



INTERNATIONAL
OLYMPIC
COMMITTEE

COLLECTION OF TECHNICAL MANUAL EXECUTIVE SUMMARIES

SEPTEMBER 2009





This page has been left blank intentionally



Collection of Technical Manual Executive Summaries
September 2009

Collection of Technical Manual Executive Summaries

September 2009

Front cover photograph © Xinhua News Agency.



INTERNATIONAL
OLYMPIC
COMMITTEE

© IOC SEPTEMBER 2009 ALL RIGHTS RESERVED

Château de Vidy – C.P. 356 – CH-1007 Lausanne / Suisse – Tel: +41 21 621 6111 – Fax: +41 21 621 6216 – www.olympic.org



Table of Contents

I. Technical Manual – Executive Summaries	5
1.0 Accommodation – Executive Summary	6
2.0 Arrival & Departure – Executive Summary	7
3.0 Brand Protection – Executive Summary	9
4.0 Ceremonies – Executive Summary	12
5.0 City Activities – Executive Summary	15
6.0 Communications – Executive Summary	17
7.0 Design Standards for Competition Venues – Executive Summary	19
8.0 Finance – Executive Summary	21
9.0 Food & Beverage Services – Executive Summary	23
10.0 Games Management – Executive Summary	25
11.0 Information Management – Executive Summary	27
12.0 Marketing Partner Services – Executive Summary	30
13.0 Media – Executive Summary	33
14.0 Medical Services – Executive Summary	36
15.0 NOC Services – Executive Summary	38
16.0 OCOG Marketing – Executive Summary	41
17.0 Olympic Games Impact – Executive Summary	44
18.0 Olympic Hospitality Centre – Executive Summary	46
19.0 Olympic Torch Relay – Executive Summary	48
20.0 Olympic Village – Executive Summary	51
21.0 Organising an IOC Session and related meetings – Executive Summary	55
22.0 Paralympic Games – Executive Summary	57
23.0 Protocol & IOC Protocol Guide – Executive Summary	60
24.0 Signage – Executive Summary	62
25.0 Sport – Executive Summary	64
26.0 Ticketing – Executive Summary	67
27.0 Transport – Executive Summary	70
28.0 Venues – Executive Summary	74
29.0 Workforce – Executive Summary	78
II. Guides – Executive Summaries	81
1.0 Brand Management and Visual Brand Presentation Guide – Executive Summary	82
2.0 Olympic Legacy Guide – Executive Summary	84



I. Technical Manual – Executive Summaries

1.0 Accommodation – Executive Summary

Introduction

The Accommodation function for an Olympic Games begins its task during the Bidding stages of a potential Games where it should secure, through simple hotel guarantees, a sufficient number of price controlled rooms for the duration of the event according to each Games clients' needs. This equates to at least 40,000 for an Olympic Games and 23,300 for an Olympic Winter Games. The early support and commitment from a city's hoteliers and accommodation providers is therefore a critical milestone for any potential Host City.

The client by client allocation process also commences in draft format during the Bidding process and is further refined in the early years of an OCOG's life span. Once this accommodation inventory is secured by the OCOG it must recognise its specific obligations to meet the accommodation requirements of the various clients groups attending the Games and contract each accommodation site accordingly. These contracts should include reservations windows and cancellation policies as detailed in the manual. A client group accommodation requirements table is also included within the manual to support this process. The delivery and sign off of the final client by client allocation plan is an important contractual requirement of the OCOG to the IOC.

The Accommodation function has a number of critical interdependencies with other OCOG functions regarding the overall success of each Games clients experiences namely; Arrival & Departures, Finance and Transport. They will all work closely with the Accommodation function across all officially contracted sites to deliver an end to end process before, during and after the Games.

The Transport function plays the lead role in the provision of effective and efficient connections between all the official accommodation sites and the competition and non competition venues. The strategic clustering of accommodation sites can therefore make a significant impact on the transport network requirements which ultimately directly affect the financial implications of the services on the OCOG.

Other important activities of the Accommodation function include areas such as the Pre Games accommodation demand, financial business process, Torch Relay requirements, athletes' family hosting programme and spectator accommodation demands and solutions.



2.0 Arrival & Departure – Executive Summary

Introduction

The strategic aim of the Arrivals and Departures (A&D) function is to design and deliver an end to end process that stretches from the arrival gateway to each and every client's accommodation site and back again. As this will be the first and last experience of each and every Games client the process demands a high level of detailed planning to ensure efficient and effective delivery.

In previous Games an A&D sub function has been established within an existing function such as Transport, Olympic Village or Accommodation. This however has had varied success, particularly as these functions themselves have considerable responsibilities and A&D was often considered a secondary or even tertiary operation. It is now recommended that a dedicated team be established within an OCOG to undertake this end to end process using a client driven design approach.

A&D will operate throughout the Games period as not all client groups will arrive and depart during the same time period. Whilst the majority of clients will arrive and depart the Host City via an airport other points of arrival should also be considered. The OCOG will approve, with the IOC, the official points of arrival and departure and the services provided at each point (permanent presence or providing services on request).

Airport Operations are delivered in a unique environment in comparison to the other Games venues. Olympic airports are non exclusive venues, requiring the OCOG to integrate with existing airport processes and procedures. Successful delivery of Olympic airport operations requires integrated working methodology between the OCOG and existing airport agencies, entities, authorities and operators.

The Olympic airport services are always in addition to the regular day to day operations of an airport. An OCOG should try to anticipate the displacement of this regular day to day traffic that the Games will have on a city, bearing in mind the proportion of the hotel bed stock that is taken by the Olympic clients. It is still often the case just prior to the Opening and the day after the Closing ceremony that a Host city airport will operate above the designed capacity of the facility.

Continued on next page



2.0 Arrival & Departure – Executive Summary, Continued

Introduction (continued)

Olympic airport arrival services provided to clients include the validation of the Olympic Identity and Accreditation Cards, meet and greet / farewell services, baggage and equipment management and transport. Olympic airport departure services include transport, escort to departure zones, farewells and off airport check in for some predetermined guests. The streamlining of this overall process according to each client's specific requirements is one of the main challenges facing the A&D function. It also requires close integration with a number of other OCOG functions who will provide these services within the Airport venue such as Accreditation, Logistics, Protocol and Transport.

The level to which these services will be provided to clients will depend on the facilitation level afforded to each one. There are a small number (5%) of clearly defined persons that have the highest facilitation service level 1 which involves greeting off the plane on the tarmac. Service level 2 incorporates a group (10–15%) of clients involving a similar greeting but at the airline gate inside the terminal. The majority of Games clients (80%) will be extended a facilitation service level 3 which involves a meeting in the arrival hall. Whilst these facilitation levels are focused on accredited Games clients, the management of spectators and marketing partner guests is also a critical success factor to their overall Games experience.



3.0 Brand Protection – Executive Summary

Introduction

The Brand Protection function is responsible for ensuring the protection against misuse, unauthorised use and infringement of all intellectual property assets owned and licensed by the OCOG and the broadcast and marketing rights granted to Olympic Marketing Partners.

Whilst all intellectual property rights to the Games are owned by the IOC, the OCOG has certain responsibilities to protect them. Failing to protect the properties will dilute their value and undermine the financing of the Games. The OCOG must have a consistent approach in the management of the Games image and will need to develop similar guidelines to those established by the IOC and enforce their use both internally and externally.

Brand Protection is generally a small function in relative terms to others within the OCOG. Often the redeployment of staff from other OCOG functions during the Games themselves is necessary to conduct an effective program on the ground. The focus of the Brand Protection function includes Ambush Marketing control, Counterfeit Control, Clean Venue Control and Intra-Ambush Control.

Ambush marketing is defined as all intentional and unintentional attempts to create a false or unauthorised commercial association with the Olympic Movement or the Olympic Games. It includes: a third party's use of creative means to generate a false association with the Olympic Games, a third party's infringement of the various laws that protect the use of Olympic imagery and a third party's interference with the legitimate marketing activities of Olympic Marketing Partners.

The least costly method of combating ambush marketing, in terms of financial and political capital, is through pro-active prevention. OCOGs are required to employ a strategy that combines registration, legislative measures, contractual protection, communication and anti-ambush education. However of these the most economical and effective means of prevention is a focused, integrated campaign of communication and anti-ambush education. This campaign should not only target an audience outside the OCOG, but also all functions within the OCOG, since these can often present the greatest threat of ambush activity if internal understanding is unclear.

Continued on next page

3.0 Brand Protection – Executive Summary, Continued

Introduction (continued)

Clean Venue Control ensures that all competition and non-competition venues are rendered free of commercial, political or religious advertising and messaging, leaving only the Look of the Games and approved Games Marketing Partner presence. This process has significant planning and operational implications that can be costly if not properly anticipated.

The Marketing Partners that invest in the Games do so to secure a return on their investment and it is imperative that the OCOG respects and protects the exclusive rights granted to the Marketing Partners and fulfils the contractual promises that they have bought into. This also includes taking the necessary measures to prevent the sale of counterfeit merchandise, which is not only detrimental to the licensees but also the Games image.

Whilst the various levels of governments and other non-commercial entities provide significant support to the Games, their association with the Games must be controlled in a manner that respects the Marketing Partners exclusivity and financial investment and enhances the Olympic image. OCOG senior management are often solicited by non-commercial entities to allow the use of the marks, however it is imperative that these uses be centrally managed by Brand Protection and consistently applied to all entities.

The OCOG must undertake the necessary measures to protect Signature Properties such as the Torch Relay, the Cultural Olympiad and other special events under its patronage or control. When the OCOG or Olympic intellectual property is associated with Test Events, the OCOG then also incurs protection obligations.

One of the most critical elements of an effective Brand Protection programme is a rapid incident resolution mechanism and an OCOG should have the systems and procedures in place to identify, respond to and resolve incidents. A systematic approach to each of the compliance steps – surveillance, reporting, investigation and enforcement – will allow this swift response. It must also have the structures in place with national and local law enforcement authorities (e.g. customs, police, etc.) to be able to call upon their services as and when required.

Continued on next page



3.0 Brand Protection – Executive Summary, Continued

Introduction (continued)

Successful cross-functional integration requires education by the Brand Protection function to all other OCOG functions and a collaborative approach from each function to incorporate the Brand Protection requirements in its planning and operations, leading to each function assuming itself, the assigned Brand Protection duties. This synergistic approach will reduce staffing requirements and help prevent incidents and costly resolution. It will also help streamline reporting lines to secure the most rapid solutions.



4.0 Ceremonies – Executive Summary

Part 1 – Ceremonies

The Opening and Closing Ceremonies are the most watched events of an Olympic Games.

Ceremonies

The Ceremonies are an opportunity to highlight the Olympic values and to some extent the local culture. The creative development also offers a chance to reflect and establish the vision of the Games, its brand integration and messaging through the Ceremonies. It is recommended that Opening & Closing Ceremonies, Victory Ceremonies and Team Welcome Ceremonies creative casts schedule some common meetings at the early stage of the creative development to identify how the vision of the Games can be reflected in the Ceremonies and what are the possible common elements (e.g. tone of music).

Opening Ceremony

The Opening Ceremony is the single event that introduces the Games, the host country, the iconic messages, and the people that define this special time in history. A successful Opening Ceremony generates a positive media response in the critical early days of the Games. Often, a well-regarded Opening Ceremony sets the tone for the whole Games.

Closing Ceremony

Similarly, the Closing Ceremony is the event that wraps up the Olympic events. Decidedly more festive, the Closing Ceremony is often the last media image of an Olympic Games. It is the chance for the local people, volunteers, OCOG staff and all involved to revel in the successes of the Olympic Games.

Victory Ceremonies

The numerous Victory Ceremonies are the culmination of a lifetime of training and preparation for an Olympian. While smaller than the Opening and Closing Ceremonies, the presentation of the medals at competition venues (or at an Olympic Medals Plaza for the Olympic Winter Games) is steeped in Olympic tradition and protocol. Winning an Olympic medal is an extraordinary example of personal achievement and an opportunity for intense national pride.

Continued on next page



4.0 Ceremonies – Executive Summary, Continued

Part 2 – Other Olympic Events x

Beyond the three Olympic Ceremony projects with time-honoured traditions and protocols, there are other Olympic events to consider:

Opening of IOC Session

A significant event on the IOC calendar, in Olympic years the IOC Session is always scheduled to take place immediately before the Games. This formal meeting of the IOC members always includes an evening opening ceremony. At the Olympic Games, this offers a chance to offer the world's media assembled for the Games a view of the culture and potential of the coming Olympic Games. Requirements for and recommendations on the organisation of the IOC Session are available in the [Technical Manual on Organising an IOC Session and related meetings](#).

Team Welcome Ceremonies at the Olympic Village

Each of the participating teams in an Olympic Games is formally welcomed to the Olympic Village through a formal proclamation and ceremony led by the honorary mayor of the Village, along with a cultural presentation by the host country.

Signature Events

From the transition ceremony to major iconic launches to countdown events, signature events help to create a positive image and excitement for an Olympic Games. These are a series of events that take place over the years leading up to an Olympics.

Continued on next page

4.0 Ceremonies – Executive Summary, Continued

Intellectual Property Rights on Artistic Works	The rights to the artistic works and performances in relation to the Ceremonies, in particular the music, shall be secured in compliance with the terms of the Olympic Charter, the Host City Contract and the IOC guidelines.
---	--

In general appropriate documentation must be executed with all relevant parties to ensure that the broadcast rights holders are able to exploit such artistic works in accordance with their broadcasting agreements with the IOC and that the IOC may use and authorise the use of the artistic works, without charge, to promote the Olympic Games and the Olympic Movement.

In particular, for each Ceremony musical compositions (including national anthems for Victory Ceremonies), the OCOG must provide to the IOC not later than ninety (90) days before a Ceremony, a list of any musical compositions, including names of composers and publishers, if any, which the OCOG knows at such time will be performed during such Ceremony. Such list will have to be updated and completed if necessary, to provide the IOC, before the beginning of a Ceremony, with a complete list of all works performed during such Ceremony, with all details requested as per the IOC Guidelines.

All templates of documentation to be used shall be submitted to the IOC in advance prior to its use.

The IOC guidelines as of October 2004 are attached as an Annex to this Technical Manual for use as an example. Please note that these guidelines are updated from Games to Games and may vary from the version attached to this Technical Manual. Consult the OCOG legal department to obtain the latest and updated version of such guidelines to ensure proper compliance.



5.0 City Activities – Executive Summary

Introduction

The Olympic and Paralympic Games reaches beyond the competition venues and facilities and encompasses the whole Host City and Nation, hence the development of an effective City Plan is imperative to the overall success of the Games. The venues and facilities rely on the support of the City operations around them. In addition a City will want to present the best possible impression to its residents, its tourists, its spectators in the venues and the world wide broadcast and as such will showcase public spaces with entertainment and activities.

Every Host City and Olympic Games will be different and will need to modify their planning to take into account their own specific and unique situation. However many of the fundamentals remain the same. Foremost of these is that the OCOG must maintain the integrity of the Games by taking the lead in planning and implementation. A close working relationship is required between the IOC, the OCOG, the Host City and Government with clear lines of communication and agreed roles and responsibilities. A responsibility matrix should be developed to include all stakeholders so that it is defined and agreed as to who owns and defines the various projects and processes. The experience that all clients have in the City should be well-integrated into the overall Games experience and therefore early engagement with various government agencies is also paramount.

City activities will generally be delivered by a range of local government authorities and public agencies. Aspects to be planned include permits & legislation, cleaning & waste, presentation of look, infrastructure & overlay, visitor services, security & public safety, workforce management, emergency services, community services, parking and transport-related services including public transport, set up of Olympic lanes and fleet services.

A range of Games activities managed and coordinated by the OCOG occur in the City and require special attention including the Torch Relay, out of stadium events such as Marathon, Road Cycling, Race Walking and Triathlon, Ceremonies, communications and various non-competition venues. All of these activities need to be integrated in planning and also in delivery via a command, control and communication framework that links the City Operations Centre to the Games-wide Main Operations Centre. All of these activities should be conducted and managed so that they are consistent with Games policies and standardised across them.

Continued on next page

5.0 City Activities – Executive Summary, Continued

Introduction (continued)

This will also include consideration of environmental policies as well as ambush marketing.

Celebration Sites are areas open to the public where live or real time activities occur. They can be any or a combination of staged cultural activities, broadcast of Games events on video screens, medal presentations, marketing partner showcasing and athlete appearances. It is important that clear objectives are established early for Celebration Sites, which drive all planning through to delivery. Celebration Sites can serve to link sport to the culture of the Nation, engage the non sport loving public, drive tickets sales, provide free elements of the Games and enhance local community involvement and return.

Celebration Sites can vary by location and management models. All options need to be considered as the strategy for these sites is developed. Many factors have to be considered when choosing appropriate locations for Celebration Sites, including transport access, existing infrastructure, accessibility, natural ambience and site ownership. The programme of activities at each celebration site needs to be co-ordinated and planned around the competition schedule and any other activities taking place near the locations.

One specific consideration for Olympic Winter Games is Medals Plaza where the nightly awarding of medals occurs. Whilst this is the most important aspect of the Medals Plaza along with the celebration of the athletes' performance, in recent Games, large music concerts have been added. The Medals Plaza is a non competition venue and hence is operated by or under the OCOG and all obligations and principles regarding access and services to clients are the same as for a competition venue. As a result a number of restrictions and obligations apply in relation to the Medals Plaza deriving in particular from the Olympic Charter, Host City Contract and the Broadcasting and Marketing Partner agreements.

There are also a number of required elements of protocol which must be placed in a particular order for the victory ceremonies which include announcements, medal and flower presentations, flags and anthems. Olympic Family, athletes and team officials, marketing partners, the media, visitors to the city and the sporting spectators all have different expectations and needs of the Medals Plaza experience. Each of these needs to be appropriately considered in planning and delivery, along with operational aspects such as doping control, event services and ticketing.



6.0 Communications – Executive Summary

Introduction

Most people do not experience the Olympic Games at first hand. They perceive them as a media product. The work of the OCOGs communications function is to have the greatest possible positive impact on that perception, influencing coverage of the Games, their preparation and legacy to the greatest possible extent.

Olympic Games communications looks at the Games vision and messaging, as well as providing an understanding of where major milestones will fall and the possible demands of different client groups, as well as a number of planning obligations such as Olympic Torch Relay, Games-time, post-Games and crisis communications plans.

The OCOG will be expected to deploy the full range of communications activities and tools in support of its vision for the Games, and in order to achieve its key milestones. Key functions within the OCOG that will require services and support from communications are outlined, in addition to external organisations that can also help to promote and support the OCOGs overall message and vision.

Selecting the right platforms for distributing messages will be one of the greatest challenges to be overcome by the OCOG in preparing its communications strategy. A number of communications activities and tools that may be used by the OCOG are detailed, such as media relations, the internet, advertising (above the line and below the line), events, public relations, marketing communications, Brand Management and Visual Brand Presentation, publications and internal communications.

Crises may occur at any point during the OCOG lifecycle. As an event with huge global media interest, the Olympic Games must be supported by thorough preparation in the area of crisis communications. The resources necessary for this preparation must be considered in the OCOGs strategic planning. The IOC's approach to crisis communications encourages OCOGs to work closely with them, the IPC, other clients and external agencies (i.e. public authorities) on this important issue. A number of elements related to crisis communications planning including pre Games, Games time and Olympic Torch Relay are examined.

Continued on next page



6.0 Communications – Executive Summary, Continued

Introduction (continued)

While all the other sections of the manual apply to preparing for the Paralympic Games, there are also some unique elements of communication with regard to the Paralympic Games. These stem, in part, from the International Paralympic Committee's mission: They are committed to enabling Paralympic athletes to achieve sporting excellence and to developing sport opportunities for persons with a disability from the beginner to elite level. In addition, they aim to promote the Paralympic values, which include courage, determination, inspiration and equality. The Paralympic Games promotional activities include a Paralympic Games communication strategic plan and the accessibility awareness programme.



7.0 Design Standards for Competition Venues – Executive Summary

Introduction

The objective of the Design Standards for Competition Venues manual is to provide Bidding Cities and current OCOGs with planning standards throughout the development process for all Olympic competition venues. It also provides information for the design and development of Olympic competition venues that are suitable and ready to host the corresponding Paralympic sports without major modifications. These design standards prevent over building, over servicing and over spending on the Olympic Games and are a critical reference tool for all stakeholders.

Key principles relevant to venue design, which have also been reinforced by the IOCs Olympic Games Study Commission, include the fact that existing venues should primarily be used, with refurbishment if needed. New, permanent venues should be built only if there is a real legacy benefit, ensuring flexible use where possible. If there is no legacy benefit then a temporary solution should be sought.

In designing the Olympic venues there are a number of venue planning principles which define the general and consistent levels of service to be provided across all clients. These include the venue area concept, venue entry and exit, front and back of house operations, seating and standing areas, venue diagrams, lighting, power, Heating, Ventilation & Air-Conditioning (HVAC), security, safety, Look of the Games and signage.

The Games should provide an accessible and inclusive environment for all users. Whilst accessibility is fundamental for Paralympic competition venues it is also a universal requirement and most Olympic Games clients may include people with a disability. Hence planning for accessible venues should be addressed for all Olympic venues. Accessible environments will also benefit parents with strollers, seniors, small children and those spectators/visitors who do not speak languages included on signage. Good design should integrate access from the earliest planning inception and include consideration of permanent construction as well as temporary overlay.

Continued on next page

7.0 Design Standards for Competition Venues – Executive Summary, Continued

Introduction (continued)

Venue Design Standards Matrices have been defined for planning Olympic competition venues and provide the general principles as well as design and construction principles for venue design. The matrices establish the level of input and decision by Olympic clients and clearly state whether they are recommendations, obligations or guidelines based on previous Games experience.

The number of competition venues and the venue gross seating capacities of each one are important components of venue design and must fit with the IOC standards. These decisions should be taken by potential Host cities during the Bidding phase of a Games. A key principle should be to develop venues in precincts and clusters by considering how many can be shared and located adjacent to each other according to technical feasibility, sport competition formats and schedules.

To determine the final venue capacities the OCOG should consider a number of points before deciding on the final figures. These include the capacity of any existing venue to be used, the capacity for legacy use of any new venue, the popularity of the sport in the Host city, Region and/or Nation and the ability to increase capacity on a temporary basis. For each competition venue there are a number of spaces that are required for each functional area in order for them to perform their role during the Games. The concept of precincts and clusters should help to minimise the duplication of these functional spaces at venues.



8.0 Finance – Executive Summary

Introduction

The Finance function is responsible for providing the foundation, organisation and critical processes necessary to establish and manage an accurate financial plan for an OCOG. It must oversee and manage a fiscally responsible budget that meets and respects all obligations and requirements related to the hosting of an edition of the Olympic Games.

To successfully accomplish this task, the Finance function must be an integral part of the OCOG. All key decisions and activities of the OCOG and its functional areas must include the participation of the Finance function in order to assure that all OCOG activities are coordinated, integrated and managed within the limits of the budget.

The Finance function must also establish integrated policies, systems and reporting across budgeting, change management, procurement, accounting and contract administration in order to successfully administer a comprehensive budget across the OCOG. This effort must link historical decisions, current decisions and future decisions that are made by the OCOG across different time lines through different functional areas into a comprehensive balanced budget. This requires that the OCOG and the Finance function be prepared to manage a fluid budget that will change and evolve with planning up to and after the Games.

The fluid nature of planning and budget management requires the OCOG to review continuously and repetitively all key projects spread across all functional areas. The situational economics of hosting the Games must always be acknowledged and respected in such a manner that the OCOG strategically focuses on ‘must haves’ necessary to host the Games that are accommodated with the available resources until later potential revenue planning indicates the possibility of adding ‘nice to haves’ related to the budget.

The Finance function should consider itself a “service provider” to all functional areas within the OCOG. The Finance team is responsible to provide and manage key financial information for each functional area thus allowing them to accomplish their respective responsibilities in hosting the Games within the parameters of the budget.

Continued on next page



8.0 Finance – Executive Summary, Continued

Introduction (continued)

To accomplish this, the Finance function needs to have vision into each functional area's respective plan and perspective of the impact on the overall OCOG plan. As such, the Finance function should organise itself in a centralised/decentralised manner. The centralised aspect allows the function to establish consistent budgeting, procurement and reporting methodologies across all functional areas. The decentralised aspect allows the assigned Finance Manager and the function to adapt to the unique needs of each functional area all while maintaining a certain level of consistency and integration across all departments.

The OCOG Finance team must interact with the IOC to periodically report on the budget, the delivery of the Host City contract requirements and TOP revenue allocation. The IOC and the OCOG Finance team will have a series of meetings throughout the life of the OCOG to coordinate the various aspects of obligations between the two parties. The process of shutting down and dissolving the OCOG post Games should not be underestimated. The OCOG must therefore present a formal dissolution plan to the IOC for review 6 months before the Games.

Fiscal responsibility and budget achievement is clearly a critical success factor for every OCOG. An Olympic budget is considered to be project based; meaning an OCOG only has one opportunity to attain their budget objectives. The success of this effort is dependent on a cohesive OCOG serviced and supported by an integrated and proactive Finance team.



9.0 Food & Beverage Services– Executive Summary

Introduction

Food and Beverage (F&B) services are a key aspect of the overall Games experience for all client groups. These services are therefore required to meet, and even likely to exceed, expectations at all competition and non-competition venues, Olympic Villages as well as in all hospitality areas.

The F&B services function has the responsibility for the overall planning, coordination and delivery of food and beverage services to all client groups. The clients can be divided into two distinct groups, namely; the 'obligatory groups' who receive complimentary services and the 'user pay' groups who will pay for their own requirements. The OCOG must present food menus for all client groups to the IOC for approval.

The obligatory client groups include athletes and team officials, OCOG staff & volunteers and various levels of the Olympic Family (with the exception of media). The user pay client groups will include spectators, media (press and broadcasters), marketing partners (for their guests) and often contractor staff (depending on contractual arrangements with the OCOG).

There are many success factors in the delivery of Games time F&B services which include; diversity, availability, procurement, service safety and pricing. Highly effective solutions will need to be provided across all competition venues as well as a range of other venues and facilities including Olympic Villages, training venues, the uniform & accreditation centre, transport depots for drivers and media venues including the International Broadcast Centre (IBC) and Main Press Centre (MPC).

It is typical for the Main Media Centre (Main Press Centre and International Broadcasting Centre) to operate around the clock (24/7) due to the diverse range of staffing and time zones being covered. Availability of hot meals during this period is critical for the operations to function effectively.

Continued on next page



9.0 Food & Beverage Services– Executive Summary, Continued

Introduction (continued)

In the Olympic Village, F&B services require a huge variety of menu choices to satisfy the diverse cultural and dietary necessities of the client group as well as an around the clock services (24/7). Athletes and team officials who are away from the Olympic Village for an extended period of time, due to training schedules, are to be provided with an 'Athlete Venue/Boxed Meal'.

F&B services at venue concessions/kiosks are a good opportunity for an OCOG to generate further revenue. There are strict guidelines for this complex area of operations to ensure marketing partners' branding rights are fulfilled; however, this should be done according to the desire to maintain an atmosphere at the Games that is primarily non-commercial in accordance with the Olympic Charter.

It is common practice for F&B services to be contracted out to a number of providers across the client group requirements. The education and management of these contractors is paramount with regards to the use the value-in-kind (VIK) products, deliveries into venues and overall service levels & standards.

The success factors mentioned above are countered by the following challenges which face every OCOG today; sustainability in relation to waste management, food safety (preservation and freshness) and the importance of water quality.



10.0 Games Management – Executive Summary

Introduction

The challenges and complexities facing Olympic Games Organisers (OCOGs) today are significant. One of the OCOGs earliest challenges is to develop a plan which enables the enormous and multi-faceted project to be broken into a series of logical and linked activity streams. This flows from the first strategic documents to the detailed operational plans, ensuring integration is embraced by all functions and a focus is placed on the overall client experiences.

To assist with this task, the IOC has worked with the OCOGs of recent editions of the Olympic Games to develop a generic Games Readiness Integrated Plan, known as the GRIP, which provides a flow of high level activities considered critical to achieving effective Games planning over the seven-year OCOG life-cycle.

This roadmap includes three different perspectives:

1. Client experience
2. Functional planning
3. Venue integrated planning

It is an intentionally simplistic means to present the very complex challenge of staging the Games. Within each time-based phase are many streams of activities, to be aligned within the OCOG to ensure consistency in planning and results.

Equally it is unapologetically generic, and will require adaptation to fit the context and specificities of each OCOGs planning environment. It is, however, an extremely useful tool to enable OCOGs and the IOC to share a common planning vision highlighting two major opportunities of Games planning:

1. An OCOG is to be an organisation focused on operations from the beginning of any planning process
2. An OCOG is recommended to use reverse and backwards planning techniques

It has also withstood the test of several successful editions of the Olympic Games.

Continued on next page



10.0 Games Management – Executive Summary, Continued

Introduction (continued)

An outline and introduction to the GRIP is presented together with the dual perspectives which underpin the GRIP philosophy. For each activity stream and chronological phase, practical tools, templates and lessons are provided, drawn from the experience of previous OCOGs.

Some structural recommendations are provided as they are considered to be critical to the successful delivery of the GRIP. Specifically, the IOC supports the early appointment of a senior management team to lead Games planning across all the various streams, throughout the GRIP phases. This team will direct the integrated planning of the many OCOG functions over the seven-year OCOG life-cycle and will play the important role of integrator of all functions, clients and venues.

An overview of the various roles undertaken by the IOC is presented including – key stakeholder, lead partner, client and service provider – and the basis and process for IOC-OCOG interactions at all stages of the planning and delivery process.

Finally, an outline of the very similar approach to Games management adopted by the IPC for the Paralympic Games is provided, highlighting any noteworthy differences throughout the document.



11.0 Information Management – Executive Summary

Introduction

The planning and delivery of the Olympic and Paralympic Games demands excellence in project management, logistics, governance, communications and event operations. This by necessity involves complex flows of information within the OCOG and between its stakeholders and creates an extensive need to effectively share and use knowledge.

The OCOG, its workforce and stakeholders are actively involved in acquiring creating, storing, accessing and using information and there is a need to ensure that this is co-ordinated and well managed. Aligning people, processes, content and technologies within a culture that values learning and knowledge enables the OCOG and each individual to achieve their goals.

Effective IKM can increase the consistency, access and protection of information and support the leveraging of knowledge across the OCOG. The Information and Knowledge Management (IKM) function has an important dual role in linking the organisation and enabling cross functional co-ordination to:

1. Support effective Games-wide planning, management and reporting
2. Enable business efficiency by minimising risk and duplication of effort
3. Facilitate informed decision making, learning and continuous improvement
4. Organise, disseminate and protect information and knowledge for immediate and future use

The information and knowledge environment of an OCOG is characterised by exponential growth, constant change, diversity and complexity. In addition to this each OCOG has a unique context and therefore no single model of IKM is applicable. The application of technology and the influence of national culture are two features that may influence the way in which information is managed. Hence there are a number of different models and lessons learnt from previous Games. Consideration should be given as to the positioning of the IKM team within the OCOG and the balance between centralised Vs. decentralised activities, as well as the set up of a network of IKM champions and sponsors.

Continued on next page



11.0 Information Management – Executive Summary, Continued

Introduction (continued)

The nature of the work of an IKM function requires effective connections and co-operative relationships across a broad spectrum of partners including other OCOG functional areas, the Olympic Games Knowledge Management Programme (OGKM) and external stakeholders. The IKM acts to design, implement and coordinate information and knowledge management activities and processes as well as to provide services to other functions and stakeholders.

The IKM function has a major role to play across all phases from the Bidding phase through to dissolution. Within the lifecycle of the Games organisation the focus of the IKM function changes according to the strategic and operational demands.

During the **foundation period**, after a City is awarded the Olympics seven years before a Games, the focus is on implementing a flexible and robust information infrastructure, policies and services to enable planning and decision making. There is a need to gather information from external sources and ensuring the effective organisation of information. It is important to establish the core foundations and frameworks which will support the OCOG as it grows.

During the **operational readiness phase**, which typically commences four years before a Games, the emphasis is on ensuring the flow of appropriate and consistent information within the OCOG and the growing number of stakeholders. Documents and content need to be created, managed, and made accessible to work groups – there is a need for consistency, version control and accuracy of content. Management of records, capturing lessons learnt and sharing of know-how is important. Other activities may include the co-ordination of public information content and training and support for OCOG staff in the use of information systems and processes.

During **Games-Time** itself information management supports services such as developing information content for Event Services functions, incident tracking, information services for athletes and research services for the media. Knowledge capture and transfer are core activities.

Continued on next page



11.0 Information Management – Executive Summary, Continued

Introduction (continued)

Post-Games the information and knowledge created and used during the OCOG lifecycle is a valuable legacy for both the Host city/Country and the Olympic Movement. Activities such as records and archives management, knowledge transfer to the IOC/IPC, development of legacy collections and production of Official reports and films all contribute to maintaining this legacy.

Information and knowledge management provides a channel for the ongoing building of organisational capabilities, not just within the specific Games organisers, but importantly across the Olympic Movement.

The IOC manages the integrated programme of OGKM to collect knowledge and experience from previous OCOGs, and make it available to future OCOGs. Games organisers work in partnership with the IOC OGKM programme to share information and knowledge including reports, scope and scale statistics, technology solutions, Visual Transfer of Knowledge (VTOK) and supplementary materials. The IKM function supports the delivery of the OGKM Programme within the OCOG.



12.0 Marketing Partner Services – Executive Summary

Introduction

Marketing Partners are important stakeholders of the Olympic Games due to their financial and operational support and commitment, as well as their long-term commitment to promoting the Olympic Movement. Each OCOG must deliver a high standard of service and level of professionalism to meet the TOP Partners' expectations in supporting the Olympic Games and should provide Domestic Marketing Partners' the same first-class support to best exploit their unique experience with each individual edition of the Olympic Games.

The understanding of each Partner's objective(s) for supporting the Games is key to ensuring the best possible servicing levels are provided to the Marketing Partners for their respective activities across the OCOG. Whilst the strategic objectives of Olympic Partners vary from partner to partner, they often activate on common goals which go on beyond the Games leaving indelible legacies for the Olympic Movement.

Marketing Partners' contributions to the IOC, NOCs and OCOGs include not only financial support, but also products, services, infrastructure and marketing activities. TOP Partners' have the added value of long-term partnerships with the IOC and the Olympic Games thereby becoming an integral part of the Olympic Movement's voice in promoting the Olympic spirit.

The primary role of an OCOG Client Services team is to provide Olympic Marketing Partners with the appropriate servicing and support to ensure that their contractual rights and benefits are delivered, and that their business objectives are met. Various organisational structures have been implemented across previous Games but it is recommended that an account team model is used. Each account manager represents the central point of contact for each Marketing Partners' integration and communication within the OCOG. The Head of Client Services is responsible for the account teams, as well as hospitality planning, brand approvals, events and marketing services.

Continued on next page



12.0 Marketing Partner Services – Executive Summary, Continued

Introduction (continued)

The Client Services function has a comprehensive set of responsibilities to ensure that Marketing Partners' rights are fully delivered by the OCOG and exploited by the partner itself. Key to this will be proactive education and training both externally to the Marketing Partners and internally with all the OCOG functions. Due to the fact that Partners' contractual rights impact many of the OCOG functional areas the success for Marketing Partners requires excellent collaboration with these functional areas to ensure integration of the Marketing Partner activities and rights at early stages of planning. It should be noted that this Technical Manual serves as a guide and does not include all of the Marketing Partner contractual requirements. For a complete understanding of all contractual requirements the OCOG should refer to each individual Partner's contract.

In addition, the team is integral to the approval process which is put in place by the OCOG to protect the Olympic Brand and the Marketing Partners' rights. The IOC reviews and approves any use of its Marks & Imagery with the aim to protect the integrity of the brand but also to respect Marketing Partners' contractual rights and provide for maximum activation.

Marketing Partner Workshops are periodic meetings hosted by the OCOG in the Host City and are an opportunity for the OCOG to provide information to build relationships with and solicit feedback from Olympic Partners. Conducting a successful workshop requires the integrated support and contributions of many OCOG functional areas.

Marketing Partners' communications and operational activities for Games time need consistent coordination and support throughout the years of preparation. A Pre-Games Marketing Partner Review provides a forum for the IOC, OCOG and relevant stakeholders to have a preview on the overall proposed activities. The Pre-Games Review allows the IOC, OCOG and stakeholders to examine the plans and ask for any fine-tuning, if needed, with enough time prior to the Games in order to allow Partners to execute those programmes fully in line with the Olympic guidelines and policies.

Continued on next page



12.0 Marketing Partner Services – Executive Summary, Continued

Introduction (continued)

The Games Assets, which allow Marketing Partners to deliver guest hospitality programmes during the Games, are some of the most important aspects of each Marketing Partner's Olympic programme. These Games Assets include services and coordination from accommodation, ticketing, transport, airport operations and accreditation. These hospitality programmes require extensive awareness and pre-planning from the various functional areas within the OCOG as each Marketing Partners' programme can often have unique design aspects.

The OCOG is contractually responsible for creating a Partner Recognition programme to publicly recognise all the Marketing Partners. This Partner Recognition is a fully integrated programme that incorporates advertising, PR, internal and external communication and Games time signage. It serves to promote the Official Olympic Partners, protect the Partners from ambush marketing, add value to each Partners Olympic association and maintain the integrity of partnership levels and categories.

Games time activities are the culmination of the Marketing Partners marketing and operational commitment and support of the Games. They include a range of activation activities from on site operations, concessions, advertising programmes, hospitality and showcasing. Showcasing is one of the Marketing Partners' most effective opportunities to leverage their Olympic association by bringing their products and services into direct contact with the Olympic spectators and visitors within the Host City.



13.0 Media – Executive Summary

Format of Manual

The Technical Manual on Media consists of two Parts and four Chapters, plus annexes. The two Parts should be read in conjunction with each other.

PART 1 – Written and Photographic Press and the General Facilities and Services to be provided to the Media

Chapter I **General Forward, Preamble and IOC Media Structure**

Chapter II **General Facilities and Services to be provided for the Media by the OCOG**

Chapter III **Written and Photographic Press**

PART 2 – Broadcasting

Chapter IV **Broadcasting**

The Technical Manual on Media is compiled by IOC Media Operations and Olympic Broadcasting Services (OBS) in consultation with the IOC Legal Department.

The Technical Manual on Media is revised whenever the IOC deems it necessary to incorporate the latest developments in media coverage of the Olympic Games and other major sporting events.

Objectives

The Technical Manual on Media outlines the media facilities and services to be provided by the Organising Committee for the Olympic Games (OCOG) and Olympic Broadcasting Services (OBS) for the accredited media including, in particular, broadcasters who have concluded agreements with the IOC for the acquisition of the rights to broadcast the Olympic Games (Rights Holders) and the accredited written and photographic press (Press).

Continued on next page



13.0 Media – Executive Summary, Continued

Objectives (continued)	<p>OCOG and OBS obligations to the accredited media, as well as certain responsibilities applying to the accredited media, are further established in:</p> <ul style="list-style-type: none">• The Olympic Charter• Host City Contract• A contract to be signed by the IOC, the OCOG and the OBS• The “Facilities and Services to be provided by the OCOG and the OBS” document annexed to this Technical Manual• Rights Holder agreements• Other IOC Technical Manuals <p>By delivering high quality facilities and services to Rights Holders, through OBS, and the press, the OCOG must aim at ensuring the best possible media coverage of the Olympic Games to the widest possible audience.</p> <p>This Technical Manual on Media also helps Applicant Cities and Candidate Cities understand the scale and scope of facilities and services that are required to be provided to ensure the successful broadcasting and media operations at the Olympic Games and Olympic Winter Games as they seek election as Host City of future editions of the Games.</p>
Limits	<p>Requirements may need to be adjusted to each individual city, venue and/or sport depending upon the actual conditions in place. These requirements may also change following detailed surveys by the IOC and host broadcaster management team and the eventual needs of OBS, Rights Holders and Press.</p>
Target Audience	<p>The target audience for this manual is:</p> <ul style="list-style-type: none">• OCOG• NOCs• IFs• Media• OBS• Applicant and Candidate cities• IOC

Continued on next page

13.0 Media – Executive Summary, Continued

Overview The Technical Manual on Media consists of two parts and four chapters, plus annexes. The two Parts should be read in conjunction with each other.

Following is a summary of the contents of each chapter:

Chap	Title	Description
PART I – Written and Photographic Press and General Facilities and Services to be provided to the Media		
1.0	General Forward and IOC Media Structure	Chapter 1 offers a general introduction and preamble to the IOC media structure as well as an introduction to the expectations for the host broadcast and media operations at the Olympic Games and Olympic Winter Games. It includes a brief overview of Olympic Broadcasting Services (OBS), the roles of the IOC Press Commission and IOC Radio and Television Commission, reporting, relations with IOC and the final report and transfer of knowledge.
2.0	General Facilities and Services to be provided for the Media by the OCOG	Chapter 2 outlines the general facilities and services to be provided by the OCOG for the media including accommodation, transport, telecommunications, technology, accreditation, access to the Olympic Village, additional access controls and high demand events, language services, support services, and employment laws, permits and taxes.
3.0	Written and Photographic Press	Chapter 3 details the facilities and services that are to be provided for the written and photographic press as well as some common media services, including the Main Press Centre, Venue Media Facilities and Services, Olympic News Service, Photo Services and Press Services, as well as the structure, key timelines and responsibilities of the OCOG Press Operations.
PART II – Broadcasting		
4.0	Broadcasting	Chapter 4 describes the media facilities and services to be provided by the OCOG and Olympic Broadcasting Services (OBS) for the media including facilities and services for broadcasting to be supplied at the venues, the International Broadcast Centre (IBC) as well as general financial guidelines.



14.0 Medical Services – Executive Summary

Introduction Overview of Medical Programme

During the Games, the OCOGs Medical Services function is responsible for the medical care and health planning for all client groups associated with the Games including athletes, teams and other members of the Olympic Family and their guests, media, workforce, sponsor guests and spectators.

The OCOG must provide a coordinated delivery of medical care for all client groups inside the Games venues and ensure that appropriate medical care is available outside of the Games venues. The general principles of the health care programme include the scope of medical care for each client group, special provisions for the Olympic Family medical programme, medical transportation, relations with the public health authorities, disaster planning, guarantees and operational issues.

During the Olympic Games, members of the IOC Medical Commission and its Games Group will observe, assess, and support the OCOG Medical Services and Doping Control functional programmes. The various activities and responsibilities for this group include monitoring the doping control tests carried out by the OCOG, liaising with the team doctors in the Olympic Village and at the venues, monitoring injuries and analysing the medical data provided by Medical Services. They will also monitor dental and physiotherapy services in close cooperation with the OCOG Medical Services.

The OCOG Chief Medical Officer (CMO), as a full member of the IOC Medical Commission Games Group, is the link between the IOC Medical Commission and OCOG Medical Services. Remarks, criticisms or any other feedback should be immediately reported to the CMO. Therefore, the OCOG must make certain provisions for the IOC Medical Commission during the Games period and these requirements will be reviewed in advance.

Continued on next page



14.0 Medical Services – Executive Summary, Continued

Introduction
Overview of
Medical
Programme
(continued)

The Doping Control Programme is responsible for the planning and delivery of the infrastructure necessary to implement the Doping Control Programme at the Games, in accordance with the requirements of the IOC, IPC and in compliance with provisions of the World Anti-Doping Code and accompanying International Standards. The general principles, roles and responsibilities and key documents and structures related to the OCOGs Doping Control Programme are outlined.

The IPC Medical and Scientific Department and its respective Committees (anti-doping, Therapeutic Use Exemption (TUE), Sports Sciences) are the equivalents of the IOC Medical Department and IOC Medical Commission when reference is made to the Paralympic Games.



15.0 NOC Services – Executive Summary

Introduction

NOC Services are responsible for planning and managing relations and services with the National Olympic Committees, in order to guarantee optimal conditions for the athletes and consequentially the success of the Olympic Games. They serve as the primary liaison and only point of contact between the OCOG and the NOCs during the period leading up to and during the Games. They provide the NOCs with a one stop shop on all aspects of the organisational process.

The key responsibilities are the management of relations and communications with the NOCs, recruitment and training of NOC assistants for Games time and planning and operations of the NOC Services centre within the Olympic Village. With this highly specialised client group from around the world the NOC Services staff are usually the most diverse of all OCOG functional areas often with a high proportion of full-time expatriate staff. The Head of NOC Services will manage a team of regional managers who are responsible for all aspects of NOC Services across a single or cluster of territories depending on whether it is a Summer or Winter Games.

NOC Services will develop a close collaboration with all functional areas that are planning services and operations impacting NOCs, their athletes and team officials. As the owner of the client group within the OCOG, NOC Services will gather valuable information from all NOCs and pass details onto the OCOG functions in order to define service requirements and service level agreements (SLAs). This process will maximise the effectiveness of functional and venue based planning. It is therefore always essential that NOC Services have the most up to date and accurate information from the OCOG functions to provide to the NOC delegations who are made up of NOC Presidents and Secretary Generals, Chefs de Mission, athletes and various team officials.

There are a number of specific services provided to the NOCs both pre Games and during Games operations:

Pre Games the focus is on building relationships with the NOCs, attending continental association meetings and hosting visits to the city for planning meetings.

Continued on next page



15.0 NOC Services – Executive Summary, Continued

Introduction (continued)

The NOC Services communication programme is responsible for organising and distributing all official communications and publications that inform the NOCs of Games preparations throughout the pre Games phase. This includes the NOC Services newsletters, progress reports, Chefs de Mission dossier, Chefs de Mission manual and assisting with the compilation of publications produced by other functional areas that relate to NOCs.

One year prior to the Games NOC Services must organise a Chefs de Mission seminar in the Host City in order to present the OCOG and Host City to the NOCs, inform on OCOG progress and show the Olympic Village and venues to the NOCs. This is one of the most important milestones in the preparation of the Games. The programme encompasses a number of different elements and has to incorporate several different events within a limited time frame.

Also prior to the Games the OCOG is responsible for providing support travel grants to aid the participation of delegations in the Games. The grant is based on previously agreed criteria in the Host City Contract. NOC Services will support the implementation and communication of this programme to all the NOCs.

Other Pre-Games services include approving flag and anthem proposals, estimating team sizes, facilitating entry visas and immigration formalities and organising pre delegation registration meetings.

During Games time NOC Services maintains its Pre-Games centralised communication role between the OCOG and the NOCs and is responsible for identifying, collecting, resolving and escalating any issues pertaining to NOCs and their athletes and team officials. This will be from the moment they arrive into the Host City to the moment that they depart. The arrival process should be a smooth and efficient process to ensure that the first impression of the Host City is a positive experience.

The Games time responsibilities include conducting delegation registration meetings, managing NOC Services centres, NOC Relations, NOC Assistants Programme, NOC Communications and holding regular Chefs de Mission meetings.

Continued on next page



15.0 NOC Services – Executive Summary, Continued

Introduction (continued)

Chefs de Mission meetings are the Games time forum for all NOCs to raise issues both within the Village as well as those surrounding the Games themselves. Therefore senior OCOG management should always be present at these CdM meetings.

NOC Services will operate in the NOC Services centre located in the residential zone of the Olympic Village it offers the one-stop shop of centralised services to the NOCs. Within the Services centre representatives of various OCOG functions are available to give specialised information. General services at the NOC Services centre include mail pick up, complimentary sports ticket distribution for athletes and team officials, meeting room scheduling, scheduling of catering services, translation services, sales of meal vouchers and distribution of various communications and materials from the OCOG.

At the end of the Games and before the NOC Services functional area is finally dissolved, a number of tasks need to be performed and a number of issues closed. This includes the settling of NOC accounts, returning any items left in the Village, forwarding any mail and providing NOCs with the official results books.

NPC Services is one of the few OCOG functional areas that are dedicated exclusively to the preparation of the Paralympic Games and has operated in past Games either fully integrated within NOC Services or in close collaboration with it. The role of NPC Services is similar to that of the NOC Services but includes some additional requirements in order to meet the IPC rules and regulations.

16.0 OCOG Marketing – Executive Summary

Introduction

When a Bidding City is awarded the Games, it is immediately bound to the terms of the Host City Contract (HCC). The HCC binds the Host City and the Host NOC (and the future OCOG which they will create) to honour and participate in the IOC's international partnership and licensing programmes. Soon after the OCOG is formed, it must assume all marketing authority for the Host NOC under the Joint Marketing Programme Agreement (JMPA). The OCOG is obligated to abide by the terms of the JMPA entered between the City and the Host NOC.

The OCOG must then enter into the Marketing Plan Agreement (MPA) with the IOC. The guiding principle of the MPA is that the IOC is the ultimate owner of all Olympic intellectual property and exclusive owner of all Olympic marks, including "City + Year" marks. The MPA includes a license by the IOC to the OCOG to allow the OCOG to design and implement a domestic programme for revenue generation, so long as the plan honours the pre-existing Olympic marketing landscape. In exchange for this license, the OCOG agrees to pay the IOC a royalty on each marketing deal it enters.

Part of the pre-existing Olympic marketing landscape is the IOC's International Marketing Partners. The most significant of these are the TOP Partners. The IOC may also have one or more International Programme Partners that are not TOP Partners but that nonetheless have already been granted rights in the OCOG's territory. Additionally, the IOC has a number of international licensees, and each NOC may have partners and licensees in their respective territories. The OCOG Marketing programme, therefore, takes a place amidst an already extensive field of worldwide Olympic marketing rights.

Perhaps most importantly to an OCOG, the MPA requires the OCOG to treat each TOP Partner at least as favourably as an OCOG highest level Domestic Partner, and also to deliver all TOP rights and special or customised rights that appear in each TOP Partner's agreement with the IOC. Thus before the OCOG Marketing programme begins in earnest, the OCOG already has a foundational set of 'worldwide' partners, whose rights must be protected and delivered by the OCOG. In exchange, the OCOG will share in the revenues from each of the TOP Partnership deals.

Continued on next page

16.0 OCOG Marketing – Executive Summary, Continued

Introduction (continued)

The MPA must include, as an attachment, the actual OCOG Marketing Plan. The MPA will also include detailed obligations on the part of the OCOG to act as the IOC's responsible agent for protecting and delivering all Games-related rights to the TOP Partners.

Additionally, under the MPA, the OCOG must accept responsibilities such as brand protection within the OCOG's territory, a hospitality programme for all marketing partners and their guests, a billboard control programme for a window of time to include the period of the Games, hotel pricing controls (to protect marketing partners and spectators), and the like. It will also grant access to its territory for any IOC international licensees selected by the IOC and notify the OCOG accordingly when IOC licensed products enter the OCOG's territory.

The OCOG's Marketing Plan must include, among other things, a value chain outlining the package of rights and opportunities to be granted to each tier of OCOG Domestic Marketing Partners, as well as a list of product categories which have been designated as likely categories for sale to the OCOG's first, second and third tiers of partnership. These categories must be approved for release by the IOC prior to the programme commencing and no domestic deal can be considered complete until it received formal IOC consent. The OCOG should ensure that sales are conducted in a manner that maximises the potential value of each tier and each product category as well as announcing deals to that it maximises interest in the OCOG's marketing programme and in the Games themselves.

There are normally two objectives to an OCOG licensing programme: brand awareness and revenue generation. Each unique OCOG may have other objectives specific to its own territory and situation. Licensing programmes constructed by the OCOG must respect and support the existing brand architecture and dovetail with ongoing licensing activities. Pins, stamps and coins should anchor any successful Olympic licensing programme, and the creative team used by an OCOG should be kept very close to the teams tasked with the merchandising. All OCOG-themed licensed products should be high quality, brand aligned, ethically sourced and offered at all price points.

Continued on next page

16.0 OCOG Marketing – Executive Summary, Continued

Introduction (continued)

The IOC will also review and approve the OCOG form licensing agreements and will participate in the ongoing development of these agreements in a manner very similar to that described for partnership agreements. In order for the OCOG to fully understand the rights of all the IOC International Marketing Partners the IOC will conduct an education programme including workshops and contract reviews for relevant persons in marketing and other functional areas.

During the course of planning and executing its Domestic Marketing Plan there are a number of issues that are commonly faced by the OCOG. These relate to the management of the other activities that may take place as a result of the city being host to the Games. The OCOG must ensure that no other partnership or signage programmes are allowed to exist (whether undertaken by the Host City, a third party or the OCOG themselves). They should also be aware that when other events or activities become Ancillary Events (i.e. where events are organised by the OCOG, or the OCOG gives its permission to organise any event that is Olympic themed or employ Olympic IP) then the place where that event is held becomes a 'Venue' and hence all TOP Partners and OCOG partners rights must be upheld. Where test events fall under the authority or control of the OCOG then they would be approached as an Ancillary Event. However in some cases where test events are conducted by the NOC/IF or another organisation and where there is no Olympic themed activity or IP then the TOP and OCOG partners do not have any rights.

The Paralympic Games is a separate property from the Olympic Games and OCOGs are not able to bundle the Paralympics rights with their Olympic rights. Similarly the OCOG cannot package rights relating to the Torch Relay along with normal first, second or third tier rights packages.



17.0 Olympic Games Impact – Executive Summary

Introduction

Hosting an Olympic Games has a significant impact on a Host City and its community. From tangible infrastructure construction, such as competition venues and transport infrastructure improvements, through to the evolution of the image of the Host City, the event acts as a vehicle and catalyst which leaves a lasting mark on a city, Host Country and its people through its economic, urban, social and historic influence.

The idea for the Olympic Games Impact (OGI) study originated from the desire, by the IOC, to develop an objective and scientific analysis of this impact for each edition of the Olympic Games. By this means, the IOC builds up a powerful and accurate knowledge base of the tangible effects and legacy of the Games. In turn this enables the IOC to fulfil two of its principal objectives as enshrined in the Olympic Charter:

1. To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and require that the Olympic Games are held accordingly
2. To promote a positive legacy from the Olympic Games to the Host cities and the Host countries

The OGI study outlines a set of indicators to measure the potential impacts of the Games. For the impact of the Games to be captured in a consistent manner from one Olympic Games edition to the next, this procedure is both common to all Olympiads and also compatible with the individual nature of each one. The scope of the OGI study covers the three internationally recognised areas of sustainable development namely; economic, socio-cultural and environmental.

Five territorial notions are proposed to take account of the different areas affected by the organisation and impact of the Olympic Games. They are the country, the region, the city, the world and the Olympic sites.

The OGI study covers a period of twelve (12) years. This period commences during the bidding phase, two (2) years prior to the Host City election and continues through to three (3) years after having staged the Games. Four (4) OGI reports are published throughout this period.

Continued on next page



17.0 Olympic Games Impact – Executive Summary, Continued

Introduction (continued)

They contain the relevant collected data together with an interpretation of it. The initial conclusions of the OGI study are included within the Official Report that is submitted to the IOC twelve (12) months after the Games.

The OGI study can be used as a dynamic management tool which allows OCOGs and their stakeholders to have an overall vision of the impact of their activities and investments made in the framework of staging the Games. Used actively, the OGI study offers OCOGs a means of understanding the effects of certain actions undertaken and to make adjustments if necessary.

It can also be used as a tool to demonstrate the positive impacts of holding the Games in terms of local, regional and national development.



18.0 Olympic Hospitality Centre – Executive Summary

Introduction

✕

This manual provides information regarding the Olympic Hospitality Centre (OHC) that is to be provided by an OCOG at the Olympic Games, with particular emphasis on the Summer Games, and presents obligations and guidelines for the OCOG in managing the development of the OHC as required by the [Marketing Partners Agreement](#) (MPA).

At previous editions of the Summer Games, Marketing Partners have hosted between 50,000 – 70,000 international and domestic guests, including Heads of State, Prime Ministers, Chairmen and CEOs of major corporations, as well as employees and Olympians.

Typically, Marketing Partners will host 4 to 7 different group or ‘waves’ of international guests over the duration of the Games. As one group of guests finishes their Olympic hospitality experience another group of guests will arrive, allowing Marketing Partners to showcase their association with the Games to a large number of people. On average, these hosted guests will spend between 3 and 5 days at the Games as part of a Marketing Partners hospitality programme, which often includes business class flights, premium accommodation, two event tickets per day, cultural elements, tourist sites, Host City restaurants and access to the OHC.

Often Marketing Partners also invite guests from the Host City as part of a day by day programme which can include all aspects of the international programme described but without the accommodation elements. Depending on the Marketing Partners business sector a number of ‘ticket only’ guest experiences can also be included in their overall hospitality strategy. These tickets are sometimes simply gifted by the Marketing Partners to guests or in other instances they are won by consumers in competitions organised within their sectors.

All the various guest types described are often given access to the OHC as part of their Olympic experience. The OHC needs to be an ‘exclusive’ hospitality venue of potentially 40,000 – 50,000 square metres in size, made up of private individual suites, centrally located at the heart of the Games.

Continued on next page



18.0 Olympic Hospitality Centre – Executive Summary, Continued

Introduction (continued)

At a minimum this location needs to be in close proximity to at least 3 key competition venues one of which should be the main stadium. It will offer the IOC and the Marketing Partners the opportunity to host their guests for lunch, dinner or light refreshments in a private or shared hospitality venue before and/or after their Olympic events.

The OCOGs responsibility is to provide an OHC as a separate venue for the IOC and Marketing Partners to entertain their guests, and provide the overall support for the development of the OHC. The OHC can be a temporarily tented and purpose built venue or an existing building. The OCOG is obliged to provide a dedicated space for the IOC to host its invited guests within the OHC. This area is referred to as the Olympic Club and must include the same standard suite fit out as that offered to the TOP and OCOG Marketing Partners.

In accordance with its commitments made during the Bidding phases of a Summer Games the OHC shall be in a convenient location and within easy access to the main competition/Opening and Closing Ceremony venue, the location is to be approved in writing by the IOC. An adjoining transport facility, for the exclusive use of the Marketing Partners, is a critical inclusion to the overall OHC operation.

Due to the wider spread competition venue distribution of a Winter Games together with the scale of the event itself it is not a requirement for a Host City to provide an OHC. Early consultation is encouraged with Marketing Partners and their agencies to understand any requirements that could be focused at any individual Winter Games venues.



19.0 Olympic Torch Relay – Executive Summary

Introduction

The Olympic Torch Relay (OTR) is a unique part of the Olympic Games and plays a key role in expressing the Olympic ideals of peace, unity and friendship through the highly recognised and regarded symbol of the Olympic flame. It has an important role in sharing the Olympic Games throughout the Host Country and developing a sense of excitement and anticipation for the forthcoming Games.

OTR operations are characterised by a number of unique features since this functional area commences live operations a number of months before Opening Ceremony. OTR operations take place outside the secure perimeters of Olympic venues in the streets, plazas, parks and buildings of the cities and towns through which it travels on its almost continuous journey throughout the Host Nation.

The OCOG will need to adjust the model developed in this Technical Manual to account for local conditions and cultural characteristics especially as the OTR operates in a different geographic and political environment to the Olympic Games themselves. The OCOG should consider the impact of local conditions and discuss any potential operational challenges with the IOC in advance.

The OTR functional area is tasked with having responsibility for a large event that commences prior to Opening Ceremony. Because of this, OTR planning may not always be in line with an OCOG's Games-time planning and this should be taken into consideration when global decisions are taken such as staffing and procurement. As an operator of a major event, the OTR functional area will constitute many different areas. In some cases, these areas will replicate the activities of functional areas that already exist within the OCOG. Each OCOG should determine the most efficient and effective operating structure for their organisation.

The OTR function depends on its relationships with numerous external parties including relationships with the NOC, national, regional and city governments, police, emergency services, roads and traffic authorities, venue owners and operators, national and local media operators, community leaders, international and domestic marketing partners and various other groups.

Continued on next page



19.0 Olympic Torch Relay – Executive Summary, Continued

Introduction (continued)

To manage these relationships and ensure the successful passing and celebration of the OTR, the OTR function creates Community Task Forces in each community that is visited by the OTR. Under the management of the OTR function, presenting partner(s) representation and a community representative, this forum manages all the local external relationships and coordinates the participation of all necessary and interested parties.

The primary areas within the OTR function and their key obligations are as follows:

Marketing and Sponsorship – the OCOG must develop a Marketing Plan for the OTR which will need to be approved by the IOC. They will also need to provide the IOC with all sponsor agreement templates before negotiating with potential presenting partners and providers.

Communications – the OTR creates a huge crescendo towards the Games and is a significant communication element that heralds the countdown to the Games to both national and international audiences. Consequentially the OCOG must submit the Communications Plan to the IOC for prior approval.

Torchbearer Management – this operation is the ‘human face’ of the OCOG to the torchbearers and is responsible for all torchbearer interaction. It focuses on the overall experience of each and every participant.

Caravan Management – this involves the identification and procurement of vehicles in the planning phases to the fit-out, operations and maintenance in the operational stage of the OTR.

Advance Management – this function has two areas of responsibility; firstly the technical side of determining, measuring and documenting the OTR route and secondly the management of relationships. The relationships formed with communities and government will facilitate the permission for and smooth passage of the OTR across the nation.

Continued on next page



19.0 Olympic Torch Relay – Executive Summary, Continued

Introduction (continued)

Safety and Security – this function is responsible for OTR security and medical planning and the coordination and integration of all relevant law enforcement and medical agencies. The use of the Advance Management function as the primary liaison for these agencies is critical during operations.

Media Operations – one of the largest measures of success for an OTR is the positive media exposure it receives. This function is directly responsible for ensuring the worldwide media has fast and efficient access to all imagery.

Remain Overnight (RON) Operations – is the backbone of the OTR that provides all the necessary support services to enable the OTR team to share the flame across the nation without the day to day concerns of accommodation, meals and general welfare.

Technology – this includes the delivery of all support service requirements including telecommunications, office equipment, servicing and database management.

The manual also contains a chapter on the Paralympic Torch Relay. It is important to note that these two signature properties are distinctly separate. They have no marketing or commercial relationship and should be viewed as unique individual events.



20.0 Olympic Village – Executive Summary

Introduction

The Olympic Village is a core component of the Olympic Games and is generally the largest project for an OCOG. The Olympic Village must be provided to house all eligible athletes and officials for the duration of the Games. It must be open 24 hours, be secure from the general public and media and provide the required services for all athletes and team officials. It also needs to have suitable working conditions for the NOCs to provide support services to the athletes such as office and medical spaces.

The same Village is used for the Paralympic Games and all services and operations are replicated, therefore the planning should take place in parallel and ensure that any additional requirements for the Paralympic Village are met. For Winter Games there is often more than one Village depending on the location and distance of the mountain competition venues from the Host City.

A variety of clients live, work and visit the Olympic Village from athletes and team officials to guests and the workforce and certain obligations are outlined for these clients which must be implemented by the OCOG.

Due to the high profile and complexity of the Olympic Village the management team should report directly to the OCOG Senior Management to facilitate decision making and ensure the required specifications are achieved. The team is responsible for the planning of the Olympic and Paralympic Villages as well as the management and operations of the Villages. The function is usually divided into a minimum of five main sub areas namely; administration, facility services, Village operations, Village services and client project services & Paralympics.

The Olympic Village officially opens twelve (12) days before the Opening Ceremony for the Summer Games and eight (8) days prior for the Winter Games. The exclusive use period should be a minimum of two (2) months before the Games. However an OCOG should have access to the site approximately six (6) months prior (depending on weather conditions) to facilitate the overlay process. It closes three (3) days after the Closing Ceremony for both the Summer and Winter Games.

Continued on next page



20.0 Olympic Village – Executive Summary, Continued

Introduction (continued)

There are three main physical areas in an Olympic Village – the Residential Zone, the Olympic Village Plaza (International Zone) and the Operational Zone. The minimum size standards required for all the spaces within these zones are detailed in the manual.

The Residential Zone includes the private residential areas of the Village and contains accommodation, dining, medical and certain recreational activities and other services and operations. Only residents of the Village and personnel with the appropriate accreditation can access this area.

There are a number of technical requirements which must be met regarding housing in the Olympic Village which relate to the how the residents accommodation should be laid out, sizes of rooms, what facilities should be provided etc. There are also guidelines relating to housekeeping services as this is fundamental to the success of the Village operations.

The dining experience for athletes and team officials is also a key indicator of the success of the Village and residents should be provided with the highest quality food service and variety available within an appropriate environment 24 hours a day.

There are also a number of other spaces in the Village which must be provided. These include the IOC Corner, the WADA outreach programme, a Polyclinic, NOC Services Centre, IOC Offices, Sports Information Centre, Chef de Mission Hall, Sports Viewing Area, Multi Faith Centres, Security Command, Recreational Lounges, Sports Complex and a Facilities Services Centre.

The Olympic Village Plaza hosts a number of retail and recreational areas for the benefit of the athletes and team officials as well as guests of the Olympic Village. This is the main area where athletes, team officials, guests and media can interact. Guests must be in possession of a guest pass to allow them access into the area. There are a number of commercial services that must be provided in the Village and these include a Bank, Mail Services, Internet Centre, General Store, Merchandise Store, Travel Agent, Hair Salon and Florist.

Continued on next page



20.0 Olympic Village – Executive Summary, Continued

Introduction (continued)

The plaza will also host the Village amphitheatre which is used for team welcome ceremonies hosted by the appointed mayor of the Village. There is also a Village welcome centre which is the initial point of arrival for athletes and teams officials. Each delegations registration meeting will take place at the welcome centre.

The Operational Zone is the back of house of the Village and contains all the functions that are required in order to operate effectively. Such services include accreditation check points, vehicle screening areas, Guest Pass Centre, Village Media Centre, Transport Malls and storage areas.

The success of the Olympic Village requires collaboration among a large number of functions within the OCOG. Olympic Village management is ultimately responsible for these functions within the Village which include Accreditation, Ceremonies, Food Services, Human Resources, Logistics, Finance, Media, Marketing, Medical, NOC Services, Protocol, Security, Sport, Technology, Transport and Cleaning & Waste.

The same branding policies and restrictions apply to the Olympic Village as for all other official Games venues. Similarly there is a no smoking policy and alcohol is forbidden to be sold or distributed except through the Village food services catering programme for exceptional occasions such as ceremonies and private parties. NOCs may bring alcohol into the Olympic Village for consumption within their allocated spaces.

One of the most complex tasks within the Village is the assignment of the housing and administrative and medical spaces to participating NOCs. This takes into account the delegation sizes, housing preferences and any political/cultural sensitivities.

Taking into account distances of some specific venues from the Village other athlete and team official's accommodation must be considered.

Continued on next page



20.0 Olympic Village – Executive Summary, Continued

Introduction (continued)

These include the grooms Village which should be situated in close proximity to the Equestrian venue and stables, the outlying Football venues and auxiliary athlete accommodation to take account of certain sports such as Sailing, Rowing and Skiing where the venues are often a significant distance from the Host City. Additional team official's accommodation should also be provided but this is not free of charge to the officials and is paid for at a reasonable cost.

The Paralympic Games Village operates under the same basic principles as during the Olympic Games. There are however a number of requirements and obligations specific to the Paralympic Village over and beyond those that are transferred from the Olympic Games to the Paralympics. The transitional period between the Olympic Games and Paralympic Games should be very well planned to ensure that it is a smooth process.

21.0 Organising an IOC Session and related meetings – Executive Summary

Introduction

A Session is the general meeting of the IOC. It is the IOC's supreme organ and its decisions are final. An ordinary Session is held once a year but extraordinary Sessions may also be convened by the President or upon the written request of at least one third of the members.

A Session is an IOC event and, as such, the IOC, through the Office of the Director General and the Finance and Administration department (Protocol, Events and Hospitality services (PEH)), retains all decision making powers, especially with regard to the official programme, the choice of hotels and conference space, technical and telecommunications specifications, marketing initiatives and Protocol. More details about Protocol can be found in the Technical Manuals on Protocol & IOC Protocol Guide.

Specific details are provided for an NOC and Local Organising Committee (LOC) to which the hosting of an IOC Executive Board and IOC Session with an Olympic Games Host City election has been assigned. Information is detailed for NOCs to understand the timelines, financial rules and obligations, logistics and services requirements.

These elements are the first to be studied in the initial planning phase. The main aspects are included in the Session agreement that is signed by the IOC and the NOC of the host country. There then follows details of the logistical requirements and service-provision, grouped by the various client categories including; Olympic Family members, Broadcasters, Press and Candidate Cities.

Separate details are provided for the logistical and service requirements to an OCOG for setting up the IOC Executive Board and IOC Session in the period immediately preceding an Olympic Games.

The organisation of these events is strictly connected with the planning of the setting up of suitable meeting spaces and offices for the IOC Administration based in the host city during an Olympic Games.

Continued on next page



21.0 Organising an IOC Session and related meetings – Executive Summary, Continued

Introduction (continued)

Specific requirements about each IOC department office set up at the Olympic Games are not included but can be provided by the IOC Protocol, Events and Hospitality services.

On the occasion of the Olympic Games, the Host City Contract is very clear about the main services and the level at which they are to be provided by the OCOG, and this also applies to all pre-Games events. A separate section deals with logistical requirements and service-provision strictly relating to the IOC meetings. Details about the Main Media Centre can be found in the Technical Manuals on Media – Press and Broadcast.

Other IOC Meetings have useful basic information provided regarding the other official meetings hosted by the IOC and/or jointly with other Recognised Organisations such as ANOC, AIOWF, ASOIF, etc. Some of these events usually take place outside the period of the Olympic Games.

In some cases, the OCOG is bound by the Host City Contract to collaborate with the IOC on logistical organisation and service-provision on the occasion of some of these events.



22.0 Paralympic Games – Executive Summary

Main Obligations The Paralympic Games have become one of the prime events on the International sports calendar representing the global pinnacle of sport for athletes with a disability. Through supervision by the International Paralympic Committee (IPC) and the support of the International Olympic Committee (IOC) the Organising Committee (OCOG) hosting the Paralympic Games has the unique opportunity to globally promote the values of the Paralympic Movement, with a vision of inspiration and empowerment. The OCOG should focus on the elite athlete experience whilst promoting the educational/awareness opportunities and maximising the media exposure of the event.

The main obligations of the OCOG are to organise the Paralympic Games as a smaller but unique and equally important event to that of the Olympic Games, whilst ensuring alignment with the IPC vision and mission. Wherever possible in planning the Paralympic Games, the OCOG should take the approach to minimise operational change, to maximise promotional distinctiveness and to stimulate social change as a long term legacy.

Legacy benefits should result in; the development of sport structures/organisations for people with disabilities, an increase in the number of sports facilities that are accessible, an attitudinal change on the perception of the capabilities of persons with disabilities and the creation of opportunities for people with disabilities to become fully integrated in social living and reach their full potential.

Main Deliverables There are a number of core requirements that are considered essential to laying the foundation to host a successful Paralympic Games. There should be close liaison with appropriate ministries, municipal authorities and senior government personnel in order to ensure that the support extends through to the end of the Paralympic Games. In addition the OCOG should view the organisation of the Olympic and Paralympic Games as a combined and extended 60 day event to maximise efficiency. The OCOG should also ensure that workforce recruitment encompasses Paralympic needs as well as Olympic needs.

Continued on next page



22.0 Paralympic Games – Executive Summary, Continued

**Main
Deliverables
(continued)**

In terms of the wider environment the Paralympic Games pose a unique opportunity for the OCOG to positively impact the host city through the development of construction and transportation enhancements that create greater access.

There are a number of key deliverables required of the OCOG as they relate to the Paralympic Games. The OCOG should create a Paralympic Games function responsible for the tracking, management and co-ordination of activities within the relevant OCOG functional areas necessary. This however is a project management, quality assurance entity and all functional areas play a role in the successful delivery of the Paralympic Games

Sport competition must be delivered by the OCOG according to the Paralympic Sports Programme and in line with the technical requirements established by the IPC and IPSs. Wherever and whenever possible the training and competition venues used by Paralympic Games should be those used for Olympic Games. As a sport driven classification approach applies for Paralympic Games the OCOG must provide sport-specific classification sub centres at designated venues. The Olympic Village will be used for the Paralympic Games and it should open 1 week prior to the Opening Ceremony and close 3 days after the Closing Ceremony.

The Paralympic Games project planning and management activities should be conducted simultaneously or in close conjunction with those of the Olympic Games in order to reduce costs and create greater economies/efficiencies of scale. The transitional philosophy should be to minimise the number of changes necessary to transform a venue or service from Olympic Games mode to Paralympic Games usage. Additionally maximising integration between Olympic and Paralympic Games in all functional areas is key.

At an early stage all issues relating to accessibility and disability awareness should be identified. The OCOG must provide a disability awareness training programme to all Paralympic Games workforce within the OCOG and the Host city, in co-operation with the OCOG, is also obliged to provide an accessibility and awareness training programme for visitor orientated city staff.

Continued on next page



22.0 Paralympic Games – Executive Summary, Continued

Main Deliverables (continued)

There is an opportunity for the OCOG to differentiate and capitalise on the distinctive communication and marketing values of the Paralympic Games as oppose to the Olympic Games. The OCOG should develop its own emblem and mascot and promote through this identity the values and mission of what the Paralympic Games symbolises to the host city.

The scope and levels of service that should be provided by Games Services to all Paralympic client groups are defined by the IPC. There is often no difference between the service levels whether Olympic or Paralympic Games however the delivery may be on a reduced scale. Some elements of the functional area responsibilities may require specific operations or services for Paralympic Games as identified by the IPC.

OCOG and IPC Cooperation

The fundamental element in ensuring optimal results with the organisation of the Paralympic Games is that the OCOG develops a cooperative relationship with the IPC taking into the consideration a number of principles. There should be a bilateral contact established between the OCOG and IPC to ensure an exchange of information, and a mutual understanding of each other's needs and requirements.

Due to the varying complexities and distinct nature of the Paralympic Games, there will always be a necessity to examine exceptional cases. The OCOG should be sensitive to the fact that the Paralympic Movement, and the underlying rules and regulations of the IPC and International Paralympic Sport Federations (IPSFs), are in a constant state of evolution and change, and that the IPC will apply the rules, regulations and change management processes as agreed to.

Should a disagreement emerge between the IPC and the OCOG concerning the Paralympic requirements, an effort should be made to resolve the issue at hand between the OCOG and IPC. The OCOG and IPC should refer to the IOC if the two parties cannot reach a final resolution on the matter.



23.0 Protocol & IOC Protocol Guide – Executive Summary

Introduction

The Protocol function is responsible for ensuring that the OCOG follows the Protocol Guide of the IOC and the Olympic Movement at all times. Their responsibilities include IOC meetings and events, IOC liaison, venue protocol operations, Olympic family hotel operations, protocol for ceremonies & flags, dignitary programmes and the protocol volunteer programme.

The Olympic Games are far more than the world's biggest sport event. Their importance to humanity is reflected in their traditional symbols – The Olympic Symbol, the Flag, the Motto, the Emblem, the Anthem and the Olympic Truce. These help to convey to the world the significance of the Olympic Movement. Due to the integral nature of these elements to the values of the Olympics there are protocol guidelines for their usage, positioning and reproduction across the Games.

The IOC Session and IOC Executive Board represent the two largest IOC events. For these occasions, protocol defines strictly the rules to be applied. These cover attendance, invitations, seating plans, flag placement and dress codes. It is important for the Organising Committee (OCOG) to respect and follow the IOC guidelines in order to share the right spirit and philosophy of the Olympic Movement during these events.

There should be close collaboration between the IOC protocol team and the OCOG protocol team during Olympic Games protocol planning to ensure that there is full understanding of the application of the IOC protocol guidelines. The Protocol function is usually part of the Games services division and has a strong link to senior OCOG management. More than any other OCOG function they will have a number of external relations and will need to build a close relationship with the host country's government as well as with regional and local authorities of the city.

Protocol provides services to a number of different Olympic Family clients and activities range from the arrival in the host city to the management of the specific protocol services at competition and non-competition venues, as well as the assigned volunteers programme, through to the departure at the end of the Games.

Continued on next page



23.0 Protocol & IOC Protocol Guide – Executive Summary, Continued

Introduction (continued)

The Olympic torch relay, opening and closing ceremonies and victory ceremonies represent the image of the Games to the world. The protocol and splendour of the Olympic ceremonies make the Games a unique and unforgettable event, this is the result of a gradual series of adaptations from the ceremonies of previous editions of the Games. There are a number of key protocol elements that the OCOG is required to follow and which will ensure the success of these special events/ceremonies within the Games. In addition to the medals, diplomas, pins and flowers awarded at ceremonies the IOC also present a number of prizes, cups and trophies and issue Olympic Merit diplomas by way of thanks for and recognition of outstanding services or merits.

Other Olympic protocol elements cover consideration for the bereavement of an Olympic Family member at the Olympic Games and the dedication of a wall of champions for the athletes.



24.0 Signage – Executive Summary

Introduction

The Signage Programme for an Olympic Games should be designed as a 'system', with common design elements to unify it, an underlying format to make it easy to understand and a complete set of sign types to properly perform its function. Simplified messages and international symbols should be used to enhance the reader's experience. Physical factors such as wind and rain (relative to durability) and sun, shade and darkness (relative to readability) should also be considered during the design process.

A Games-wide Signage project team should be established, including the OCOG and any external agencies with signage responsibilities, to ensure integration of venue, road and city signage for Games-time. The OCOG signage project team should be closely linked with the Look of the Games function and, integral to this, the Look of the City to streamline design coordination.

The scope of the Signage Programme should be carefully and inclusively defined, with clear articulation of respective responsibilities. The signage budget should be well planned and not seen as discretionary as the effectiveness of the Signage Programme will be a significant success factor for the overall Games experience.

Signage schedules should be developed to assure the time allowed for design; production and installation are all adequate. These schedules should be strategically planned across venues in order that timely installations can assist in workforce orientation in the key operations such as the Olympic Village, International Broadcast Centre and Main Media Centre.

Test Events will offer an opportunity to experiment and test the Signage system's design and programming, as well as the chance to see potential Games time vendors, installers and staff in action.

Continued on next page



24.0 Signage – Executive Summary, Continued

Introduction (continued)

The Signage project team should be an active team participant in the Venue Planning processes and continually solicit input from key staff in all functions to keep abreast of changes that will affect the Signage Programme. A key interdependency for wayfinding signage will be with the Event Services function who will have loading strategies and defined routes planned for all clients. The unloading of venues and management of client's departure routes should also be considered in the integrated Signage strategy for each Games venue. An OCOG is also obliged to follow the Olympic language requirements with regards to all Signage for all programmes.

The reuse of some components of the Olympic Games Signage Programme for the Paralympic Games is something previous OCOGs have successfully included into their Signage planning.



25.0 Sport – Executive Summary

Introduction

The Olympic and Paralympic Games are the greatest sporting events in the world gathering the best athletes from around the globe and attracting millions of spectators both in the venues and via worldwide broadcast coverage. The OCOG Sport department is responsible for ensuring that the athletes of the Games are provided with the best environments and opportunities to train and compete. The department delivers these services and ensures that other OCOG functions and external entities understand the athletes and International Federations (IFs) requirements.

Sport should be the focus of the organisation of the Games at all times. It plays a key role in ensuring the Games provides a legacy to the Host city in relation to the ongoing development of sport at all levels from community participation to elite performance.

The Sport department is generally divided into three programmes covering the main areas of responsibility namely Sport Competition Management, Sport Planning, Policy and Operations and Sport Services. The Sport Director will be one of the earliest appointments made once the OCOG is constituted and must be a member of the most senior executive team in terms of experience and decision making authority within the OCOG, including membership of the OCOG Executive Management body. The Sport Director will have the appropriate resourced office to manage the Sport department budget, recruitment for all three programmes and management of the relations with the IOC / IFs / ASOIF and AIOWF.

Sport Competition Management is responsible for the planning and management of all the sport competitions. The primary objective is to implement the regulations of each IF to deliver each sport at the highest level. This includes providing the services to all IF personnel and technical officials in order to enable them to conduct their Games time activities, in support of the competition. Due to the importance of the IF relationships and agreements this is a core role for the sport department to perform against agreed service levels and high expectations.

Continued on next page



25.0 Sport – Executive Summary, Continued

Introduction (continued)

Sport Competition Management (continued)

Competition Management also manage the team of sport managers and staff (including volunteers) for each venue; ensure all the requirements for sport are met including the identification, supply and services associated with sports equipment used in all competition and training venues.

Other responsibilities include identifying the training facility provisions for all athletes both Pre Games and Games time and setting the test events schedules and scoping sports activities for each test event.

Sport Planning, Policy and Operations manage the central planning, integration and project management for the whole Sport department. They take responsibility for coordinating the overall planning process including the development of generic sport policies and works closely with other relevant OCOG functions in the development and implementation of those policies across the OCOG.

Working closely with the publications function Sport Planning, Policy and Operations are responsible for the creation, design, editorial content/approach and production of all sport-specific publications and reports that have a sport content. Sport Planning, Policy and Operations should also be responsible for the development of policies, operating guidelines and the running of the Sport Operations Centre (SOC) as a key element of the OCOG Main Operations Centre (MOC), the Sports Information Centre (SIC) located in the Olympic Village and the Olympic Village sports facilities.

Sport Services provides specific expertise and essential services to each sport competition team with particular emphasis on technology-based services through close liaison with the OCOG Technology function and their suppliers. These services include Olympic Sport Results and Information Services (ORIS), provision of scoreboards, video boards, timing, judging systems for each sport competition, management of OCOG Sport Entries Systems and managing sport presentation, including provision of resources for the effective presentation of each sport at the competition venue.

Continued on next page



25.0 Sport – Executive Summary, Continued

Introduction

(continued)

Sport Services (continued)

One of the key tasks of Sport Services is to develop and manage the Competition Schedule. This is an evolving timetable in the early stages and should be presented on an appropriate software format for continued consultation with each IF and Olympic Broadcast Services (OBS), Ticketing, Venue Operations and Transport functions of the OCOG.

Sport plays a key role in the OCOG and needs to liaise closely with those OCOG programmes and functions that have a responsibility for providing services for the athletes and IFs, e.g. Accommodation, Cleaning and Waste, Doping Control, Food Services, OBS, Medical, NOC Services, Olympic Village, Press Operations, Transport, Venue Construction and Venue Operations. Sport is responsible for providing the actual requirements, level of service etc. and the relevant OCOG function will deliver those requirements primarily through the venue team.

The Paralympic Games and the Olympic Games should be organised in an integrated manner within the OCOG, with the OCOG Sport department being responsible for the organisation of sports in both Games. In principle, the responsibilities undertaken by the three Programme areas of the Sport department for the Olympic Games are fully applicable to the Paralympic Games.



26.0 Ticketing – Executive Summary

Introduction

The strategic planning and delivery of the OCOG Ticketing Programme is fundamental to the success of the Games. It should strive to meet some key objectives including; ensuring delivery of an effective, service orientated programme, providing Olympic clients and fans the opportunity to access the Games, optimising sales revenues and achieving full stadiums.

The sale of Olympic tickets is the third largest revenue stream for the OCOG; therefore a core objective of the ticketing programme should be to optimise this revenue. Achieving this, whilst at the same time ensuring maximum spectator attendance is challenging and previous Olympic experience and understanding of the local market are key. An important decision will be the ticket pricing which requires a combination of fine judgment and business understanding together with a methodical approach. Generally, some Olympic ticket prices may be higher than the local market is used to, however most pricing should be in the context of affordability and mindful of not excluding the local general public. Ticket prices should not be discounted at all throughout the Games and there should be no free tickets.

Also important to optimising revenues is the protections of minimum net sellable tickets per venue to ensure revenue targets and obligations to clients are met. Here, accurate estimates of the net sellable tickets available per venue will be vital. Hence, the OCOG Ticketing function will need to have the latest information from Sport regarding the competition schedule and a strong relationship with both Venue Design & Construction and Venue Management for venue capacities, seat kills and any restricted views in order to plan all of the ticketing operations accordingly.

The various Games' client groups play a significant and integral role in helping the OCOG achieve its objectives. Hence, the OCOG should focus its strategy on providing a high level of service and meeting the various needs, expectations and contractual requirements of these groups. A thorough analysis of previous Games' best practices is highly recommended.

Continued on next page

26.0 Ticketing – Executive Summary, Continued

Introduction (continued)

Ticketing is important to all Olympic Family clients for varying reasons. For NOCs, they play an important role as a ticket sales channel for the OCOGs, whilst ticketing also allows fans from different countries to attend the Games and support their teams. Having access to tickets for their own sport is important for the International Federations. Ticketing is also crucial to the Marketing Partners, and the overall satisfaction of their involvement with the Games. Their access to tickets is a driving force behind all aspects of their hospitality programmes, enabling them to entertain clients/customers and reward staff. The quality of their ticket allocations and seat assignments can be a deciding factor behind positive or negative guest experiences.

Ticketing is also important for the OCOGs local clients and spectators. Ticketing provides the OCOG a mechanism for attracting national and international clientele to the Host City, as well as providing a channel for developing relationships with local partners. For most spectators, ticketing is the first touch point that they will have with the OCOG and hence their impressions about the upcoming Games are gained very early on during initial communications. Their experience with ticketing runs from the pre Games ticketing purchase process through to Games time operations for venue entry and seating. Hence ticketing is a key component of the overall satisfaction and experience for spectators at the Games.

In order to deliver a service orientated ticketing operations programme there are key partnerships which the OCOG enters into which will support the delivery of the programme and provide the key requirements. At the core are the decisions regarding how the OCOG will implement a management and technology system for managing and selling tickets. Various experiences from previous Olympic Games should be analysed when making these important decisions. Other considerations to ensure accessibility to tickets and ease of purchase should cover the methods of offering tickets for sale, the phases in which they are offered and the payment methods that are accepted.

In order to ensure world-wide access to the Games a sophisticated sales plan should be developed utilising numerous local and international partners to help meet the requirements of clients and fans from the Host nation and the International territories.

Continued on next page

26.0 Ticketing – Executive Summary, Continued

Introduction (continued)

The OCOGs are dependent on the National Olympic Committees, and their Authorised Ticket Resellers (if any), for sales outside of their Host country. Nonetheless, the OCOG plays the central, orchestrating role between all sales channels in delivering the overall ticket sales plan. OCOGs should undertake a thorough analysis of their contractual obligations towards the various clients, as well as assess the many national and international legal requirements well before commencing their ticket sales process.

To be able to meet the needs of millions of spectators wanting to purchase, receive and use tickets to the Olympic Games, an OCOG must put into place a tested and trustworthy ticketing operations plan. This plan defines the entire ticketing process from its creation and ticket design to its operational delivery. Ultimately, the printing and delivery of the tickets on time to all clients is extremely important to the ticketing process and is a major logistical operation for the OCOG. The success of these operations will often attract the views of the world's media and the millions of spectators attending the Olympic Games.

There are many factors that influence the successful achievement of having full stadiums at Games-time. One critical factor for OCOGs is to deliver a strategy that goes beyond the simple sale of the tickets, but also helps ensure all tickets actually cross the line into the stadiums. Furthermore, OCOGs are encouraged to define solutions for managing tickets that are not sold, as well as developing solutions with clients that have already purchased tickets, but may not eventually use them. Ultimately, ticketing helps OCOGs achieve full stadiums by successfully delivering a sophisticated ticket sales plan, as well as developing solutions for managing unsold and potentially unused tickets.

To meet all the demands of the ticketing programme, the OCOG should prepare early for the creation of the Ticketing Function, and the various resources needed including a ticket management systems solution. Ticketing is a high profile function with critical customer service, cash management and financial reconciliations at stake. Ticketing should tie into the key functional areas of marketing and operations and should develop horizontal ties to many other Games client and service functions.



27.0 Transport – Executive Summary

Introduction

The Olympic Games has a tremendous impact on cities including catalytic effects on urban development and rehabilitation as well as considerable Pre Games development effects on metropolitan transport.

The Olympic transport task is interlinked with the overall Games Concept, with key decisions on the location of venues, capacities, accommodation clusters, infrastructure commitments and traffic management measures being critical to the early stages of Bidding for the Games. In developing an Olympic Concept it is recommended to minimise travel times and distances between venues.

To host an Olympic Games, OCOGs are required to provide safe, efficient, reliable and on-time transport services for all of the Games client groups, each of whom has very specific requirements and functional needs.

The transport task and strategic framework identifies the scope and complexity of the Olympic Transport Project and demonstrates the broad differences for transport between Summer and Winter Games and between Olympic and Paralympic Games. This strategic framework demonstrates the critical elements that must be considered and integrated to effect successful transport delivery, key aspects being an understanding of Olympic Transport Demand and definition of Host City Transport Supply.

Emphasis must be given to the organisation of Olympic Transport, including an OCOGs internal management approach and interactions, external interactions and the essential integration of all involved parties throughout planning and operations. The critical task of monitoring transport, both during planning and operations, and considerations for Games-Time management including the important command, control and communications elements are highlighted within the manual.

Continued on next page



27.0 Transport – Executive Summary, Continued

Introduction (continued)

Understanding priorities and transport privileges, as explained in the Accreditation and Entries at the Olympic Games – Users Guide for Olympic Games clients are an essential starting point for any Organising Committee. With regards to Olympic ticketed spectators the provision for complimentary public transport on the days of their events should be confirmed at the Bidding stages of a Games.

The transport service levels and delivery requirements for each of the Games client groups are detailed including Athlete and Team Officials / National Olympic Committees (NOCs), International Federations (IFs), Media, International Olympic Committee (IOC), Marketing Partners, Workforce and Spectators. The details include services for arrivals and departures, Opening and Closing Ceremonies and Vehicle Access and/or Parking Permits. The overall OCOG Transport Operations Plan requires final approval by the IOC.

The following eight transport themes take the OCOG and its Partners from definition through to delivery of each task. Each planning and operations theme has a specific deliverable for Olympic Transport, however they cannot be planned and managed in isolation and constant interaction and coordination between each theme is essential.

Transport Infrastructures and Facilities are responsible for development, monitoring and coordination of delivery of all the permanent transport infrastructure and temporary facilities required at an Olympic Games. This includes transport malls, transport hubs, staging areas and various bus terminals and train stations as well as park and ride facilities.

Venue Transport defines and delivers the transport operations at competition, training and non-competition venues. They plan and manage the vehicle access permit/parking project and consequently delivery is reliant on close cooperation with OCOG Venues, Sport, Security and Logistics functions in order for client experiences to be streamlined.

Continued on next page



27.0 Transport – Executive Summary, Continued

Introduction (continued)

Fleet Operations are responsible for planning, designing, procuring, testing, operating and delivering the OCOG car and van services, according to the IOC requirements. This includes services planning, fleet commissioning and decommissioning, vehicle procurement & driver recruitment and staff & facilities management at Games time.

Bus Operations are responsible for planning, designing, procuring, testing, operating and delivering Olympic transport services provided by buses required for each Games client, according to the IOC requirements. This complex and costly area includes network operations planning, bus and driver procurement and bus facilities management.

Public Transport during an Olympic Games is different to the Public Transport systems in place to manage normal city travel requirements. Enhancements to the existing services will need to be planned, designed, tested and operated at Games time. An OCOG does not operate the Olympic public transport systems; however they do supply the travel demand information and cooperate closely throughout planning and delivery with the relevant city agencies.

Traffic Management requirements for an Olympic Games include Travel Demand Management and Traffic Management plans. Traffic Management plans include Olympic and Paralympic travel times, city mobility and parking restrictions and signage. It is essential that these plans are developed by the agencies responsible for traffic and parking, using the information and Games vision provided by the OCOG.

Transport information is important for all Games clients, the Host City residents, local businesses, general public and visiting tourists. Strong communication campaigns should be implemented to alter travel behaviour and to inform Games clients of the transport services available. Transport Information should be the joint responsibility of the OCOG Transport and Communication functions.

Continued on next page



27.0 Transport – Executive Summary, Continued

Introduction (continued)

Transport policy and planning coordination is an important support for the OCOG Transport Director, Transport function and external entities, working to understand, coordinate, integrate, report on and manage a variety of programmes, operations, partners, stakeholders, Games Clients, external entities and authorities.

The Olympic Transport task necessitates the OCOG Transport function to focus attention on transport planning and delivery. The key dependencies supporting the success of transport include Mapping and Communication, Technology, Furniture, Fixture and Equipments (FF&E), Workforce, Finance and Administration and especially the Transfer of Knowledge from previous Games.

28.0 Venues – Executive Summary

Introduction

Venues are a critical success factor for an Olympic Games, in both financial and operational terms. The Host City and the OCOG must provide a large number of venues for the preparation and staging of the Games. The Venues Task within an OCOG can be broken down into four main areas; Venue Design and Planning, Venue Construction, Venue Overlay and Venue Operations. Venue Planning and Venue Construction involves integration with external bodies, both public and private, that may have primary or supplementary responsibility for delivery of either all or a portion of the construction projects.

The OCOG should have a clear understanding of the actual requirements defined in the Olympic Charter, IOC technical manuals and IF requirements as well as the specific commitments made during the Bidding process. The combination of these actual requirements is called the 'Must Haves'. The ability to distinguish these from the perceived requirements, or so called 'Nice to Haves', an OCOG feels it must deliver or requirements other parties feel the OCOG should deliver is paramount. It is therefore critical that the Host Cities and OCOGs have a working knowledge of the roles, responsibilities and behaviours of the various clients throughout the venue development and operations process.

There are significant differences between the Summer and Winter Games which may influence the approach to the Venues Task for the respective editions of the Games. Various considerations for the Olympic and Paralympic Games and how the Venues Task can be approached to maximise efficiencies and synergy between the two events can make significant impacts on the OCOG.

The Venues function has interactions with a large number of OCOG functional areas. This includes all functions that have a presence at the venues during Games time as well as functions that provide support services to the venues. All these OCOG functions can be broken down into two categories; Games client owners and Games service providers. The functions in each category and their relationship with venues are detailed in the manual and extend to 35 functional areas.

Continued on next page

28.0 Venues – Executive Summary, Continued

Introduction (continued)

There are eight phases within the life cycle of the Venues Task ranging from Games Concept Development, Venue Sourcing and Acquisition through to Construction and Post-Games Legacy.

The fundamental elements of **Games Concept Development** are the coherent concept and vision for the Games, well-thought-out venue locations that are consistent with the Games concept and vision and a clear understanding of the Post-Games Legacy uses of the venues. All these aspects will need to be presented during the Bidding Phases of a Games.

The **Venue Sourcing and Acquisition** task commences at the Applicant phase of the Bidding Process, it continues through the Candidate phase and is not typically finalised until after the OCOG has been formed. As part of Venue Sourcing, the criteria for Site Selection and the importance of alignment between the Host City's Master Plan for the Games and the Region's long-term development strategies is critical. The question of whether venues should be permanent or temporary solutions and the requirements for early Guarantees, which are later formalised in Venue Hire Agreements (VHAs), from Venue owners are important steps to be taken by Bidding Cities.

The process of control for multiple, often interrelated, Olympic projects is called **Programme Controls**. Olympic venue development requires effective budget, schedule and document control for a programme of projects that must be designed and considered over a 7 year period in preparation for a Games. Monitoring and Reporting, including the requirements for tracking and communicating venue development progress to the IOC is an obligation of Programme Controls.

Facilities Planning and Design are a set of Planning Principles that apply to competition, training and non-competition Venues. The Planning Principles cover access considerations for pedestrians and vehicles as well as the major areas of the venue including Front and Back of House. The accreditation zones and accredited seating are important aspects of the layout and operations of a venue.

Continued on next page



28.0 Venues – Executive Summary, Continued

Introduction (continued)

The OCOG functions that are housed at venues all have space requirements and the physical relationships of the various Games clients together with their affinities and segregation requirements are important dynamics to grasp for the OCOG.

Security considerations including secure perimeters, security screening areas, methods and through-put rates, buffer zones, screening location layouts and the impact of vehicular and pedestrian traffic flows on the overall venue layout and operations are all critical to design.

Construction of Olympic Venues must begin with a review of the various project delivery methods including traditional (design, then bid, then build), Fast Track (overlapping design and construction), design-build (DB), design-build-operate (DBO) and others. The influence of these delivery methods on the execution of permanent works and Olympic Overlay is significant. Other construction stages also need consideration such as the tear-down and removal of Overlay installations, decommissioning of equipment to be removed or relocated, recovery of all OCOG physical assets to be removed and restoration of the venue to its Pre-Games or legacy condition.

Venue Operations includes the planning, testing and operations of the venues used for Olympic and Paralympic Games, whether competition, non-competition or facilities. The need to achieve consistency across venues, the complexity of staff migrating from functions to venue teams and venue budgets are all challenging tasks for the OCOG. The OCOGs strategy for testing is paramount, as well as the valuable aspects of observation at the test events and their effective evaluation and feedback into Games time operations. Operating dates and hours, command and control, Games-Time forums, site management and the transition to Paralympic Games are key.

Reinstatement follows completion of operations and involves recovery, decommissioning and teardown, followed by restoration of venues and the return to venue owners.

Continued on next page



28.0 Venues – Executive Summary, Continued

Introduction (continued)

The importance of **Post-Games Legacy** to the OCOGs realisation of goals for long term sustainable development and as a measure of the overall success of the Games in the years that follow an edition of the Games are important success factors for a Host City and the IOC.

The support services and other projects typically assigned to the Venues function are Computer Aided Drafting (CAD) and other technologies related to the development of design documents for permanent works and overlay installations. In addition, the OCOG Look of the Games and Signage, are two programmes closely linked with the design and construction of the venues during planning and then the positioning and installation of these elements is managed as part of the OCOG Olympic Overlay. The requirement for power surveys at the Bidding stages and the provision of electrical power by the integration of permanent and temporary power solutions are also paramount to the operational success of all Games venues.

29.0 Workforce – Executive Summary

Introduction

The Workforce function is responsible for the planning, delivery, training, retention and welfare of the paid staff, volunteers, and contractors necessary to stage the Olympic and Paralympic Games. They manage the workforce of the Games on behalf of and in coordination with all the OCOG functions. Games workforce systems and tools need to be designed and developed to meet the processes and responsibilities of the Workforce function.

The OCOG should therefore have a single consolidated Workforce function with responsibility for all areas. In its Pre-Games organisation the Workforce function operates with separate programmes such as Workforce Planning, Human Resources, Recruitment, Training, Retention and Recognition. When the OCOG moves to its venue based highly operational mode nearer to Games time, these functions generally consolidate into a single Venue workforce unit.

Managing the Games-time headcount is referred to as Workforce Planning and is a key element of the function representing the development and tracking of the paid staff, volunteers and contractors required to stage the Games. It defines workforce types, position titles, job descriptions, quantities and tracks entitlements and staffing policies for the workforce. Since the workforce represents a significant portion of the costs of staging the Games a baseline demand should be established early in the planning, using a technique entitled dot planning, to keep the total staffing requirements to a level that should not be exceeded as the organisation evolves and service levels and responsibilities are clarified between functions.

Human Resources and Administration programmes are put in place by the Workforce function. The Human Resources activities are generally focused on the OCOG paid staff, loaned employees, dedicated contractor / consultants, interns and office volunteers from their first day on the job until they leave the OCOG at the end of the Games.

Initially this programme provides a broad range of typical human resources services to the OCOG including orientation, training, recruitment, employee relations & communications, human resources policies, payroll and benefits.

Continued on next page



29.0 Workforce – Executive Summary, Continued

Introduction (continued)

As the OCOG evolves, the responsibilities of training and recruitment are relinquished as specific programmes are established. A key success factor for the Workforce function will be the implementation of an effective retention programme in order to minimise staff attrition.

Successful Workforce Recruitment means developing the right number of qualified workforce members at the right time. An OCOG workforce is made up of several types of staff, and recruitment strategies should be developed to ensure that the most talented staff, volunteers and contractors are put in place to stage the Games. The team will work with all other functions to source candidates, develop selection tools and assign staff. It is essential that the OCOG conducts a labour market analysis and understands the complexity of recruiting thousands of employees, volunteers and contractors both nationally and internationally, including labour law changes and entry regulations into the Host Country.

Workforce Training provides the Games Workforce with the skills, knowledge and attitudes required to perform their jobs at the Games. Training activities are generally categorised into Pre-Games training and Games-time training programmes. Pre-games training is focused on inducting new staff into the event environment and enhancing their existing skills to enable them to excel in their jobs. Leading up to the Games, Workforce Training focuses on providing the staff and volunteers (and some contractors) with an understanding of the venues that they will be working at as well as the specific orientation required to perform their Games-time assignments.

The Workforce function also has responsibility for delivering the uniform programme for the paid staff and volunteers of the OCOG, and to regulate the uniform designs of contractor organisations. The delivery of all aspects of the uniform programme includes the process from design and selection through to the distribution from a centralised centre and the disposal of excess stock post Games.

After the Workforce function has recruited, selected, trained, outfitted and accredited the workforce, its focus then turns to the welfare, retention and support of the staff, volunteers and contractors working in the venues and facilities.

Continued on next page



29.0 Workforce – Executive Summary, Continued

Introduction (continued)

This consolidated Venue Workforce unit will work closely with venue management and will provide a full-range of venue-based workforce services, including management of check-in areas and break areas in each venue, scheduling support, workforce relations and recognition, communications and incident reporting on the ground. A key success factor for the Venue Workforce units will be the activation of effective retention methods in order to minimise volunteer attrition.

The OCOG will experience a rapid exiting of its staff after the Games. In order to prepare for a smooth transition to the next place of employment, the Games Workforce function needs to plan for the activities necessary to terminate a very large workforce in a very short period of time and to make sure it meets any legal obligations present in the Host country in dissolving the organisation.



II. Guides – Executive Summaries



1.0 Brand Management and Visual Brand Presentation Guide – Executive Summary

Introduction

A solid, unique and coherent Brand Management and Visual Brand Presentation programme allows OCOGs to build up awareness and excitement around the Games in the planning and preparation phases. At Games time, the programme translates into a powerful Look of the Games which is one of the key ingredients for a successful Olympic experience and Brand celebration. It creates an inspiring environment for the competing athletes, spectators in the venues and the visitors to the Host city. It also provides a unique backdrop for the broadcasted product that is shared with millions of people around the world.

Designing and Branding the Games has always been a pioneering project which reflects its time and sets high standards on the international branding and design scene. Leading figures in the world of branding and design have directed the Brand Management and Visual Brand Presentation Programme in past Games creating innovative and historical work. Mexico 1968 and Munich 1972 are two examples which have become design classics and are still taught in leading design schools around the world today.

The OCOG Brand Management and Visual Brand Presentation function is responsible for providing Branding and Design services to all OCOG functional areas and to all external agencies which are involved in branding, design and advertising. The design, production, installation and decommissioning of the Look of the Games programme also falls under the functions remit.

This function is the creative hub that aligns all OCOG functions as well as marketing Partners, licensees, and city officials, projecting a singular vision to the world. This vision is vital considering that the Brand is in existence for a number of years – from the conception of the bid to the delivery of a Games and the management of their legacies long after. Therefore a series of manuals have to be produced which analyse the essence of the Brand Identity. They will guide and direct the OCOG functions and external stakeholders in the details of how to create applications of the Brand. Senior OCOG management must help to nurture and protect the integrity of this Brand Identity as it moves through each critical phase of development.

Continued on next page



1.0 Brand Management and Visual Brand Presentation

Guide – Executive Summary, Continued

Introduction (continued)

The Brand Management and Visual Brand Presentation function services almost all OCOG functions from Accommodation and Accreditation through to Victory Ceremonies and Venue Management. They also have a significant number of external clients within the Host city ranging from the Airport Operators to the Road and Traffic Authorities.

Timelines are always a critical success factor in the Games environment and with a large number of both internal and external client requirements for the Look Programme from a design, production and installation perspective will require significant project planning and management expertise. Best practice advice from previous Games is also readily available via the OGKM extranet.

The majority of the Olympic Look of the Games applications in venues can often be used for the Paralympic Games. The challenge for an OCOG is to create a distinctive Paralympic atmosphere whilst keeping as much of the Olympic overlay as possible for operational and budgetary reasons.

This can be achieved by introducing Paralympic specific brand elements such as a logo and pictograms and selecting specific colours from the Olympic colour palette as the Paralympic Games colours.

Ultimately, the use of consistent Look of the Games elements across the Olympic venues and the Host city translates the passion and the culture of the entire Host country and is a powerful way to communicate Olympic values to a worldwide audience.



2.0 Olympic Legacy Guide – Executive Summary

Introduction

As the core events of the Olympic and Paralympic movements, and significantly influential and high profile events in their own rights, it is appropriate and vital that all stakeholders in the planning and operations of the Games take fully into consideration the impacts of their actions and policies, and the potential legacy opportunities that emanate from the hosting of the Games.

Through its size and profile, an Olympic and Paralympic Games can provide major opportunities for positive improvement and significant legacy. Similarly, a lack of vision and poor management of the Games' impact can translate into missed opportunities and a heavy and costly burden for the Host City and its community.

Governments of all levels, private entities, corporations, major projects and programmes throughout the world are increasingly under scrutiny and accountability for the social, environmental and economic impacts of their policies and actions. Consequently they are increasingly taking into consideration such impacts and the legacies of their actions in their planning, administration and operations.

To fully maximise the opportunity and identify / mitigate risks, there are several tenets which should be considered:

1. The delivery of positive and sustainable legacy requires early planning and long-term vision
2. A Host City, Region or Country does not have to wait until after the Games to reap the benefits of Olympic legacy. Early planning and implementation can provide early benefits
3. Early planning and integration requires the alignment of Olympic and Paralympic legacies, particularly infrastructure, with a city's long-term planning and management vision, and overall urban planning needs and goals. So early involvement and input from city planners is essential
4. Legacy objectives must be realistic. Managing expectations is crucial in this area for the Bidding City, and subsequent OCOG, as the Games cannot and will not address all of the challenges that a Host City or Country faces

Continued on next page



2.0 Olympic Legacy Guide – Executive Summary, Continued

Introduction (continued)

5. Long-term legacies must be permanently 'locked into' existing institutions such as public authorities and businesses. These organisations will exist after the Games and will be able to nurture and oversee legacy planning to fruition
6. There must be clear delineation of roles and responsibilities in planning, design and implementation, and on-going management and operations
7. Legacy objectives should be communicated and shared with the Host City / Country's inhabitants. This will assist in mobilising public engagement and support. Communications should be developed and shared regularly
8. Where there is potential for a particular action to have both a positive and negative legacy (e.g. a new venue having a positive sport legacy but a negative environmental legacy) decisions should be made taking the City's overall needs and priorities into account
9. A supple and flexible implementation approach is recommended as objectives can evolve and be impacted by external events and decisions