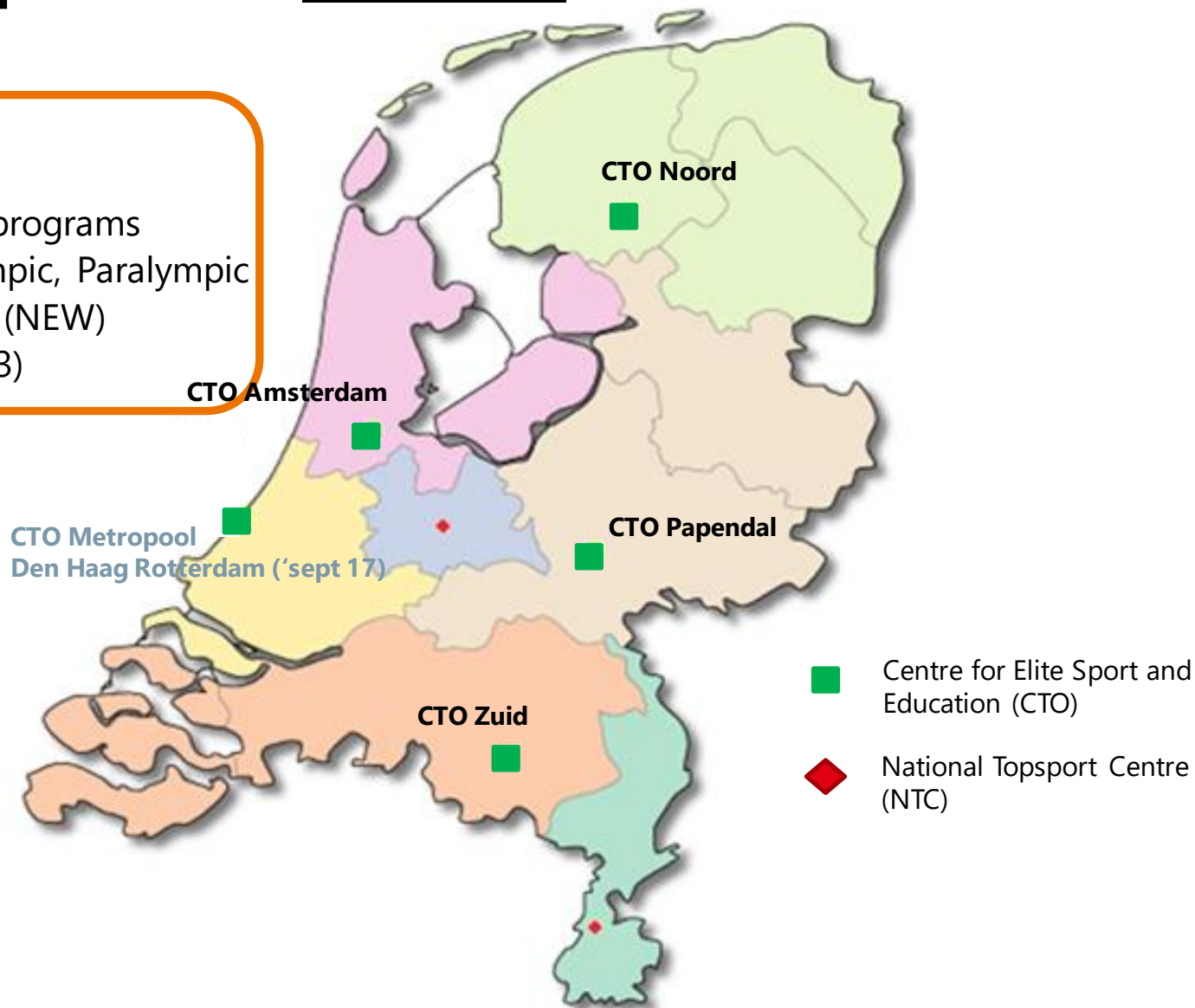
**Many stakeholders in complex partnerships contribute to the current and future Elite Sport Infrastructure in the Netherlands**

## 2. TeamNL Model 2017- 2024

### Elite Sports Infrastructure

#### 2017

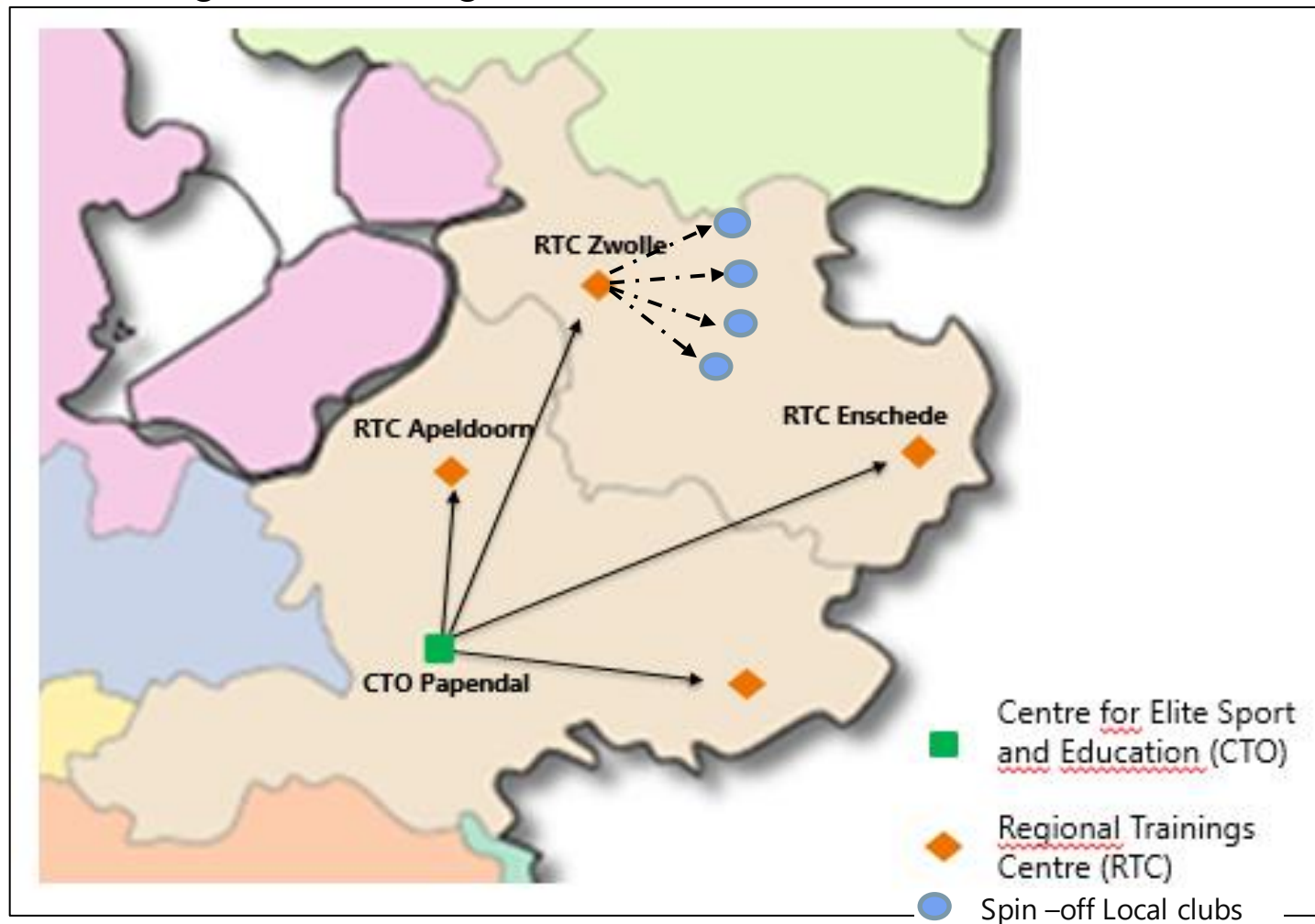
- >1.000 athletes
- 66 senior & talent programs
- Olympic, Non-Olympic, Paralympic
- Fulltime & Hybride (NEW)
- 7 regions (before 13)



## 2. TeamNL Model 2017- 2024

### Regional role CTO

*100 Regional Training Centres (RTC's) 2017*

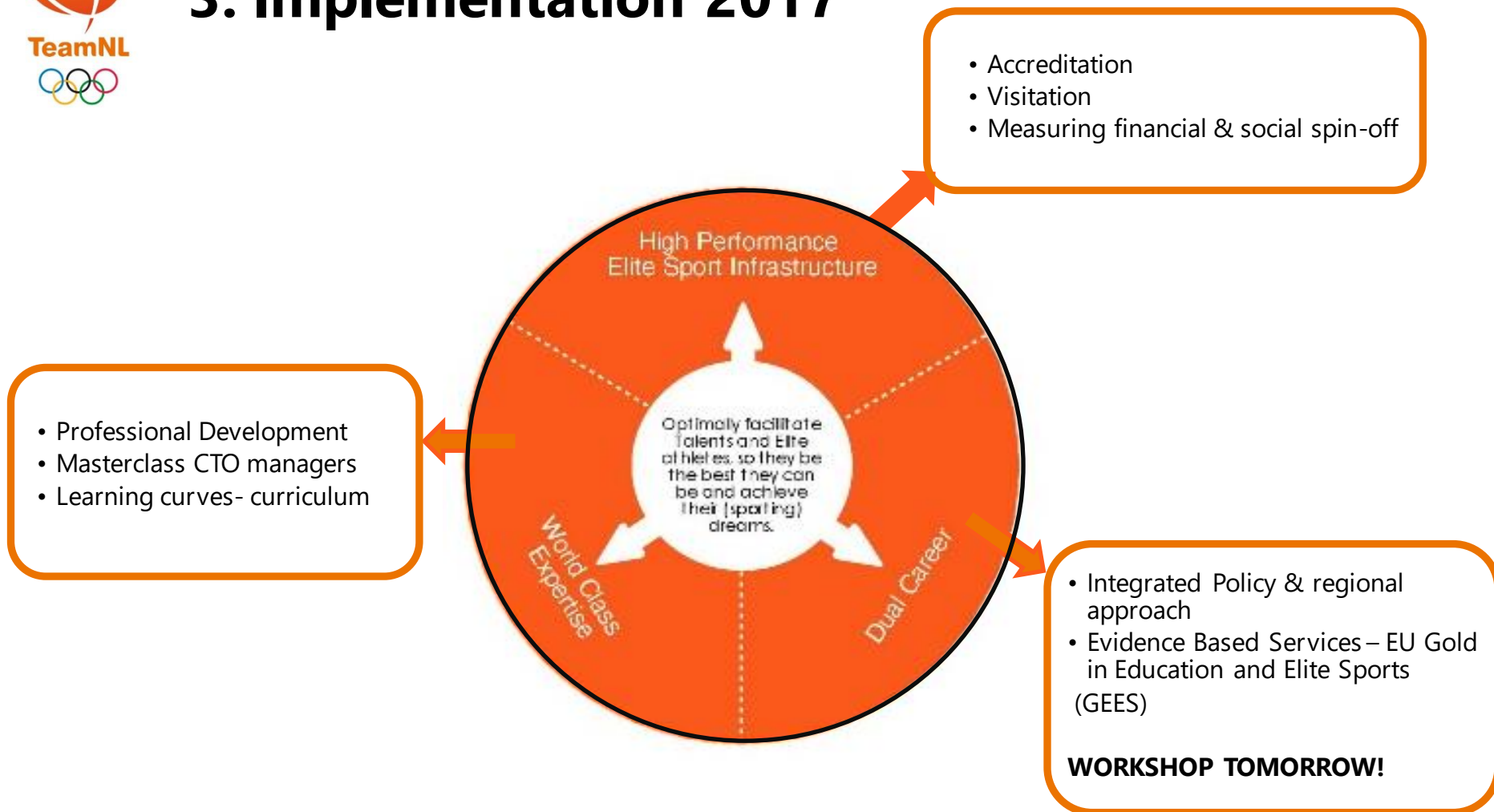


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## 3. Implementation 2017



## 2. TeamNL Model 2017- 2024

### Change in Governance

#### Commission Infrastructure

Independent Chair, Sports, Education,  
Local/Regional Government,  
+ Business (2018)

#### Advisory Role:

Accreditation & visitation & funding



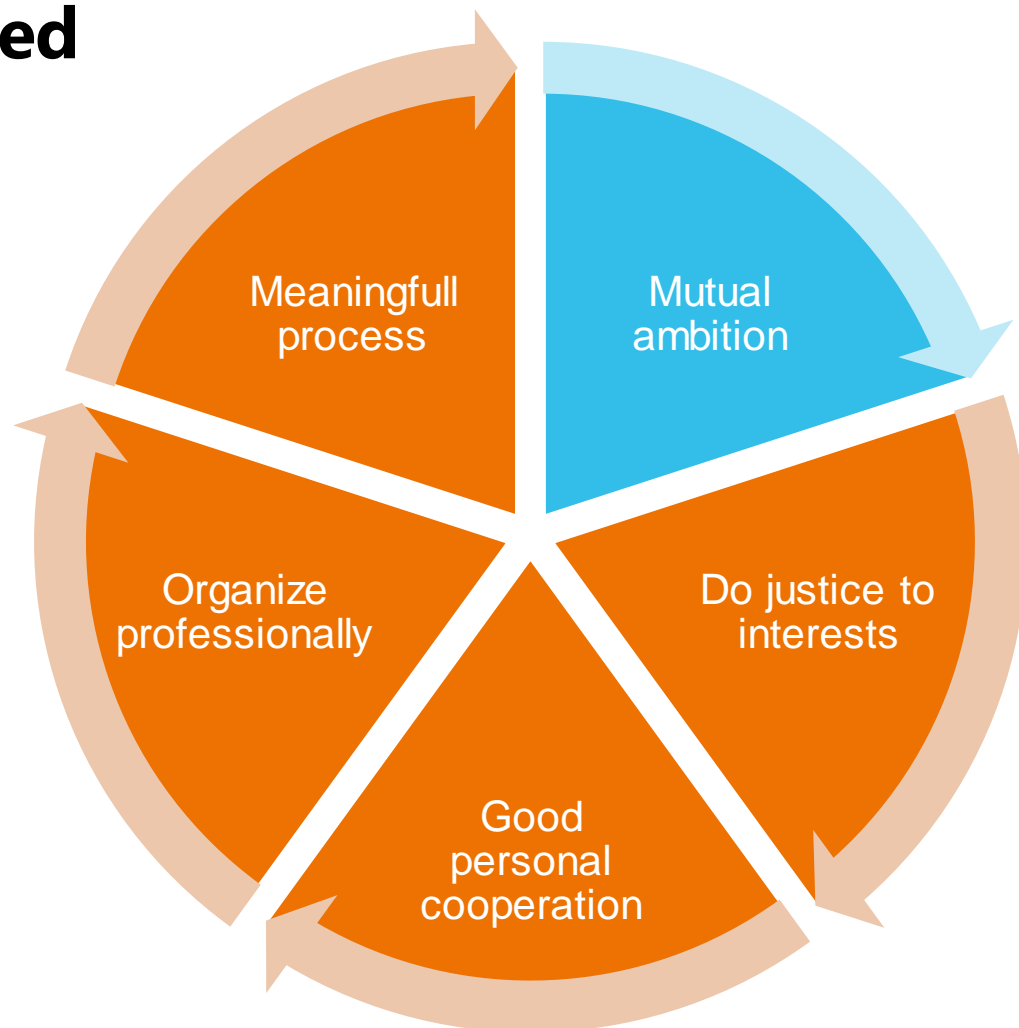
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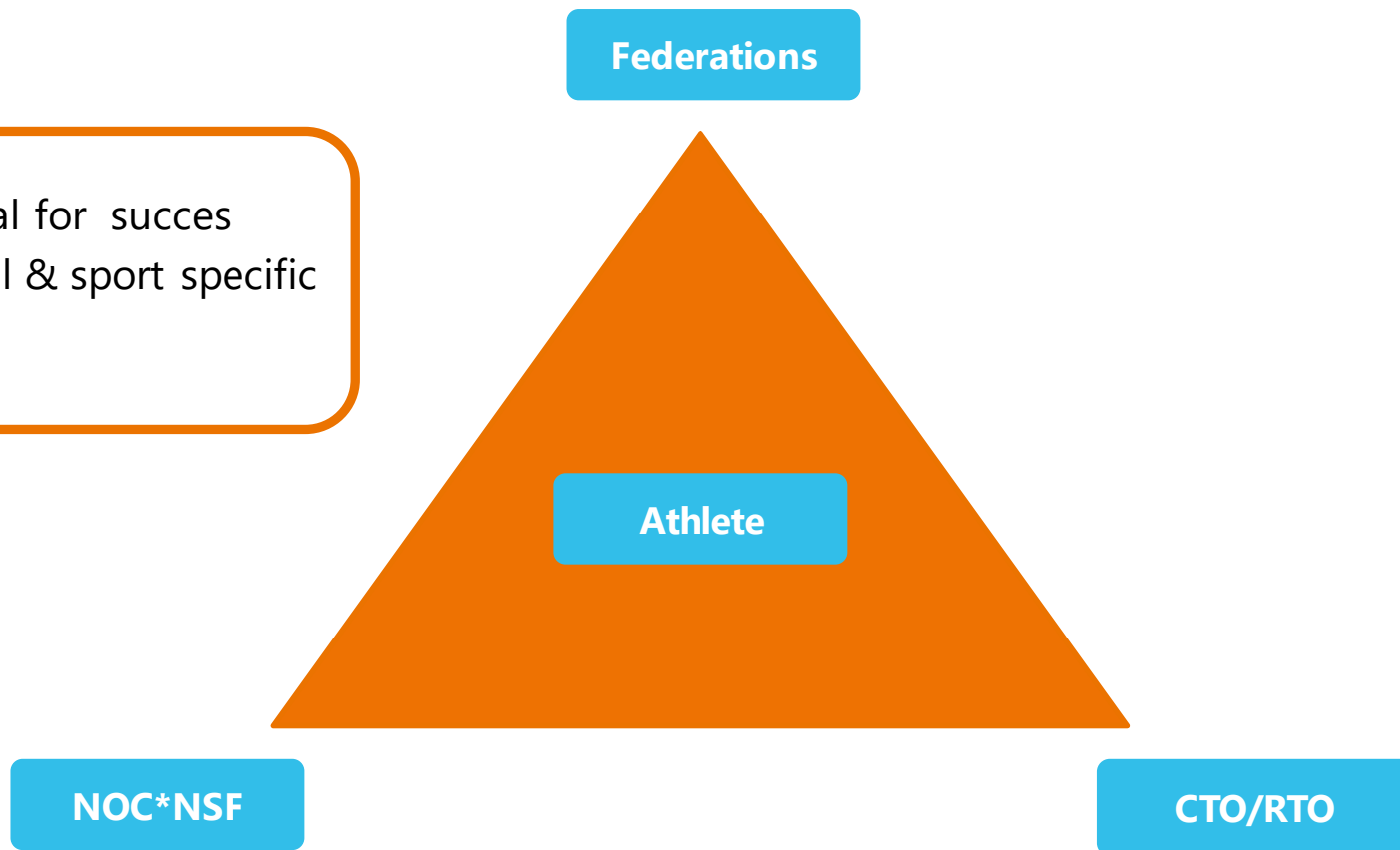
## 4. Lessons Learned

- Mutual ambition key (80/20)
- Structure follows strategy
- Take time for process



## 4. Lessons Learned

- Triangle critical for succes
- Space for local & sport specific context



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## 5. Challenges Sustainable Performance

- Businessmodel
- Leadership Dilemma's:
  - » Focus sports vs spin-off
  - » National vs Regional investments
  - » Start-up vs current programmes
- TeamNL CTO
- Regional programmes





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**NOC\*NSF: *Elite Sports Infrastructure and Dual Career***

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# TeamNL model - Strategy to Daily Practice

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Mark Meijer CTO South  
*Durban, 24 August 2017*





# Outline

1. Short introduction CTO's

2. Interactive session

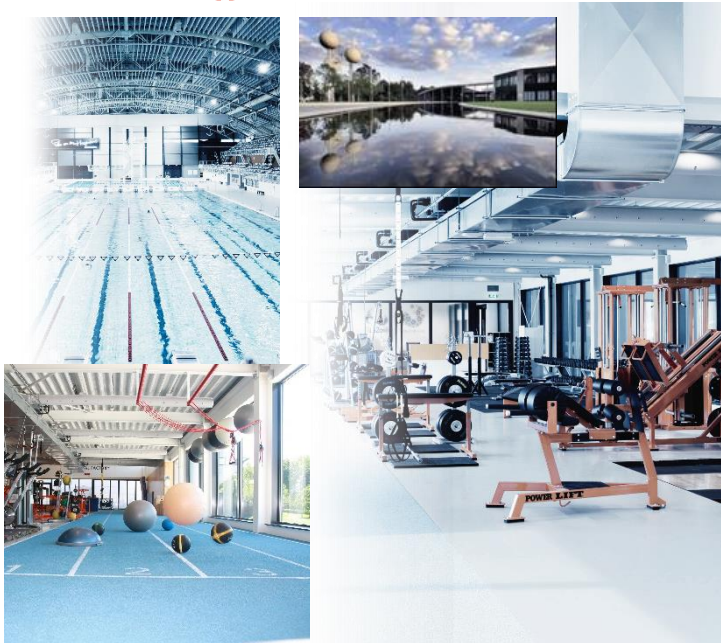
- Interviews
- Questions audience
- Input audience



# Olympic Training Centre Papendal



- 12 sports federations and around 500 fulltime elite athletes
- 170 elite athletes living at or nearby Papendal
- Facilities: Arnhemhal, Judo trainingcentre, sport medical centre, Sport Science Centre, Education Centre, Headquarters of Dutch Olympic Committee, Hotel Papendal
- Operation costs/income 10 mln Euro's
- Hotel operation costs/income 11 mln Euro's



### Elite Sports (16 years and ....):

- 8 Sports Federations and around 110 **fulltime** athletes at the centre.
- Training accommodation - swimming, diving, waterpolo, gymnastics, trampoline, icerink, judo, poolbiljart, soccer, hockey, baseball, indoor arena, athletics & tennis.
- Elite Sports Strenght & Conditioning room.
- Innovative fieldlabs for swimming/gymnastics/soccer/hockey/cycling.
- 2 Elite Sport Medical Centres.
- All education levels available (Dual career).
- Campus for 50 athletes and self regulated housing, around 95 beds close to trainingaccommodations.

### Regional Sports (10 – 16 years):

- 12 Sports Federations, around 16 disciplines and 750 athletes

# Topics

- Businessmodel
- Continuous Improvement
- Regional Development
- Collaboration
  - CTO's
  - CTO-NOC\*NSF
- Dual Career

