

# SHARE THE GAMES SHARE OUR DREAMS

Official Report of the 2nd Summer Youth Olympic Games — Nanjing 2014



SPIRIT OF THE  
YOUTH OLYMPIC GAMES



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# 01 Nanjing



## Sound the horn of youth to the world

In the lower reaches of the third longest river in the world, the Yangtze River, sits a beautiful city, Nanjing. Nanjing is a modern city that boasts mountains, rivers and lakes, forests and urban life. Overlooking the Yangtze River, while embracing the Purple Mountain and Xuanwu Lake, it is in a location of strategic importance among mountains and rivers and a fascinating city with splendid natural beauty.





Nanjing is a world-renowned historical and cultural city. It is one of the main cradles of Chinese civilisation with 500,000 years of human activities, over 2,480 years of history as a city and over 4.5 centuries of history as a capital, and congregated both the affluence and prosperity of Oriental culture. Six centuries ago, the great Chinese mariner Zheng He set sail from Nanjing and crossed the Western Pacific and Indian Ocean, so started the world seafaring civilisation and promoted communication between Western and Eastern cultures.

Nanjing is a vibrant city oozing youthful vitality. For thousands of years, culture has settled and prospered in this city. Its open and inclusive spirit has bestowed this famed historical and cultural city with a unique bearing. A never-before-seen passion was ignited when the solemn ancient city came across the youthful vitality of the Youth Olympic Games (YOG). The whole world got to meet Nanjing from a whole new perspective and was wowed by its youthful vigour and internationality. Nanjing was awarded the right to host the 2nd Summer Youth Olympic Games (Nanjing 2014) on 11 February 2010 at the 122th Session of the International Olympic Committee (IOC), making it the second city after Beijing in China to host an Olympic event.



City of Nanjing



The arrival of the YOG spelt a beautiful encounter and witnessed the pursuit of the Olympic values by a city with ancient civilisation, modern style and future prospect.

Undoubtedly, the Olympic values that originated in ancient Greek civilisation has become a key motivation in the learning of ancient conventions and the building of future by mankind. Sports have long transcended national boundaries and mean far more than sports themselves. The famed historical and cultural city of Nanjing is proud of its modern mission to provide all participating athletes with a unique and memorable learning and sharing experience by combining the Olympic Spirit, Chinese culture and elements of Nanjing, thus “expressing excellence through vitality, sharing friendship through happiness and experiencing respect through appreciation”.

“Share the Games, Share Our Dreams”, is a solemn pledge that Nanjing has made to YOG as well as a heartfelt aspiration of the youth of different skin colours, ethnic and cultural backgrounds.

As expected, the spectacular and memorable YOG that pooled together the wisdom of the youth has further contributed to the Olympic Movement. Nanjing has flawlessly accomplished the ambition of playing the symphony of the Chinese and world dreams through youth.

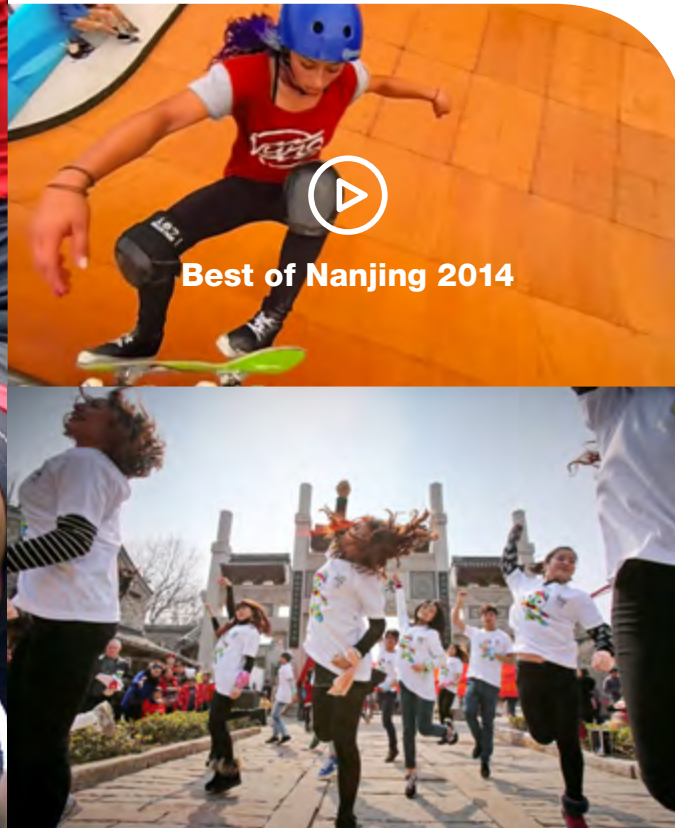






### NANJING 2014 REALISED THE YOUTH-BASED CORE VALUES

The core values of Nanjing 2014 were to make the youth the key group that participate in, benefit from and carry forward the Games, so as to “inspire three generations” and allow the brilliance of “Excellence, Friendship and Respect” to lit up their lives and deeply impress the participating youth while influence their parents and even the generation after them.



Best of Nanjing 2014

### NANJING 2014 SHOWCASED THE CHARM THAT SURPASSED COMPETITIONS

The goal of the YOG is not to cultivate future Olympic champions. It is aimed to guide the youth to grow healthily and comprehensively and subsequently showcase to the world the values of sports for human life. Through the platform of sports competition and with a focus on the youth, athletes of diverse backgrounds participated in the YOG as they experienced the ancient oriental civilisation and shared the joy of multicultural communication. The summer of 2014 saw youth from the five continents cultivating friendship, exchanging their dreams and harvesting growth.

### NANJING 2014 HAS PROVIDED A TEMPLATE OF SUSTAINABILITY

We are dedicated to thoroughly interpreting the concepts of the YOG and creating a sports celebration that is healthy, refreshed and true to its nature. We actively explored a hosting approach that is green, environment-friendly, economical and sustainable through innovations in concept, management and technology. While fully exploiting legacies from past sports events, we also left behind an abundant legacy for the city and its residents, thus setting an excellent example of organising sustainable sports events.



## NANJING 2014 HAS ELEVATED THE INFLUENCE OF THE YOG AND THE CITY

Through the most extensive communication of the YOG, the dreams of China, the world and youth beautifully interweaved and blossomed in Nanjing. Nanjing relayed to City flourishes from culture, and culture prospers from integration. The YOG is more than simply a gala of sports competitions, but also a feast of cultural integration. Taking advantage of the rise of social media, the youthful smiles and jovial invitation, “Bach-style” selfies swept the globe and quickly made the YOG known and loved by the world youth.

Nanjing relayed to the world the youthfulness and vitality of this ancient city, showcased the friendliness and openness of China, told engaging Chinese stories and spread the charming voice of China.

Share the Games, build up the pure and deep friendship; share our dreams, create a better world. Nanjing, in the name of youth, has completed the “rite of initiation” for the YOG and left the city a youthful urban image in the world. Nanjing, deeply imprinted with marks of the Olympic Movement, will continue to pass on and perform the spectacle of the Youth Olympic Games.



## 02 Torch Relay



### Creating a Nanjing Model of Youth Olympic Torch Relay

Combining the physical torch relay and the virtual torch relay, Nanjing 2014 achieved unprecedentedly wide participation and an innovative model of torch relay in the Olympic history.





## Welcoming the Olympic Flame

At 11:16 am on 30 April 2014 local time, a ceremony was held at the ancient Panathenaic Stadium in Athens, Greece, the birthplace of the Olympic Movement of the modern era, to celebrate the collection of the Olympic Flame and the launching of the Virtual Torch Relay. The format was considered innovative in the YOG and Olympic Games history. It was the second time that China came to Greece to receive the Olympic Flame. The Greek President Karolos Papoulias and the Honorary President of the IOC, Jacques Rogge, attended and witnessed the ceremony.

Following ceremonial dances by the priestesses, the newly elected High Priestess Katarina offered prayers to Apollo and lit up the flame with a parabolic mirror.

Two Greek athletes Marios Giakoumatos, Athina Aggelopoulou and two Chinese athletes Sun Ziyue and Jiang Fan completed the relay within the Panathenaic Stadium.



The President of the Hellenic Olympic Committee Spyro Capralos took over torch last and lit the Safety Lantern. Jacques Rogge and Spyro Capralos made speeches; afterwards Liu Peng, the President of the Chinese Olympic Committee and the Minister of the General Administration of Sport of China, took the Safety Lantern from Capralos, and passed it to Miao Ruilin, the Mayor of Nanjing and the Vice President and Secretary General of Nanjing 2014 Youth Olympic Games Organising Committee (NYOGOC). Mr Miao showed the Safety Lantern to the world and spoke, declaring the start of the world-wide Nanjing 2014 Virtual Torch Relay.

## YOG Dreams Was Passed on through Fingertips; Everyone Can Be a Torchbearer

At the Flame Lighting and the Virtual Torch Relay Launching Ceremony in Athens, the innovative Nanjing 2014 Virtual Torch Relay began, as long as the participants downloaded the Virtual Torch Relay APP, they would be able to join in the relay, running with the main online torchbearer, the Nanjing Games Mascot NANJINGLELE, along the official relay route. The online participants were also able to experience the culture of the countries and regions that the torch was passing and share the joy of the virtual relay.

Following the principle of “physical-virtual combination with the virtual as the main form” and “Start and end in the physical form with virtual form in the middle”, Nanjing 2014 successfully created an innovative model of Torch Relay. This practice not only embodied the principle of running frugal Games, but also attracted more people, particularly young people to participate in the relay and promoted the communication of the Olympic concepts.

The Nanjing 2014 Virtual Torch Relay started in Greece and passed 204 National Olympic Committees (NOCs), with a total of 258 sites on the route in 108 days. The Virtual Torch Relay APP incorporated three major operation systems,



namely the IOS, Android, and PC, and built in 16 languages. Participants could participate in the process by using the functions of “sign in”, “like”, “take photos”, “Give Me Fire”, “Flame Stride” and “play games”. The Nanjing 2014 Virtual Torch Relay was warmly received by young people, who actively downloaded the APP and shared the joy of passing on the flame to friends nearby. By participating in the Torch Relay, they passed on YOG concepts around the globe.

The Virtual Torch Relay was designed and conducted according to the likes and habits of young people. As a result, an interesting, interactive, and challenging APP, complemented by a prize mechanism, was developed for the Torch Relay, which encouraged the young people to participate in sports activities and social interactions, communicate via different means with friends nearby and in the communities, and cheer together for the YOG in Nanjing.





# 南京青奥会网络火炬传递

## 海南海岛吹笛仪式



Besides computer and cell phone terminals, the sign-in terminals were also developed on social media platforms. Such an innovative model of Torch Relay completely broke down geographical barriers and allowed the youth throughout the world to follow the Nanjing Games Mascot NANJINGLELE on the virtual route of the YOG Torch Relay.

Based on the Internet technology, the Nanjing 2014 Virtual Torch Relay achieved the first torch relay to cover 204 NOCs, which fulfilled the concept of “YOG dreams was passed on through fingertips; everyone could be a torchbearer”.

By the end of March 2014, the Chairman of the IOC Coordination Commission for Nanjing 2014, Alexander Popov, was in Nanjing attending the Chefs de Mission Seminar and the Coordination Commission meeting. After experiencing personally the fun of the Virtual Torch Relay,

he was convinced that young people would definitely enjoy this fascinating way of Torch Relay. Gilbert Felli, the IOC Olympic Games Executive Director, spoke highly of the innovative Torch Relay of Nanjing 2014. He predicted that it was likely to become a model for future YOG Torch Relays.

The Young Ambassador of Pakistan (PAK) Mahnoor Maqsood opened a dedicated page on Facebook and invited friends from Pakistan to get involved in the Virtual Torch Relay of Nanjing 2014.

A winner of multiple Olympic medals and the Chef de Mission of Australia (AUS), Susie O'Neill, believed that such a format of Torch Relay reflected appropriately the needs of the YOG. She said: “It is wonderful to let the whole world participate and break geographical and distance barriers, and the Virtual Torch Relay is a highlight in the Olympic Movement.”

During the 108 days of the Virtual Torch Relay, wherever the Nanjing 2014 Virtual Torch Relay reached, the NOC, local young people, “NOC Twinning Programme” schools, and the Chinese overseas all participated and supported passionately. People celebrated the coming of the YOG Flame in various ways, tried to understand the Olympic values of “Excellence, Friendship and Respect”, enjoyed the fun of running with the Nanjing Games Mascot NANJINGLELE, learned about cultures of the world, particularly the culture of the Host City Nanjing, via the mobile phone, and wished the Nanjing 2014 a great success.

In the 108 days from 30 April to 16 August 2014, the Nanjing 2014 Virtual Torch Relay received over hundred million hits, creating a record of 112,163,489 visits.

After completing the international leg of the Relay, the Nanjing 2014 Virtual Torch Relay landed at the first station in Mainland China, Hainan Province, marking the start of the relay within China. Young students from the Hainan Overseas Chinese Middle School welcomed the Nanjing 2014 Virtual Torch Relay by performing passionate bamboo dance.

The ceremony to welcome the Nanjing 2014 Virtual Torch Relay arriving in Jiangsu Province was held in the Jiangsu Normal University Gymnasium on 30 July 2014.



## A Perfect Rendition of Time-Honoured Memory and Vibrant Youth

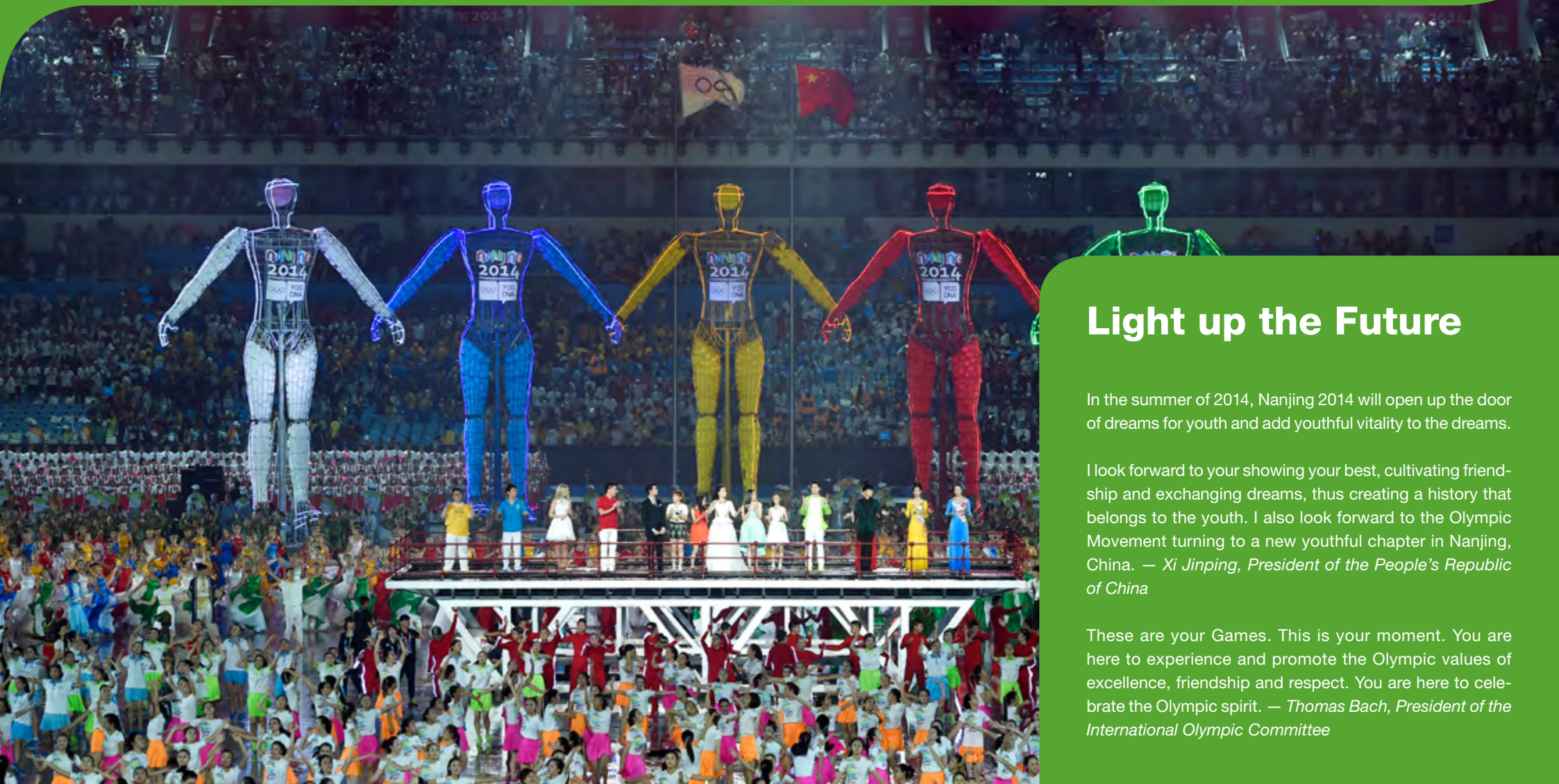
The virtual Torch arrived in the Host City Nanjing on 6 August 2014. On 8 and 12 August, two warm and solemn physical Torch Relay ceremonies were held. 100 torchbearers, mostly young people, also including sponsor representatives, well-known athletes, and publicly selected torchbearers, passed the torch from hand to hand on the 600-year-old Ming Dynasty City Wall and along the beautiful scenic zone by the Yangtze River. Thus they completed a green and low-carbon physical Torch Relay.

The main cauldron in Nanjing Olympic Sports Centre was lit up during the Opening Ceremony on 16 August, successfully concluding the Nanjing 2014 Torch Relay.

The flame collected in Athens burned brightly for 12 days in Nanjing, leaving the city of Nanjing a lasting Olympic legacy.



## 03 Opening Ceremony



### Light up the Future

In the summer of 2014, Nanjing 2014 will open up the door of dreams for youth and add youthful vitality to the dreams.

I look forward to your showing your best, cultivating friendship and exchanging dreams, thus creating a history that belongs to the youth. I also look forward to the Olympic Movement turning to a new youthful chapter in Nanjing, China. — Xi Jinping, President of the People's Republic of China

These are your Games. This is your moment. You are here to experience and promote the Olympic values of excellence, friendship and respect. You are here to celebrate the Olympic spirit. — Thomas Bach, President of the International Olympic Committee

## Youthful Dreams

“Share the Games, Share our Dreams”, is the official slogan of Nanjing 2014, which is a high level sports event with an integrated cultural and educational programme for young people. IOC President Thomas Bach said that the youth were in Nanjing to participate in the sports competitions they loved, to learn the necessary skills for their future professions and to make friends from different countries, backgrounds and cultures.

Nanjing Olympic Sports Centre Stadium welcomed the youthful party of the world youth on the evening of 16 August 2014. The two letters of “N” in the logo of Nanjing 2014 represent the 600-year-old city wall and the local residence south of the Yangtze River. Under the Olympic rings and in the presence of the Youth Olympic Flame, Nanjing opened its door to welcome outstanding youth representatives from around the world to spend 12 memorable days in Nanjing. A total of 39,381 people took part in the Opening Ceremony, including athletes and team officials from 203 countries and regions and one independent Olympic athlete, who were joined by other members of the Olympic Family, officials of International Federations, foreign and domestic media, performers, staff and spectators.

“10, 9, 8, 7, 6, 5, 4, 3, 2, 1” – the countdown was accompanied by the excited heartbeat of over 60,000 spectators. Eye-dazzling fireworks shot up into the sky, and Nanjing 2014 opened among the overwhelming cheers carrying the dreams of the world youth. This was the second time the



Olympic Flame arrived in this ancient Oriental country. It was a glorious moment in creating the history of the Youth Olympics Games. Nanjing had prepared for four years for this very moment. The total length of the Opening Ceremony was 90 minutes and divided into the protocol ceremony and cultural and artistic performances. To manage the time and ensure athletes would have enough energy for the events, the athlete parade of the Opening Ceremony was innovated by reducing the procedure, where no athletes entering en masse, but only name board bearers and flag carriers representing 203 countries and regions would enter one by one. The entire protocol ceremony was solemn and simple.

Particularly the “Star Matrix” in the grand stand, which was specifically prepared for the athletes by the host and was one of the innovative designs for the Opening Ceremony of Nanjing 2014. After the opening act, young athletes aged between 15 and 18 from 203 countries and regions entered the “Star Matrix”, which represented youth and



glory, amid the warm applause of the spectators. Together they welcomed President of the People's Republic of China Xi Jinping and President of the IOC Thomas Bach. Together they saluted the athletes, watched the “Entry and Hoisting of the Flag of People's Republic of China” and welcome the entry of the national/regional flags of the participating NOCs. They are the rising stars that are about to shine bright in the sky of the Olympic rings and are the world champions in future. By practising through the YOG, they will become the ambassadors to promote the Olympic values and light up the future with their brilliance.





The YOG DNA is a unique brand of the YOG as well as a concept the YOG endeavours to popularise. One of the differences between the YOG and the Olympic Games is the emphasis on the passing on of the Olympic Spirit among the youth. As a part of the entry of the Olympic Flag at the Opening Ceremony, eight Chinese Athlete Role Models holding the flag entered and passed it on to eight youth athletes of Nanjing 2014, followed by the solemn flag-hoisting ceremony. The intention of procedure was to demonstrate to the world the passing of the YOG DNA.

IOC President Thomas Bach unexpectedly took out his mobile phone during his address and invited athlete representatives from the five continents to do selfies. These five athletes in their respective national costume stood around President Bach and joined him to shoot and upload the selfies with the hashtag “#YOGselfie”.

“Bach’s selfie” was broadcast quickly by world live television and online media. “#YOGselfie” swept across Nanjing and even the world. Young athletes from around the world began to take selfies of their happy experience at Nanjing 2014 and share with the world youth through social media to allow friends from everywhere to experience the charm of Nanjing 2014 and appreciate the beautiful scenery of Nanjing city.

Following the declaration of the President Xi Jinping that the “2nd Summer Youth Olympic Games opens”, the Nanjing Olympic Sports Centre Stadium was lit up by fireworks in the sky and filled with a thunderous applause. Following the entry of the Olympic Flag and the flag-hoisting ceremony, athletes, referees and coaches took the oath successively. The beautiful melody of the Nanjing 2014 anthem Dreams Never Die began to sound in the venue, followed by

spectacular cultural and art performances, which were divided into four parts, namely the prelude Youth, and three chapters including Pursue the Dream, Build the Dream and Fulfil the Dream, to tell a story about the interweaving dreams of China, the world and the youth.

The cultural and artistic performances began with a group of youth chasing their youthful dreams. They rode their colourful bicycles and heading towards somewhere far ahead. In the light drizzle, a youth held an armillary sphere and arrived at Purple Mountain Observatory. In the name of the 21st-century youth, he gazed at the starry sky from the centre of heaven and earth and travelled through time, and the youth’s magical journey to pursue dreams and explore the future began...

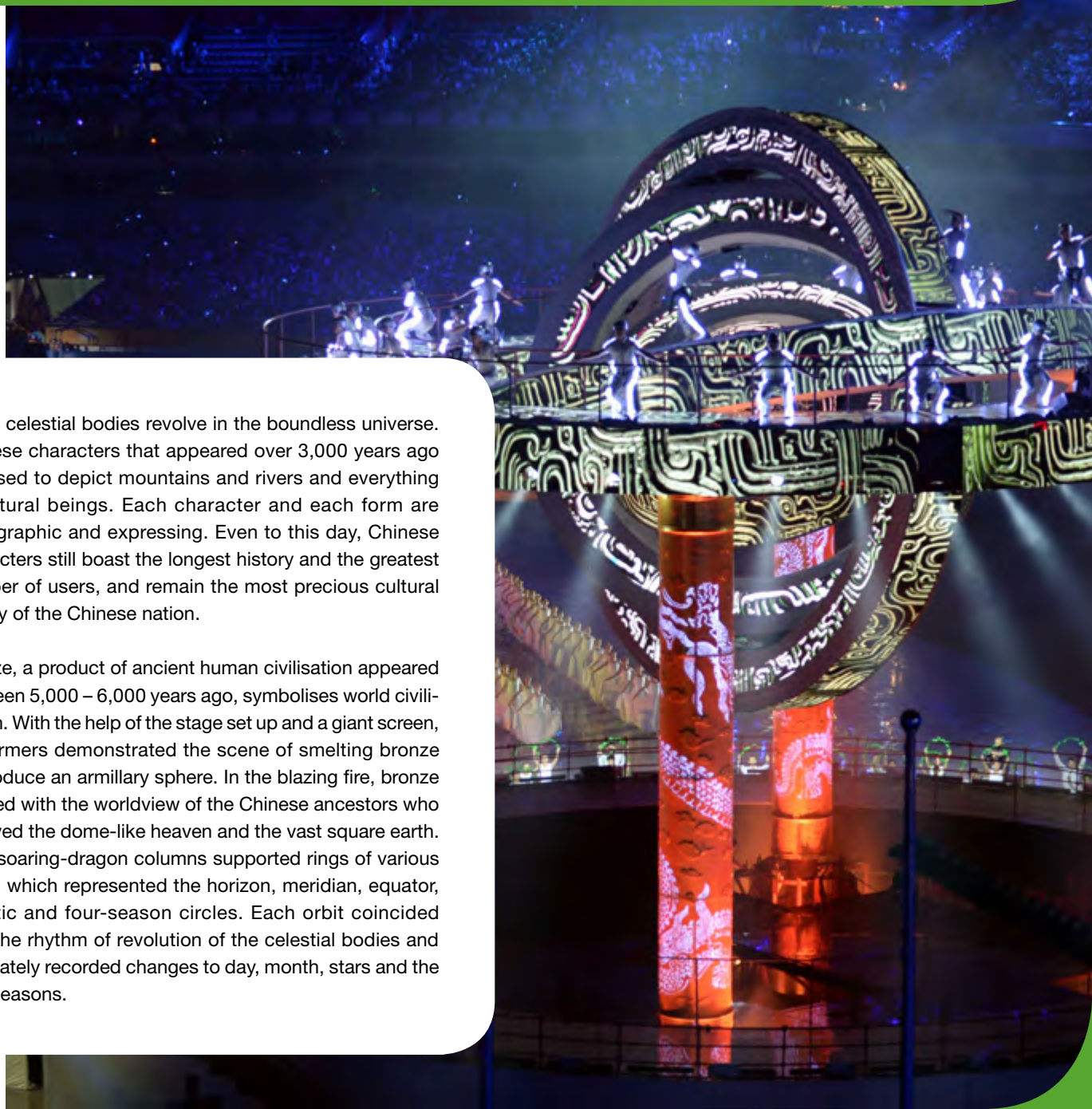
## Pursue the Dream

The first chapter Pursue the Dream depicted the magnificent scenes of ancient Chinese history by telling the stories of four elements, namely, Chinese characters, bronze ware, blue and white porcelain and the Silk Road, which expressed the pursuit and desire of the 5,000-year-old Chinese nation for peace and harmony.

The armillary sphere held in the hands of the young people is a device used for determining celestial positions in ancient China, and has great significance in the development of world astronomy. In 117 AD, Chinese astronomer Zhang Heng invented the world's first hydraulic-powered armillary sphere. The first armillary sphere used for astronomical observation, however, was made in 1442 AD, and is now on display at the Purple Mountain Observatory, which is the cradle of China's modern astronomy as well as an important landmark of the host city Nanjing. The armillary sphere is a spiritual symbol of the ancient Chinese people observing the starry sky, exploring the future and pursuing science. It inspires the youth to pass on the history, explore the future, conquer the peak, and fulfil their dreams. On the other end of the stage was a giant astronomical telescope representing the achievement of Western civilisation. A large beam of light projected to the sky, forming a "space and time corridor" across the venue magically integrating yesterday and today as well as history and future. The spectators travelled back in time to review the spectacular Chinese civilisation and appreciate the history of China integrating with different cultures in the world.

Large celestial bodies revolve in the boundless universe. Chinese characters that appeared over 3,000 years ago are used to depict mountains and rivers and everything of natural beings. Each character and each form are pictographic and expressing. Even to this day, Chinese characters still boast the longest history and the greatest number of users, and remain the most precious cultural legacy of the Chinese nation.

Bronze, a product of ancient human civilisation appeared between 5,000 – 6,000 years ago, symbolises world civilisation. With the help of the stage set up and a giant screen, performers demonstrated the scene of smelting bronze to produce an armillary sphere. In the blazing fire, bronze melded with the worldview of the Chinese ancestors who believed the dome-like heaven and the vast square earth. Four soaring-dragon columns supported rings of various sizes, which represented the horizon, meridian, equator, ecliptic and four-season circles. Each orbit coincided with the rhythm of revolution of the celestial bodies and accurately recorded changes to day, month, stars and the four seasons.





A group of young dancers in dresses with blue-and-white porcelain pattern danced gracefully on the stage. They represented the rise of porcelain culture more than 3,000 years ago. The exquisite and elegant blue-and-white porcelain is the classic of Chinese porcelain and witnessed the development of Chinese culture from land to sea. The dresses worn by the dancers were made of a kind of silk called “Nanjing yunjin brocade” which has 1,597 years of history and is the intangible cultural heritage. To date, it still requires manual production. As a unique product of Nanjing and a cultural representative of the city’s culture, the huge yunjin weaving machine was placed in the Main Media Centre to allow reporters and visitors from around the globe to have more direct understanding of the ancient Chinese civilisation.







## The Silk Road

Ancient China has a long and profound history in exploring the world and integrating with world cultures. The light and shadow of high technology projected the Silk Road in the desert.

Silk connected China to the world. The ancient Silk Road connected Eurasia and became the longest international communication route in the ancient world. 2,100 years ago, the first caravan left the ancient capital Chang'an, which was joined by Dawan people and Kangju people, Indians, Parthians, Arabs and Western Turks. Together they opened yet another new thoroughfare of civilisation in human history – the Silk Road civilisation. This gorgeous ribbon that connected the East and the West became a beautiful symbol of trade relations, cultural dissemination, barter, science and technology exchange and harmonious co-existence among nations.

The joint application by China, Kazakhstan and Kyrgyzstan for the “Chang’an-Tianshan corridor of the Silk Road” to be a World Heritage Site was accepted at the 38th Session of the World Heritage Committee in Doha, Qatar, on 22 June 2014, making it the first cross-national collaborative project succeed in such application.

The Silk Road in the desert suddenly turned into a blue sea in light and shadows. A giant vessel built in Nanjing set sail for the horizon. Over six centuries ago, a great navigator named Zheng He led the largest fleet in the world at the time and left Nanjing. He went on seven expeditions into the Indian Ocean and visited over 30 countries, thus setting the record for the largest number of people, the most extensive area and the most advanced technology in the ancient history of seafaring. The voyage of great navigator Zheng He created the Silk Road on the sea, which became an extension of the Silk Road on the land which started from the southeast coast of China, and stretched for the west along the track of the rising sun and the setting moon, passing Southeast Asia, South Asia, West Asia and Africa to eventually reach Europe. The seeds of peace and friendship were sown and tales of hospitality and civilisation were left behind along the way. It was exactly the Ming dynasty, with its capital in Nanjing, that authorised Zheng He to make the long voyage. One activity of the CEP for the athletes was “Ancient City Wall Exploration”, in which they toured the city wall and learned to make rubbing of the bricks of the 600-year-old City Wall.

Soft silk becomes the bond of peace on the Earth. The prosperity and extension of the Silk Road reflected the Chinese nation's philosophy of life – harmony.





## Build the Dream

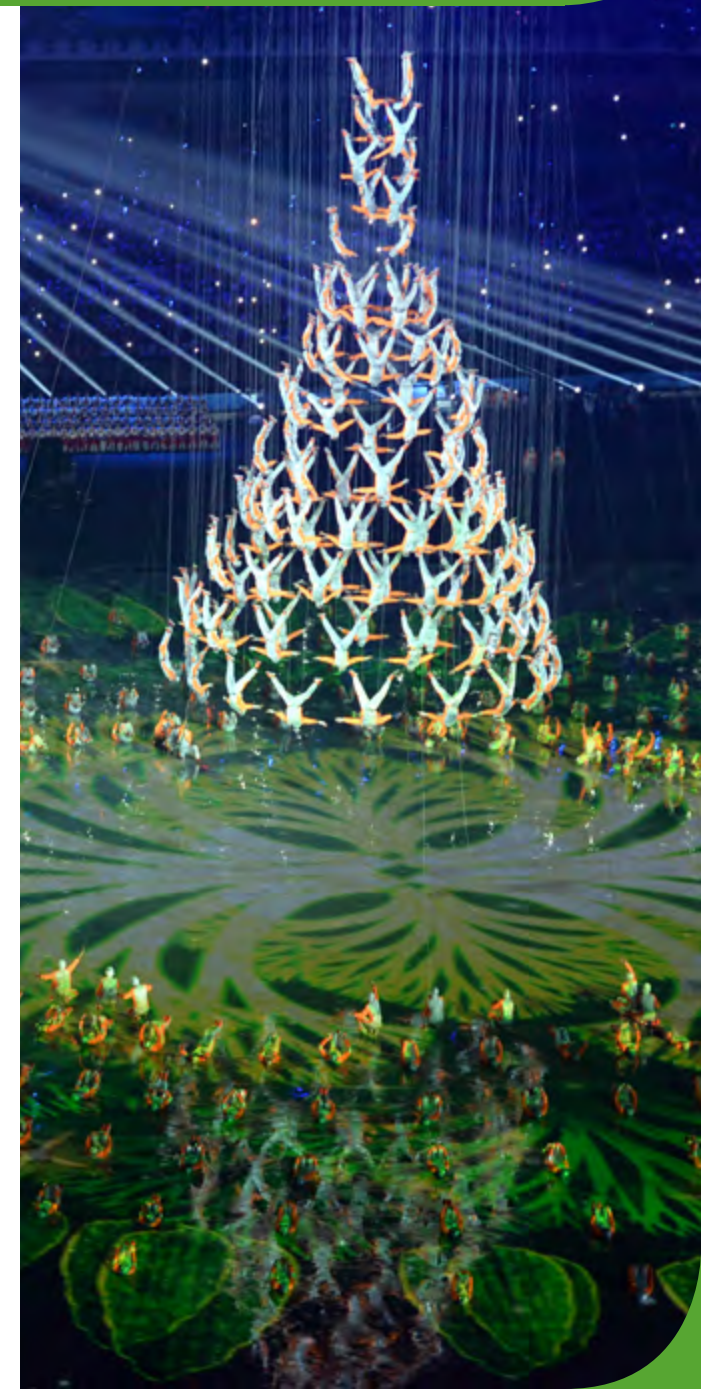
In the second chapter Build the Dream, “Dream Tower” was the most acclaimed act at the Opening Ceremony of Nanjing 2014. A crane lifted 120 martial arts performers. It was the first time that Chinese martial arts were performed in the air. These martial arts performers were summoned by dreams and converged at the centre of the stage from all directions. The intense beams of lights outlined a “Tower of Light” linking heaven and earth. These performers arduously climbed along these beams. They interweaved, turned upside down, rotated and moved, relying solely on two wires connecting their body to build up a 12-storey tower of men. They uniformly created one after another demanding formation at 42-metre above ground. In harmony with the performance in the air, 400 performers

on the ground formed formations like a whirlpool, waterfall, starry sky and roaring horses. The artists performing in the air drew rounds of applause and cheer each time they uniformly formed a beautiful formation. The “armillary sphere” that symbolised conquering the summit of dreams was passed from hands to hands of the youth, moving higher and higher and eventually reaching the peak. When eventually the sphere reached the tip of the 42-metre tower, it sent out brilliant rays of light.

“Dream Tower” was the performance that received the greatest applause and cheers. A group of youth aged between 14 and 20, after over five months of training, showcased to the spectators from around the globe another expression of the Chinese martial arts – performance of “aerial ballet”, which demonstrated the spirit and courage of the youth to cooperate and challenge the limits.

Li Tao, 14, who was at the tip of the tower, was chosen for his good performance. The mid-air performance was still a big challenge to him even for his age. “I panicked when I was lifted to more than 20 metres above ground. My hips were chafed and hurting from constant friction with the wires. It was very hard to continue, but I did because I wanted people of my age from around the world to see Chinese martial arts.”

“Dream Tower” amazed everybody at the Opening Ceremony of Nanjing 2014 and set the record for the greatest number of people performing in the air at the same time. They intend to apply for Guinness World Record, making the show yet another classical demonstration of Chinese martial arts.



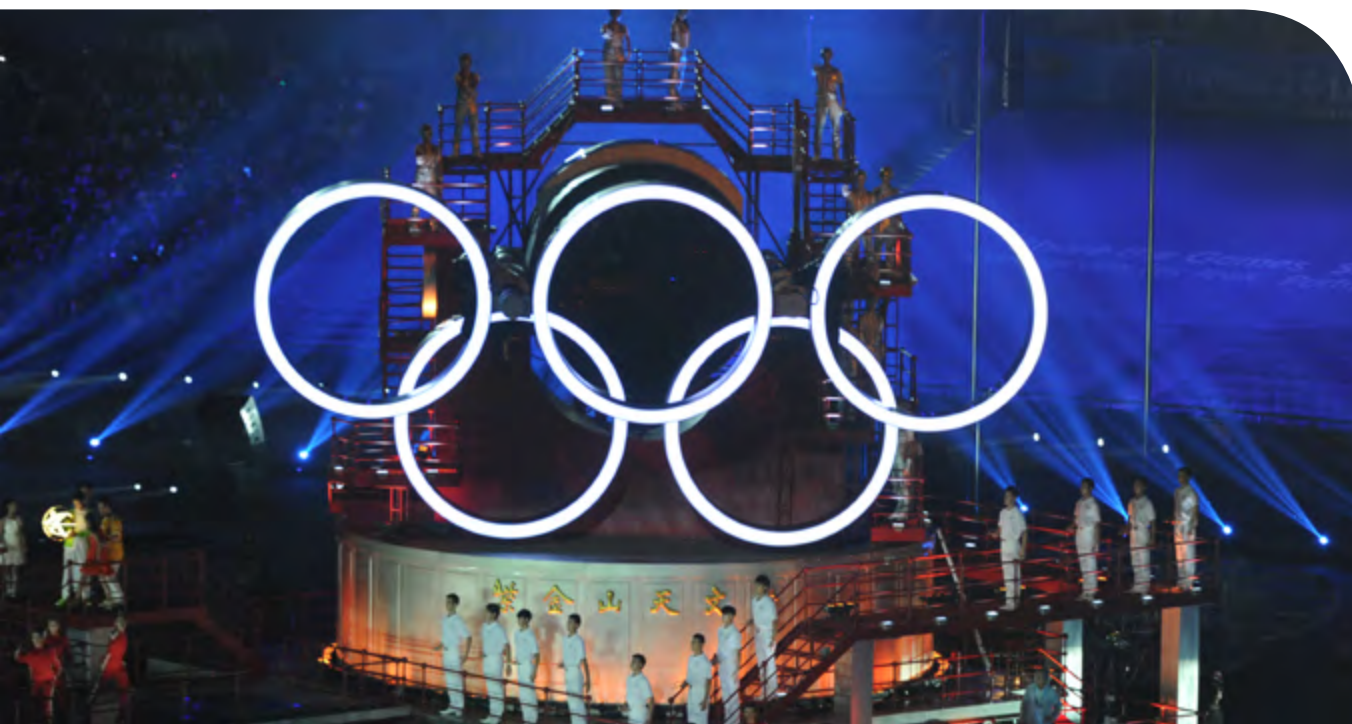
## Fulfil the Dream

The third chapter Fulfil the Dream saw folk musical instruments and electric pianos playing together, thus blurring the boundary between tradition and modernity. The combination of traditional and modern music was both innovative and harmonious.

A mobile choir made up of 380 youth sang the peace theme with their angelic voices. In the centre of the stage, five young pianists jointly played the Symphony of Love on a piano that symbolised the five continents, while on the large LED screen appeared a giant image of the Earth, which suddenly turned into a globe of the Internet.

The omnipresent Internet connected the youthful hearts from all five continents and connected the future. A giant “armillary sphere” symbolising the passing on of history and the exploration of the future rose into the sky. A giant ring moving slowly amid dazzling light symbolised the space and time when cultures integrated. The Nanjing folk song Jasmine Flower began to play melodiously. The song has spread from Nanjing to all corners of the world and became a classic of Chinese songs. Today, Nanjing, a city with nearly 2,500 years of history, also hopes to represent Chinese cities. The successful hosting of the YOG has spread its name far and wide. On the stage, the white jasmine flowers and green olive branches set off the symbol “YOG DNA”. The giant armillary sphere seemed to be moved by the singing, and began to move towards the space of future. Faster and faster it turned, followed by upbeat, passionate and modern-rhythm music from the five continents.

Nearly a thousand youth representing the five continents poured in. Hand in hand surrounding the armillary sphere, they sang and danced and formed the “five rings” which represented the fulfilment of their dreams. NANJINGLELE, mascot of Nanjing 2014, dressed in the animated images representing all 28 sports of Nanjing 2014, raced about stage in the “dream fulfilling cars”. The giant armillary sphere began to radiate the “light of fulfilling dreams”. Meanwhile, the last six torchbearers were completing the YOG Torch Relay. The last torchbearer was Chen Ruolin, champions of women’s 10-metre platform and synchronised 10-metre platform at London 2012, scaled the operating platform of the giant astronomical telescope. Suddenly, the telescope began to transform with its tube turning into giant Olympic rings.





## YOG Flame

Chen slowly lowered the torch to light up the sphere. Suddenly fireworks shot through the sky and lit up the night. A blazing shot of firework reached the cauldron and the cauldron of Nanjing 2014 was lit.

While introducing the idea for the Flame Lighting Ceremony of Nanjing 2014, Chen Weiya, General Director of the Opening and Closing Ceremonies mentioned that he tried to combine the telescope, the sphere and the Olympic Flame in the ceremony to signify the integration of the dreams of China, the world and the youth. “The armillary sphere embodies Chinese people’s exploration of the universe, which is the Chinese dream. The modern telescope represents the exploration spirit of modern youth. The torch symbolises the Olympic Spirit, which signifies world peace and friendship and is the embodiment of the world dream. Therefore, in terms of nature, the sphere, telescope and torch are connected.”

China has again presented another spectacular Opening Ceremony to the world with strong Chinese cultural flavour. The world got to know the Chinese opening ceremony once again. The YOG Opening Ceremony in Nanjing also marked the beginning of a new chapter of the Olympic Movement.

In addition to the Chinese crew of the team for the Opening Ceremony, personnel from around the world were specifically invited to take part in the creation, production and performance. They included people from:

*Creative planning*  
the U.K., Germany and Spain

*Music design*  
USA and Japan

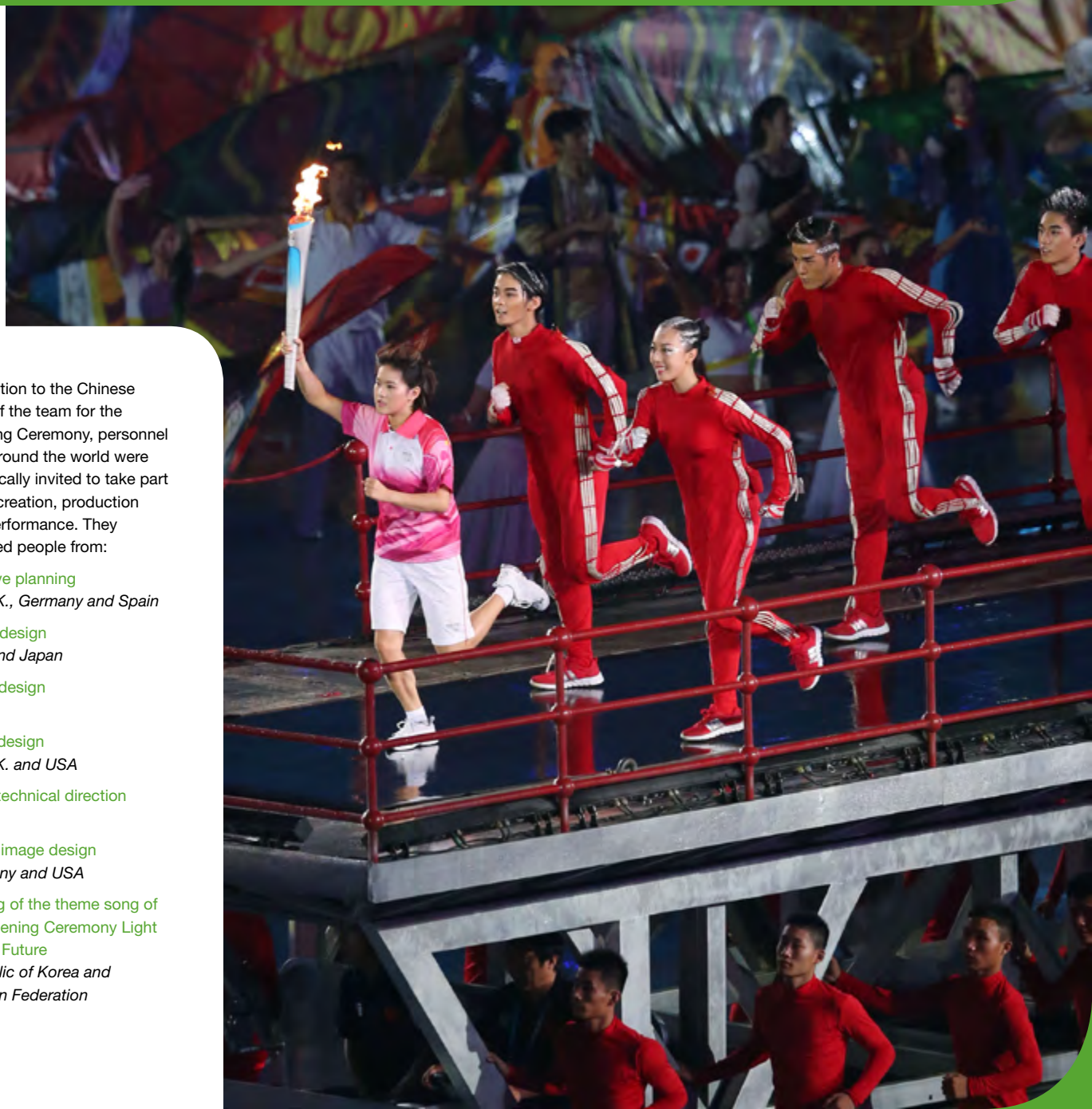
*Stage design*  
USA

*Video design*  
the U.K. and USA

*Aerial technical direction*  
Spain

*Virtual image design*  
Germany and USA

*Singing of the theme song of the Opening Ceremony Light up the Future*  
Republic of Korea and Russian Federation



## Operations

The high organisational standard of NYOGOC was reflected through the spectacular Opening Ceremony. High-tech lighting or ground projections were applied on a large scale to create “fantasy-like” visual impressions to enhance the stage effects without involving a large number of performers. The adoption of virtual technology for the first time at the Opening Ceremony extended the space for performance to above the stadium, thus allowing television audience around the world to witness many amazing virtual scenes and experience space exploration and visual shock of transcendence.

Among the 39,381 spectators were nearly 1,500 members of the Olympic family, over 6,000 athletes and team officials, 104 young ambassadors and about 300 foreign guests invited by the city. In terms of transport, security, entry and exit, NYOGOC designed meticulously, calculated precisely the flow-lines, distance and time, and tested repeatedly to ensure the smooth operation of guest and protocol services and the good order in spectator entry and exit. 4 Ticket Rip Areas and 24 Ticket Channels were smoothly operated and managed.

Xi Jinping, President of the People’s Republic of China, attended and invited IOC President Thomas Bach and Honorary President Jacques Rogge, UN Secretary-General Ban Ki-moon, and many heads of state and government to watch the Opening Ceremony. Under the guidance of

IOC, NYOGOC provided considerate protocol services for about 3,000 domestic and international guests.

On the day of the Opening Ceremony, a total of 370 vehicles were used to provide transport services for 10,949 accredited clients, including 160 double-door buses, 140 coaches and 38 medium-size buses as well as 20 coaches and 12 medium-size buses on standby. 566 public buses were organised to serve volunteers, media reporters and spectators. 18 fixed food and beverage concessions and 24 mobile vending vans were deployed, along with seven information service kiosks and four information service desks, which distributed 20,000 copies of free Spectator Guide and provided over 10,000-times of enquiry services for spectators. Coordinated with the Olympic Broadcasting Services (OBS) and China Central Television (CCTV), the 21 camera positions and compounds for television broadcasting were set up and cables tracks for remote-controlled aerial cameras were built. Landscape and aerial cameras for television broadcasting were set up and print-media camera positions and 1,390 media seating were provided.

According to the data released by CCTV, over 200 million spectators in China watched the live broadcast of the Opening Ceremony, among them 3.5 million were from Nanjing. Broadcast globally by the OBS and social media communication, the Opening Ceremony of Nanjing 2014 promoted international communication of Nanjing 2014. According to Xinhua News Agency, thanks to media coverage of the successful Opening Ceremony, 30% of the global population got to know Nanjing 2014. The coverage of Nanjing 2014 on the Chinese microblogging site Weibo reached 450 million people on the first day.





# 04 Sport



## Achievements, Excellence and Sharing

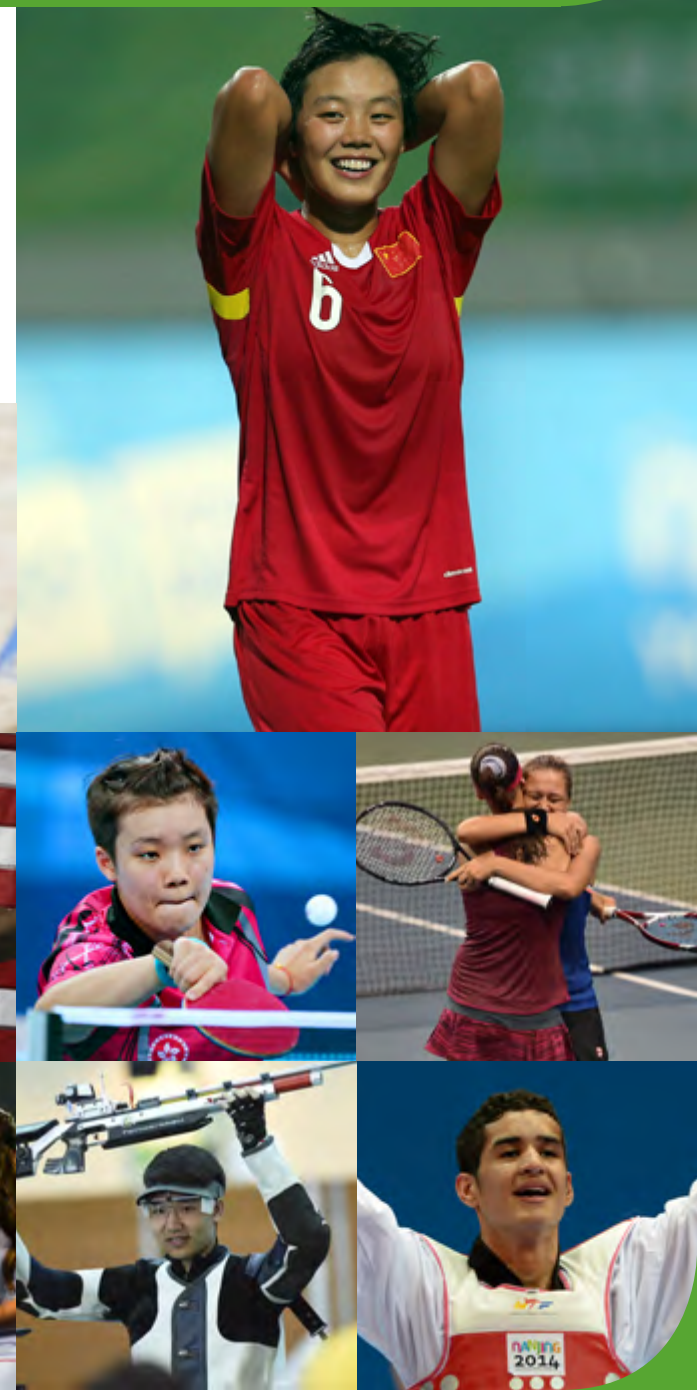
Nanjing 2014 successfully built a stage for the young people around the world to enjoy sports, enabling them to discern the essence as well as experience the joy of sport in the process of competition. The specific competition standards jointly established by the IOC and IFs were strictly followed during the Games. The core objective of the Games was defined as Excellence, Friendship and Sharing. The medals tally was not set up and the competition records were not registered. The message that Nanjing 2014 has conveyed to the world is the idea of friendship and sharing, instead of gold medals and records.

Over 70 officials and representatives from different IFs paid more than 40 visits to Nanjing during the Games preparation phase, and topics such as the sports programme, competition and training schedules, technical officials, sports entry policies and procedures, sports presentation plan, and sports equipment list were discussed and communicated with NYOGOC. Their visits played a guiding and promotional role in the Games preparation.

The Sports Programme included a total of 28 sports and 222 events. Compared with the previous Youth Olympic Games in Singapore 2010, two sports, namely Golf and Rugby, and 21 events were added. For the sport of Boxing, female competition made its debut. The athletes eligible for participating in this edition of Games were born between 1 January 1996 to 31 December 1999. The total number of the athletes that participated in the Games reached 3,759, including 1,908 male athletes and 1,851 female athletes. Relevant statistics show that in total 893 international technical officials and 1,209 national technical officials provided services at the Games.

Many innovations were made in at Nanjing 2014, ranging from the Sports Programme, Competition formats, Sports Presentation, Sports Initiation and event services, which were highly recognised by the IOC. Mr Thomas Bach, the IOC President considered this edition of Youth Olympic Games as full of innovations. Regarding the innovation in sports programme, for example, mixed international team events were included in several sports which brought together athletes from different NOCs and different genders. In addition, Hockey introduced a complete new discipline which was Hockey5s instead of the usual 11 a

side game. Another exciting innovation is the Nanjing 2014 Sports Lab, which not only helped promote relevant sports but also attracted local citizens to watch and appreciate the inspiring exhibitions.







## Innovations in Sports Programme

On 19 August, 2014, the Golf competition was teed off in the Zhongshan International Golf Club, which marked the introduction of Golf at the Youth Olympic Games and its return to the Olympic Programme for the first time since the Games of the II Olympiad. While the sport of Rugby, which was participated by six teams each for male and female events, also made its first appearance at the YOG as well as on the Olympic Programme in its current Rugby Sevens format, despite having appeared at the Olympic Games 70 years earlier.



## Innovation in Competition Formats

The Secretary General of FIBA spoke highly of the Games: “The most distinguished feature of the Games is innovation. The Youth Olympic Games are by no means duplication of the Olympic Games; innovation in competition is the key.” The vision of the Youth Olympic Games was emphasised by the Sports Programme. Based upon the consideration of the physical features of the youth, two primary themes, Sport and Culture & Education, were highlighted; appropriate approaches for promoting the Olympic Values was encouraged; and competition formats that suit the young people were adopted.

Mixed team competitions became a highlight of Nanjing 2014. In total, mixed team competitions were programmed for 15 sports and 18 events. Among which was the 8x100m mixed international team relay in which 680 athletes participated. The teams were composed regardless of nationalities, languages, ethnicities and genders of the athletes. The young athletes from different countries and regions made friends through the relay enjoyed the sport, thus coming back to the essence of sport.

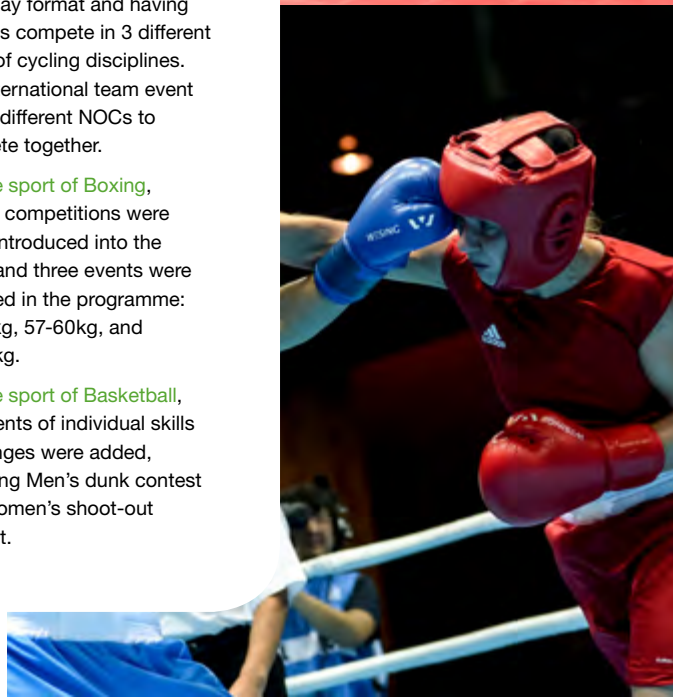
For the sport of Hockey, Hockey5s was adopted instead of Hockey eleven-a-side, and the dead-ball line of the field was removed from the competition rules.

For the sport of Volleyball, indoor Volleyball was replaced by the Beach Volleyball.

For the sport of Cycling, all competitions consisted of a relay format and having athletes compete in 3 different types of cycling disciplines. The international team event mixed different NOCs to compete together.

For the sport of Boxing, female competitions were firstly introduced into the YOG, and three events were included in the programme: 48-51kg, 57-60kg, and 69-75kg.

For the sport of Basketball, the events of individual skills challenges were added, including Men’s dunk contest and Women’s shoot-out contest.







## Mixed Team Events

**Archery** Mixed international team event

**Athletics** 8x100m mixed international team relay

**Badminton** Mixed Doubles

**Cycling** Mixed international team relay –

Road race, Cross-country Olympic

**Diving** 3m & 10m mixed international team

**Equestrian** Jumping Continental Team

**Fencing** Mixed Continental Team Competition

**Golf** Mixed team event

**Judo** Mixed Continental Team Competition

**Modern Pentathlon** Mixed international team relay

**Shooting** 10m air rifle mixed international team

10m air pistol mixed international team

**Swimming** 4x100m medley and freestyle mixed relays

**Table Tennis** Mixed international Team competition

**Tennis** Mixed Doubles

**Triathlon** Mixed Continental Team Relay



## Sports Presentation

Sports Presentation was described by the IOC as the YOG's face and image. Nanjing 2014 attached great importance to Sports Presentation. The number of staff of the Sports Presentation Team reached 350. They successfully accomplished the overall service goal of "excellent competition, unified style, distinctive features and amazing performance." The Nanjing 2014 Sports Presentation's aim was to engage, educate and entertain the audience. It included the following four elements: voices, music, video and on-site performance. Through the sports presentation, the spectators not only appreciated the exciting sport competition, but also experience the charm of sports. The 37 Athlete Role Models selected by the IOC and IFs were involved in the Sports Initiation Programme at various competition venues. They commented on the competitions together with presenters, answered questions from the spectators, and interacted with the participating athletes and spectators. Their involvement not only enlivened the atmosphere, but also spread sports knowledge, guided the spectators in watching the competitions and enhanced the spectators' sense of involvement. The lovely performances by NANJINGLELE, the Mascot of Nanjing 2014, formed a beautiful scene in the venues during the Games.





## Event Schedule

In formulating the Competition and Training Schedule of Nanjing 2014, a full consideration was given to its integration with the CEP Schedule, in order to help and encourage the athletes to be involved into the Culture and Education Programme of Nanjing 2014. Different from the Olympic Games, Nanjing 2014 also provided all participating athletes with training opportunities and services in the periods between the completion of their events and the Closing Ceremony. The ultimate goal of Nanjing 2014 is to allow the athletes to enjoy both the Olympic culture and Olympic sports, rather than sports competition alone.

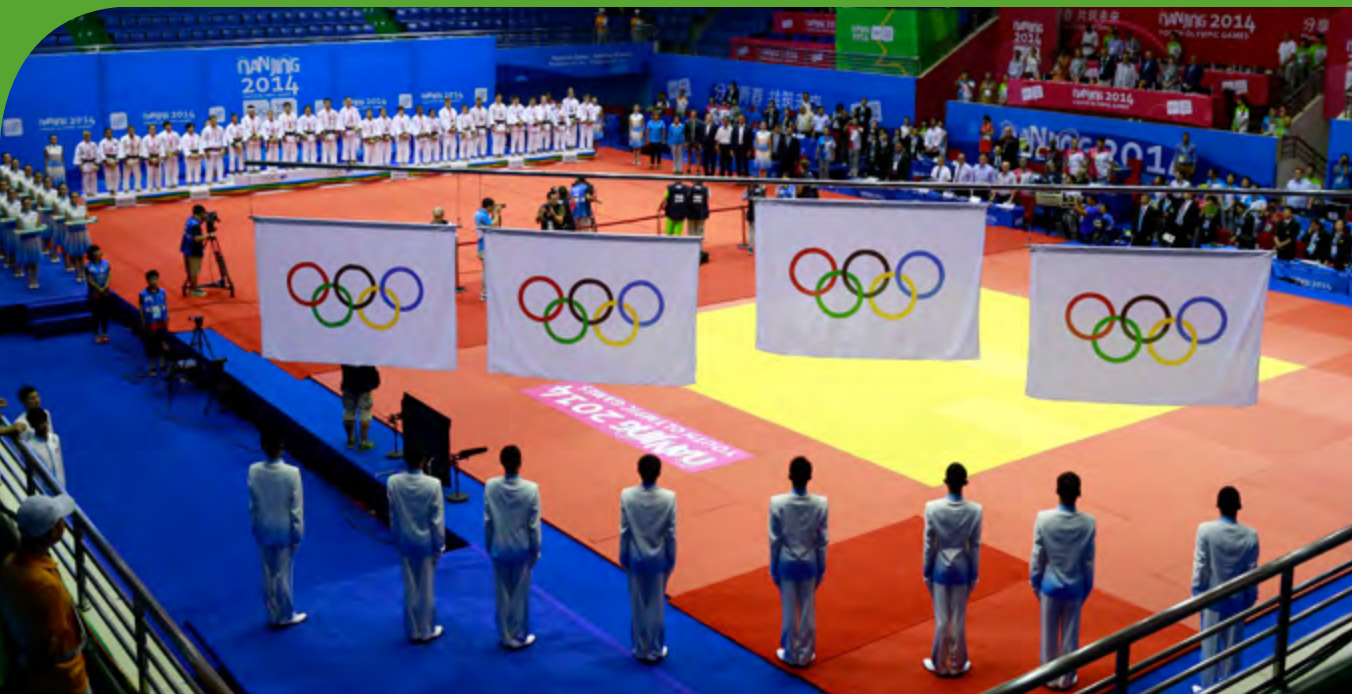
To facilitate the competition organisation and provide convenience for participants, various sports publications, including the Sport Explanatory Brochures, the Technical Officials Guide, and the Official Result Books were produced by NYOGOC.

## Joyful Sports and Dynamic Youth

This is an edition of YOG that fully present the Olympic values of excellence, friendship and respect. The young athletes were joyfully involved in the sports and competed for excellence. Each of them showcased the world the charm of the youth and their soaring passion. In the venues, the young athletes encouraged with and learned from each other; outside the competition venues, they visited the city, experienced the Chinese culture and appreciated the glamour of China, leaving the footprints of cross-culture exchange in the process of their growing up.

At Nanjing 2014, the young athletes fully enjoyed sports and showcased their world-class competition skills. As the stars of tomorrow, they were shining at the venues in Nanjing. The fact that the venues were of such a high level, it provided a platform for athletes to give their best and compete at their highest level. As a result various personal records were broken by numerous athletes.





## Victory Ceremony for the Mixed Continental Team Competition of Judo

Apart from the traditional individual events, the mixed team event was added for the sport of Judo. Each of the mixed teams was composed of four male and four female athletes or three male and four female athletes. The athletes of each team almost came from different NOCs, or even different continents.

The mixed team event was run in a direct elimination format. The two defeated teams were both awarded bronze medals. Together with the teams of the first and second place, they made the longest victory podium created in the Judo history.

With the Olympic anthem played, the 28 medallists all stood on the podium that spanned the whole Field of Play, sharing the glory.







## Different “First Place” gained the same applause

The women’s individual sprint competition was quite fierce. However, all the spectators saw many touching scenes. When the Australian athlete Brittany Dutton was 30 meters to the finish line, she didn’t try to break the record. Instead, she gave high fives to her coaches and teammates cheerfully and passed the line unhurriedly. At the same time, the last athlete Victorija Deldio from the Philippines was two more kilometres away from the finish line. But she didn’t give up, and insisted to complete the competition.

When Deldio was making the final sprint, all the people, whether the spectators including IOC President Thomas Bach and other IOC officials, or the athletes who had finished the competition, did not leave, but waited patiently until she crossed the finish line and applauded for her.

Nanjing 2014 was not only an arena for competitions, it was more a stage for presentation. Here we witnessed more unswerving efforts and self-transcending; here we saw more joy, laughter and happy sharing. This moment embodied the Olympic values of excellence, friendship and respect because despite the coming in at a different “first place” the athlete received applause from other athletes, coaches and the spectators.





## NANJING 2014 YOUTH OLYMPIC GAMES SPORTS PROGRAMME AND QUOTAS

SPORTS	DISCIPLINES (IF ANY)	NUMBER OF EVENTS				EVENTS	QUOTAS
		M	W	MIXED	TOTAL		
Aquatics	Diving	2	2	1	5	3m springboard (M&W) 10m platform (M&W) 3m * 10m mixed international team(1M,1W)	48
	Swimming	17	17	2	36	Freestyle: 50m, 100m, 200m, 400m, 800m (M&W) Breaststroke: 50m, 100m, 200m (M&W) Backstroke: 50m, 100m, 200m (M&W) Butterfly: 50m, 100m, 200m (M&W) 200m individual medley (M&W) 4 x 100m medley and freestyle relays (M&W) 4 x 100m medley and freestyle mixed relays	400
Archery		1	1	1	3	Recurve individual (M&W) Mixed international team event(1M,1W)	64
Athletics		18	18	1	37	Track: 100m, 200m, 400m, 800m, 1500m, 3000m, 2000m steeplechase, 110m/100m Hurdles, 400m Hurdles (M&W) Race walk (10,000m M/5,000m W) 8x100m mixed international team relay (4M, 4W) Field: High Jump, Pole Vault, Long Jump, Triple Jump, Shot Put, Discus Throw, Hammer Throw, Javelin Throw (M&W)	680
Badminton		1	1	1	3	Singles (M&W) Mixed Doubles	64
Basketball	3x3	2	2	/	4	20-team tournaments (M&W) Men's Dunk Contest Women's Shoot-out Contest	160
Boxing		10	3	/	13	M: Light Fly (46 to 49kg), Fly (up to 52kg), Bantam (up to 56kg), Light (up to 60kg), Light Welter (up to 64kg), Welter (up to 69kg), Middle (up to 75kg), Light Heavy (up to 81kg), Heavy (up to 91kg), Super Heavy (+91kg) W: Fly (48 to 51kg), Light (57 to 60kg), Middle (69 to 75kg)	78
Canoe-Kayak	Racing	4	4	/	8	K1 Head to head sprint (M&W) K1 Obstacle slalom (M&W) C1 Head to head sprint (M&W) C1 Obstacle slalom (M&W)	64
Cycling		1	1	1	3	Men's team event(2M)-Road(race, time trial), Mountain Bike(cross-country Olympic, cross-country eliminator), BMX Women's team event(2M)-Road(race, time trial), Mountain Bike(cross-country Olympic, cross-country eliminator), BMX Mixed international team relay(2M, 2W)-Road race, Cross-country Olympic	128
Equestrian	Jumping	/	/	2	2	Jumping individual Jumping continental team	30
Fencing		3	3	1	7	Epee individual (M&W) Foil individual (M&W) Sabre individual (M&W) Mixed continental team competition (3M, 3W)	78

SPORTS	DISCIPLINES (IF ANY)	NUMBER OF EVENTS				EVENTS	QUOTAS
		M	W	MIXED	TOTAL		
Football		1	1	/	2	6-team tournaments (M&W)	216
Golf		1	1	1	3	Individual stroke play (M&W) Mixed team event(1M, 1W)	64
Gymnastics	Artistic	8	6	/	14	Individual apparatus finals: Floor (M&W), Vault(M&W), Pommel Horse (M), Rings (M), Parallel Bars (M), Horizontal Bar (M), Uneven Bars (W), Balance Beam (W) Individual all-around (M&W) Trampoline (M&W)	108
	Rhythmic	/	2	/	2	Individual all-around (W) Group all-around (5W)	48
Handball		1	1	/	2	6-team tournaments (M&W)	168
Hockey	Hockey5s	1	1	/	2	10-team tournaments (M&W)	180
Judo		4	4	1	9	M: - 55kg, 55-66kg, 66-81kg, 81-100kg W: - 44kg, 44-52kg, 52-63kg, 63-78kg Mixed continental team competition (4M, 4W)	104
Modern Pentathlon		1	1	1	3	Individual competition (M&W) Mixed international team relay(1M,1W)	48
Rowing		2	2	/	4	Single sculls (M&W) Pair (M&W)	96
Rugby	Rugby Sevens	1	1	/	2	6-team tournaments (M&W)	144
Sailing		2	2	/	4	Windsurfer (M&W) One person dinghy (M&W)	100
Shooting		2	2	2	6	10m air rifle (M&W) 10m air pistol (M&W) 10m air rifle mixed international team (1M, 1W) 10m air pistol mixed international team (1M, 1W)	80
Table tennis		1	1	1	3	Singles (M&W) Mixed international team competition (1M, 1W)	64
Taekwondo		5	5	/	10	M: - 48kg, 48-55kg, 55-63kg, 63-73kg, +73kg W: - 44kg, 44-49kg, 49-55kg, 55-63kg, +63kg	100
Tennis		2	2	1	5	Singles (M&W) Doubles (M&W) Mixed Doubles	64
Triathlon		1	1	1	3	Individual sprint(M&W) Mixed continental team relay(2M, 2W)	64
Volleyball	Beach volleyball	1	1	/	2	36-team tournaments (M&W)	144
Weightlifting		6	5	/	11	M: 56kg, 62kg, 69kg, 77kg, 85kg, +85kg W: 48kg, 53kg, 58kg, 63kg, +63kg	110
Wrestling		10	4	/	14	Freestyle: M: 46kg, 54kg, 63kg, 76kg, 100kg W: 46kg, 52kg, 60kg, 70kg Greco-Roman: M: 42kg, 50kg, 58kg, 69kg, 85kg	112
<b>TOTAL EVENTS</b>		<b>109</b>	<b>95</b>	<b>18</b>	<b>222</b>	<b>TOTAL ATHLETES</b>	<b>3808</b>



# 05 Venues



## Simple and Functional Competition Platform

It is believed that every sports event that takes place in China is large in scale. However, NYOGOC has kept it simple and concise in terms of venue development. We hope we can follow suite. — *Leandro Larrosa, CEO of Buenos Aires 2018 Youth Olympic Games Organising Committee*



Nanjing 2014 used a total of 35 venues, including 27 competition venues and eight training venues, to accommodate all the competitions and training for 28 sports. Most of these venues are existing ones that served the 10th National Games, as well as many world and continental single-sport events. The one and only newly built permanent venue is Nanjing Youth Olympic Sports Park, which was the venue for Hockey and Rugby competitions. Most of these venues were located within a 30-minute ride from the YOY, IOC Hotel and MMC.

The venues of Nanjing 2014 were divided into three major clusters, namely the “Olympic Sports Centre Cluster”, the “Cultural and Scenic Cluster” and the “University Town Cluster”.

### OLYMPIC SPORTS CENTRE CLUSTER

The Cluster comprises 10 competition venues, including the Nanjing Olympic Sports Centre, Nanjing International Expo Centre, Wutaishan Sports Centre, Longjiang Gymnasium, etc., where competitions of 13 sports took place. The Nanjing Olympic Museum is also located in this Cluster. With sports as its main feature, this cluster fully showcased the Olympic culture.

The Nanjing Olympic Sports Centre used to be the main venue for the 10th National Games. It is located three kilometres away from the YOY, and connected by seven bus routes and two subway lines. Events that took place in the Centre include the Opening and Closing Ceremonies as well as Athletics, Modern Pentathlon, Gymnastics, Swimming, and Diving competitions.

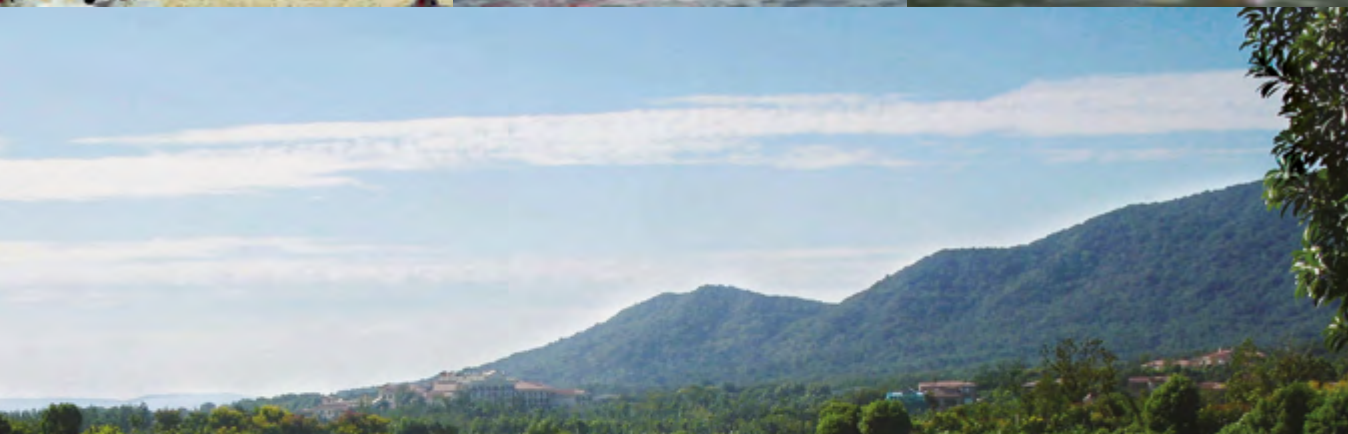
The Nanjing International Expo Centre, which is located closely to the Nanjing Olympic Sports Centre, is two kilometres from the YOY and connected by five bus routes and two subway lines. As a temporary venue for Nanjing 2014, the Nanjing International Expo Centre was upgraded to undertake Boxing, Taekwondo, Fencing and Weightlifting competitions.

The Wutaishan Sports Centre is located in downtown Nanjing. It is a multi-sports centre that possesses a stadium, a gymnasium, a natatorium, a tennis court, etc. During Nanjing 2014, Football, 3x3 Basketball, and Table Tennis competitions took place in this Centre.

The Longjiang Gymnasium was used for the 10th National Games and served as the venue for Judo and Wrestling competitions during Nanjing 2014.







### CULTURAL AND SCENIC CLUSTER

The Cluster, which is comprised of the Xuanwu Lake Scenic Area, Zhongshan Scenic Area, Laoshan National Forest Park, and Jinniu Lake Scenic Area, has 13 competition venues in which competitions for 12 sports took place. This Cluster features the integration of urban culture and scenic beauty, reflecting the harmonious co-existence of human beings and nature.

The Triathlon Venue in the Xuanwu Lake Scenic Area witnessed the first gold medal of Nanjing 2014. As an important tourist attraction in Nanjing, the Xuanwu Lake Scenic Area not only provided the newly-built starting platform for the event, but also dredged the lake and cleaned the water for Nanjing 2014.

At the Golf Course of the Zhongshan Scenic Area in the east part of Nanjing, Golf competitions of Nanjing 2014 were held, marking the return of Golf to the Olympic Games after 100 years of exclusion. As the “most beautiful” venue of Nanjing 2014, the Zhongshan Scenic Area Golf Course was particularly eye-catching.

During the Games, the Laoshan National Forest Park served not only as the venue for Road Cycling and Mountain Bike competitions, but also as an important venue for the Culture and Education Programme (CEP) for the youth. The CEP activity “Adventure and Treasure Hunting” also took place here.

In the Nanjing Jinniu Lake Scenic Area, Sailing competitions took place. During the Games, spectators holding tickets to Sailing competitions were also entitled to enter the said scenic area for sightseeing free of charge.

## UNIVERSITY TOWN CLUSTER

The University Town Cluster was comprised of the Jiangning Sports Centre, Jiangning Football Training Base, and Fangshan Sports Training Base. This Cluster had four competition venues for four sports. During the Games, 200,000 students and teachers of 15 universities and colleges in this Cluster had the opportunity to watch the high-level sports competitions conveniently, experience the charm of the Olympic Games personally, and share the joy of Nanjing 2014.

The Jiangning Sports Centre hosted the Handball and Football competitions during Nanjing 2014. Following the competitions that took place at this Centre during the 2nd Asian Youth Games, it was “slightly” renovated, with two layers of natural grass applied on the football field, that is, cold-season ryegrass on the upper layer and warm-season bermuda grass on the lower layer. These two types of grass are evergreen.

During Nanjing 2014, the Shooting and Archery competitions took place in the Fangshan Sports Training Base, which is well equipped to meet the requirements of international sports events and serves as the training and competition venue for the Shooting and Archery teams of Jiangsu Province. To reflect the concept of green YOG, the Base covered all its dirt roads with grass and plants, thus creating a green environment for everyone that sets foot on the competition zone.





## Venue Construction Concept

In terms of venue construction, Nanjing 2014 adhered to the concept of “renovation over construction, repair over replacement, rental over purchase, and borrowing over rental”. Venues for the 10th National Games were used and only the Nanjing Youth Olympic Sports Park was newly built, which would function as the fitness facilities for residents living in Jiangbei District, Nanjing.

Being economical by spending every penny wisely. The sailing venue had been originally designed to cover a floor area of 45,000 square metres. After a review of the design, the floor area of the venue was changed to 14,000 square metres and the “shipyard” and “security check” facilities were changed from permanent into temporary facilities. For the Fencing venue at the Nanjing International Expo Centre, the lighting system was to be replaced according to the lighting requirements of the competitions, which would cost RMB 12 to 13 million as estimated. Even so, the newly installed lighting system would still have to be removed after the Games. In light of this situation, the venue team adopted a method of changing the “software” instead of the “hardware” and thus saved more than RMB 10 million.

Protecting environment by locating some venues amid natural landscapes. The Sailing venue of Nanjing 2014 is located in the Jinniu Lake Scenic Area, which is one of the top ten scenic spots in Nanjing. Based on the

surrounding ecological environment, the building for the sport command centre was designed in the shape of a “sailboat”. In a bird’s-eye view, the whole building looks just like a sailboat riding the waves amid a picturesque landscape, which embodies the perfect harmony of human beings and nature. The Mountain Bike Course is located in the Laoshan National Forest Park on the north bank of the Yangtze River. The park, also known as “Green Lungs” of Nanjing, covers a total area of 80 square kilometres, over 80% of which is covered by forest. Athletes would like the green surroundings soon as they enter the venue.

Ensuring sustainable development and benefiting the public with YOG legacies. The Nanjing 2014 Sports Lab, proposed by IOC for the purpose of promoting the four non-Olympic sports including Wushu, Sports Climbing, Roller Sports and Skateboarding, was originally planned to be built in the Nanjing Olympic Sports Centre. However, considering the requirement of sustainable development, the Yuzui Wetland Park was chosen as its final location, and the venue would become an outdoor sports base for Nanjing citizens after the Games. The Nanjing Youth Olympic Sports Park was the only venue built specially for Nanjing 2014, with Rugby, BMX, Beach Volleyball and other sports competitions held here during the Games. The venue has become a public sports facility in Nanjing’s Jiangbei New District after the Games.





## LIST OF NANJING 2014 COMPETITION/TRAINING VENUES

Area	Venue Name	Sub-venue	Competition (Sport/Discipline)	Training (Sport/Discipline)
Olympic Sports Centre Cluster	Nanjing Olympic Sports Centre	Stadium	Athletics	Athletics
		Gymnasium	Gymnastics/Artistic	Gymnastics/Artistic
			Gymnastics/Rhythmic	Gymnastics/Rhythmic
		Natatorium	Aquatics/Diving	Aquatics/Diving
			Aquatics/Swimming	Aquatics/Swimming
			Modern Pentathlon	Modern Pentathlon
	Modern Pentathlon Site	Modern Pentathlon	Modern Pentathlon	
	Yanshan Road Athletics 8x100m Venue		Athletics/8x100m Mixed Team Relay	Athletics/8x100m Mixed Team Relay
	Wutaishan Sports Centre	Stadium	Football	Football
		Gymnasium	Table Tennis	Table Tennis
		Basketball Venue	Basketball/3x3 Basketball	Basketball/3x3 Basketball
	Nanjing International Expo Centre	Hall D	Boxing	Boxing
			Taekwondo	Taekwondo
		Hall E	Fencing	Fencing, Modern Pentathlon
			Modern Pentathlon	Fencing, Modern Pentathlon
	Hall F	Weightlifting	Weightlifting	
	Longjiang Gymnasium	Judo	Judo	
		Wrestling	Wrestling	

Area	Venue Name	Sub-venue	Competition (Sport/Discipline)	Training (Sport/Discipline)
Cultural and Scenic Cluster	Nanjing Sport Institute	Gymnasium	Badminton	Badminton
		China Tennis Institute	Tennis	Tennis
	Nanjing Rowing -Canoeing School		Canoe-Kayak	Canoe-Kayak
			Rowing	Rowing
	Xuanwu Lake Triathlon Venue		Triathlon	Triathlon
	Xinzhuang Equestrian Venue		Equestrian/Jumping	Equestrian/Jumping
	Laoshan National Forest Park	Road Cycling Course	Cycling/Road	Cycling/Road
		Mountain Bike Course	Cycling /MTB	Cycling /MTB
	Youth Olympic Sports Park	BMX	Cycling /BMX	Cycling /BMX
		Hockey Field	Hockey/Five-a-side	Hockey/Five-a-side
Rugby Field		Rugby/Seven-a-side	Rugby/Seven-a-side	
Beach Volleyball Venue		Volleyball /Beach Volleyball	Volleyball /Beach Volleyball	
Jinniu Lake Sailing Venue		Sailing	Sailing	
Nanjing Zhongshan International Golf Club		Golf	Golf	
Jiangning Sports Centre	Stadium	Football	Football	
	Gymnasium	Handball	Handball	
Fangshan	Archery Field	Archery	Archery	
	Shooting Hall	Shooting	Shooting	

University Town Cluster



## LIST OF NANJING 2014 TRAINING VENUES

Area	Venue Name	Sub-venue	Sport/Discipline
Olympic Sports Centre Cluster	Nanjing Olympic Sports Centre	Training Venue	Athletics
	Wutaishan Sports Centre	Training Venue	Table Tennis, Aquatics/Swimming
	Qingliangshan Sports School		Football
Cultural and Scenic Cluster	Youth Olympic Village Training Venue		Basketball/3x3 Basketball, Taekwondo
	Nanjing Sport Institute	Training Venue	Gymnastics/Artistic, Gymnastics/Rhythmic, Triathlon, Modern Pentathlon, Fencing, Badminton
	Heavy Category Sports School		Boxing, Judo, Wrestling
University Town Cluster	Jiangning Sports Centre	Training Venue	Handball
	Jiangning Football Training Base	Jiangning Football Training Base	Football





# 06 Youth Olympic Village



**Here We Come  
Together**



From its pre-opening on 10 August, official opening on 12 August to its closing on 30 August, the Youth Olympic Village (YOV) ran round the clock each day; it was the biggest non-competition venue of Nanjing 2014, as well as the one running the longest time. It was a “family” of around 5,900 members, including athletes, team officials, Young Ambassadors, Young Reporters, Athletes Role Models and IOC officials. It had provided not only basic catering, accommodation and transport facilities, but also a variety of cultural and educational activities. On the evening of 15 August, the “Let’s Get Together” Welcome Session was held in the YOYV.

In the spirit of austerity and sustainability, the YOYV was constructed by the Administrative Committee of Hexi New Town, Nanjing, and then delivered to NYOGOC. Upon closing of the Games, it would be returned to its owner and built into an international community. Comprising six apartment buildings and four accessory buildings, the YOYV had a gross floor area of around 500,000 square metres, about 300,000 square metres of which was put into use during the Games.

In order to provide athletes with a comfortable, cosy, convenient and safe dwelling environment, the YOYV was divided into three major functional zones: the Residential Zone, YOYV Square and Operational Zone.

The Residential Zone mainly comprised apartments, Resident Centres, self-service laundries, NOC Storage Rooms, a Dining Hall, a Medical Clinic, an Event Information Centre, a NOC Services Centre, a NOC Business Centre, a Multi-Faith Area, and a Chefs de Mission Meeting Hall.

The YOYV Square, located at the core area of the YOYV, comprised an outdoor square for staging CEP activities, holding YOYV opening/closing ceremonies and hanging the flags of different delegations, as well as a Media Sub-Centre, a Digital Media Centre, Café, a General Store, a Licensed Merchandise Concession, a Ticketing Office, a Telephone Service Centre, a Tourism Information Centre, a bank and a post office.

The Operational Zone, situated in the west of the YOYV, comprised a Welcome Centre, a Guest Pass Centre, a YOYV Staff Management Centre, a Transport Mall, an Energy Centre and a Logistic Compound. The Welcome Centre provided services such as validation of accreditation cards, arrival & departure service consulting, and entries.

The entire YOYV was meticulously designed. The entrance to the Residential Zone was only a five-minute walk from the athletes’ Dining Hall and an eight-minute walk from the Transport Mall. In the walking area, a wide variety of CEP activities were arranged, such as nutritional cooking, stress reduction via music, World Culture Village, and Environmental Protection Booth, as well as “Learn + Share Tent” set by the IOC at the entrance of the Dining Hall.





## Sustainable Green Village

At 7 am every morning, Mr Shan Yihu, a property management staff member of the YOYV already began patrolling the Residential Zone and checking the light panels one by one in the grass to see if they were damaged. Do not belittle these small light panels “hiding” in the grass, for they were a new photo-induced lighting system adopted in the YOYV, and mainly used for auxiliary lighting in the basements. That is to guide the natural light to the basements, reduce carbon emission, boost and purify the living environment.

Also inside the YOYV was a uniquely shaped building with special functions – the Energy Centre, whose biggest advantage and characteristic was energy conservation, as it could convert the residual heat and steam from the co-generation power plants in the region to cold and heat sources for central air conditioning.



“Respect” is a key word used in the construction of the YOYV to signal coordinated development with all the living organisms of nature and the surrounding environment. Here the rainwater reuse system and the landscape water treatment system were used to exert the purification function of green fields, water bodies and soil; ecological green areas were added on the rooftops to highlight the YOYV’s theme of “green” and “health”; the exterior insulation and finish system, the external shading system and other advanced technologies were adopted to maximally reduce energy consumption in buildings.







## An International Village Warmer than Home

During the Games, for the young athletes, the YOYV was their “home”, where they felt very warm and cosy in all details from dining, accommodation to travelling.

The 16-year-old Godfery CHAMA from Zambia was an athlete for the “Men’s 800m” event. In his home-returning luggage, a pair of bright yellow track shoes bearing numerous signatures was his “treasure”, for it was his biggest gain outside the competition venues of the YOG. On the afternoon of 18 August when returning from the Longjiang Gymnasium to the YOYV, CHAMA found his backpack missing due to his carelessness, along with his track shoes used in the competition dated 22 August. And that was his only pair of shoes for the Games. Upset and anxious, he went to the traffic centre of the YOYV for help. With the backpack nowhere to be found, the staff of the traffic team decided to buy a pair of shoes for CHAMA so that he could run in the field. On the evening of 25 August, the night for the final of “Men’s 800m”, CHAMA ended seventh after winning in the preliminary. CHAMA said, “The YOG staff are like my family; you’re most important people in my life, and this is the best gift I’ve got in Nanjing, China!”



IOC Young Reporters – The YOYV

Food is the first necessity for people. In the YOYV, how the young people from all over the world enjoy their food could better demonstrate the caring of this “home”. The YOYV prepared 599 kinds of food for the athletes, including Asian-style, European-style, Mediterranean-style and Chinese-style food, as well as cold dishes and fruits. For the guests coming from afar to Nanjing, Chinese specialties and local specialties of Nanjing were indispensable on the menu of the YOYV. For instance, the dishes on offer included braised meat balls in brown sauce, Yangzhou fried rice, and Nanjing’s local delicacies such as boiled salted duck and sweet dumplings.

The Resident Centre was set at the first floor of each apartment building, for athletes could come here for checking in, requesting for repair of room facilities, borrowing sockets or umbrellas, and so on. The accommodation service team offered considerate services to the athletes round the clock in the resident centres.



## Happy and Energetic Village of Dreams

During the Games, the YOY witnessed diverse CEP activities. “Healthy Cooking Workshop” in the YOY was an absolute hit among athletes from different countries. Besides cooking delicious food with their own hands, participants could also learn a lot of knowledge about nutriology. “Music for stress relief”, with the unique appeal of the traditional Chinese medicine culture, even attracted IOC President Bach to participate twice.

The 204 cultural booths decorated personally by the teachers and students of 106 YOG model schools in Nanjing to represent different NOCs had turned the YOY into a World Culture Village. In the cultural booth of Chad, the shuttlecock grabbed all the spotlight. Foreign athletes were all curious about how to play this little thing. After the students from Nanjing Xuanwu Secondary Vocational School demonstrated how to play it, everyone became interested immediately, playing individually first and then in groups, and gradually developed a “shuttlecock craze”, with shuttlecocks flying around in front of the door to the cultural booth and waves of laughter rising one after another.

“Sports Initiation” and “Chat with Champions” were also the hottest CEP activities inside the village. The first “Sports Initiation” event was about Judo. Ruben Houkes, an Olympic champion came to the venue in person, and took part in it together with Chinese track and field athletes Xu



Xinying, Liang Xiaojing and Sun Kangping. Xu Xinying said, “I’ve experienced a lot by participating in ‘Sports Initiation’, which is very fresh to me; and I’ve felt the appeal of Judo for the first time”. Ruben Houkes expressed in an interview that “The event can bring a lot of new experience to participants and let them experience the appeal of Judo and learn the Olympic Spirit.”



## Collaborative and Efficient Teams

As a cosy international village, the YOYV also obtained the most affectionate “confessions” of many NOCs to the YOYV team and volunteers. During the Games, the YOYV team received 507 written letters of appreciation from 168 NOCs, earnestly expressing their gratitude and respect to the team staff and volunteers. These NOCs all praised their assistants, saying they were the best volunteers.

During the peak time for the arrival and departure of delegations, NOC liaison officers, battery car drivers, security guards and accommodation staff worked together and provided services round the clock on shifts, thereby ensuring the smooth check-ins and check-outs of all the delegations.

After four years of preparation and 21 days of round-the-clock operation, the YOYV accomplished its mission. The YOYV built a comfortable and sweet home thanks to its well-planned preparations and standard and thoughtful services, and achieved the preset target of “zero error in security work; zero accident in food safety; zero complaint about accommodation service; zero error in transport service and arrival & departure service”. IOC Honorary President Rogge lavished his praises on the YOYV as “a work of art”.

The YOYV was not only a “home”, but more of a window displaying the Chinese culture. Here, cultures from various countries and regions clashed; sports competition was well integrated with culture and education. From the Opening Ceremony to the Closing Ceremony, and both outside and inside the field of play, the ancient Chinese culture and the Olympic Spirit added radiance and beauty to each other.





# 07 Culture and Education



## Integrate Culture And Education Into Sport

Participating in the Youth Olympic Games is not only for the involvement in sports competitions and achieving good results, but also enables you to meet with people from different culture and backgrounds, learn important skills for your sports career and experience the Olympic Values — IOC President Thomas Bach



Nanjing 2014 is not only a sporting event, but also a cultural & educational experience, which perfectly integrated sports with culture and education. During the Games, a series of colourful culture & education activities in international style and with Chinese elements were organised to attract the youth athletes.

With the YOG Experience of NANJINGLELE and his friends as the main theme, the Nanjing 2014 Culture & Education Programme (CEP) activities comprised Youth Festival, Boost Your Skills, World Culture Village, Discover Nanjing, Sports Initiation and Nanjing 2014 Sports Lab. The culture and education venues included the Youth Olympic Village, Laoshan National Forest Park, Nanjing Ming Dynasty City Wall, Xing Zhi Experimental Learning Base, Nanjing Olympic Museum and Nanjing Yuzui Wetland Park.

In order to make the diverse CEP activities available for all the athletes in their spare time outside their competition schedule, NYOGOC specially worked out the CEP schedule, which enabled the NOC delegations to help and encourage their athletes to take part in the CEP activities by making a full use of the Schedules.

1,498 sessions of CEP activities were conducted in multi-locations of the Nanjing city during the Games, which affected youth athletes and team officials from 203 NOCs, non-athlete participants and local young people in Nanjing, with a total of 1.23 million participants. The unique, beautiful and influential CEP activities told them Chinese stories and promoted the Chinese culture to the world, thus offering them a great platform to pursue their own dreams, display their talents and vitality, feel the charm of diverse cultures and share the joyful Games.







## Displaying Diversified Culture and Incorporating Chinese Elements

On the night of 15 August, the “Let’s Get Together” Welcome Session took place at the Village Square. Over 3,000 athletes, 104 young ambassadors and athlete role models were all present at the Welcome Session, which marked the launch of the CEP Experience.

The YOY was a crucial platform for the CEP. The World Culture Village decorated by the teachers and students of 106 Nanjing 2014 Model Schools were the most popular CEP event among athletes at the YOY, where local customs and sceneries of 204 NOCs were presented at the YOG. Cultures of the continents of Europe, Africa, America, Oceania and Asia were displayed in turns. Diverse cultures from across the world integrated here. Athletes were able to find their sense of belonging at their own countries/regions’ booths and also appreciate the customs and cultures of other countries/regions. The delegation of Benin even visited the Benin Culture Booth three times a day.



During the Games, the Chinese Culture Booth was open for the whole period. Through the images, texts, videos and material objects and other forms of presentation, it exhibited 12 non-material cultural heritage including the Golden Foil Forging Technique, Yunjin Brocade Weaving and Qinhuai River Lanterns. Interactive Activities such as learning to write the Chinese characters and speak Chinese language, Diabolo, Pitch-Pot, Ink and Washing Painting, Chinese Zither, Peking Opera, Dough Modeling were very well-received by athletes from different countries and regions.

Music for Stress Relief showcased the traditional Chinese physical exercise methods and Chinese massage. Participants enjoyed the soothing traditional music and traditional Chinese massage in an atmosphere composed of music and paintings, or learnt traditional Chinese medicine and physical exercise such as the baduanjin boxing, five-animal boxing, or learnt to play traditional Chinese percussion music.

Healthy Cooking Workshop was praised as the most delicious restaurant in the YOY. Chinese and western cuisines such as Stir-fried beef with vegetables, cherry tomato filled with Middle East millet, French-style grilled lamb chops with braised vegetables were combined perfectly. Athletes were able to cook the world authentic food by themselves and share the food with each other.

A unique exhibition booth named Learn + Share Tent was set up at the entrance of the Athletes Dining Hall. This programme was operated by the IOC and consisted of such themes as Athletes Role Models Lounge, Safe Sport,

Injury Prevention, Play Fair, Athlete Career Programme and Inter-ACT, and Play True Generation Outreach Programme. Various practical, short and interesting interactive games were introduced to disseminate Olympic knowledge and provide professional career advice and sports skills, allowing the athletes to learn in a recreational way.

The International Committee for Fair Play, International Federation of Red Cross and Red Crescent Societies, the Joint United Nations Programme on HIV/AIDS and the International Olympic Academy, the International Olympic Truce Centre were present at the YOY. Through various kinds of games and workshop simulation and interaction, the athletes had a better knowledge of fair play, road safety, first-aid treatment, HIV/AIDS prevention, Olympic history and Olympic values, Olympic Truce and other related issues.



**Sport Up Your Life**



**Eat to Compete**





## Giving Full Play to the Power of Role Models and Spreading the Olympic Spirit

The biggest difference between the Youth Olympic Games and other traditional sports events is that its cultural and educational part is equally important as sports competitions. Sports Initiation was noted as the best combination of both. This programme aims to provide the youth with opportunities to know and practice sports and popularise Olympic sports events. NYOGOC, with the three themes of Experiencing Sports, Daring to challenge and Sports Appreciation, worked with 21 IFs and 50 primary and middle schools to design 25 events for the Sports Initiation Programme. A total of 135 sessions were held at the YOY, competition venues, City Celebration Site and schools before and during the Games.



Play Fair – Simone Farina

37 athletes role models recommended by 28 IFs including Liu Xiang, Wang Liqin, Wu Jingyu and Amélie Cazé actively participated in the CEP activities and closely communicated with the local youth to share the joy brought by sports.

The Chat with Champions forum was an open communication platform which is most attractive for the youth athletes. Four sessions were held with 14 world champions attending as invited guests. The IOC President Thomas Bach also attended twice. At the session held on 25 August, Kirsty Coventry, the Zimbabwean Olympic champion of swimming, Tony Estanguet, the French Olympic Champion of Canoe, and Simone Farina, the Italian football player, were invited to join the Forum. They interpreted the fair, just and open sportsmanship with their own tens of years of career experience. They called on the young athletes to pay more attention to their responsibility and the promotion of the Olympic Spirit than the success on the playground. Away from the competitive playgrounds, young athletes communicated with the champions actively, put forward their questions and heard the answers and words of the world champions to encourage them to fulfill their dreams.



## Nanjing 2014 Sports Lab



In response to IOC's proposal, Nanjing 2014 Sports Lab was set up to showcase sports that are not on the Olympic Sports Programme, including **Roller Skating**, **Skateboarding**, **Sports Climbing**, and **Wushu** during Nanjing 2014, thus allowing the youth to learn about and develop an interest in these sports. The sports integrated competitions, entertainment and fashion, and brought freedom and freshness to the sport for students, representing one of the greatest highlights of Nanjing 2014.

The Sports Lab is located in the Yuzui Wetland Park in Hexi New Town of Nanjing, two kilometres from the YOY. Two types of activities took place at Nanjing 2014 Sports Lab, namely sports demonstration by top athletes and Sports Initiation targeting local youth.

During the Games, a total of 80 demonstrations and performances of Wushu, Sports Climbing, Skateboarding and Roller Skating were staged in turn on a daily basis at Nanjing 2014 Sports Lab. 110 top athletes from around the world participated in and 31,000 person/times of spectators visited the Sports Lab, with a daily peak of 5,000 people.

On the afternoon of 21 August 2014, a group of IOC officials and media led by President Thomas Bach visited the Nanjing 2014 Sports Lab, where they talked with the athletes, took group photos with them, played with broad-swords, distributed Olympic pins as gifts, and took selfies. "Nanjing 2014 Sports Lab is well equipped and provides a high-level venue for the athletes. Only if you are here in person, you would know how amazing Nanjing 2014 Sports Lab is." praised Bach.







## Instruction in Entertainment and Interactive Participation

Emphasis was placed on the athletes' participation and experience in the Nanjing 2014 CEP activities. "Interaction" was regarded as the common label of the CEP activities held at the YOY.

The athletes could leave their graffiti handprints at the Environment Protection Booth as a promise to implement low-carbon and environment protection, learn simple film shooting and editing skills and make creative videos clips to record moments of their YOG life via the "YOG POV" activity.

Yogger became a new favorite platform for athletes to communicate with each other. During the Games, 4,524 athletes and team officials took part in the activities, shared information and made new friends.

The Digital Media Centre in the YOY became the heat island for exchange of information, receiving 11,000 visits. Over 3,000 athletes experienced the interesting selfies through the IOC photobooth and shared the joy via the social media. The YOG Selfie was praised as the hottest, the most popular and the most unique activity.



## Mobilising the Whole City, Sharing the Joy of the Games

Besides the CEP activities at the YOV, 5 CEP venues outside the village, including the Laoshan National Forest Park, Nanjing Ming Dynasty City Wall, Xing Zhi Experimental Learning Base, Nanjing Olympic Museum and Nanjing Yuzui Wetland Park were also used for the “Discover Nanjing” activities by NYOGOC.

The athletes could choose to participate in the Adventure and Treasure Hunting in the Nanjing Laoshan National Forest Park. Through the outward bound games such as Thriller, Trams and Rainbow Bridge as well as the wild oriental treasure hunting challenge sessions, the young athlete participants could finally complete a big YOG jigsaw depicting the Olympic history and core concepts of Nanjing 2014.

Ancient City Wall Exploration was conducted at the Taicheng segment of the Nanjing Ming Dynasty City Wall. The young athletes had a tour around the Ming Dynasty City Wall, visited the City Wall History Museum, flied the kites and made the antiqued ancient city wall brick with the name of them and their country carved in the bricks with their own hands.



Eco-friendly Agriculture was held in Nanjing Xing Zhi Experimental Learning Base, where young athletes worked with farmers to in the tea garden, doing tea-leaves picking, tea stir-frying and tea making. They also visited the large lotus flower farm to appreciate the blooming lotus flowers, make lotus flower drawings with the traditional Chinese painting technique and experience the beauty of nature, ecology, culture and arts.

Starting from 18 August, “Discover Nanjing” became a hot-spot activity. To further satisfy the enthusiasm of the athletes, the NYOGOC initiated the urgent rescheduling process. An additional morning session was added to schedules in addition to the original afternoon session.







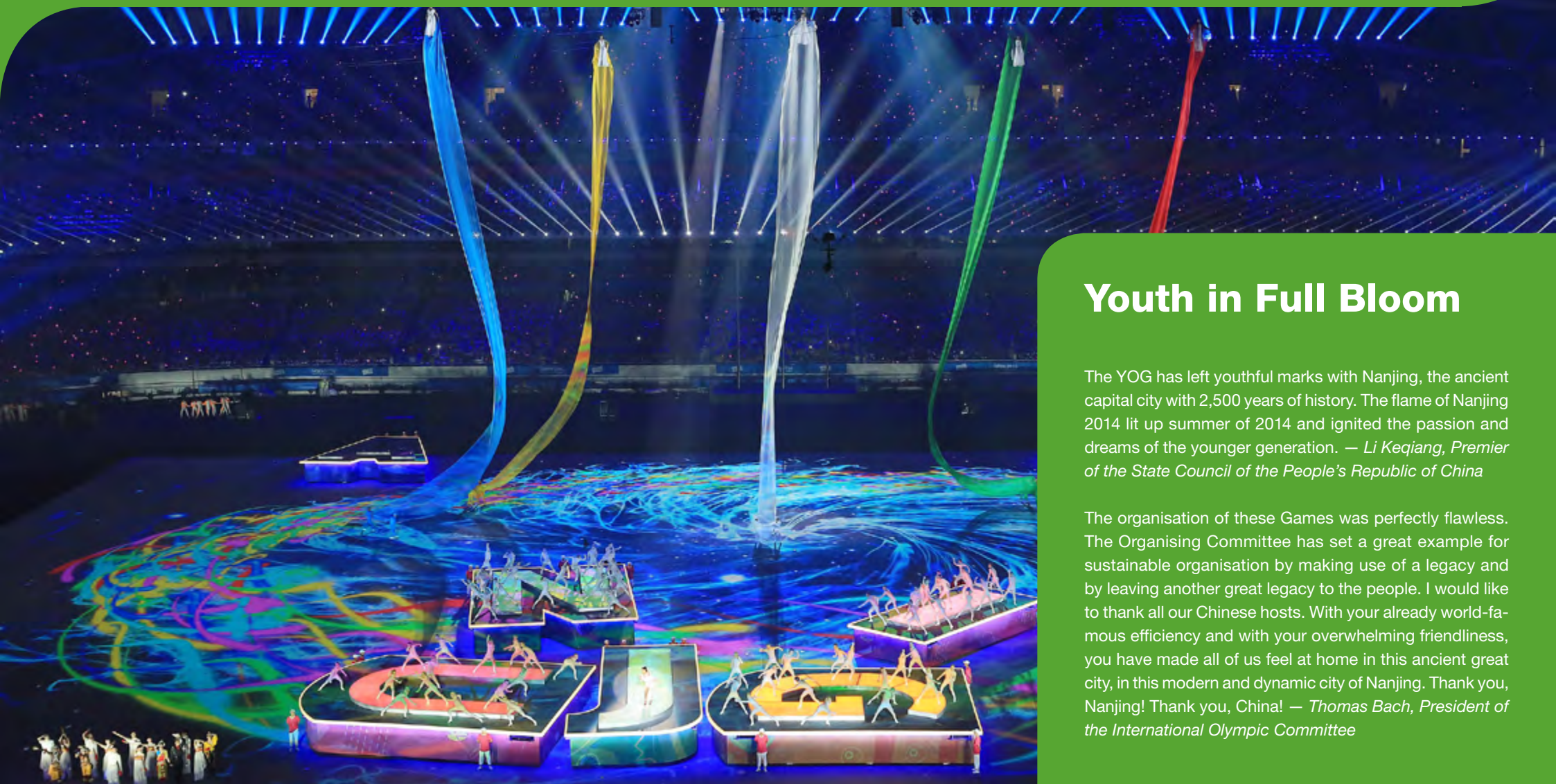
Besides, the athletes could take shuttle buses to visit the Nanjing Olympic Museum.

In order to let all the residents of Nanjing experience the YOG atmosphere, NYOGOC established the City Celebration Site at Nanjing Wanda Square where a series of culture, education, sports and other celebration activities for the youth were staged. Athlete role models together with the public were present in the YOG cultural and sports promotional activities.

The colourful CEP activities made up the deficiency of sport competitions alone during the Games and built a bridge for the international sports education and culture exchanges. During the 16-day “YOG CEP Experience” from 13 to 28 August, the athletes from 203 countries and regions displayed themselves, learnt to share and gained friendship. The CEP activities not only brought joy to the young athletes, but also left us with abundant cultural legacy. The YOG is the festival of the youth. Let’s make sports educational and let’s bless for a bright future.



# 08 Closing Ceremony



## Youth in Full Bloom

The YOG has left youthful marks with Nanjing, the ancient capital city with 2,500 years of history. The flame of Nanjing 2014 lit up summer of 2014 and ignited the passion and dreams of the younger generation. — *Li Keqiang, Premier of the State Council of the People's Republic of China*

The organisation of these Games was perfectly flawless. The Organising Committee has set a great example for sustainable organisation by making use of a legacy and by leaving another great legacy to the people. I would like to thank all our Chinese hosts. With your already world-famous efficiency and with your overwhelming friendliness, you have made all of us feel at home in this ancient great city, in this modern and dynamic city of Nanjing. Thank you, Nanjing! Thank you, China! — *Thomas Bach, President of the International Olympic Committee*





August 2014, Nanjing became the focus of world attention because of the Youth Olympic Games (YOG). The world saw its profound history, vigour and vitality because of the YOG. Nanjing, a city of passion and endeavour, beautifully presented a youthful gala that perfectly integrated sport, culture and education. It fulfilled the solemn pledge it made four years ago and showcased an edition of the YOG that was safe, successful and memorable, which offered participating athletes memorable experience from their youthful time.

In these 12 days, nearly 3,800 world young athletes gathered in Nanjing to share the challenge and joy brought about by sports competitions and share the touching moments and friendship brought about by the Culture and Education Programme (CEP). The absence of a medal table at the YOG took sport back to its root and allowed the Olympic values “Excellence, Friendship and Respect” to settle deep inside people’s hearts. The positive and healthy lifestyle was thus able to spread far and wide. The well designed CEP by NYOGOC provided a platform and opportunities for multicultural communication. Most importantly, youth from around the world were able to further understand Nanjing, China and the profound Chinese history during the 12 days.

“Thank you, Nanjing!” The banners written in these four simple Chinese characters appeared in many venues and were the best recognition of the work of NYOGOC.



With the joy of having successfully fulfilled its promise, Nanjing 2014 embraced the Closing Ceremony on 28 August 2014. The night turned into a big “Youth in Full Bloom” party for the youth who had spent 12 days together.

The once again unexpected rainfall added a tad touch of romance to the Closing Ceremony as well as the pity to part. Amid the drizzle, volunteers in the official green uniform neatly performed the warm-up exercise and pushed the jovial atmosphere at the Closing Ceremony to new heights.

For athletes at Nanjing 2014, Nanjing has become the starting point of their quest for the Olympic Games. They enjoyed dialogues with world champions, discussed about sports career planning, experienced the strength and joy of the team in the mix relay, participated in the Sport Initiation Programme and learned the appeal of sport through mutual learning over the 12 days. The schedule that combined sport competitions and the CEP provided them with the fulfilled and happy 12 days. The eight objectives of the YOG established by the IOC were achieved over the 12 days:

**Bring** together and celebrate the world’s best young athletes;

**Propose** a unique and powerful introduction to Olympism;

**Innovate** in educating and discussing Olympic values and societal challenges;

**Share** and celebrate the cultures of the world in a festive atmosphere;

**Reach** youth communities throughout the world to propose Olympic values;

**Raise** sport awareness and participation among the youth;

**Act** as a platform for initiatives within the Olympic Movement;

**Organise** an event of the highest sports international standards.

Peace, fairness and education are the significance that the modern Olympic Movement pursues. Pierre de Coubertin, father of the modern Olympic Games, believed that “The important thing is not to win, but to take part”. Sports mean more than competing and exercising. Sports mean educating people and introducing aesthetics and honour to the participants and spectators. It brought happiness and shared the heritage of values, honour and inner achievements. Nanjing 2014 achieved the return of the Olympic Spirit. 39,852 spectators gathered at Nanjing Olympic Sports Centre Stadium on 28 August 2014 to review the memorable 12 days.







## Youthful Gathering

After the opening act, athletes once again took seat amid the “World Dazzling Starlight Matrix” among the applause of the spectators to welcome Premier of the State Council of the People’s Republic of China Li Keqiang and the IOC President Thomas Bach. Following the countdown and the lighting of fireworks, the Closing Ceremony of Nanjing 2014 kicked off. The spectators once again paid tribute to the athletes and welcomed the entry of the national flag of the People’s Republic of China, the flag-hoisting ceremony and the entry of the flags of the National Olympic Committees. The Closing Ceremony of Nanjing 2014 specifically had the ceremony of “flower presentation to

volunteer representatives of Nanjing 2014”. The athlete representatives solemnly presented the flowers to volunteer representatives and the spectator gave a warm round of applause to thank them for their hard work and selfless dedication that added extra splendour to this edition of the YOG. The IOC President Thomas Bach went on the stage once again and announced the closing of Nanjing 2014: “The organisation of these Games was perfectly flawless. The Organising Committee has set a great example for sustainable organisation by making use of a legacy and by leaving another great legacy to the people.”

As he did at the Opening Ceremony, President Bach once again asked everyone in the stadium to take out their smart phones and said it was not about taking selfies, but in the Olympic Spirit to greet and say “thank you” to the



person sitting next to them, and then take a picture of their neighbours and share the picture that symbolised friendship with the tag of “Nanjing 2014” with the people of the world. He concluded with an invitation to the youngsters to meet in Buenos Aires in 2018.

The large screen in the stadium showed scenes from the Games and highlights of the Opening Ceremony of Nanjing 2014. As the Olympic Anthem sounded, the Olympic Flag slowly descended. Same as at the Opening Ceremony, the passing on of the YOG DNA was reflected at the Closing Ceremony. At the flag handover ceremony, youth representative of Nanjing handed the Olympic flag to the Mayor of Nanjing who then passed it to President Bach of the IOC.

The promotional video segment of the host city of the next YOG, Buenos Aires, finished with Lionel Messi, inviting the audience to Buenos Aires, the host city of the 2018 YOG. The national flag of Argentina was hoisted and its national anthem played, marking the YOG formally entering the “Buenos Aires time”.



## Youthful Joy

The art performance Youth in Full Bloom at the Closing Ceremony began with a young girl swiping the screen of a tablet PC, whereby the spectacle and highlights of Nanjing 2014 were reviewed in six sections: City of Youth, Good Wishes for Tomorrow, Happy Family, Cherished Dream, Carnival Across the Five Continents and Loving Heart.

Following the swiping finger of the young girl, moving stages made in the shapes of the seven letters “nanjing” appeared. Under the dazzling lights, the letter “n” stood erected as the city gate of Nanjing. Singers began to sing City of Youth. Nanjing, a city of youth. Nanjing, blooms because of the YOG.

Athletes from around the world joined the performers from the crowd. The song Tomorrow relayed their reluctance to part, followed by I Believe: “Believe we will meet again, believe we will have a better tomorrow”, expressing their best wishes for tomorrow. Lively and vigorous performances of group gymnastics, artistic gymnastics (acrobatics) and BMX interpreted the spirits of sportsmanship: courage, endeavour, struggle, challenge and transcend.

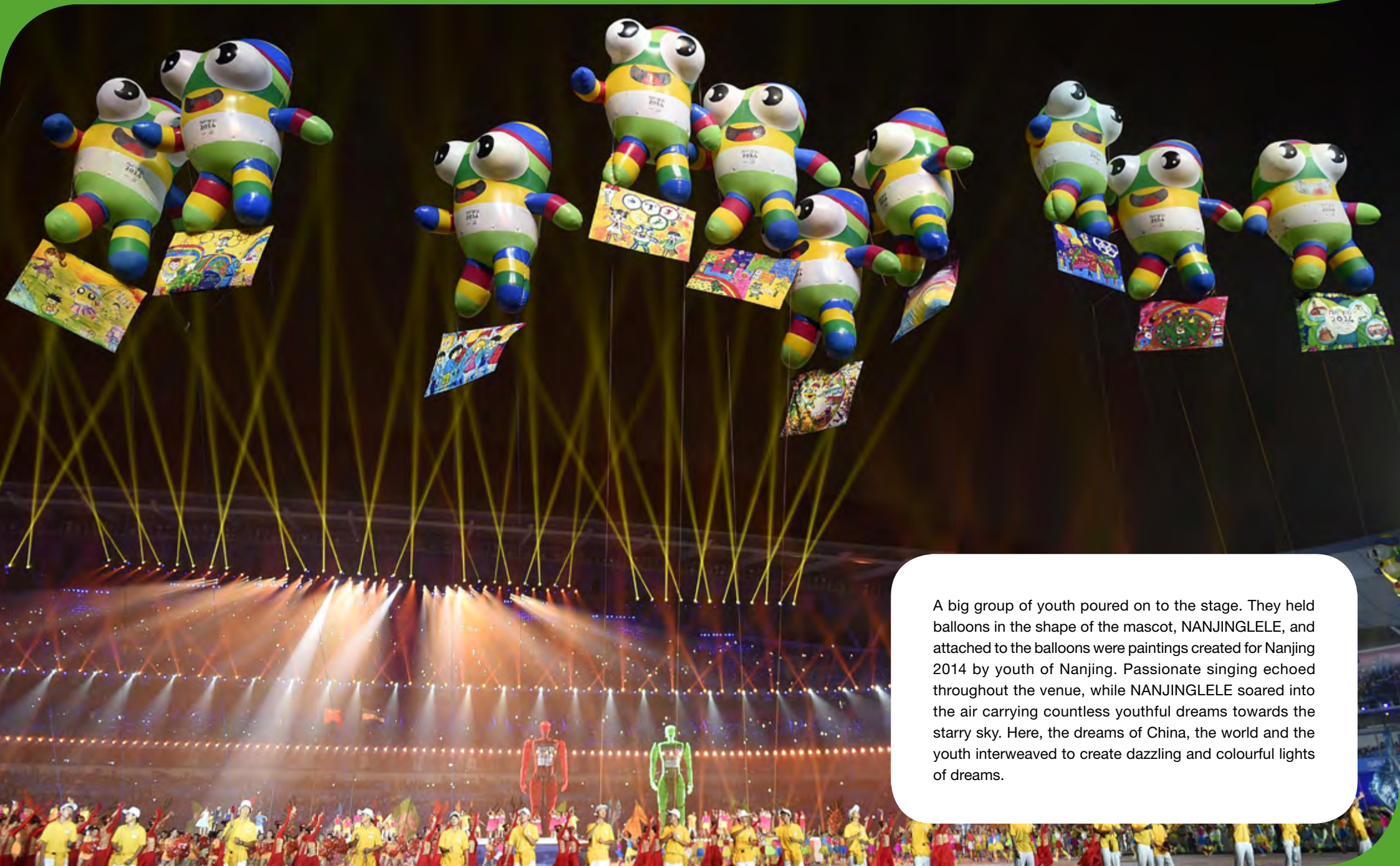
Lotus lanterns of Qin Huai Coloured Lanterns representing the culture of Nanjing drifted in from all directions, as if taking the spectators to the warm and peaceful riverside of Jiangnan and the athletes through their 12 happy days in Nanjing. The ribbons in the colours of the Olympic rings rose slowly, representing each youth pursuing their



Cherished Dream. Spectacular Chinese acrobatics and dance composed the scene of glory and dream. Youth representatives from the five continents gathered together and expressed the joy of the Carnival Across the Five Continents through their dancing and laughter. Volunteers of Nanjing 2014 created the most beautiful “Chinese name card” with their considerate and warm services and youthful passion. Together they sang Chinese Name Card, declaring their Loving Heart and passing on their eternal love to the world.

Just like the refreshing and spectacular Opening Ceremony, the Closing Ceremony also featured aerial acrobatic performance. Acrobats held ribbons in the colours of the five Olympic rings and soared into the air. The entire ceremony was filled with memories and a sense of pride along with the reluctance for having to say goodbye.





A big group of youth poured on to the stage. They held balloons in the shape of the mascot, NANJINGLELE, and attached to the balloons were paintings created for Nanjing 2014 by youth of Nanjing. Passionate singing echoed throughout the venue, while NANJINGLELE soared into the air carrying countless youthful dreams towards the starry sky. Here, the dreams of China, the world and the youth interweaved to create dazzling and colourful lights of dreams.



## Never-ending Youth

**This is a truly great experience. What I learned in Nanjing will help me to achieve my dreams. That is, winning a gold medal at the Olympic Games.**

— *Geoffrey Balimumiti, Ugandan athlete*

The YOG Flame in the cauldron slowly went out after burning for 12 days. Fireworks of youth lit up the night sky of Nanjing, symbolising the never-ending brilliance of the YOG light.

Nanjing 2014 formally closed, having offered the world an edition of youth gala that was spectacular, successful and memorable, and smiles of the youth volunteers, the friendly people of Nanjing and a welcoming China. Athletes and volunteers of Nanjing 2014 gathered inside Nanjing Olympic Sports Centre Stadium and shed tears as they hugged each other and bid their farewell to Nanjing 2014 and Nanjing.





# 09 Volunteers



## The Most Beautiful “Image of China”

Thank you, the volunteers who have contributed to the success of the Games. Thank you, all Nanjing citizens, whose hospitality and enthusiastic participation in Nanjing 2014 are really memorable. Nanjing has hosted a successful and amazing Youth Olympic Games. — IOC President Thomas Bach

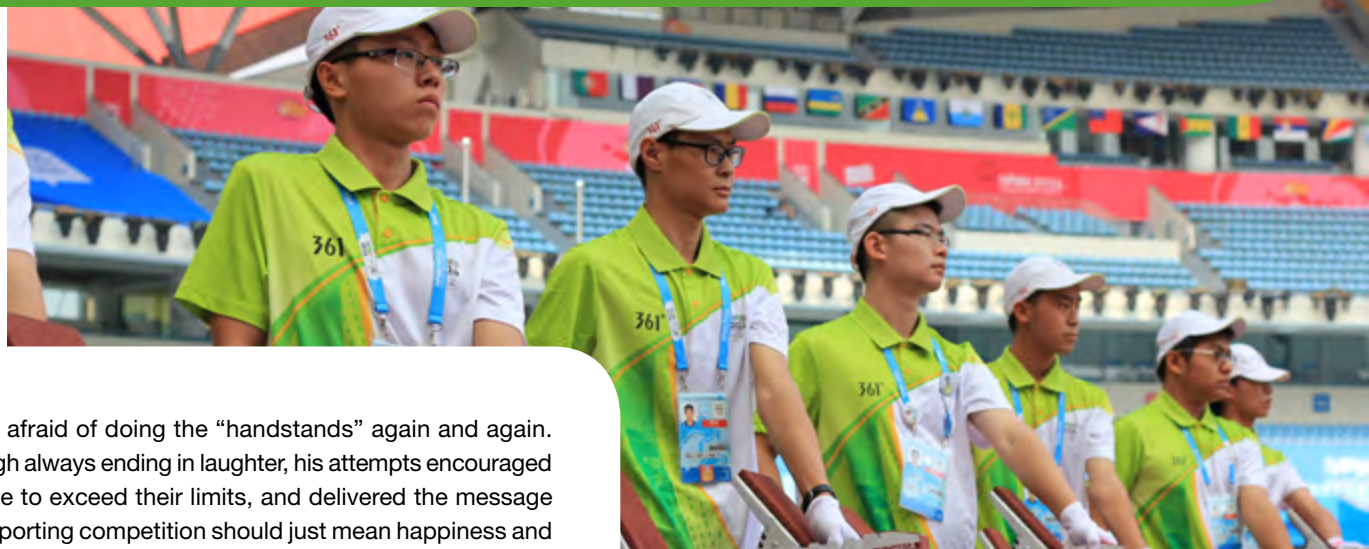


## Volunteers Recruitment and Training

The 20,000 Nanjing YOG volunteers have a unique nickname, “little limes”, because they are dressed in official uniforms in the colour of green, symbolising their youth and vigour. On the other hand, in Chinese, the character “lime” is pronounced as “Ning”, the same pronunciation as the abbreviation of Nanjing.

The “little limes” are not only glamorous at the Opening and Closing Ceremonies, but throughout the whole process of Nanjing 2014 which owes to them for their selfless contributions. Their passion of youth, their sincere dedication, their outstanding work and their young smiling faces have turned into the most beautiful “Image of China”, presenting to the world the hope and future of China. Their enthusiastic and thoughtful voluntary services were available in any places from the railway stations, the airports, the hotels, the venues, the media centres to the YOV. Thanks to the efforts of the volunteers shoulder to shoulder working with the staff, Nanjing 2014 has achieved every success. Nanjing, China has demonstrated to the world its ability to host major international events.

The keynote of Nanjing 2014 is Youth, Joy and Participation, which was fully demonstrated by the lovable Games Mascot NANJINGLELE. With a lovely shape, NANJINGLELE was



never afraid of doing the “handstands” again and again. Though always ending in laughter, his attempts encouraged people to exceed their limits, and delivered the message that sporting competition should just mean happiness and the courage of showing oneself, regardless of the results. It was part of their job for the volunteers to be the cosplay of NANJINGLELE, entertaining the spectators by showing “handstands” and “tripping over” between competitions. More importantly, they, working on the 400 odd volunteering posts, provided voluntary services to 203 NOC delegations, 3,759 athletes and spectators at 27 competition venues and guests from around the globe. They offered a total of over 2 million hours of voluntary services in the aspects of sports competitions, languages, media operations and victory ceremonies among others. Their performance won high praise from the IOC, heartfelt gratitude from the NOC delegations and numerous compliments from guests from all over the world.

Nanjing 2014 volunteers are significant guarantee for the success of the Games. The volunteers were distributed in both competition and non-competition venues, and fell into two categories, namely general and professional, mainly providing services in terms of sports competitions, language, media operations, victory ceremony protocol,

transport, food & beverage, brand protection, telecommunication assistance, spectator service, and waste disposal assistance.

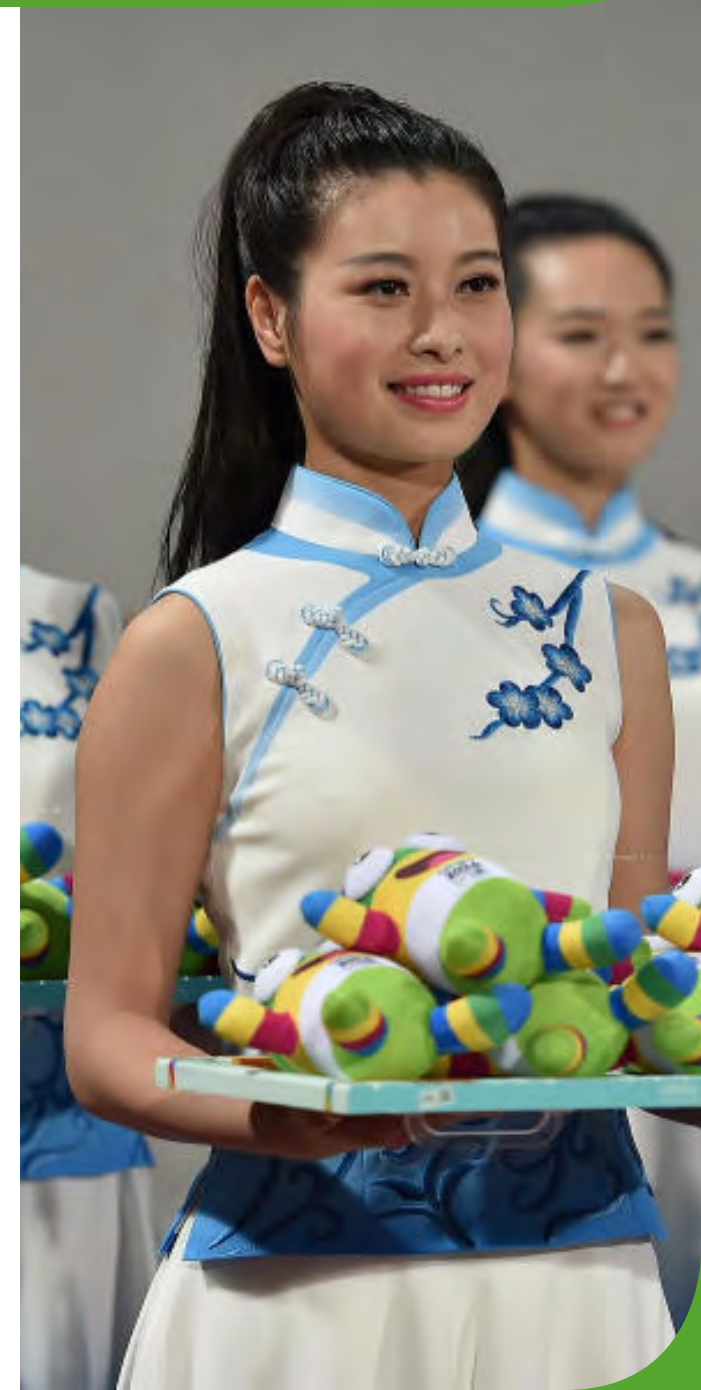
The YOG volunteers recruitment in Nanjing area was launched on 15 October, 2013, which concluded with 103,000 applications through the online registration system. The applicants were from all walks of society with a wide age span, and over 95 percent of them were college students. On 10 March 2014, volunteers recruitment extended to areas outside Nanjing and overseas. Through nearly a hundred interviews, Nanjing 2014 recruited about 18,000 local and 1,000 non-local volunteers, including 150 minor language volunteers from Shanghai and Xi’an, and nearly 200 international volunteers, most of whom are overseas Chinese or foreigners students in China, fully meeting the needs of all Games venue and operation teams.



The training programme for the volunteers was fully in operation since March 2014 in four phases including training of general knowledge, professional knowledge, venue job training and pre-Games drills and rehearsals. A lecture group of over 110 Games experts and college instructors developed eight elite courses including the Olympics and Volunteering Spirit and the Knowledge on Youth Olympic Games. In addition, more rigorous training based on professional knowledge were arranged for volunteers in such professional fields as victory ceremony protocol, NOC assistants and sport presentation. The well-targeted training at different phases not only enhanced the volunteers' understanding of the Games concepts, but also allowed them to taste the happiness of growing up along with the Games.

Most Games volunteers were college students who prefer social media as the way of sharing. Based on this, the YOG Volunteers Department set up such interactive exchange platforms as the official micro-blog, radio station and WeChat account for the volunteers so that they were able to obtain immediate information about the competitions or others, and get to know what the other volunteers were doing or how they had done it. By sharing and mutual learning while providing services for the Games, they developed deeper understanding of the volunteer spirit of "Dedication, Friendship, Mutual Help and Progress". The number of followers of these social media surmounted 100,000 during the Games, out of which there were many press journalists looking for clues and stories for their news reports.

The volunteers working at venues had common homes of their own called "Home of Volunteers". They decorated their "Home" and made it a stage for various cultural activities, a venue for birthday parties and a place where they could edit pictures and writings for newsletters and show working sidelights.



## Volunteers on the Earliest Shift

Being part of the Nanjing 2014 transport operation team, a group of over 800 students from Jinling Institute of Technology worked as volunteers on shuttle buses. Due to the special operation schedule of the YOG shuttle buses, they worked with a shift-based schedule. And they had to get up at 3:30 am in order to make it for the 4:30 am shuttle bus from their campus to the place of work. They serviced as guides on board and coordinators at transport depots for the YOG shuttle buses Line Y, Line C and Line F.

**“As a YOG volunteer, we will fulfill our duty with our youth and vigour.”** said Shi Amin, one of the volunteers.



## Volunteers, the Last to Leave

They were always the latest to leave their work after meeting the last flight and finished their service at 3 or 4 am. They could be seen everywhere at the Lukou International Airport, Nanjing Railway Station, Nanjing South Railway Station, Youth Olympic Village, even in Beijing and Shanghai. They helped the client groups with their arrivals and departures, providing on-site guiding information and processing arrival and departure information at the YOY. They provided voluntary services for Nanjing 2014 for the longest term and thus became the last group to leave their posts. They were the volunteers of the Arrival & Departure Team.





## Voluntary Service is the Best Evidence of Our Happiness

“The YOG is a gala full of positive energy and dedication. We really enjoy working in such an atmosphere where we feel a returning sense of integration with society by making our own contributions.” During Nanjing 2014, Wang Qinghua and Xia Anning, a couple from Zhangfuyuan Community of Qinhuai District in Nanjing, both over 60 years old, registered as YOG volunteers with their expertise in English and Japanese language. They were admitted and worked hand in hand for the Games. During the Games, the couple worked at the Nanjing Olympic Sports Centre Natatorium. Their enthusiastic service and warm smiles inspired the young volunteers around. They passed on love, happiness and everlasting pursue of volunteer service with their life experience and volunteer spirit.



## Age is Never a Problem as a Grandfather and His Grandson were Both Volunteers.

The 82-year-old Liu Guozhang was the eldest volunteer for Nanjing 2014, while his grandson Zhou Chongyang, a second-year student at Nanjing University of Science and Technology, was also a YOG volunteer. As a Nanjing citizen, Liu Guozhang is well experienced in volunteering as he was a torchbearer for the Nanjing leg of the Beijing 2008 Torch Relay, and served as a volunteer for the 10th National Games and the 2nd Asian Youth Games. At the time when Nanjing 2014 began to recruit volunteers, he applied again and became the eldest YOG volunteer. During the Games, the 82-year-old Liu Guozhang and his 20-year-old grandson Zhou Chongyang both worked at the Aquatics venue. On different posts, the grandfather and grandson interpreted the volunteer spirit in different ways. They are the best examples of the Nanjing citizens who devoted to and passionately participate in the YOG. Their story has touched many people, and become a much-told tale of the Games.



## Excellent NOC Assistants

“Thank you very much indeed. Thanks to your hard work, we fulfilled our tasks at the Games. I’ll thank all the members of your team!” held his hands and said the Secretary General of Rwanda NOC to Tao Tao, one of the YOG volunteers, after the Closing Ceremony of Nanjing 2014. The Beach Volleyball coach told him with a smile, “Your dedication made the whole team operate more smoothly, and you’ve helped solve many problems.” The much-appraised volunteer Tao Tao was from the Transportation College of Southeast University. He was an NOC assistant. He strived for the perfection of every piece of work, no matter it was during the training when he spent over an hour to go through the venue flow lines in the scorching sun, or at Games-time when he went back and forth to the Laoshan Mountain Bike Course in the storm to accompany the athletes in competitions. During the Games, Tao Tao first served the Nigerian Delegation and then the Rwandan Delegation. Every day he got up at 5 am and worked till midnight. His selfless dedication and spirit to pursue excellence is an epitome of all the 1,100 NOC assistants at the Games.



## No National Boundaries for Smiling Faces

Among the Nanjing 2014 volunteers, there were 29 young people from Turkmenistan, who provided services at the Equestrian Venue. Their outstanding work embodied “World Peace, Friendship and Solidarity”, the spirit of the Olympic Games, and the theme of the Nanjing 2014 which is “Share the Games, Share our Dreams”. Durdy, a young man from the hometown of the famous Ferghana horse, believed assertively that he knew the Equestrian discipline as the palm of his hand. However, when he started to work as a volunteer at the Equestrian venue, he found out that he really had a lot to learn. His notebook was soon full of notes in just a couple of days. On competition days, Durdy was always busy at the media stand in the Xinzhuang Equestrian Venue. He often praised the Chinese fellows co-working with him for their heart-warming enthusiasm, their standard services, their conscience and responsibility. “My Chinese fellows are very considerate in all details. I need to learn from them.” He said heartily.

## Be a Volunteer for the Games and a Carrier of Chinese Culture

“I hope I will be able to help people know more about Nanjing and about China. I hope to be one among many to carry forward excellent traditional Chinese culture.” The YOG volunteer Chen Tongyang said that when he saw young people from different lands, of different colours and speaking different languages come and visit the historical and cultural sites in Nanjing and experience the profoundness of history and culture, he truly believed the YOG to be a celebration of cultures. Tang Yuqing worked as a volunteer at the Nanjing 2014 Main Media Centre. Sometimes she would dress up in Hanfu (Chinese clothing in Han Dynasty), and demonstrate traditional Chinese culture while offering help and service to journalists from different countries. Some cultural items could be found in the media working area, such as paper-cutting and hairpins, which were handmade by her and her fellow students. They made the foreign journalists feel the glamour of traditional Chinese culture even from minor details. In the CEP activity of Ming City Walls, exploration, accompanied by the volunteers, the athletes not only experienced the Nanjing culture such as Qinhuai Lanterns, Jinling Buddhist Scriptures Carving, Diabolo and Kite Flying, they also made imitated antique city-wall bricks on the spot.





## Recognition is the Best Reward for Volunteers

Before the opening of the Games, Chinese President Xi Jinping wrote a reply to the Nanjing 2014 volunteers. This is the greatest state courtesy volunteers have ever received in the history of the major sports event held in China. President Xi Jinping paid special attention to Nanjing 2014, encouraging the volunteers to carry forward the Olympic spirit and the volunteering spirit, participate enthusiastically in and be devoted sincerely to the Games, provide detailed and considerate services, spread the Chinese culture and tell the stories of China, create the most beautiful “Image of China” with youthful passion, promote the integration of Chinese dream and the dreams of peoples of the world, and jointly contribute to the noble cause of peace and development of human beings.

During Nanjing 2014, 20,000 volunteers provided all-round and considerate services for the Games, which earned countless thumbs-up. “I’d also like to click the “Like” button for you, three times! You fully deserve the “Like” button.” On the day of the Closing Ceremony, Premier Li Keqiang visited the volunteers at the “Home of Volunteers” in the Nanjing International Expo Centre, and pressed the “Like” button for them on the micro-blog web page “Youthful Nanjing”. He praised the YOG volunteers, saying that the YOG volunteers were happy to help others in their work and services, willing to devote themselves and ready to assume responsibilities, which displayed the spiritual strength of social moralities. He said that the development of China relied on both material and spiritual modernizations, and that Nanjing 2014 was soon drawing to an end and the holy fire was about to extinguish, but the volunteering spirit would exist forever.

On the day when the Nanjing 2014 was drawing to a close, IOC President Bach hosted a thank-you breakfast, where he pointed out that the Nanjing 2014 would not have achieved such success without the selfless dedication of the volunteers. Guests from all over the world have been deeply impressed by the passion of the volunteers, and the hospitality and kindness of the people of Nanjing and Jiangsu. All members of the International Olympic Committee extended their heartfelt gratitude to the volunteers!

At the IOC press conference for Nanjing 2014 review on the afternoon of the Closing Ceremony, President Bach once again praised the volunteers for their highly efficient and friendly services, saying that “everyone has been moved by their smiles.”

Each and every volunteer was longing to win recognition. A word of gratitude meant more than a medal or a certificate. The best reward for the hard working of the 20,000 YOG volunteers was the recognition of friends and guests from around the world. During the Closing Ceremony of the Nanjing 2014 on 28 August, 2014, there was an important scene where representatives of the athletes presented bouquets to the volunteers, expressing their thanks for their hard work which had added to the splendour of the Youth Olympic Games. Tears of happiness went down the faces of many volunteers when they heard the roaring applause from all the spectators.

The summer of 2014 in the both ancient and modern Nanjing has left the volunteers with the most beautiful memories of their youth under the Olympic Flag. The Olympic Value of “Excellence, Friendship and Respect” will inspire generations of young people on their way to a better future.

Thanks to the Youth Olympic Games, Nanjing has become a member of the Olympic Family, and will become a city of volunteering permeated with youth and love.

**Youth never ends, and volunteering never stops.**





# 10 Marketing



THANKS TO ALL OF OUR PARTNERS FOR MAKING THE YOUTH OLYMPIC GAMES POSSIBLE  
青奥会感谢所有伙伴的热情赞助

The Worldwide Olympic Partners 奥林匹克全球合作伙伴



Nanjing 2014 Youth Olympic Games Partners 南京青奥会合作伙伴



Nanjing 2014 Youth Olympic Games Exclusive Suppliers 南京青奥会独家供应商



Nanjing 2014 Youth Olympic Games Suppliers 南京青奥会供应商

金陵体育 / 新东方 / 高的律师事务所 / 圣典律师事务所 / 中国对外翻译 / 英华博译  
芒果网 / 时代光华 / 路宝电动车 / 南京测绘院



To Enhance the Value for the Games

The Nanjing 2014 marketing operations, through the channels of sponsorship, concession and ticketing, strongly contributed to the success of the Games, and, together with other relevant parties, promoted in a comprehensive manner Nanjing 2014 and enhanced the Games' brand value.

On 27 May, 2011, NYOGOC officially launched its marketing programme. The four-year marketing effort was guided by the spirit of holding "economical and sustainable" Games. NYOGOC considered elements of youth, culture, public welfare and inheritance when developing and implementing its marketing programme. NYOGOC organised multiple activities to promote the image and brand of Nanjing 2014. It provided a quality platform to attract marketing partners, encourage and support their activations, reinforce NYOGOC brand management and protection, enhance the look of the Games, and optimize NYOGOC licensing and ticketing strategies.





## Sponsorship sales and Partner Servicing

NYOGOC has achieved a strong and unprecedented sponsorship programme for the Youth Olympic Games. NYOGOC partnered with 34 sponsors, including ten TOP Partners and 24 domestic sponsors. All marketing partners provided financial, operational and technical expertise to support NYOGOC in the delivery of successful Youth Olympic Games. The Jiangsu Provincial Government and Nanjing Municipal Government also made significant efforts to contribute to the Games' success and promote the image of the Games.

There were four levels of sponsors – Partners, Sponsors, Exclusive Suppliers and Suppliers. Each sponsor received rights and opportunities in a manner commensurate with its level.

In the course of its sponsorship programme, NYOGOC established Nanjing 2014 Partner Club and held conferences. It allowed marketing partners to present and exchange ideas. In terms of Games-time services for marketing partners, the marketing team developed and promptly released information on Games-time procedure and policies, the number of torch relay runners, and Games resources. Marketing seminars were also organised for each sponsorship level. In addition, NYOGOC created “the Nanjing 2014 Partners and Sponsors” Square to recognize and thank marketing partners for their contributions to the Games. Marketing partners also were invited to attend the “Nanjing 2014 Culture and Collection Exposition”.

NYOGOC and Marketing Partners worked closely to deliver the best operations and experiences for Nanjing 2014 Summer Youth Olympic Games. NYOGOC benefitted from the resources of Partners to deliver Games operations, such as Coca-Cola providing beverages to athletes, officials and spectators in venues, Atos providing the technical services, Dow supporting infrastructure in the YOV and several venues, McDonald's providing meals for athletes and officials, OMEGA ensuring delivery of timing and scoring during competitions, Panasonic supplying wearable cameras and equipment for the “point of view” workshop to teach young athletes how to film and edit their own movies. NYOGOC also launched multiple promotional events for the YOG with the support of the Partners. Those activities including for example “1 year to go Countdown with OMEGA”, “Love YOG, Love Walking” with Tencent, “Coca-Cola concert at 100 days to go”, “361 Degree Releasing Ceremony of Official Uniform” with 361 Degree, “Nanjing Youth Olympic Games Anthem Soliciting” with China Telecom, “Samsung Road Show” and YOG “Youth and Vitality” concert with Samsung, special edition of VISA cards...

Proud of those partnerships, NYOGOC provided a solid marketing partner recognition plan. NYOGOC designed and prepared a Logo Board containing all sponsors' logos and presented it on the official website of Nanjing 2014 and in the venues of other key events. As a return for marketing partners' support, NYOGOC provided advertising resources at airports for sponsors and showcased their brands at



entrance and exit of each venue and sites of celebration activities. NYOGOC also offered showcasing spaces to Partners at the Nanjing Olympic Sports Centre.

## Diverse and Unique Licensed Products

### I love NANJINGLELE. It is so cute!

— A student in Nanjing

The licensed merchandise concession at the YOV was the favourite place of athletes. All kinds of licensed products were extensively welcome, and stuffed toys, badges and T-shirts featuring the mascot NANJINGLELE were particularly popular.

The YOG is an event to gather young people aged between 15 and 18. When developing licensed products, NYOGOC considered this fact and highlighted the participation of young people and the preference of young athletes through the products. It also took in some innovative ideas from young designers, to promote cultural exchange, the Olympic concepts and brands of YOG in a way favoured by young people.

NYOGOC offered a series of licensed products, including mascot suits; “YOG Dream” badges on the theme of the YOG slogan “Share the Games, Share Our Dreams”; torch relay souvenirs, designed based on the idea of the “Door of Happiness”; souvenirs featuring Nanjing, such as Yunjin (silk brocade), Yuhua Stone, gold-leaf products, Nanjing-Capital of Ten Dynasties Cultural Series Album, Jinling Spring Red Porcelain, silver bowl, badges depicting 48 attractions in Nanjing, badges of the view of Nanjing, badges with

Nanjing’s slangs on them, badges introducing Nanjing’s snacks, etc. The diversified products were applauded by both domestic and international customers.

NYOGOC opened nine licensed merchandise concessions in the core high streets and 408 shops in other cities across the country, mainly at airports, high-speed railway stations, hotels, tourist sites, post offices, and city centres. Licensed products were also available at retail stores of 361 degree, China Telecom, ICBC, Suning and other sponsors. What’s more, licensed products were also sold at the gift shop of the Olympic Museum at Lausanne, Switzerland, where the IOC headquarters are located. During the Games, two additional licensed retailers were added. 64 counters for licensed products were set up at 20 venues. Philatelic items and post services were also provided at main venues.

Assisted by different forms of media, the marketing of licensed products was conducted in various ways, which enhanced the profile of YOG brands. There were more than 60 large-scale marketing activities for licensed products, such as the launching ceremony of YOG licensed products; joint broadcasting of programmes themed on “Enjoy the Youth Olympic Games”; showcasing and selling of licensed products at the China Nanjing Cultural Creative Industry Fair; promotional activities for the YOG mascot; End-of-the-year promotional activities of YOG licensed products; Culture and Collection Exposition of the 2nd Summer Youth Olympic Games, etc. These efforts enabled the public to have a better understanding of the YOG and the host city Nanjing, thus raising the brand profile and impact of YOG and boosting the sales of licensed products.







408 licensed merchandise concessions were opened and 570,000 licensed products were sold.

Nanjing 2014 engaged 44 licensed enterprises (37 manufacturers and 30 retailers including 23 enterprises qualified for both manufacturing and retailing).

Apart from post stamps and coins, 2,887 kinds of new products from 16 lines were developed, including: publications, clothes/accessories badges and non-precious metals, philatelic collections, household glassware, household textile goods, household plastics/bamboo and rattan products, household ceramics, gift items, plush toys, umbrellas and

walking sticks, ornaments, stationaries, bags and luggage, eyewear, sports accessories and jewelleryes. The market value of all the products was RMB 1.3 billion, and a total of RMB 40 million of licensing fee was received.

The People's Bank of China and China Post Group jointly designed and produced commemorative coins and stamps for Nanjing 2014, which were regarded as the "Image of China" and a permanent record in the Chinese history. The commemorative coins were officially released on 28 February, 2014 and a set of commemorative coins is comprised of one gold coin and three silver coins. Specifically, one-fourth-ounce gold coin featured the mascot

NANJINGLELE, two one-half-ounce silver coins showcased two newly-added events in Nanjing 2014, namely golf and rugby and one five-ounce silver coin integrated Nanjing features and YOG elements on its pattern, including plum blossoms, ancient defensive wall, Yunjin (silk brocade), as well as YOG emblem, slogan, and pictograms, delivering a harmonious interaction between the host city and the Games. China Post published one customised stamp and one stamp featuring the Opening Ceremony and a series of post cards, commemorative envelopes and philatelic passports.



## No Effort Spared for the Creation of the Look of the Games

**The five colours of the Olympic Rings and NANJINGLELE give a completely new look to the city of Nanjing. I can feel the passion and youth vigour brought by the Youth Olympic Games, and I feel I am younger too.**

— A Nanjing citizen

As a new member of the Olympic Family, Nanjing 2014 received valuable instructions from the IOC and designed its own brand elements and visual identity system. Relying on brand management and look of the Games, the city was decorated in a way that brought fresh and interesting experience to Nanjing citizens, many of whom said they were “raised up” by the Olympic atmosphere in the air. The look of the Games presented by NYOGOC was highly appraised, adding glamour to the Games.

The brand system was built with youth and innovation as its core. NYOGOC aimed to “surprise the world and impress the young” with its brand system. By soliciting ideas from young people and professional industries around the globe, reviewing proposals with experts and young consultants, and select proposals publicly, NYOGOC successively worked out the design of 10 categories of elements and dozens of sub-categories: emblem, slogan, mascot, sports



pictograms, CEP pictograms, official uniform, ceremonial clothing, torch relay uniform, victory ceremony podium, trays, certificates, B side of the medals, accreditation card/forms, a set of martial arts movement, the concept of the look of the city, major graphics and colours for the Games, Games KOP, City KOP, etc. Based on the brand elements, NYOGOC also considered Chinese culture and Nanjing’s features and successfully developed a city look toolbox integrating the core graphics, colour systems, and the brand elements. It has built a system of identities which integrated the themes of the Games, the concept of hosting the Games and the culture of the city, which boosted the impact of the YOG brands as well as the value and spirit of YOG-DNA. It also made design plans for the look of each venue, engaging both “Nanjing Culture” and “Youth Elements”. According to the layout of the city and the Games-time shooting requirements, NYOGOC implemented the Nanjing 2014 Games-Look KOP Toolbox.



## Brand Protection

All the partners of Nanjing 2014 have made great contributions to its success. As a return, they were entitled to use the symbols and image of the Games, which had become a popular marketing platform.

NYOGOC proactively honoured its obligations to protect its brand, the Olympic marks, its marketing partners and licensees' rights and formulated a series of technical standards for brand protection and brand strategies. This ensured a normalization and systematization of the brand protection process. NYOGOC compiled the Brand Protection Handbook and provided brand protection trainings, at all levels, for the venue management team, special working groups, law enforcement units and other related institutions. Its coordination with all relevant parties was fundamental to the brand protection operations and the successful hosting of the Games.

NYOGOC also worked with the Intellectual Property Rights Protection Command Centre to combat ambush marketing activities. They built a detection, transfer, handling and feedback mechanism for efficient case settlement. More than one hundred ambush marketing activities and right infringement cases were handled to protect the rights of Nanjing 2014 marketing partners and licensees.

NYOGOC collaborated with the IOC to finalise its brand strategies. The "Clean Venue" policy was fully implemented to ensure that all venues and event sites were free of illegal commercials and the presence of rival brands.

Working with the Nanjing Administration for Industry and Commerce and the Nanjing Urban Management Bureau, NYOGOC monitored and updated billboards, light boxes, LED displays, high ad poles, banners, etc. Its management and operation of outdoor advertising were appreciated by the marketing partners and the IOC.



## Innovative Marketing for Ticket Sales

**I bought the family tickets for athletics and swimming. It feels great to watch the competitions among girls and boys at my son's age. More importantly, I watched their spirit to challenge themselves. No matter they come the first place or the last place, they fought to the last second of the competition. I am really proud of them! I can feel the excitement and joy of sports when watching the games. — A Chinese father**



For the first time in the history of international sports events, NYOGOC adopted a “deposit + dividend” approach for its ticketing operation, which means tickets sales team covered all the cost of ticketing operation. It submitted deposit to NYOGOC first and shared the profit with NYOGOC when exceed the amount of deposit. This reduced NYOGOC’s burden in covering ticketing operation cost and also reduced risks.

“Marketised, socialised and internationalised operation” was the fundamental principle for the ticketing operation of Nanjing 2014. Guided by the concept of hosting “economical and sustainable” Games, NYOGOC not only adopted an innovation ticketing operation approach, but also designed new ticket types and promoted ticket sales with integrated resources.

Through public bidding, experts review and negotiation, China Golddeal Investment Co., Ltd. was selected as the main ticket provider and China Sports Event Management Co., Ltd. was selected as the third party to monitor the ticketing operation.

NYOGOC proposed the target of “One Games to Inspire Three Generations”. Its marketing targeted mainly young people and family and formulated a ticketing plan with price ranged from low to middle levels. It devised student tickets and family tickets covering all competitions. The price of family tickets was half of that of regular tickets, which encouraged young students and their family members to attend the Games and created a good games-watching atmosphere.

To make it more convenient for students and parents to purchase tickets, the ticketing centre team and the Nanjing Municipal Bureau of Education worked together and initiated “YOG ticket on sale at campus”. A designated team was set up and ticket vans visited middle and primary schools to promote sales of tickets and provided ticket information. Group booking was also available.

“Since ‘YOG ticket on sale at campus’ was officially launched, it was widely applauded by students and parents, with its one-stop services and favorable price. The Ticket Vans visited Shigulu Primary School, Wulaocun Primary School, Nanjing Foreign Language School and Banqiao Primary School. Wherever it went, the students and parents were so exciting and the queue for tickets was always long.” Jiangsu TV, Nanjing TV Station, Nanjing Daily and other media all covered this event. “At Shigulu Primary School, a parent bought ticket packages for 3 events at one time and spend RMB 1,180 in total. This parent said: ‘It is very lucky that Nanjing became the host city and it is summer time. I really hope to watch games at the venues and have a real Olympic experience.’” “At Nanjing Foreign Language School, some students are buying basketball tickets and will go to watch games together. One student said: ‘we are all big fans of basketball and players at the Youth Olympic Games are all young people, it is more exciting to watch players at our age.’”

Considerate and detail-oriented spectator services. Ticketed spectators are entitled to take buses for free. With tickets for opening and closing ceremonies and competitions, spectators can take subways, buses, trams, temporary designated buses to the venues.



To promote ticketing, NYOGOC developed multiple mobile games for young people and integrated the facts of Nanjing 2014 YOG, ticket information and mobile phone wisely. Tickets were also available at social network platform. For instance, people could buy tickets through WeChat. NYOGOC did a series of innovative initiatives to boost tickets sales. It sold tickets on the official website of Nanjing 2014, venue box offices and ticketing counters across the county, and overseas travel agencies and it achieved outstanding sales of tickets. During the Games, it was difficult to buy a ticket for popular events and the ticket sales of Opening and Closing Ceremonies was much higher than what was expected.

Families and friends of young athletes had always been the main targets of ticket sales. NYOGOC promoted tickets through the IOC and provided ticketing services for athletes, their family members and friends. It strived to achieve the maximum engagement of NOC officials, IFs officials and their families and friends. 6,800 tickets were sold for the special client group. The father of a young Canadian athlete was very happy with the ticketing service of the YOG, and he said “At such an event for young people, it was a great idea for the Organising Committee to offer student discount and family tickets so that more young people can take part in.” And it also kindly considered the families and friends of the athletes. We can buy tickets in advance. My child is only 15 and I can’t wait to come to Nanjing to watch his competition. And I am so lucky that the Organising Committee gave me this opportunity.

There were 255 competitions during the YOG and 650,000 tickets were available. All tickets were sold through ticketing counters and the official website of the YOG, and 519,483 tickets were sold in total. Tickets statistics showed over half of the spectators were students or their family members.





Student ticket: RMB 20. Family ticket: Parent-Child Package for two (min. RMB 40 for preliminaries and min. RMB 110 for finals). Parent-Child Package for three (min. RMB 60 for preliminaries and min. RMB 165 for finals). The average ticket price per person in the parent-child package is only half of the single ticket. 242,100 student tickets and family tickets were sold, accounting for 46.6% of the total.

40,000 seats were available at the Opening and Closing Ceremonies. 39,381 spectators attended the Opening Ceremony, with an attendance rate of 98.5%, including 11,836 overseas spectators. 39,852 spectators attended the Closing Ceremony, with an attendance rate of 99.6%, including 8,617 overseas spectators.





# 11 Games Services



## Behind “Flawless”

The Games services of Nanjing 2014 supported FAs including transport, medical services and anti-doping, logistics, accommodation, spectator services, food and beverage, sustainable development, cleaning and waste, and A&D, and four dedicated tasks to guarantee water supply, electricity supply, gas supply and weather service. With the instruction from the IOC, NYOGOC made seamless plans, strategies and schemes to specify the content and quality of Games services. The plans considered both the demand of the client groups and Nanjing’s actual circumstances, integrated Games services with the city operation and ensured “Zero failures of Games services”.

## Shuttle-based Transport Services

The core of the Nanjing 2014 transport network was the Common Shuttle Service (CSS) and Public Transport (PT) system, which was supplemented by Pre-planned Transport (PPT) services and additionally assisted by the Pool Vehicle Services (PVS).

The transport system needed to provide efficient transport services for all YOG clients, such as athletes and team officials, NOC officials, IFs and technical officials, media, sponsors, accredited staff and volunteers, with a total number of over 100,000. Clients were provided with transport services for arrivals and departures, Opening and Closing Ceremonies, competition and training, and culture and education during the Games.

An efficient YOG transport system was established by following the principle of “Green YOG, Economical YOG and Sharing”:

**Common Shuttle Service (CSS):** 11 YOG Shuttle Buses (Route Y), sent every 15 minutes, were available to connect the YOY and Olympic Sports Centre Interchange (OSCI), stopping at all competition venues; 9 City Shuttle Buses (Route C), sent every 30 minutes, were available to connect the City Transport Mall (CTM) and the Olympic Sports Centre, stopping at all competition venues; 5 Metro Shuttle Buses (Route J), reaching the YOG venues from different stations.

**Pre-planned Service (PPS)** was available to support pre-determined competitions and events with point-to-point transport service. PPS targeted organised activities as well as specific tasks, including training and competition at remote areas as Jinniu Lake and Laoshan, technical officials’ execution of judgment, cultural and education activities, arrivals and departures, Opening and Closing Ceremonies and official technical conferences.

**The Pool Vehicle System (PVS)** was forged principally for the IOC, NOCs and IFs officials, who could enjoy swift and convenient transport with PVS PASS.

**Public Transport (PT)** included metro, buses, ferries and other public transport. The YOG clients had free access to all public transport with Youth Olympic Games Accreditation Cards, and ticketed spectators could also take free ride on the day of the games showed on the tickets. In addition, 500 taxis were available for all competition venues and hotels, at the clients’ own cost.

PPS and PT jointly supported the transport service for the Opening and Closing Ceremonies; CSS and PPS jointly supported the arrivals and departure of the YOG clients.







## Comfortable and Cosy Accommodation

The YOG accommodation service was provided to clients not accommodated at the Youth Olympic Village, such as IFs, CEP International Partners, Media, TOPs and domestic partners, IOC, as well as NOC Additional Team Officials, Guests, Presidents and Secretaries General. Spectators were provided information on Nanjing Accommodation possibilities. Before the Games, Mangocity Co., Ltd., the NYOGOC hotel reservation supplier, booked 3,970 rooms for different types of clients for their stay from 1 and 31 August.

Strategic planning and analysis of Games-time accommodation demand kicked off in January, 2013 and on-line booking system was also developed afterwards. After Chefs de Mission Seminar concluded and Accommodation Guide was released to all client groups, the accommodation booking system was officially put on-line on 1 March, 2014. All client groups could reserve rooms through online registration or telephone.

The room rate of all YOG Preferred Hotels included breakfast and WIFI. We also set welcome desk in the lobby of the preferred hotels, organised the volunteers to help NOCs check in, and provided information about public transport, shopping, tourism and YOG competition information as well.

The number of checked-in clients peaked from 15 to 17 August, 2014, and the total hotel occupancy in Nanjing in August exceeded that of the same period last year by a large margin. Tourism authority's statistics showed that all client groups stayed a total number of 41,432 nights in Nanjing during the Games.





## Safe and Diverse Food and Beverage

Nanjing 2014 provided healthy, nutritious, tasty and safe food and beverage for athletes and team officials, media, guests, spectators, accredited staff from all over the world. All served food and beverage were in compliance with local food safety laws and regulations.

During the Games, The dining hall at the YOYV served over 270,000 buffet meals and 142 meals for patients. More than 6,000 warm boxed meals and over 4,000 warm light meals were provided for athletes in some competition venues.

Independent catering teams were set up in some venues and worked closely with hot meal suppliers and food safety supervision authorities. They provided more than 900,000 hot meals, including about 880,000 Chinese style meals and 20,000 western style meals for the staff such as the media and Technical Officials.

During the entire period of the Games, no food poisoning accidents and foodborne disease occurred at the YOYV.



## Convenient and Professional Medical Services



### SUCCESSFUL PREVENTION AND CONTROL OF EBOLA

Not long before the commencement of Nanjing 2014, Ebola broke out in West Africa, posing great challenges to the public safety of the Games. Chinese government attached great importance to this issue and set up YOG Ebola Prevention and Control Coordination Team and established ministry-province-city three-level coordination and external communication mechanism. Contingency working plans were made timely and Ebola prevention and control drills were done actively. A disease detect system was also established, covering the entire YOG period. Detect report mechanism was fully implemented. Strengthened medical staff training and resources reservation were ready to receive patients at any time. Chinese government also released joint announcement with the IOC after analysed the Ebola circumstance and determined countermeasures. This effort was fully appreciated and supported by relevant delegations. Chef-de-mission of the Republic of Sierra Leone delegation wrote to the OGOC: “Although the negative report of Ebola was prevailing, you provided kind help and took me to visit the city of Nanjing and other historical sites. I am deeply grateful... I did not feel stressed at all.” No suspected or confirmed Ebola cases were reported during the Games and Ebola virus was successfully prevented from spreading during the YOG.



### GAMES-TIME MEDICAL SERVICES

During the Games, NYOGOC provided free medical treatment for acute diseases, injuries and emergency transfers to all accredited clients. Nanjing Drum Tower Hospital and Nanjing First Hospital were designated hospitals for the YOG and 26 other hospitals, including Jiangxi People’s Hospital were designated to receive transferred patients. NYOGOC set up one polyclinic at the YOY, 62 medical clinics and 78 on-spot medical stations at competition and training venues and the MOC. Medical clinics also operated at the IOC official hotel and 25 contracted hotels. During the Games, 92 ambulances supported the emergency and transfer service, which was independent from the city’s regular emergency service, the 120 service.

Official and designated hospitals designed special access passes for the YOG client groups and dignitaries both home and abroad and established a medical care network covering all the YOG venues. Richard Budgett, the Medical and Scientific Director of the IOC appraised the medical services of Nanjing 2014: “good organisation, swift response, prompt treatment and perfect service”.

## Anti-Doping Test

Nanjing 2014 only set up a doping control station at the YOY, which was composed of 1 waiting room, 5 testing rooms, 1 storage room, 1 office room and 1 WADA corner. There were 112 staff members in total in the doping control team, including 16 working at the command centre, 50 working at the doping control station (3 station managers, 2 deputy managers, 3 supervisors, and 42 doping control officers/chaperone coordinators/information coordinators), 10 undergraduate volunteers and 30 personnel from the laboratories in Beijing. The blood and urine samples of athletes were tested by the National Anti-Doping Laboratory of China.

During the Games, WADA organised anti-doping education activities outside the dining hall at the YOY. A 20-some square meters space, composed of exhibition areas and communication areas, was provided to promote anti-doping awareness among the young athletes, who were invited to play games concerning doping control.







## Enthusiastic and Considerate Spectator Services

The spectator service team was composed of over 70 staff and 2,600 volunteers, providing quality and effective services for more than 610,000 spectators from around the globe.

Their services covered competition venues and venues for the Opening and Closing Ceremonies, including 16 items of services, such as providing information on YOG sports and events, introducing spectating policies, venue facilities, wheelchair service, strollers, and wheelchair storage.

The YOG Spectator Guide was compiled and posted on the official website of Nanjing 2014. 30 information booths were available to provide game-related services for spectators. The booths also supported the security check staff, conducting security check for spectators at venues of the Opening and Closing Ceremonies and competition venues, guiding spectators at the entrance of security check, and presenting information of prohibited articles by talking through speakers and holding notice board.

## Green Environment Management System

NYOGOC established an accredited management environment management system in accordance with IOS14001 standard, which integrated the concept of low-carbon, reserving energy and reducing consumption and sustainable development into the preparing and hosting of the Games.

*In venue construction, NYOGOC pursued green and frugal spirit through updating current buildings and putting up overlays.*

*Energy-reserving technology was applied in the construction materials and energy supply of the YOY construction.*

*The Torch Relay was done virtually through the internet, which was green and innovative.*

*Low-carbon travelling was promoted and shuttle buses and vehicle pooling were major ways of travelling during the Games.*

To safeguard environmental quality, multiple mechanism were devised, such as expert meeting, emergency response, environment monitoring and information release. During the Games, the air quality of Nanjing was as good as national standard Class II. The water used during the Games also met the standard of international competitions.

## “Environmental Protection Booth” – Green Space

NYOGOC set up an “environmental protection booth” inside the YOY to boost exchange of environmental culture, so athletes can appreciate environmental culture during sports competition and cooperation.

Themed on “Let Green Be Sportive and Sport Be Green”, the booth combined the concepts of green and sports wisely. It was also designed to broadcast the concept of “Nature, Environmental Protection, Ecology Beauty and Low-carbon”. Inside the booth, there were decorations displaying sustainable development concept, exhibitions showcasing local biodiversity and green-themed activities, providing opportunities for participated athletes to learn how to protect the environment and exchange environmental culture.

The booth decoration was dominated by simulated butterflies and green elements. There were seven kinds of exhibitions and interactions organised in the booth: Power Generation, Ball Pitching Game, Ecological Atlas, Graffiti, Electronic Signature, Butterfly Face and Exhibition of Works Made of Recycled Waste. By showcasing environmental culture, engaging participants in software games and DIY activities, the booth presented Nanjing’s ecology beauty to athletes and visitors home and abroad. After experienced the joy of low-carbon actions and environment protection, they were expected to bring these wonderful memories back to their own countries, sharing the colourful and vigorous green space to young athletes all over the world.





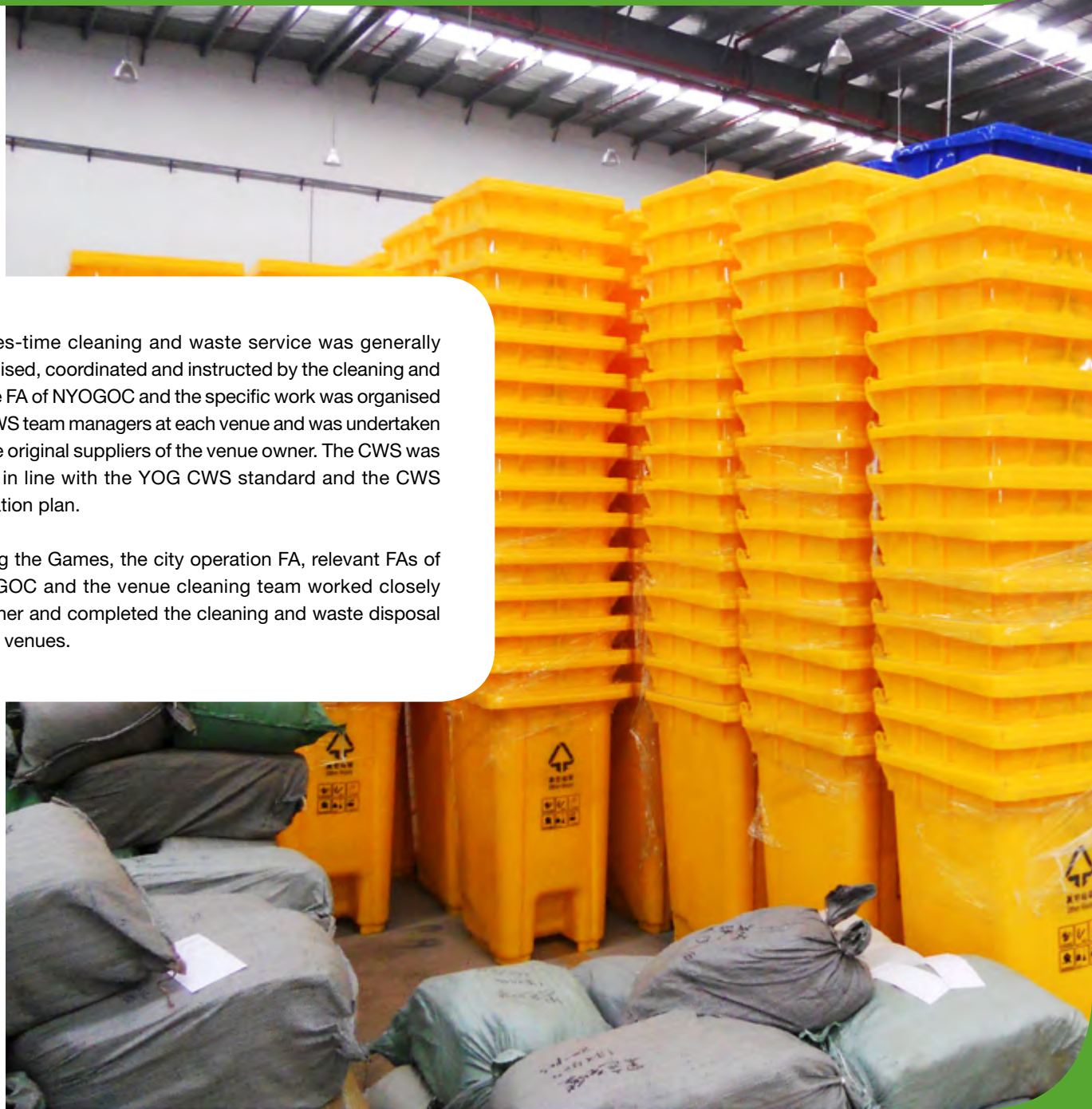
## Strict and Well-Organised Cleaning & Waste Treatment

The venue cleaning and waste FA is a core subsystem of the venue operation system, and it is also the major and direct carrier of the spirit of “Green YOG” and sustainable development.

Through strict and standardised Games-time operations, NYOGOC thoroughly applied the concept of “Green YOG” and sustainability to enhance the social and public awareness of environment protection, encourage people to sort waste, and to develop a code of conduct for waste collection and bio-safety disposal; it also maintained a clean venue environment through efficient and scientific disposal of various kinds of waste. Timely, effective, and environment-friendly cleaning and waste removal services for different types of clients were provided, thereby ensuring a clean, beautiful and healthy external environment for competitions and the relevant events.

Games-time cleaning and waste service was generally organised, coordinated and instructed by the cleaning and waste FA of NYOGOC and the specific work was organised by CWS team managers at each venue and was undertaken by the original suppliers of the venue owner. The CWS was done in line with the YOG CWS standard and the CWS operation plan.

During the Games, the city operation FA, relevant FAs of NYOGOC and the venue cleaning team worked closely together and completed the cleaning and waste disposal for all venues.





## Real-time and Accurate Weather Service

Upholding the principle of “Smart weather, Refined Service”, Nanjing 2014 provided all-dimensional and accurate weather service for competitions, city operation and travelling.

The Weather Forecast Service Platform was developed, which was a 9km-3km-1km circulation and assimilation system. It provided 24-hour accurate weather services with multiple indicators for such key events as the Opening and Closing Ceremonies and at key venues and areas.

New media service network and real-time service channel were developed. NYOGOC set up dedicated data transmission cable and conference meeting cable connecting the MOC. Weather information was delivered to all venues via the Games-time information system. Smart notification and customised and localised services were also available.



Weather information can also be accessed through mobile app and the YOG Public Weather website, with Chinese, English and French languages available. Directly docked with the YOG official website, the app provided warning information, venue weather, Games-time weather, city weather, weather analysis and feature reports.

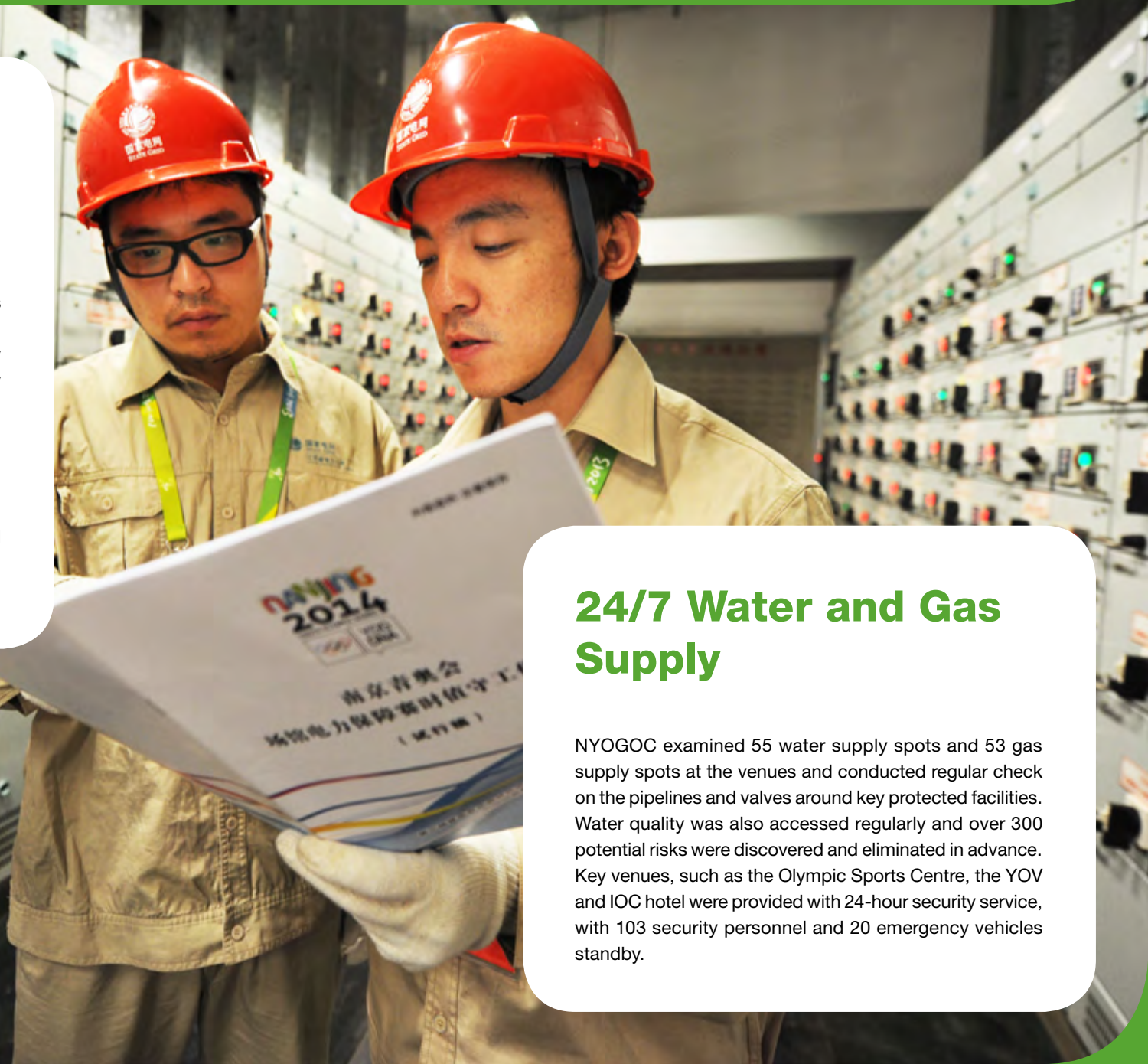
The YOG Weather Service Centre submitted to NYOGOC and field teams with 2,038 pieces of materials in both Chinese and English, covering 18 kinds of weather information for torch relay, Opening and Closing Ceremonies, Games impact study, transport, travelling, disastrous weather warning, daily weather report, real-time weather report and 5-day weather forecast; sent over 300,000 Chinese and English short messages to the IOC, NYOGOC, NOC delegations, all venues, city operation centre and decision-makers; and issued 104 work reports.



## Risk-Free Power Supply

NYOGOC complied seven technical specifications, including the “Construction and Maintenance Specifications for the Power Supply and Distribution Facilities of Nanjing 2014” and two technical substitution plans to appropriately arrange grid operation and ensure a sound power supply network for the Games.

Electricity teams were organised to guard grid facilities and take regular patrols. Core technical staff and emergency power supply vehicles were sent into the venues, to guarantee safe electricity use for the Opening and Closing Ceremonies, competitions, important events and city operation.



## 24/7 Water and Gas Supply

NYOGOC examined 55 water supply spots and 53 gas supply spots at the venues and conducted regular check on the pipelines and valves around key protected facilities. Water quality was also accessed regularly and over 300 potential risks were discovered and eliminated in advance. Key venues, such as the Olympic Sports Centre, the YOV and IOC hotel were provided with 24-hour security service, with 103 security personnel and 20 emergency vehicles standby.



## Prompt and Efficient Logistic Services

The Nanjing 2014 logistic team provided prompt, efficient and safe logistic services in international freight forwarding and customs clearance; warehouse operation at the logistic centre; logistical operation, storage, and delivery at venues; logistic information management; asset disposal and other key work.

Nanjing 2014 logistic team provided customs clearance, local transportation and warehousing services for IOC, FIFA, OBS, OMEGA and some NOCs; warehousing and distribution of YOG uniforms, beverages and water for the uniform and food & beverage (Coca-Cola) teams; and acceptance, movement between venues and collection of sports equipment. The logistic services were provided before, during and after the Games, receiving extensive compliments. The OBS sent a letter of appreciation to NYOGOC for its efficient logistic work, especially when the entire team was under great time pressure and big work load. 13 OBS containers were successfully put in place after customs clearance, loading and unloading, delivery and transit between venues. NYOGOC's logistic support has earned enough time for the OBS and ensured the smooth operation of the MMC.





## Professional and Efficient Media Services



### MAIN PRESS CENTRE (MPC)

It was the headquarters of print media, comprising functional areas such as the Lobby, Media Workroom, Image Centre, Press Conference Hall and Business Service Area. The Reception Desk in the Lobby provided the following services: information enquiry, material distribution, interview appointment and more. The Media Workroom was equipped with 180 stations, where public computer terminals were available. The Image Centre offered the accredited photographers services such as lens cleaning and leasing. In the Business Service Area, there were a cafe, a bank, a telecommunications counter, a licenced merchandise shop, a post office and a mini supermarket. The Press Conference Hall of the MPC was the only official venue of Nanjing 2014 for press release, able to accommodate nearly 300 reporters, where on-site interpreting services were provided. The Games-time operating hours of the MPC was between 7:00 am and 2:00 am of the next day.

### INTERNATIONAL BROADCAST CENTRE (IBC)

It was the frontline headquarters for the host broadcaster and rights-holders, where over 500 staff of broadcast organisations worked daily. The broadcast signals of the Opening and Closing Ceremonies, live coverage of 17 live broadcasting competition venues as well as landscape cameras were converged and transmitted from here to the rest of the world. The IBC operated around the clock during the Games. The Olympic Broadcasting Services managed

nearly 1,000 staff and ten live broadcasting vehicles during Nanjing 2014, and conducted over 1,700 hours of live broadcasting of sports competitions, Nanjing 2014 channel and landscape cameras, covering the Opening and Closing Ceremonies and the 18 sports.

### VENUE MEDIA SUB-CENTRES

Different standards and sizes of Venue Media Sub-centres were set up based on the actual requirements of each competition venue, where accredited media were provided with necessary facilities and services, including Media Workrooms, Media Stands, Mixed Zones and Media Launges, in order to satisfy the needs of accredited media in terms of working, interviewing and spectating.

### PHOTOGRAPHIC SERVICES

Benefiting from the pre-planning of the Organising Committee, the accredited photographers were allowed to shoot from photographic positions with excellent views. They were entitled to enter the photographic positions in restricted areas by using the supplementary access control devices. The Organising Committee has also formed a National Photo Pool and a City Photo Pool, composed of 46 and 34 photographers respectively, to fully cover the competition and non-competition events as well as major youth cultural exchange activities at Nanjing 2014. The photographs were then timely uploaded onto the official website for reporters from around the world.

# 12 Information Technology



3	BEUCARNE C	BEL	13.61
4	SOROK K	HUN	13.38
5	PARRIS J	TTO	13.34
6	BROWN JANEK	JAM	13.38
7	CHRISTOFI N	CYP	13.34
8	RUSHING K	USA	14.00

## The Central Nervous System of Nanjing 2014

NYOGOC took the characteristics of the Games into full account, and adhered unswervingly to the principles of being frugal in running the Games and emphasising services over hardware. Through the approaches of scientific planning, effective resource support and timely technical training, NYOGOC built up a dedicated information technology system and communications network to provide information acquisition, transmission and processing services, and maintain the steady and reliable operation of all the competition events, CEP activities and Games organisation.



The IT system of Nanjing 2014 is composed of the following three components:

### CORE APPLICATION SYSTEMS

Including Games management system, results processing and timing/scoring system, results channel and Games technology operation support system, CEP management system. These systems ensured the smooth operation of the Games and provided real-time results and updated information through the official website to the outside world in a timely fashion;

### COMMAND AND CONTROL SYSTEMS

Including integrated command system, incidents reporting system, event monitoring system, digital trunk command system, video conference system and 4G communications system. They supported the operation of the command and control of the Games;

### OTHER RELATED APPLICATION SYSTEMS

Including public information service system, NYOGOC management system, YOV management system and A&D information system.

The communication and network services of Nanjing 2014 covered all sports venues and CEP venues. Wired broadband access and WiFi hot-points coverage were available during the Games. 5,720 landline telephones were installed and 18 emergency mobile communications vehicles deployed to meet the needs for mobile communications

and high-speed networks at major events, the opening and closing ceremonies for instance, and other crowded locations. Telephone Service Centres were set up in the YOV, the IOC hotel and other areas to provide mobile phones and SIM cards rental services.

The NYOGOC also provided reliable IT infrastructure and operation services at the competition and training venues, the Main Operational Centre, the Main Accreditation Centre, the IOC hotel, and the MMC.





## Information Technology Team

The IT Team is made up of 4,110 IT experts and staff members, including 110 paid staff from NYOGOC, 200 supporting staff from the government, 2,700 staff from the contractors and 1,100 volunteers. They provided smooth and reliable technical support for the successful operation of the Games with professional skills and quality services.

According to the competition schedule, all Athletics events at the Nanjing Olympic Sports Centre concluded at 22:30 on the evening of 25 August and related equipment had to be relocated to the venue for the 8x100m Mixed Relay before 6:00 am on 26 August, with a window of mere six-plus hours for the transfer. The equipment that the IT Team needed to relocate include timing & scoring devices, PCs, copier-printers and the furniture for the Technical Room, in a total weight of about 15 tons. The Technical Team formulated the relocation plan ahead of time and assigned tasks among its members. As soon as the Athletics events at the Nanjing Olympic Sports Centre concluded, more than 30 staff members immediately disassembled, packed and loaded the technical equipment on the vehicles with the help of the logistics and engineering team and moved the equipment to the designated venue four kilometres away at 2:30 am on 26 August, followed by night-long installation and testing. Finally, the timing & scoring devices, results display and other technical equipment needed for the 8x100m relay were in place at 5:30 am on 26 August, to ensure the smooth operation of the event.

“feichanghao!(Excellent!)” - said Harvey, Technical Director of the Olympic Broadcasting Service in Chinese with a thumbs-up to make his comments about the MMC IT Team. The MMC IT Team was responsible for providing communication support and 24-hour services to the OBS, 600-plus domestic and foreign media organisations, and over 3,000 reporters. Faced with heavy tasks, many staff members could only go home every three or four days. At night, they would take a break on the chair. Their dedication to provide all client groups with technical help and guidance won numerous praises from the OBS and the media.



## Innovations in IT application field



The lightweight ODF and FTP uploading model were used for the first time to provide real-time competition information display via the Internet results channel despite the absence of the INFO system. During the Games, a total of 6,911 Games-time result reports of 28 sports were produced, giving the spectators timely access to the latest information.

The 4G communication technology was used for the first time and incorporated into the communication and command system of the Games. The technology provided communication support to such major events as live broadcasting of the Games, IOC press conferences and the YOG Torch Relay.

The 3D visualised operation and management tool was used for the first time which integrated venue demonstration, technical operation training, technical operation planning, technical equipment deployment and IT events with 2D maps, 3D scenes and panorama technologies to display the peripheral areas of the venues, major technical rooms,

operation flow lines, equipment planning and deployment, and operation process in a visual way. It had effectively enhanced the efficiency of technical operation as well as the results of technical training.

The safe and high-speed VPN connection and virtualisation management technology were used for the first time. By combining remote and on-site equipment, the technology effectively supported the delivery, testing and Games-time operation of core application systems, which, on the one hand, improved technical operation efficiency, and on the other, reduced operation costs.

Based on the Intelligent Nanjing city operation management for the first time and following the requirements of being real-time and real-place, being dynamic and visual display, concentration and integration, and coordination and response, NYOGOC incorporated such latest technologies as broadband multimedia digital trunk communication system, 4G network and 3D simulation, and with the help

of drones, to send live pictures back to the Main Operational Centre through the world's first 4G standard-based multimedia digital trunk communication system dedicated for government use as well as the mobile Internet and 4G public network technologies. It gave all-round display of the venues and provided information for the decision making of the Games organisation work. Through a unified software structure, subsystems, including large-screen information display system, data acquisition system, video conference system, real-time monitoring system, 3D venue display system, and GIS command and coordination system, were integrated to give full display of such Games-related information as weather, environment, venues, competition schedule, accreditation, arrivals and departures, ticketing, official website, traffic operation, video surveillance and 3D venues. A high degree of scenes and data integration for Games organisation and city operation was achieved, and the command and coordination for the Games and the city were highly digitalised.

# 13 Organisational Structure





## NYOGOC Executive Board

NYOGOC set up the Executive Board, which, composed of officials with a position of Deputy Secretary General or a higher position, was the core decision-making and execution body:

### ADVISORS

**Liu Peng** — Minister of the General Administration of Sport of China and President of the Chinese Olympic Committee

**Luo Zhijun** — Secretary of CPC Jiangsu Provincial Committee and Chairman of Standing Committee of Jiangsu Provincial People's Congress

### PRESIDENT

**Li Xueyong** — Governor of the People's Government of Jiangsu Province

### EXECUTIVE PRESIDENTS

**Yang Shu'an** — Vice Minister of the General Administration of Sport of China and Vice President of the Chinese Olympic Committee

**Yang Weize** — Member of the Standing Committee of the CPC Jiangsu Provincial Committee and Secretary of CPC Nanjing Municipal Committee

### VICE PRESIDENTS

**Xiao Tian** — Vice Minister of the General Administration of Sport of China and Vice President of the Chinese Olympic Committee

**Cao Weixing** — Vice Governor of the People's Government of Jiangsu Province

**Miao Ruilin** — Mayor of the People's Government of Nanjing Municipality

### SECRETARY GENERAL

Concurrently posted by

**Miao Ruilin** — Vice President of NYOGOC

### EXECUTIVE DEPUTY SECRETARIES GENERAL

**Song Luzeng** — Director of External Affairs Department of the General Administration of Sport of China and Secretary General of the Chinese Olympic Committee

**Xiao Quan** — Deputy Secretary General of the People's Government of Jiangsu Province and Director of the Administrative Affairs Office of the Provincial Government

**Liu Yian** — Member of the Standing Committee of the CPC Nanjing Municipal Committee and Executive Vice Mayor of the People's Government of Nanjing Municipality

**Xu Ning** — Member of the Standing Committee of the CPC Nanjing Municipal Committee and Director of the Publicity Department

**Xu Jinhui** — Vice Mayor of the People's Government of Nanjing Municipality and Director of Nanjing Municipal Public Security Bureau

### DEPUTY SECRETARIES GENERAL

**Ni Huizhong** — Director of the General Office of the General Administration of Sport of China

**Cai Jiadong** — Director of Competition and Training Department of the General Administration of Sport of China

**Yin Baolin** — Director of Jiangsu Provincial Sports Bureau

**Zuo Zhiyong** — Inspector of External Affairs Department of the General Administration of Sport of China

**Qi Lu** — Deputy Municipal Leader of Nanjing and Press Spokesman of Nanjing 2014

**Xu Chuande** — Deputy Municipal Leader of Nanjing

**Zhou Xu** — Inspector of Jiangsu Provincial Sports Bureau

**Dai Hua** — Former Member of the Standing Committee of the CPC Nanjing Municipal Committee and Commander of Nanjing Garrison

**Shu Jianping** — Director of Nanjing Municipal Bureau of Sports

**Li Shu** — Inspector of the Administrative Office of the People's Government of Nanjing Municipality

**Chen Weihong** — Deputy Secretary of Party Leadership Group of Nanjing Municipal Bureau of Sports and President of All-Nanjing Sports Federation



## NYOGOC Departments

NYOGOC was comprised of 18 departments, which were in charge of different preparation and organization work according to their own function:

**Administrative Office**

**Legal Affairs, Supervision & Auditing Department**

**Corporate Planning Department**

**Finance Department**

**Human Resources Department**

**International Relations Department**

**Marketing Department**

**Sports Department**

**Venues Department**

**Games Services Department**

**Communications & Public Relations Department**

**Media Operations Department**

**Culture & Education Department**

**Opening/Closing Ceremonies Department**

**Information Technology Department**

**YOV Department**

**Security Department**

**Volunteers Department**



## NYOGOC Workforce

NYOGOC was staffed according to the needs of various stages of preparation and organisation of Nanjing 2014. Up till the start of the Games, 530 staff members were ready in place. The workforce, composed of loaned personnel, recruited personnel, and specially invited experts from home and abroad, followed a principle of controlled overall number, staged assignment and systematic management. Efficient management and comprehensive training enabled each and every staff member to make progress. NYOGOC developed diversified channels to promote a well-arranged post-Games reassignment.

NYOGOC developed its organisational culture with the core values of “Inclusion, Coordination, Excellence and Happiness”, and encouraged all staff members to participate in various team activities, thus promoting the Olympic culture and the image of the Youth Olympic Games.





# 14 Legacy



## Great Benefits for the City

Nanjing 2014 has created rich tangible and intangible legacies for the youth throughout the world, the Olympic Movement and the city of Nanjing. Serving as a platform, Nanjing 2014 helped the global youth understand and spread the Olympic spirits of peace, solidarity and friendship, respect their own life values and develop a healthy lifestyle.

“The Organising Committee has set a great example for sustainable organisation by making use of a legacy and by leaving another great legacy to the people of Nanjing, Jiangsu and China,” said Thomas Bach, IOC President, at the Closing Ceremony of Nanjing 2014, on 28 August 2014.



## Legacy Planning Concepts

### FOCUS ON THE YOUTH

With great importance attached to the main needs of the youth, more legacy projects have been made available to provide platforms and opportunities for the growth and development of the youth, to enhance the exchange between local youth and their counterparts around the globe, and to lead the youth to form a healthy lifestyle.

### FOCUS ON THE CITY

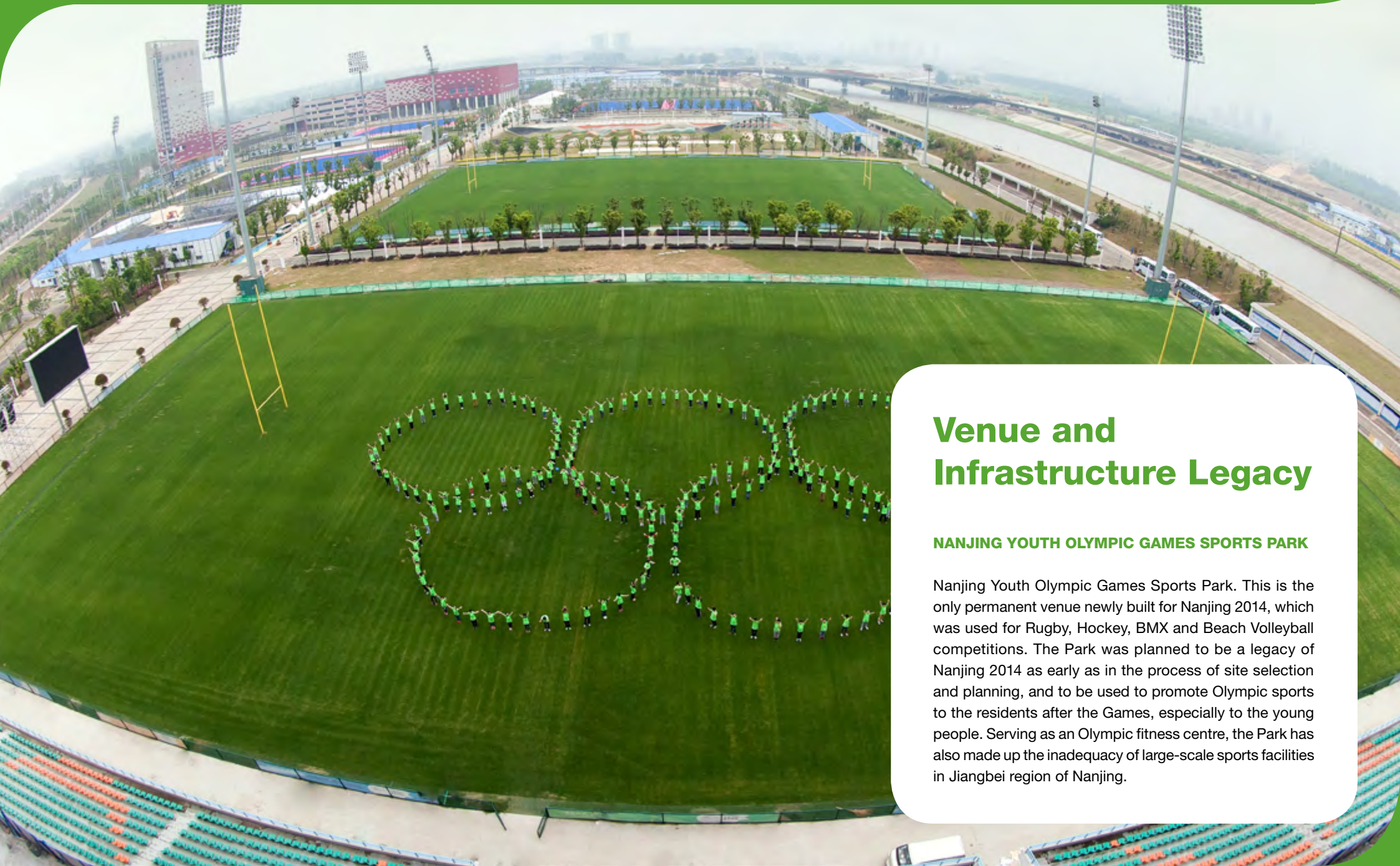
The preparation for and organisation of Nanjing 2014 have enhanced the service functions and capacities of Nanjing, created great benefits for the economy, society, environment and infrastructure in Nanjing, and helped build a new Nanjing with global fame.

### FOCUS ON THE SUSTAINABLE DEVELOPMENT

Nanjing 2014 employed a new sustainable mode of Games organisation that could be used by future YOG organisers, and in turn, this philosophy of sustainability guided the exploration of the green and low-carbon development of the city.







## Venue and Infrastructure Legacy

### NANJING YOUTH OLYMPIC GAMES SPORTS PARK

Nanjing Youth Olympic Games Sports Park. This is the only permanent venue newly built for Nanjing 2014, which was used for Rugby, Hockey, BMX and Beach Volleyball competitions. The Park was planned to be a legacy of Nanjing 2014 as early as in the process of site selection and planning, and to be used to promote Olympic sports to the residents after the Games, especially to the young people. Serving as an Olympic fitness centre, the Park has also made up the inadequacy of large-scale sports facilities in Jiangbei region of Nanjing.





## Cultural and Educational Legacy

The NYOGOC interpreted the significance of staging the Youth Olympic Games as “Share the Games, Share our Dreams” which was also the official slogan of Nanjing 2014. As required by the IOC, a Culture and Education Programme (CEP) was meticulously designed and implemented throughout the Games, allowing the 3,759 young athletes to accumulate competition experience, to respect their opponents, share experience and make friends during the competitions. The CEP also offered the athletes opportunities to appreciate the integration of diversified cultures, broaden their views, to have clear awareness of their own capabilities and to understand their personal life and social responsibilities in the future.

### NANJING OLYMPIC MUSEUM

Functioning as a key cultural and educational facility for the Olympic Movement, the Museum is intended for promoting the Olympic spirits and values to the whole society, transferring the knowledge of Olympic Games and Youth Olympic Games to more people, spreading the Olympic spirits and passing on the Olympic culture.

Nanjing Olympic Museum is situated next to the Nanjing Youth Olympic Village, with a floor area of 7,896 square metres and an exhibition area of 5,034 square metres. As an important legacy of Nanjing 2014, the Museum was built under the guidance of the IOC. In July 2014, the title of “Nanjing Olympic Museum” was officially approved by the IOC for the Museum. Later on 17 August 2014, IOC President Thomas Bach and IOC Honorary President Jacques Rogge, together with other guests, attended the opening ceremony of the Museum.

### NANJING 2014 MODEL SCHOOLS

The implementation of the CEP increased the communications and exchanges between those schools participating in the NOC Twinning Programme, and spread the culture and the Olympic spirits. At the same time, the campaigns of “Sunshine Sports”, Sport Initiation and “Sports in the Sunshine for Millions of Students” were launched in order to encourage the youth to develop a healthy lifestyle.

The preparation for and organisation of Nanjing 2014 boosted the sports development in Nanjing. 154 schools

were entitled “Sports in the Sunshine Schools”, each developing specially one or two sports for the students. The National Standards for Fitness and Health of Students was implemented in more than 550 schools at all levels throughout the city of Nanjing, and relevant examinations were organised, the results of which were publicly released. With great efforts going to the development of youth sports clubs, Nanjing now has 65 clubs at city, provincial and national levels, providing a new platform for the youth to do exercises and learn sports skills. In response to the football reform in China, the “Football in School” programme was launched to extend the number of schools specialised in developing football to 110. An intervention programme was launched to prevent youth obesity, and the “YOG Health Legacy Programme – Health Class” was developed to help more youth get an understanding of health.

106 Nanjing 2014 Model Schools were selected during the preparation for Nanjing 2014 to establish twinning partnership with their counterparts in other countries/regions. Up to now, 92 Model Schools have successfully found their twinning partners. They have conducted exchanges in culture, education and sports, and held Olympic educational activities to promote the core values of “Excellence, Friendship and Respect”.

During the Games, the teachers and students of these 106 schools designed and put up the World Culture Village where the cultures and customs of different countries and regions were displayed in four waves and the students were enabled to make cultural exchanges with the young athletes and share their joys.

## Workforce and Knowledge Legacy

### NANJING 2014 KNOWLEDGE MANAGEMENT

The knowledge management played an important part throughout the lifecycle of NYOGOC. On one hand, the information and knowledge useful for NYOGOC were obtained, exchanged and utilised, and on the other hand, the knowledge legacy accumulated will benefit the city and future YOGs.

NYOGOC set up a dedicated knowledge management function and appointed one knowledge management personnel in each of the 18 departments. According to the milestones identified in the YOG Master schedule, NYOGOC sorted out and archived the knowledge of Games preparation and venueisation and physical files. Especially the knowledge of operational mechanism and “venueisation” mode, which represents the collective wisdom and experience of NYOGOC, is an important part of Nanjing 2014 legacy.

NYOGOC established the knowledge management methodology and procedures upon Nanjing’s success in the bid, in order to coordinate and ensure the safe storage of all internal and external information, documents and materials relating to the Games. In accordance with the IOC requirements, NYOGOC advanced as scheduled the tasks

of Transfer of Knowledge (TOK) in five stages, including 241 tasks prior to the Games, 11 tasks during the Games and five tasks post the Games, ensuring the continuing preservation and utilisation of knowledge legacy.

During Games-time, NYOGOC successfully supported the IOC Observer Programme and the IOC Visual Transfer of Knowledge (VTOK) Programme. 71 observers from ten countries attended Nanjing 2014, participating in general assembly, function briefing, group visit and individual visit. NYOGOC summarised systematically the work of preparation and organisation of the Games, collected over 740 pieces of important operation data, and compiled one general knowledge report and 47 functional knowledge reports.

### NANJING 2014 WORKFORCE VALUE

YOGOC had a regular workforce of over 500 people. However, during the Games, more than 4,000 staff members and tens of thousands of contractors’ staff members and volunteers were involved in the operations of and support for the Games. The excellent system of staff selection, training and assignment provided strong workforce support for the Games.

As one edition of Youth Olympic Games managed by the IOC, Nanjing 2014 established strict work requirements. The work team comprised staff members from different countries and regions and with different cultural backgrounds. They got together for the preparation for the Games and, under the philosophy of “being concise but not simple, being spectacular based on conciseness”, followed and practised the principles of “internationalised concepts, standardised implementation, cross-culture integration and service chain management”.

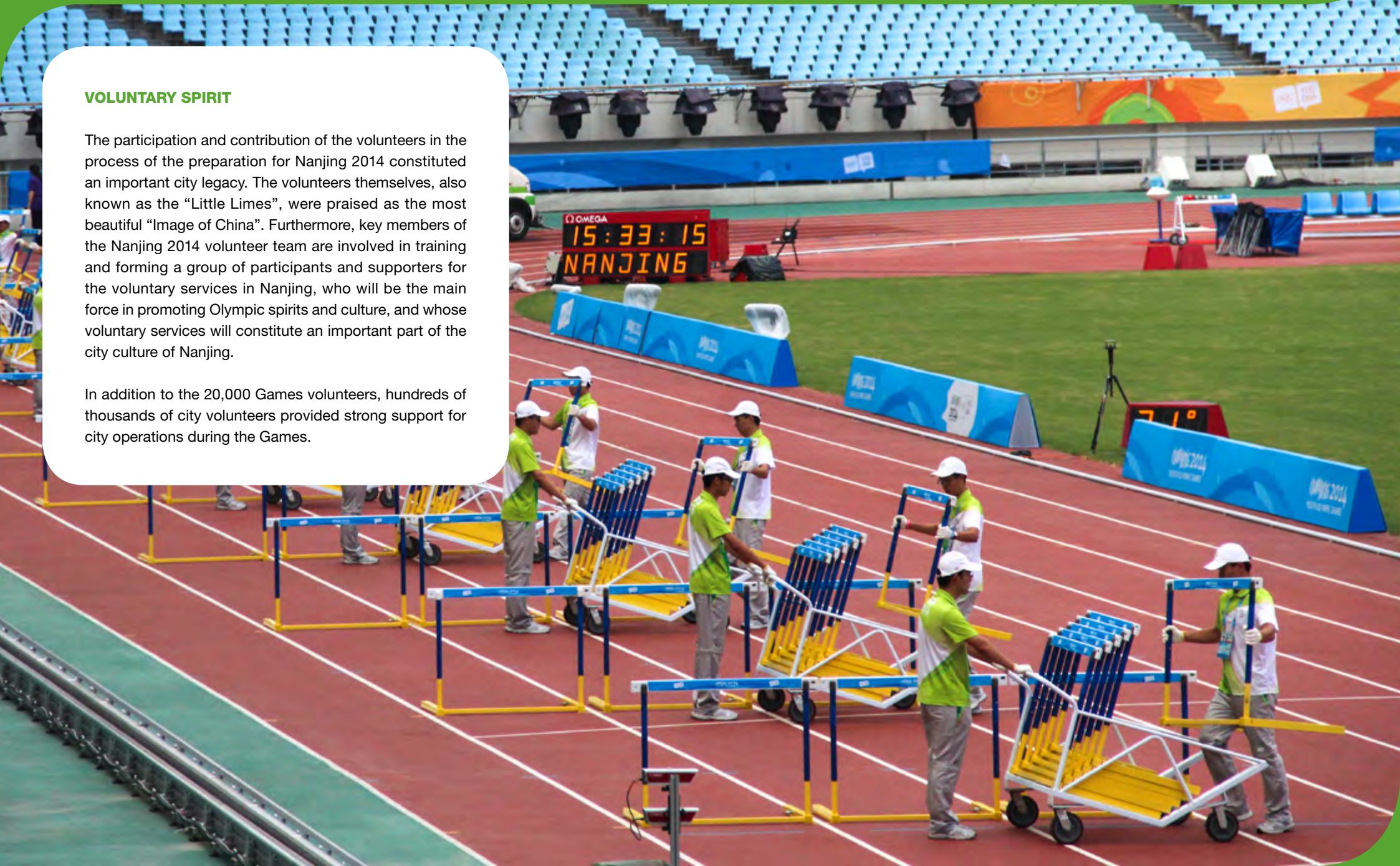




## VOLUNTARY SPIRIT

The participation and contribution of the volunteers in the process of the preparation for Nanjing 2014 constituted an important city legacy. The volunteers themselves, also known as the “Little Limes”, were praised as the most beautiful “Image of China”. Furthermore, key members of the Nanjing 2014 volunteer team are involved in training and forming a group of participants and supporters for the voluntary services in Nanjing, who will be the main force in promoting Olympic spirits and culture, and whose voluntary services will constitute an important part of the city culture of Nanjing.

In addition to the 20,000 Games volunteers, hundreds of thousands of city volunteers provided strong support for city operations during the Games.





## Urban Environment Legacy

Taking the Games as an opportunity, Nanjing has carried out the concept of being green, economical and sustainable in the preparation and organisation of the Games and the urban construction of Nanjing. Existing venues were fully utilised to minimise the impact on the environment, and all the venue construction and renovation works were subject to environmental impact assessment and underwent environmental protection acceptance examination upon project completion, to ensure compliance with Chinese environmental management laws and regulations. Various energy-saving and green technologies were used in the construction and renovation of the Youth Olympic Village and other venues, to reduce energy consumption and protect the ecological system. A number of initiatives were launched to promote and practise the concept of sustainable development and the environment-friendly lifestyle, for instance, the concept of environmental protection was spread in the culture and education campaigns, an Environmental Protection Booth was set up in the Youth Olympic Village, and energy-saving and environment-protection activities such as waste sorting were conducted in the whole city. The staging of Nanjing 2014 has enhanced Nanjing residents' awareness of green and sustainable development.

### NANJING 2014 ENVIRONMENT MANAGEMENT SYSTEM

The concepts of “green, low-carbon and sustainability” were put into practice throughout the preparation and organisation of the Games. Nanjing 2014 Environment Management System will become a key standard for environmental management, continuing to provide support for the management of the urban environment.

The System was established by NYOGOC in December 2011 and subject to annual internal audit and external supervision. Benefiting from the System, the preparation and organisation of Nanjing 2014 was conducted in harmony with the environmental protection, achieving the strategic goal of environmental protection, pollution control and continuous improvement. Based on the System, environmental management manuals and procedures were produced. From the conclusion of the Games, the System has been transferred to a key part of the environmental management system of Nanjing and become one of the significant environmental management standards, continuing to support the management of urban environment of Nanjing and providing experience for future YOGs and large national or international multi-sport events.







### CITY INFLUENCE

Nanjing 2014 had a continuous influence on the city, and will continue to play an important role in a considerable long period after the Games.

As a significant international event and a culture and education exchange activity, Nanjing 2014 served as a platform for the world to come to Nanjing, to know Nanjing, to be fond of Nanjing and to strengthen friendly exchanges with Nanjing, and for Nanjing to enhance its city brand and presence. The Opening Ceremony of Nanjing 2014 created a great sensation, and with the help of the media coverage, about 30% of the global population got to know Nanjing 2014. On the first day after the Opening Ceremony, the information of Nanjing 2014 was shared by 450 million Weibo users. With

the media coverage spreading the whole world, Nanjing 2014 enhanced the reputation and presence of Nanjing.

The legacies of Nanjing 2014 have brought great benefits to Nanjing, including modifications to the strategic planning, innovations in the spatial structure system, improvement in the residents' cultural attainment, transformation in the economic and social development and enhancement in sustainability awareness.

Stimulated by Nanjing 2014, the driving forces of Nanjing are being restructured. The youth, international presence and Internet will constitute the main driving forces for future development of Nanjing. Thanks to the preparation for and organisation of Nanjing 2014, the sport, youth, culture and arts are further integrated, the sports activities are thriving

in Nanjing, and the exchanges between local youth and their counterparts in other countries/regions are promoted, which all increase greatly the vitality of Nanjing.

Ten facilities including the Youth Olympic Village, Nanjing Youth Olympic Games Sports Park, International Youth Culture Centre, International Youth Square and "Nanjing Eye" have become new landmarks of Nanjing. The "Nanjing International Sports Sculpture Competition", with the theme of "Power of the Youth" and the three main elements of "Youth", "Life" and "Spirit", received extensive support from the youth and artists around the world. These sculptures display the marks of Nanjing 2014, the beauty of sports competition and the charm of arts, and become permanent classical YOG legacies in Nanjing, enabling the Olympic spirits to stay in Nanjing forever.

# 15 Games Organisation Methods



Nanjing 2014 was interweaved with excellent organisational management and work mechanisms throughout the bid, preparation and hosting phases. The success of the Games was ensured thanks to the scientific and logical planning, efficient organisational structure as well as steady and orderly operational control.

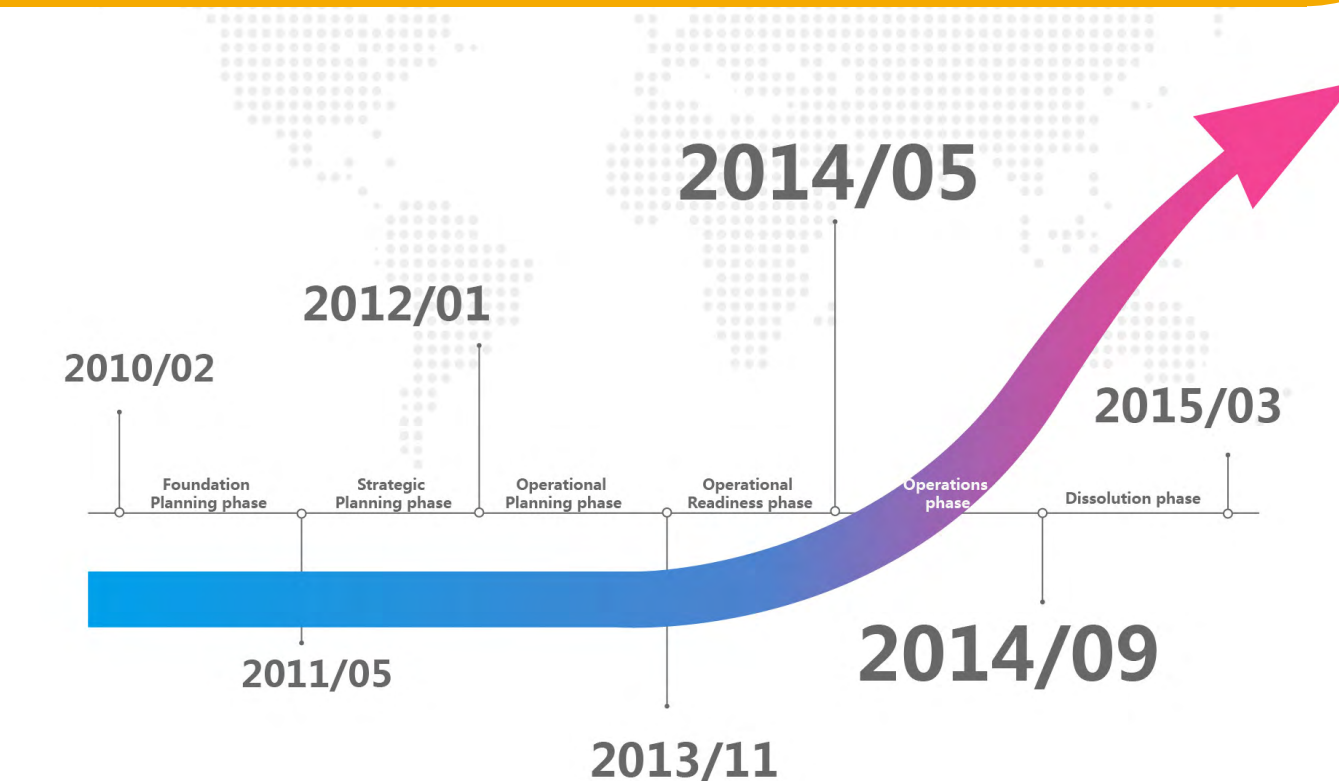


## Scientific and logical project cycle

### NANJING 2014 PREPARATION CYCLE

When the IOC awarded the right to host the 2nd Summer Youth Olympic Games to Nanjing in February 2010, NYOGOC began a Games project cycle of 62 months, and underwent six phases in total, namely Foundation Planning, Strategic Planning, Operational Planning, Operational Readiness, Operations as well as Dissolution. Each phase was completely new to NYOGOC staff and the 62 months of work has left everyone with an unforgettable experience.

From February 2010 to April 2011 was the Foundation Planning phase, which was primarily focused on preparing for the Games, forming organisations, formulating the Foundation Plan and Master Schedule as well as specifying preparation concepts, vision and goals. From May 2011 to December 2011 was the Strategic Planning phase, which was primarily focused on furthering the design of the Foundation Plan, confirming the rules related to decision-making and action, specifying the organisational nature, work content and starting point of NYOGOC, intensifying organisational planning during the Games as well as selectively implementing market development plans and related operational strategies. From January 2012 to October 2013 was the Operational Planning phase, which



was primarily focused on organising and compiling the Function-specific Operating Plans of Nanjing 2014, and confirming related requirements for each functional area (FA), including the service levels, operation policies, operation procedures and resource allocation. The compilation of venue operation plans was also kicked off to ensure the planning and design of the Games-time operations command system. From November 2013 to April 2014 was the Operational Readiness phase, which was primarily focused on completing the Function-specific Operating Plans and Venue Operation Plan, confirming the operation policies and procedures for FAs and venues, completing

venue operation plans, establishing a Games-time operations command system and getting ready for the subsequent launch of testing and drills. From May to August 2014 was the Operations phase, which was primarily focused on the trial operations and drills of Nanjing 2014, adjusting and perfecting operation policies and procedures and getting fully prepared for Games-time operations. From September 2014 to March 2015 was the Dissolution phase, which was primarily focused on wind-up tasks such as staff placement, the gradual completion of task termination, knowledge transfer, project evaluation, venue restoration and return as well as official reports.

## Highly effective organisational structure

### NYOGOC ORGANISATIONAL STRUCTURE

Following the success of the bid for the Youth Olympic Games (YOG) by Nanjing in February 2010, NYOGOC was formally set up three months later in May. It received the full support from governments and departments at national, provincial and municipal levels, and maintained excellent communication and collaboration with the Chinese Olympic Committee (COC) and related foreign partners. NYOGOC boasted a strong organisational and mobilisation capability, and following the execution of preparations at each phase of Nanjing 2014 it achieved continuous optimisation and integration of its organisational structure. It provided powerful organisational support for Games preparations and operations with its highly efficient decision-making and organisational coordination.

NYOGOC integrated the administrative resources of governments and departments at national, provincial and municipal levels before, during and after the Games, and played a strong role in organisation and mobilisation. NYOGOC adopted the committee system and comprised consultants, president, executive president, deputy president, secretary-general, standing deputy secretary-general, deputy secretary-general and committee members, among whom were COC President and Secretary General, members of the IOC, representatives from the host city and related representatives. NYOGOC had an Executive Board (EB) and 18 departments. The EB was the core

decision-making and execution body of NYOGOC. Member units of NYOGOC included personnel from governments at national, provincial, municipal and regional levels as well as those from related circles.

Organisations within NYOGOC included 18 departments, namely the Administrative Office, Legal Affairs, Supervision & Audit Department, Corporate Planning Department, Finance Department, Human Resources Department, International Relations Department, Marketing Department, Sports & Venues Department, Games Services Department, Communications & Public Relations Department, Media Operations Department, Culture & Education Department, Opening/Closing Ceremonies Department, Information Technology Department, YOV Department, Security Department and Volunteers Department. They acted as the execution teams of NYOGOC.

Since the beginning of the Operational Readiness phase, NYOGOC had launched the planning for the Games-time operations command system. When the Operations phase started, the department-based operational structure of NYOGOC was changed to venue-based Games-time operations command system structure. Corresponding venue operation team and FA operation team were set up under the universal command, control and coordination of the General Command Centre and Main Operations Centre (MOC), which were responsible for Games-time operations.

Upon entering the Dissolution phase, NYOGOC gradually returned to a department-based organisational structure. Following the implementation of the Dissolution phase, the number of staff was slowly reduced until dissolution.

Based on the work requirements of different phases, NYOGOC carried out corresponding optimisation and integration of its organisational structure without changing the overall structure, and maintained relatively good work adaptability and agility.

Based on the organisational structure of each phase, NYOGOC also established corresponding decision-making and discussion mechanisms and specified eight meeting systems to cover plenary committee meetings, plenary executive committee meetings, president administrative meetings, executive president administrative meetings, EB special meetings, secretary-general administrative meetings, secretary-general special meetings, weekly organising committee meetings and department work meetings. A series of Games-time decision-making and discussion mechanisms were established, including the general commander meetings and MOC director meetings. NYOGOC held a total of 47 secretary-general administrative meetings, 38 secretary-general special meetings and over 100 other work meetings during the preparation, which generated over 100 meeting minutes of all types. Nine Games-time general commander meetings were held as well as 20 MOC director meetings and other related meetings, which powerfully guided the work of Nanjing 2014.



## Steady and orderly operation management

### GAMES PROJECT MANAGEMENT

NYOGOC managed and controlled project operations of Nanjing 2014 with the IOC through plan compilation, operation integration, process control as well as communication and coordination, thus ensuring the steady and orderly preparation and operations of Nanjing 2014.

### PLAN COMPILATION

The Event Manual provided Nanjing 2014 with a clearly “planned” path. NYOGOC completed the compilation of the Foundation Plan, Strategic Plans, Function-specific Operating Plans, Venue Operation Plan, Operational Readiness Strategy, plans related to the Games-time operations command system, as well as all types of contingency plans, and formed a comprehensive planning system.

**Foundation Plan.** The compilation of Nanjing 2014 Foundation Plan was comprehensively launched in June 2010 and primarily focused on Games Foundation Plan (GFP) and Master Schedule (MS), which extensively drove the top-layer design of Nanjing 2014. Under the leadership of NYOGOC, and based on the YOG Host City Contract of the IOC, Event Manual, the Candidature File of Nanjing 2014

and the experience from the YOG in Singapore as well as the opinions of experts from Beijing 2008, the compilation of GFP and MS took nearly a year. The preparation concepts, vision and goals of Nanjing 2014 were thus put forward, and the overall structure and composition of NYOGOC confirmed, while planning and design for work and tasks during the entire cycle of the YOG were carried out based on the concepts of project management. The work and tasks of Nanjing 2014 over the four-year period were further broken down based on the requirements of GFP, and the MS formulated to divide and implement preparations for the Games to individual month, department and FA, thus laying the foundation for subsequent progress management.

**Strategic Plan.** The Strategic Plan for Nanjing 2014 is divided into two parts: “Games-wide Strategic Plan” and “FA Strategic Plans”. The Games-wide Strategic Plan aims to coordinate various Games-related matters in the Strategic Planning phase from a Games-wide perspective, improve top design on the basis of the Foundation Plan, and further clarify “what kind of Games is to be hosted, who will host the Games and how to host the Games”. As a breakdown of the Games-wide Strategic Plan, the FA Strategic Plans further specified the objectives and responsibilities of each FA. Starting from May 2011, NYOGOC completed the FA Strategic Plans for 41 functions in eight months. Through formulating the Strategic Plan, NYOGOC further specified and enriched the concepts, vision, goals and mission of Nanjing 2014, clarified and improved its own organisational structure and work mechanism, standardised and established the project management system and methods for the Games, sorted out and defined the respective responsibilities and tasks of its 18 departments

and 43 FAs, adjusted and identified five major client groups of the Games as well as the methods of defining the client service levels, studied and finalised corresponding resource allocation strategies and testing strategies, evaluated and analysed the primary risks and opportunities, and elaborated on and formulated legacy strategies for the Games. The Strategic Plan provided a strategic basis for the entire preparatory work, particularly for the compilation of the Operational Plan.

**Operational Plan.** In January 2012, Nanjing 2014 entered the Operational Planning phase, which spanned the longest time among the six major phases. Guided by the Foundation Plan and the Strategic Plan, NYOGOC spent about 22 months revising and perfecting the three versions of the Operational Plan continuously. The first version established the framework of the Function-specific Operating Plans; the second version started to focus on Games-time operations, including the tasks, policies and procedures, service levels and contents, and established the resource requirements; the third version, which was centred on Games-time operations, defined the scope of client groups for each FA, the operating time, the operating flow, space requirements, hardware requirements, etc., and specified the Games-time operating tasks, operation policies and procedures, resource requirements, communication and coordination mechanisms, etc. according to the Games-time operational tasks. Eventually, 41 Function-specific Operating Plans (with a total of 900,000 Chinese characters), 15 team-specific operating plans, and six non-competition venue team operating plans were formulated. These plans further specified the Games-time operation policies and procedures, the organisational structure and mechanism, the contingency



plan, the operation tasks as well as resource allocation for each FA/team, thus providing an important policy basis for compiling the Venue Operational Plan in the next step and entering the Operational Readiness phase. Upon entering the Games-time Operation phase, the FAs turned into corresponding operation teams successively. Following the transition, each team refined its own Function-specific Operating Plan according to the particular conditions and formed the Games-time Team Operational Plans.

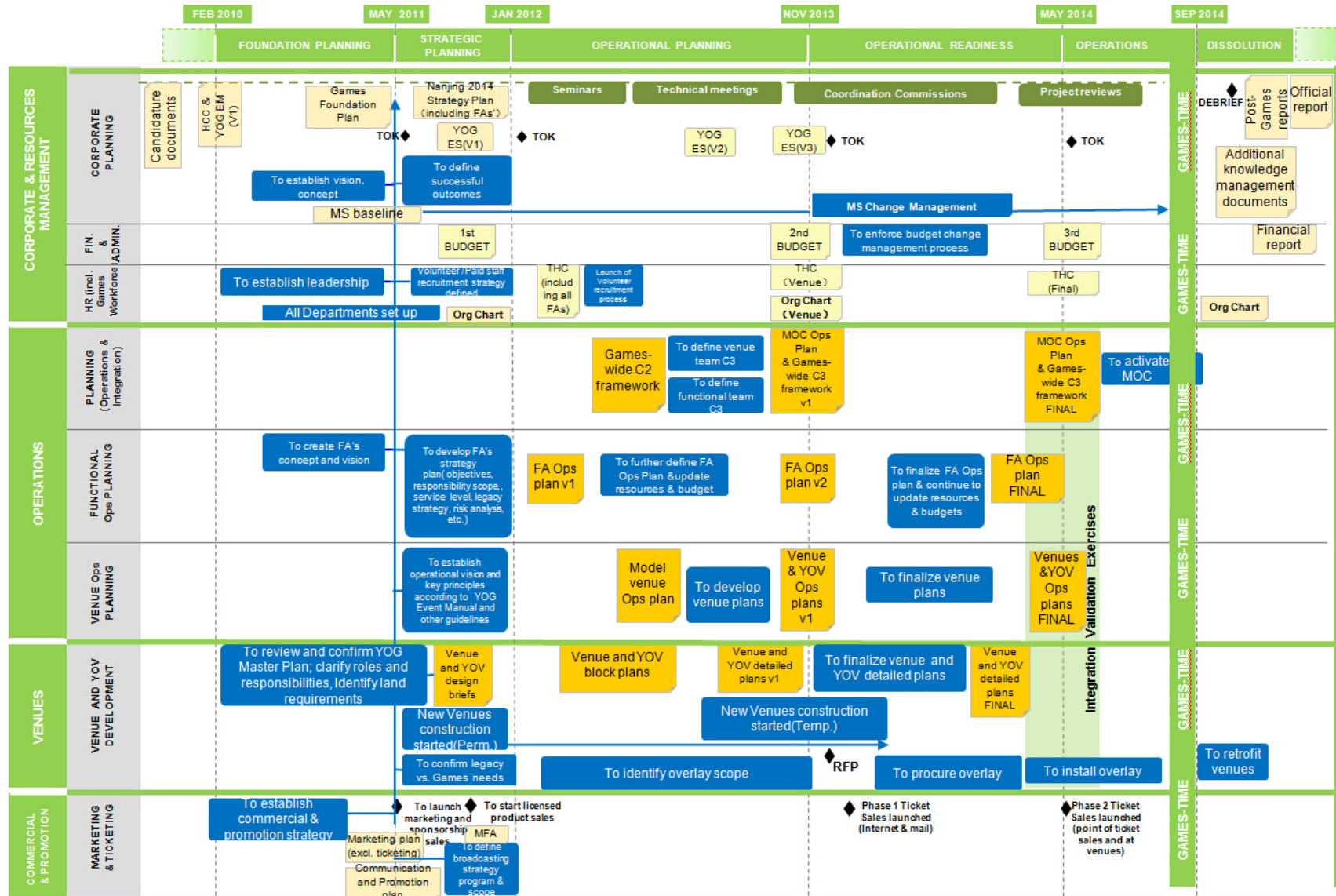
**Operational Readiness Strategy.** On October 2013, following the end of the Operational Planning phase, NYOGOC completed the compilation of the Operational Readiness Strategy on the basis of the Asian Youth Games, and pressed on with the readiness tasks of its respective departments in four aspects. First is “policy readiness”, which centred on the Function-specific Operating Plans and the Venue Operational Plan to require the completion of all pre-Games plans, proposals and contingency plans, as well as the specification of feasible operation policies and procedures and resource allocation requirements. Second is “organisational readiness”, which was based on venuisation and the principle of “focusing on competitions, taking venues as the basis, and relying on local support” to establish a Games-time operations command system under the leadership of the General Command Centre for Games-time Operations and the Main Operations Centre, as well as a sound organisational structure and operating mechanism. Third is “venue readiness”, which includes venue construction and venue management: on the one hand, all the venues are completed and delivered to NYOGOC for Games-time operation; on the other hand, venuisation is fully launched, venue teams set up, material inflow started,

and venue operating mechanism established, so as to get ready for the subsequent trial run. Fourth is “client readiness”, which aimed to urge Clients Responsibility to implement the key Client Registration Procedure (CRP) for five major types of clients and release the Games service levels, policies and procedures to various client groups. The four aspects of readiness made it possible for the transition to the trial run as well as for the subsequent tests and drills.

**Post-Games Use Plan.** Since late February of 2014, NYOGOC had started to compile the Post-Games Use Plan, which defined NYOGOC’s subsequent goals, principles, steps, mechanisms and specific tasks, and came together with eight sub-plans for personnel placement, financial settlement, contract fulfilment, intellectual property rights, post-Games reporting, venue restoration, signage demolition, and technical termination. In order to ensure smooth and orderly post-Games hand-over and management of legacies, a hand-over plan for Nanjing 2014 legacies was prepared, which clarified the responsibilities of relevant government authorities for legacy use and management. In the Dissolution phase, NYOGOC and the IOC continued to exchange information according to the work mechanism of the preparatory period to ensure post-Games arrangements be carried out properly. The primary objectives of post-Games use, among others, is are to recover the assets, reduce costs and increase revenues wherever possible, as well as fulfil all contract obligations and commitments, dispose of assets, discharge liabilities, obligations and responsibilities, complete the hand-over of legacies and start the post-Games use and management of legacies, and ensure the Games workforce return to their original posts or be re-employed, thus maximising the value of the YOG.



Nanjing Youth Olympic Games Readiness Integrated Plan — NYOGRIP 2014 (final)



## OPERATIONS & INTEGRATION

NYOGOC and the IOC had attached great importance to integration since the very beginning of the preparations for the Games and always considered it an important and difficult task. Throughout the preparatory and operational process, NYOGOC intensified and propelled the integration work at multiple levels according to the requirements of objective management and the Nanjing Youth Olympic Games Integration Plan (NYOGRIP).

**Client integration.** Based on the needs of different client groups, NYOGOC conducted cross-function and cross-venue operational integration of the client service levels, policies and procedures among the Client Responsibilities. NYOGOC identified five major client groups, namely the IOC, NOCs, IFs, media and NYOGOC, as well as 88,408 persons for accreditation, defined the service levels and contents for each client group from their arrival until departure, and organised the Client Responsibilities to implement the CRP, thereby effectively and orderly delivering client services of different levels to the respective client groups.

**Plan integration.** Through compiling the Foundation Plan, Strategic Plan, Function-specific Operating Plans, Venue Operation Plan, Operational Readiness Strategy and various contingency plans, NYOGOC pushed forward the integration work from two perspectives: FAs and venues. In terms of FAs, NYOGOC worked together with the IOC through cross-function coordination, symposiums, workshops, special sessions, and work meetings to facilitate the communication and integration of different FAs in service levels, operation policies, operation procedures

and resource allocation. In terms of venues, through the compilation of the Venue Operation Plan, the operation policies and procedures for the respective FAs were refined and implemented to achieve the goal of integrated venue operation. On the other hand, through the compilation of the Venue Operation Plan, the relevant policies and procedures in the Function-specific Operating Plans were optimised to minimise the risks for venue operation.

**Validation exercise integration.** On the one hand, NYOGOC took the Asian Youth Games as an opportunity to carry out extensive tests and drills on the service levels, policies and procedures, resources allocation, and client group flow as defined by the operating plans for various departments and FAs and did a good job in reviewing the work after the AYG. On the other hand, NYOGOC fully utilised the pre-Games testing opportunities to strengthen the integration by carrying out function-specific drills, venue integration drills and NYOGOC-wide tests. Moreover, the Main Operations Centre organised two tests for Games-time operations command to ensure the optimal performance of the entire system, laying a solid foundation for Games-time operations.





YOG Master Schedule, version 6.3, sept 2011 uploaded in IOC's system

YOG 2014 Opening Ceremony											2014/8/16		
Code	Planning Phases	Type of KE	Task Name	Finish Date	Current Status	New Deadline	Responsibility	Description	Impacted Clients/ Stakeholders	Impacted Functions	TOK		
<b>1COR CORPORATE, RESOURCES MGMT (WORKFORCE/EQUIPMENT)</b>													
<b>1COP.1CPL PLANNING (CORPORATE)</b>													
<b>Programme, Planning &amp; Administration</b>													
1COP.1CPL.1PPA.001	3 - Strategic Planning	MS-F	Planning/Reporting guidelines completed	Jun/11	Done		YOGOC	Establish the initial policies and procedures to be followed up by the NYOGOC when preparing and updating the Games Master Schedule. Senior Management has to agree with the process.	IOC	All	Yes		
<b>YOG Event Schedule Integration</b>													
1COP.1CPL.2SCH.002	2 - Foundation Planning	MS-F	YOG Event Schedule elaboration starts	Oct/10	To do	NA	YOGOC	Sport, Culture and Education functions start elaborating intertwined YOG Event Schedule. Planning (Corporate) is responsible to ensure this cooperation.	IOC	Planning (Corporate);Sport;CEP; Broadcasting;Ticketing; Venue Management	No		
1COP.1CPL.2SCH.001	3 - Strategic Planning	MS-O	YOG Event Schedule v1 (Schedule by Day) completed	Dec/11	To do		YOGOC	The YOG Event Schedule consists of the sport, culture and education schedule.	IOC	Planning (Corporate);Sport;CEP;Media Operations;Ticketing;Venue Management	Yes		
1COP.1CPL.2SCH.003	4 - Operational Planning	MS-O	YOG Event Schedule v2 completed & submitted to IOC for approval	May/12	To do	Jan/13	YOGOC	The Session Schedule identifies the start time and finish time of each session. The YOG Event Schedule by session is completed when the sport (by session), culture and education (still by day) event schedule v2 is successfully integrated.Final version -high level- to be submitted to IOC for approval. CEP hour by hour schedule v.2 not until December 2012	IOC	All	Yes		
1COP.1CPL.2SCH.005	4 - Operational Readiness	MS-O	YOG Event Schedule v3 (Schedule by Event) completed	Sep/13	To do		YOGOC	The Event Schedule identifies the exact events (both sport and culture and education) timing that will take place and at what time in each session.	IOC	Planning (Corporate);Sport;CEP;Media Operations;Ticketing;Venue Management	Yes		
<b>Master Schedule</b>													
1COP.1CPL.3MSC.001	2 - Foundation Planning	MS-F	Generic Master Schedule provided to NYOGOC	Jun/10	Done	NA	IOC	The IOC has a generic version of the IOC Master Schedule, which includes Key Events with a generic date and context. This model is provided to NYOGOC.	IOC	All	No		
1COP.1CPL.3MSC.007	2 - Foundation Planning	MS-F	Draft version of the Games Master Schedule submitted to IOC	Oct/10	Done	NA	YOGOC	This is the draft document that adapts the IOC Master Schedule to the local host city context for discussion with the IOC.	IOC	All	No		
1COP.1CPL.3MSC.002	3 - Strategic Planning	MS-O	Baseline version of the Games Master Schedule completed	Jun/11	To do	Jul/11	YOGOC	Planning should coordinate all preparation of this baseline version while working with the IOC and drawing on the advice of the other NYOGOC personnel and advisors as appropriate. The baseline version of the Games Master Schedule is part of the Games Foundation Plan. This document must be drafted to be used as the basis of the report to the Commission.	IOC	All	Yes		
1COP.1CPL.3MSC.003	3 - Strategic Planning	MS-O	Master Schedule change management process started	Jun/11	Done	NA	YOGOC	A change management process shall be established by the IOC in order to allow NYOGOC and IOC to keep the Master Schedule up to date throughout all planning phases as new milestones are added and dates are reviewed on a regular basis.	IOC	All	No		
<b>Structures</b>													
1COP.1CPL.4STR.001	2 - Foundation Planning	MS-O	Foundation of IOC Coordination Commission	Apr/10	Done	NA	IOC	IOC President appoints Chairman and Members of YOG Coordination Commission	IOC	Planning (Corporate)	No		
1COP.1CPL.4STR.003	2 - Foundation Planning	MS-O	NYOGOC Foundation and in operation	Jun/10	Done	NA	YOGOC	Legal entity of NYOGOC formed, and all administration systems operational. The NYOGOC shall be constituted not later than three months following the election of the YOG host city.		Planning (Corporate)	No		
1COP.1CPL.4STR.004	2 - Foundation Planning	MS-F	Head of NYOGOC appointed	Jun/10	Done	NA	YOGOC	Head of the NYOGOC (President) appointed		Planning (Corporate)	No		



### PROCESS CONTROL

NYOGOC and the IOC jointly established a unique Games process control system, which ensured smooth Master Schedule management and risk control in all aspects throughout the process of pre-Games preparations, Games-time operations and post-Games arrangements.

### Master Schedule Management

In the Strategic Planning phase, NYOGOC and the IOC jointly established a Master Schedule management system on the basis of the 588 milestones in the Master Schedule and the 937 subsequent tasks.

With the support of its departments, NYOGOC formed an internal evaluation system based on the monthly project evaluation meeting system. From May 2011, NYOGOC started to evaluate the milestones on a monthly basis in the following way: NYOGOC leaders convened a project evaluation meeting each month, at which each department reported on the progress of its milestones in the current month, risk points, as well as its milestones of the following month; the relevant departments put forward their opinions or suggestions regarding the milestones and ensure smooth cross-department integration and coordination, thereby providing reference for the decision-making by NYOGOC executives. Milestone management provided momentum for NYOGOC departments to complete their tasks on time. The great importance and strict requirements that NYOGOC attached to milestone management further increased the work intensity and motivation for each department, thus ensuring the smooth and orderly progress of the preparatory work for the Games towards the set objectives.

The IOC exchanged progress reports with NYOGOC on a regular basis to grasp the overall progress, analysed existing problems through the project evaluation system, and promptly provided its opinions and suggestions for NYOGOC, thus ensuring the smooth progress of the preparatory work for Nanjing 2014.





Risk evaluation and control

During the preparations and operations of Nanjing 2014, risks objectively existed and were fraught with features such as contingency, complication and volatility, dynamic and continuous monitoring was therefore necessary. According to the general classification of risk types of major international sports events, Nanjing 2014 was faced with the following risks from a macroscopic level: strategic, operational, financial and disaster risks. In accordance with the risk management standards, NYOGOC conducted systematic tracking and evaluation of the four types of risks as stated above, and minimised the risks during the Games through the compilation of related contingency plans and pre-Games testing.

First of all, the implementation of risk identification and evaluation. Based on the NYOGOC Risk Monitoring Methods and the requirements of the IOC, five rounds of risk identification and evaluation were organised at different phases before the Games. Risks that would affect the smooth staging of the Games were periodically sorted out from four major aspects: natural (disaster), strategic, financial and operational, and Risk Register and Risk Evaluation Report were compiled and supplied to NYOGOC senior officials during each round as the basis for decision-making. All FAs and teams were thus guided to prevent and control risks, and preparations made for the subsequent compilation of contingency plans. Among them, the fifth round of risk identification and evaluation put together a total of 2,354 overlapping risk points with 406 critical ones.

<b>Extreme</b>	<b>Moderate</b>	<b>High</b>	<b>Ultra</b>	<b>Ultra</b>
<b>High</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Ultra</b>
<b>Moderate</b>	<b>Very Low</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>
<b>Low</b>	<b>Very Low</b>	<b>Very Low</b>	<b>Low</b>	<b>Moderate</b>
<b>Consequence</b>	<b>Remote</b>	<b>Unlikely</b>	<b>Possible</b>	<b>Almost Certain</b>
<b>Likelihood</b>				

Nanjing 2014 Risk Identification Matric Diagram



Secondly, formulation of safety management plans. According to the general work plan and requirements of the IOC and NYOGOC, combined with the experience from previous major international sports events in venue safety management as well as the characteristics of Nanjing 2014, a “General Safety Management Plan” was formulated. All the venues and related teams were guided accordingly to work out their specific safety management plans, taking into account the actual and task features of venues. Each unit was guided to formulate its own “safety check list”. Each venue and team would lead other FAs to conduct dual safety checks covering the basic levels and each FA at fixed phases during the Games. Attention was paid to detail to help the venue uncover potential risk points in time and nip them in the bud.

Thirdly, contingency plans were meticulously compiled. Contingency plans are the key bases for handling all kinds of contingencies at an edition of sports event as well as an important tool for reducing Games-time risks. Based on the risk identification and evaluation, NYOGOC began the compilation of contingency plans for Nanjing 2014 according to the actual work progress in November 2013. Two editions of Nanjing 2014 General Contingency Plan were published and circulated in March and July 2014, respectively. 379 entries were compiled in the final edition of the General Contingency Plan, by which each unit was guided to uniformly begin the compilation of dedicated contingency plans in conjunction with its work, which generated a total of 5,625 entries.

Fourthly, pre-Games drills were organised. On the one hand, the Nanjing 2014 Contingency Drills Implementation Plan

was formulated, whereby the drills were launched for each competition venue. Different types and levels of contingencies were customised based on the features of each venue, and simulations of Games-time handling process took place without advanced notice to effectively examine the internal communication, command and coordination systems of the venue teams, thus helping each FA of the venue team to better define the responsibilities and uncover any potential issues. On the other hand, each unit was asked to voluntarily organise and launch different levels of contingency plan drills such as process and theoretical drills to timeously uncover potential issues during the drills and continuously perfect the contingency plan handling capability of Nanjing 2014.

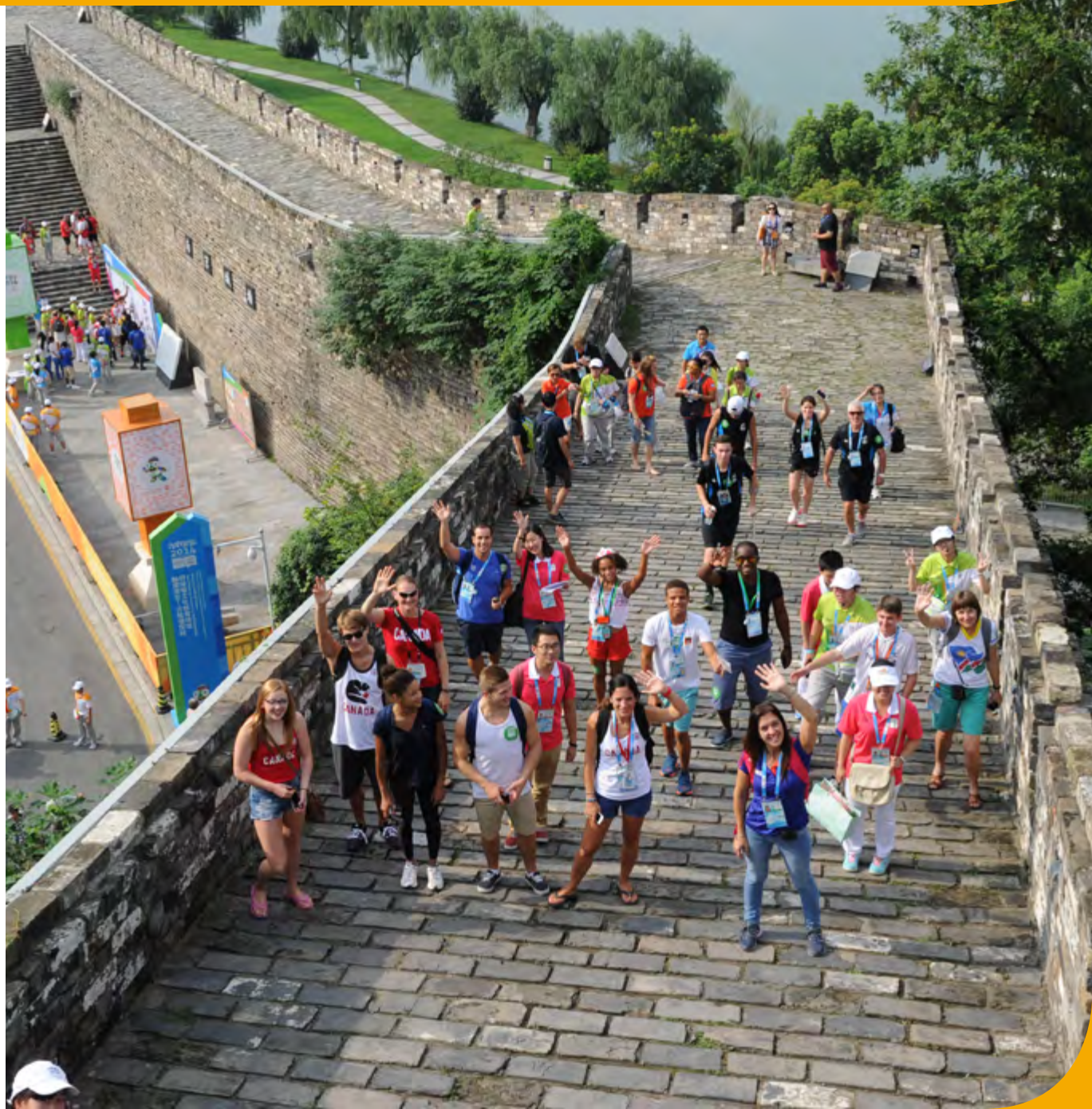
It was exactly based on effective progress management and risk control that the preparations and operations of Nanjing 2014 were thoroughly implemented. When the Games-time operations began, NYOGOC established a set of decision-making operational mechanisms that centred around the General Command Centre and Main Operations Centre, and integrated venue and FA operations within the general framework of Games-time operations command system. Universal command and hierarchical decision-making were thus achieved and provided organisational support for the success of Nanjing 2014.



## COMMUNICATION AND COORDINATION

Good communication is critical to the success of project management, particularly with external organisations to ensure the preparations and operations of Nanjing 2014. With the help of the IOC, NYOGOC actively communicated and coordinated with relevant stakeholders, including the IOC, and built an effective communication and coordination system.

**Communicating with the IOC.** NYOGOC has established a comprehensive conference mechanism with the IOC to continuously strengthen communication and coordination. Before the Games, both parties actively communicated and coordinated to maintain excellent collaboration through the IOC Coordination Commission (CoCom) meetings, IOC Project Review meetings, IOC technical meetings and conference calls between different levels of the IOC and NYOGOC. During the Games, two coordination meetings took place between the IOC President and NYOGOC Executive President, and three special coordination meetings were held between IOC Olympic Games Executive Director Felli and Director of MOC, which determined excellent mechanisms and support for both parties during the Games. Meanwhile, the IOC Games Coordination Office and MOC maintained regular communication and coordination on a daily basis through at least two conference calls, in the morning and afternoon respectively, to exchange the latest operational information and provide the critical basis for decision-making by senior officials from both sides.







**Communicating with the NOCs.** Compared to the communication with the IOC, that with the NOCs started from scratch. Multiple means were employed to collect the contact details of 204 NOCs and build a database. Even a contact map was created between the Association of National Olympic Committees (ANOC) and the five Continental Associations of NOCs. In the course of contact information collection, time difference was overcome and calls were made around the clock to contact each NOC over a five-month period. Five editions of the NOC Bulletins were compiled and distributed among the NOCs on this basis to introduce the preparation progress and related service policies of Nanjing 2014, while actively promoting and popularising Nanjing 2014. Furthermore, opportunities were seized when participating in the meetings of the ANOC and the five Continental Associations of NOCs, whereby active communication was made with meeting participants to continuously enrich and perfect the contact system with each NOC. The Chefs de Mission Seminar took place in March 2014, which was one of the most important meetings before the Games as well as a key meeting for the organising committee to announce the policies and procedure to the NOCs in accordance with the Games convention. Nine Chefs de Mission meetings took place in the YOY during the Games, each of which was on average attended by about 150 delegations. NYOGOC announced 20 items of policy and information, while the IOC announced 33.

**Communicating with IFs.** To ensure smooth and efficient communication, a single-contact system was implemented in the day-to-day work with the 28 IFs before the Games. The entirety, integration and timeous delivery of information was thus ensured, and information repetition, separation,

omission and delay due to the involvement of multiple individuals were prevented, while focus was placed on information feedback. In addition to daily e-mail and telephone contacts, regular conference calls were held with FAs from the IOC Sports Department, and IFs participated in the NYOGOC senior management conference calls, IOC technical meetings, project evaluation meetings, coordination commission meetings, to intensify communication and collaboration in key tasks with the IOC as well as organise, coordinate and handle specific issues. An IF communication plan was compiled based on the demands of the IF for the work progress of NYOGOC and information sharing to confirm the content framework, batches, time period and release channels of the information and clarify responsibilities. Regular daily meeting system and contingency contact system were established by the Sport Command Centre and the IOC Sports Department during the Games-time to examine key work risks and timeously solve any issues.

In addition to the above-stated organisations, NYOGOC actively established mechanisms of regular communication and coordination with other external stakeholders. It is exactly due to the joint effort of NYOGOC and the IOC that Nanjing 2014 achieved great success and contributed to the development of the Olympic Movement and the advance of the city of Nanjing.



## 16 Facts and Figures



# GENERAL MANAGEMENT

# 85

## WORKING MEETINGS

(Held by NYOGOC Secretary General)

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**14** NYOGOC–IOC TECHNICAL MEETINGS

---

**9** MEETINGS OF OPERATION COMMANDERS DURING GAMES-TIME

---

**5** MEETINGS OF THE COORDINATION COMMISSION OF NANJING 2014

---

**3** SPECIAL MEETINGS BETWEEN IOC OLYMPIC GAMES EXECUTIVE DIRECTOR AND MOC DIRECTOR DURING GAMES-TIME

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**2** COORDINATION MEETINGS BETWEEN IOC PRESIDENT AND NYOGOC EXECUTIVE PRESIDENT DURING GAMES-TIME

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**627** Milestones of the Master Schedule

**316** General Policies and Procedures for Games-time

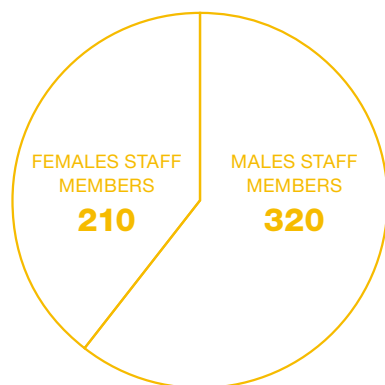
**43** Functional Areas (FAs)

**40** MOC Daily Reports during Games-time

**4** Project Reviews for Nanjing 2014



## NYOGOC WORKFORCE

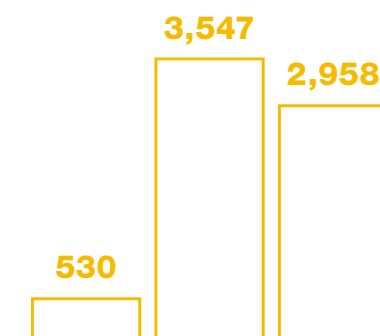


**530**

NYOGOC STAFF MEMBERS

- 38** Average Age
- 7** Staff Members from Beijing 2008 Organising Committee

## GAMES-TIME WORKFORCE



**530**

NYOGOC STAFF MEMBERS

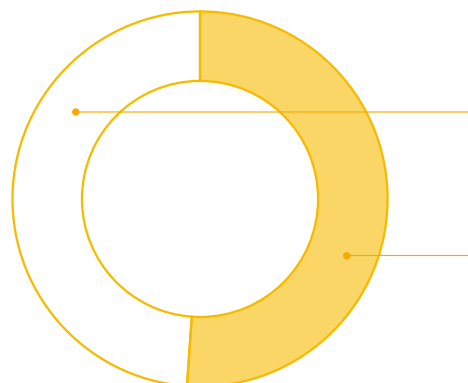
**3,547**

TEMPORARY WORKFORCE IN THE VENUES TEAMS

**2,958**

GOVERNMENT OFFICIALS

## SPORTS PRESENTATION



**748**

LIVE PERFORMANCE

**710**

APPEARANCES OF THE MASCOT

## NANJING 2014 SPORTS LAB

**30,000**

SPECTATORS

- 11** DAYS OF SHOWCASING (Exhibition and Initiation)

- 4** NON-OLYMPIC SPORTS (Roller Sports, Sports Climbing, Skateboarding and Wushu)

# SPORTS

# 3,759

## ATHLETES

<b>1,908</b>	MALES ATHLETES
<b>1,851</b>	FEMALES ATHLETES
<b>222</b>	EVENTS
<b>30</b>	DISCIPLINES
<b>28</b>	SPORTS

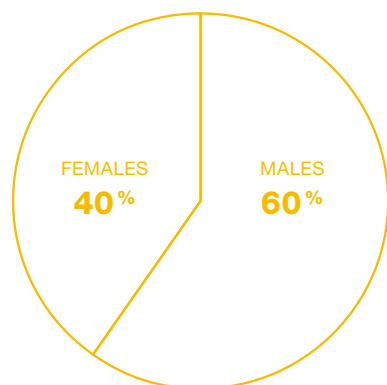
<b>124,000</b>	Pieces of Sports Equipment
<b>1,209</b>	National Technical Officials
<b>893</b>	IF Representatives
<b>203</b>	NOCs +1 Independent Olympic Athlete
<b>104</b>	NOCs Winning Medals
<b>53</b>	Late Athlete Replacements
<b>51</b>	% of NOCs Winning Medals
<b>37</b>	Athlete Role Models
<b>13</b>	Days of Competition



# VOLUNTEERS

# 18,551

## VOLUNTEERS IN TOTAL



**25** NATIONALITIES  
OF VOLUNTEERS

**95%** OF VOLUNTEERS  
AGED BETWEEN  
18-29

- 3,036** The Largest Number of Volunteers for One Function during Games-time (Sport FA)
- 82** Age of the Oldest Volunteer
- 43** Service Functions
- 37** College Partners for Voluntary Services
- 18** Age of the Youngest Volunteer
- 11** Community Partners for Voluntary Services
- 4** The Smallest Number of Volunteers for One Function during Games-time (Concessions FA)
- 93%** Student Volunteers
- 7%** Volunteers with Other Employment

# TICKETING

# 598,716

## TICKETS ISSUED

<b>136,218</b>	Student Tickets
<b>104,197</b>	Parent – and – Child Ticket Packages
<b>139</b>	Competitions with Tickets 100 % Sold out

---

<b>39,852</b>	CLOSING CEREMONY TICKETS
---------------	--------------------------

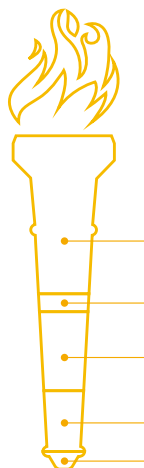
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<b>39,381</b>	OPENING CEREMONY TICKETS
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---



## NANJING 2014 PHYSICAL TORCH RELAY



**81**

**TORCHES**

**104** TORCH-BEARERS

**11.8** JOURNEY (KM)

**58** AGE OF THE OLDEST TORCH-BEARER

**40** ESCORT RUNNERS

**13** AGE OF THE YOUNGEST TORCH-BEARER

## VIRTUAL TORCH RELAY

**112,163,489**

**VIRTUAL TORCH RELAYS**

**115,694** TORCH-BEARERS OF VIRTUAL RELAY

**171,362** DOWNLOADS OF VIRTUAL TORCH RELAY APP

## BRAND PROTECTION

**130,000**

**MARKS COVERED**

**3,064** ROLLS OF ADHESIVE TAPES USED

**2,471** SQUARE METRES OF STICKERS USED

## SOUVENIR

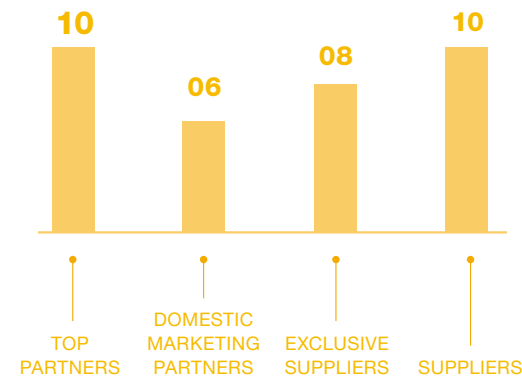
**16**

**CATEGORIES**

**2,887** KINDS OF SOUVENIR

**408** RETAILERS

## SPONSORSHIP



# VICTORY CEREMONIES

# 222

## CEREMONIES

**402** GOLD MEDALS

---

**393** SILVER MEDALS

---

**423** BRONZE MEDALS

---

**1,218** Mascots distributed

**104** NOCs Winning  
at least One Medal

**32** Maximum Number of Medals  
Awarded in One Day



# CULTURE & EDUCATION

# 882,361

## YOGGER INTERACTIONS

---

**114,231** ATHLETES' VISITS TO CEP ACTIVITIES

---

**80,000** LOCAL PRIMARY AND HIGH SCHOOL STUDENTS VISITING CEP ACTIVITIES

---

- 22** CEP Activities
- 241** CEP Partners
- 190** Local Schools Participating in CEP
- 92** International Schools Participating in The School Twinning Programme
- 104** Young Ambassadors
- 35** Young Reporters
- 6** International Organisations Participating in CEP  
(International Committee for Fair-Play –CIFP  
International Federation of Red Cross and Red Crescent Societies –IFRC  
International Olympic Academy –IOA  
International Olympic Truce Centre –IOTC  
World Anti-Doping Organization –WADA  
Joint United Nations Programme on HIV and AIDS –UNAIDS)

# OPENING CEREMONY

# 1:38

## DURATION

**39,381** SPECTATORS

**4,260** PERFORMERS (Paid Professionals)

# CLOSING CEREMONY

# 1:38

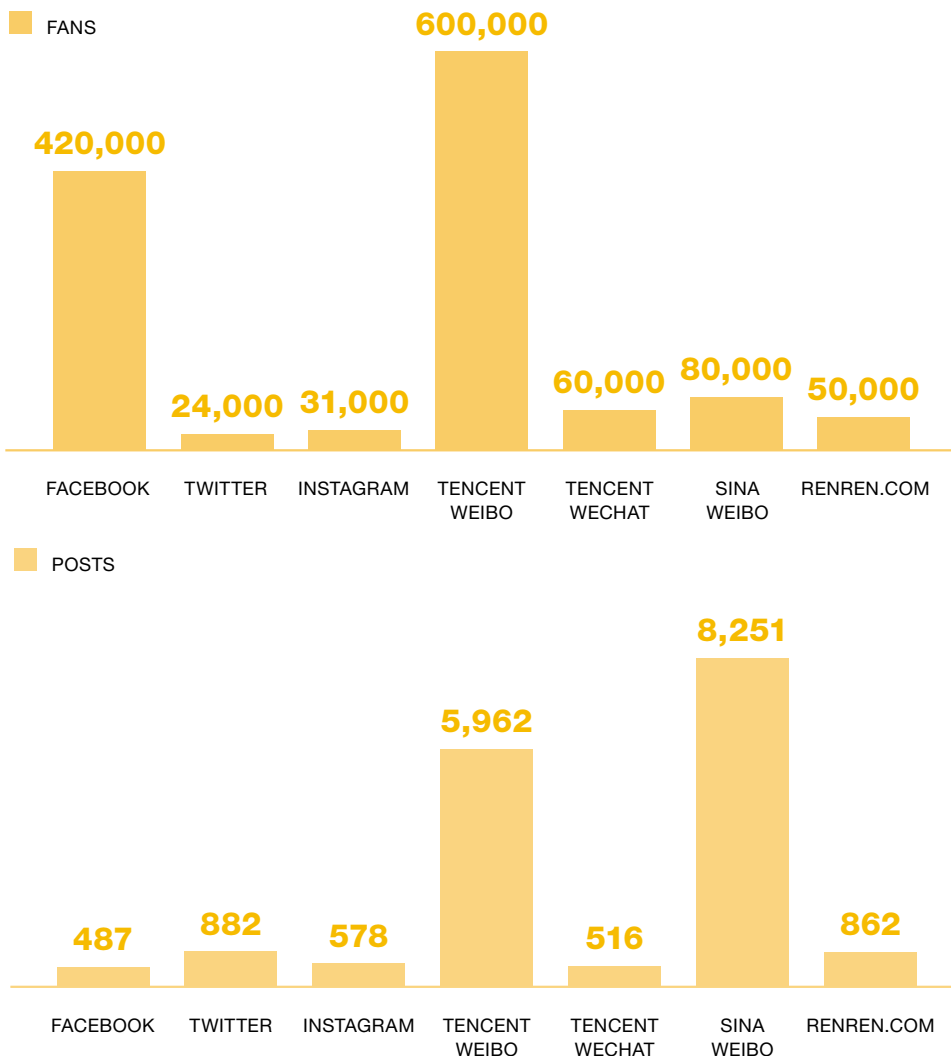
## DURATION

**39,852** SPECTATORS

**2,320** PERFORMERS (Paid Professionals)



## COMMUNICATIONS



## MEDIA OPERATIONS

<b>1,832</b>	INTERNATIONAL PRESS AND BROADCASTERS
<b>206</b>	COUNTRIES AND TERRITORIES COVERED BY TV BROADCAST
<b>100</b>	COUNTRIES AND TERRITORIES BROADCASTING THE COMPETITIONS
<b>63</b>	NON-RIGHTS HOLDERS
<b>32</b>	RIGHTS HOLDERS
<b>23</b>	GAMES-TIME PRESS CONFERENCES
<b>3,000,000,000</b>	GLOBAL VIEWS OF NEWS/ARTICLES RELATED TO NANJING 2014 DURING GAMES-TIME
<b>769,000,000</b>	TV VIEWERS
<b>39,000,000</b>	VISITS TO THE OFFICIAL WEBSITE
<b>43,000</b>	NEWS/ARTICLES RELATED TO NANJING 2014 DURING GAMES-TIME
<b>20,000</b>	ISSUES OF OFFICIAL PUBLICATIONS
<b>8</b>	TYPES OF PUBLICATIONS

# IOC SERVICES AND PROTOCOL

# 94

## IOC MEMBERS

(including Honorary Members)

---

**9,169** PROTOCOL FLAGS

---

**728** ACCREDITED GUESTS

---

**41** GUEST AREAS

---

# LANGUAGE SERVICES

# 400

## YOUNG INTERPRETERS

---

**1,590** CALLS RECEIVED BY THE MULTILINGUAL  
SERVICE CENTRE

---

**896** INTERPRETATIONS COMPLETED  
BY YOUNG INTERPRETERS

---

**10** LANGUAGES FOR INTERPRETING SERVICES

---

**10,000,000** Words Translated

**400,000** Words Translated during 13 Games-Time Days



# NOC SERVICES

# 203

## NOCS PARTICIPATING IN THE GAMES

<b>1</b>	INDEPENDENT OLYMPIC ATHLETE
<b>25</b>	KEY STAFF MEMBERS
<b>1,160</b>	VOLUNTEERS (NOCS ASSISTANTS)

<b>1,090</b>	Inquiries and Issues Solved by NOC Service Desk
<b>197</b>	NOCs Attending the Chefs de Mission Seminar
<b>25</b>	Key Staff Members
<b>4</b>	Languages of Official Publications (Chinese, English, French, Spanish)

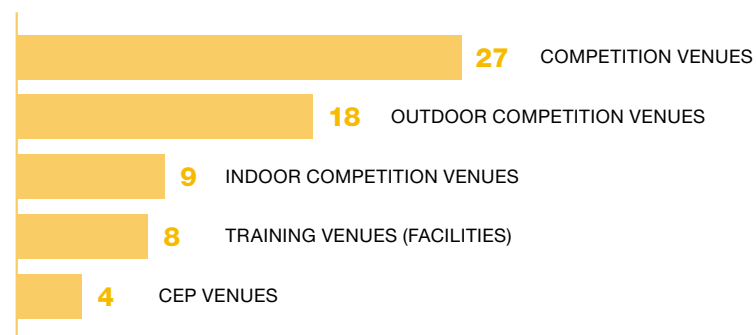
# VENUES

# 28,500

## SEATS IN THE COMPETITION VENUE WITH THE MOST SEATS

(STADIUM OF JIANGNING SPORTS CENTRE)

**500** SEATS IN THE COMPETITION VENUE WITH THE LEAST SEATS  
(Fangshan Shooting Hall, excluding open field)



## 15,700

PORTABLE FACILITIES

## 622

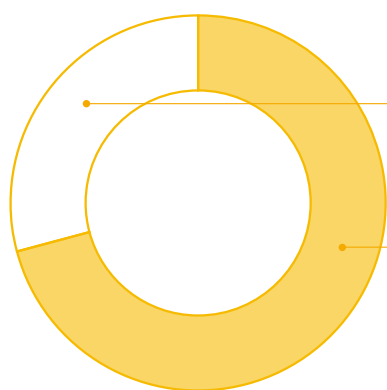
TENTS

**69,600** 2.5 M-HIGH FENCE

**15,125** 1.8 M-HIGH FENCE



## YOG LANDSCAPE



**60,180 m<sup>2</sup>**

NON-COMPETITION  
VENUES IN TOTAL

**145,476 m<sup>2</sup>**

COMPETITION VENUES  
IN TOTAL

## ACCOMMODATION

**41,432**

OVERNIGHT STAYS OF ACCREDITED CLIENT GROUPS IN TOTAL  
DURING GAMES-TIME

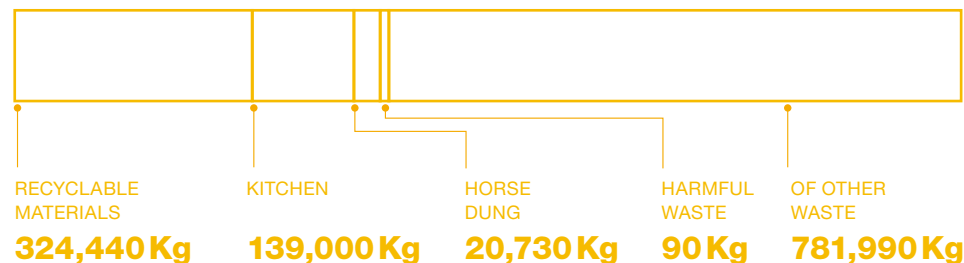
**3,970** BOOKED ROOMS

**25** CONTRACTED HOTELS

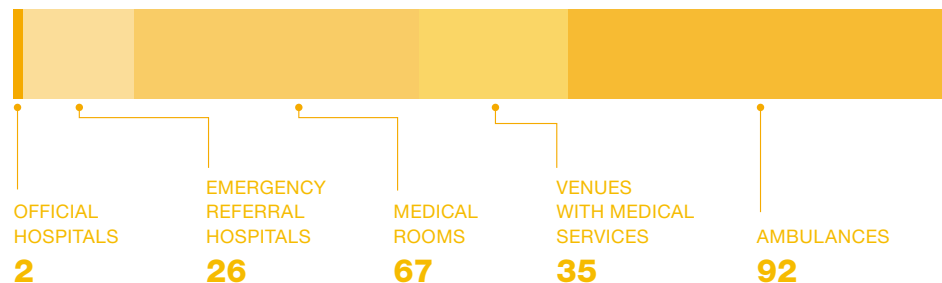
## CLEANING AND WASTE

**1,266,250**

KILOGRAMS OF TOTAL WASTE



## MEDICAL SERVICES



# FOOD & BEVERAGE SERVICE

# 5,535,273

## TOTAL CONSUMPTION OF BOTTLED BEVERAGE

(INCLUDING ATHLETES ,TEAM OFFICIALS AND WORKFORCE)

**904,040** FOOD SUPPLIES FOR WORKFORCE

**286,000** FOOD SUPPLIES FOR ATHLETES AND TEAM OFFICIALS

**275,154** BUFFET SUPPLIES IN THE YOUTH OLYMPIC VILLAGE (including Athletes and Team Officials)

**1,559,215** Pieces of Goods Delivered

**12,996** Square Metres of Nanjing 2014 Logistics Centre



# LOGISTICS

# 5,299,846

## KILOGRAMS OF GOODS HANDLED BY NANJING 2014 LOGISTICS SERVICE

**137,000** KG OF GOODS MOVED OUT BY SEA IN TOTAL

**136,059** KG OF GOODS MOVED IN BY SEA IN TOTAL

**60,336** KG OF GOODS MOVED IN BY AIR IN TOTAL

**60,000** KG OF GOODS MOVED OUT BY AIR IN TOTAL

**12,996** Square Metres of Nanjing 2014 Logistics Centre

**75** Logistics Vehicles during Games–Time

**64** Logistics Vehicles during the Move-In Period

**19** Logistics Vehicles during the Move-Out Period

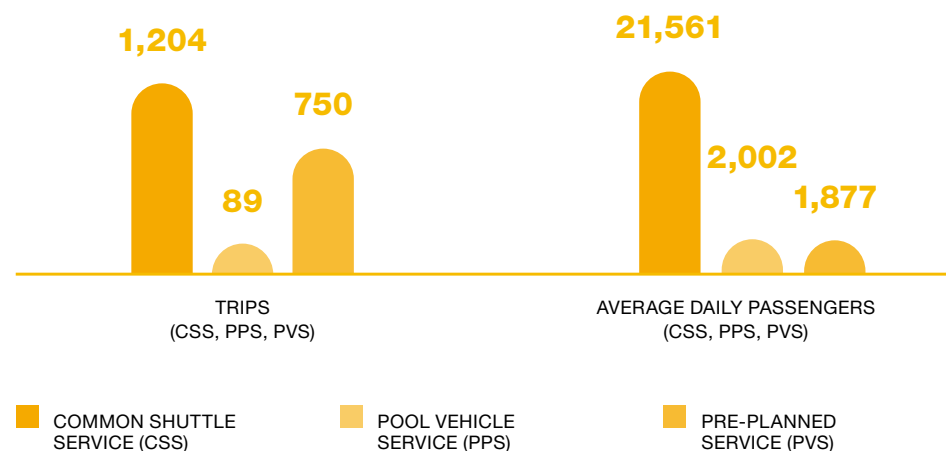
# TRANSPORT

# 95%

## ACCURACY OF TRAVEL TIME

<b>530</b>	BUSES
<b>324</b>	POOL VEHICLES
<b>3</b>	TRANSPORT HUBS

- 306,633** Overall number of Passengers (CSS, PPS, PVS)
- 42,907** Trips (CSS, PPS, PVS)
- 336** YOG Expressway / Road Signs
- 119** Length of YOG Lanes (km)
- 102** Stops
- 89** Routes (CSS, PPS)





## YOUTH OLYMPIC VILLAGE

**140,000 sqm**

LAND AREA

**500,000 sqm**

FLOOR AREA

**300,000 sqm**

USED DURING THE GAMES

**6** RESIDENTIAL BUILDINGS

**4** FUNCTIONAL BUILDINGS

**2** TRAINING FACILITIES

**2** ENTERTAINMENT FACILITIES

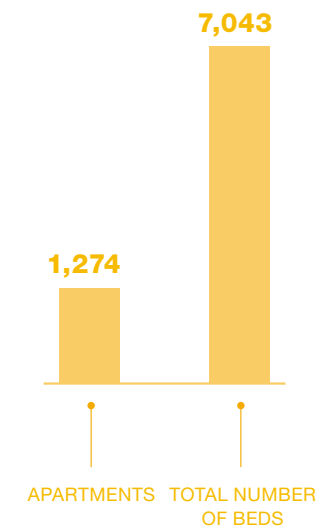
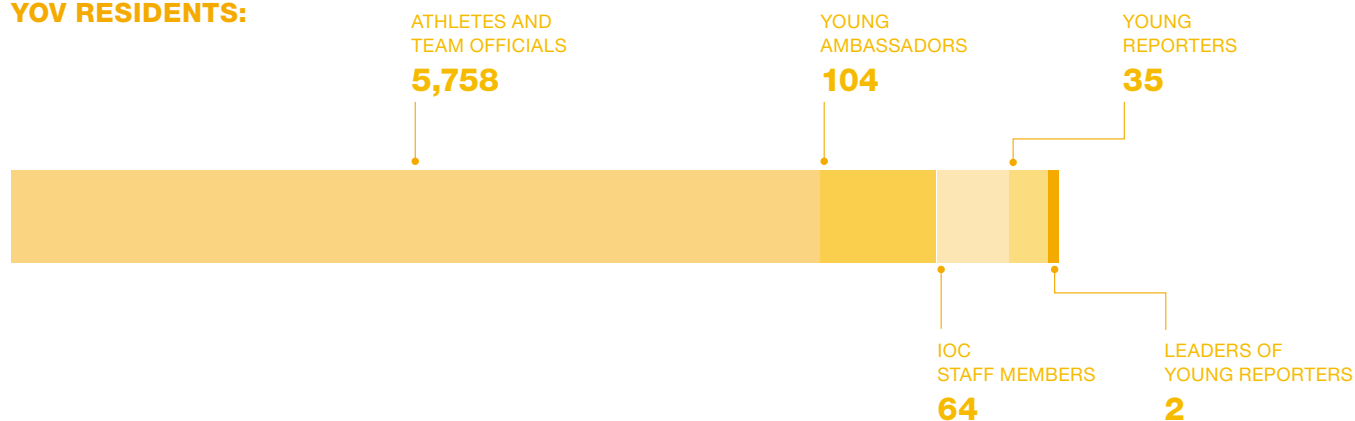
**1** CONVENIENCE STORES

**3** RESTAURANTS

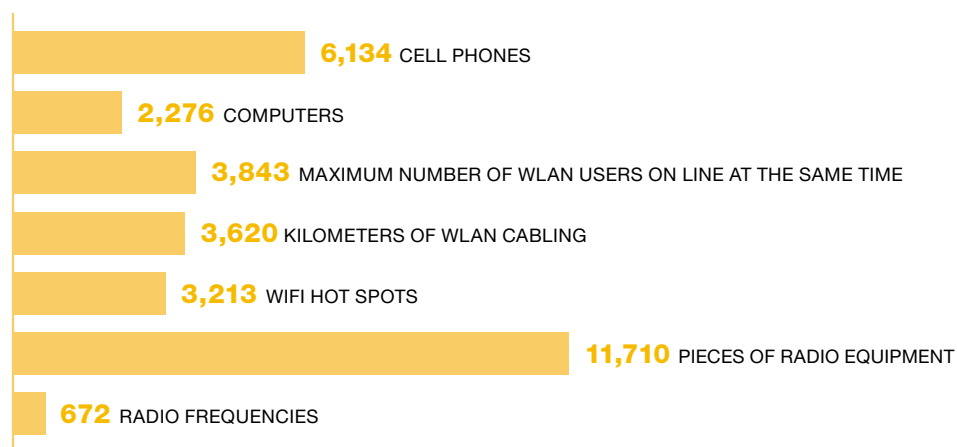
**1** TRANSPORT FACILITIES

**5,963**

YOV RESIDENTS:



## TECHNOLOGY

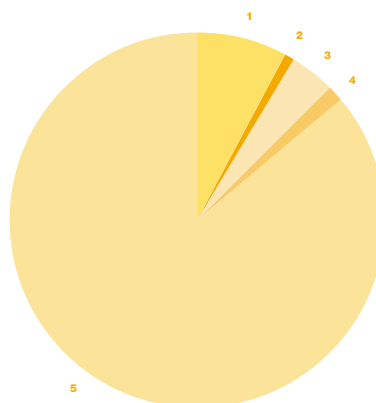


## ACCREDITATION

# 83,872

TOTAL ACCREDITED CLIENTS

- 6,592 ACCREDITED CLIENTS OF NOCs<sup>1</sup>
- 651 ACCREDITED CLIENTS OF IOC<sup>2</sup>
- 3,169 ACCREDITED MEDIA<sup>3</sup>
- 1,077 ACCREDITED CLIENTS OF IFs<sup>4</sup>
- 72,383 ACCREDITED CLIENTS OF NYOGOC<sup>5</sup>



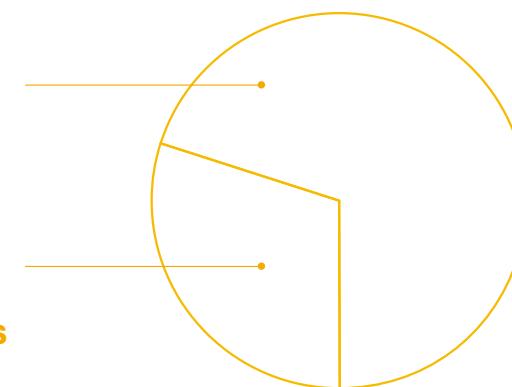
## SECURITY

# 17,800

PROFESSIONAL SECURITY PERSONNEL

# 7,600

SECURITY VOLUNTEERS



# 19

ACCREDITATION FACILITIES

- 1 MAIN ACCREDITATION CENTRE
- 1 ACCREDITATION CENTRE AT MMC
- 1 ACCREDITATION CENTRE AT YOY
- 15 VENUE ACCREDITATION OFFICES
- 1 ACCREDITATION CENTRE AT IOC HOTEL



**SHARE THE GAMES  
SHARE OUR DREAMS**

**Official Report of the 2nd Summer Youth Olympic Games — Nanjing 2014**

June 2015

