



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# OLYMPIC GAMES FRAMEWORK

PRODUCED FOR THE 2024 OLYMPIC GAMES



# Introduction by the IOC President



The Games of the XXXIII Olympiad will be staged in 2024. For the first time, the International Olympic Committee (IOC) has begun the host city selection process with an open invitation phase to all National Olympic Committees (NOCs), cities and countries interested in bidding. This is allowing us to start a dialogue with them about how the Games could fit into their long-term development plans. This new approach was born out of the IOC's Olympic

Agenda 2020 – the strategic roadmap for the future of the Olympic Movement – which was unanimously adopted by the IOC membership in December 2014.

One of the key outcomes of Olympic Agenda 2020 was also to reshape the Olympic Games candidature process in order to create more flexibility - allowing more cities to aspire to host city status; decreasing the costs associated with bidding for and staging the Games; and ensuring that the Olympic Games will deliver sustainable legacies.

This document, entitled the “Olympic Games Framework”, provides an initial explanation of these initiatives and a broad overview of the requirements for hosting the Olympic Games. It is designed to help NOCs, cities and their governments to understand the unique opportunity presented by the Olympic Games, the fundamentals of staging them and the candidature process.

This Olympic Games Framework is part of the information and support that the IOC is providing as part of the new Invitation Phase for the 2024 Games candidature process. Through this document and meetings with prospective candidate cities and NOCs, the IOC wants to start developing a common understanding of the opportunity that hosting the Olympic Games can bring to each prospective bidder - aligning candidacies with local long-term plans and the needs of the Games.

The Olympic Games Framework is a first step in establishing a productive partnership between potential candidate cities and the IOC. It will be complemented by more detailed information later in the candidature process – the complete package of candidature documentation will be provided in September 2015 to cities that have made a firm commitment to bid for the Olympic Games 2024.

I invite you to review this document and contact the IOC, so that we can work together to create great Olympic Games and great legacies for your communities.

A handwritten signature in blue ink that reads "Thomas Bach".

Thomas Bach  
President

# **1. The Opportunity**

## **1.1 Why Bid for the Olympic Games?**

The Olympic Games are the greatest sporting event in the world, bringing together the best athletes from around the globe and attracting millions of spectators. For the athletes, the Games are often the pinnacle of their sporting careers, offering the chance to compete at the very highest level in their chosen disciplines.

For just over two weeks, the Olympic host city becomes the stage for this drama, a festival of sporting excellence and a celebration which has the power to move people and inspire younger generations to take up sport and pursue healthier and more active lifestyles.

For any host country, it is also the chance to write its own chapter in the history of the Olympic Games and to share in the unique values and spirit of the Olympic Movement.

The benefits and impact of the Olympic Games extend well beyond the borders of the host city. The scale and reach of the Olympic Games directly impact countries and regions through wider Olympic activities, such as the Olympic Torch Relay and cultural programmes.

Moreover, the sheer power of the Olympic Games to reach and impact broadcast audiences across the planet is unique. 75% of television households watched the London 2012 Games and 50% the Sochi 2014 Games. Such massive audiences provide an ideal opportunity for truly global engagement that underpins many of the Olympic Games' international opportunities for host cities.

And yet the Olympic Games are about far more than showcasing a city and creating great memories. For hosts, the impact can and should be felt many years after the Olympic flame has been extinguished. They provide genuine lasting benefits, which can transform an Olympic city, region and country.

## 1.2 An Investment for the Future

Hosting the Olympic Games provides a powerful catalyst for cities and countries to invest in their future and create a lasting legacy of real value and significance. Every host's legacy vision is different and should be aligned with the city's long-term development plans. But Olympic legacies broadly fall into five distinct categories:

- Infrastructure
- Economic
- Sporting
- Social
- Environmental

By identifying and agreeing to a legacy plan during the candidature phase with a clear business case and defined responsibilities for implementation, a city can achieve real change. The Olympic Games act to clarify priorities; accelerate long-term plans; and enable bold decisions which move cities and nations forward in ways that could otherwise take decades.

### **Infrastructure**

The Olympic Games can be used to reinforce urban plans and drive investment in infrastructure needed for the long-term use of the community. Once the Olympic Games are over, these investments may be used extensively for sport, entertainment and community, social and commercial activities. As part of any host city's long-term vision, future organisers should ensure that all investments in permanent venue and infrastructure development are built around sustainable business plans adequately scoped for realistic legacy use.

One of the best examples of this can be found by going back over 100 years to the Stockholm Olympic Stadium, built for the 1912 Olympic Games, which is still in use today, and which has played host to numerous events throughout its 100-year history.

**The Stockholm Olympic Stadium, built over 100 years ago, provides one of the earliest and best examples of a venue with a lasting legacy.**

This approach has been repeated time and again with host cities around the world.

Building or refurbishing sporting venues is only one element of the infrastructure legacy benefits an Olympic host can enjoy. The regeneration of London's East End or Barcelona's coastline stand as enduring examples of the Olympic Games' ability to act as a powerful tool for delivering tremendous urban change.

## **Economic**

All recent Olympic Games have also achieved significant positive economic benefits. For example, the British government reported that London 2012 led to a USD 15 billion boost to the UK economy.

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Hosting the Olympic Games creates thousands of new jobs – not only for those working on the delivery of the Olympic Games, but also for many companies in the wider economy. Through Olympic Games training programmes and the building of capability in providing essential supplies to the Olympic Games, people learn, develop new skills and enhance their employment prospects and vocations.

**In London, the Olympic Broadcasting Services (OBS) Broadcast Training Programme (BTP), which has been part of every Olympic Games since 1984 in Los Angeles, involved 10 universities and colleges across the UK, and offered students the opportunity to work for OBS in various paid positions during the Olympic Games, including audio assistants, camera assistants, commentary system operators and liaison officers. OBS hired more than 1,000 students from the BTP for the London Olympic Games. The BTP brings with it a form of legacy which is both portable and lifelong for the students, who will be working and training alongside top broadcast professionals from around the world.**

The impact of the Olympic Games is felt at all levels of government, promoting more effective working practices and cooperation which deliver enduring benefits for public administration and therefore community service.

## **Sporting**

The focus of hosting the Olympic Games can be used as a lever to drive investment in a country's elite athletes and high-performance sporting infrastructure, and encourage healthy lifestyles across the nation.

One of the successes of the Olympic Games can be the performance of the national team, brought to life by a clearly defined programme of increased investment; built into the hosting plan from the very beginning of the candidature. The returns on this investment are self-evident, since sporting success provides a significant and valuable boost to national pride, self-esteem and community happiness, both during and after the Olympic Games, all of which have direct effects on the economic and social well-being of nations.

Success at elite level and the interest generated by hosting the Olympic Games present the chance to inspire people of all ages, but in particular the young, to take up sport and enjoy a more active and healthier lifestyle. The Olympic Games can be galvanised to promote the value of sport and physical activity to the health and well-being of the whole population. The Olympic Games provide a window in time to inspire participation, not just at elite levels but at the grassroots and community level too. This also includes the development of local sports structures and expertise, with a new generation of sports workforce, volunteers and technical officials, which may in turn create valuable opportunities to host and establish further sports events.

Statistics from the Olympic Games in Barcelona in 1992 show that the proportion of the population doing some kind of physical or sporting activity at least once a week rose from 36 per cent in 1983 to 51 per cent in 1995.

**Statistics from the Olympic Games in Barcelona in 1992 show the proportion of the population doing some kind of physical or sporting activity rose by 15 per cent after the Games.**

Eight years earlier in Los Angeles, organisers channelled some of the operating profits from the Olympic Games into a foundation, which continues to provide support for associations promoting sport in California. Since it was established three decades ago, the foundation has committed more than USD 220 million, helping three million boys and girls and more than 1,100 youth sports organisations throughout southern California ([www.la84.org](http://www.la84.org)).

There are many more examples of increased sports participation legacies from recent host cities, in particular in London and Vancouver following the 2010 and 2012 editions of the Olympic Games. However, these latest examples demonstrate that sporting participation legacies do not happen on their own – there needs to be a fully integrated strategy and government investment across the health, education and sports ministries, whilst also involving many other stakeholders.

Host countries tend to see a rise in the medals won during a home Olympic Games. For example, during London 2012, the British team delivered its best performance since the 1908 Olympic Games (also staged in London). British athletes won 65 medals, including 29 gold medals, finishing third in the medals table and easily surpassing the target of 48 set for them by the national sports funding body UK Sport and the 47 the team had won four years earlier at the Olympic Games in Beijing.

Australia and China achieved record medal hauls in Sydney in 2000 and Beijing in 2008, while in Athens in 2004, the Greek team delivered their best performance since the first modern Olympic Games – also in Athens – in 1896.



## **Environmental**

Over the last 20 years, sustainability has become an increasingly important consideration when staging the Olympic Games. Through careful early planning and careful management, the sustainability benefits of the Olympic Games can be leveraged and extended. Organisers can work closely with the public authorities to use the Olympic Games as an opportunity to enhance and improve areas of the host city. New sustainability principles and programmes can be introduced and integrated throughout the planning and operations of the Olympic Games. These can create a lasting environmental legacy that will continue long after the Olympic Games have finished.

The Olympic Movement's commitment to sustainability not only means providing the best possible environment for staging the Olympic Games – it also means using the Olympic Games to deliver long-term benefits which will be felt by the host city and its region for years to come, creating greater awareness and better environmental practices, higher building standards and more effective regulation and enforcement.

The London Organising Committee of the Olympic and Paralympic Games (LOCOG) was one of the key stakeholders who provided input to the development of the new ISO 20121 standard, after having identified a gap in the market for a sustainability management system that addressed sustainability in the context of events.

The Sochi 2014 Olympic Winter Games were a catalyst for the promotion of sustainability in Russia, which, among other achievements, saw the country's first national standard for environmental construction passed into law. The international sustainability assessment standard for buildings, BREEAM (Building Research Establishment Environmental Assessment Method), was incorporated into the construction of Olympic venues in Sochi, ensuring the use of innovative technology for the collection, recycling and reuse of waste, with construction making use of environmentally friendly materials.

In a number of cases, abandoned or derelict urban areas are rehabilitated to provide land for the development of Olympic venues and the creation of new vibrant and engaged communities with improved social amenities and environmental conditions with links to better housing, education and jobs.

The Olympic Games in Sydney in 2000 led to the restoration of approximately 160 hectares of badly degraded land and the creation of one of the largest urban parklands in Australia. The London 2012 Olympic Park transformed neglected areas of East London into the biggest new park in Europe for 150 years, creating opportunities for local people and driving innovation and growth across the city and the whole of the UK.

## **Social**

Beyond these tangible benefits, the Olympic Games provide an opportunity to galvanise citizens across the nation, through an effort and a cause founded in globally accepted humanitarian principles. The Olympic Games offer an engagement opportunity like no other, to allow people to celebrate the achievements of their nation, helping to build a greater sense of community, social cohesion and belonging.

A well-crafted Olympic Games strategy, which emphasises the inclusiveness of the Olympic Movement, can provide a powerful tool to reinforce social policies and to address complex community issues. The 2010 Olympic Winter Games in Vancouver placed the indigenous communities of the First Four Nations at the centre of Olympic Games planning, sending a powerful message of solidarity to Canada and the rest of the world.

There are other recent examples. London's government authorities targeted the local population which lived in the immediate vicinity of the Olympic Park in Stratford, to build skills and provide training and apprenticeships for jobs connected to the Olympic Games.

The flexibility of opportunities for using sport and the hosting of the Olympic Games as a catalyst for social change presents a world of possibilities for host cities.

The principles of Olympism embrace education, respect, human dignity, mutual understanding, solidarity and fair play, while rejecting all forms of discrimination. In education, these Olympic principles can be reinforced within the wider community by integrating them into school curricula. "Get Set", the official London 2012 education programme which was launched in September 2008, aimed to use the power and excitement of the Olympic Games to inspire young people across the UK to fulfil their potential in sport, education and personal development, and to give them opportunities to play a part in the Olympic Games.

The universality of the Olympic Games can achieve wide societal benefits. Because they are open to everyone regardless of gender, age, religion, race or sexual orientation, by their very nature they set a powerful example to all communities.

## **1.3 The Paralympic Games**

The Paralympic Games are staged approximately two weeks after the Olympic Games Closing Ceremony.

The International Paralympic Committee (IPC) is the custodian of the Paralympic Games, and all host cities work closely with the IPC to develop a vision for how they will deliver successful Paralympic Games, which should be planned and organised in an integrated manner with the Olympic Games. Taken together, the Olympic Games and Paralympic Games present a city and country with an invaluable opportunity to challenge perceptions about disability through the Olympic and Paralympic Movements' commitment to world-class athletic performance, accessibility and social equality. These are powerful tools which can help shift attitudes and deliver lasting social change.

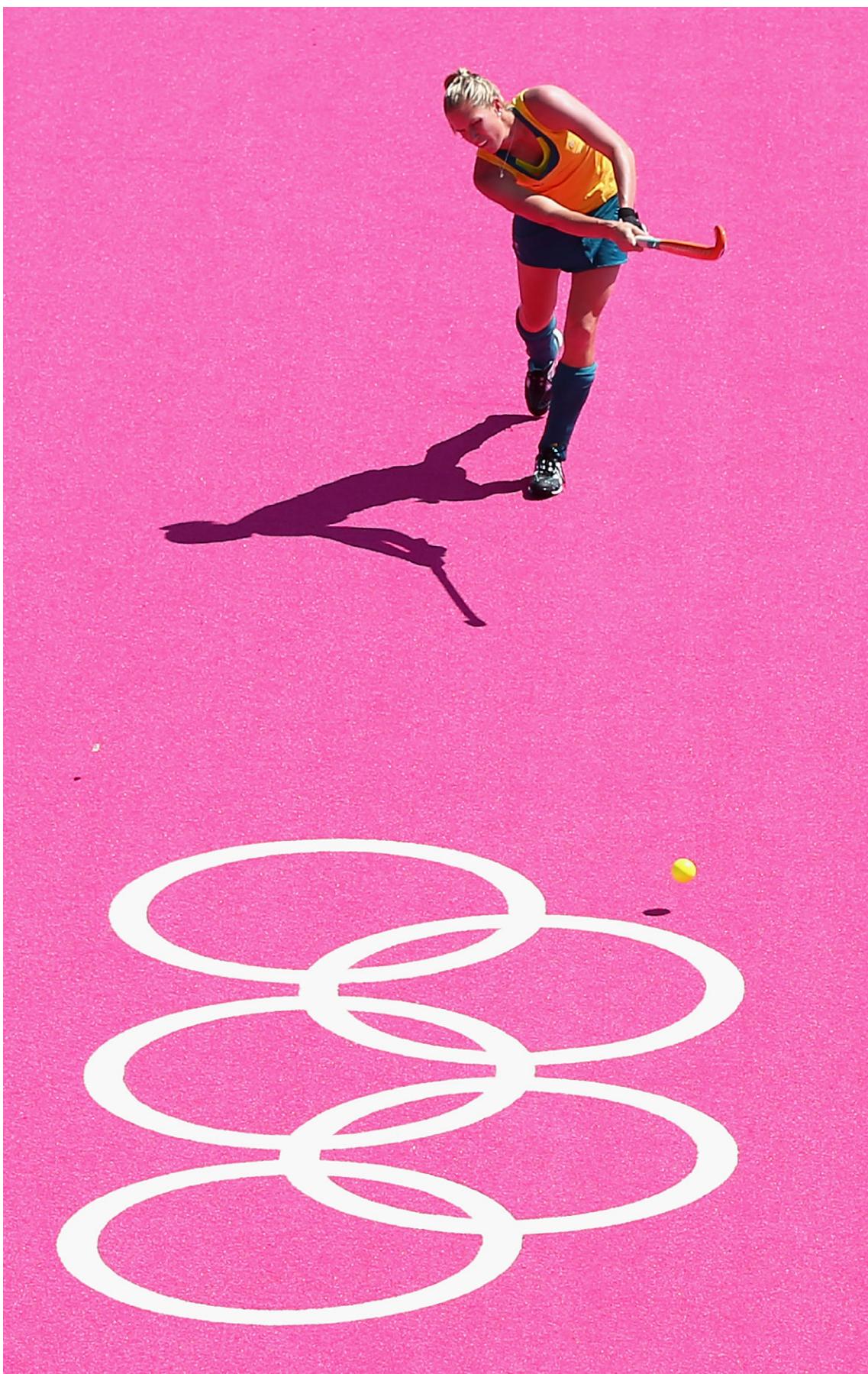
## **1.4 The Power of the Olympic Brand**

Becoming an Olympic host means becoming the custodian of the Olympic rings. According to independent research commissioned by the IOC after the London and the Sochi Olympic Games<sup>1</sup> (see Annex 2 – Olympic Games Framework – Research), 93 per cent of people around the world correctly identify the Olympic rings, making it the most widely recognised symbol among the major commercial, sport and institutional symbols surveyed. In addition, there was almost equally strong recognition of the Olympic symbol across the globe amongst men and women, and across all age ranges. Survey respondents strongly associated the Olympic symbol with values such as “excellence”, “inspiration”, “diversity” and “peace”.

From a marketing and branding perspective, the unique qualities and values inherent within Olympism help attract leading companies as partners who are keen to associate themselves with the values and strengths of the Olympic Games and the Olympic brand. These commercial partnerships are crucial to the continued success of the Olympic Games and the promotion of the Olympic values, while also generating revenue in order to ensure the financial stability of the Olympic Games.

The host city's brand, which is associated with the Olympic brand as the basis for its identity, generates revenues that help the organising committee to stage the Olympic Games. For example, the London 2012 Organising Committee raised more than USD 2.25 billion to help pay the operational costs of the Olympic Games, and the Organising Committee for the 2016 Olympic Games in Rio de Janeiro is looking to achieve a similar level of funding to that raised in London.

<sup>1</sup> Research conducted in 2012 by Sponsorship Intelligence and 2014 by KantarSport



## **1.5 The Benefits of Bidding**

Bidding for the Olympic Games presents a significant opportunity for cities – regardless of the outcome.

The master planning considerations which are an integral feature of any Olympic candidature can be used to focus a city's public authorities on its long-term urban development plans. The organisational elements needed for the candidature project can also be used after the process, even if a city has not been successful.

Bidding can help to drive public engagement, while many cities report an increase in tourism due to the high profile and international nature of the candidature process.

New York and Madrid provide compelling examples of cities which failed to win the right to stage the Olympic Games, but still reaped sizeable benefits from their candidatures.

New York's candidature was used to drive a series of urban development projects across the city, particularly in areas which were considered to be relatively under-used.

The project focused on seven key zones – the Far West side of Manhattan, Brooklyn's East River waterfront, Long Island City in Queens, the Flushing section of Queens, Harlem, the South Bronx and Downtown Brooklyn.

Even though New York was not elected as the host city, comprehensive plans were approved for the targeted areas. In each of these zones, new affordable housing, mass transit enhancements, new parks and amenities and other new infrastructure were developed.

Madrid's candidature for the 2020 Olympic Games, awarded to Tokyo in 2013, created a raft of social and economic legacies and benefits, the impacts of which will be felt for years to come. For example, Madrid put in place a volunteer programme and a start-up entrepreneur scheme which have been implemented, even though the Spanish city was not ultimately elected.

## **1.6 Meeting the Olympic Games Challenge**

While the IOC has recently moved to simplify and lower the candidature costs for the Olympic Games, the significance of the undertaking to host the Olympic Games should not be underestimated by any potential host city and country.

Within the space of seven years, Olympic Games hosts will build an organisation from a few employees to an entity the equivalent of a Fortune 500 company, and then integrate that with a broad range of existing public authorities and institutions. Those involved in delivering the Olympic Games inevitably experience a steep learning curve - learnings that increase the effectiveness and efficiency of a nation.

The high-profile nature of the candidature process and hosting the Olympic Games, which drives so much value for hosts, also requires intensive management of global attention as the host city and country come under the lens of the international media. What was previously a local agenda becomes scrutinised globally. The opportunity to manage this challenge and build an effective international profile for the host city and nation is unequalled.

As communications and networking technologies advance, the responsibility and opportunity of engaging all parts of a host city and country can be a challenge. Recent history shows that some local communities remain sceptical of new initiatives proposed by government and community leaders. The Olympic Games are not immune to this, and therefore effective community communication and genuine consultation and engagement are a key platform for any Olympic Games candidature or hosting arrangement.

When bidding for the right to host the Olympic Games, it is understood by all that the prize is a significant one; and while cities may undertake exceptional campaigns, there can only be one host selected for each edition of the Olympic Games. Successful leveraging of Olympic Games candidatures to produce positive impacts, regardless of the result, can be achieved only if an unsuccessful candidature outcome is effectively managed in the eyes of the local community.



## 2. Olympic Agenda 2020

In December 2014, the IOC Members unanimously adopted 40 recommendations which, put together, form the strategic roadmap for the future of the Olympic Movement.

The recommendations followed a year of discussions and consultations with all the stakeholders of the Olympic Movement, as well as external experts and the general public. More than 40,000 submissions were received from the public during the process, generating some 1,200 ideas.

One of the fundamental decisions was to reshape the Olympic Games candidature process to:

- Enable more cities to host the Olympic Games by better aligning and balancing Olympic Games requirements so that they fit into the long-term environmental, social, economic and sporting needs of the city and country
- Decrease the cost of bidding
- Provide more clarity and transparency on Olympic Games delivery requirements
- Ensure that the Olympic Games will be sustainable and will contribute to sustainable legacies in every host city.

### Olympic Agenda 2020 recommendations (relating to Olympic Games Candidatures)

**Recommendation 1 - Shape the bidding process as an invitation: Introduce a new philosophy:** the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.

**Recommendation 2 - Evaluate candidate cities by assessing key opportunities and risks:** The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.

**Recommendation 3 - Reduce the cost of candidatures:** The IOC to further assist Candidate Cities and reduce the cost of bidding.

**Recommendation 4 - Include sustainability in all aspects of the Olympic Games:** The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.

## **2.1 Benefits of Olympic Agenda 2020 for Candidate Cities 2024**

The IOC's Executive Board adopted an Olympic Agenda 2020 Implementation Plan in February 2015 which ensures effective follow-up and delivery of the Olympic Agenda 2020 recommendations.

The process to select the Olympic Games 2024 host will be the first time the IOC has implemented the Olympic Agenda 2020 strategies in their entirety. The implications of this are set out below.

### **2.1.1 Balancing Olympic Games Requirements with City Legacy**

Cities will be encouraged to shape their Olympic Games plans to align with their long-term development plans. The IOC will support cities in exploring options which create delivery solutions that are sustainable, creating positive impact and legacies for local communities. The IOC will welcome the consideration of different Olympic Games hosting models which meet Olympic Games delivery requirements while promoting the Olympic Games as the world's most important sports event.

As part of this new philosophy, the IOC will actively encourage the maximum use of existing facilities and the use of temporary and demountable venues where no long-term legacy needs exist. Furthermore, the IOC will allow the organisation of preliminary competitions – or entire sports or disciplines - outside the host city, or in exceptional cases, outside the host country, in cases where this delivers a more sustainable venue concept.

### **2.1.2 Transparent Olympic Games Delivery Requirements**

The IOC will also assist cities at all stages of the candidature process, commencing with the recently introduced Invitation Phase, to have a comprehensive understanding of the Olympic Games hosting requirements from the outset of their deliberations. This Olympic Games Framework publication forms part of the information provided to potential candidate cities, and further documents will be provided later in the candidature process – see Chapter 3 for more details.

### **2.1.3 Reduction of Candidature Costs**

While the preparation of the Olympic Games plan and concept at the candidature stage will require the commitment of time and expertise by cities, the IOC will assist cities to reduce the costs. In particular, the IOC has decided to reduce the number of international meetings and presentations required from candidate cities, and the IOC will bear costs linked to the visit of its Evaluation Commission.

### **3. The Candidature Process 2024**

The IOC, as the custodian of the Olympic Games, has the responsibility to evaluate cities that are interested in hosting the Games; and it has developed a candidature process that aims to select new host cities in an efficient, transparent and cost-effective manner.

The Candidature Process 2024 began with the newly introduced “Invitation Phase”. This Invitation Phase has been introduced to help potential candidate cities develop their Olympic concept and identify a vision that best matches their sports, economic, social and environmental long-term planning needs. During the Invitation Phase, the IOC worked with potential candidate cities to discuss solutions to deliver great Olympic Games and leave a positive, long-term, sustainable legacy.

Following the Invitation Phase, cities wishing to submit a candidature for the Olympic Games 2024 entered the official Candidature Process which is divided into three stages:

Stage 1: Vision, Games Concept and Strategy

Stage 2: Governance, Legal and Venue Funding

Stage 3: Games Delivery, Experience and Venue Legacy

Three official submissions by Candidate Cities in line with the three stages of the process form part of a single integrated process which allows work to mature at an appropriate rate with filings to the IOC mapped to a logical series of milestones with staged analysis by the IOC. Each stage addresses different elements of the cities’ proposals in the context of the inherent nature of each country, region and city.

During stage 1, the strategic analysis stage, Candidate Cities put together their Games vision, concept and strategy plans. Cities build national support from stakeholders and the general public, whilst developing firm foundations and putting together a solid concept that meets the long term development and legacy plans for the city and region, with a strong emphasis on sustainability.

Stage 2 ensures that cities have the necessary legal and financial mechanisms in place to host the Olympic Games. During stage 1 and 2 the IOC Evaluation Commission Working Group analyses the files submitted and provides a dashboard report to the IOC Executive Board which confirms the transition of the city to the next stage.

During stage 3, Candidate Cities submit their file detailing how they will deliver the Games and ensure a sustainable legacy. Emphasis is placed upon operations to ensure successful delivery, legacy planning and Games experience for all stakeholders with a focus on the athlete experience. The IOC Evaluation Commission analyses the cities’ project and publishes its final report following a site visit to each city. The Commission’s findings will be published in the IOC Evaluation Commission Report which will clearly highlight the opportunities and challenges of each candidature.

At the end of the process, the IOC Members vote and elect the host city. The newly elected host city and the NOC of the host country sign the Host City Contract with the IOC.

The Candidature Process is summarised in the table on the next page, along with the key dates (subject to change).

## **Invitation Phase**

Duration: 15 January – end August 2015

- Cities/NOCs are invited to meet the IOC to discuss their initial ideas, vision and concept

## **Stage 1 – Vision, Games Concept and Strategy**

Duration: 15 September 2015 – June 2016

- NOC and city inform the IOC of the name of a Candidate City – 15 September 2015
- IOC provides all Olympic Candidature Process documentation (including the Host City Contract) to Candidate Cities and their NOCs – 16 September 2015
- Individual workshops in Lausanne – Week of 16 November 2015
- Submission by Candidate Cities of Candidature File Part 1- 17 February 2016
- IOC-appointed Evaluation Commission Working Group to analyse documentation and provide a dashboard report to the IOC Executive Board – February – May 2016
- IOC Executive Board confirmation of Candidate Cities that transition to the next stage – 1-3 June 2016

## **Stage 2 – Governance, Legal and Venue Funding**

Duration: June 2016 – December 2016

- Individual workshops for the Candidate Cities and their NOCs (Feedback on Stage 1 submission) – June 2016 (date TBC)
- Candidate Cities take part in IOC Observer Programme during Rio 2016 Olympic Games, August 2016
- Governance, Legal and Venue Funding Workshops – Rio de Janeiro – August 2016
- Submission by Candidate Cities of Candidature file Part 2 – 7 October 2016
- Official Debriefing of the Olympic Games Rio 2016 – Tokyo – November 2016
- Games Delivery, Experience and Legacy Workshops – November 2016
- IOC Executive Board confirmation of Candidate Cities that transition to next stage – December 2016 (date TBC)

## **Stage 3 – Games Delivery, Experience and Venue Legacy**

Duration: December 2016 – September 2017

- Submission by Candidate Cities of Candidature File Part 3 – 3 February 2017
- IOC Evaluation Commission analysis including a visit to each Candidate City – February – June 2017
- Publication of the Evaluation Commission Report on [www.olympic.org](http://www.olympic.org) – July 2017 (date TBC)
- Cities have the right of response following publication of Evaluation Commission Report – July 2017 (date TBC)
- 2024 Candidate City Briefing for IOC Members and Summer Olympic International Federations – July 2017 (date TBC)
- Election of the Host City 2024, Lima, Peru – September 2017 (date TBC)
- First meeting with elected city/NOC to determine the next steps and outline working procedures over the next six months, Lima, Peru – Day after the election
- Individual debrief meeting with each NOC/Candidate City – 6-9 months after the election

## **Contractual documents and other documents made available during the candidature process**

This Olympic Games Framework 2024 document is not intended to be an exhaustive list of what is needed to deliver the 2024 Olympic Games. It does not constitute a contractually binding document.

All documents pertinent to the Candidature Process 2024 were provided to Candidate Cities at the outset of the process on 16 September 2015, including the contractual documents, as described below. This candidature documentation was also made public, reflecting the IOC's Olympic Agenda 2020 commitment to increased transparency.

The operational requirements of the potential host city and host NOC and OCOG are set out in an updated "Host City Contract" (HCC) taking the Olympic Agenda 2020 recommendations into account. The HCC is divided into two sections:

- "Host City Contract - Principles": This defines the contractual relationship between the IOC, the host city, the host NOC, the OCOG and, if appropriate, other signatories, and includes the legal, commercial, organisational, reporting and financial obligations of each signatory of the HCC.
- "Host City Contract - Operational Requirements": This defines the specific obligations of signatories in relation to each of the delivery areas necessary for the successful planning, organisation, financing and staging of the Olympic Games.

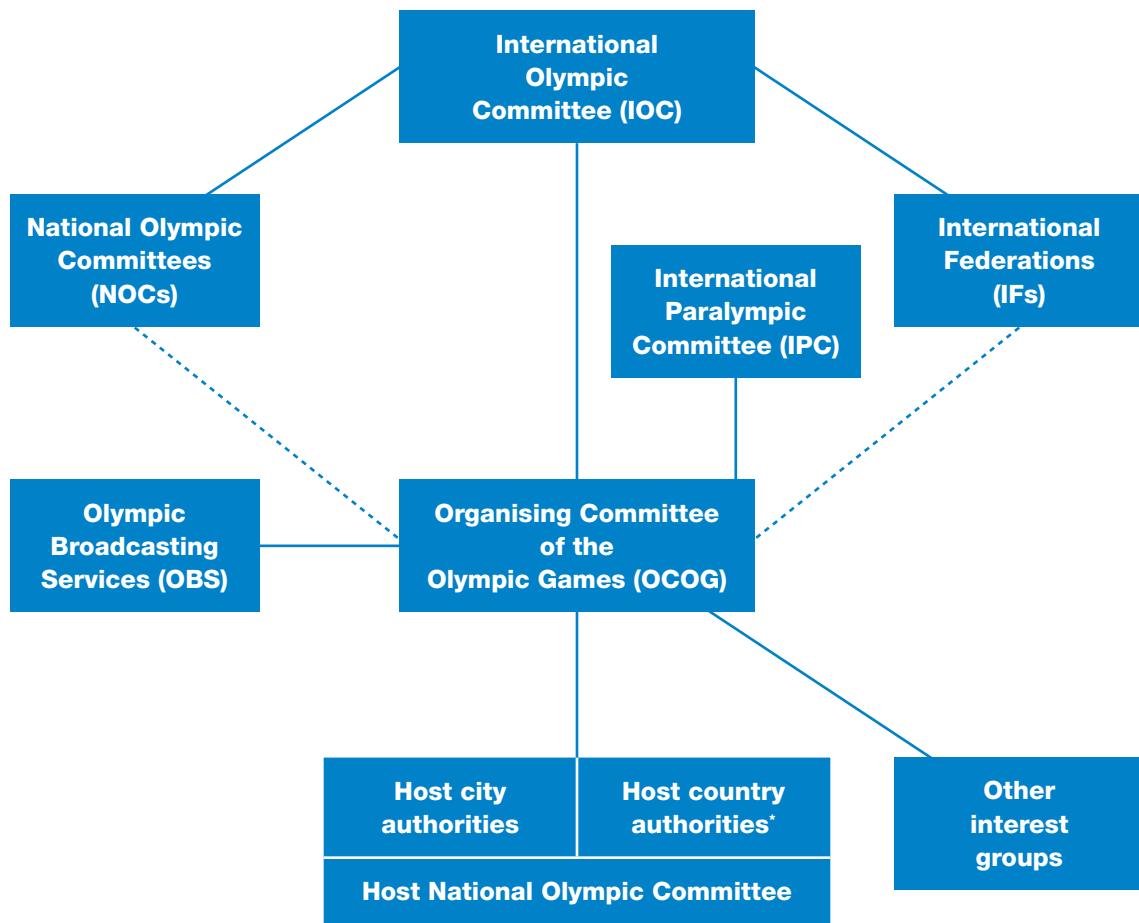
Additional support to candidate cities is provided via a number of documents that draw on the IOC's experience of the key factors that contribute to the success of the Olympic Games and positive Olympic Games legacies.

The IOC has established Rules of Conduct to ensure a fair and level playing field for all cities. The NOC of the country of each city, as well as the Candidate Cities, must respect the Rules of Conduct at all times and ensure that they are respected by any person, individually or acting within an organisation, participating in the candidature procedure, on behalf of a city or supporting it. The NOC is responsible for the activities and conduct of the city/cities until the election of the host city by the Session. The Rules of Conduct are available on the IOC website at [http://www.olympic.org/Documents/Commissions\\_PDFfiles/Ethics/Code\\_ethics\\_Rules\\_Conduct\\_Cities\\_20042015.pdf](http://www.olympic.org/Documents/Commissions_PDFfiles/Ethics/Code_ethics_Rules_Conduct_Cities_20042015.pdf)

## 4. Olympic Games Partnerships

The planning and organisation of the Olympic Games are a complex undertaking which requires effective cooperation and integration between the IOC, the OCOG, the host city authorities, the host country authorities and a wide range of other stakeholders – as illustrated below.

This diagram is based on the relationships between the various stakeholders specified by the Olympic Charter.



\*or including Host region authorities depending on the context

Every country bidding to host the Olympic Games has different governmental structures with varying levels of devolved powers to regional, city or other local government authorities. Therefore, the stakeholders that need to be involved in staging the Olympic Games will be different from one edition of the Games to the next. The IOC understands this and adapts to deal with different governance structures for each edition of the Olympic Games, whilst maintaining an established and proven Games oversight and management system which undergoes continuous improvement.

However, it is vitally important that every host country government achieves clarity on the respective operational and financial responsibilities of all stakeholders and has clearly defined decision-making processes with effective coordination forums and quick communication of decisions. Indeed, effective coordination and decision-making among stakeholders should start during the candidature process, and strong partnerships built in this process remain vital on the journey to delivering successful Olympic Games.

The stakeholders involved throughout the candidature process also play an important role in the planning and delivery of the Olympic Games.



## **4.1 International Olympic Committee (IOC)**

The IOC is an international, non-governmental and not-for-profit organisation, whose key role is to encourage and support the organisation, development and coordination of sport and to ensure the regular celebration of the Olympic Games. As the owner and guardian of the Olympic Games, the IOC invests heavily in the Games through a series of initiatives that help reduce delivery risks and maximise opportunities. These include:

- Financial and operational support to OCOGs in the form of a substantial contribution to Olympic Games operations costs, as outlined in more detail in Chapter 5.
- Solutions that support the most complex and specialised operational areas, thus mitigating some of the most significant delivery risks. This includes broadcasting, which is enabled and supported via OBS, and technology, via the support provided by four of the IOC's global partners: Atos, Omega, Panasonic and Samsung.
- Monitoring of the preparations for the Olympic Games, via a series of Project Reviews and Coordination Commission meetings in the host city throughout the seven years from host city election through to the Olympic Games. These meetings bring together experts from across the Olympic Movement to review progress and assist the OCOG, as well as helping manage the working relationships between the OCOG, the IFs and the NOCs.
- Solutions that provide knowledge, recommendations and best practice advice from past Olympic Games via the IOC.

## 4.2 National Olympic Committees (NOCs)

As stated in the Olympic Charter (Rule 27), the mission of each NOC is to develop, promote and protect the Olympic Movement within that country.

The NOCs promote the fundamental principles of Olympism at a national level and support the development of athletes through high-performance sport programmes. The NOCs have the exclusive authority for the representation of their respective countries at the Olympic Games.

Each NOC also has the exclusive authority to select and designate the city which may apply to organise Olympic Games in its country.

In addition, the NOCs are responsible for inviting their dignitaries (i.e. head of state and head of government), press and broadcasters, international spectators and the rest of the Olympic family in their respective territories.



## **4.3 International Federations (IFs)**

The IFs are IOC-recognised, international non-governmental organisations. Each IF governs its sport at world level and ensures its promotion and development. They monitor the everyday administration of their sports and guarantee the regular organisation of competitions as well as respect for the rules of fair play. The IFs must also supervise the development of athletes practising sports at every level.

As stated in the Olympic Charter (Rules 26 and 46), the IFs have the responsibility and duty to manage and to monitor the everyday running of the world's various sports disciplines. They have a prominent role in the planning and delivery of their respective sports during the Olympic Games.

They should be regarded as an active partner integrated in the overall Games management solution. This should include consideration of expertise that the IFs can provide to support the OCOG in the areas of technical staff, venue development – field of play construction and venue operating plans.

Using the IFs' expertise and experience particularly early in the process will help make the Olympic Games more efficient.

## **4.4 Organising Committee for the Olympic Games (OCOG)**

Within five months of the election of the host city, the dedicated legal entity with responsibility for planning and delivering the Olympic Games - the OCOG - must be formed. The OCOG then becomes one of the signatories of the Host City Contract. The OCOG is in essence the "vehicle" created by all stakeholders with the mission of staging the Olympic Games, and the OCOG is a vital tool for helping bring the Olympic Games stakeholders together. As such, it is important that there is appropriate Board-level representation from the host city, the host NOC and all other key stakeholders to achieve this. As the lead body, the OCOG is at the heart of organising the Olympic Games, but the OCOG does not have sole responsibility for Olympic Games delivery. A key role of the OCOG is to engage fully with all the Olympic Games stakeholders, in particular the government of the host country and the city authorities, to help them work together to achieve successful delivery of the Olympic Games.

An OCOG will typically grow from a small organisation to reach several thousand staff, contractors and volunteers by the time of the Olympic Games. The OCOG starts its work with a period of strategic planning – the major deliverable from this phase is the Olympic Games Foundation Plan, which builds on the work done in the candidature process to provide more detail on the scope of the Olympic Games project and define the vision and the experience for all the groups coming to the Olympic Games. It is the first step in the overall planning process, with a focus on Olympic Games-wide organisation, in particular the roles and responsibilities of the stakeholders along with the financial plans and accountabilities for the Olympic Games.

The “Planning Phase” follows, which involves a focus on what the OCOG is, what it does and how it does it. The OCOG evolves through progressively more detailed planning for Olympic Games operations, designed to move the organisation towards a state of readiness to deliver the Olympic Games. The Planning Phase starts the integration process for each of the OCOG’s functional areas and then adds a venue-based focus. The OCOG also works with its partners to define how the experience of the groups coming to the Olympic Games will be delivered more broadly across the city, and how the OCOG and its partners will work together to deliver them.

The Planning Phase transitions into the “Readiness Phase”, which is synonymous with the hosting of test events and other exercises that help build the OCOG’s event capability and validate that the host city is ready to stage the Olympic Games. This phase focuses on integrating people, processes, venues, infrastructure and technology to achieve the state of preparedness that is needed to be confident that the Olympic Games will be successful and deliver the vision agreed at the outset of the project. The Readiness Phase involves the rapid mobilisation and training of thousands of teams of people, who need to be able to respond to both routine and non-routine situations, using Olympic Games-time systems and equipment. The outcome of the Readiness Phase is tested and commissioned venues that are ready to welcome athletes, the media, spectators and the other groups working on the Olympic Games, whilst delivering an outstanding experience.

The Olympic Games Operations Phase is the period when the activities associated with staging the Olympic Games occur. This includes the 16 days of Olympic and 10 days of Paralympic competition, as well as other activities before and after the Games, such as the finalisation of venue installations, the Olympic Torch Relay, accreditation of Olympic Games-time workforce and athlete training.

The final phase is called “Dissolution”, where the OCOG concentrates on business closure, evaluation – including the delivery of final reports – as well as the retrofit and return of venues to their long-term use.

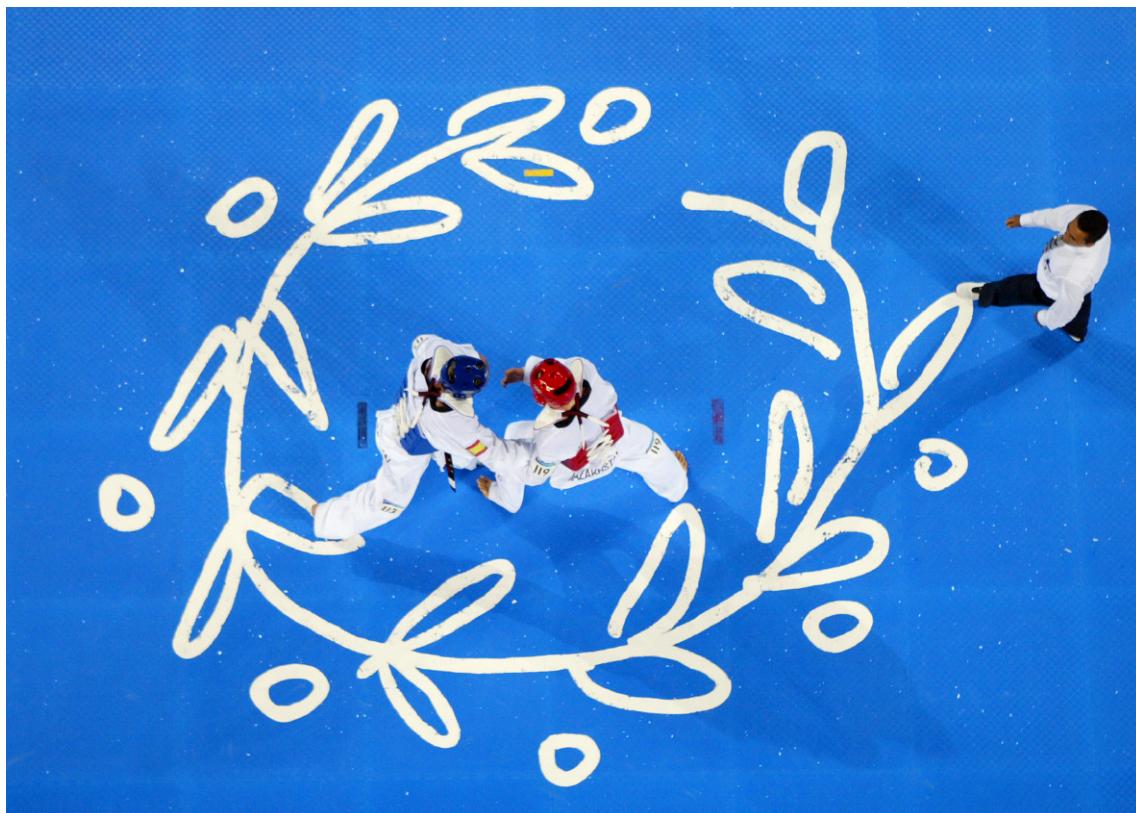
## 4.5 Host National Olympic Committee (Host NOC)

The host NOC is the IOC-recognised organisation in the host country. The host NOC is one of the signatories of the HCC, entrusted by the IOC with the organisation of the Olympic Games.

In addition to the specific responsibilities arising from the HCC, the host NOC is, like the other NOCs, responsible for organising its country's participation in the Olympic Games, especially selecting and preparing the host country's athletes.

In order to provide a unified marketing environment for the Olympic Games that will allow the OCOG an optimised revenue-generation capability, a "Joint Marketing Programme Agreement" (JMPA) should be signed between the NOC and the host city during the candidature process.

An NOC supporting a country's candidature or its hosting effort is a key stakeholder in the Olympic Games and will play an important role in governance and connecting the candidate organisation with the Olympic family and reinforcing the Olympic values, in particular prioritisation of the athletes in planning considerations.



## 4.6 Olympic Broadcasting Services (OBS)

OBS was created by the IOC in 2001 in order to serve as the host broadcaster for all editions of the Olympic Games. It is responsible for delivering the pictures and sounds of the Olympic Games to billions of viewers around the world. It produces and transmits unbiased live radio, television and new media signals of the Olympic Games.

OBS also represents the needs of the Rights-Holding Broadcasters (RHBs) within the OCOG with regard to services and operations.

The OCOG must adhere to the terms and conditions of all Broadcast Agreements as well as the agreement between OBS and the OCOG with respect to the Olympic Games, and must fully cooperate with OBS and the RHBs, including the provision of certain facilities, services and other requirements to OBS that allows it to increase the exposure and promotion of the Olympic Games. These broadcast facilities and services at the venues include broadcast compounds, camera platforms, commentary positions, power and lighting.

The OCOG is also responsible for delivering the International Broadcast Centre (IBC), as well as various services connected with the building. Appropriate transport, accommodation, accreditation and technology, as described in Chapter 6, are also the responsibility of the OCOG.

To provide a sense of the scale of the broadcast operations at the Olympic Games, during London 2012, 100,000 hours of coverage was broadcast globally, across more than 500 TV channels reaching 3.7 billion people, in over 200 territories, with more than 1.9 billion digital video views. For Sochi 2014, 2.1 billion people watched the Olympic Games on television, with an additional 1.4 billion digital video views.



## **4.7 Host City Authorities**

The host city is one of the signatories of the HCC, and the authorities in the host city play an important supporting role in planning, organising and delivering the Olympic Games. The precise role of the host city authorities depends on the power devolved to the city by the government of the host country; but it typically includes provision of public transport services, delivery of live sites and other city services. The host city typically has an important financing role too, in particular for any infrastructure improvements that have been agreed during the development of the Olympic Games concept during the candidature process, and which stakeholders agreed fitted well with the sporting, economic, social and environmental long-term planning needs of the city.

Depending on the context and the political structures in the host country, the regional government – if such an entity exists – can also play an important role in supporting the delivery of the Olympic Games.

## **4.8 Host Country Authorities**

The host country's government and public authorities are important stakeholders throughout the candidature process, as well as during the planning and delivery of the Olympic Games. It is important that there is an effective governance model to coordinate the input of the government ministries that play a role in helping to stage the Olympic Games. For example, during the planning for the London 2012 Olympic Games, the British government created the Government Olympic Executive to organise and integrate the specific responsibilities of ministries. The British government also created another entity, the Olympic Delivery Authority, which had a specific mission to oversee the construction of venues and infrastructure for the Olympic Games which was part of the wider regeneration of East London.

Following the recent Olympic Agenda 2020 recommendations, the government of the host country, and/or other appropriate levels of regional government, may be accepted as parties to the HCC if their inclusion appears appropriate in the light of the proposed Olympic Games concept and governance model, as well as the political context of the host country.

A number of government ministries, agencies or authorities are typically involved in the planning and delivery of the Olympic Games, as outlined in the table below. Since the structure of government ministries and their specific responsibilities vary from country to country, this table should be considered as illustrative only.

Government Ministry	Olympic Games-related delivery role
Lead Ministry / Agency with responsibility for the Olympic Games	Government coordination, any Olympic Games-related legislation, Olympic Games legacy
Finance Ministry	Public sector funding for Olympic Games infrastructure or other Olympic Games-related programmes
Home Affairs Ministry, Ministry of Defence, Intelligence Services	Security
Home Affairs Ministry	Fire and rescue services
Home Affairs Ministry and/or Immigration Agency	Accreditation, including background checking
Ministry for Education	Education programmes in schools and/or universities
Ministry for Education or Ministry for Business/ Skills	Apprenticeships/jobs related to the Olympic Games
Ministry for Transport	Transport, including air traffic control
Tourism Ministry or Agency	Tourism and accommodation
Ministry for Health	Health services
Foreign Affairs Ministry	International dignitary management
Ministry for Business or Trade	Ambush marketing, brand protection, import and export controls
Telecommunications Ministry or Agency	Radio spectrum and other telecoms matters
Ministry for the Environment or Climate Change	Environmental issues
Ministry of Energy or Agency	Energy supply and management (in cooperation with domestic utility/ies)
Culture Ministry	Cultural events
Sports Ministry	Elite sport and community sports participation
Local councils, local authorities or city mayors across the host country	Olympic Torch Relay

More information on the role of government as a delivery partner is included in Chapter 5.

## 4.9 International Paralympic Committee (IPC)

The IPC is an international non-profit organisation and the global governing body for the Paralympic Movement. The IPC's purpose is to organise the Paralympic Games, and it functions as the International Federation for nine sports.

## 4.10 Other Interest Groups

There are many other interest groups and organisations that typically play a role in the delivery of the Olympic Games. For example, the business community plays an important support role in preparing for the Olympic Games, either financially via domestic sponsorship opportunities or as a supplier of the essential goods and services that need to be procured to deliver the Olympic Games. And in broader civil society, there are typically a number of influential non-governmental organisations (NGOs) and unions that need to be engaged, to ensure that their views are appropriately considered and acted upon.



## **5. What it Takes to Stage Great Olympic Games**

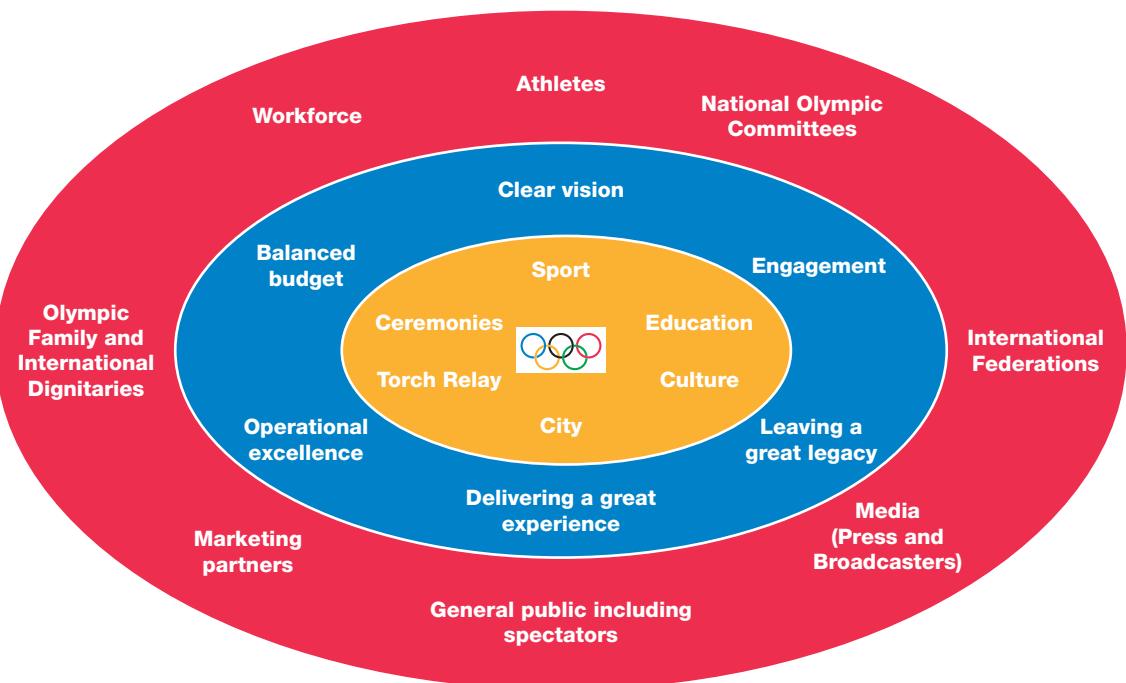
The Olympic Games present hosts with a unique experience – the opportunity to welcome the world's best athletes in a celebration of sport; the opportunity to stage ceremonies that will be watched by over one billion people; the opportunity to produce a torch relay that can inspire the nation; the opportunity to deliver education programmes that engage young people; and the opportunity – through cultural and other programmes - to showcase the host city. These elements form the Olympic Games “product”.

In order to deliver these elements and host great Olympic Games, there are a number of key success factors. The foundation for these elements is the clear requirement for quality management and alignment of all key partnerships involved in the delivery of the Olympic Games, as explained in Chapter 4:

- Having a clear vision
- Effective engagement
- Delivering a great experience
- Operational excellence
- Achieving a balanced budget
- Leaving a great legacy

Great Olympic Games are determined by the experience of those who participate in, work on and watch the events unfolding in the host city and across the globe. It is these participants – the athletes, NOCs, IFs, media, marketing partners, Olympic Games workforce, Olympic Family and International Dignitaries, and spectators – who, to a large extent, define Olympic Games success.

The Olympic Games product, the success factors and the participants involved in the Olympic Games are summarised below.



## 5.1 Having a Clear Vision

Every city should have a clear vision of why it is bidding for the Olympic Games, based on what it wants to achieve and how this fits into its long-term development plans, from an urban, social, sporting, environmental and economic point of view, with a key focus on sustainability.

The stakeholders involved in bidding for the Olympic Games should have a clear and shared vision, with well-articulated objectives which will define their candidature for the Olympic Games. The vision is the Olympic Games' compass, which can bring together and align all those involved. A strong, inspiring vision will help stakeholders make the “right” decisions, allowing the event to connect with the widest possible audience.

All potential candidates are encouraged to explore a vision that fully aligns with the development needs of the host city, and which in turn reflect the values of the Olympic Movement. Such alignment can enhance the showcasing of the host city's own attributes and values, including its culture and heritage, to create a unique and memorable Olympic experience.

It is important that the candidate city and the NOC of the host country engage with a range of stakeholders in formulating this vision. This engagement also establishes the principles for developing essential longer-term relationships, should the city's candidature be successful.

## 5.2 Effective Engagement

For the Olympic Games to translate into an inspiring and inclusive festival of sport, and to meet their full potential as a catalyst for sustainable change, it is essential that the organisers engage the entire host nation and beyond.

A systematic and consistent engagement strategy provides an invitation for everyone - not just sports fans - to join in. A successful engagement strategy will also support the Olympic Games vision, using the power of the Olympic brand to reach out and share the Olympic Games across the broadest cross-section of society. The London 2012 Bid Committee and later the London 2012 Organising Committee achieved this through a programme of activities and initiatives which focused on exploiting the diversity of London and the UK, with an emphasis on inclusivity. This resulted in "Olympic Games for Everyone".

The most successful engagement campaigns use the full breadth of participatory opportunities for the public to be involved in the Olympic Games. This includes ticketing programmes, culture and education programmes, live sites, volunteering opportunities and the Olympic Torch Relay. Athletes, artists and other ambassadors can be deployed as effective messengers through a carefully managed communications plan.



## **5.3 Delivering a Great Experience**

Ultimately, great Olympic Games are defined by the experience of those who participate and are witness to the exceptional achievements of the world's greatest athletes. It is these compelling and unique moments that make an Olympic Games experience special. Equally, if not delivered effectively, such moments can quickly turn into negative experiences that can have an adverse impact on the overall success of the Games.

While the athletes are at the heart of the Olympic Games and need world-class facilities and services that enable them to attain the best sporting performances of their lives, other groups of people and key stakeholders are also essential for Olympic Games success. The most important elements to be delivered for these groups of people are described below.

### **5.3.1 Athletes**

Every great edition of the Olympic Games places the athletes at the heart of its planning, preparations and delivery. The needs of the approximately 10,500 competitors, selected by their respective NOCs to represent their countries and territories to compete in the 2024 Olympic Games, will be paramount. Ensuring a successful experience for those athletes will go a long way to determining the success of the Olympic Games.

A successful experience for the athletes should take into account the following considerations:

- World-class venues and fields of play consistent with high performance
- Excellent training, preparation and recovery facilities
- A high-standard Village and associated services
- A premium food service programme in the Olympic Village and venues that meet the cultural and nutritional needs of the athletes
- An efficient, timely, convenient and comfortable transport system
- Full stadia and great sports presentation
- A once-in-a-lifetime experience reflecting the unique cultural and international flavour of the Olympic Games.

### **5.3.2 National Olympic Committees (NOCs)**

Over 200 NOCs are likely to attend the Olympic Games 2024, and the NOC delegations will include the athletes, alongside their coaches, medical staff and administrators. Each NOC will appoint a Chef de Mission to head their delegation, who will attend the Olympic Games alongside the NOC's President and Secretary General. The NOCs help to optimise the conditions for their athletes competing in the Olympic Games – they are accommodated alongside their athletes in the Village(s).

A successful experience for the NOCs should take account of the following considerations:

- Clear, transparent timely and consistent communication and information from the OCOG
- A high-standard Olympic Village and associated services
- Efficient and timely transport
- Clear policies and procedures applied consistently across all venues
- A knowledgeable and empowered NOC Services team
- Well trained and efficient volunteers (i.e. NOC Assistants)
- A well-defined process for identifying and resolving Olympic Games-time issues in an expedited manner
- Administrative support for the delegation's own programmes, e.g. friends & family of competing athletes programme or homestay initiatives
- Assistance linked to the NOC Support Grant, such as travel and logistical support, especially with equipment.

### **5.3.3 International Federations (IFs)**

Each IF is responsible for the technical control and direction of its sport at the Olympic Games, working closely with the OCOG in the various stages of planning and delivery. The representatives of IFs attending the Olympic Games include key staff and executives, board members, international technical officials and equipment technicians.

A successful experience for the IFs should take account of the following considerations:

- Venues and equipment that meet the technical requirements of the sport
- Sound and sustainable sports legacy plans
- Effective collaboration with the OCOG, including well-executed sports operations
- Full stadia and great sports presentation
- High-quality broadcast coverage
- Accommodation close to venues
- Efficient and timely transport
- Administrative support for the Federation's arrangements and logistics.

### **5.3.4 General Public, including Spectators**

The general public are most likely to embrace the once-in-a-lifetime opportunity of the Olympic Games being staged in their city and country if well-planned communication and “engagement” programmes have been developed that capture their imagination. Successful OCOGs that engage, excite and inspire the general public help create the atmosphere that makes attending an Olympic Games such a unique and memorable experience. This typically includes venues that are full of passionate and knowledgeable spectators, a highly motivated volunteer workforce, and thousands of fans lining the streets for the Olympic Torch Relay and other road events like the marathon.

A successful experience for the general public should take account of the following considerations:

- Fair and equitable access to tickets at a range of prices allowing maximum attendance
- Volunteer opportunities that are accessible to everyone
- Inspiring ceremonies, Olympic Torch Relay, cultural programmes and live sites
- Responsible and transparent governance that leads to great legacies – economic, social and environmental
- Minimal disruption to the normal running of the host city during the Olympic Games.



### **5.3.5 Media**

The media include accredited journalists and the photographic press, the host broadcaster, OBS and RHBs. Collectively, the media take the story of the Olympic Games around the world via newspapers, websites, television, radio and new media. There were 24,900 members of the accredited media attending the London 2012 Olympic Games, 18,600 accredited RHBs and OBS staff, and 6,300 accredited members of the press.

A successful experience for the media should take account of the following considerations:

- Freedom to report on the Olympic Games
- Reliable media facilities and services
- Secure, fast and accurate information services
- Telecommunications and technology at current international standards
- Accreditation processes that allow entry to the country and easy access to venues
- Logistical support - in particular, efficient, convenient and reliable transport
- Conveniently located and reasonably priced accommodation.

The media require specialised facilities and services to be able to carry out their functions - these are outlined in more detail in Chapter 6.

### **5.3.6 Marketing Partners**

Marketing partners are important contributors to the Olympic Games, and many have a long-term commitment to the Olympic Games and to promoting the Olympic Movement. They provide direct financial support, but they also deliver valuable operational services, and they also run numerous hospitality programmes which contribute to the overall commercial success of the Olympic Games.

The Olympic Partners (TOP) programme is the worldwide sponsorship programme managed by the IOC to establish long-term partnerships with some of the world's leading companies. Through their commitment, the marketing partners play a vital role in supporting the staging of the Olympic Games, as well as through their financial support, their provision of technical services and products and their marketing campaigns.

The OCOG has the ability to sign up domestic sponsors as part of its marketing partner programme, the only restriction being the reserved categories taken as part of the TOP programme. OCOGs tend to have between 30 and 45 sponsors across three tiers, with each tier providing a different "package" or marketing rights. OCOGs typically have between four and six sponsors in the highest sponsorship tier, and categories normally include banking, airline, telecoms and energy (i.e. oil and gas).

A successful experience for marketing partners should take account of the following considerations:

- Early, clear and open communication and collaboration with the OCOG
- Appropriate brand activation, engagement and showcasing opportunities
- A strong Olympic Games brand
- A fit-for-purpose brand protection programme
- Appropriate accreditation and access to venues
- Access to tickets and hospitality services for their guests and clients
- Transport and accommodation.

### **5.3.7 Olympic Family and International Dignitaries**

There are a diverse group of senior executives from the Olympic Movement who attend the Olympic Games, which includes the IOC President and IOC Members, IOC administration and other senior members of the wider Olympic Movement. All these people have a specific working role fulfilling tasks that are vital to the effective running of the Olympic Games.

Additionally, there are a number of international dignitaries (sovereigns or heads of state/heads of government/sports ministers) and domestic dignitaries who will attend.

Given the gathering of the sporting community in the host city at Olympic Games-time, there are a number of important meetings and associated events that take place immediately prior the Olympic Games, such as the IOC Executive Board meeting and the IOC Session.

A successful experience for the Olympic family and international dignitaries should take into account:

- Operational, working and hospitality needs
- Specific security conditions for international dignitaries.

### **5.3.8 Workforce**

Given the complexity of organising the Olympic Games, tens of thousands of people need to be mobilised in the lead-up to the start of the Olympic Games. The workforce for the Olympic Games typically includes staff employed by the OCOG, volunteers, staff contracted by partners and suppliers to deliver specific services (for example, in areas such as catering, cleaning, security or transport), as well as staff from government, city or other public authorities.

A successful experience for the workforce should take account of the following considerations:

- Inspiring leadership and management
- Effective recruitment, recognition and retention of staff
- Clarity of organisational and individual roles and responsibilities
- Appropriate briefing, training and Olympic Games-readiness processes
- Reliable transport, decent food and a comfortable uniform
- Availability of suitable, reasonably priced accommodation
- A clear, transparent and timely process for procuring suppliers.



## **5.4. Operational Excellence**

Meeting the operational challenges of delivering the Olympic Games is a significant undertaking. All successful hosts understand this and lay the strategic foundations for the Olympic Games at the very start of the candidature process. What follows in this chapter highlights the major feasibility considerations which any city should take into account when weighing up a possible candidature. Other more detailed requirements will be discussed with the IOC during the Invitation Phase and presented during the official Candidature Process.

### **5.4.1 The Olympic Games Concept**

Before deciding whether to bid, cities and countries should develop an initial Olympic Games concept, which can guide their feasibility analysis. This concept should be aligned to a potential host's long-term development plan, as outlined in Chapter 2.

During the Invitation Phase, potential host cities should focus on the following key elements:

#### **Master Plan**

- Guided by existing infrastructure and venue plans, transport and security operations with a vision for how the Olympic Games can be projected onto the city to optimise legacy and Olympic Games operations.

#### **Sport and venues (stadia)**

- Analysis of existing and planned venues to assess the viability of hosting Olympic Games events and training
- Development of temporary solutions where an existing venue is not available and there is no legacy need
- Detailed venue design is not required at this stage of the process.

#### **Infrastructure (telecoms, technology, energy, mobility)**

- Analysis of existing and planned infrastructure
- Possible acceleration of planned development
- Opportunity to address specific urban issues e.g. regeneration, accelerated development, strategic investments in IT, communications or energy.

#### **Village(s)**

- Brief description of the Olympic Village requirements and global numbers
- Specific description of the role of the Olympic Village and its importance as a core Olympic Games requirement
- Identification of any solutions for the Olympic Village(s) that are compatible with existing city or regional development plans, with consideration of complementary temporary overlay installations.

## **Accommodation**

- A thorough description of the Olympic Games accommodation requirements, including:
  - Global numbers for all client groups expected to be present for the full operational period of the Olympic Games (except those staying in the Village(s))
  - An initial capacity evaluation taking into account Olympic Games requirements, future development trends and use of alternate accommodation solutions, such as university residences, cruise ships or other mobile/temporary accommodation.

## **Transport operations**

- Analysis of Olympic transport demand and the transport priorities and privileges of key groups attending the Olympic Games
- Exploration of the Olympic Games transport solution, existing infrastructure, facilities and daily use, and fit with the city's overall Olympic Games concept
- Legacy opportunities, including long-term sustainability plans e.g. changes to mobility patterns

## **Security**

- General review of safety and security requirements
- Initial identification of roles and responsibilities across defence, security and intelligence agencies linked to existing city/country framework and practices
- Initial identification of Olympic Games time augmentation and resourcing.



## **5.4.2 Government Support**

### **Government as a delivery partner**

Once a host city is selected, effective Olympic Games delivery partnerships are required between the host NOC, the host city and the regional and national governments, with an OCOG being created to assume responsibility for the practical aspects of organising the Olympic Games in collaboration with public authorities. The development of close working relationships with the public authorities is crucial during the candidature process. These relationships must be set up to endure, as if they are not strong enough from the outset, significant delivery risk is carried by the candidature and will be evident.

All levels of government are impacted by the Olympic Games and have the opportunity to contribute to and gain from the Olympic Games journey. During the candidature process, it is essential to ensure that the Olympic Games organisational framework is defined with a clear allocation of roles and responsibilities. An initial view of the overall Olympic Games governance process and potential need for any enabling legislation and special structures is also required. In developing this enabling structure, the opportunity to leverage existing institutions and to build on existing capability should be carefully considered.

One of the great “hidden” legacies evident for all recent Olympic Games hosts is the collaborative impact the Olympic Games have on the public authorities, promoting more effective working practices and cooperation which transcend the Olympic Games and deliver enduring benefits for the public administration and the communities it serves.

Government and municipal authorities will also need to deliver a range of services which fall under their jurisdiction, and which should be coordinated with other Olympic Games operations. The provision of government/municipality services typically include the areas listed below, although the context of the specific host city and host country will determine the exact scope of government-delivered services, so this list should not be considered exhaustive:

- Urban cleaning and waste
- Security
- Transport
- Medical services
- Business continuity planning
- Legislation and regulatory support to enable operations
- Brand protection

The Olympic Games require a range of special and exceptional arrangements, given their scale, characteristics, involvement of many international stakeholders and short delivery timeframe.

### **Immigration, taxation and import of goods**

In order to simplify preparations for the Olympic Games, make the best use of available resources and achieve management efficiencies, it is necessary for the OCOG to put in place a number of administrative processes, working in close cooperation with the relevant authorities of the host country. These processes should always take the existing legal and tax framework as a basis, but should be implemented in a manner that addresses the specific needs of the Olympic Games and their stakeholders (in particular the OCOG, IOC and its affiliates, NOCs, IFs, sponsors and broadcasters). These needs include:

- the entry of accredited individuals into the territory of the host country (i.e. athletes, officials and other persons attending or contributing to the Olympic Games preparation);
- the import of animals, equipment and other items necessary for the delivery of the Olympic Games; and
- taxes (including direct, indirect and withholding taxes), taking into consideration the need to:
  - avoid the permanent establishment of legal entities to perform temporary Olympic Games-related activities in the host country;
  - avoid any kind of double taxation;
  - allow Olympic stakeholders to voluntarily register for indirect tax recovery purposes.

Wherever possible, these needs should be met through the application of the host country's existing tax and customs regime, as was the case in several past Olympic Games editions.

Where this proves impractical, bespoke regulations should be considered on a limited and temporary basis, solely for the purposes of facilitating the preparations and delivery of the Olympic Games and optimising the resources available to the OCOG.

It should be noted that all IOC revenue, including any tax saving, is redistributed almost entirely to the sports movement.

It is especially important to ensure, by coordinating with the relevant authorities of the host country, that the Olympic Identity and Accreditation Card, along with a valid passport, functions as a visa to enter the host country and allows its holder to carry out Olympic-related functions from 30 days before the Olympic Games until 30 days after the Olympic Games, and for a longer period if at all possible.

## 5.5 Achieving a Balanced Budget

The budget for the Olympic Games has naturally evolved over time and varies for each edition, depending on the current context of the host city. However, the basic principles of financing the Olympic Games remain broadly the same, and can be broken down into two distinct budgets: the operational budget (referred to as the OCOG budget), and the governmental or infrastructural budget (referred to as the non-OCOG budget). The two budgets are often confused, but must be kept separate and distinct.

### **OCOG budget**

The OCOG budget is the operational budget controlled by the OCOG, which is used to cover all costs and expenses related to the delivery of the Olympic Games. This includes the organisation of the sport events and the ceremonies; the delivery of technology and other services to make the Olympic Games happen; the procurement of goods and equipment needed for the Olympic Games; and the salaries of the workforce.



The OCOG budget is mainly privately financed, with a large contribution from the IOC that comes from its various revenue sources, including The Olympic Partners (TOP) Programme and the sale of broadcast rights to the Olympic Games.

This IOC contribution includes a direct contribution to the budget of the Organising Committee (through the share of the broadcasting sales and the TOP Programme). The contribution also includes the IOC covering considerable operational costs, such as the host broadcast operation, OBS, and various forms of Olympic Games support provided by the IOC to the OCOG, including its “Transfer of Knowledge” programmes.

In short, the IOC contributes to the success of the Olympic Games:

- Olympic Games London 2012: USD 1.3 billion
- Olympic Games Rio 2016: USD 1.5 billion (estimate)
- Olympic Games 2024: the baseline is the Rio 2016 estimate.

A successful commercial programme can generate the majority of the revenue needed to fund the operational costs of staging of the Olympic Games – as described in Chapter 6.

It should be noted that all recent OCOGs have either made a profit or broken even.

### **Non-OCOG budget**

#### **a) Capital Investment budget (competition and non-competition venues)**

This budget is directly related to the construction of the permanent competition and non-competition venues, which have a long-term legacy. The financing of such investments is usually undertaken by the public authorities and/or the private sector.

#### **b) Operations budget**

This budget includes the operational services of the public authorities in support of the Olympic Games (such as security, transport, medical services, customs and immigration, as described above).

In addition, each host city/region/country has a long-term investment plan for general infrastructure, which deals with wider infrastructure investments that the host country and city are making independently of the Olympic Games, such as investments in transport infrastructure (roads, airports and railways). How this is funded and the scope of this investment plan very much depend on what already exists in the city and the long-term development vision of the city and country.

## **5.6 Leaving a Great Legacy**

Legacy is a major part of the vision for the Olympic Games, and it goes to the heart of determining the rationale for hosting the Olympic Games and the value to be derived from them.

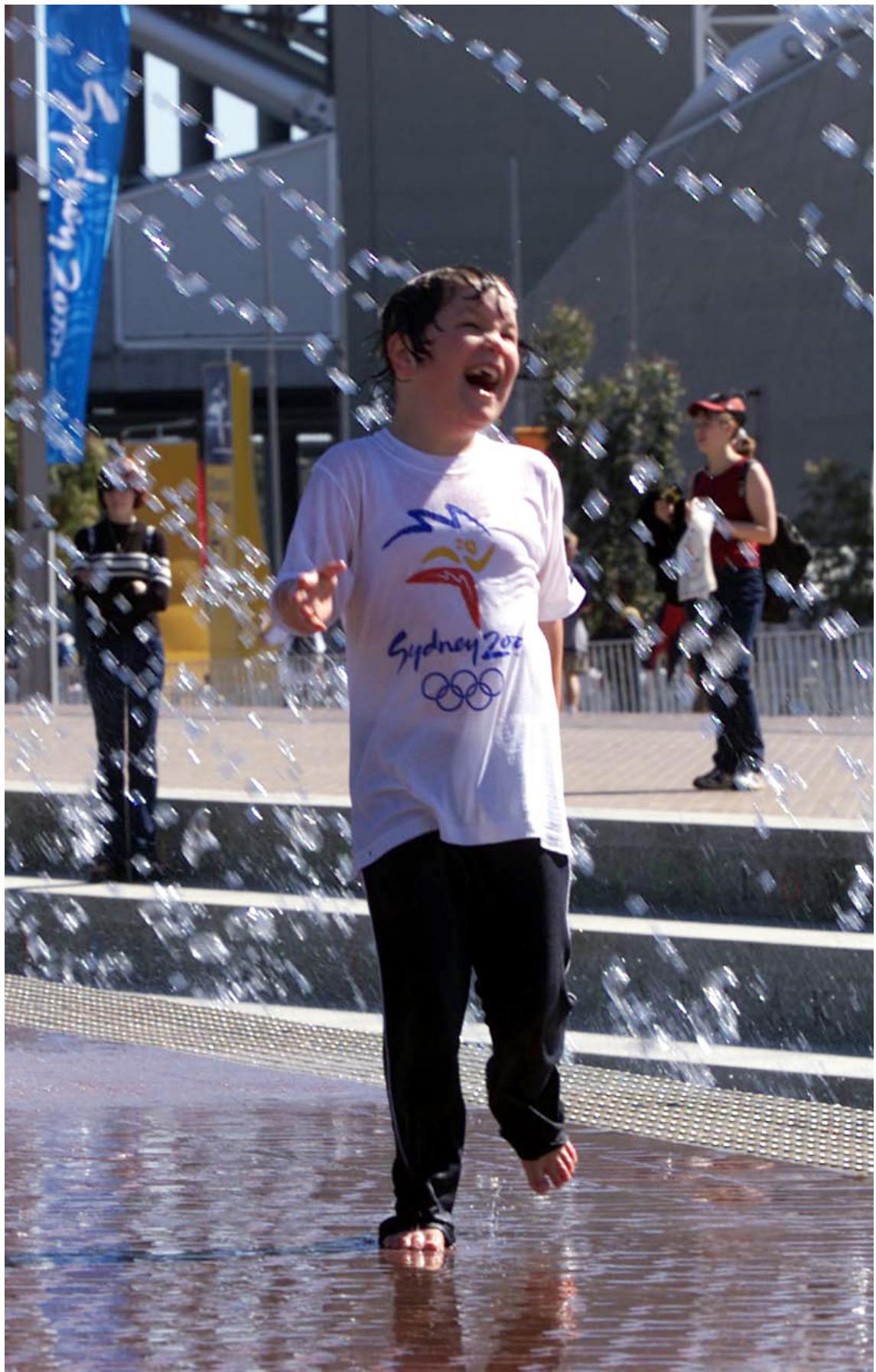
As described in Chapter 1, hosting the Olympic Games can provide an unrivalled opportunity to transform the host city and country. Hosting the Olympic Games provides a powerful catalyst for cities and countries to invest in the future, with tangible and significant benefits. Only with a clear vision and direction for the Olympic Games, aligned with the city's long-term development plans, will a tangible legacy be realised. To be effective, legacy must be placed at the forefront of all decision-making, throughout the planning and management of the Olympic Games. If managed correctly and incorporated into planning from the outset, the Olympic Games can have enduring benefits on the host city's infrastructure, environment, economy, sport and society.

Legacy refers to physical improvements (new venues, infrastructure, public amenities and green space); socio-economic benefits, in terms of increased resources for sports development, social progress (jobs, skills, education, health and accessibility), tourism, business development and inward investment; and intangible intellectual and emotional benefits (new methods, standards, knowledge and experience, as well as community cohesion, increased national identity and sense of pride and well-being).

The Olympic Games can be used to reinforce urban plans and drive the investment in infrastructure needed for the long-term use of the community – in terms of stadia and venues that may be needed, but also complementary city developments such as public parks and play spaces, as well as other vital infrastructure projects such as sewerage, roads, railways and power supplies. The IOC actively advocates that, through careful planning, only infrastructure with a sustainable long-term legacy use and future need by the community should be built for the Olympic Games.

Well planned effective alignment with long-term plans and a commitment to deliver on legacy plans can also achieve a significant positive economic benefit to the host city and country, including the creation of thousands of new jobs – not only for those working on the delivery of the Olympic Games but also for many companies in the wider economy.

The focus of hosting the Olympic Games can be used as a lever to drive investment in a country's elite athletes and high-performance sporting infrastructure, and to encourage a healthy and active lifestyle across the nation. The Olympic Games also provide an opportunity to galvanise citizens and communities (including any represented by specific NGOs) across the nation, offering a unique opportunity to allow people to come together and celebrate the achievements of their nation, helping to build a greater sense of community and belonging through a range of social programmes.



## 6. Olympic Games Functional Areas

This chapter should be read in conjunction with Chapter 5, which highlights some of the key elements which constitute a great Olympic Games experience for those attending, and which are typically decisive in the decision-making process of a city considering whether to bid for the Olympic Games. The functional areas outlined in this chapter should not be considered an exhaustive list, but they constitute the key cost and organising drivers when planning and delivering the Olympic Games. A complete list, encompassing all the functional areas and departments within an OCOG, is included at the end of this chapter.

This chapter includes facts and figures from the most recent editions of the Olympic Games, particularly from London 2012, which help illustrate the scope and scale of delivering the event.



## **6.1 Product and Experience**

### **6.1.1 Sport**

Sport and the athletes must be at the heart of the OCOG focus and decision-making processes, as described in Chapter 5.

The IOC will determine the list of sports for each Olympic Games edition at the IOC Session where the relevant host city is elected. The programme for the Rio 2016 Olympic Games – included at the end of this chapter – should thus be used as a basis for information. However, the Olympic Agenda 2020 recommendation to move from a sport-based to an event-based programme will offer more flexibility for the selection of events on the sports programme and the IOC will allow the OCOG to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.

The table below lists the sports and disciplines on the Olympic programme for the last four editions of the Olympic Games, along with the venue capacity for each sport. These are provided for reference purposes only, and should not be considered as minimum requirements: each city must carefully analyse its own context and legacy needs. In accordance with Olympic Agenda 2020, it is expected that venue spectator capacities will be established according to existing conditions and future needs.

	<b>Sydney 2000</b>	<b>Athens 2004</b>	<b>Beijing 2008</b>	<b>London 2012</b>
<b>Sport &amp; Discipline</b>	<b>Capacity</b>	<b>Capacity</b>	<b>Capacity</b>	<b>Capacity</b>
<b>Aquatics</b>				
Diving	17,500	6,200	17,000	17,500
Swimming		11,500		
Synchronised Swimming		5,300		
Water Polo	3,900	11,500	5,500	5,000
Marathon Swimming	Not included on the programme	Not included on the programme	26,200 (seated) 10,000 (standing)	3,000 (seated) 8,650 (standing)
<b>Archery</b>	4,500	7,500	4,500	6,500
<b>Athletics</b>	115,600	72,000	91,000	80,000
<b>Badminton</b>	6,000	5,000	7,500	6,000
<b>Baseball</b>	14,000 4,000	12,000 9,000	12,000 3,000	Not included on the programme
<b>Basketball</b>	20,000 10,000	15,000 (prelims) 19,250 (finals)	18,000	12,000 (prelims) 20,000 (finals)
<b>Boxing</b>	7,500	8,000	13,000	10,000
<b>Canoe</b>				
Sprint	16,000/24,000 (standing)	14,000	26,200 (seated) 10,000 (standing)	20,000 (seated) 10,000 (standing)
Slalom	12,500	8,000		12,000
<b>Cycling</b>				
Track	6,000	5,250	6,000	6,000
Road	Standing only	Standing only	Standing only	Standing only
Mountain Bike	20,000	NA	15,000	20,000
BMX	Not included on the programme	Not included on the programme	4,000	6,000
<b>Equestrian</b>	20,000 (main) 50,000 (in total)		18,000	
Jumping		10,000		21,500 (Jumping and Dressage combined)
Dressage		8,100		
Cross Country		15,000		65,000
<b>Fencing</b>	5,000	3,800 (prelims) 5,000 (finals)	5,700	8,000
<b>Football</b>	37,000 40,000 20,000 98,000 115,000 42,000	22,700 22,700 22,700 26,400 33,000 72,000	60,000 91,000	90,000 52,000 76,000 74,600 52,000 32,000

	<b>Sydney 2000</b>	<b>Athens 2004</b>	<b>Beijing 2008</b>	<b>London 2012</b>
<b>Sport &amp; Discipline</b>	<b>Capacity</b>	<b>Capacity</b>	<b>Capacity</b>	<b>Capacity</b>
<b>Gymnastics</b>				
Artistic	16,900	17,500	15,000	20,000
Rhythmic	6,000	6,500	7,500	6,000
Trampoline	16,900	17,500	15,000	20,000
<b>Handball</b>	10,000 6,000	8,100 14,100	6,000 15,000	17,500
<b>Hockey</b>	15,000	7,300 (main) 2,100 (secondary)	12,000 (main) 5,000 (secondary)	16,000
<b>Judo</b>	9,000	9,000	8,000	10,000
<b>Modern Pentathlon</b>	6,000 17,500 14,000	2,500 (swimming) 5,000 (riding) 5,000 (running) 3,000 (fencing and shooting)	36,000 5,500	17,500 21,500 (Equestrian)
<b>Rowing</b>	16,000 (seated) 24,000 (standing)	14,000	26,200 (seated) 10,000 (standing)	20,000 (seated) 10,000 (standing)
<b>Sailing</b>	Standing	1,600 (Victory Ceremony)	Standing	Standing
<b>Shooting</b>	6,500	4,000	8,000	7,500
<b>Softball</b>	8,000	4,800	10,000	Not included on the programme
<b>Table Tennis</b>	5,000	6,500	8,500	6,000
<b>Taekwondo</b>	5,000	8,000	8,000	8,000
<b>Tennis</b>	10,000 (centre court) 7,400 (others)	8,600 (centre court) 4,000 (court 1) 2,000 (court 2)	10,000 (centre court) 4,000 (court 1)	30,000
<b>Triathlon</b>	Standing	Standing	10,000	3,000 (seated) 8,650 (standing)
<b>Volleyball</b>				
Beach Volleyball	10,000	9,600	12,000	15,000
Volleyball	11,000	13,200	3,650 (prelims) 17,000 (finals)	15,000
<b>Weightlifting</b>	3,800	3,500	5,050	5,000
<b>Wrestling</b> Greco-Roman and Freestyle combined	9,000	9,000	8,500	10,000



A key component of the planning of the Olympic Games is the competition schedule, which should be developed in close coordination with the IOC, IFs, OBS, the RHBs and other stakeholders. The competition schedule must take into account that the Games of the Olympiad are traditionally held between mid-July and end-August, although it is possible for cities to discuss exceptions. The total duration of the Olympic Games should not exceed 16 days. In exceptional circumstances, some preliminaries may be organised prior to the Opening Ceremony, upon approval of the respective IF and the IOC Executive Board. In all cases, no medals may be awarded and no athletes eliminated from the Olympic Games prior to the Opening Ceremony.

**For London 2012, there were 646 competition sessions for 302 Olympic medal events across 39 disciplines of 26 sports.**

**For Rio 2016, there will be 709 competition sessions for 306 Olympic medal events across 42 disciplines in 28 sports.**

### **6.1.2 Ceremonies**

The Opening and Closing Ceremonies are two of the most watched events of the Olympic Games, celebrating the athletes and providing a unique opportunity to communicate a positive image of the host city and country to the world, as well as a unique opportunity to showcase the host nation's culture. In addition, victory ceremonies (medal ceremonies) celebrate the personal achievements of athletes, as the pinnacle of a life devoted to their sport.

The OCOG should develop and organise the ceremonies, in collaboration with OBS, which has the exclusive responsibility for broadcasting the ceremonies, and in line with IOC protocol, to reflect the overall vision for the Olympic Games.

**The Beijing 2008 Opening Ceremony had an estimated worldwide live television audience of 1.5 billion.**

**The live stadium audience of the London 2012 Opening Ceremony was 70,000, including approximately 5,000 press & broadcasters, 100 heads of state or government and 10,000 parading athletes and officials.**

**The Opening and Closing Ceremonies involved 12,411 cast members from across the UK.**

### **6.1.3 Olympic Torch Relay**

The Olympic Torch Relay reflects the unique nature of the Olympic Games, by expressing the Olympic ideals of peace, unity and friendship through the Olympic flame. It is the Olympic Movement's primary asset to promote and market the upcoming Olympic Games across the host country, and it is an unparalleled opportunity to showcase the country to an international audience through media coverage of the event. The Olympic Torch Relay provides an opportunity to engage with as many people in the host country as possible and generate national enthusiasm and excitement in the build-up to the Olympic Games. The torchbearer selection programme also provides an ideal opportunity to recognise role models and national heroes, and there are additional opportunities throughout the Olympic Torch Relay for promoting Olympic cultural heritage and ideals.

The OCOG should develop its own model for the organisation and delivery of the Olympic Torch Relay in the host country that respects this key role and takes account of both local conditions and cultural characteristics, within guidelines outlined by the IOC.

It is important that, when organising and delivering the Olympic Torch Relay, all road closures, safety and security measures are managed effectively to minimise disruption to the local communities as it passes around the host country.

**The Vancouver 2010 Olympic Torch Relay visited 1,020 communities and places of interest.**

**The London 2012 Torch Relay saw 8,000 torch bearers carry the torch over 8,000 miles across the UK.**

**Over the 70 days of the Torch Relay, more than 15 million people lined the streets of the UK to see the Olympic flame.**

**The Sochi 2014 Olympic Torch Relay consisted of 82 stop-over cities.**

#### **6.1.4 Olympic Truce**

The tradition of the Olympic Truce dates back to the 9th century BC, in Ancient Greece. The IOC decided to revive this ancient concept in order to protect the interests of the athletes and sport in general.

The IOC's commitment to the Olympic Truce extends beyond the period of the Olympic Games and has led to the implementation of a series of "sport for peace" activities through the NOCs.

The OCOG should carry out various activities during the period leading up to and throughout the Olympic Games to promote peace and human understanding through sport, and in particular the Olympic Truce. This presents interesting opportunities through education and other social programmes to engage and inspire young people and use the power of sport to create a platform for dialogue and reconciliation.

**London 2012 submitted an Olympic Truce resolution to the United Nations that was co-sponsored by all 193 member states.**

#### **6.1.5 Culture**

The delivery of a cultural programme can be a very powerful tool to build engagement inside the host country and to blend sport with culture. The OCOG should organise and present a programme of artistic, musical and other cultural events in order to promote mutual understanding and friendship among the people present in the host city during the Olympic Games. This programme should emphasise and place at the forefront a specific Olympic cultural narrative.

For the cultural programme to be a success, it should leverage all the assets that the Olympic Movement and the IOC in particular, has to offer. The IOC is a unique organisation with a rich cultural heritage and dedicated resources ready to work with the OCOG – and a spirit of co-production will enable the widest possible audience to experience the host country's cultural projects within and outside the country.

**The four-year London 2012 Cultural Programme saw approximately 18,500 performances, events and workshops organised, with a total attendance of over 18 million people.**

### **6.1.6 Education**

The principles of Olympism embrace education, respect, human dignity, mutual understanding, solidarity and fair play, while rejecting all forms of discrimination. In education, these Olympic principles can be reinforced within the wider community by integrating them into school curricula. Successful outcomes from an education programme can include changing attitudes, particularly towards disability, inspiring greater participation in sport and promoting young people's interest in and engagement with the Olympic Games.

"Get Set", the official London 2012 education programme which was launched in September 2008, used the power and excitement of the Olympic Games to inspire young people across the length and breadth of the country. The Get Set programme gave schools the tools to integrate the Olympic Games values into their own activities, and by offering exciting Olympic Games-related stimuli such as films, puzzles and games it enabled schools to engage with the Olympic Games in whatever way they chose.

**In the four years leading up to London 2012, 26,376 schools - 85 per cent of all schools and colleges in the UK - took part in "Get Set" - London 2012's Education Programme.**

### **6.1.7 City Activities and Live Sites**

Live sites provide an important way of promoting engagement with and support for the Olympic Games across the host city and host country, to help achieve the overall Olympic Games vision and generate positive legacy benefits.

If the OCOG chooses to organise live sites (they are not an HCC obligation), the host city should look to broadcast and exhibit the Olympic Games in spaces open to the general public as part of their city activities, helping spread awareness of the Olympic Games and the Olympic Movement throughout the country.

**A total of 22 permanent Live Sites were organised for London 2012, with 70 temporary sites also delivered by the British Broadcasting Corporation and local councils.**

**The total footfall across the London 2012 Live Sites was over five million.**

## **6.2 Venues and Infrastructure**

The Olympic Games concept for the host city must fit well with its long-term development plans, based on the principles of sustainable development. Venues and infrastructure developments are important elements in financial, operational and legacy considerations, as described in Chapters 1 and 5. The use of existing facilities and temporary and demountable venues should be maximised.

In accordance with Olympic Agenda 2020, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, can be considered for reasons of sustainability. This can also be the case for the organisation of entire sports and disciplines for reasons of sustainability and geography.

The host city and OCOG should carefully consider the optimal use of venues – this includes “competition venues”, which are used to host sports events; “training venues”, which are used to allow athletes to prepare and practise for competition; and “non-competition venues”, which are the essential operational facilities that support the delivery of the Olympic Games. Non-competition venues include the Olympic Village(s) and other villages, the IBC, the MPC, airports, railway stations, park-and-ride sites, logistics centre(s), the Uniform Distribution Accreditation Centre and Olympic Games command and control centres. Any decision to build new permanent facilities should be made responsibly, with a focus on long-term, post-Olympic Games demand.

Careful consideration should be given to the challenge of ensuring sufficient space exists around the venues for operational purposes. In many cases, various overlay and ancillary facilities cannot be placed within the venue, requiring space around the venue, sometimes equivalent in size to the footprint of the venue itself.

### **Venue commissioning and testing**

The fields of play at all competition venues must be completed and available for test events, and all other venues should also accommodate appropriate commissioning, testing and other readiness activities in the lead-up to their Games-time use. Test events start two years prior to the Olympic Games, usually with a sailing test event. A detailed test event programme should be developed that sets out how all the competition venues will be effectively tested.



### **6.2.1 Olympic Village**

The Olympic Village provides a home away from home for athletes, team officials and other relevant personnel. It contributes to the unique Olympic experience that allows athletes to prepare in conditions that are conducive to the highest standards of sporting performance, while at the same time allowing athletes from all competing nations to come together in one place and interact with their peers from different sports, countries and cultures.

The city and the OCOG are invited to present a solution for the Olympic Village(s) that best fits with the overall Olympic Games concept and the city's long-term development plans. The Olympic Village must accommodate all athletes and supporting personnel. Following the Olympic Agenda 2020 recommendation, the limit for the number of participants at the Olympic Games is 10,500 athletes and 5,000 accredited coaches and athlete support personnel. If any sports/events are located in competition venues that are more than 50km or a 60-minute drive (under normal road and traffic conditions) from the Olympic Village, an alternative Olympic Village should be provided for the athletes and team officials of those sports.

**For London 2012, the main Olympic Village consisted of 2,818 apartments that provided 16,690 beds. The dining hall covered 18,000 square metres.**

**In addition to the main Olympic Village, two satellite Villages were established: “Eton Dorney” housed 796 rowing athletes, while “Portland” housed 530 athletes and team officials for the sailing events. Additionally, the cities where football was hosted accommodated various teams.**

### **6.2.2 International Broadcast Centre (IBC)**

The OCOG is responsible for providing the IBC, which must offer approximately 75,000m<sup>2</sup> of gross area but at least 55,000m<sup>2</sup> net, and an adjacent 6,000m<sup>2</sup> area required as a satellite farm. The OCOG is also responsible for providing the necessary HVAC (heating, ventilation and air conditioning), power, lighting, cleaning and waste, and other facilities and services. The IBC must be made available to OBS 12 months prior to the Olympic Games.

### **6.2.3 Main Press Centre (MPC)**

The OCOG must provide an MPC, which is the central work place of the press at the Olympic Games, providing 24-hour support and facilities. The facility can be an existing exhibition centre-type facility or a newly constructed large building shell that can be easily retrofitted. The MPC should be conveniently located in close proximity to the IBC and competition venues, and with proper access to public services (transport, accommodation, etc.). The MPC needs to be a minimum of 40,000m<sup>2</sup> of usable space, available for occupancy and fit-out six months prior to the Olympic Games.

In addition, the OCOG must provide the facilities, services and technology requirements for the press in all competition venues, including venue media centres, media workrooms, mixed zones, press conference rooms, media lounges, press tribunes and clearly identified photo positions, which should have an unobstructed, direct and aesthetic view of the sports/athletes on the field of play.

**For London 2012, 36 competition venues and 25 training venues were used.**

**The London 2012 Press and Broadcast Centres have been developed into a new digital quarter for East London, creating 7,500 new jobs in the local community.**

### **6.2.4 Energy**

Sufficient energy supply capacity, with appropriate level of redundancy, is essential for Olympic Games delivery and operations, and is particularly important for broadcasters and providers of technology services, where a high level of resilience is required.

The OCOG, in cooperation with utility providers and relevant energy agencies, is responsible for ensuring the implementation of an appropriate level of power quality and resilience (including temporary and permanent solutions), as well as operational support for all Olympic venues. This provision needs to take into full consideration the potential impact on traditional energy consumption patterns, so as not to adversely impact the population of the host city.

IOC TOP Partner General Electric directly supports the delivery of secure and resilient power through the provision of UPS systems as a part of the Olympic Games energy overlay solution, as well as the capability to supply large-scale temporary generation solutions if required.

**At the Olympic Games, the energy capacity across the venues from temporary generators could power the equivalent of 50,000 homes; the capacity of the IBC's temporary generators alone could power 10,000 homes.**

## **6.3 Olympic Games Services**

### **6.3.1 Accommodation**

A host city, as well as the related co-host cities, should secure a sufficient number of hotel rooms within a convenient distance of the venues, which should be available for the duration of the Olympic Games. A Candidate City is required to guarantee some 42,000 rooms, across different categories, to meet the needs of accredited groups at the Olympic Games – not including the Olympic Village(s), OCOG workforce or other spectator accommodation requirements. It is important that these guarantees are obtained in the candidature phase, since a newly elected host city immediately loses its leverage to guarantee hotel availability or hotel room rates at reasonable prices. The guaranteed rooms can include hotel rooms, apartments or other accommodation options.

The costs of these rooms are met by the groups who stay in them.

Accredited people who need to be accommodated include the IOC, IFs, NOCs, marketing partners, the media and future OCOGs. Each of these groups has different needs to ensure that their work and contribution to the delivery of the Olympic Games can be carried out smoothly.

The needs for OCOG staff are to be defined according to host city/country-specific context. The accommodation for OCOG staff should be of moderate quality and price, and be located close to the venues where they will be working.

In addition, the host city should consider a wide range of accommodation options, at reasonable prices, in and around the city, to help meet the varying accommodation needs of non-accredited spectators and visitors to the host country at the time of the Olympic Games.

The OCOG is not restricted to using only traditional hotel accommodation, and can look to alternative accommodation options, including condominiums and apartments, school and university dormitories, youth, church and military camps, mobile and temporary accommodation, cruise ships and villages.

### **6.3.2 Accreditation**

The purpose of accreditation is to identify people and their roles at the Olympic Games and allow them the necessary access to specific venues and locations to perform their functions. Accreditation is a necessary working tool to manage the large numbers of people participating in the Olympic Games, facilitating their movements in a flexible and secure fashion.

The Olympic Identity and Accreditation Card (OIAC) is the access control device used during the Olympic Games, which provides its holder with the right to take part in the Olympic Games. The OIAC, along with a valid passport, should act as a visa to enter the host country and allow the holder to carry out Olympic-related functions from a minimum of 30 days before the Olympic Games until 30 days after the Olympic Games. The OIAC should also be considered as a valid working permit.

**A total of 287, 951 accreditation cards were allocated during London 2012.**



### **6.3.3 Medical Services (Anti-Doping)**

The IOC is committed to protecting clean athletes, and doping is contrary to the fundamental principles of Olympism and the spirit of sport. The fight against doping is a global fight harmonised by the World Anti-Doping Agency (WADA), based on the World Anti-Doping Code and its accompanying International Standards.

The city, the NOC and the OCOG should ensure that the government and NOC, and any other host country authority, including the National Anti-Doping Organisation (NADO), are compliant with the WADA Code, and they should work in cooperation with the IOC and, if applicable, with the NADO to implement an effective doping control programme that complies with the WADA Code and International Standards and the IOC's Anti-Doping Rules. A WADA-accredited laboratory, located within a reasonable distance of the host city, will be required to receive samples on a 24-hour, seven-days-a-week basis for the duration of the Olympic Games. A minimum of 5,000 samples need to be collected, transported and analysed within a 24-hour turnaround time. This requires significant investment in a laboratory, and a large number of qualified personnel to facilitate the tests.

**The London 2012 Doping Control programme carried out 6,250 tests during the Olympic Games, but doping test requirements are undergoing constant evolution, so this number should be treated with caution.**

### **6.3.4 Medical Services (Healthcare)**

The OCOG is responsible for the medical care and health planning at the Olympic Games. This includes providing a coordinated delivery of medical care for everyone inside the Olympic Games venues. For all accredited people, it also includes medical care outside the venues within the host country. Whilst delivering medical services for the Olympic Games, it is important to minimise disruption to the normal running of the city's healthcare system.

The Polyclinic, located within the Olympic Village, forms the hub of the athletes' medical care. The Polyclinic plays a vital role in supporting athletes' well-being, ensuring that they can deliver their optimum performance at Olympic Games-time.

**During London 2012, the Medical Services team dealt with 38,000 medical encounters among accredited people and spectators, of which there were 11,000 medical encounters involving athletes in the Villages.**

**The polyclinic in the Olympic Village for London 2012 covered 2,800 square metres.**

### **6.3.5 Security**

Ensuring the safe and peaceful celebration of the Olympic Games is the responsibility of the relevant authorities of the host country, through coordinated planning and organisation with the OCOG. The host country authorities should work closely with the host city, OCOG and NOC to provide all the required services, including all financial, planning and operational aspects, to ensure the safety and security of all those involved in the Olympic Games.

A multi-agency strategy should be adopted to involve all government ministries, law enforcement agencies and other stakeholders involved in the planning and delivery of security. These entities typically include the OCOG, the home affairs ministry, the ministry of defence, intelligence agencies, cyber-security agencies, the police and immigration and/or customs agencies. The multi-agency strategy should define the specific roles and responsibilities of each of the security stakeholders. The usual split of responsibilities is that the OCOG takes responsibility for security inside the venue perimeter, whereas the police or other agencies take responsibility for security outside the venue perimeter.

Whilst delivering safe and secure Olympic Games, it is important to minimise disruption to the normal running of the host city's police service and other security services. When planning the security of the Olympic Games, it is important that the entire supply chain of goods is screened and remains protected, and close integration with the logistics department is required to achieve this.

**At London 2012, 20,825 venue security personnel were deployed on the peak Olympic day.**

**Some 900 x-ray machines and 1,000 walk-through metal detectors were deployed at the London 2012 Olympic Games.**

### **6.3.6 Technology**

Technology is used in all stages of planning, organising, financing and delivering the Olympic Games. The main areas of technology services and management that the OCOG is responsible for providing are the corporate systems, Olympic Games management systems, telecommunications systems, timing, scoring and results systems, audio visual systems and venue technology management. A mission-critical component of Olympic Games technology delivery is the integration and distribution of timing, scoring and results data, a very complex task that requires tens of thousands of hours of testing and cooperation with key stakeholders within the sports department, the IFs, broadcasters and other media. Technology is also crucial in the years leading up to the Olympic Games, supporting the OCOG departments as they grow and carry out their detailed planning and preparation activities.



The OCOG's technology team manages the delivery of technology services at all competition and most non-competition venues, and the Olympic Games cannot be operated, understood or enjoyed without the right technology. Underpinning the entire Olympic Games technology solution are the fixed and mobile telecommunications networks that enable the host city, country and world community to share and enjoy all the data and images output from the sports competitions. The Olympic Games technology project gives the host city a unique opportunity to build a lasting legacy in new and improved fixed and mobile telecommunications infrastructure and services.

The OCOG must provide the optical fibre infrastructure to properly establish the broadcast telecommunications network required between the different competition and non-competition venues.

To support the delivery of telecommunications services, the relevant host country authority must be prepared to allocate, manage and control the necessary frequencies that are required to operate wireless communications services for the Olympic Games.

The OCOG should plan and implement all Olympic Games technology, using the previous Olympic Games and other major sporting events as a reference, updating each applicable technology to current, proven industry standards. Ultimately, the OCOG has responsibility for the delivery and operations of a set of robust secure technology services and supporting these services, both centrally through effective command and control and at the venue level. The IOC supports the OCOG in delivering the Olympic Games technology project, through services, solutions and operations provided directly by four of the IOC's global partners: Atos, Omega, Panasonic and Samsung.

**In preparation for London 2012, in excess of 200,000 hours of system testing was carried out.**

**During London 2012, over 21,000 radios and 16,000 mobile phones were used.**



### **6.3.7 Transport**

Olympic transport planning is interlinked with the overall Olympic Games concept, contributing to key decisions on the location of venues, official points of entry, capacities, accommodation clusters, infrastructure commitments and traffic management measures. It is important that the host city's transport strategy is considered from the early stages of bidding for the Olympic Games.

The host city is invited to present transport solutions that provide a safe, reliable and efficient system of transport within the host country at Games-time. The OCOG, alongside the relevant host country authorities, should ensure that the required airport(s), train stations and transport infrastructure will be in place at Games-time.

The implementation of an Olympic Route Network, involving the use of reserved bus corridors, intelligent traffic management schemes and other measures, has become a key success factor for recent Olympic Games. The benefits of facilitating Olympic vehicles and guaranteeing travel times enable athletes to focus on competing rather than commuting, and reliable transport is a key part of the overall experience for the other groups of people attending the Olympic Games.

Driver-training is critical to the success of the overall transport operation, ensuring that the thousands of bus and car drivers needed for the Olympic Games understand how the Olympic traffic system works, including venue access, security, load zones, parking, signage and transport policies and procedures.

An effective public communications programme can play an important role in managing the increased demand on the public transport infrastructure during the Olympic Games. The London 2012 "Get Ahead of the Olympic Games" campaign succeeded in getting people to change their travel habits and use different routes and travel at different times outside the "spectator peak". Businesses also responded by introducing flexible and home working to spread the background travel demand.

**Transport services during London 2012 involved 1,670 buses and approximately 4,600 cars serving nearly 300 locations.**

**Over 95 per cent of spectators used public transport to travel to the venues.**

**During London 2012, 43,000 Olympic Games accredited participants arrived at the UK's airports, three-quarters of them through London's Heathrow Airport.**

### 6.3.8 People Management

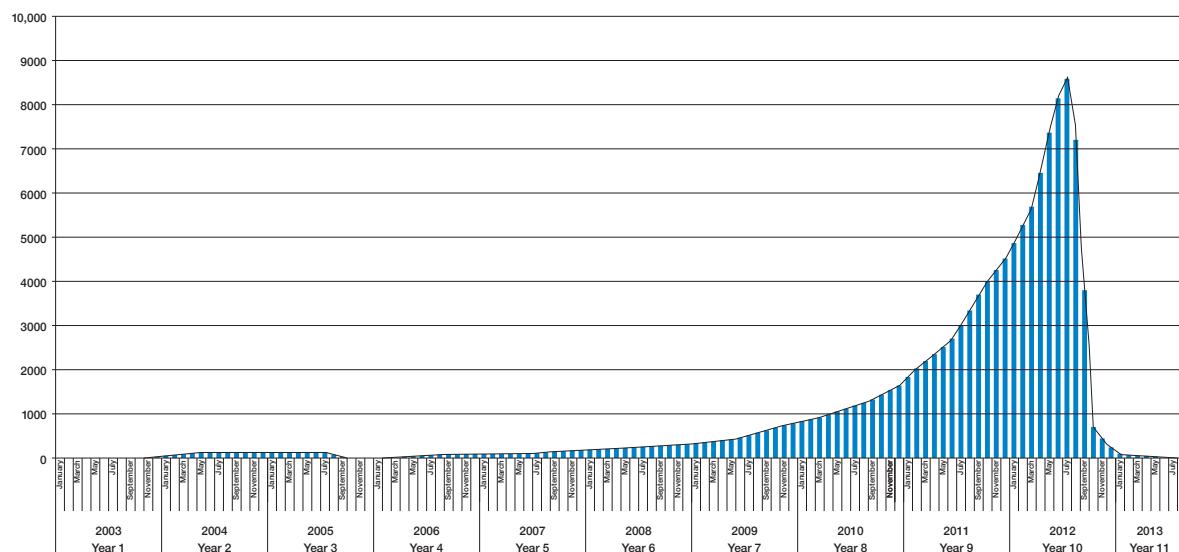
One of the most complicated tasks that every host city faces is the requirement to rapidly scale up the workforce that is needed to run the Olympic Games and deliver services to all the groups coming to the Olympic Games. Early in its lifecycle, the OCOG should identify the types of workforce that are needed and build a recruitment strategy that focuses on attracting the best talent from across the country. The recruitment strategy should consider any areas that require particular expertise that is not available in the host country, and in that instance, international specialists should be hired to support the project.

Ultimately, a project of the size and scale of the Olympic Games requires some of the most talented leaders from across the nation to come together – leaders who are passionate about delivering an extraordinary project, and who can inspire their teams to deliver the best work of their lives.

The OCOG typically grows from a few hundred paid employees to a few thousand paid employees in the final years prior to the Olympic Games, and the OCOG needs very robust recruitment and training processes to enable that growth. The rapid scaling-up in people also applies to the volunteers who are essential to the success of the Olympic Games, as well as to stakeholders with a delivery role: host city or host country authorities and contractors brought in to deliver particular services.

In total, the Games-time workforce of paid staff, volunteers and contractors can be in the region of 300,000 people, and the complexity of recruiting that many people should not be underestimated. This was exemplified at London 2012, when the security contractor was unable to recruit, train and accredit a sufficient number of staff, which resulted in the British armed forces needing to step in to fill the gap.

The graph below illustrates the rapid growth of the London 2012 team of paid staff, from the start of the bid phase through to the end of the dissolution phase.





**For London 2012, there were approximately 100,000 contractors and 70,000 volunteers.**

**For Beijing 2008, 320,000 volunteers applied for roles, of whom 70,000 were selected, whilst Athens 2004 selected 65,000 volunteers.**

## 6.4 Commercial and Engagement

### 6.4.1 Brand Identity and Look of the Olympic Games

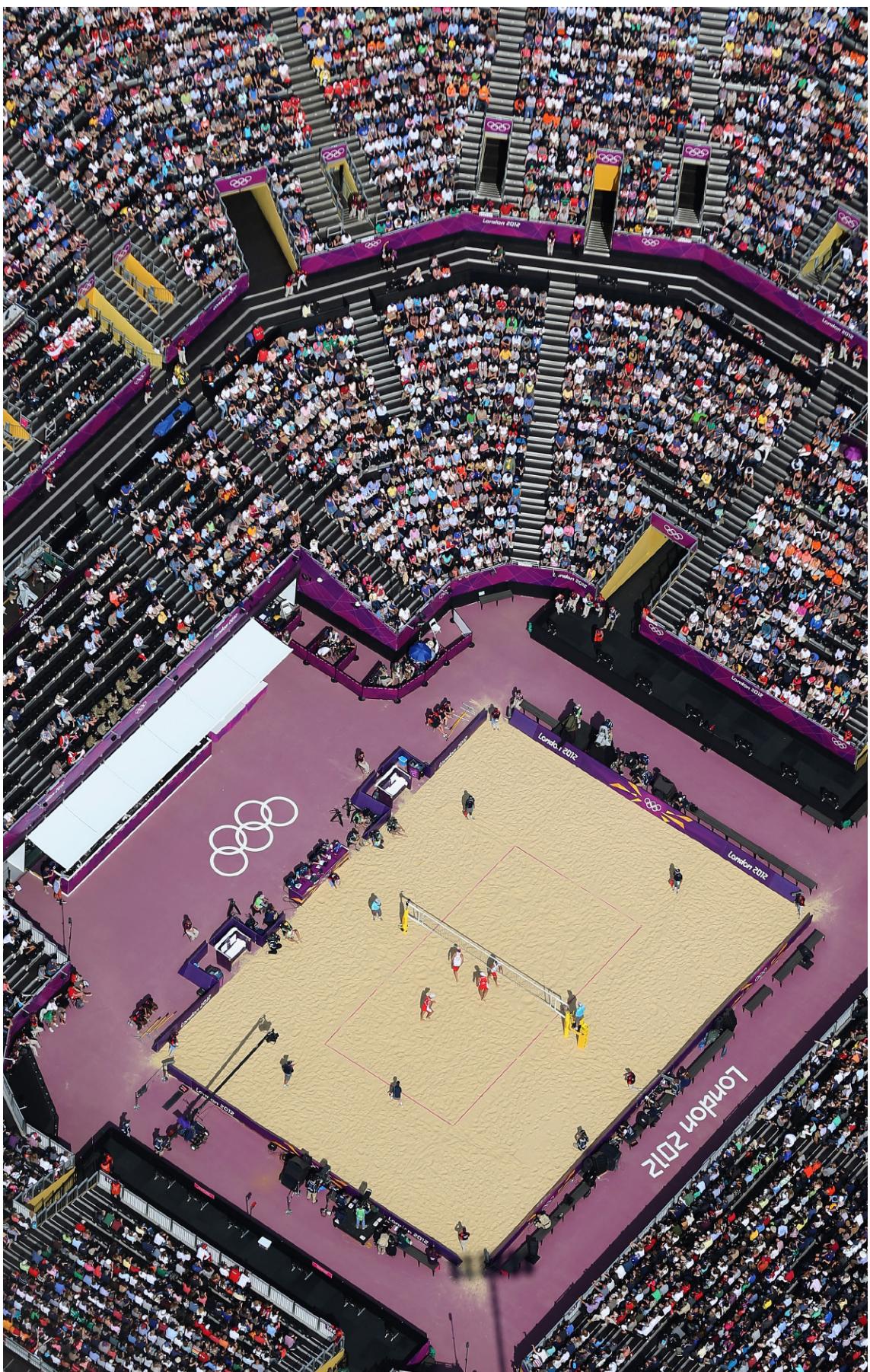
The development of a unique, unified and comprehensive brand identity for an Olympic Games edition provides OCOGs with a visible platform to reflect the vision, image and values of the Olympic Games, the host city and country, whilst simultaneously strengthening the overall Olympic brand. A strong brand identity will facilitate all OCOG operational areas and Olympic Games partners, such as marketing partners and city authorities, and allow them to speak with a single voice and vision throughout the entire period of the Olympic project.

At Games-time, the brand identity should be applied consistently across all venues, across the host city and across the other cities hosting Olympic Games events, reflecting the vision and positioning of the Olympic Games, and enhancing the experience for the athletes and their audience.

Olympic “spectaculars”, large-scale applications of the Olympic rings are an excellent way of creating excitement and anticipation in the host city, in the lead-up to and during the Olympic Games. Spectaculars should be placed in locations that attract maximum attention through their iconic stature, their high-volume thoroughfare, or the high visibility they offer. Example locations for spectaculars have included Sydney Harbour Bridge during the Sydney 2000 Olympic Games, and Tower Bridge during the London 2012 Olympic Games.

**At the London 2012 Olympic Games, 150,000 signs, 6,800 flags, 1,130km of bunting and 15,700 lamppost banners were designed and produced.**





#### **6.4.2 Commercial**

The OCOG is responsible for three main commercial areas – the domestic sponsor programme, ticketing and licensing. A successful commercial programme can generate the majority of the revenue needed to fund the operational costs of staging the Olympic Games.

To ensure the commercial and operational success of the domestic partner programme, the OCOG should develop a tiered sponsorship strategy that offers companies different rights packages depending on their desired level of commitment to the Olympic Games. When developing a commercial strategy, it is important to incorporate the reasons why companies would be interested in becoming an Olympic Games partner: brand enhancement, revenue-generation and legacy-building. The sponsorship team should work closely with the relevant functional areas to also include “value-in-kind” consideration in deals that allow sponsors to supply critical goods and services needed for the Olympic Games in return for sponsorship and association rights.



An effective ticketing strategy will deliver a service-orientated ticketing programme; provide Olympic fans with the opportunity to have access to the Olympic Games through an effective ticketing operation; support full stadia; and optimise sales revenues. The OCOG should make sure that ticket prices are set at appropriate levels to ensure a high sell-out rate and be inclusive of all fans.

A popular part of the spectator experience at the Olympic Games is the ability to purchase a wide range of official branded merchandise and souvenirs from official merchandise stores and via an online shop. Licensed merchandise can include clothing, coins, stamps and any other memorabilia. This licensing and retailing service provides an important revenue stream for the OCOG, whilst also promoting the Olympic Games and the city.

Other methods of raising revenue for the Olympic Games are through the disposal of assets afterwards, through the sale of official hospitality programmes and through monetising other signature properties, such as the Olympic Torch Relay, volunteer programme, live sites, culture programme or other city activities.

A number of OCOGs have also successfully raised revenue through the sale of specially designed lottery games, or by receiving a share of the ticket sales from the main lottery.

**LOCOG signed up 44 domestic partners, which generated approximately USD 1.15 billion in revenue.**

**Some 97 per cent of the 8.5 million available tickets were sold at London 2012, generating USD 1 billion in revenue.**

**LOCOG's licensing and retail programme delivered 65 licensees, with a range of over 10,000 products, and generated USD 120 million in revenue.**

**The London 2012 Hospitality Programme generated USD 106 million.**

**The National Lottery raised USD 1.165 billion for the London 2012 Olympic Games from sales of specially designed lottery games.**

### **6.4.3 Communications**

The role of communications is central to the success of the Olympic Games from the early days of the candidature, and it remains vital right the way through the journey to the Olympic Games and beyond in telling the legacy story. Since most people do not experience the Olympic Games first hand, communications are of paramount importance in promoting and supporting the overall message and vision of the Games.

Selecting the right and most strategically effective platforms for distributing messages is one of the greatest challenges, and with the evolution of the internet and social media, the variety of communications platforms will continue to grow and change. Whilst this means that there is a greater opportunity for communications to be more global than ever before, it also means greater immediacy of round-the-clock news coverage, and more careful management of a larger number of communications channels.

The rising prevalence of digital media is taking on increased importance since it provides a way for everyone to engage with and participate in the Olympic Games. To benefit from this, the OCOG should deliver a public-facing digital communications campaign, which allows a growing mobile audience to be able to follow the Olympic Games.

The communications team needs to consider a number of planning obligations, such as ticketing and volunteering programmes, the Olympic Torch Relay and other countdown milestones, whilst also focusing on Games-time, post-Olympic Games and crisis communications plans. The demands of the specific groups coming to the Olympic Games need to be considered, as well as the broad range of activities and tools that may be most effectively deployed, such as media relations, the internet and social media, advertising, events, public relations, film and photography, publications and internal communications.

**During London 2012, Twitter recorded 150 million Olympic Games-related tweets; Facebook estimated that Olympic Games-related content attracted 100 million “likes”; 431 million visits were made to london2012.com; and 15 million people downloaded a London 2012 mobile app.**

**The London 2012 communications teams managed more than 500 films and produced over 2,500 publications.**

## 6.5 Governance

### 6.5.1 Sustainability

Sustainability refers to ways of working that aim to optimise current activities and achieve long-term benefits for people and for the environment.

Sustainability is much more than environmental considerations, and also embraces social, ethical and economic aspects. It is a continual process, and is fundamentally about making informed, balanced decisions that minimise impacts and maximise benefits, both now and for the future.

While there are technical elements, sustainability involves a great deal of strategic thinking and practical engagement and communications. As such, sustainability has to be an integral part of the governance and decision-making processes for planning and staging the Olympic Games. It is founded on the principles of inclusivity, integrity, stewardship and transparency.

Sustainability is a wide-ranging theme, central to the candidature concept and legacy ambitions of the host city. Sustainability is essential for providing the foundation for achieving a positive legacy. In order to realise the full legacy promise of the Olympic project, sustainability needs to be strongly bound into the ethos and organisational structure of all bodies responsible for the delivery of the Olympic Games.

Every city that hosts the Olympic Games does so for wider reasons than the event itself. Sport is the driver for the project, and it is the focus of the world for the duration of the Olympic Games. But for the seven years of preparation after the host city election, and for many years beyond, the story is about the city, the country and people.

Capturing the full sense of the benefits of hosting the Olympic Games is difficult. It is not an exact science, and there are many tangible and intangible elements that contribute to the legacy of the Olympic Games. What is clear today, however, is that people expect the Olympic Games to be more and more effective as a catalyst for lasting change: change that ranges far beyond sport performance, facilities and participation. Expectations may include improved city infrastructure, housing and environmental quality, as well as new jobs, amenities and even behaviours and social attitudes.

Sustainability is an essential and integral part of this agenda. It is a vital part of establishing a mind-set and approach across the project that will lead to achieving a substantial legacy. In this respect, sustainability provides a framework and way of working that will optimise legacy opportunities.

### **6.5.2 Finance**

To ensure the financial security of each edition of the Olympic Games, the IOC requests that a guarantee covering any shortfall in the OCOG budget is provided in the candidate city phase.

In order to stage the Olympic Games, it is important that robust financial systems, processes and controls are in place to manage Olympic Games expenditure. An effective financial planning team should be in place to plan and monitor expenditure, and a risk team should secure adequate insurance cover across all areas of OCOG operations.

Procurement is a critical function, especially in the final one or two years, when the purchasing of goods and services reaches its peak. Procurement processes need to be efficiently designed so that the millions of items that need to be supplied for the Olympic Games can be bought quickly, easily and at the best price possible.

Additional details on Olympic Games financial arrangements, including the differences between the capital budget and operational budget, are described in Chapter 5.

**For London 2012, more than USD 1.5 billion of goods and services were purchased through the procurement process in the two years prior to the Olympic Games involving thousands of contracts.**

### **6.5.3 Legal**

A clear and well-understood legal and contractual framework plays a key role in enabling the effective planning and delivery of the Olympic Games, and in defining the respective responsibilities of all stakeholders and protecting their interests.

During the planning and delivery of the Olympic Games, the legal team of the OCOG should be involved in all legal-related delivery areas, in particular:

- Compliance with laws and regulations, including employment and corporate law, brand protection and intellectual property and ethical compliance, and compliance with HCC obligations
- Protection of Olympic properties and other intellectual property assets developed in connection with the Olympic Games
- Arrangements with governmental entities and other stakeholders, in particular in relation to venues and infrastructure use, accommodation, transport and ceremonies
- Commercial and procurement arrangements, including sponsorship and licensing agreements.

**For London 2012, approximately 2,200 contracts were signed during the planning for the Olympic Games.**

#### **6.5.4 Operational Readiness, including Test Events**

The testing of systems and processes to confirm operational readiness through various readiness activities and test events provides an invaluable learning process for all those involved in the delivery of the Olympic Games.

The OCOG should develop its test event and operational readiness programme to ensure that all competition venues have been effectively tested (including the fields of play). This programme should also involve simulations, rehearsals and other readiness activities to validate that the people, systems and processes are ready for the Olympic Games. Readiness exercises test both the venue teams and also the wider Olympic Games management team, and help to resolve any assumptions or unknown areas of responsibility.

Test events should start with the first sailing test event, which should be delivered two years prior to the Games. The OCOG must ensure that all venues are ready prior to the start of the test events.

It is also important to develop and test communication, command and control (CCC) systems, processes and facilities that are vital to resolving any incidents that might occur during the Olympic Games. The OCOG should run a Main Operations Centre (MOC) throughout the period of the Olympic Games to act as the nerve centre for coordinating any non-routine activity taking place across any venues. The MOC should work very closely with any other existing command centres, to ensure operational areas such as transport and security are fully integrated with city and/or government authorities.

**In preparation for London 2012, 42 test events were completed, which included 183 days of competition, 8,000 athletes, 25,000 workforce personnel, 10,000 volunteers and 350,000 spectators.**



## 6.6 Complete List of Functional Areas

As described earlier, the functional areas in this chapter should not be considered an exhaustive list - rather they constitute the key cost and organising drivers when planning and delivering the Olympic Games. A complete list of functional areas is included below, grouped by the themes that are used by the IOC's Olympic Games Department. These groups do not constitute a Work Breakdown Structure, nor should they be considered in the context of an organisation chart.

OCOG Functional Areas					
Product & Experience	Client Services	Venues & Infrastructure	Games Services	Governance	Commercial & Engagement
<ul style="list-style-type: none"> <li>- Sport</li> <li>- Ceremonies</li> <li>- City Activities &amp; Live Sites</li> <li>- Culture</li> <li>- Education</li> <li>- Olympic Torch Relay</li> </ul>	<ul style="list-style-type: none"> <li>- Broadcast Services</li> <li>- IF Services</li> <li>- Marketing Partner Services</li> <li>- NOC Services</li> <li>- Olympic Family Services</li> <li>- People Management</li> <li>- Press Operations</li> <li>- Spectator Experience</li> </ul>	<ul style="list-style-type: none"> <li>- Energy</li> <li>- Venue Management</li> <li>- Venues &amp; Infrastructure</li> <li>- Villages Management</li> </ul>	<ul style="list-style-type: none"> <li>- Accommodation</li> <li>- Accreditation</li> <li>- Arrivals &amp; Departures</li> <li>- Cleaning &amp; Waste</li> <li>- Doping Control</li> <li>- Event Services</li> <li>- Food &amp; Beverage Services</li> <li>- Language Services</li> <li>- Logistics</li> <li>- Medical Services</li> <li>- Security</li> <li>- Technology</li> <li>- Transport</li> <li>- Wayfinding Signage</li> </ul>	<ul style="list-style-type: none"> <li>- City Operations</li> <li>- Communications, Command &amp; Control</li> <li>- Finance</li> <li>- Government Relations</li> <li>- Information &amp; Knowledge Management</li> <li>- Legacy</li> <li>- Legal</li> <li>- Operational Readiness</li> <li>- Planning &amp; Coordination</li> <li>- Procurement</li> <li>- Risk Management</li> <li>- Sustainability</li> <li>- Test Events Management</li> </ul>	<ul style="list-style-type: none"> <li>- Brand, Identity &amp; Look of the Games</li> <li>- Brand Protection</li> <li>- Business Development</li> <li>- Communications</li> <li>- Licensing</li> <li>- Ticketing</li> </ul>

# Annex 1 – Rio 2016 Competition Schedule

The competition schedule for the Rio 2016 Olympic Games has been included for reference purposes.

Sport	Venue	Zone	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Archery	Sambódromo	Maracanã		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Athletics	Olympic Stadium	Maracanã								●	●	●	●	●	●	●	●	●	●
Athletics - Marathon	Sambódromo	Maracanã									●								●
Athletics - Race Walk	Pontal	Barra								●								●	
Badminton	Riocentro - Pavilion 4	Barra								●	●	●	●	●	●	●	●	●	●
Basketball	Youth Arena / Carioca Arena 1	Deodoro / Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Beach Volleyball	Beach Volleyball Arena	Copacabana		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Boxing	Riocentro - Pavilion 6	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Canoe Slalom	Whitewater Stadium	Deodoro		●	●	●	●	●	●										
Canoe Sprint	Lagoa Stadium	Copacabana															●	●	●
Cycling - BMX	Olympic BMX Centre	Deodoro																	
Cycling - Mountain Bike	Mountain Bike Centre	Deodoro																	
Cycling - Road Race	Fort Copacabana	Copacabana		●	●														
Cycling - Road Time Trial	Pontal	Barra							●										
Cycling - Track	Rio Olympic Velodrome	Barra								●	●	●	●	●	●	●	●	●	●
Diving	Maria Lenk Aquatics Centre	Barra				●	●	●	●	●	●	●	●	●	●	●	●	●	●
Equestrian - Dressage	Olympic Equestrian Centre	Deodoro					●	●	●	●	●	●	●	●	●	●	●	●	●
Equestrian - Eventing	Olympic Equestrian Centre	Deodoro		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Equestrian - Jumping	Olympic Equestrian Centre	Deodoro								●	●	●	●	●	●	●	●	●	●
Fencing	Carioca Arena 3	Barra			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Football	Mineirão	Belo Horizonte																	
	Mané Garrincha Stadium	Brasília																	
	Amazônia Arena	Manaus																	
	Maracanã	Rio de Janeiro																	
	Olympic Stadium	Rio de Janeiro																	
	Fonte Nova Arena	Salvador																	
Football	São Paulo Arena	São Paulo																	
	Olympic Golf Course	Barra								●	●	●	●	●	●	●	●	●	●
	Gymnastics - Artistic	Rio Olympic Arena	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Gymnastics - Rhythmic	Rio Olympic Arena	Barra																
	Gymnastics - Trampoline	Rio Olympic Arena	Barra								●	●							
	Handball	Future Arena	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Hockey	Olympic Hockey Centre	Deodoro		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Judo	Carioca Arena 2	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Marathon Swimming	Fort Copacabana	Copacabana								●	●								
Modern Pentathlon	Youth Arena	Deodoro															●	●	●
Rowing	Lagoa Stadium	Copacabana		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Rugby	Deodoro Stadium	Deodoro		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Sailing	Marina da Glória	Copacabana			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Shooting	Olympic Shooting Centre	Deodoro		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Swimming	Olympic Aquatics Stadium	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Synchronised Swimming	Maria Lenk Aquatics Centre	Barra										●	●	●	●	●	●	●	●
Table Tennis	Riocentro - Pavilion 3	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Taekwondo	Carioca Arena 3	Barra															●	●	●
Tennis	Olympic Tennis Centre	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Triathlon	Fort Copacabana	Copacabana															●	●	●
Volleyball	Maracanãzinho	Maracanã		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Water Polo	Julio de Lamare Aquatics Centre / Olympic Aquatics Stadium	Maracanã / Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Weightlifting	Rio Centro - Pavilion 2	Barra		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Wrestling - Freestyle	Carioca Arena 2	Barra															●	●	●
Wrestling - Greco-Roman	Carioca Arena 2	Barra															●	●	●
Opening Ceremony	Maracanã	Maracanã		●															
Closing Ceremony	Maracanã	Maracanã																●	

## **Annex 2 – Olympic Games Framework – Research**

The IOC commissioned independent research<sup>1</sup> into the awareness and appeal of the Olympic Games and the Olympic brand after both the London 2012 and Sochi 2014 Olympic Games. This research has contributed to the development of the Olympic Games Framework.

### **Methodology**

- 12,000 online interviews per study
- Even distribution across genders and age groups (8 to 65-year-olds)
- Research conducted in 16 countries (Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Japan, Mexico, Russia, South Africa, South Korea, Turkey, United Kingdom and United States of America)
- Data weighted to contribution of eligible population for reflection of the world population

<sup>1</sup> Research conducted in 2012 by Sponsorship Intelligence and 2014 by KantarSport



## **Findings**

- Desire to associate with a strong Olympic brand
  - 93% recognition of the Olympic rings around the world
  - The Olympic rings rate significantly better than all other major global brands researched on the key attributes of inspirational, excellence, optimism and diversity
  - Equal recognition across geographical locations, genders and age groups
  - Leading companies are attracted to become partners because the Olympic rings are:
    - Appealing to all demographics (rated 7.8 out of 10)
    - Unique (74%)
    - Relevant in today's society (66%)
    - An indicator of quality (56%)
- The Olympic Games have worldwide reach
  - 'Global' is the highest rated brand attribute (rated 8.9 out of 10)
  - 3.7 billion TV viewers, representing 98% of the global TV population
  - The Olympic Games have a huge and totally balanced fan base: 74% of people are Olympic fans
  - 76% of people agree that the Olympic Games are special
  - The Olympic Games are the highest rated sport, cultural and entertainment property on appeal and awareness



- The Games are a boost to national pride and a source of inspiration
  - A feeling of national pride and being amazed by certain athletic performances are the most common emotions felt by viewers
  - National team success, especially winning medals, provides many people's most memorable moments of Olympic Games
  - 75% of people agree that 'athletes provide good role models for children'
  - 70% agree that 'athletes inspire people to be their best in their everyday lives'
  
- The Games are an investment for the future
  - 68% of people agree that 'hosting the Olympic Games is an opportunity for economic growth'
  - 73% agree that 'staging the Olympic Games leaves many benefits for the host city/country'
  - The main reasons why people believe that staging the Olympic Games will leave a positive legacy in the host market are:
    - Increased awareness through international promotion
    - Transformation of infrastructure
    - Economic development
    - Increased tourism



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