



# Olympic Games Study Commission

Interim Report to the 114th IOC Session

Mexico, November 2002

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### **1 INTRODUCTION AND MISSION STATEMENT**

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The activity of the Olympic Movement is permanent and universal. It reaches its peak with the bringing together of the athletes of the world at the great sport festival, the Olympic Games.

*The Olympic Charter*

#### **Background and Context**

The development of the Olympic Movement and the Olympic Games is one of the great success stories of the 20th Century. The Olympic Games, particularly over the last 20 years, have experienced unparalleled growth and universal popularity. It is the largest and most successful sporting event in the world, and has become the pinnacle of most athletes' careers.

Of the Sydney 2000 Olympic Games, The Times (UK) reported: "I invite you to suggest a more successful event anywhere in the peacetime history of mankind".

The IOC and the Sydney Organising Committee for the Olympic Games (SOCOG) generated approximately US\$3 billion during the period 1997 – 2000 from the marketing of the Sydney 2000 Olympic Games<sup>1</sup>. Olympic spectators purchased 6.7 million Olympic tickets - more than 88.6 percent of the available ticket pool. The Games attracted 20,000 members of the accredited international media to Australia - the largest press and broadcast gathering ever. The Games was watched by 3.7 billion television viewers worldwide. Nine out of every 10 individuals on the planet with access to television watched some part of the 2000 Olympic Games.

Olympic spectators and cumulative television audiences for the Summer Games have increased 112% and 117% respectively in the twelve years from Seoul in 1988.

The Olympic Winter Games have experienced similar growth. The Salt Lake City 2002 Olympic Winter Games experienced a 67% increase in ticket sales compared with Calgary in 1988. Television audiences and viewing countries have increased 84% and 150% respectively in the same period.

This growth in popularity, a universal embracing of the Olympic ideals, has led to bigger, better and more professional Games, but the trade-off has been increases in all aspects of Games participation, organisation, complexity and cost.

Increases in the number of sports, disciplines and events, as well as athlete numbers, attending media, competing nations and teams have led, over the last twenty years, to a doubling or quadrupling in numbers and requirements in all areas of an Organising Committee for the Olympic Games (OCOG).

These increases have affected the number of technical officials, OCOG workforce, the number and size of venues, facilities, infrastructure, security, volunteers, technology and services such as accommodation, transport, meals, accreditation, cleaning and waste. Accredited persons alone have doubled since Los Angeles in 1984 to Sydney in 2000, from 100,000 to 200,000.

The number of accredited persons for the Olympic Winter Games has increased from less than 35,000 in Sarajevo in 1984 to 90,000 in Salt Lake City. The size of the Winter Games workforce has quadrupled in this period.

<sup>1</sup>. Mostly from the sale of collective broadcasting rights, sponsorships, tickets and licenses.

Today, the Olympic Movement must contend with the reality that more sports want to participate in the Olympic Games, more athletes want to compete in the Olympic Games, more people want to attend the Olympic Games, and more media want to cover the Olympic Games.

The final report of the IOC Coordination Commission for the Sydney 2000 Olympic Games noted:

**“Measures will have to be taken to control the future growth of the Games. The Games certainly must not be allowed to grow any larger, otherwise they will present a major risk.”**

A quote from one Olympic Games organiser reiterates this view:

**“The Olympic Games are unique in terms of size, atmosphere, universality and the values they stand for and defend. This is why spectators, partners and athletes alike are inspired by the Games and they represent the pinnacle for the athletes’ career. However, if not well managed and controlled, these unique characteristics may reach a critical point and therefore, the IOC has to be careful that it doesn’t become a victim of its own success.”**

### Mission

To address this situation, upon taking up the IOC presidency, Dr. Jacques Rogge established a Commission to analyse the current scale and scope of the Olympic Games. It is this Commission’s mandate to propose solutions to help manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient, to guarantee the Games’ attractiveness and sustainability.

The Olympic Games Study Commission established the following terms of reference to guide its activities:

**“The Commission shall study the experience of past, current and future Games (both Summer and Winter) and make recommendations to the IOC Executive Board on the means by which the costs, complexity and size of the Games can be controlled, while recognising that the Games remain the foremost sporting event in the world.**

**To that end, the Commission shall consider the elements that bear upon such matters and shall obtain such data as may be needed to form the basis of its recommendations and consult such experts as may be considered advisable for such purpose.”**



## **2 APPROACH AND METHODOLOGY**

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### **2.1 Stage 1 - Analysing the problem and defining the scope**

A preparatory working group, involving experts from past and current OCOGs as well as IOC experts, met in December 2001 to prepare the ground for the Olympic Games Study Commission. During the meetings, the working group received briefings and statistics on the scale, scope and complexity of today's Olympic Games, Summer and Winter.

The OCOG representatives and experts, as a whole, underlined the intact image of the Games which needs to be preserved, but confirmed that the size and complexity of the Olympic Games have reached a point where they present significant operational and organisational risks which need to be addressed, with appropriate governance implemented

From this meeting the working group recommended an appropriate methodology to move forward.

At the inaugural meeting of the Olympic Games Study Commission, held during the Olympic Winter Games in Salt Lake City 2002, the Commission determined that precise statistical scale and scope data, as well as recommendations from experts from within the Olympic Movement, were required. This information would be needed to develop proposals by the Commission.

### **2.2 Stage 2 - Collecting information from experts, stakeholders and the public**

A series of expert studies was undertaken between April and June 2002, as well as a wide consultation process within the Olympic Movement and the public, the key findings and recommendations of which form the basis of this interim report.

#### **A) Expert Studies**

Seven expert studies were undertaken in the following fields:

- Accredited Persons
- Finance
- Technology
- Marketing, Value-in-Kind
- Venues, Facilities and Sport
- Press
- Broadcasting

Each study focused on identifying growth indicators and providing scale and scope data. Recommendations for consideration by the Commission were also developed and presented.

#### **B) Stakeholders' suggestions**

All Olympic stakeholders (IOC Commissions, IFs, NOCs, sponsors, rights-holding broadcasters, world news agencies, etc.) were advised of the Study Commission's mandate and were invited to submit ideas and/or proposals. Each idea submitted was duly recorded and assisted in determining the major themes the Commission has addressed.

### **C) Public suggestions**

Recognising that the public at large, even if indirectly, are significant and passionate Olympic stakeholders, the IOC, for the first time, opened its consultation process to include the views of the general public worldwide.

To facilitate this process, a “Public Suggestions” section was added to the IOC’s website [www.olympic.org].

Via this online process, which was launched on 25 May 2002, almost 5,000 ideas and proposals have been submitted by the general public.

To date, 54% of respondents identified themselves as sports fans, 23% as athletes, with the rest divided equally between organisers, sponsors, officials and scholars (between 1% and 5% each). 12% ticked the "other" box suggesting they represent a variety of backgrounds and interests.

More than half of the ideas submitted related to the sports and/or the Olympic programme.

The most valuable ideas submitted by the general public related to the following major themes:

- Number of accredited persons
- Media at the Games
- The bidding phase
- Ceremonies
- Venues
- Games format

All ideas and proposals have been analysed and categorised. This material was passed to the Programme Commission and/or Games Study Commission for review.

### **2.3 Stage 3 - Meeting of the Olympic Games Study Commission**

The Commission met in Lausanne on 12-13 July, 2002 to review all proposals, ideas and suggestions gathered to-date from experts, Olympic stakeholders and the general public.

The Commission decided to group all ideas and proposals into five themes:

- (1) Games Format/General Statistics;
- (2) Service Levels;
- (3) Use of Venues and Facilities;
- (4) Number of Accredited Persons; and
- (5) Games Management.

For each theme, principles and practical examples were submitted to the Commission and discussed. The Commission then developed a number of preliminary recommendations, including proposals to review some elements of the “Olympic Charter”.

A preliminary report to the IOC Executive Board was submitted in August 2002 based on the findings of this meeting.

### **2.4 Stage 4 - Complementary studies and review of Olympic Charter changes**

#### **A) Additional studies/data needed**

The Commission determined that further study was required for particular areas of the Olympic Games prior to making final recommendations.

#### **B) Olympic Charter**

Based on the Commission's preliminary review of the "Olympic Charter" a further examination of specific Charter elements has been considered. At the time this report was being finalised, all recommended changes to the "Olympic Charter" were reviewed by the IOC Juridical Commission before final wording is submitted to the 114th Session.

In addition, it was determined that most of the Commission's recommendations, because they are of a technical nature (as opposed to matters of principle), can be integrated into the Host City Contract and annexed guidelines.

It will also be important to link the recommendations to the Transfer of Knowledge (TOK) programme to ensure that a consistent message is conveyed and the TOK reflects the spirit of the Commission's work.

### **2.5 Stage 5 - Interim report to the 114th Session in Mexico City**

The Olympic Games Study Commission will present its progress and main recommendations to the 114th IOC Session, with the objective of seeking further IOC member input and to confirm the key initiatives under consideration by the Commission.

A final report will be presented on the occasion of the 115th IOC Session next summer.

### **2.6 General Remarks**

- This review incorporates both the Summer and Winter Games. As such, some recommendations may be more pertinent to one Games than the other, such as transportation or venue construction, but the overriding objective of controlling the size, cost and complexity of the Olympic Games remain applicable to both events.
- The Commission is not proposing a mere "budget shifting" exercise between OCOGs and Olympic stakeholders. It will present specific measures for effective and ongoing governance of the Olympic Games.
- The Commission believes it is crucial that all constituents be educated about the implications resulting from further growth in the existing Olympic Games model. The Commission believes it is important that stakeholders understand the impacts of any future growth, costs and complexity. It is also important that stakeholders accept the initiatives proposed to manage these aspects, and the trade-offs which will arise from these initiatives.

### 3 RESULTS OF EXPERT STUDIES

#### Introduction

The results of the expert studies as well as the feedback from all Olympic constituents and the general public confirmed to the Commission that the growth and size of the Olympic Games have reached the point where they present significant operational and organisational risks.

The Commission also emphasises, however, that the foregoing growth and current size of today's Olympic Games are significant factors in the Games' overall popularity, universality and commercial viability.

The following figures illustrate the global expansion and spectator success the Olympic Games have experienced since 1988.

#### Spectator Interest (graph 1)

Summer Games	Seoul 1988	Sydney 2000	Increase
Spectators*	3.3 mil	6.7 mil	+112%
Cumulative TV Audience	10.4 Bil	22.6 Bil	+117%
Viewing Countries	160	220	+38%
Participating NOCs	159	199	+25%

Winter Games	Calgary 1988	Salt Lake City 2002	Increase
Spectators*	900,000	1,500,000	+67%
Cumulative TV Audience	6.6 Bil	12 Bil	+82%
Viewing Countries	64	160	+150%
Participating NOCs	57	77	+35%

#### \*Attending the Games

Other key success factors include:.

- **Athletes' experience:** The Olympic Games attract many of the best athletes in the world, representing the pinnacle in these athletes' careers. The opportunity to compete under the ideals of Olympism, and the feeling of "being a part" of the Olympic family, offer athletes and spectators a unique competitive environment.
- **Broadcasting the Games:** Expansion and improvements in the television broadcasting of the Olympic Games have helped to promote the Games internationally, taking the passion, drama and spectacle of the Games to the living rooms of the largest global audience of any event.
- **City atmosphere:** The host city and its citizens provide the distinctly unique character and festive atmosphere to each Olympic Games.
- **Legacy for the Host City/Region:** The Olympic Games are often a force for positive change and/or infrastructure development in the host city.

### Expert Studies

The results of the expert studies have been categorised and presented in this report under the following five themes:

- 3.1 Games Format;
- 3.2 Service Levels;
- 3.3 Use of Venues and Facilities;
- 3.4 Number of Accredited Persons;
- 3.5 Games Management.

The information in each theme has been structured as follows:

- Facts and figures (generally presented in statistical format);
- Principle considerations; and
- Consequences and “knock-on” effects.

### 3.1 Games Format

#### Facts and Figures

Since 1948, the Summer Games have increased from 17 to 28 sports and the Winter Games from 4 to 7 sports.

The number of athletes participating in the Summer Games has increased from 4,092 to 10,651; the number of events from 136 to 300; and the number of competing nations from 59 to 199.

The Winter Games have grown from 669 to 2,399 athletes; from 22 to 78 events; and from 28 to 77 competing nations.

#### Participation 1988 to 2000/2002 (graph 2)

Olympic Games	1988	2000	Increase
Participating NOCs	159	199	+25%
Sports	23	28	+22%
Athletes	8,473	10,615	+26%
Events	237	300	+27%

Olympic Winter Games	1988	2002	Increase
Participating NOCs	57	77	+ 35%
Sports	6	7	+ 16%
Athletes	1,423	2,399	+ 69%
Events	46	78	+ 70%



### Principle considerations

The IOC's principle of universality has influenced the number of NOCs participating in the Games, as well as leading to the addition of new sports to the Olympic programme. These sports have broadened the reach of the Olympic Games. The introduction of table tennis, badminton, baseball and taekwondo, for example, has increased television audiences in Asia, as has the introduction of handball in Scandinavian countries (the Sydney 2000 women's handball final achieved a 93.8% audience share in Denmark). The introduction of new disciplines such as beach volleyball and snowboarding has attracted younger audiences.

The IOC has promoted the role of women in sports, which has also had a direct impact on the Olympic sports programme and on the total number of athletes competing in the Olympic Games. In Sydney 2000 alone, 23 new women's events were added to the competition schedule from Atlanta, including women's weightlifting and women's water polo.

#### Female Participation (graph 3)

Olympic Games	1988	2000	Increase
Athletes	8,473	10,651	+26%
Men	6,287	6,582	+5%
Women	2,186	4,069	+86%
Percentage of women athletes	26%	38%	+46%

Olympic Winter Games	1988	2002	Increase
Athletes	1,423	2,399	+69%
Men	1,110	1,513	+36%
Women	313	886	+183%
Percentage of women athletes	22%	37%	+68%

### Consequences and knock-on effects

The consequences and knock-on effects of adding new sports, disciplines or events are considerable. For example, with the increase in the number of sports from 26 to 28 for the Sydney 2000 Olympic Games, and an increase in the number of events and days of competition for some sports, Sydney had the equivalent of an extra 33 days of competition over the same 16 day period in Atlanta.

Increases in sports lead directly to increases in team numbers, technical officials, OCOG workforce, the number and size of venues and facilities, infrastructure, security, volunteers, technology and services such as accommodation, transport, meals, accreditation, cleaning and waste. The number of meals served per day in the Olympic Village, for example, has grown from 35,000 in Barcelona to almost 50,000 in Sydney.

Analysis shows that the addition of new sports and disciplines to the programme is the number one factor for increased cost and complexity of the Games, but must also be weighed against the trade-offs, such as the increased universal appeal and television coverage of the Olympic Games, resulting from these additions. The Olympic Games Study Commission acknowledges that concrete measures have already been taken by the IOC Executive Board in containing the total number of athletes and sports for future editions of the Olympic Games.

### 3.2 Cost and evolution of service levels

#### Facts and Figures

##### Costs (graph 4)

Games Costs	Costs
Olympic Summer Games/OCOG	US\$2 billion
Government Expenditure	US\$1 billion+
Olympic Winter Games/OCOG	US\$1.5 billion
Government Expenditure	US\$700 million+

##### Service level costs (graph 5)

Technology	Cost
Technology Budget (Summer)	US\$430 mil
Technology Budget (Winter)	US\$270 mil
Information Systems (Summer)*	US\$340 mil
Information Systems (Winter)*	US\$183 mil

##### Service level examples (graph 6)

Olympic Games	1992	2000	Increase
Security - vehicle searches		250,000	-
Security - mag & bag searches		8.5 mil	-
Security - personnel		17,000	-
Village meals per day	35,000	50,000	+43%
Fixed Phones	13,500	20,000	+48%
Cars and Vans	2,100	4,700	+124%
Bus Fleet	<i>Increase from Atlanta 1996 to Sydney 2000</i>		+100%

\* Note: Information Systems is included within OCOG Technology Budget

### Principle considerations

Internal factors:

- **The increase in participation**, such as the number of sports and events and the number of accredited people has a direct impact on the scope of services required.
- **Increase in Olympic funding and in service requirements**: Increased funding (via broadcast rights and sponsorship, public funds, etc.) has permitted an increase in services. Increasing the value of the Olympic franchise has driven increased service level requirements by all constituents.
- **High(er) expectations from Olympic constituents**: All constituents pursue their specific interests, which they attempt to maximise through the Olympic Games. This has led to a service inflation phenomenon. The host city and the organising committee are faced with managing these expectations and are under pressure to comply with all stakeholders' requests.
- **Service definitions**: In many instances the IOC has not been able to act as a referee and to assist the OCOG contend with service level inflation. The Host City Contract and the IOC guides do not always specify the service standards.

External factors:

- **Technological innovations**, such as the television since the 1950s, and more recently the personal computer, internet, results systems and mobile telecommunications, have dramatically assisted the organisational ability and promotional activities of the Olympic Games and its organisers. They have, however, also introduced higher service level demands, increased requirements, and costs.
- **Security**: In the current political environment, security planning and implementation have been an ever-increasing dimension of the Olympic Games. It now represents a significant cost associated with staging the Games.
- **Reducing Risks**: The desire to reduce risks in all areas, especially technology, has increased the cost of the Games.

### Consequences and “knock-on” effects

In today's environment, the inter-dependencies across all functional areas, particularly with respect to security and technology, mean that any increase in numbers, facilities and/or services will directly impact the workforce requirements, complexity and costs in other related functions.

The lack of well defined service standards in some areas has led to an inflation of services and costs.

There has also been a tendency to accept that facilities and service levels delivered at one Games must also be applied, and improved on, without adequate consideration, for future Games. For example, at the Salt Lake City 2002 Games, more than 20,000 copies of results books were printed, but evidence suggests that a large number went unused. (This has prompted a review of OCOG publications, such as the Results Books, looking for efficiencies and cost savings).

Similarly, there have been expectations that the same level of services supplied to one constituent group should also automatically be made available to all other constituent groups.

### 3.3 Competition venues and infrastructure

#### Facts and Figures

##### Venues and Infrastructure (graph 7)

Venues & Infrastructure	Cost
Permanent construction	US\$ 400 mil - 1.5 Bil
Temporary construction, overlay	US\$ 1-10 million
Venue lease and other administrative soft costs	US\$ 2-15 million
Venue operating cost (only Games time)	US\$ 3-15 million
Olympic Overlay	US\$ 100-300 mil
SuperDome (Sydney)	US\$ 150 mil
Bobsleigh venue (Salt Lake)	US\$ 50 mil
Ski Jumping venue (Salt Lake)	US\$ 50 mil
Minimum cost of Olympic venue (incl. existing)	US\$ 6 mil
Number of Training Venues (Summer)	75

Note: *The above numbers are based on experience from recent Games but are generic and depend on the host city's existing context. They only provide a rough indication of scope rather than a precise reference.*

Permanent, temporary construction and overlay of competition and non-competition venues are the major cost elements in the Games budget.

The OCOG contributes to the financing of permanent construction, although in most cases this falls under the responsibility of public authorities. The costs for permanent construction projects vary considerably due to the local infrastructure in the host city, but range from US\$400 million to US\$1.5 billion.

A new purpose-built venue can cost up to US\$50 million for Winter Games or a multiple of this amount for some Summer Games venues.

Combining temporary construction, overlay and restoring to post-Games use, venue lease, venue operating cost and other administrative soft costs brings the minimum cost for a venue to approximately US\$6 million, even if the venue already exists..

There are significant potential savings through the better and more efficient use of venues, such as combining several sports in the same venue, better use of existing facilities and/or an increasing use of temporary venues. For example, the combined cross-country and biathlon venue at Soldier Hollow in Salt Lake City reduced the SLOC budget by approximately US\$12 million.

The question of using permanent or temporary structures is crucial, not only in terms of cost, but also legacy.

Temporary construction represents between 30-50% of the cost of permanent construction. The re-use/long term use of temporary facilities and early planning for temporary solutions can optimise a venue budget and reduce ongoing maintenance costs for the city, not taking into account the post-Games maintenance and management costs.

The supplier for Salt Lake City’s Medal Plaza, for example, was able to re-use a major part of equipment from Sydney, thus allowing cost savings of more than 50 percent.

### Principle considerations

The significant increases in ticketing sales and subsequent revenues have led to larger capacity and more expensive venues. Ticketing sales at the Summer Games have increased from 3.3 million in Seoul in 1988 to 6.7 million in Sydney 2000. Ticketing sales at the Winter Games have increased from 900,000 in Calgary in 1988 to 1.5 million in Salt Lake City in 2002.

The number and size of competition and training venues also directly relates to the numbers of sports, disciplines and events on the Olympic programme, as do the number of accredited persons (media, officials and athletes) impact on the size and cost of non-competition venues (IBC, MPC and Villages).

The host city’s legacy considerations represent other important factors. The OCOG’s and city’s desire to leave a Games legacy in terms of facilities can increase venue costs over-and-above that required to run the Olympic Games. Experience also shows that decisions regarding venues do not always follow the solution that may be the most efficient and practical for the Olympic Games, but can be driven by local considerations of city infrastructure planning.

### Consequences and “knock-on” effects

A common consequence of inefficient planning and use of venues is the duplication of services. For each new venue, there is a requirement for the necessary workforce, facilities and services, which all adds to increases in the size, complexity and cost of the Games.

In addition, the post-Games maintenance costs associated with venues are often underestimated. The costs for maintenance of an under-utilised venue post-Games can place a considerable financial burden on the host city and may ultimately be counterproductive to the use for which they were originally intended.

## 3.4 Number of accredited persons

### Facts and Figures

Accredited people (graph 8)

Accredited people	1988	2000	2002	Increase
Olympic Games	130,000	200,000	-	54%
Olympic Winter Games	39,000	-	90,000	130%
Games Workforce	<i>Increase since 1984</i>			145%

The number of accredited persons at the Summer Games has doubled from Los Angeles in 1984 to Sydney in 2000, with broadcaster numbers increasing 194% and Games workforce 145% in this period.

The number of accredited persons for the Olympic Winter Games have increased from under 35,000 in Sarajevo in 1984 to 90,000 in Salt Lake City, with the size of the Winter Games workforce quadrupling in this period.

The three largest accredited groups; Games workforce, athletes and officials, and broadcasters, account for 90% of accredited persons.

### Principle considerations

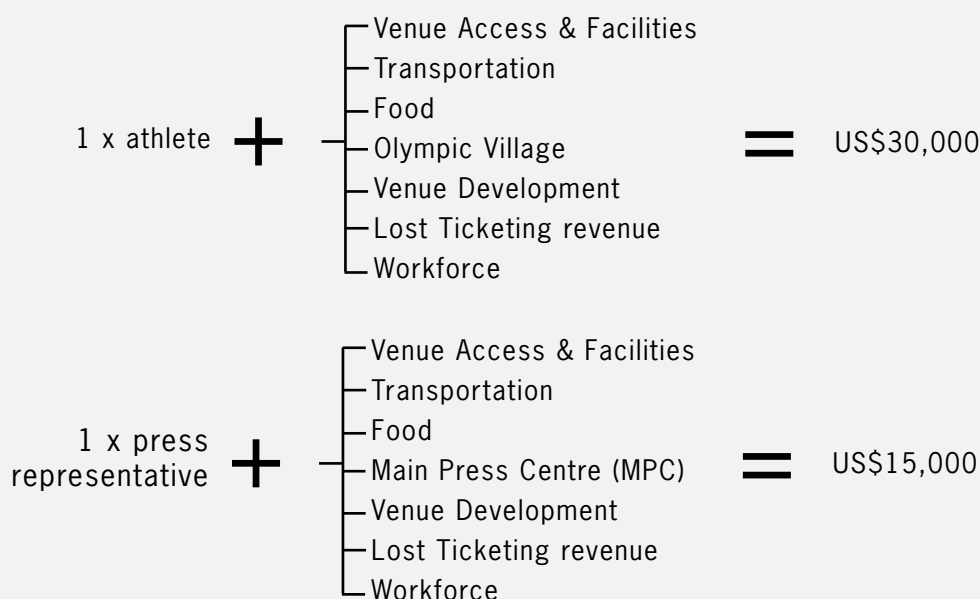
- The increase in Games workforce correlates directly with the higher number of spectators in attendance as they represent one of the biggest and most staff intensive client groups. Subsequently, this leads to increases in the size and complexity of organising the Olympic Games.
- With each increase in NOCs and/or sports, disciplines or events, there is an increase in competing athletes, as well as a corresponding increase in team officials.
- The increase in the number of sports and events to cover has brought about an increase in broadcasters accreditations. This increase also results from the growing number of television viewers and tougher competition between networks, which has led to higher rights-holder fees.
- The number of security personnel required in today's environment is also increasing.

### Consequences and "knock-on" effects

An increase in accredited people in any constituent group has a knock-on impact for almost all functional areas of the OCOG.

One of the expert studies, for example, calculated that the knock-on costs associated with the addition of one additional press representative was US\$15,000, and US\$ 30,000 for one additional athlete.

#### Knock-on costs (graph 9)



### 3.5 Matters of General Games Management

#### Facts and Figures

##### Games Management (graph 10)

Games Management	Cost
Government sector (Sydney)	US\$1.5 Bil*
Peripheral Events - Arts Festival, Youth Camps	up to US\$100 mil
OCOG staffing (Winter & Summer)	US\$150-400 mil

\* Note: *Sydney 2000 Olympic Coordination Authority*

- The financial and operational involvement of the host government has become increasingly significant, especially in the areas of venue construction, transportation and security. In Sydney, the budget from the government sector represented US\$1.5 billion.
- Peripheral events, such as live sites, arts festivals and youth camps, add to the complexity of the Games. The overall budget of these projects can amount to US\$100 million.
- Studies of the last three Summer and Winter Games have indicated staffing costs to be in excess of US\$150 million in all cases; they can reach up to US\$400 million.
- The Paralympic Games have significantly impacted the overall scale and scope of the OCOG's operations. SOCOG publicly promoted the "Olympic and Paralympic experience" as a "60-day event". It is now obligatory under the Host City Contract for a host city to organise the Paralympic Games.
- Sponsor Value in Kind (VIK) versus cash has become a real cost and complexity issue. VIK accounts for 75% of the technology budget. Up to 30% of VIK is now considered non-budget relieving.
- The different responsibilities of the City/local authorities versus the OCOG have not always been clear, with the result that the OCOG often has to take on much more than was originally envisaged.

#### Principle considerations

With a larger competition programme, more spectators, more people to accredit, accommodate and transport, Games planning, preparation and operations have become extremely sophisticated and complex.

- The goal of reducing risks drives many of the strategies and operations of an OCOG. This "no risk policy" is reflected in testing, backups, contingency plans and rehearsals.
- Sponsors sometimes provide more and more VIK versus cash, which is sometimes proving to be less budget relieving.
- Late requests and changes in many areas force OCOGs to plan for a greater degree of flexibility. These have important knock-on effects on cost and operations.
- The management of relationships, the definition of mutual responsibilities and the related decision making process are often complex and difficult to deal with.

Until the implementation of the Olympic Knowledge Transfer programme by the IOC in 2000, and more recently, the formation of Olympic Games Knowledge Services, previous OCOG knowledge and expertise was, for the most part, being lost, meaning that each OCOG was ‘reinventing the wheel’.

The IOC has undertaken several steps towards proactive Games management. These have proved effective and useful and will be pursued further. It is important that the IOC strengthen its Games governance and its role as the ultimate responsible authority of the Olympic Movement. It must provide guidance and advice where required, especially to the OCOGs, but also to all Olympic partners involved in staging the Games.

### **Consequences and “knock-on” effects**

The main consequences of the above have been organisational inefficiencies in terms of planning, organisational structure, operations and communication. Flaws in the definitions of requirements have led to misinterpretation, inefficient planning and subsequent cost increases.

This may also result in a lack of control mechanisms important to enhance best business practices and to coordinate with key stakeholders to ensure that decisions are in the best interests of the Olympic Games.

## **3.6 Conclusion**

- **The addition of new sports, disciplines and events is the main driver for the increase in size of the Olympic Games.** Decisions in this regard have had significant knock-on effects for all Games functional areas. The Olympic Games Study Commission supports the IOC Executive Board in its measures to contain the number of athletes and sports in future editions of the Olympic Games.
- **The Games have reached a critical size** which may put their future success at risk if the size continues to increase. Steps must be undertaken and serious consideration given to effectively manage future growth, while at the same time preserving the attractiveness of the Games.
- **If unchecked, the current growth of the Games could discourage many cities from bidding to host the Games.**



## 4 GUIDING PRINCIPLES

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The recommendations have been divided into the same five themes that have already been used for the chapter of the findings:

- 4.1 Games Format
- 4.2 Service Levels
- 4.3 Use of Venues and Facilities
- 4.4 Number of Accredited Persons
- 4.5 Games Management

For each of these themes, the Commission has suggested a general principle, followed by a list of practical examples.

### 4.1 Games Format

#### Issue

The general public felt that the high concentration of the Olympic Games in space and time may work against the long term interests of the host city legacy.

As a result, the Commission also wanted to pursue and analyse those ideas, especially the most frequently mentioned two proposals: the extension of the Games duration and the hosting of the Games in several neighbouring host cities at the same time. The Commission weighed the arguments for and against those changes to the Games format.

It believes that the principle of unity in space and time or “One Games - One City”, should be maintained in order to ensure the Games remain the world’s greatest sporting event and to guarantee that the athletes’ experience remains intact. In that regard, the Commission did not want to damage precisely the essential elements that have made the Games such a universal success.

#### Duration of the Games

It was suggested that by extending the duration of the Games, the use of some venues may be maximised (i.e., use of a single venue for multiple sports throughout the duration of the Games) and would allow for more flexibility in the competition schedule. The size of the Olympic Village could be reduced, as there would be more rotations between athletes. However, the disadvantages of an extended Games period are considerable and include the following:

- Extra expense for all constituent groups for longer stays
- Disruption to the international sports programme
- Affect the local community and further restrict the use of their sports facilities
- Increase the cost of venue rental
- Further stretch the local infrastructure (Accommodation, transport, etc.)
- Staffing: Volunteers would be needed for longer / Risk of staff fatigue
- Increase the exposure to security and technology risks
- Public’s interest over say a 4-week period may be difficult to sustain
- Analysis shows that added TV rights would be marginal and instead, the rights holders’ Games operations budget would need to be increased even further

### Location of the Games

The Commission considered whether the Games should continue to be staged in only one host city or if they could become a more regional or even nationwide event. Quite clearly, this depends largely on the individual host city and existing infrastructure and geographical factors. Generally, people bring forward the argument of better legacy if the venues and sports are spread across a wider area. This, however, also comes along with several difficulties:

- Duplication of costs
- Increased number of contracts (e.g. with venues, contractors, public authorities etc.)
- More people required to work for the Games, would result in some less knowledgeable staff being employed
- Question of location of the media centre (IBC/MPC - need for several centres?)
- Where would the ceremonies be held?
- The Games may be diluted and the dispersion of events may jeopardise the “spirit” of the Games.
- Inter-city transport would be required, pushing up transport costs
- Constituent groups’ expenses would increase
- Technology costs would increase
- Other operational costs would increase (e.g. security)

For both cases, and based on arguments and figures provided by Games experts, the Commission concluded that the current Games format also contributes to the success of the Games and should not be altered. Also, experts concluded that moving Summer sports to the Winter Games programme would only serve as a budget shifting exercise and may jeopardise the popularity of the Games and of the sports concerned.

Furthermore, this would represent an additional burden in terms of infrastructure and resources which would be difficult to sustain due to the limited size of most host cities of the Olympic Winter Games.

Ice and snow sports are seen as the key elements with which we associate the Olympic Winter Games and they should remain the only unmistakable characteristics of this event.

Therefore, the Commission recommends reaffirming the following principles:

#### **Principles**

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to one host city.
- The duration of the competitions shall not exceed sixteen days.
- Only sports practised on snow and ice may be considered as winter sport on the Olympic Winter Games programme

### 4.2 Service Levels

#### Issue

The term “service levels” is a generic expression used by the Commission to describe the general levels of expectation that have built-up in relation to successive editions of the Games. There is a tendency by host cities, Games organisers and stakeholders to continuously improve upon services provided on the occasion of the Games and to showcase, in order to stage “the best Games ever.” This development and the comparison between sports and sporting events have led to a “benchmark inflation” and thus have led to increased expectations, services, facilities and costs.

#### Principle

Stop the ever increasing “benchmark inflation” that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups’ real needs. Acceptable risk levels must also be addressed with some key stakeholders.

**Some practical examples** deriving from this principle, which have been discussed by the Commission, have been incorporated below.

**IOC as “Referee”** - The IOC should act as referee in order to help OCOGs contain the increasing service level requirements from various stakeholders (i.e., a mechanism should be in place to help OCOGs consult with and get the IOC’s sign-off on any additional services requested by stakeholders over and above the appropriate Olympic standard). It is important to understand that the Olympic “brand” is adversely affected when unreasonable requirements are imposed by other stakeholders.

**Stop the Inflation** - With more and better services provided at each Games, the financial burden on the OCOGs, who provide such services, has also increased. An effort must be made to stop the current benchmark inflation by clearly establishing what must be delivered for the purpose of the Games. A thorough study of the evolution of service levels will help to define a reasonable standard to be provided in the bidding stage. The effort to stop this benchmark and service inflation must begin at the bidding phase. Bid cities should be better educated in order to avoid over-bidding and making unnecessary promises. The need to address sustainability aspects in the bidding stage should be stressed.

**Adapt Service Levels of each Sport** - While maintaining a basic standard for each sport, criteria should be established that allow services to be adjusted to realistic sport and client needs. The Commission recommends the establishment of a generally accepted standard which could serve as a benchmark, pursuant to which adjustments can be made on an individual needs basis. It was stressed that the field of play and athlete support services must be of such a quality that the athletes are able to compete to the best of their abilities.

**Risk Levels** - The desire to reduce risks in all areas in order to guarantee high service levels, especially in technology, has significant extra costs. The Commission confirmed that a realistic risk assessment will be needed, which prioritises risks and identifies key factors of success. Back-ups that may reduce the risk by a minimal percentage, but that have a disproportionate cost should be given particularly rigorous assessment.

**Technology** - Several areas in the technology field must be reviewed in more detail:

- Study the development of remote access to Games information and a reduction in the amount of hard copy material produced by the OCOG (e.g., produce results books in electronic format only).
- Review the ORIS (Olympic Results and Information Services) requirements and procedure as well as the process to populate the Info system with historical data and biographies. This should help OCOGs avoid re-inventing the wheel prior to every Olympic Games.
- Consideration should be given to reducing some “nice-to-haves” such as in entertainment on OCOG web sites. This produces marginal added value, but carries with it enormous expenditure.

**Miscellaneous Service Levels** - The IOC should generally review, with OCOGs and various stakeholders, policies imposing services which have high cost implications or have become obsolete:

- The role of the film transport system and the requirement for satellite photo labs at distant venues should be foregone in view of the almost universal switch to digital technology. A new generation of photo services must be agreed on which correspond to the exact needs and requirements of the sports photo industry.
- The provision of all ITVR signals via CATV in each room of the media villages and Olympic Family hotels should be questioned if costs (including cabling) are prohibitive.
- Language policies which bring with them considerable additional costs, e.g., on INFO and web site, venue interpretation services, must be re-assessed.

### 4.3 Venues and Facilities

#### Issue

The Olympic venues, including construction, overlay and operations, represent a major cost component of any Games. However, their use is not always optimised and not enough consideration is given to means of limiting the costs.

#### Principle

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services.

**Some practical examples** deriving from this principle which have been discussed by the Commission have been incorporated below.

**Sports** - Each sport and each event on the programme has a cost, even if the venues already exist, since it is the trigger for considerable knock-on costs for staff, operations and services to be provided.

**Venue capacities** - Venue seating requirements should be flexible and adapted to local conditions (e.g., according to existing venues, legacy considerations, sports popularity). The Commission understands that additional spectators may well generate revenues for the OCOG, but that there are also construction, services and staffing costs which may, in some

instances, considerably exceed such revenues. The IOC should oversee and act as referee regarding final seating capacities. The often extremely high seat kill should be reduced.

**Permanent vs. temporary structures/Legacy** - Use temporary facilities, if a permanent legacy venue is not viable. Legacy aspects should be given more importance. This should also be communicated to bid cities as an important criterion for the selection process.

**Training venues** - The Commission considers that training venues are often under-utilised and that the number of sites could be reduced. Requirements for training venues should be adapted to what the athletes really need.

**Use of competition venues** - The number of venues should be kept to a minimum and multi-sports venues should be encouraged (e.g., biathlon and cross country in Salt Lake and table tennis and taekwondo in Sydney). This also allows for use of the venues to be optimised by reducing operating and lease costs, which have a major impact on the budget.

**Competition schedule** - The competition schedule should be arranged in a way that maximises the venue use and guarantees efficient operations and use of the facilities. A list should be prepared to show sports that could be combined in the same venue(s).

**Venue clusters/common infrastructure and operations** - The back-of-house infrastructure and operations costs are considerable (Press sub-centres, logistics, transport mall, etc.). Venue clusters that avoid duplication and help to reduce costs should be applied where appropriate, without losing sight of the necessity of adequate post-Games use.

**Peak-time scoping** - Reduce the build-out of facilities and do not routinely scope the facilities according to needs during final rounds and peaks days. This applies, amongst others, to press tribunes, lounges and athlete locker rooms.

**Venue operating period** - Staffing and venue operations represent one of the main cost elements within the OCOG budget. The opening of the Olympic Village launches the occupation of most Olympic venues, which means that staffing and venue operations must be scoped for Games time at an early stage, thus driving the costs. Therefore, and from an operational standpoint, a later opening of Olympic facilities for the Summer Games was mentioned as an area where costs could be reduced. This would at the same time, have a knock-on effect on numerous other areas, such as workforce, the pre-Games training sessions, arrivals of officials and media, transportation, security, etc. Operating costs could be reduced considerably.

**MPC and IBC** - Every effort should be taken in the future either to co-locate or at least, make the IBC and MPC adjacent to one another. Infrastructure and service costs can be reduced that way (e.g., catering, transport, information services, security etc.).

**Re-use of equipment** - Certain Olympic-specific equipment and overlay, which will be needed at every Games, could be directly transferred to the next host city (e.g., flag poles, signage). The idea of re-using temporary equipment should be further pursued including the option of long term agreements with providers in key areas.

### 4.4 Number of Accredited Persons

#### Issues

Every accreditation has an associated cost, which is determined by the access and service entitlements of the accredited person. The accreditation gives access to sports events, lounges, transport and/or other special facilities and services. Therefore, the scoping of the venue space, services, etc. depends on the number and access entitlements of the accredited persons, which have increased dramatically in recent editions of the Games.

#### Principle

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those which have more flexible rules and those that do not have any maximum numbers.

**Some practical examples** deriving from this principle, which have been discussed by the Commission have been incorporated below.

**Workforce and broadcasters** - Especially in these areas, where there has been the most dramatic growth, the IOC should review the evolution more closely, analyse the reasons for the increases and contain the numbers wherever possible.

**Workforce accreditation** - Considering the rapid growth in numbers, ways should be explored to better contain the use of accreditations for this category. The number of contractors and volunteers is often excessive and should be monitored more closely. The reasons why the evolution has occurred also need to be investigated (e.g., increase in clients, spectators or their expectations). The IOC should establish guidelines for workforce accreditation.

**Press accreditation** - Not all the journalists and photographers at the Games are real professionals. A mechanism should be put in place whereby the IOC, together with the NOCs, impose stricter selection criteria. The number of accredited press could be reduced if this mechanism were to be introduced.

**Services related to accreditation** - The impact of the rights and services granted to each accreditation should be better assessed in order to understand operational and cost implications. In several categories, an increase in the entitlements and services can be observed. In some instances, the lack of clarity/definition of entitlements also opens the door for certain stakeholders to negotiate better accreditations or more access and services as trade-offs for other demands.

**High-level accreditation** - Many people carrying a high-level accreditation do not have an operational role at the Games, which begs the question whether they need all the service entitlements that they are granted. The cost for each of these accreditations is considerable and a review of some of the categories is appropriate.

### 4.5. Games Management

#### Issue

The evolution of the Olympic Games and their steady growth in recent years also require organisational adjustments and changes in management style. Initial steps by the IOC have proven positive, but a clear strategy for the management of the franchise and the role of the IOC need to be better defined. Also, the OCOGs face increasing organisational challenges as outlined below.

All recommendations on Games management need to be coordinated with the conclusion of the Games audit which aims at analysing the current IOC Games management structure.

#### Principle

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOGs should adopt more effective business processes with the objective of creating more efficient and coordinated Games management with work practices that maximise all resources.

**Some practical examples** deriving from this principle, which have been discussed by the Commissions have been incorporated below.

**IOC role and responsibilities** - It is vital that the IOC define its role and responsibilities clearly within the Olympic Movement, e.g., vis-à-vis the IFs for the venue preparation issues. These guidelines should specify the genuine technical elements falling under the IFs' direct responsibility, as well as the more general aspects which require the IOC's and the OCOG's input. Also, the role of the host country's NOC should be better defined and follow some basic principles, even if that relationship must necessarily depend on the capacities of each individual NOC.

**Government** - The financial and operational involvement and obligations of the host governments have become increasingly significant. Acknowledging this fact and formalising it in budgeting and reporting mechanisms would represent an important step.

**Peripheral events** - Non-sporting, mostly cultural, events should remain part of the Olympic Games, as they are part of the education process and fundamental Olympic principles of combining sport with culture. However, the cultural programme should be of a "reasonable" scale. The Commission recommends that there should be no obligation to organise a Youth Camp.

**Host City Contract and IOC Guidelines** - Guidelines in the Host City Contract should contribute to better controlled service levels and expectations and strengthen the role of the OCOGs. Also, the use of some common standards or templates (e.g., accounting systems) would facilitate this process.

**Transfer of Knowledge/OGKS** - Avoiding reinventing the wheel and making costly mistakes represents an important benefit to the OCOG. Therefore, the transfer of existing solutions, either in the form of know-how, equipment or systems and processes should be enhanced and the IOC Transfer of Knowledge project further developed. Some examples identified by the Commission included the scoping of needs for VIK, the deliverables of

OCOG departments, and the manner of operating venues (which has an important impact on venue construction and overlay).

**Marketing/VIK** - There has been some concern amongst OCOGs with regard to the implications that sponsor deals may have on the operations or accounting/budgets. Part of non-budget relieving VIK, which has been estimated at approximately 30%, needs to be reduced as well as showcasing, which often has important “knock-on” effects on operations and costs.

**Rate Card** - It is important that the real cost of the rate card (hardware and associated service cost) is communicated and understood by the clients. Prices should not be based on past Games, but on reasonable local market prices. The rate card orders and deadlines should be respected, as last minute changes increase risks and costs. The Commission recommended that further investigations be made into whether or not all the rate card policies/free services correspond to the general custom (compared to those of other major sporting events).

**Management continuity/Outsourcing** - Some OCOG functions or processes, especially those dealing with recurring technical solutions, should be followed and managed with more continuity, either by some key people within the IOC or by IOC-controlled partners (e.g., Olympic Broadcasting Services). Other examples could be in technology, accreditation and press operations. However, the IOC should not become the “organiser of the event”. The IOC should become more proactive and take more responsibility for activities directly related to the Olympic Games. This could happen on different levels, e.g., by being more prescriptive in the guidelines, reinforcing the monitoring mechanism, and ownership of certain solutions or processes.

**New Technologies** - The evolution of technology and new possibilities also influence the OCOGs and the Games. This technical progress also facilitates the work of the organisers, although OCOGs should be aware of the potential backlash on costs, which may not always justify the investment. It should be made clear that any proposed changes need to be supported by a thorough cost/benefit analysis.

**Paralympic Games** - Due to the obligations that the IOC has imposed on Olympic host cities with regard to staging the Paralympic Games, the OCOGs should integrate the Paralympic planning and operations with that of the Olympic Games as closely as possible. Separate organisations lead to redundant planning and inefficiencies. The Paralympic Games should focus primarily on the sports aspects and that cultural activities should not be an obligation. Also, the service levels need to be defined for the Paralympic Games. The Commission also took note of the fact that the IOC-imposed obligation to stage the Paralympic Games was extremely expensive for the Olympic host cities. Accordingly, all incremental costs should be the responsibility of the host Government.

**Bid phase** - The bid phase lays the foundations which define the main projects and constructions required for the Games. The showcasing by cities leads to over-bidding and competition between the cities drives expectations and promises to a maximum, with irrational consequences which a bid committee is incapable of measuring. Clear criteria should be established and communicated by the Evaluation Commission with regard to showcasing and legacy. Long-term sustainability should be a priority. Bidding cities should be advised that the failure to address these issues satisfactorily will be reported adversely by the Evaluation Commission to the IOC members.



## 5 MAIN RECOMMENDATIONS

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These main recommendations represent key elements of the strategy and direction that the Olympic Games Study Commission has taken and thus prepare the ground for the Commission to reach its final objectives. It will be important for the Commission to receive feedback from the IOC Session and in-principle support for the recommendations.

### 5.1 Key principles

These key principles have been described in detail in the previous portion of this interim report. The summary below provides a quick overview and reference to the principles that the Commission recommends.

#### Principle 1 - Games Format

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to one host city.
- The duration of the competitions shall not exceed sixteen days.
- Only sports practised on snow and ice may be considered as winter sports.

#### Principle 2 - Service Levels

Stop the ever increasing “benchmark inflation” that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups’ real needs. Acceptable risk levels must also be addressed with some key stakeholders.

#### Principle 3 - Venues and Facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

#### Principle 4 - Number of Accredited Persons

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those which have more flexible rules and those that do not have any maximum numbers.

#### Principle 5 - Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

### 5.2 Changes in the “Olympic Charter”

Most of the recommendations proposed by the Olympic Games Study Commission deal with specific technical or managerial matters. As such, they mainly affect the Host City Contract and its detailed annexes (the IOC guides).

The Commission’s aim was to keep changes to the Olympic Charter to a minimum. As a result, the review of the Olympic Charter has concentrated on areas in which structural changes may be required in order to enable the IOC to implement specific proposals in due course. This interim approach has been adopted so that the 114th IOC Session can approve amendments to the Olympic Charter and other key principles relating to the Olympic Games, which will then allow the Games Study Commission to pursue its goal. Further changes to the Olympic Charter may be proposed at the 115th IOC Session when the final report of the Commission will be submitted.

One significant change proposed by the Olympic Games Study Commission at this stage refers to the role of the IOC as it currently stands in paragraph 2.13 of the Olympic Charter. Today, the mention of sustainable development concentrates on the environmental dimension and the Commission recommends that this concept of sustainability should be extended to the more general theme of Olympic legacy. The IOC, through its efforts to make the Games leaner and more manageable, is indeed in a position to facilitate that the Olympic Games leave a positive legacy for the host city and its citizens.

Other proposed changes are of a more detailed nature but will nevertheless facilitate the work of the Games Study Commission in months to come. At the time this report was finalised, all recommended changes to the Olympic Charter were being reviewed by the IOC Juridical Commission in order to develop final wording to be submitted to the 114th Session.

### 5.3 Next Steps

#### **Meetings with various stakeholders**

Between now and summer 2003, a series of meetings will be held with representatives of key stakeholders, including certain IOC Commissions, in order to reach a consensus with each group regarding the extent of the concerted approach that will be required to achieve the overall objective of controlling the costs and complexity of the Games in the future.

#### **Final report to the 115th Session**

The final report to the 115th Session will describe each recommendation to be considered and implemented by OCOGs and the Olympic Movement as a whole to guarantee the cost and size of the Games can realistically be controlled, paving the way for more sustainable Games and a better legacy for host cities and their populations.

#### **Implementation and Commission follow-up**

After the delivery of the final report in July next 2003, it will be important to ensure that the recommendations are properly implemented, monitored and evaluated at regular intervals in order to verify their effects. The final report of the Commission will also include concrete proposals in that respect.

It is understood (because of contractual and other arrangements already in place for Games that have been awarded to date) that full implementation of the Commission's recommendations will not occur until after the 2008 Games in Beijing. However, working with current OCOGs and stakeholders concerned, it is likely (and may be helpful) that some measures can be implemented prior to that time, which will benefit OCOGs and help them to reduce the costs they will incur.

## 6 CONCLUSION

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### Managing expectations

Although every effort will be made to demonstrate specific cost savings that will arise from the Commission's recommendations, the Commission does not wish to create unreasonable expectations. Many different financial models have been used to organise different Games and it may not be possible to generate financial data that are comparable, on a dollar-by-dollar basis. Efforts will be made to separate the "Olympic-specific" costs from the particular national overlays that were in place for each edition of the Games. As we are aware, some countries and host cities have used the occasion of the Olympic Games to make major improvements to their underlying infrastructures that may have had no particular relationship to the Games themselves.

Today, we are not in a position to quantify the benefits that the proposed recommendations would bring. The outcome of the Olympic Games Study Commission in financial and operational terms may only be measured when all recommendations are approved and implemented. Then, in retrospect, we will be able to measure the overall benefit taking the Sydney Olympic Games as baseline. Although most of the recommendations will not come into full effect until Beijing 2008 at the earliest, a number of recommendations may well be implemented earlier. Success indicators will have to be developed in order to monitor the benefits of the IOC's decisions.

### Raising awareness

In general, it appears that most constituents of the Olympic Movement do not fully comprehend the "snow-ball" effect some major decisions may have. For example, adding one event to the Games programme was shown to have significant repercussions on the Games' size and cost. Also, increasing the number of accreditations allocated to one category or allowing more service entitlements, impacts directly on several functional areas within the OCOG and on the overall Games budget. Flaws and grey areas in the definition of roles and responsibilities for each stakeholder have also led to inefficiencies in Games operations.

The Commission hopes that this interim report will constitute a useful tool to explain the complexity of the Olympic Games to all Olympic constituents and help them to understand the mission of the Games Study Commission. Recommendations contained in this report will not only affect everyone, but also benefit everyone by guaranteeing the continued success of the Games in the third Millennium.

It is encouraging to note that changes have already taken place. This has been noticeable especially during discussions the IOC has had with OCOGs and stakeholders on a day to day basis. The spirit of the Olympic Games Study Commission can already be felt in certain parties' readiness to consider more reasonable alternatives than that expected at past Games.



### **A clear consensus**

The Commission agreed that all constituents of the Olympic Movement, including the IOC itself, will have to make concessions if this project is to be successful. This consensus shows that all parties concerned acknowledge the existence of the newly created Olympic Games Study Commission and that they confirm and support the IOC President's initiative.

The Olympic Games represent the world's most attractive sporting event and should therefore be safeguarded against any counter-productive measures. More specifically, all proposed measures must not compromise the conditions which allow athletes to achieve their best sporting performance(s) as well as to enjoy the celebration of the Olympic Games.



## **7 THE OLYMPIC GAMES STUDY COMMISSION**

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Mr Richard POUND

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Mr John COATES

Mr Robert CTVRTLİK

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Mr Gilbert FELLI

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The Commission expresses its thanks for all contributions to its work and looks forward to continued cooperation with all stakeholders in the months to come.

*Disclaimer - All statistics contained in this report have come from various sources, including the IOC, previous OCOGs and experts. As such, slight variances to previously published statistics may occur.*