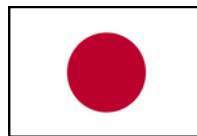




# ISA

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# IFJ CASE

## **From Administration to Multinational: The Internal Transformation**

Founded in 1951, the International Judo Federation (IJF) long functioned as a traditional administration, politically weak and decentralized. Until 2007, real power resided in the hands of the Continental Unions (such as the European Judo Union) and the local organizers of historic tournaments. The institution lived in precarious financial dependence, subsisting almost exclusively on the "Olympic rent" (subsidies paid by the IOC every four years).

The election of Marius Vizer as president in 2007 marked a radical break. Bringing an entrepreneurial vision, he transformed the federation into a globalized entertainment company, shifting from a service-oriented logic to a product-oriented one. His major structural reform was the launch of the World Judo Tour (WJT) in 2009. This pyramidal professional circuit (Masters, Grand Slam, Grand Prix) replaced the old fragmented system of "World Cups".

The political masterstroke of this reform was to link the ranking of this circuit exclusively to Olympic qualification. This maneuver centralized power absolutely: to participate in the Games, athletes and national federations had no choice but to submit to the IJF's calendar and requirements. Economically, the federation reversed its balance of power: it no longer asks countries to organize events; instead, it sells them the right to host them via expensive auctions (hosting fees). These revenues now fund attractive prize money, retaining an elite class of athletes who have become professionals.

The IJF's 'road map' can be read through its Statutes, its Sport and Organisation Rules (SOR), and its thematic policies (governance, sustainability, safeguarding, anti-doping). Over the Tokyo 2020–Paris 2024 cycle and the beginning of the Los Angeles 2028 cycle, the visible priorities are: harmonization of refereeing rules, Olympic qualification systems, good governance requirements for member federations, sustainability policies, and social projects (refugees, Judo for the Planet).



## Political

**The Threat of Olympic Exclusion:** The IOC now imposes drastic quotas and monitors viewership ratings. To avoid the fate of other sports threatened with exclusion, Judo had to imperatively standardize itself to survive within the Olympic program.

**The "Soft Power" of New Markets:** There is growing demand from emerging nations (Azerbaijan, UAE, Qatar, Hungary) seeking to use sport as a diplomatic tool. This created a major external opportunity for the IJF to monetize its events outside traditional strongholds (France, Japan).

## Economic

**Sponsorship Market Saturation:** In a globalized sports economy, judo competes directly with giants like football or the NBA to capture multinational sponsor budgets. The old amateur model was no longer viable in the face of this fierce competition.

**Olympic Model Risk:** Historical dependence on the "Olympic rent" was a critical vulnerability. The 2008 global financial crisis accentuated the imperative need for federations to generate their own autonomous commercial revenues.

## Sociocultural

**Dictatorship of Immediacy:** The modern general public, accustomed to "zapping," rejects complex rules and slow fights ending in obscure referee decisions. The audience now demands a legible, fast, and dramatic spectacle.

**Dictatorship of Immediacy:** The modern general public, accustomed to "zapping," rejects complex rules and slow fights ending in obscure referee decisions. The audience now demands a legible, fast, and dramatic spectacle.





# Technological

**Media Fragmentation:** Traditional linear TV channels are buying fewer rights for "niche" sports. This forced the IJF to bypass these traditional gatekeepers by investing in its own streaming technology (OTT/JudoTV) to reach its community directly.

# Environmental

**High Carbon Footprint:** The World Judo Tour necessitates constant global air travel, creating a massive carbon footprint that conflicts with sustainability goals and faces ethical criticism ("flight shame").

**Event Sustainability Standards:** The IOC (Agenda 2020+5) and host cities now strictly mandate environmental compliance, forcing the IJF to implement green protocols to maintain hosting eligibility.

**IOC Regulatory Pressure:** To maintain its spot in the Olympics, judo had to visually distinguish itself from freestyle wrestling. This led to the strict ban on leg grabs, a modification imposed by the regulatory necessity of sporting differentiation.

# Legal





# Sources ANNEXE

## POLITICAL DIMENSION (Governance & Geopolitics)

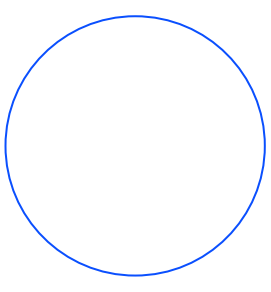
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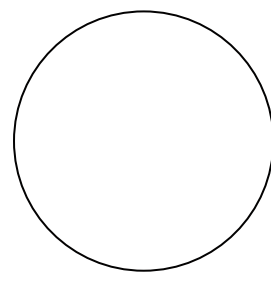
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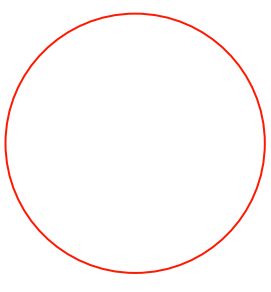
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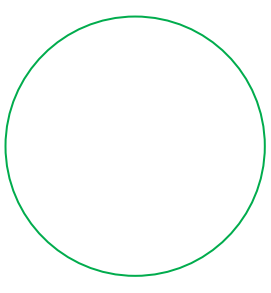
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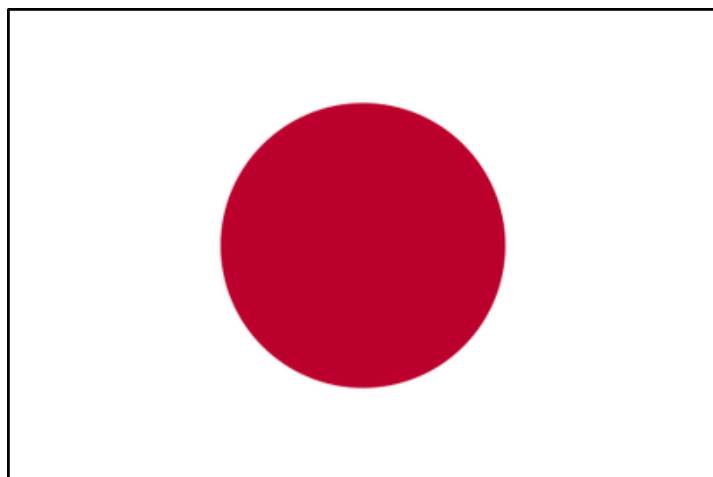
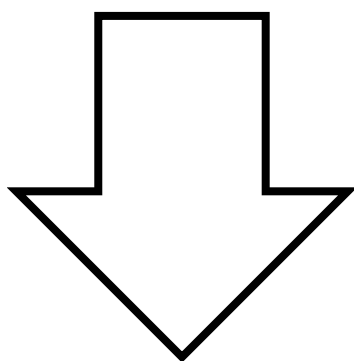
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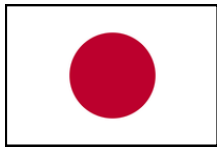
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# AJJF CASE

## **From Peak to Shock: How Japanese Judo Reinvented Itself Under International Pressure**

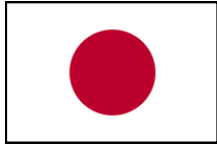
Founded in 1949, the All Japan Judo Federation (AJJF) long operated as a domestically focused organization rooted in school sports, corporate teams, and police institutions. Until the mid-2000s, Japanese judo prioritized national competitions and traditional coaching methods, while its response to international competition remained only partially strategic and systematically coordinated. Financially, the federation relied heavily on public subsidies and support from the Japanese Olympic Committee (JOC).

This structure was fundamentally challenged by the international rule changes around 2010, particularly the ban on leg-grabbing techniques, and by Japan's disappointing results at the 2012 London Olympic Games. These developments exposed the limits of Japan's traditional competitive model and forced a comprehensive reassessment of its technical and tactical foundations.

The turning point came in 2013, when violence and power-harassment scandals within the women's national team became a major public issue. As a result, the AJJF was compelled to implement sweeping reforms in governance, ethics, and coaching structures. This crisis accelerated a shift away from a victory-at-all-costs culture toward a modern governance model based on athlete safety, human rights protection, and transparency.

From the late 2010s onward, particularly in preparation for the Tokyo 2020 Olympic Games, the AJJF aggressively promoted the scientification and international standardization of performance systems. This included the full-scale introduction of sports science, data analysis, conditioning programs, and continuous participation in international competitions. These reforms contributed directly to Japan's dominant performance in Tokyo, where Japanese judo achieved the highest number of gold medals, symbolizing its successful reintegration into the global elite model of the sport.





# AJJF CASE

## **From Peak to Shock: How Japanese Judo Reinvented Itself Under International Pressure**

In the post-Tokyo period, facing demographic decline and a shrinking judo population, the AJJF has shifted its strategic focus from short-term elite success toward long-term athlete development and social sustainability. Through the adoption of LTAD-based national development guidelines and the concept of “JUDO for ALL,” the federation now seeks to construct a comprehensive national model centered on lifelong participation, inclusion, diversity, and organizational sustainability. This represents a fundamental transition from an elite-centered system to a holistic and socially embedded judo ecosystem.

## Political

**Sports for tomorrow :** The Japanese government uses judo as a tool of cultural diplomacy, promoting exchange and friendship with other nations through international projects — such as establishing dojos abroad (e.g., in Senegal) or hosting foreign athletes' cultural experiences.

**IOC Gender Equity and Safeguarding Mandates :** The International Olympic Committee (IOC) requires national federations to ensure gender equality and strict safeguarding standards. These political mandates place continuous pressure on the All Japan Judo Federation to promote gender-balanced participation, mixed-gender events, and stronger protection against abuse.

## Economic

Japan's registered judo population has fallen by nearly 40% over the past 20 years, weakening federation revenue, local dojos, and the youth talent pipeline, and unlike France, this decline is long-term and demographic rather than COVID-related.

Hosting major international judo tournaments or global sports events has become a critical component of the federation's revenue model, through ticket sales, sponsorships, and associated tourism spending (hotels, transport, dining). Empirical studies and economic impact reports show that such events generate substantial economic ripple effects across local service sectors.

## Sociocultural

The philosophy of Jigoro Kano — “Seiryoku-Zenyo” (maximum efficiency) and “Jita-Kyoei” (mutual welfare and benefit) — is deeply embedded in education and character development.

Japan has documented over 100 judo-related fatalities between the 1980s and 2010s, particularly in school settings. This resulted in serious social consequences, including damage to the national reputation of judo, parental withdrawal of children from the sport, legal and safety reforms, and a reduction of judo programs in schools.

# Technological

Japan has introduced volumetric video technology, allowing 360-degree analysis of throwing techniques by elite athletes.

Improvements in video review, AI-assisted judging, and social media have enhanced fairness, accessibility, and global communication.

These innovations also help coaches in less developed regions by providing access to online training and knowledge-sharing platforms.

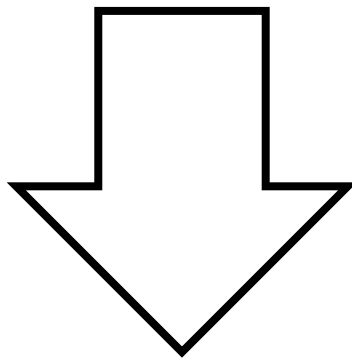
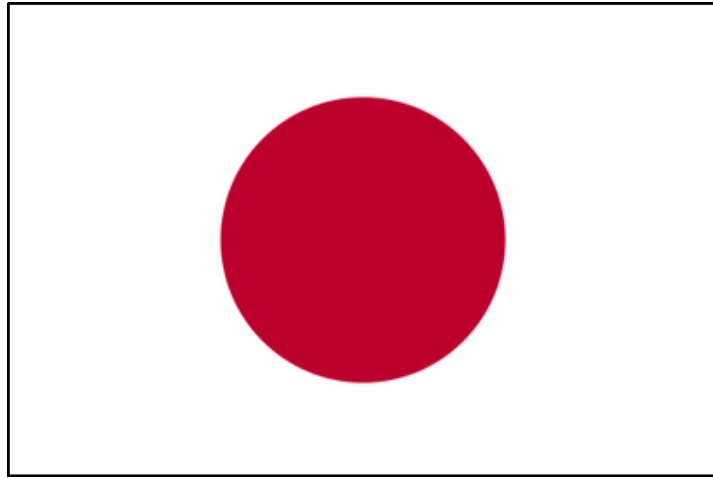
# Environmental

**Green Dojo Program,** environmental sustainability has become an increasingly important issue in judo. Environmental considerations are likely to affect not only judo uniforms but also tatami mats, facility management, energy consumption, and waste reduction at competitions and training centers.

**SDGs :** Although judo is an indoor sport with limited direct environmental impact, sustainability initiatives are emerging. Events are increasingly adopting paperless systems. Through Japan's wider sports commitment to the SDGs, judo indirectly contributes to environmental awareness and responsibility.

Japanese judo is strongly influenced by national sports laws that require safe training environments, the protection of athletes' human rights, and transparent governance. Traditionally, strict discipline and even physical punishment were sometimes tolerated as part of coaching culture. However, after the harassment and violence scandals revealed around 2013, such practices were legally and socially rejected.

# Legal



## **Brazil: The Art of Judo Between Tradition and Performance**

The Brazilian Judo Confederation (CBJ) is the national governing body for judo in Brazil. It was created in 1969 and now supervises several million practitioners through 27 state federations and thousands of clubs and institutions. Judo was introduced in Brazil in the early 20th century by Mitsuyo Maeda, and it has become one of the country's most successful Olympic sports, with 28 Olympic medals.

The CBJ, based in Rio de Janeiro and led by Paulo Wanderley Teixeira, follows strategic plans for 2021–2024 and 2025–2028. These plans focus on high performance, professional governance, image, and financial sustainability. They are aligned with the International Judo Federation (IJF) roadmap on rules, governance, sustainability, and social projects like “Judo for the Planet.”

Regionally, Brazil is part of the Panamerican Judo Confederation (PJC), which covers all the Americas, and also the South American body (CSJ). The CBJ has hosted major events such as the World Championships, the Panamerican and Oceania Championships, and the judo competitions of the Rio 2016 Olympic Games. It reached its best Olympic result in Paris 2024, finishing among the world's top five nations.

Brazilian judo culture remains very traditional, centered on the mestre or sensei, dan grades and practical “saber fazer”, with learning through repetition and life in the dojo rather than sports science. Current policy focuses on governance reforms, social inclusion, environmental initiatives, and preparation for the Los Angeles 2028 Olympic cycle, while keeping a strong hierarchy and respect for tradition at national, state, and club levels.



# P

## olitic

**Public programs** (Bolsa Atleta, Atleta Pódio) and partnerships with the armed forces secure part of the funding and support for elite athletes. The strategic plans for Paris 2024 and Los Angeles 2028, as well as the Brazil–Japan partnership, also strengthen technical exchange.

**Sport incentive laws** are an important tool, but they make the CBJ vulnerable if legislation changes, especially in a context of political instability and concerns about human rights and gender-based violence.

# E

## conomically

The sovereign fund's investment in infrastructure, sport science, and private partnerships, combined with economic growth and sport tourism, supports high-level performance.

However, the weak real, widespread poverty, and low investment in grassroots sport limit access and make international competition more expensive.

# S

## ocioculturally

Judo has a very good public image, strong Olympic heroes, powerful social projects, and good gender balance.

However, it faces competition from football, Brazilian jiu-jitsu/MMA, increasing sedentary lifestyles, the cost of practice, and a high level of physical inactivity.



# Technological

Streaming, social media, performance analysis, AI, and online training offer great potential, but this is balanced by infrastructure costs, the digital divide, and cybersecurity risks.

# Environmental

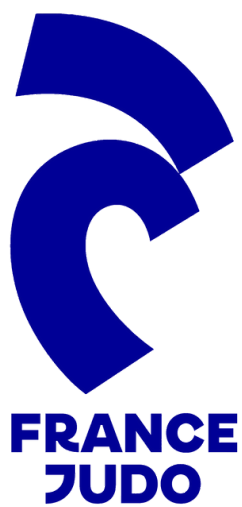
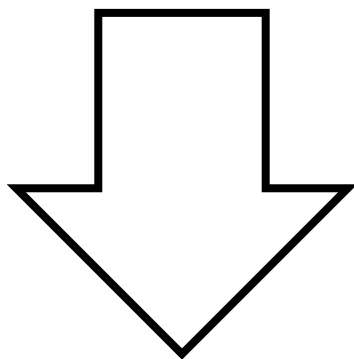
The CBJ is committed to reducing the environmental impact of its events, especially through better waste management and partnerships with eco-friendly brands.

Promoting sustainability and the responsible use of resources is a major strategic focus for the CBJ for 2025–2028.

Transparency, athlete protection, and compliance with IJF/WADA rules and the “Lei Pelé” are strengths, but the risks of doping and corruption require very strict governance.

# Legally











# FFJDA CASE

## **From Deficit to Medals: The Rise of French Judo**

The French Judo Federation (FFJDA) saw significant development between 2005 and 2025. Leadership stabilized with Jean-Luc Rouge's 2005-2020 presidency, marked by centralization and integration into the World Judo Tour. However, his tenure ended amid governance crises and a critical "Cour des Comptes" report (2021) citing major financial irregularities, including a cumulative deficit of €209,547 from 2012-2019. Stéphane Nomis took over in 2020, inheriting the need for institutional reform.

Membership fluctuated, with a notable loss of 50,000 members (10% decline) between 2011-2012 and 2019-2020, partly due to school reforms and competition from other combat sports. Post-pandemic recovery, however, was strong, reaching 567,000 licensed judoka in 2024-2025, surpassing pre-pandemic levels, aided by the success at the Paris 2024 Olympics.

Competition saw a major shift with the Tournoi de Paris becoming the internationally recognized Grand Slam event in 2009, making it a crucial stop for Olympic qualification and reflecting a growing subordination of domestic structures to the IJF's global system. Increased government oversight and IOC gender parity obligations also intensified external influence and regulation.




# P

## olitic

As a Federation, France Judo is closely related to the French Ministry of Sports. This implies that the fluctuations of importance given to sports inside governmental policies from one year to another deeply impacts the capacity of France Judo to act effectively.

ANS is supposed to be the main actor for French sport governance. But the public funding coordination agency is ineffective and confusing, with a proposal for suppression in 2025.


IOC mandates gender parity in teams and mixed-gender competition formats (a Paris 2024 standard). The Cour des Comptes audit revealed structural financial mismanagement (2012-2019) and gave nine binding recommendations for reform, including critical changes in the governance.



# E

## conomical

About revenue streams, there is a heavy reliance on partnership commercialization (for which there is a contract with Infront agency) and broadcast rights (IJF/RMC Sport partnership). The Paris Grand Slam generated €3.7 million in media valuation in 2023. There is still a critical dependence on public subsidies (State, ANS, local authorities), which have been weakened by the 2025 budget cuts. Past financial crises were partly caused by accumulated debt from the Institut du Judo and Grand Dôme de Villebon infrastructure projects.



# Sociocultural

France Judo faces a high abandonment rate for members between ages 10 and 14. The 2014 school schedule reform reduced after-school time. 75% of FFJ members are adolescents. There is also a huge imbalance: only 29% to 35% of licensed members are female. Finally, sport practice correlates strongly with parental socio-professional status. Judo clubs are concentrated in middle-class urban zones. This sport perpetuates social stratification, necessitating targeted inclusion programs (like the 1000 Dojos program) to address access barriers in underprivileged areas.

# Environmental

For the organisation of the Paris Grand Slam, France Judo follows the list of 15 eco-friendly commitments created by Sport Ministry and WWF France.

Concerning its legal status, FFJDA is an approved and delegated authority under the French Sport Code. Club affiliation is mandatory. This imposes a dual accountability: the federation must respect civil association principles while complying with strict government regulatory mandates. Finally, the 2022 law on democratizing sports mandates governance reforms: three-term limit for presidency, mandatory gender parity, and enhanced ethics and protection mechanisms.

# Legal

# From Global to Local: How National Federations

## Internalize the IJF's Strategy.



The IJF's main objective is to promote globally harmonized judo, with unified rules, governance, and ethical standards. Its roadmap, defined by the Statutes, the SOR, and its thematic policies (governance, sustainability, safeguarding, anti-doping), prioritized the harmonization of refereeing, Olympic qualification, ethical compliance of member federations, and social and environmental programs between 2020 and 2024.



The Brazilian Judo Confederation (CBJ) has aligned its strategy with international requirements, as evidenced by its 2021-2024 plan (extended until 2028). This plan focuses on four areas: sporting performance, administrative management, the federation's image, and long-term financial viability. The adoption of IJF (International Judo Federation) standards in governance, ethics, and sustainability has been decisive. It has not only allowed Brazil to reach the world top 5 at the Paris 2024 Olympic Games but has also consolidated its governance structure and strengthened its socio-environmental initiatives, illustrated by the project "Judô pelo Clima".



About the AJJF, the federation reoriented its strategy after the evolution of IJF rules and an internal scandal. A double reform modernized training (scientific approach) and governance (independent commissions, transparency). The sporting restructuring after the ban on leg grabs led to the return of global dominance. Japan also applies IJF policies (Green Dojo) and uses its technologies (AI, video) to increase its international influence.





## From Global to Local: How National Federations Internalize the IJF's Strategy.

The reality gap for France Judo is minimal in core competitive and governance alignment (vertical alignment), demonstrating the success of the IJF's policy as an external driver for competitive modernization. However, a horizontal gap exists in the scope of the mission, where the FFJDA's PESTEL context compels it to prioritize broader social, legal, and economic objectives (like RSE and mass participation) that sometimes surpass or complement the IJF's focused elite and administrative mandate. France Judo serves as a model of successful convergence where national strategic advancement is achieved by internalizing and exceeding the IJF's global framework.

In the end, the gap between the IJF policy and the National Federations (NFs) varies according to their level of development. For very developed NFs (Japan, France), the vertical alignment (competition, governance) is strong, but a horizontal gap remains in the scope of the mission, where they add social/national objectives exceeding the IJF's elite mandate. Performing developing NFs (Brazil) bridge the gap by strategically adopting IJF standards to modernize. The most critical gap concerns less developed NFs, often unstudyable due to lack of information, who struggle with capacity and transparency to align.





## STRENGTHS

**Absolute Political Monopoly:** Total control over Olympic qualification via the World Judo Tour. This is the unique lever that binds all nations to its calendar.

**Financial Independence:** A robust economic model based on selling hosting rights (hosting fees) and TV rights, no longer relying solely on IOC subsidies.

**Product Control:** Ownership of its broadcasting channel (JudoTV), data, and brand image (visual standardization, "Star System").

**Decision-Making Agility:** Centralized and vertical governance allowing for rapid reforms (rules, calendar) to adapt to the market.

## WEAKNESSES

**Disconnect from Grassroots:** The IJF manages the professional elite (top 1%) but has little influence over the mass of amateur practitioners, which remains the prerogative of struggling national federations.

**Financial Barrier to Entry:** The exorbitant cost of the global circuit (travel, hotels) burdens member federations. If members can no longer afford to send athletes, the IJF "product" suffers.

**Dependence on "Wealthy States":** The hosting fees model makes the IJF reliant on a small number of countries capable of paying millions (Azerbaijan, UAE, etc.), creating geopolitical risk.

## OPPORTUNITIES

**New Markets & Soft Power:** Expansion into regions using sport for diplomacy (Middle East, Central Asia) to secure new funding.

**Digital Transformation:** Direct monetization of the fanbase via JudoTV, e-sports, and exclusive content to bypass traditional media.

**Social Programs (CSR):** Strengthening institutional brand image through programs like Judo for Peace or the Refugee Team, which are highly valued by the IOC.

## THREATS

**Competition from MMA:** The UFC and combat sports entertainment capture youth attention and global sponsors, threatening to make traditional judo look outdated.

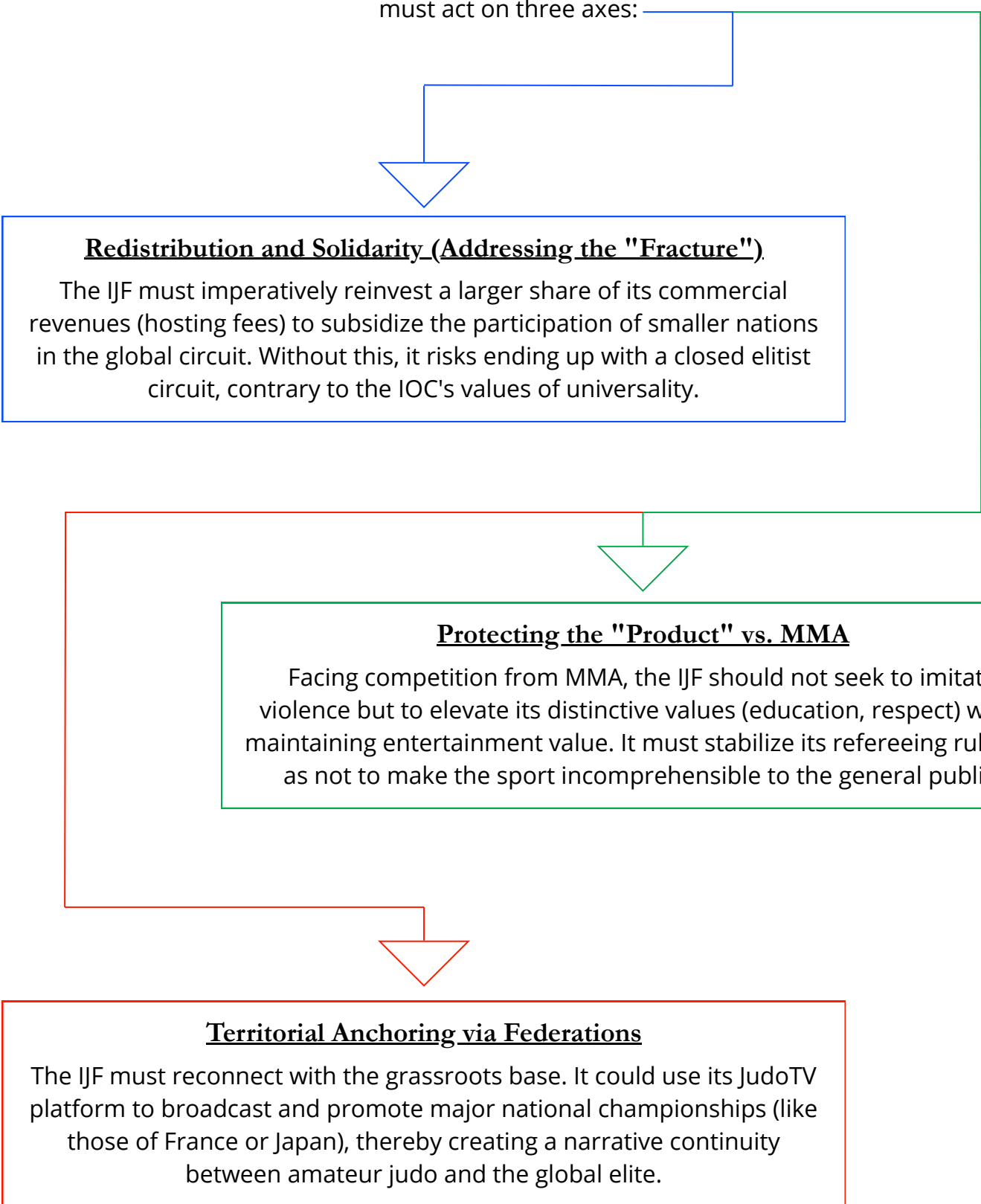
**IOC Pressure:** Retention in the Olympic Games is never guaranteed. A drop in viewership or refereeing scandals could threaten judo's Olympic status (its most valuable asset).

**"Two-Speed Judo" Fracture:** The risk that only wealthy nations can keep up with the pace of the professional circuit, impoverishing competitive diversity and the universality of the sport.



# Our Recommendations

To secure its model and reduce the risks identified in the SWOT, the IJF must act on three axes:



## **Redistribution and Solidarity (Addressing the "Fracture")**

The IJF must imperatively reinvest a larger share of its commercial revenues (hosting fees) to subsidize the participation of smaller nations in the global circuit. Without this, it risks ending up with a closed elitist circuit, contrary to the IOC's values of universality.

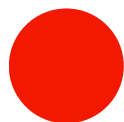
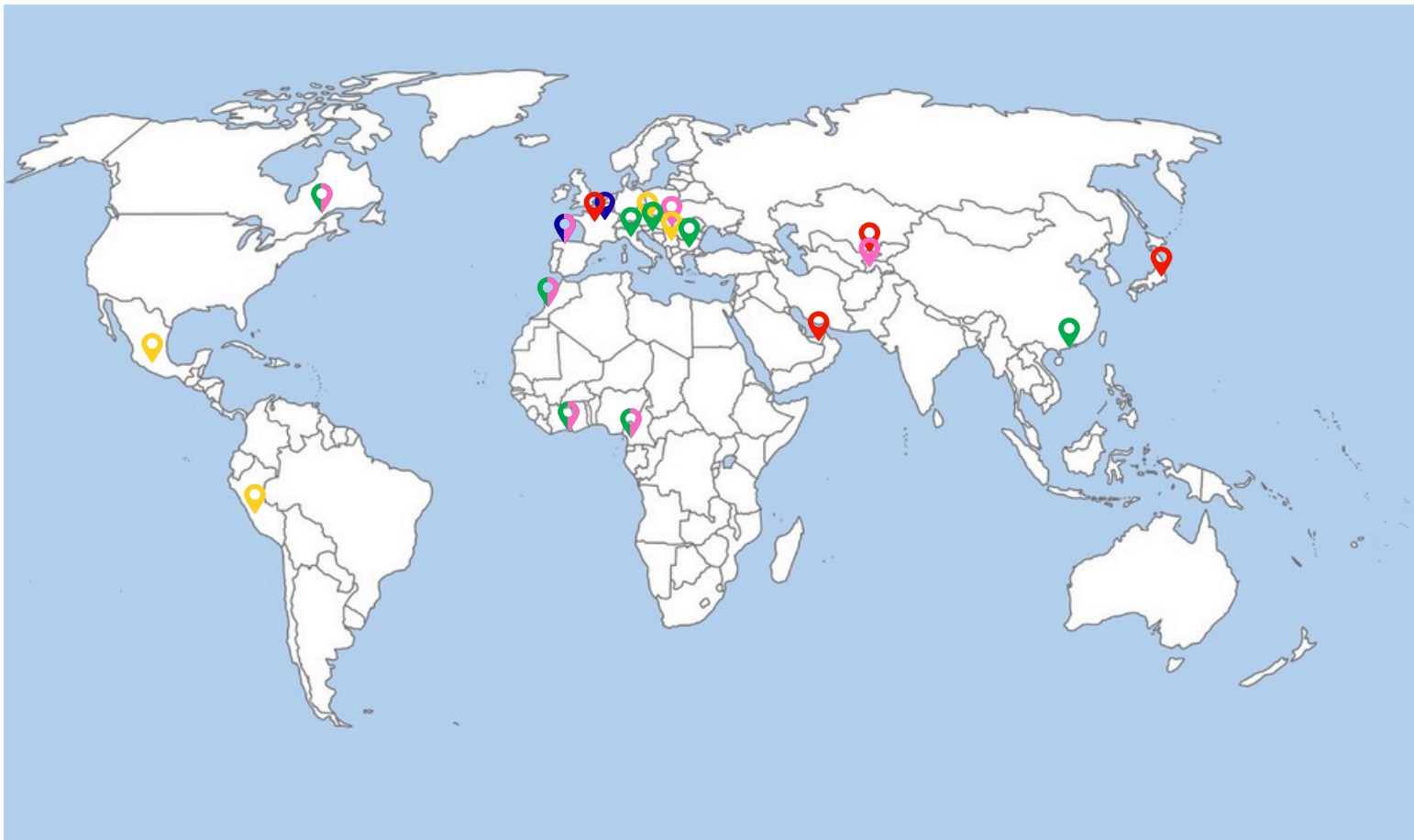
## **Protecting the "Product" vs. MMA**

Facing competition from MMA, the IJF should not seek to imitate violence but to elevate its distinctive values (education, respect) while maintaining entertainment value. It must stabilize its refereeing rules so as not to make the sport incomprehensible to the general public.

## **Territorial Anchoring via Federations**

The IJF must reconnect with the grassroots base. It could use its JudoTV platform to broadcast and promote major national championships (like those of France or Japan), thereby creating a narrative continuity between amateur judo and the global elite.

# Map on Judo Events



Grand  
Slams



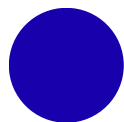
Grand  
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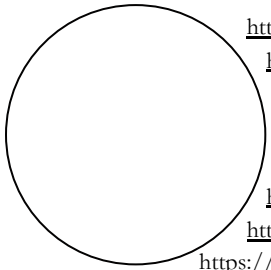
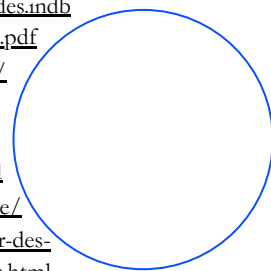




# ANNEXE

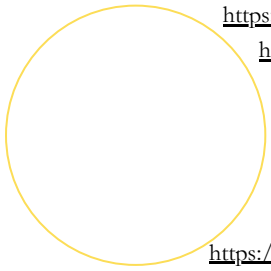
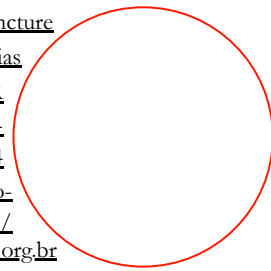


[CBJ | Confederação Brasileira de Judô 5274- livro relatório de atividades.indb](https://admin.cob.org.br/uploads/Cartilha_Plano_Estrategico_COB_dc9d9cd746.pdf)  
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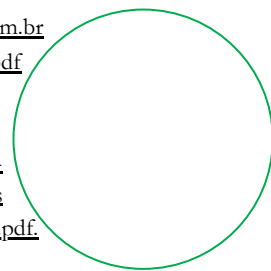
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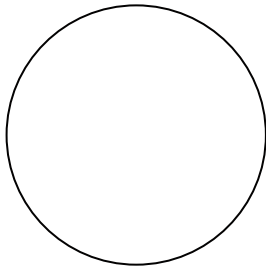
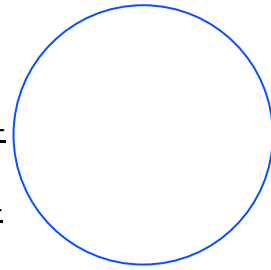


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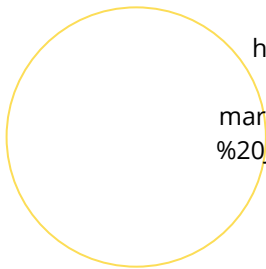
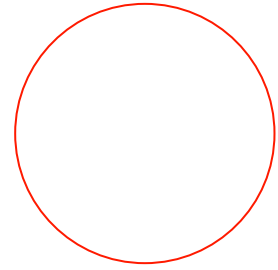
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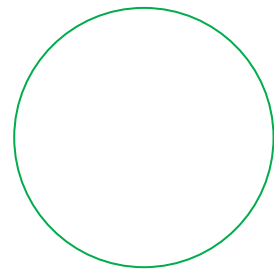
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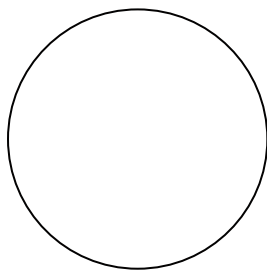
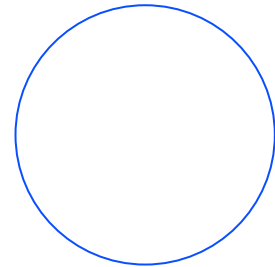
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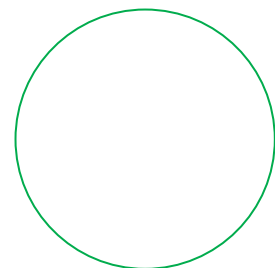
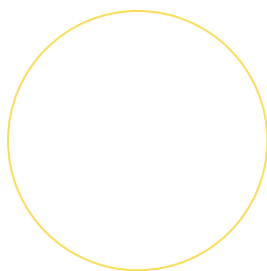
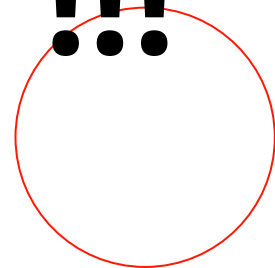




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