



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# FINAL REPORT OF THE IOC COORDINATION COMMISSION

GAMES OF THE XXIX OLYMPIAD, BEIJING 2008





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**GAMES OF THE XXIX OLYMPIAD, BEIJING 2008**

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Château de Vidy – C.P. 356 – CH-1007 Lausanne/Switzerland  
Tel. +41 21 621 61 11 – Fax +41 21 621 62 16  
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*Once an Olympic City,  
always an Olympic City.*



## MESSAGE BY THE PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE

JACQUES ROGGE

In August 2008, the Chinese people gave the world some memorable moments of sporting inspiration. The Olympic Movement can only be thankful for these truly exceptional Games. We all experienced extraordinary demonstrations of Olympic greatness thanks to some amazing athletes who became household names and inspired millions of young people across the globe.

From an operational and organisational point of view, the 2008 Beijing Games were a resounding success. The complex task of planning and delivering excellent facilities, services and operations was tackled very effectively by the Games organisers. Beijing 2008 benefited from the overwhelming support of an entire nation, not to mention government backing at every level.

Not only do the Games leave a great legacy for Beijing and China, but they also mark a historical milestone for the Olympic Movement. Never before had the Games been hosted in the world's most populous nation. Never before had so many countries won medals. Never before had the hearts and souls of so many children been touched by the spirit of Olympism.

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*“Through these Games, the world learned more about China  
and China learned more about the world.”*

*President Jacques Rogge*

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Beijing and China were enormously deserving hosts of the Games, and they used this opportunity to demonstrate to the world the richness of their culture, the outstanding capabilities of their population, their will to build a better, more sustainable, future, and, also, their openness. The Olympic and Paralympic Games also provided a strong platform from which to raise awareness and stimulate action on advancing the rights of people living with disabilities and furthering the opportunities available to them.

Ultimately, the Games should be seen as a bridge – a bridge between countries, continents, cultures, religions and generations. The Beijing 2008 Games have surely contributed to China's opening up to the world and becoming more integrated within the international community. Through these Games, the world learned more about China, and China learned more about the world.

But for Beijing to remain an Olympic city, something more than just street names and commemorative events will be required. The Beijing Games' fantastic legacy needs to be carefully managed. Moving beyond infrastructure and sports facilities, it should encompass soft legacies such as youth sports programmes, the maintaining of volunteer networks, initiatives aimed at keeping people's skills up to date, and numerous other long-term efforts. We are confident that the structures now established in Beijing to manage Olympic legacies will continue to promote Olympism and keep the Olympic flame burning!

I would like to thank the Beijing 2008 Coordination Commission Chairman and all the Commission members for their support, passion and dedication along the seven-year path that led to a wonderful Olympic experience in August 2008. Similarly, the IOC administration must be commended for the tremendous job it did in providing guidance and support to the organisers, and ensuring the Games were a success.



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This section examines key factors that contributed to the successful organisation of the Beijing Olympic Games. It covers the attitude of the organisers, public and government support, advance testing of the Games procedures and operations, as well as the firm focus placed on sport and the athletes.

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A number of challenges are discussed in this section with a view to learning lessons from difficulties encountered before, and during, the Beijing Games. Issues such as integration between functions, ticketing, ensuring full stadiums and managing the Games' image and reputation all merit close attention from future Games organisers.

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Organisers' commitments towards the People's Games, Green Games and High-Tech Games were largely met, and this section highlights a number of positive legacies which are proving to be largely beneficial for Beijing and China, as well as for the Olympic Movement as a whole.

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This section offers a summary of key lessons the IOC would like to share with future bidding cities and Games organisers. It covers aspects of the Games' context, the need to ensure an integrated and consistent approach with all Games partners, as well as recognition of the diversity of Games "experiences" and the need to always think in terms of the Games' legacy.

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# FOREWORD

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*This Final Report of the IOC Coordination Commission for the Games of the XXIX Olympiad – Beijing 2008* – will be presented to the IOC Executive Board and to the IOC members on the occasion of the 122nd IOC Session in February 2010. It follows the Final Report given by the Chairman of the Coordination Commission, Mr Hein Verbruggen, to the 121st IOC Session in Copenhagen in October 2009.

As the culmination of a detailed post-Games analysis, this report presents the key findings and lessons learned from the 2008 Beijing Olympic Games. It covers the Games' planning and preparation, the Games' hosting and operations as well as the Games' legacies, and how lasting benefits from these Games can be derived for both the Olympic Movement and for Beijing and its population.

This report is the final outcome of an ongoing Games evaluation process, which forms part of the IOC knowledge management approach. Evaluation of the organisers' performance takes place throughout the seven years of preparation and, subsequently, at Games time and even beyond. This is conducted with a view to continual improvement and the sharing of observations, ideas and recommendations with future Games organisers.

## THE BEIJING 2008 GAMES EVALUATION PROCESS

The IOC Olympic Games Department coordinates the evaluation process, consolidating and analysing the findings and feedback from all Olympic stakeholders to further improve the Olympic Games and their management. The evaluation process is an essential component of the Olympic Games Knowledge Management programme (OGKM), as it enables the IOC to study the uniqueness and relevance of the Olympic Games experience and product.

The framework of the evaluation process is established before the Games, in order to define the parameters and deliverables from each Olympic stakeholder group and to optimise observations at Games time.

To facilitate observation and evaluation activities, a template for the evaluation reports was developed and shared with the contributing parties ahead of the Games. The template was structured around the following four themes: Games Functions; Client Service Levels; The Beijing Games Experience; and IOC Operations. The objective was to assess these themes over both the preparation phase and at Games time.

Following the collation of all reports and surveys, an intensive process of consolidation was conducted immediately after the close of the Beijing Games, resulting in a list of recommendations for further improvement. The discussions during the IOC Official Debriefing of the Beijing Games (London, November 2008) are part of the process, and the outcomes of this event have subsequently been included in the list.

The 2008 Games evaluation process moved into change management when the recommendations were implemented through various channels, including the update of the Technical Manuals and other IOC reference documents. A number of observations or ideas required further analysis and are being assessed as part of the new IOC 360-degree Games management approach, with a view to managing and anticipating risks and opportunities presented by future editions of the Olympic Games.



## REPORTS AND RECOMMENDATIONS

As part of the Beijing Games evaluation, the following reports and information have been received and consolidated:

- Reports and surveys covering our main constituents and stakeholders: NOCs, IFs, media, partners, etc
- Post-Games reports from other observing OCOGs
- 20 reports from the IOC Administration covering all the Games functions
- The IOC members' Observation Report (coordinated by IOC member Anton Geesink)
- Approximately 10 reports containing the results of general public surveys
- Various other contributions from related organisations

Other reports and recommendations were also considered, such as UNEP's (the United Nations Environmental Programme) Independent Environmental Assessment – Beijing 2008 Olympic Games and the Report on the Games of the XXIX Olympiad and the XIII Paralympic Games in Beijing by Mr Wilfried Lemke, Special Adviser to the United Nations Secretary General on Sport for Development and Peace.

As a result of the IOC's overall Beijing Games evaluation process, a total of almost 700 recommendations were identified. These recommendations were split into some 15 key recommendations on IOC operations, 100 strategic/tactical recommendations and another 550 technical/operational recommendations for Games preparation and operations.

Some of these key recommendations have already been addressed by the IOC Executive Board such as, for example, the international section of the Olympic Torch Relay. Others were discussed as part of Theme 2 – The Olympic Games – at the Olympic Congress in Copenhagen in October 2009.

Most of the recommendations have now been included in the updated version of the Technical Manuals. A total of 31 Technical Manuals, plus three Guides, were published in time for the election of the 2016 host city in October 2009.

## THE BEIJING 2008 OLYMPIC GAMES DEBRIEF

The IOC Official Debriefing of the Beijing 2008 Games took place in London between 20 and 27 November 2008. This event served as a key component of the OGKM programme, with the objective of communicating the lessons learned to future Games organisers. The event was split into two parts:

- A three-day programme focusing on technology-specific sessions
- A four-day main programme covering all other aspects of the Games

Approximately 850 delegates attended the entire event, including representatives from the Organising Committees and partners of Vancouver 2010, London 2012 and Sochi 2014, plus representatives from the 2016 Candidate Cities.

A delegation of approximately 100 BOCOG (Beijing Organising Committee for the Games of the XXIX Olympiad) staff, led by President Liu Qi, contributed to the event and gave a forthright assessment of their Olympic experience and recommendations for future Games. Representatives from different Games stakeholder groups were invited, and made important contributions to the seminar.

Approximately 40 different sessions focusing on various elements of Games organisation were held over the entire seven-day programme. For the first time, a senior executive strategy workshop was organised for the IOC and OCOG senior leaders. This provided a valuable forum for discussing the more strategic challenges currently faced by Games organisers. It was agreed to repeat this workshop on a regular basis, with two more workshops having already taken place in 2009.

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*A number of ideas are being assessed as part of the new IOC 360-degree Games management approach, with a view to managing and anticipating risks and opportunities presented by future editions of the Olympic Games.*

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## BOCOG TRANSFER OF KNOWLEDGE (TOK)

BOCOG has worked to collect the TOK information according to the Master List of Deliverables provided by the IOC. After benefiting from the IOC OGKM suite of services, each OCOG must contractually deliver a number of TOK items. All information (including knowledge reports, documents, statistics, etc.) has been collected and centralised by a dedicated team within BOCOG. Other items to be transferred include images (photo/video), technology solutions, objects and publications. This process was completed in 2009, with most of the content now available for access by future OCOGs.

Parallel to this, BOCOG has been working to develop the *Official Report of the Games*. The multi-volume set is being produced in both French and English. Delivery of the final version is scheduled for summer 2010.

Following the dissolution of BOCOG, the Beijing Olympic City Development Association (BODA) was established on 6 August 2009. BODA will continue to promote Olympic sports and values across Beijing and beyond.





A photograph of a muscular man, likely a bodybuilder, posing on a stage. He is shirtless and has his right arm raised high, showing off his biceps and forearm muscles. The background is a solid blue color with some bokeh light effects. The word "HIGHLIGHTS" is written in white, bold, uppercase letters across the center of the image, with a thin white horizontal line underneath it.

# HIGHLIGHTS

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Following the London 1908 Olympic Games, an article in *Tianjin Young Men*, a journal published by the Tianjin Young Men's Christian Association, posed two questions:

- When would it be possible for China to send athletes to the Olympic Games?
- When would it be possible for China to enjoy the privilege of hosting the Olympic Games?

These questions voiced the aspirations of China – which was undergoing rapid changes at the time – to integrate with the world, and encouraged the Chinese people to embark on what would be a century-long journey towards fulfilling their Olympic dream.

One hundred years on, in August 2008, the Chinese people and Olympic athletes produced some memorable and inspirational sporting moments. Displays of excellence and perfection featured throughout the Games, from the Opening Ceremony to the closing fireworks, and Chinese athletes produced stunning performances, even in sports where, until recently, they had had a relatively low profile.

## SUCCESS

There can be no doubt that the Beijing 2008 Olympic Games were a resounding success. From an organisational point of view, the delivery of infrastructure, venues, operations and services for the Games was exceptional, and is testimony to the Chinese people's love of sport, as well as their hard work and passion for Olympism.

The successful operations and delivery of the Games would not have been possible without the firm commitment and invaluable contribution of the many stakeholders including: NOCs; IFs; marketing partners; broadcasters; and the media. Each of them shared their skills and knowledge from past editions of the Games and deserve recognition for their input.

The 2008 Games will remain a major milestone in Olympic history and have left a great legacy for Beijing and China. From page 23, this Final Report of the IOC Coordination Commission provides an overview of the key factors that led to the successful organisation of the Games:

- **The openness of the Games organisers** propelled them onto a quick and steep learning curve, which resulted in high levels of satisfaction among Games stakeholders, and an extremely satisfying and enjoyable Olympic experience for all
- **The positioning of sport and the athletes at the heart of the Olympic project** played a key role in the delivery of successful Games operations and the creation of optimum conditions for the athletes to perform
- **The road-testing of operations ahead of Games-time** proved crucial to the success of the Games, and helped to bolster the integration between the various functions and delivery partners

Additional contributors to the huge success of the Beijing Games were the powerful, inspiring and impeccable Opening and Closing Ceremonies, which were followed by the very successful staging of the Paralympic Games.

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*One of the core Debrief messages to come out of the Beijing Games process was the importance of not just “doing things right” but also – even more importantly – “doing the right things”.*

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Public support, as well as support from all levels of government, also proved critical throughout the preparation of these Games.

Crucially, the IOC provided solid experience and expertise from the bid phase up until the Games and beyond. Experts were made available, workshops were organised, knowledge acquired from the staging of previous Games editions was shared, and opportunities to observe previous Olympic Games in a live environment all proved invaluable for the Chinese organisers.





## CHALLENGES

Some of the main challenges the IOC and BOCOG had to face are also addressed in this report (from page 29). Integrating the different Games functions and Games stakeholders proved challenging, as is often the case with such complex projects. The cultural dimension of managing a major international project also presented some challenges which, in the end, were ably handled by BOCOG, the IOC and other members of the Olympic Family.

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*No matter how big the Olympic host city, one important challenge remains for all cities once the Games have been staged: how to keep the flame alight and the Olympic spirit burning across not only the host city, but the rest of the country too.*

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Some difficulties arose with the ticketing programme as well as with the stadia. The Olympic Green also suffered at times from lack of attendance and little festive atmosphere. All these challenges were carefully noted by future Games organisers who are already working on potential solutions.

One of the most challenging hurdles for the Olympic Movement in the lead-up to the Beijing 2008 Olympic Games was some harsh public and media criticism, notably during some parts of the international route of the Olympic Torch Relay. Clearly, the Games provide a prominent platform for pressure groups and NGOs, and will continue to do so. The IOC must, however, take great care to clarify the parameters of its responsibilities. Usage of the Olympic brand, image and values must be managed, controlled and coordinated in a much more robust way in order to avoid a repeat of such attacks on the Olympic brand. Risks should also be assessed at the earliest possible stage to facilitate a proactive approach. Fundamentally, public and political expectations about what the Games can produce as long-term benefits must be carefully managed, and the fundamental nature of the Games clearly reiterated to all: that they are first and foremost a festival of sports, excellence, friendship and respect between young participants from all corners of the world.



## LEGACY

The legacy aspect of the Games is also covered in-depth in this report (from page 35) and a few recommendations are made for the future. The Games have contributed to producing lasting legacies for the city of Beijing, its population and for China in general.

In terms of human legacies, the Beijing 2008 Games provided an unparalleled platform from which to promote healthy living through participation in sport and the inclusion of individuals with disabilities. Volunteering in Beijing also benefited largely from the momentum of the Games. Olympic-based educational programmes allowed more than 400 million children in 400,000 Chinese schools to learn about Olympic history and values.

The Green Games concept resulted in updated urban infrastructures including: improved public transport systems; less reliance on coal to generate heat and electricity; and many more public parks and green spaces across the city.

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*“By bringing together athletes and people from around the world, the Games helped promote mutual understanding, harmony, reconciliation and friendship on the basis of fair competition.”*

*Mr Wilfried Lemke, Special Adviser to the United Nations Secretary-General on Sport for Development and Peace*

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A number of environmental elements were integrated into the planning, construction and management of Games venues. Thanks, in large part, to the Games, new standards for energy-saving buildings were implemented on a mandatory basis for new constructions. But even more importantly, a greater public awareness of environmental issues was forged through the Games' preparation. Overall, many of the green promises made in the bidding phase were met, and even exceeded in some cases – an achievement confirmed by an independent environmental assessment of the Beijing 2008 Olympic Games by UNEP.

The High-Tech Games concept was also delivered through a number of initiatives both during and after the Games. The supporting role of technology at Games time worked extremely well. A number of “clean” technologies were applied to new buildings and infrastructure, with the focus on materials, insulation techniques and energy-saving solutions for heat, power and cooling utilities.

But the greatest legacy of the Green and High-Tech Games concepts can be found in the examples that Beijing has set for other large Chinese cities, and the overall contribution this represents in the battle against global warming and other environmental threats faced by the world.

An Olympic legacy is also apparent in the legislative changes which were made necessary for the preparation and staging of the Games and which, in some cases, became permanent. Thanks in large part to the Games, significant and lasting progress towards ensuring the fullest possible media access to major events in China was also made.

The Olympic Movement ultimately benefited from Beijing 2008 through the Games' sporting and social legacies: the Games became even more universal, and understanding between people of different cultures and creeds made significant progress.

A record number of NOCs participated in the Games and even won medals. A large number of world and Olympic records were broken. Moreover, the unprecedented media coverage of the Games was a priceless legacy for the Olympic Movement, with its values now inspiring even more people across the globe.

But to remain an Olympic city well after the Games have been staged takes more than just commitments and speeches. Solid legacy preparation and management must be planned well in advance, at the earliest stages of an Olympic bid. Legacies do not just “happen”, they must be carefully woven into the fabric of the host city and region, with the Games serving as a catalyst and enabler. It requires vision, human and financial means, as well as the organisational structure to coordinate such efforts. Beijing established BODA (the Beijing Olympic City Development Association) on 6 August 2009. It is now hoped that BODA will continue to carry the flame and thus contribute to the advancement of the Olympic Movement in China and beyond. As a result of Beijing 2008 and other recent editions of the Games, the IOC is now insisting more heavily on the importance of early legacy planning, and will need to determine whether or not it should be more involved in such matters with host cities once the Games have been staged.







## LESSONS LEARNED

Among the lessons for future organisers of the Olympic Games, the importance of the context surrounding the Games is highlighted. This contextualisation enables a proper positioning of the Games and all their events and messages. The need for solid integration of all functions and all key stakeholders is also discussed in this report, as is an acknowledgement of the expectations of various participant groups of a Games experience that is rich in diversity. The importance of consistency of delivery of the Games through the use of well-coordinated policies and procedures is also underlined, together with the need to embed a spirit of true partnership between the IOC, the OCOG and all other key stakeholders. The importance of early and thorough integration of sustainability principles within all aspects of the Games' preparation, and early planning for a lasting Games legacy, are highlighted as two key prerequisites for successful future Games.

One of the core Debrief messages to come out of the Beijing Games process was the importance of not just "doing things right" but also – even more importantly – "doing the right things". This stresses the importance of taking into account the more global context surrounding the Games' preparation and staging.

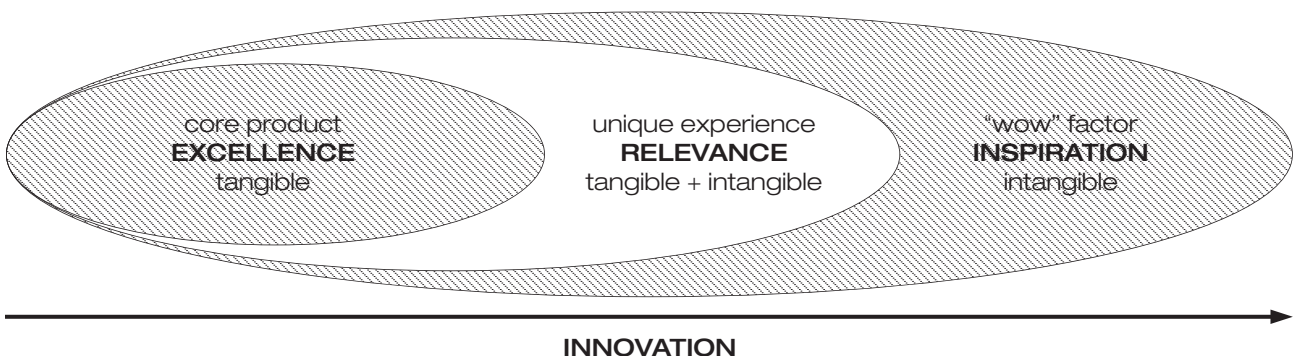
The power of the Games to inspire young people and a broader global audience requires both Excellence and Relevance. Excellence in the quality of the product – "doing things right" (preparation, staging, service levels, responsiveness, etc); and Relevance in how the Olympic experience is positioned – "doing the right things" – for example, closely considering the context when choosing the ingredients and developing the elements that eventually make an Olympic experience truly unique (sports presentation, Look elements, city atmosphere, messaging, etc). Innovation is therefore essential at all stages of the Games' development: it allows for preparation and delivery of projects that are less complex to manage and cheaper to develop, while providing the different stakeholders and the fans with a more stunning Games experience.

Nowadays, the ambition of the Games' organisers reaches far beyond a sporting agenda. Their objectives today encompass the vision and ambitions of a city, a nation and vast communities of people and interests. As a result, the IOC must adapt its structure to allow for a renewed and strengthened partnership which looks beyond the staging of a multi-sports event and includes the promotion of Olympic values and many other long-term legacies.

No one could realistically expect the 2008 Games to change the entire face of China in just a few years. Indeed, the Games cannot be seen in isolation from their context, be it regional, national or international. Organisers of the London 2012 and Rio 2016 Olympic Games should not seek to replicate Beijing's magnificence and grandeur. The 2008 Games were a reflection of the host country and the vast population that supported this effort. Other hosts should be focusing on making their Games unique and inspirational, and contributing in their own distinctive ways to the Olympic vision. If that means many aspects of the Beijing 2008 Games remaining unmatched, then so be it! A repeat of the vast number of volunteers and cast participating in that Opening Ceremony is hard to imagine! What should remain, however, is a true focus on sport and the athletes as the core of our product.

No matter how big the Olympic host city, one important challenge remains for all cities once the Games have been staged: how to keep the flame alight and the Olympic spirit burning across not only the host city but the rest of the country too. In other words, how Beijing can remain a true Olympic city and continue to promote Olympic values will be one of the key indicators of the 2008 Games' long-term success.

More than ever, the Olympic Games remain fundamentally a force for good, and a catalyst for collaboration and change. They provide a bridge between countries, cultures and different groups of people who are united by the same values. The Olympic Games are not only meant to showcase the world's best competitions and athletes. They also help break down barriers and overcome differences. And this is exactly what the 2008 Games in Beijing achieved.



*Taking into account an ever-changing context (including opportunities and risks) and focusing on making the Games product and experience as relevant as possible for a wide audience require flexibility and innovation.*





**1**

**DRIVING  
A SUCCESSFUL  
PROJECT**

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Excellence and attention to detail were in evidence at every stage of the Games – from the Opening Ceremony to the closing fireworks – with the Beijing 2008 Games touching the hearts of billions of spectators across the planet thanks to some world-class broadcasting.

The Games' success can be attributed to a number of significant factors. Notwithstanding the enthusiastic support of the entire country and all levels of government, three of the key ingredients were the open attitude of the Chinese, the integral positioning of sport within the Organising Committee and the testing and rehearsing of procedures prior to Games-time.



## OPEN ATTITUDES

The attitude of all the Chinese organisers was very positive. Thanks to hard work, a spirit of openness and careful listening, they were quick to learn from past editions of the Games and to act on the expertise and advice the IOC and other Olympic stakeholders made available to them throughout the preparation period.

The incredible hospitality shown by the Chinese people – from airport arrivals to the Olympic venues and beyond; the broad smiles and willingness to be of service demonstrated by all staff, volunteers and contractors... such all-encompassing generosity of spirit led to high levels of satisfaction and an extremely enjoyable Olympic experience for all.





## SPORT AND THE ATHLETES

BOCOG always placed sport and the athletes at the very heart of its planning, which proved the best recipe for an incomparable experience. BOCOG's Head of Sport benefited from all the necessary credentials when it came to understanding the requirements of each Olympic sport. The legitimacy and strength of sport within the Organising Committee allowed for effective decision-making in several areas of the Games preparation including venues, Olympic Village, athlete services, etc. This positive influence of sport at all levels of the Games organisation resulted in decisions always being made in the best interests of the athletes. This ultimately paved the way for their amazing performances on the field of play and the unprecedented success of the Games.

*This positive influence of sport at all levels of the Games' organisation resulted in decisions always being made in the best interests of the athletes. This ultimately paved the way for their amazing performances on the field of play and to the unprecedented success of the Games.*



## TESTING AND REHEARSING

The delivery of test events and the organisation of readiness exercises proved crucial for the success of the Games, helping to improve integration between the various functions and with local agencies. This ensured that everyone worked together with the same goal and principles in mind. However, successful testing and rehearsing could never have taken place without the delivery of venues and infrastructure sufficiently in advance of the Games. This also proved a key ingredient in Beijing 2008's exceptional performance.

Obviously, many other reasons could be brought into the mix to explain the wholesale success of Beijing 2008. The seamless coming together of a series of great performances ultimately made this Olympic journey very pleasant and enjoyable for the vast majority of participants. From welcoming hosts at the airport, to transport around the city; from the incredible artistic performances during both the Opening and Closing Ceremonies, through to the inspiring feats of the athletes – everything worked in unison up to and beyond the close of the Games to leave us with a great Olympic memory.

The success of the Olympic Games was subsequently matched by enormously successful Paralympic Games, which attracted unprecedented interest from spectators and media representatives alike.

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*The delivery of test events and the organisation of readiness exercises proved crucial for the success of the Games. However, successful testing and rehearsing could never have taken place without the delivery of venues and infrastructure sufficiently in advance of the Games. This also proved a key ingredient in Beijing 2008's exceptional performance.*

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The support of the Games from all levels of government at both central and regional level was also essential to their success. The IOC enjoyed a very close and productive relationship with state and city representatives. When serious difficulties and challenges had to be addressed, immediate action was taken at the highest level and solutions quickly sought.

Effective collaboration at all levels was made possible thanks to everyone's awareness of and respect for cultural differences. For example, IOC staff were trained accordingly and many efforts to ensure cultural integration were conducted in the lead-up to the Games. Working with our Chinese counterparts, therefore, proved for many of us too a truly enriching experience.

It is also important to acknowledge when discussing the success of the Games that the IOC's growing expertise and the availability of customised services from the OGKM service were of particular importance. Reliance on this programme throughout the various phases of the Games' preparations proved highly beneficial for BOCOG. Importantly, the IOC itself had to be very flexible in adapting its monitoring of the preparations and in the assistance it provided to the organisers. More time and effort were spent than ever before listening to our Chinese counterparts, developing a true partnership and suggesting the best ways to tackle all sorts of challenges that we encountered along the way. As the pressure increased towards the final stages of the Games' preparation, the IOC found it had to step up and get more directly involved in a number of operational challenges.

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*Effective collaboration at all levels was made possible thanks to everyone's awareness of and respect for cultural differences.*

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The success of the Beijing Games should also be measured in terms of audience or, more precisely, by the number of people who were inspired by the athletes' feats and the magic of the Games. Images from the Games were beamed across the world, with broadcasts in 220 territories and an estimated potential TV audience of 4.3 billion people. The IOC's cutting-edge host broadcast entity, OBS (Olympic Broadcasting Services), delivered more than 5,000 hours of high-definition sporting excellence to rights-holding broadcast partners. Superb sporting performances helped drive not only television audiences, but also internet and mobile phone downloads, to new levels.

Beijing 2008 was the first ever Olympic Games to have full digital coverage freely available around the world, with hundreds of millions of viewers able to follow the action on an extensive range of digital media platforms provided by rights-holding broadcasters, including live and video-on-demand internet coverage and highlights clips on mobile phones.

Advances in "geo-blocking" and anti-piracy technology allowed the IOC to guarantee exclusive digital rights within territories. In addition to the activities of its rights-holding broadcast partners, the IOC launched its own internet channel, Beijing 2008, available on the YouTube platform, to broadcast video highlights from the Games to those territories where digital video-on-demand rights had not been sold.

In total, 78 territories across Africa, Asia and the Middle East were able to access the highlights. This marked the first time that the IOC has produced and delivered footage to Olympic fans direct.





# 2

## LEARNING FROM CHALLENGES

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The staging of the Games has become so complex that there are always going to be challenges. With the Beijing 2008 Games – as with any other edition – a few areas for improvement have been identified.



### INTEGRATION

Ensuring the proper level of integration between all Games functions and between the OCOG and the other delivery partners is often a challenge, and it was even more so in the context and culture of China. Although responsiveness and problem-solving at the highest level were prompt and effective, the decision-making processes at venue level were often long and unwieldy.

### GOVERNANCE

The IOC often had to deal with several levels of leadership: the OCOG; the city authorities; and the central government. This required a great deal of flexibility and a concerted process of education and persuasion. Considerable efforts over the last year of preparation were also needed, resulting in the regular presence of IOC staff and experts in Beijing – more than for any previous Games edition. The Games' governance model depends heavily on the local context in each host city and country. However, this is an area where lessons can be shared and recommendations developed for future Games organisers and their partners in order to minimise organisational complexity and maximise the long-term legacies of the Games.

### FESTIVE ATMOSPHERE

Ensuring a truly festive atmosphere in some areas proved challenging in such a vast host city. This was particularly true at the Olympic Green, where more people should have been welcomed and more activities planned. While security is a top priority at the Games, it needs to be correctly balanced with public participation, so as not to dampen the party mood that should exist at Games time.

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*Although responsiveness and problem-solving at the highest level were prompt and effective, the decision-making processes at venue level were often long and unwieldy.*

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### IMAGE AND REPUTATION

Managing the Games' image and reputation was undoubtedly one of the most delicate and challenging aspects of the Games that the organisers and the IOC were required to face together. Unfortunately, certain events on the international route of the Olympic Torch Relay attracted public criticism and resulted in misappropriation of the Games symbols. This deserves more analysis, and important lessons must be learned from this experience.



## TICKETING

While Olympic Family members must be aware that availability of tickets is limited for many sessions, access to tickets did prove particularly challenging, partly due to a lack of transparency in the process and shortcomings in communicating realistic expectations at an early stage. The need to achieve full stadiums at Games-time will remain a challenge for future Games organisers, who made some very useful observations in Beijing. Some sessions, which were announced as full, proved not to be, leading to inevitable frustration. It also dampened some of the atmosphere in the venues and resulted in the portrayal of half-empty stands on television broadcasts. Empty seats were sometimes due to competition sessions running over time and to Chinese spectators showing a lack of interest when Chinese athletes were no longer competing.

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*While security is a top priority at the Games, it needs to be correctly balanced with public participation, so as not to dampen the party mood that should exist at Games time.*

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## OTHER

Of the other challenges worth learning from, some were more contextual than others. While customer service scored highly on smiles and welcoming attitudes, the delivery of services in accordance with contractual terms sometimes proved challenging, causing frustration among our commercial partners. Also encountered were inconsistencies in the quality of presentation across the different sports and venues. A more coordinated approach has already been instigated with other OCOGs since Beijing, and we will certainly see more dynamic, consistent and educative ways of presenting Olympic sports at future editions.



## PROTECTING AND PROMOTING THE OLYMPIC BRAND

With Beijing 2008, our brand was given an even stronger universal and inspiring dimension – touching the lives of millions of people across the globe. BOCOG and the authorities went to great lengths to protect the Olympic rings, our values and the rights of our commercial partners.

However, many groups tried to use the Games' unparalleled platform to promote their own causes. Let's be realistic: this will always be the case! As a result, our brand can sometimes be tainted by wrongly targeted campaigns or demonstrations. Nonetheless, surveys show that, thanks to our brand's strength and resilience, it was able, ultimately, to emerge from these Games stronger than ever.

Incidents that took place along certain stretches of the international route of the Olympic Torch Relay offered a painful reminder of the ways in which our Olympic values can be misused. The risk of seeing our image and values exposed in such a way is very real, and it could happen at any edition of the Games. Lessons from this sad episode have been analysed and should help with the organisation of future editions of the Relay. We should not lose sight, though, of the extraordinary promotion and communication of the Olympic values that the Olympic Torch Relay can bring to local and national communities ahead of the Games.

To those who have criticised the IOC on human rights issues, one can argue that the Games have elevated international dialogue on such issues among governments, world leaders, politicians, NGOs and pressure groups.

The Olympic brand is obviously heavily reliant on image and values. As a result, its flagship product – the Olympic Games – despite its strength, can nevertheless become vulnerable. We must be aware of that reality and the risks that result from permanent exposure. Our challenge flows from the fact that we license the use of our brand to a vast number of stakeholders, including our organising committee partners. The IOC therefore needs to more carefully manage, coordinate and control all uses of the Olympic brand, image and values.

*Incidents that took place along certain stretches of the international route of the Olympic Torch Relay offered a painful reminder of the ways in which our Olympic values can be misused. Nonetheless, surveys show that thanks to our brand's strength and resilience, it was able, ultimately, to emerge from these Games stronger than ever.*

Essentially, our long-term reputation depends on our ability to assess risks more carefully from the early stages of the bid. Similarly, the IOC must remain involved even after the Games are over. The successful management of the post-Games legacy by city authorities and their partners must be considered more carefully by the IOC, as this is an invaluable way to promote the Olympic values throughout the host city, region and country.







Beijing 2008



BRAY

Beijing 2008



BRAY



# 3

## PLANNING AND MANAGING LEGACIES

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As part of its vision, Beijing wanted to deliver Games that would be for the people, that would be sustainable, and that would serve as a showcase for new technologies – in short, “the People’s Games”, “the Green Games” and “the High-Tech Games”. By and large, the organisers delivered on these commitments, which formed the backbone of the Beijing 2008 legacies.

## THE PEOPLE’S GAMES – PARTICIPATION AND INCLUSION

As Mr Wilfried Lemke, Special Advisor to the United Nations Secretary-General on Sport for Development and Peace, said in his post-Games report:

*“The Games have provided a unique platform for the social progress of the Chinese people. China demonstrated friendship, leadership and harmony which will continue to build bridges within China and with the rest of the world.”*

The promotion of the Olympic values, of healthy living, of volunteering and of the challenges faced by millions of people with disabilities in China are but a few areas where the People’s Games vision was translated into a reality for many Chinese citizens.

### Education

The Games brought sport and the Olympic values to one-fifth of the world’s population. The first important social legacy is the most important for a country: education. The ambitious culture and education programme implemented by the organisers will remain as one of the strongest legacies from Beijing 2008.

The Heart-to-Heart Partnership programme, a joint effort by BOCOG and the Ministry of Education of China, allowed more than 400 million children in 400,000 Chinese schools to learn about Olympic history and values.

More than 200 schools in Beijing partnered with schools in other countries to conduct cultural, sports and educational exchanges, and thus allow their pupils to discover other cultures and societies. Through these Games, a new generation of Chinese youngsters has been given the opportunity to build the better world envisioned by Pierre de Coubertin.

The promotion of healthy living also benefited from large-scale investment by the government and will benefit millions of more active citizens. China will continue to carry out sport education and promotion and mobilise the Chinese people in participating in sports, improving their health and cultivating healthy lifestyles. The Chinese government has named 8 August as Fitness for All Day to raise the entire nation’s awareness of keeping fit – emphasising the importance of sport as well as leading and encouraging people to participate in sports. Programmes are now in place to strengthen the management of youth sports clubs and the development of community sports.

### Venues

Many of the Olympic venues were located in or close to university campuses, and are therefore well utilised today by students. Some venues have undergone renovation or adaptation. The renovated Water Cube will not only maintain its function for hosting international competitions and performances, but also obtain the functions of an indoor multifunctional sports and recreational centre providing comprehensive services, including water recreation, sports, tourism and retail, in line with its original design. Additionally, some venues have gained international iconic status, thanks to their striking architecture. After the Games, some of the Olympic live sites were left in place for community usage. They are run by the local government and are open to the public.

*“We hope to enhance communication and cooperation with all our friends in the future development of Beijing and China, and reach new achievements in building People’s Beijing, High-Tech Beijing and Green Beijing.”*

*Liu Qi, President of BOCOG*

### Volunteering

The Games have also triggered a greater sense of public spirit and participation. More than a million people applied to become volunteers, of whom around 100,000 were selected to support the staging of both the Olympic and Paralympic Games. The Games provided them with an opportunity to gain new skills and experience. Being an Olympic volunteer is a fantastic, once-in-a-lifetime experience

Maintaining this network of volunteers will be a challenge, but also a great legacy for Beijing. Efforts will be made to transfer the 100,000 Games volunteers, 400,000 city volunteers, and nearly one million community volunteers as a whole into a regular social volunteer service team. There are already plans by the city and sporting federations to mobilise these volunteers for future national and international events.



### Caring for people with disabilities

The Beijing 2008 Games could not have made genuine claims to being the People's Games had they not taken an inclusive approach to the 60 million inhabitants with disabilities; the Olympic and Paralympic Games provided a strong platform from which to raise awareness and stimulate action on advancing the rights of people living with disabilities and furthering the opportunities available to them. These Paralympic Games showed millions of young people that motivation and a will to succeed are shared by all athletes – regardless of any disability.

Among the many legacies, Beijing acquired 2,000 wheelchair-friendly “kneeling buses”, installed crossing signals to assist people with visual impairments and built wheelchair ramps on city streets, in shopping centres and at major cultural attractions. Accessible parking was also introduced at the airport, while the Great Wall was made more accessible and Olympic volunteers were trained in how to assist spectators with special needs.

The 2008 Games were meant to be the People's Games: never before had the Games touched the hearts and souls of so many people. Ultimately, the Games should be about creating and generating legacies for people, not just regenerating urban areas with new infrastructures!



Games volunteers at the Haidian hospital station.



Olympic education programme.



Accessible platforms are an improvement to the Beijing metro.

## GREEN GAMES – PROVIDING SUSTAINABLE LEGACIES

Recognising the serious challenges caused by the deteriorating environmental conditions in fast-growing Chinese cities, the government did not spare any effort in reaching its Green Games target. As a result, billions of dollars were invested in Beijing, not only to provide excellent sports venues, but also to upgrade and develop public infrastructure.

Without a doubt, BOCOG, in close cooperation with Beijing's municipal authorities, achieved remarkable results in incorporating an array of environmental elements into the planning, construction and management of Games venues. They were used to showcase best practices in renewable energy and energy efficiency, and provided a basis for organisers of future large-scale events to learn from. More than 20 per cent of the total electricity consumed in all the venues was generated by renewable energy. Beyond the Games, new standards for energy-saving buildings were implemented on a mandatory basis for new constructions.

*More than 20 per cent of the total electricity consumed in all the venues was generated by renewable energy.*

Permanent improvements to the city's infrastructure consist of some of the most valuable legacies from the Beijing Games. The four new subway lines constructed for the Olympic Games are playing an important role in public transportation after the Games, with subway passenger volumes in Beijing continuing to increase. The growth of public transport capacity has boosted passenger volumes. Public transport has become more attractive to an increasing number of Beijing residents.

According to a UNEP independent report, the commitments relating to water that Beijing made as part of its Olympic Games bid were all met. Beijing expanded and improved its wastewater collection and treatment system. In 2008, the city achieved the capacity to treat 92 per cent of its wastewater. The measures taken at the Beijing Games sites stand out in this regard, with the Olympic Village design in particular advancing urban water management. The Beijing Olympic Village was the first Olympic Village to receive LEED certification (a recognised international standard for measuring building sustainability), and as part of the pilot programme, it is one of only eight developments – and the first international project – to thus far achieve “LEED for Neighbourhood Development” certification.

In its post-Games report, UNEP concludes that the Games contributed a great deal to increasing public awareness of the benefits of reducing vehicle emissions, which should smooth the way for the Beijing authorities and China's central government to implement future sustainable transport initiatives.

The Games were also seen as a unique opportunity to build a stronger awareness of environmental issues among the population. For the average citizen of Beijing, environmental issues that might, in the past, have been overlooked, became major concerns. People began to appreciate the impact of these issues on their own quality of life. Pollution is not an inevitable by-product of rapid economic growth. In many respects, the Olympic Games in Beijing stand as a shining example for the rest of China, a country experiencing fast urban growth with significant environmental challenges. Indeed, the greening efforts of the Beijing municipality are even more commendable when you consider the pace of economic development in China over the last two decades and the resulting pressure on natural resources and living conditions.



Solar-powered lighting in the Olympic Green.



Gaobeidian sewage treatment plant.



Promotion of rubbish classification.

The Worldwide Olympic Partners played a key role in making the Green Games initiative a reality. Through the Coca-Cola “eKOfreshment” sustainable refrigeration programme, 100 percent of the coolers and vending machines provided by the company to all official venues at Beijing 2008 featured – for the first time – an HFC-free natural refrigerant and proprietary technology that improved energy efficiency by up to 35 percent. The commitment of this equipment was part of ongoing cooperation by Coca-Cola and Greenpeace to advance sustainable refrigeration, a joint effort launched during the Sydney 2000 Olympic Games. General Electric provided 120 wind turbines to Zhangbei and Shanyi wind farms north of Beijing, which supplied sustainable energy to the Olympic Green area. GE also developed solar-powered and water-filtration air conditioning systems for Games venues, while Samsung provided eco-friendly mobile phones. The impressive energy efficiency of new Panasonic equipment provided innovative high-definition video recording equipment. All of these examples contributed to making the Games greener and leaving some tangible legacies.

In its independent environmental assessment of the Beijing 2008 Olympic Games, UNEP concluded that many of the promises were met, if not exceeded in some cases. According to this report, a lasting environmental legacy has been left in terms of new, energy-efficient and eco-friendly buildings and venues. Some 90 per cent of the city’s wastewater is now treated as a result of a US\$17 billion investment. Some 200 factories have

switched to new kinds of cleaner production. New roads, railways and metro lines have been built in an effort to encourage cleaner public transport systems. Fifty thousand old taxis and 10,000 buses have been scrapped and replaced with new ones. The city invested in a 4,000-strong fleet of buses powered by natural gas.

A lot has been learned in China from preparing and hosting the Games. But the momentum of the Olympic Games must not now be lost. Whether all improvements such as air quality gains can be maintained into the future remains a key challenge for the authorities. However, current signs are encouraging. Of particular value are lessons learned from the implementation of permanent measures focused on the transport and energy sectors.

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*The Beijing experience should be a catalyst for China's building sector as well as for other host cities to take a more proactive approach in promoting the development and dissemination of clean, renewable energy.*

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## HIGH-TECH GAMES

The Games' supporting technology proved excellent during Games time. Often invisible, it performed extremely well, thanks in large part to the expertise and contribution of our various technology partners.

Although the IOC is always very cautious about technological innovations being used at Games time and insists rather on the use of proven methods and solutions, Beijing 2008 was used as a platform for generating new ideas and business opportunities and for innovation in many different fields. Some of the most relevant innovations were not just in IT but in other industries such as green technologies. For example, the following new techniques and products were adopted in new buildings:

- Heat conservation and insulation techniques for outer walls
- New types of energy-saving windows and doors
- Combining the supply of heat, power and cooling utilities

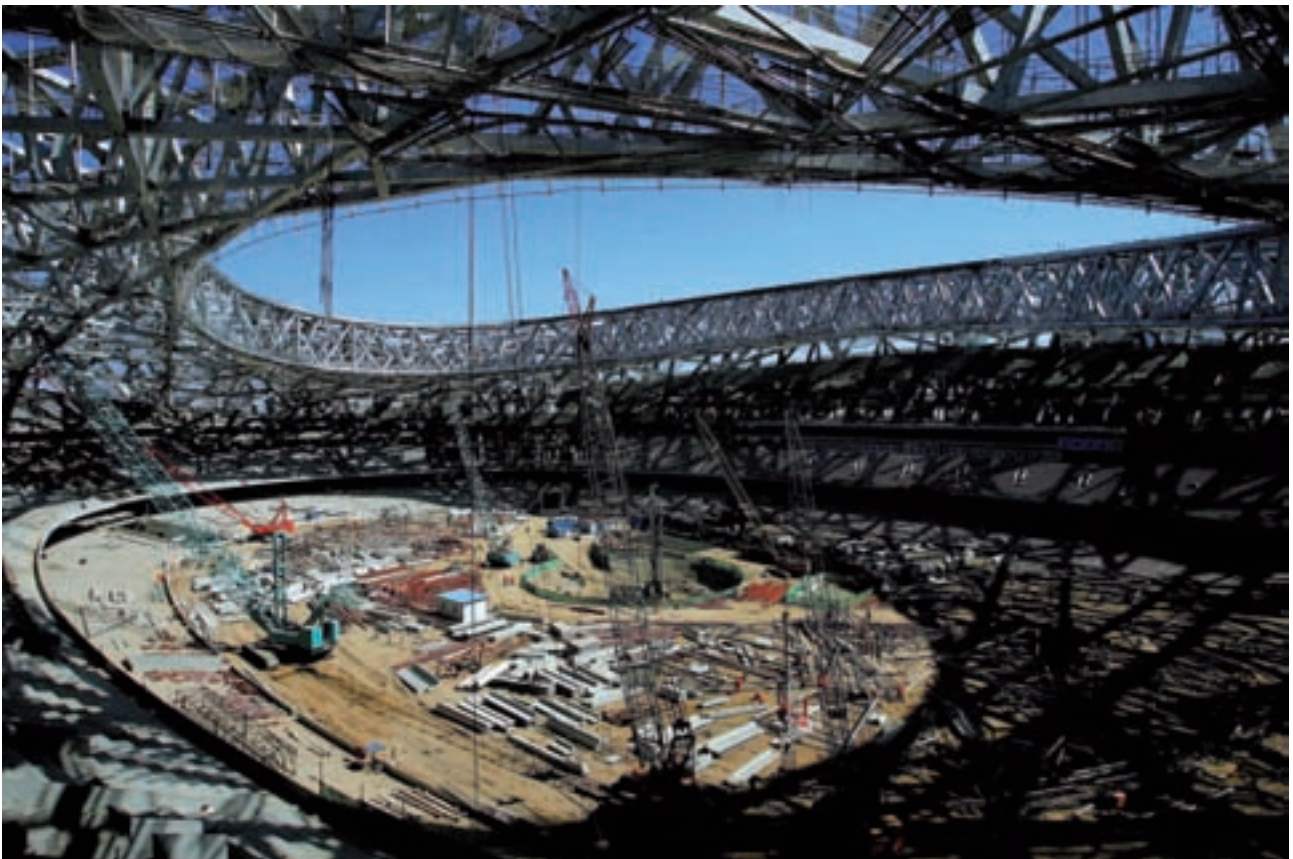
Solar panels were a standard feature in Olympic venues, and these generated power for lighting and heating. Studies were made and new developments introduced in the areas of materials used in construction, both with the steel of the Bird's Nest and the membranes used in the Water Cube – innovations that helped confer iconic status on these two venues. UNEP hopes the advances in energy-efficient design will leave a green

legacy for future planning of urban infrastructure and buildings in Beijing and across China. The achievements may also inspire the organisers of other large-scale events to introduce cutting-edge technologies in venues. The Beijing experience should be a catalyst for China's building sector as well as for other host cities to take a more proactive approach in promoting the development and dissemination of clean, renewable energy.

Other developments in fields such as simultaneous translations for taxi drivers or information kiosks around the city will benefit the tourism industry in the long term. Additionally, new methods and supporting technologies were developed to monitor athletes' performances and health.

Many will remember another iconic building in the Olympic Green: the Digital Beijing Building. Today it stands as a symbol of the High-Tech Games, hosting telecoms centres and storing important data facilities. This venue is a significant legacy for the Games' national telecoms partners.

Overall, the Games were used as an opportunity to provide solid connectivity across the city. This was not only critical for media representatives at Games time, but also provides a valuable and permanent legacy for all city dwellers.



Construction of the Olympic stadium: the Bird's Nest.





The Digital Beijing Building.



The steel structure of the National Swimming Centre (Water Cube).



Forest Park metro station.



Beijing upgraded metro network.

## CHANGES TO LEGISLATION

A number of new laws had to be passed in order to organise the Games, protect the interests of the many stakeholders and allow for proper access to venues and public areas. This covered anti-piracy measures and IP rights, the internet, news access for the international media, etc.

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*There now exists within the world of sport a greater degree of cultural openness along with an increased respect for cultural differences and, possibly, a less western-oriented approach.*

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Access rights for the accredited media, while anticipated to be a major issue, ended up being one of the great legacies of the Beijing Games, with unparalleled access rights guaranteed to the world media and maintained long after. However, a number of related issues were raised which could have impacted badly on the image and reputation of the IOC.

Our focus on ensuring the fullest possible access for the media, and the widest possible audience in the world for the Games, was largely addressed. International media had to be free to report in the same way they had at previous Olympic Games. Recent coverage of major events in China shows that some of these positive developments appear to have attained permanence.

## LEGACIES FOR THE OLYMPIC MOVEMENT

Besides the countless examples of legacies for Beijing, China and the local communities, the Beijing 2008 Games provided many other legacies for the Olympic Movement itself. First among these is the progress towards more universality and a meeting of cultures. It is fair to say that there now exists within the world of sport a greater degree of cultural openness, along with an increased respect for cultural differences, and, possibly, a less western-oriented approach. This is a powerful legacy, and one that reflects the shifting of international sport's centre of gravity towards the east.

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*The record number of NOCs that participated and that won medals, the large number of world and Olympic records that were broken, and the unparalleled media coverage of the Games are all priceless legacies for the Olympic Movement. The motto for the Games – “One World, One Dream” – was an apt choice.*

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The record number of NOCs that participated and that won medals, the large number of world and Olympic records that were broken, and the unparalleled media coverage of the Games are all priceless legacies for the Olympic Movement, and will allow our values to inspire even more people across the globe.

For 16 days in August, the eyes of the world were on Beijing, where more than 10,500 athletes competed at peak performance, including more women than ever before. Athletes from a record number of 204 countries participated, including, for the first time, the Marshall Islands, Montenegro and Tuvalu. In total, athletes representing 87 national Olympic teams were honoured with medals. Competitors from Afghanistan, Mauritius, Tajikistan and Togo stood on the podium for the first time. The motto for the Games – “One World, One Dream” – was an apt choice.

The Beijing Games saw 43 world and 132 Olympic records set. American swimmer Michael Phelps won eight gold medals, becoming the most decorated Olympian in history. Britain's Ben Ainslee won his third consecutive sailing gold. And the Jamaican track-and-fielders claimed gold in the men's 100m, 200m and 4x100m, a clean sweep in the women's 100m and gold in the women's 200m. Jamaican sprinter Usain Bolt's time of 9.69 seconds in the men's 100m won him the gold medal, the world record and the unofficial title of “fastest man on earth”.

The Netherlands' Maarten van der Weijden, who had recovered from leukaemia just six years prior, won gold in the men's 10km open-water competition, a new and popular event in these Olympic Games.

For the International Federations, new territories in which to promote the practice of their sport were developed. Beijing and China's willingness to organise World Championships and other major competitions in several sports comes directly from the effect of hosting the Games and will benefit many sports.

Similarly, commercial partners experienced increased brand penetration in the Chinese market. But it is important to note that commercial prospects were not the only benefit; opportunities also arose for disseminating new best practices in the business world, including in the areas of so-called “clean tech” thanks to the efforts of some of our partners.

Anti-doping efforts also provided a great legacy for the Olympic Movement in its fight against cheats. In Beijing, 4,770 tests – or approximately 32 per cent more than in Athens in 2004 – were carried out, making it the largest-ever testing programme at an Olympic Games. To further reinforce its policy of “zero tolerance”, the IOC decided in 2008 that athletes' test samples collected in Beijing and during future Olympic Games periods would be stored for eight years, making retroactive analyses possible as and when more sophisticated tests become available.

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*To be able to reap what you have sown requires careful planning and proactive management. Legacies do not happen by themselves.*

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Iconic venues, such as the Bird's Nest and the Water Cube, also represent a great legacy for the Olympic Movement. A large number of visitors access these venues every day. They will always be remembered as Olympic landmarks and must be used to foster more participation in sport.

To be able to reap what you have sown requires careful planning and proactive management. Legacies do not happen by themselves. They are not automatic by-products of the Games. The IOC will need to remain proactive and work side-by-side with its Chinese partners to accompany them in the process of legacy management and to learn from their current experiences. The establishment of the Beijing Olympic City Development Association is a move which confirms Beijing's desire to keep the Olympic spirit alive. BODA will mobilise forces to continue the promotion of Olympic sports and values across Beijing – and beyond.





# 4

## KEY LESSONS FOR FUTURE ORGANISING COMMITTEES

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Looking back at the Beijing 2008 Games experience and other recent Games editions, the IOC identified six key considerations which were shared with all bid cities and OCOGs at the close of the Beijing 2008 Debrief. These points must be carefully considered when developing a vision for the Games and laying the foundation of the organising committees.



## CONTEXTUAL GAMES

### Relevance and context of the Games

The Games of today and the future are taking place in a dynamic and ever-changing environment. It is important, therefore, that the Games remain relevant to the different audiences, but in particular to young people, and that all Games organisers proactively monitor and anticipate the wider trends and shifts that will affect societies in the future. In this regard, the international and local context of where and when the Games take place needs to be embedded within the Games vision. As a result, caution must be used when comparing different editions of the Games.

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*The international and local context of where and when the Games take place needs to be embedded within the Games vision.*

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## KALEIDOSCOPE GAMES

### Inspiring, unique and personalised Games experiences

The Games themselves have a different resonance for different groups of people. It is necessary, therefore, to segment the audience, identify their needs and develop a unique and “personalised” Games experience while remaining consistent with the overall Games approach. A vision of the different stakeholder experiences should be formulated early on, and the realisation of this vision should be applied through a reverse planning approach. Sport must remain the essence and central focus of the Games, and the experiences generated through the Games must continue to be unique and inspiring, in order to deliver the all-important “wow” factor.

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*Sport must remain the essence and central focus of the Games, and the experiences generated through the Games must continue to be unique and inspiring, in order to deliver the all-important “wow” factor.*

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## INTEGRATED GAMES

### Integration among Games organisers

Integration is consistently a key challenge of Games organisation, as a result of the scope, scale and complexity of the Games. The key is to avoid function and stakeholder groups operating in “silos” and failing to effectively collaborate and communicate with each other. OCOGs have a responsibility to instil an organisational culture among all partners and stakeholders that encourages improved integration and communication, as well as to find new ways of promoting awareness and understanding of the different interfaces between Games organisers.

## CONSISTENT GAMES

### Ensuring consistency in delivery

Consistency is needed in the delivery of the Games. This is required on different levels, from the application of rules, policies and procedures to service level delivery across different venues and stakeholders. Consistency is also needed across the different components that make up the Olympic “product” and “experience”, i.e. the provision of links between the Cultural Programme, sports presentation, city activities and so on. However, the need for consistency and standardisation should not cause the Games product and experience to become hamstrung, and it is important that innovation and flexibility are also promoted. Greater consistency in the delivery of the event will result in the Olympic product and experience having a more powerful impact.



## PARTNERSHIP GAMES

### Embedding a spirit of partnership

The success of the Games ultimately hinges on the ability of all Games partners to work together with, and depend on, a wide and complex network of stakeholders. These relationships should not only be managed through formal contracts, but the spirit of partnership should also be firmly embedded into the psyche of all Games organisers. New thinking is required as to how stakeholders can be better integrated into the OCOGs' planning processes. It is also important that stakeholders' expertise be fully integrated into all Games planning, preparation and delivery stages. Stakeholders often have a wealth of experience, and should avoid being simply regarded as third parties. In the same vein, our stakeholders must review their requirements to ensure they do not overburden Games organisers with non-essential requests.

## LEGACY GAMES

### Proactive planning of Legacy and sustainability

Games organisers should plan with long-term legacy in mind, thinking about the legacy use in 30 years' time and not just the period immediately after the Games. Common legacy challenges exist with governance structure, disjointed vision, ownership and control, monitoring and reporting and a lack of flexibility, which all need to be addressed by future Games organisers.

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*Games organisers should plan with long-term legacy in mind, thinking about the legacy use in 30 years' time and not just the period immediately after the Games.*

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Furthermore, all Games organisers should recognise the growing importance of environmental and sustainable considerations. This should not only apply to venue design planning, but should also be factored into service delivery decisions, for instance, choice of car fleets, etc. Organisers should not limit their philosophy on legacy to purely physical terms; instead, the emphasis should be on safeguarding the legacy of the Olympic brand well beyond the event, thus maximising the staging of an Olympic Games for everyone.







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# ANNEXES

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## COORDINATION COMMISSION

### Summary of the Commission's activities

#### History of the Commission

The Coordination Commission for the Beijing Games was created in January 2002.

Composed of 17 members and its Chairman, Hein Verbruggen, the Commission met for the first time in December 2002. Its tenth and final meeting was held in April 2008. Representatives of the IOC Athletes' Commission attended one Coordination Commission meeting, in 2007.

#### Other meetings with the organisers

In addition to the Commission's official meetings, the Chairman and the Executive Director of the Coordination Commission held numerous meetings with the BOCOG Senior Leadership and Members of the Beijing Municipal Government and authorities, accompanied on some occasions by the IOC President.

Furthermore, small Commission delegations and representatives of the IOC administration paid regular visits to Beijing in order to monitor the development of the project and to observe the test events.

### Composition of the Commission

The Coordination Commission was composed of the following members:

- Hein Verbruggen, Chairman
- Kevan Gosper, Deputy Chairman
- Gilbert Felli, Executive Director
- Ching-Kuo Wu
- Nat Indrapana
- Craig Reedie
- Austin Sealy
- Alex Gilady
- Julio César Maglione
- Ser Miang Ng
- Sergey Bubka (replacing Susie O'Neill in 2005)
- Kipjoge Keino
- Carlos Arthur Nuzman
- Timothy Tsun-Ting Fok
- Issa Hayatou
- Philip Craven
- Marton Simitsek (joined in 2005)
- Adham Sharara (joined in 2006)
- Robert Fasulo (until 2006)





## Experts

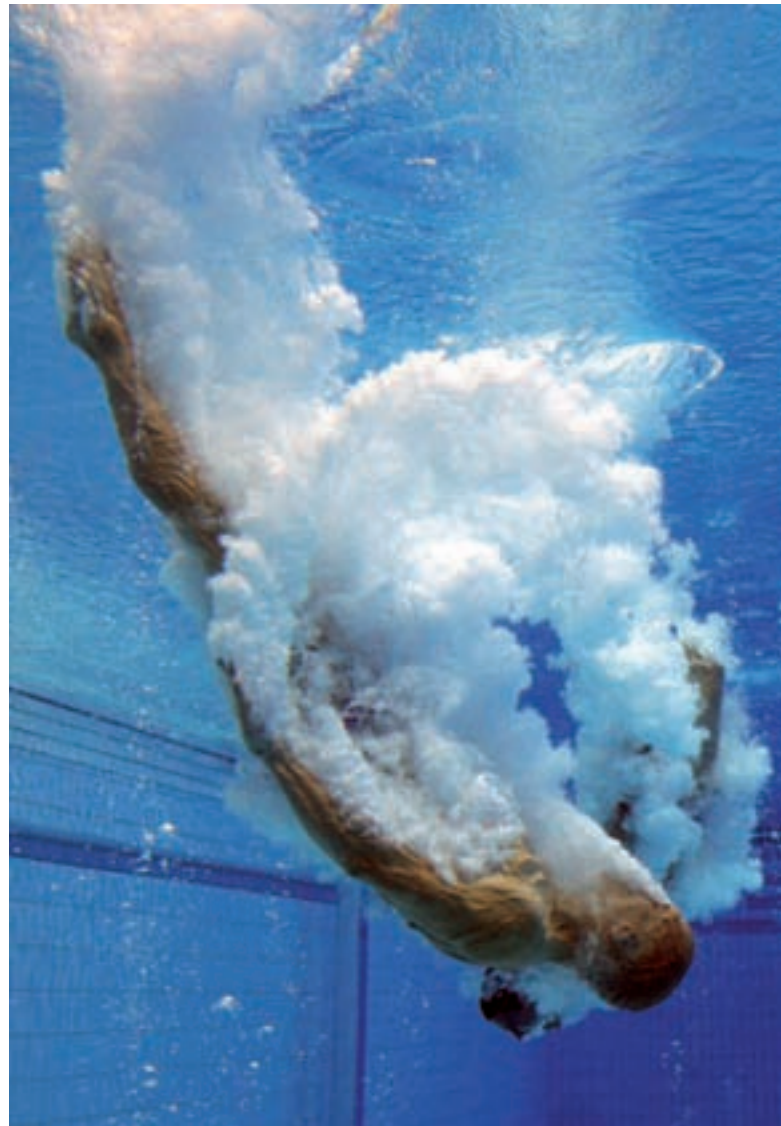
Several experts also contributed to the Commission's work in their respective areas of expertise:

- Vince Adams – Transport Operations
- Simon Balderstone – Environment
- Dimitris Beis – Power
- Philippe Bovy – Transport Infrastructure
- Brad Copeland – Look of the Games
- Namik Djumusic – Technology
- Bob Elphinston – Sport
- Ellen Farlow – Transport Operations
- Scott Givens – Ceremonies
- David Goldberg – Ceremonies
- Sue Graham – Press Operations
- David Grant – Marketing
- Michael Halchak – Overlay
- Lisa Hindson – Games Operations
- Brett Hopkins – Finance
- Mike Kontos – Communications
- Stephen Mirabile – Event Services
- Delphine Moulin – Games Operations
- Olav Myrholt – Environment
- Barry O'Neill – Bus Operations
- Richard Palfreyman – Press Operations
- Steve Parry – Press Operations
- Ferran Pastor – Technology
- Panos K. Protopsaltis – Transport Operations
- Peter Ryan – Security
- Boris Sakac – Technology
- Philipp Tully – Operations
- Andrea Varnier – Ceremonies
- Paul Williamson – Ticketing

## IOC Coordination

IOC directors and staff regularly attended the Commission's meetings. All administrative tasks were carried out on behalf of the Commission by:

- Gilbert Felli
- Antony Scanlon
- Jennifer O'Brien



**Chronology of Commission visits**

The main visits by the Coordination Commission and/or IOC administration were as follows:

**2001**

28 August	First visit
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**2002**

28 April – 1 May	Project review
7 – 9 August	Project review
2 – 4 December	1st Coordination Commission meeting

**2003**

4 August	Project review
2 – 4 September	2nd Coordination Commission meeting

**2004**

23 – 24 February	Project review
24 – 28 May	Project review
27 – 29 October	3rd Coordination Commission meeting

**2005**

7 – 11 March	Project review
31 May – 2 June	4th Coordination Commission meeting
15 – 18 August	Project review (Beijing & Hong Kong)
8 – 11 November	5th Coordination Commission meeting

**2006**

29 – 31 March	Project review
16 – 18 May	6th Coordination Commission meeting
10 – 15 August	Project review (Beijing & Hong Kong)
29 August – 4 Sept	Test events observation
24 – 26 October	7th Coordination Commission meeting

**2007**

16 – 17 January	Project review
18 – 19 January	Operational Readiness Seminar
23 – 24 January	Test Events Seminar
17 – 19 April	8th Coordination Commission meeting
7 – 8 June	Project review
6 – 22 August	Test events observation
17 August	Project review
21 – 25 October	9th Coordination Commission meeting Participation of Athletes' Commission representatives
17 – 18 December	Project review

**2008**

29 – 31 January	Project review & walkthrough venue reviews
6 – 7 March	Project review
1 – 3 April	10th Coordination Commission meeting
27 May	Project review & test event observation
16 – 21 June	Project review
7 – 8 July	Project review "Games Readiness Exercise"
7 July – 25 August	Games Coordination Office on-site operations
8 – 24 August	Olympic Games





## Olympic Games Knowledge Management – workshops

Close to 60 OGKM workshops were organised by the IOC for BOCOG and its partners between 2003 and 2008. Each of these workshops proved extremely useful in transferring knowledge and experiences from previous Games editions, which ultimately had to be applied to a Chinese context.

Name of the workshop	Date		
Project Management	September 2003	Venue Cleaning and Waste	November 2005
Construction and Overlay	September 2003	Finance	December 2005
Medical	December 2003	Photo Services	December 2005
Transport	December 2003	Protocol	December 2005
Workforce	December 2003	Print Distribution	January 2006
Public Authorities Relations	February 2004	Sport Presentation	March 2006
Procurement	February 2004	Power supply	April 2006
Venue Management	February 2004	Main Press Centre	May 2006
Finance	March 2004	Venue Media Centre	May 2006
Villages	March 2004	Press Services-Accreditation	May 2006
Telecommunications	March 2004	Press Services-Accommodation	May 2006
Brand Protection	April 2004	Live Sites	May 2006
Coin Programme	April 2004	Sport – results, sport services and sports equipment	June 2006
C3	May 2004	Internet	July 2006
Environment	May 2004	Venuisation Seminar	July 2006
Press Operations	March 2005	Flag, Anthems & Olympic Family Assistants	September 2006
Ticketing	March 2005	Functional Operations	October 2006
Accreditation	May 2005	Villages Allocation	October 2006
Event Services	May 2005	Ceremonies	October 2006
Paralympic Games	June 2005	Signage	November 2006
NOC Services	June 2005	Operations Readiness	November 2006
City Operations	August 2005	Test Event Planning	January 2007
C3	August 2005	Operations Readiness	January 2007
Venue Development	August 2005	Arrivals and Departures	May 2007
Transport	August 2005	Ticketing and Spectators	July 2007
		Language Services	January 2008
		Olympic Family Services	February 2008
		Issue Escalation and Crisis Management	March 2008
		Power supply	March 2008
		IOC-BOCOG Functional table tops	April 2008
		Olympic Family Services	May 2008
		Village Allotment Review	May 2008
		Games Readiness / C3	June 2008

