COMMUNICATIONS

Technical Manual

on Communications

Technical Manual on Communications

NOVEMBER 2005

International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Communications**

Date/Version November 2005

Note This manual is part of the IOC Host City Contract. It will often refer to other IOC documents and manuals in an effort to synthesize information under specific functions.

In order to provide Games organisers with a complete picture of a Games function, both Olympic and Paralympic information is integrated within the technical manuals. General information may apply to both Olympic and Paralympic Games even though not explicitly mentioned, while Paralympic-specific information is identified as such.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the sole purpose of preparing, organising and staging an edition of the Olympic Games. This material and information is the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC. Sharing of such material and information is only permitted, under the condition of strict confidentiality, with third parties assisting in the preparation, organisation and staging of an edition of the Olympic Games.

II. Changes from Previous Version

Introduction This section lists the changes found in this version in relation to the previous.

Context Please note that this is a new document created as part of the IOC initiative to update and standardise the technical manuals provided to the OCOGs. This Manual provides detailed planning information not previously provided to a bidding City or OCOG. All content in this version is new for November 2005.

Section 2.2 of this document, on Internet, contains the information previously found in the IOC's Internet Guidelines.

III. Related Documents

List

Here is a list of all documents this Technical Manual refers to

- Olympic Charter
- Host City Contract
- Host Broadcaster Contract
- IAB Guidelines
- IOC Internet Guidelines for Broadcast Rights-holders
- Joint Marketing Plan Agreement (JMPA)
- Official Core Terminology on Olympic and Paralympic Games
- Olympic Games Knowledge Reports
- Press Commission Policy on Partners Access to the MPC
- Publications Lists from Former OCOGs
- Technical Manual on Accommodation
- Accreditation and Entries at the Olympic Games – User's Guide
- Technical Manual on Brand Protection
- Technical Manual on Media
- Technical Manual on Official Report
- Technical Manual on Olympic Village
- Technical Manual for Organising Meetings
- Technical Manual on Paralympic Games
- Technical Manual on Planning, Coordination and Management of the Olympic Games
- Technical Manual on Sport
- Technical Manual on Ticketing
- Technical Manual on Transport
- Technical Manual on Workforce
- W3C Standards
- W3C-Web Accessibility Initiative

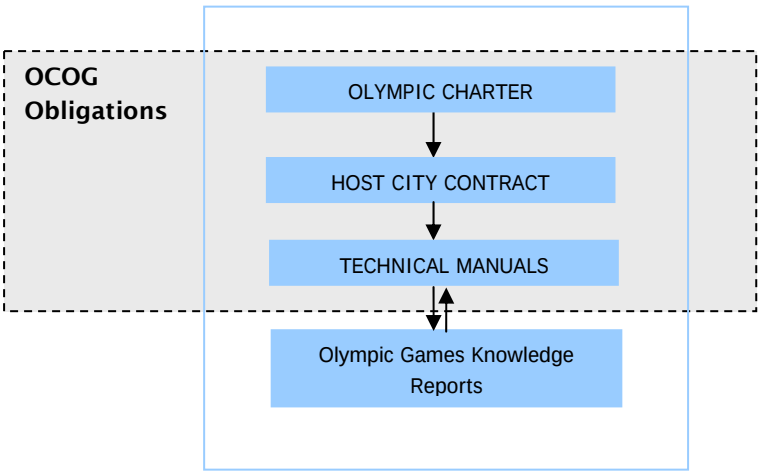
IV. Information Road Map

Introduction

The aim of this section is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain that needs to be clearly understood by all Games organisers including OCOGs, government entities, and partners, as well as by bidding cities. This will enable them to understand their obligations and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation

The diagram below illustrates the "information road map" and the position of the Technical Manuals within the context of other related documents. Each of the documents is described in more detail on the following pages.



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IV. Information Road Map, Continued

Olympic Charter (OC)

The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the:

- Fundamental Principles
- Rules
- Bye-laws

as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.

Host City Contract (HCC)

The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the:

- IOC, on the one hand
- Host city and NOC of the host country, on the other hand

In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

Continued on next page

IV. Information Road Map, Continued

Technical Manuals

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the following information regarding a given subject/theme of Olympic Games organisation:

- Detailed technical obligations
- Planning information
- Procedures and processes
- Proven practices

Thus, they provide the technical requirements and information for the implementation of the key functions by the OCOGs and their partners. The IOC may amend the Technical Manuals and update them as necessary to include the most recent and relevant information for the Games organisers. Therefore, the only applicable version of any Technical Manual is the most current version. The English version of the manuals shall prevail.

Olympic Games Knowledge Reports (Formerly called "TOK Guides")

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous Games organisers, referring to a given local host city context and environment.

The reports contain:

- Technical and organisational information from the OCOG's point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data, as well as information on resources, planning, strategy and operations.

They do not contain:

- Legal obligations
- IOC recommendations

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports that is specific to each edition of the Olympic Games.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements. These reports can be found on the Olympic Games Knowledge Extranet.*

V. Olympic Games Study

Introduction

This section provides an introduction to the work undertaken by the IOC that directly impacts Games preparation, operations, and long-term sustainability. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness and continuing improvement introduced by the IOC. Detailed technical recommendations from Olympic Games Study have been incorporated directly in the manual-specific content.

Games Study Commission

The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision to undertake this work recognises the IOC's desire to maintain the position of the Games as the most important sporting event in the world while, at the same time, balancing the need to keep the impacts associated with Games organisation under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC ensured that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

The IOC Olympic Games Department owns the task of managing the detailed implementation of all recommendations. The objective is to integrate the recommendations and principles of the study into the general IOC guidelines and Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt its general philosophy and guiding principles.

Continued on next page

V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

The Olympic Games Study report lists 117 detailed practical recommendations, which have been structured according to five major themes. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. Detailed information can be found in the complete report; however, the following represents a general explanation of the five major themes:

1. Games Format

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

- The Olympic Games are awarded to a single Host City
- The duration of competitions shall not exceed 16 days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues & Facilities

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

3. Games Management

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

4. Number of Accredited Persons

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

5. Service Levels

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

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V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

Following every edition of the Games, a formal debriefing is conducted with the participation of the following:

- IOC
- OCOG having just organised the Games
- OCOG to organise the subsequent edition of the Games in four years time

The debriefing takes place within months immediately following the Games, and in the city of the next OCOG. At this time, a high-level analysis is conducted on the strategy, planning and operations of that specific edition of the Games, with the intention of passing on key conclusions and recommendations for the next organisers to improve the delivery of the Games.

Post-Games Analysis

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. Following the necessary approval, these key conclusions are adopted and integrated into the IOC guidelines, forming the framework for future Games organisers.

Olympic Games Global Impact (OGGI)

In recognising the importance of sustainable development and social responsibility, the IOC launched the OGGI project with the objective to:

- Measure the global impact of the Olympic Games
- Create a comparable benchmark across all future Games editions
- Help bidding cities and future organisers identify potential legacies to maximise the Games' benefits

OGGI takes into account the specificities of each Games and related host city context, and covers economic, social and environmental dimensions. The main OGGI report forms part of the Official Report to be produced by the OCOG after each Games, and therefore is an official requirement to be fulfilled by each Host City.

The OGGI project allows for the IOC to measure the long-term implications of Games organisation, in order to analyse the global impact of the Games on a given host city. Based on the findings, the IOC integrates the appropriate changes to maintain the long-term viability and success for the Games in keeping with the ideals of the Olympic Movement.

Continued on next page

V. Olympic Games Study, Continued

Key Messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure could even be counterproductive.
- Games Study should involve the commitment and participation of all Olympic stakeholders, as the improvements will ultimately be to their benefit as well. The notions of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regard to the size and complexity of the Olympic Games are widespread, understood, and properly assimilated within the Olympic Movement and beyond.
- No single recommendation can provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the Games organisers through, for example, enhanced Games management processes, and a strong transfer of knowledge programme to provide assistance and advice as needed.

VI. Introduction

Introduction

Most people do not experience the Olympic Games at first hand. They perceive them as a media product. The work of the communications function of an OCOG is to have the greatest possible positive impact on that perception for all target audiences and/or stakeholders.

This technical manual addresses many of the areas that can impact perception of the Olympic Games, preparations for the Games and also their legacy.

Objectives

The objectives of the Technical Manual on Communications are to:

- Provide an overview of the areas that should be covered by the work of an OCOG's communications function
- Provide insights into the major issues regarding communications for the Olympic Games during their preparation, operations and beyond
- Provide the OCOG's communications function with a clear understanding of its obligations with regard to the IOC
- Provide the basic guidelines with regards to Communications as a key operational area prior to and during the Games
- Provide a framework on which the integration with other functions within the OCOG should be pursued (i.e. Volunteers, Ticketing, Marketing etc.)

VII. Executive Summary

Introduction

The following is a summary of the areas of responsibility to be attributed to the communications function that are covered in this document:

Chapter 1 - Olympic Games Communications

This chapter puts Olympic Games communications into context. It looks at Games vision and messaging, as well as providing an understanding of where major milestones will fall and the possible demands of different client groups. There is also a look at the different groups that the OCOG will need to communicate with during its existence. Also, the client groups (other functions) within the OCOG that will require services and products from communications are described.

Chapter 2 - OCOG Communications Tools and Activities

The OCOG will be expected to deploy the full range of communications activities and tools in support of its vision for the Games, and in order to achieve its key milestones.

Selecting the right platforms for distributing messages will be one of the greatest challenges to be overcome by the OCOG in preparing its communications strategy. This section outlines a number of communications activities and tools that may be used by the OCOG, such as media relations, the internet, advertising (Above the Line and Below the Line), events, public relations, marketing communications, creative services, publications and internal communications.

Chapter 3 - Crisis Communications

Crises may occur at any point during the OCOG lifecycle. As an event with huge global media interest, the Olympic Games must be supported by thorough preparation in the area of crisis communications. The resources necessary for this preparation must be considered in the OCOG's strategic planning.

This chapter lays out the IOC's approach to crisis communications and encourages OCOGs to work closely with the IOC, other stakeholders and external agencies (i.e. public authorities) on this important issue.

Continued on next page

VII. Executive Summary, Continued

Chapter 4 - Paralympic Games

- IPC

This chapter covers communications considerations and obligations that arise from hosting the Paralympic Games. While all of the other sections of this technical manual apply to preparing for the Paralympic Games, there are also some unique elements. These stem, in part, from the International Paralympic Committee's mission: "Seek the continuous global promotion and media coverage of the Paralympic Movement, its vision of inspiration and excitement through sport, its ideals and activities."

This section looks at Paralympic Games-related promotional activities, such as the need for a Paralympic Games communication strategic plan, the accessibility awareness programme and the need for an accessible (W3C) web site for the Paralympic Games.

VIII. Technical Presentation

Scope of Manual

This technical manual seeks to cover most of the responsibilities of an OCOG communications function.

Position in OCOG Structure

All the areas of responsibility outlined in this manual should fall under the communications function. The leadership of this function should be included within the OCOG's core leadership group and have at all times DIRECT access to senior management of the OCOG (President, CEO).

IX. Link to OCOG Phase

Introduction ✕

The following table overlays the evolution phases of an OCOG (per the Generic Planning Process as described in the Technical Manual on Planning, Coordination, and Management of the Olympic Games) with descriptions of responsibilities to be completed by the Communications Function.

	Phase	Month	Responsibilities
1	Foundation Planning	G-98 to G-66	• Continuing communications activities and planning for Games-time (Volunteer Campaign will begin during this stage). • Integration with other OCOG functions that require communications services. • Relationship building with Media. • Database building of key Media. • Observation of previous sets of Games (Summer and Winter). • Pre-Games Web-site launch
2	Strategic Planning	G-65 to G-42	
3	Operational Planning	G-41 to G-6	
4	Testing	G-24 to G-6	• Messaging will be augmented by campaigns with a Games-specific emphasis (i.e. ticketing and transport campaigns for test events will start to be deployed). • Venuisation of communications staff (especially Look Managers).
5	Operational Readiness	G-5 to G-1	• Working alongside NOCs and IFs, the OCOG will work to shift the emphasis from Games preparations to sports competitions. • Also, other important activities will start to materialise such as the Torch Relay, the arrival of athletes to train and acclimatise etc. • Games-time web site launch
6	Games Operations	Games, Transition, & Paralympics	• The communications function must be ready to deal with an exceptionally-heavy load of media enquiries.
7	Dissolution	G to G+12	• Consolidation of Games successes, shift to legacy messages

X. Master Schedule Reference

Update to Master Schedule

NOTE

The next generation of the Master Schedule is currently under completion and will be released at a later date. Once released, it shall take precedence over the critical milestones and delivery dates as found in this manual.

XI. Obligations Checklist

Introduction

The following list represents a summary of the critical obligations related to XXXXX. This list gives only a high-level view of the relevant obligations in this area, while all of the complete and detailed responsibilities are found within the main text of this manual.

Key Obligations-Communications Planning

Transition Phase

Following the election of the Host City, a transition communications plan must be discussed with and presented to the IOC.

Preparation Phase to Games-Time and Dissolution

The work of preparing the Games has many milestones. The more visible milestones will include:

- Sponsor announcements
- Education programmes commence
- Volunteer campaign launch
- Cultural programme developed
- Emblem and logo launch
- Arrival of Olympic Flag
- Mascot Launch

It is vital that the communications function considers the full range of milestones within the master plan. Decisions should be made by the communications department as to which milestones will be included in an overall communications plan and to what extent they should be exploited. Working with other functions' milestones is key to establishing an effective master plan and to avoid having clashes of key milestones and dates (i.e. presenting the Torch on the same date Marketing announces a new sponsor)

All these elements should be addressed in the OCOG's communications plan. This must be presented to the IOC at G-66 (Summer Games) or G-60 (Winter Games), as part of the Games Foundation Plan. The resources and means required for executing the communications plan will form part of the Function's Business Plan, to be completed in draft form by G-48 and finalised by G-42.

Additional planning will be required to assist the completion of the Functional Operating Concept, the function's input in the Model Venue Planning process, Test Event Venue Operations planning, Venue Operating Plans and the Function's own Operating Plan for Games-time. These plans are also expected to address communications themes and messages.

Continued on next page

XI. Obligations Checklist, Continued

Key Obligations-Media Relations
✕

Press Releases

As described in the Olympic Charter, all decisions concerning the coverage of the Olympic Games by the media rest within the competence of the IOC, with the objective that the media coverage of the Olympic Games should spread and promote the principles and values of Olympism.

Media relations is referenced in the Host City Contract, ensuring that all press releases issued by the City, the NOC or the OCOG, which quote the IOC President, members of the IOC or the IOC administration, or which make direct reference to the IOC President, members of the IOC or the IOC administration, shall be submitted to the IOC for its prior written approval.

Olympic Movement Seminar

An Olympic Movement seminar for the media must be organised by the OCOG between G-48 and G-36.

IOC Visits

For IOC Coordination Commission visits, IOC Executive Board meetings in the host cities and so forth, OCOGs must be prepared to provide accreditation for interested media, provide working and press conference rooms and provide venue tours, language services and other assistance.

Key Obligations-Internet

OCOG Web Site

The OCOG will create a web site that will be informational at first, later becoming an operational tool (helping with ticketing, volunteer recruitment, etc and finally serving the Olympic Games as a primary channel of information for the general public. Certain conditions will apply to advertising on the web site, its address, accessibility, languages, links and related agreements

Continued on next page

XI. Obligations Checklist, Continued

Key Obligations-Marketing Relations

MPC Operations

Partners will require a full briefing and understanding of MPC operations, advice on tours, press conferences, access and accreditation issues and policy etc. (A marketing communications led workshop/breakout session must be held a year out from the Games).

Crisis Communications

The communications function must develop issue and crisis communications planning which is communicated to and is appropriate for partners and sponsors (Risk management and Games communications will need to be aware of sponsor's potential incidents, issue resolution processes etc.). A special workshop with the participation of all sponsors should be held, during which the OCOG must explain in detail its plans and procedures for handling crises during the Games. Special attention must be given to the plans of the Technology partners. A clear line of reporting between the Partners should be defined as well as the procedures for issuing Press Releases, Statements etc.

Games-time Materials

The marketing communications function must put in place a process for distributing and approving the sponsor's materials in general and also their Games-time releases etc. They should also ensure that the media has access to these materials. The marketing communications function must also produce and distribute a media guide to the Games' sponsors and sponsorship, giving key statistics, facts, roles and sponsor media relations contacts.

Editorial Services

Approvals and copies for the IOC All official publications and brochures must be submitted by the OCOG to the IOC for its prior written approval before are printed or distributed in any form and, unless the IOC otherwise approves, shall contain no advertising material of any kind. The marketing function may provide details of contractual requirements regarding sponsor recognition.
As per the Olympic Charter, all publications relating to the Olympic Games and required by the IOC shall be produced and distributed, at the expense of the OCOG in such format as may be requested by the IOC.

Continued on next page

XI. Obligations Checklist, Continued

Key Obligations-Paralympic Games

- IPC

Strategy

The OCOG must develop a Paralympic Games Communications Strategic Plan to be approved by the IPC. A comprehensive plan covering Games-time and the preceding months should be presented to IPC Communications with two years remaining until the Games. This strategy should include an accessibility awareness programme, to be provided in cooperation with the host city and the NPC.

Website

The OCOG is required to launch an Official Website for the Paralympic Games at the same time as the Olympic Games website, abiding to the same accessibility standards (W3C) An area of the OCOG's website must be made available to the IPC for the promotion of the IPC's communications. Details must be agreed with the IPC and detailed statistics must be communicated to the IPC every six months.

XII. Specific Glossary

Presentation This section defines the different specific terms used throughout this manual. Please note that this manual may also use the Olympic core terminology created by the IOC and which is usually delivered in combination with the complete set of all Technical Manuals. This core terminology comprises approximately 400 general terms, which are among the most used terms for the Olympic Games organisation. The following table gives a list and definitions of terms and acronyms used in this manual specific to the subject.

Term	Definition
Above-the-line advertising	Mediums comprising press, television, radio, posters, internet and cinema.
Below-the-line advertising	Mediums comprising design, direct marketing, public relations, events, sales promotions, exhibitions, seminars and demonstrations.
CPM-based Advertising	The cost of advertising based on a thousand page impressions.
Creative Services	All services that fall under the OCOG's creative services function.
External Stakeholders	All groups that are implicated in the Olympic Games that are not part of the IOC administration or the OCOG's administration
Internal Clients	All areas within the OCOG organisation that require assistance from the communications function.
Legacy	The impact that the holding of the Olympic Games has, once the Games are over.

Continued on next page

XII. Specific Glossary, Continued

Icons

The following table provides definitions of the icons and colours used in this manual.

Icon and Colour	Type of Information
△	Obligation
⊏⊐	Third party reference
▶ IPC	IPC Reference
✕	Cross-Reference

Disclaimer

Please note that these symbols as well as the grey background indicating OCOG obligations are used for illustration purposes to guide the reader through this manual, without however limiting the general validity and contractual character of this document.

1.0 → Olympic Games Communications

Overview

Introduction

This chapter puts Olympic Games communications into context. It discusses Games vision and messaging, as well as providing an understanding of where major milestones will fall and the possible demands of different client groups. The chapter closes with a look at the different audiences that the OCOG will need to communicate with during its existence.

Contents

This chapter contains the following topics:

Topic
1.1 Importance of Communications to an OCOG
1.2 Games Vision and Messages
1.3 Timeline
1.4 Clients
1.5 External Audiences

1.1 Importance of Communications to an OCOG

A Mission to Communicate

As many as four billion people will watch some part of the Olympic Games on television, absorbing further coverage via other broadcast media, the internet or the press. Less than 0.1% of that number will have tickets for the Games.

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

A fundamental part of the Olympic Movement's mission is to inspire and educate. In order for this mission to be achieved, the performance of the athletes and the context of the competitions must be effectively communicated. Coherent values, effectively communicated, are essential in helping the Olympic Games to become greater than the sum of the parts represented by the individual competitions.

OCOG Communications Responsibilities

The OCOG's communications function should group together responsibility for all the themes outlined in this technical manual. Further responsibilities of the communications function may include ceremonies, volunteer recruitment, and the torch relay, since these should also heavily reflect the organising committee's vision. Above-the-line and below-the-line advertising and promotion (from television and radio campaigns to direct mail) should be included under the Communications Function. New media platforms such as the Internet, where used as a communications tool, should be the responsibility of the Communications Function.

Structure

Within the committee's structure, the Communications Function should have direct access to the top executives (President / Chairman / CEO). Such a connection is vital, since the OCOG's vision is likely to depend on its top executives. And these executives will also be called upon often, to help articulate that vision.

1.2 Games Vision and Messages

Introduction

With its own vision for the Games the OCOG will bring additions to the core messages of the Olympic Movement. The OCOG should work with all of its partners to spread these messages. And the OCOG should consider how the great variety of Games preparations milestones can be made part of a coherent communications plan that reflects both its own unique messages and those of the whole Olympic Movement.

Olympic Movement's Messages

As the most visible element of the Olympic Movement's work, the messages of the Olympic Games stem from the fundamental principles which drive the entire Movement. These can be found in the Olympic Charter.

The IOC Communications Department provides a selection of messaging materials.

OCOG Vision

The OCOG can enhance the overall Olympic Movement image by adding its own unique attributes and values. The OCOG's unique attributes evolve from the Host City's or Host Country's culture, heritage, and objectives for the Olympic Games. Candidate City documents and Bid commitments usually outline these objectives and attributes, and may be used in developing the OCOG's vision for the Games.

After the OCOG's core attributes and the Olympic Games vision and mission have been defined, the OCOG develops its overall communications strategy. The vision and mission of the Games should be adopted by the entire organisation and communicated effectively internally. In the early stages of the OCOG it is important to include the vision of the Games on all promotional materials. Olympic Games messages and design are both driven by this strategy.

OCOG Partners

OCOG partners (and not just commercial partners) should be empowered to share the OCOG's messages. For example, NOCs should be made familiar with the messages unique to each Olympic Games in order that they might raise awareness while preparing their teams for those Games.

Continued on next page

1.2 Games Vision and Messages, Continued

Milestones

The OCOG's many Functions will require communications support for the achievements that make up the many milestones within the master schedule for Games preparations. While communications support for many of these Functions is critical for Games success (Ticketing, Volunteers, Transport, Torch Relay etc), that support should be provided within the context of a coherent communications strategy that is driven primarily by the OCOG's overall vision and mission.

Consistency

The huge variety of communications outputs (from media relations to design, for example) means that consistency of application with regard to the OCOG's vision will be key. This consistency will require encouragement (providing kits of parts, templates, etc to various OCOG Functions), discipline (controlling who speaks on behalf of the OCOG, design of public materials, etc) and the involvement of the OCOG's leadership.

1.3 Timeline

Introduction

While built on the same core messages and values, the OCOG's communications work will shift focus according to different phases in its lifecycle.

Transition from Bid Committee to OCOG
(G-84 to G-78)

Immediately following the Host City election, communications resources are likely to remain in demand, as the Host City and country's media ask: "what now?" or "how will it all be paid for?" Thanks to the work of the Bid Committee, popular awareness and support may be at an all-time high. This support is vital for the success of Games preparations. Levels of support should not be allowed to diminish because of a lack of communications planning and resources.

Candidate cities should carefully plan the communications activities that will help them more effectively make the transition from Bid Committee to OCOG. On election, this plan should be discussed with IOC Communications.

Transition Phase Communications Plan
△

Following the election of the Host City, a transition communications plan must be discussed with and presented to the IOC.

Continued on next page

1.3 Timeline, Continued

Preparation Phase
G-78 to G-6

Following the appointment of the initial staff, the OCOG's senior communications workforce should start preparing a comprehensive communications plan. It should include all the areas of responsibility outlined above. The scope of the plan should extend to the months just prior to the Games themselves.

The preparation period is likely to be the most difficult for the OCOG in terms of communications. Popular support may decline as construction and transport projects begin. The media may criticise any changes of plan regarding the Games, or any delays that may occur. And a crisis could occur at any time. The OCOG should also identify "soft" issues that may become problems and prepare strategies to deal with them (environmental concerns, strikes, security issues etc.). Communications should record the important milestones of other Functions, incorporate them into its strategic plans and use them altogether in order to get its own message out to the public. TOP Sponsors will wait until the previous Games have ended, activating significant marketing programmes as little as only one or two years out. This period should also be utilised to establish good working relationships with the media (local and international).

Meanwhile, there will be an enormous range of milestones that can be taken advantage of to demonstrate positive progress. This can be done through special events, press conferences, interviews etc.

The progress of the OCOG's communications plan will also add significant milestones of its own. For example:

G-78

Sponsor announcements

G-60 to G-48

Education programmes commence
Volunteer campaign launch
Cultural programme developed
Emblem and logo launch

G-48 to G-24

Arrival of Olympic Flag
Mascot Launch

Continued on next page

1.3 Timeline, Continued

Testing
G-24 to G-6

The beginning of the test event cycle will mark the beginning of a considerable shift in attention from physical preparations (i.e. venue construction) towards operational preparations and to the sporting competitions themselves. This period is also likely to coincide with the ticketing campaign, the volunteer programme, Torch Relay route announcement and runner selection, Look of the Games announcements, medal design and more. The test events period should be used to test all crisis communications procedures (line of reporting, rapid response techniques, issue management etc.).

Operational Readiness and Torch Relay
G-6 to G-1

Games operations teams will be heading to work in their venues, while the torch relay approaches and the world's media starts to look forward to the Games with ever-greater anticipation. This period is also likely to be marked by a number of significant milestones as the finishing touches are completed on physical preparations (i.e. construction). Also, this period will mark the venuisation of the communications team as well as the Press Operations staff. Venue specific and sport specific materials will take their final shape.

Pre-Games and Games-time Operations
Games, Transition, & Paralympics

Perception of the Olympic Games and the OCOG's work will be almost totally dependent on the success or failure of operations during Games-time and the preceding month. Successful planning for this period is crucial. Decisions on how to handle communications at Games-time will have far-reaching consequences in terms of resources. Careful planning is required.

It will take time to build the workforce capable of dealing effectively with the Games-time workload of handling requests from as many as 20,000 media representatives (Summer Games), for example.

The Games period, meanwhile does not begin with the Opening Ceremony. The Main Press Centre may start to receive journalists as much as one month earlier.
An OCOG's senior communications workforce is likely to want to base its Games-time plans on experience gained while observing the Games of the prior Olympiad.

Continued on next page

1.3 Timeline, Continued

Dissolution Phase until the following IOC Session

Memories of the Olympic Games will still be vivid. And opinions on the legacy of the Games will be starting to form. Appropriate OCOG communications support will be important in helping shape that opinion such as the final Press Conference and the Volunteer "Thank You" event. Post-Games publications, films and reports will also require support. It is important to maintain the staff that will produce the Official Report of the Games that will be presented during the following IOC Session.

Planning Obligation △

All the above elements should be addressed in the OCOG's communications plan. This must be presented to the IOC at G-60. The resources and means required for executing the communications plan will form part of the Functional Business Plan, to be completed in draft form by G-48 and finalised by G-42.

Additional planning will be required to assist the completion of the Functional Operating Concept, the function's input in the Model Venue Planning process, Test Event Venue Operations planning, Venue Operating Plans and the Function's own Operating Plan for Games-time. These plans are also expected to address communications themes and messages.

1.4 Internal Clients

Introduction In this section the demands placed on the communications function by the OCOG's internal clients are presented. Communications work related to the Ticketing Function is used to illustrate these demands.

Contents This section contains the following topics:

Topic
1.4.1 The Demands of Internal Clients
1.4.2 Ticketing
1.4.3 Further Examples

1.4.1 The Demands of Internal Clients

Introduction

All OCOG Functions will all place significant demands on the communications resources. They may require publications, audio-visual materials, internet support, press conferences, community campaigns and more. Often these demands will be related to specific milestones such as the launching of volunteer recruitment or road closures as part of the transport plan. For the purposes of this section, the Ticketing Function will be used as a detailed example.

Master Plan

It is vital that the communications function considers the full range of milestones within the master plan. Decisions should be made by the Communications Functio as to which milestones will be included in an overall communications plan and to what extent they should be exploited. Moreover, in order to effectively utilise these milestones and avoid the “silos” that many OCOG’s display, Senior Management should encourage the entire organisation to work closely with Communications.

Number of Communications Activities

Developing communications activities for too many milestones and internal client activities may lead to burn out of interest among the outside world in general and the media in particular. Conversely, developing activities for too few milestones may lead to a perception of inaction. On many occasions focus on issues that may interest specific target groups of the media and/or the public.

1.4.2 Ticketing

Introduction

Ticketing is a major communications vehicle for the Games to the general public. The programme will affect the overall image of the Games and may be the most tangible link between the Olympic Games and the general public, especially in the host country. More information can be found in the Technical Manual on Ticketing.

Media Interest

The ticketing programme needs a strong media profile and careful communications management throughout its lifecycle. The media take a close interest in the development of the ticketing programme. In the months before the Games, ticketing is an obvious story for the media, both for positive messages but also as a target for negative stories. Customer dissatisfaction with the ticketing programme can often prove an enticing and strong news story.

Planning for Launch

Communication on the pricing policy and the access of the general public to Olympic tickets, particularly to disadvantaged sectors of society (e.g. minority groups, school children and the disabled), should be thoroughly developed before the public launch. The strategy should be approved and adopted by Senior Management. Policies which can arouse negative feelings include extreme price levels, exclusive methods of payment and the sale of special 'premium packages' all of which can give the perception that the Olympic Games is elitist and that the general public has limited access to tickets

Ticketing will need assistance from the OCOGs media and communications departments to popularise the ticketing message and information. The communications function needs to understand the high profile of the ticketing project, the visibility of empty seats in competition venues and the need for rapid rebuttal techniques should situations arise that require clarification to the media. Talking points distributed to senior management, media trained staff and outreach to the media will greatly help this effort. Transparency of the procedure and the explanation of process to the public are very important during all phases of ticket sales.

In order for proper planning, the Communications Function should be included in the decision-making process at the highest level. This way, the communications implications of decisions regarding the ticket programme can be considered early and effectively.

Continued on next page

1.4.2 Ticketing, Continued

Advertising and Marketing Plans

The public sales plan and its various phases need communicating to the public. Press conferences and press releases can play a role, but provision should be made for above-the-line advertising and marketing of the tickets, particularly in the host country. The marketing plan should deliver a message of interest and urgency but should not 'over-sell' and make statements such as 'only chance' or 'sold out'. All milestones and phases of ticket sales should be communicated to the media. The draw for premium event tickets should be explained in detail to the media and public as well as the contractual obligations of the OCOG to the Olympic Family and partners.

Ticket Sale Announcements

Information on remaining tickets to be distributed by the OCOG needs to be communicated to the General Public on a regular basis to maximise sales. Customers will become extremely frustrated if incorrect information is announced or tickets are not on sale as stated.

Dedicated Communications Resources

It is advised that the OCOG employs a communications workforce that deals specifically with ticketing issues for the OCOG and the needs of the Ticketing Function.

1.4.3 Other OCOG Functional Examples

Volunteers

Volunteer recruitment, retention, training, deployment and acknowledgement are heavily dependent on communications as a critical success factor. Communications effectiveness will play a great part in motivation and thus the overall performance of the programme. (See section on Internal Communications). Above-the.-line and below-the-line advertising and promotion should be used.

Transport
✕

Effective management of a city or region's transport network at Games time often depends on changing the transport habits of those who live and work there. These changes can only be brought about with effective communication that reaches all inhabitants. Utilising the test events to inform the public about transport regulations that will also be in force during the Games, is very important especially with regards to the road events (marathon, triathlon, road cycling). In some cases, encouragement towards public transport has proved a considerable Games legacy success. More information can be found in the Technical Manual on Transport.

Environment

The Olympic Games have often proved an opportunity to introduce new initiatives for environmental protection. With sustainable development a core message of the Olympic Movement, especially with regard to the Games, these initiatives should be made known to the widest possible audience. In addition, communications support may be required for environmental initiatives dependent on public support, such as recycling within venues. OCOG's are advised not to over promise on their environmental initiatives.

Torch Relay

The Torch Relay is traditionally a purely communicative activity, heralding the coming of the Games. Prior to that, the presentation of the Torch, the applications and selection of Torchbearers provide unique opportunities to disseminate the OCOG's message to the media and public. The start of the relay marks a significant step in the public's anticipation of the Games, should command global attention, and will have a significant impact in setting the tone for the Games ahead.

Spectator Services

In addition to their tickets, spectators will need information on a wide range of subjects: from locations of events, to schedules, transport options, what can or cannot be brought into a venue and more. Communications materials, both online and offline can also be key in converting interest in the Games into ticket sales such as the Spectator Guide. And Games operations can be made considerably smoother by ensuring spectators are well informed through paid and earned media.

1.5 External Audiences

Introduction

This section explains the elements related to the OCOG's communications with certain key audiences. The audiences addressed are as follows:

- General Public
- Athletes & NOCs
- IFs
- Local Communities
- Students

General Public

The general public will be addressed via the full range of media and with the full range of OCOG messages. Members of the general public might be exposed to media coverage locally and internationally, a volunteer campaign, a ticketing campaign, the Torch Relay, ceremonies, sports competition or any combination thereof.

This very variety is the reason why coherence is such a key part of OCOG communications success.

Athletes & NOCs

The NOCs responsible for sending teams to the Games will be the main conduit for communications to athletes and other officials. Comprehensive information should be provided to the NOCs in order that this information is passed onto the athletes. More information can be found in the Technical Manual on Olympic Village.

Athletes and NOCs (Chefs de Mission)

Prior to the Games, regular seminars are held with the Chefs de Mission from the NOCs. During these seminars, the OCOG will be expected to brief the NOC on the full range on Games preparations issues, as they pertain to the athletes.

The Chefs de Mission are often sought after by the media in their respective countries or territories, for interviews, etc. It is helpful, therefore, that through collaboration with NOC Communications Departments (where they exist), or directly, that the Presidents and General Secretaries of the NOCs are provided with the means to effectively answer questions regarding Games preparations and so forth. Working with the NOC Relations function, communications should send to the NOCs talking points, regular updates on preparations, newsletters etc so that the NOCs' leaderships are informed on all issues.

During Games-time, the daily Chefs de Mission meeting is a key means of passing information on to athletes, such as is the Olympic Village newspaper (see the Technical Manual on Olympic Village). Communications staff should be notified immediately about the important issues that are mentioned in these meetings. In all of these matters, support should be provided to the organising committee's NOC relations function.

Continued on next page

1.5 External Audiences, Continued

IFs

The International Federations (IFs) concerned with the sports competitions at the Olympic Games will be kept regularly informed by the OCOG's Sport Function, with regard to preparations for the competitions. Sport should be provided with communications support for this work (publications ,etc). See the Technical Manual on Sport for more information.

Local Communities

It is likely that the successful Candidate City will already have established community programmes. Given the importance of maintaining or indeed improving public support, these programmes should not be allowed to decline during the transition to an OCOG.

Community relations programmes are likely to encompass a full range: from information centres to call centres, from special public consultation meetings to a speakers' bureau capable of livening up a regular sports club meeting.

In some instances, community relations programmes should be created or adapted to meet the specific needs of internal stakeholders for campaigns in areas such as transport, the environment and city operations (working hours for shops, offices etc) that may be affected by hosting the Games.

Students

Many NOCs already have educational programmes in their countries and territories. Hosting the Olympic Games can be an excellent opportunity to supplement these programmes at the municipal, regional or even national level. Working with external agencies (i.e. Ministry of Education, Universities, schools) is key to the success of the educational programmes.

2.0 → OCOG Communications Tools and Activities

Overview

Introduction

The OCOG will be expected to deploy the full range of communications activities and tools in support of its vision for the Games, and in order to achieve key milestones.

Selecting the right platforms for distributing messages will be one of the greatest challenges to be overcome by the OCOG in preparing its communications strategy. The following section addresses a number of the communications activities and tools that may be used by and OCOG:

- Media relations
- Internet
- Marketing communications
- Advertising
- Special Events
- Creative Services
  - Games Emblem
  - Mascot(s)
  - Slogans
  - Pictograms
  - Look of the Games
  - Medals
  - Torch Design
  - Diplomas/Certificates
  - IOC Session prior to Games' look
  - Ceremonies' kits
  - Uniforms (Workforce, Volunteers, Torchbearers)
  - Secondary emblems
  - Secondary graphics
- Publications
- Internal Communications

Continued on next page

Overview, Continued

Contents This chapter contains the following topics:

Topic
2.1 Media Relations
2.2 Internet
2.3 Marketing Communications
2.4 Creative Services
2.5 Editorial Services
2.6 Employee Communications

2.1 Media Relations

Introduction

Immediately after the vote to elect the Host City, the media relations work of the future OCOG's Communications Function begins.

Media coverage of the Host City contract's signing marks the start of an operational phase that does not finish until after the OCOG presents its final report during the IOC Session following the Games. In this respect, the Communications Function is unique.

The huge media interest in the Olympic Games, throughout the entire lifecycle of the OCOG can only be effectively served with the deployment of substantial resources.

Contents

This section contains the following topics:

Topic
2.1.1 IOC Guidelines
2.1.2 Media Relations and OCOG Life Cycle Phases
2.1.3 Media Relations Events

2.1.1 IOC Guidelines

Introduction

This section identifies the different elements of the Olympic Charter that the OCOG must adhere to in its media relations work.

Media Coverage Obligation
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As described in the Olympic Charter, all decisions concerning the coverage of the Olympic Games by the media rest within the competence of the IOC, with the objective that the media coverage of the Olympic Games should spread and promote the principles and values of Olympism.

Media relations is referenced in the Host City Contract, ensuring that all press releases issued by the City, the NOC or the OCOG, which quote the IOC President, members of the IOC or the IOC administration, or which make direct reference to the IOC President, members of the IOC or the IOC administration, shall be submitted to the IOC for its prior written approval.

Relationship with IOC
△

OCOG news releases and media advisories that reference the IOC shall be submitted to the IOC for approval prior to their release. OCOGs will also provide the IOC with schedules of media relations activities such as press conferences, prior to those activities taking place.

Commercial Advertising by OCOG before the Games

Unless the IOC Executive Board otherwise decides, every OCOG shall ensure that, up to the start of a period of two years preceding the opening of the Olympic Games for which it is responsible, all physical or juridical persons with whom it executes contracts shall abstain from all forms of advertising relating to such Olympic Games.

2.1.2 Media Relations and OCOG Lifecycle Phases

Introduction

There are five main phases of media relations activity that the OCOG will traverse during its existence. This section lays out the key concepts surrounding each of these phases, linking them to the phases established for much of the OCOG's other work in the Technical Manual on Planning, Coordination, and Management of the Olympic Games.

Phase I - Foundation (Post Host City Election)

There are more than eight years between the submission of candidature files and the Opening Ceremony for the successful Host City. Many OCOG Functions will not be fully operational until the Games themselves. But the Communications Functions of Bid Committees, in general, and the media relations team, in particular, will be working as hard as possible at the time of the Host City election. It is important this work not stop completely for the winning city.

Having worked to build the greatest possible level of popular support, generating as much goodwill as it can, the bid/organising committee should start consolidation work immediately. In the period directly after the election, the impact of winning on small businesses, on landowners and on the inhabitants of a city/country may become far clearer. Those who may be negatively impacted by impending construction, for example, may seek to attract the media's attention. It is vital that the bid/OCOG should anticipate such issues, dealing with them proactively and, responding to criticism where necessary.

In cities that are not successful, disappointment could lead to criticism of the Bid Committee.

Continued on next page

2.1.2 Media Relations and OCOG Lifecycle Phases, Continued

Phase II - Preparation Phase (Strategic Planning, Operational Planning, Test Events)
△

Substantial resources should be allocated to handling the huge interest of the national and international media in the preparations for the Olympic Games. And if the OCOG is to shape media coverage effectively, these resources should be in place from the outset.

The myriad tasks that must be completed when preparing to host the Olympic Games provides a huge number of Master Plan milestones that can be taken advantage of as media opportunities by the OCOG's media relations team as media opportunities. Associating media relations activities with every one of these milestones may overload the media with news. OCOGs should plan carefully to ensure the selection of key milestones reflects a coherent overall communications strategy while at the same time focusing specific target groups with issues and actions of their interest.

Relationships with the local media should be consolidated, with media outreach extending to abroad. This phase should be used as an opportunity to build relationships with the many print and broadcast journalists around the world who regularly cover the Olympic beat. A database with their complete contact details should be created.

An Olympic Movement seminar for the media must be organised by the OCOG between G-48 and G-36. This seminar will provide an opportunity to bring Olympic beat journalists to the host city and to pass on important background information regarding the Olympic Movement to local and foreign media covering preparations from the host city.

Test events provide a great opportunity both for testing the operational readiness of the communications staff but also as a means to reach out to the media covering them, presenting the venues where the Olympic sports will take place, introducing sports that may not be as popular as others in the host country and others.

Continued on next page

2.1.2 Media Relations and OCOG Lifecycle Phases, Continued

Phase III - Pre-Games (Operational Readiness and Games Operations)

Shortly prior to the Games (two to three weeks), there will be a massive upsurge in media interest related to the Games, however, there will not yet be any competitions to report on. Influencing perception during this period is particularly important. This is the chance for the OCOG to really set the tone for the forthcoming Games. The upsurge of media interest should be met with an upsurge of media relations activities from the OCOG and other Olympic Games stakeholders. In the final lead in press conference should be held dealing with specific issues of the Games that the press may be interested in (Technology, Transport, Look of the Games etc.). These press conferences should focus only on the issue selected, and provide the media with content to cover. The day that the Olympic Village opens is a special media opportunity as well. Arrival of teams to the host city and country require special handling considering security measures at the airport(s). Working with the IOC on this schedule is very important.

The aim in this phase will be to shift the focus of the media's attention from Games preparations to sport. Even in the absence of competitions, the OCOG can help orchestrate a shift of the media's focus, from preparations for the Games to sport itself.

By working with National Olympic Committees and International Federations to introduce individual athletes and teams to the media, and by providing previews of the competitions and the competition venues, the OCOG can best set the stage for the Games. Work with the communications teams of NOCs and IFs can be coordinated during conferences such as Sport Accord and the meeting of the Association of NOCs.

Continued on next page

2.1.2 Media Relations and OCOG Lifecycle Phases, Continued

Phase IV - Games-Time (Games Operations)

Coverage of the sports competitions will be aided by the work of the press operations team in providing competition schedules, results, athletes' biographies and so on. Individual journalists and news organisations, however, will seek to differentiate their coverage. They may also seek to cover news around the competitions in addition to news of the competitions. For help in this, they will be dependent on the media relations teams of the OCOG who should be present in the main press centre and in the venue press centres. The sheer number of media requests will be unlike anything previously experienced by the OCOG. They will come from the widest possible range of nationalities and types of media outlet. This will call for the OCOG's media relations team to demonstrate great preparation and flexibility.

The OCOG should give careful consideration to who will represent it to the media. Will there be a single spokesperson or a team? No more than 1 or 2 people are recommended (local vs. international media is a consideration). This Spokesperson(s should have direct access to the leadership of the OCOG during the Games and attend the daily Coordination meetings that take place between the IOC and the OCOG in the morning (prior to the Press Briefing). The leadership (President / CEO) should address the media only on special occasions (i.e. after the Opening Ceremony) or on crises. Their schedules in any case will make it very difficult for them to do interviews, etc.

There will be significant media demand for operational news from the OCOG and for institutional news from IOC (doping, judging and other IOC issues). One of the best ways to satisfy this demand is a joint daily briefing.

Careful coordination between the IOC and OCOG will be required to ensure all are fully briefed and that messages are coherent.

The IOC President may wish to conduct press conferences at any time before, during or after the Games: clashes with OCOG press conferences should be avoided.

Continued on next page

2.1.2 Media Relations and OCOG Lifecycle Phases, Continued

Phase V - Post-Games (Dissolution)

The post-Olympic and Paralympic Games period may be a sensitive time in the Host City. This is an opportunity to cast the events that have just taken place in the most favourable light, consolidating memories of the Games. At this point, issues such as the cost of the Games and post-Games use of venues / legacy may come to the fore. It is vital that communications and resources plans reflect an interest in the Games that will continue for some time after the Closing Ceremony.

The legacy of the Games should be promoted wherever possible. This may require close and careful cooperation with bodies that take ownership of Olympic venues and other external agencies (local municipalities etc.).
The announcement of the OCOG's final budget must be handled carefully. In the case of a surplus, coordination with the NOC and the IOC will be required to help publicise the eventual use of that surplus.

2.1.3 Media Relations Events

Introduction This section deals with the most important IOC-related media events that will occur during the OCOG's lifecycle. The OCOG will be required to provide media relations support for these events.

Contents This section contains the following topics:

Topic
2.1.3.1 Coordination Commissions
2.1.3.2 World Press & Broadcasters' Briefings
2.1.3.3 Other Media Relations Events

2.1.3.1 Coordination Commissions

Introduction

Visits to the Host City by the IOC Coordination Commission represent significant peaks of media interest in preparations for the Games. Coordination Commission press conferences can attract hundreds of media representatives, resulting in extensive global coverage.

Coordination Commission Communications

External communication regarding the work of the IOC Coordination Commission and its findings is the express responsibility of the IOC. The IOC will expect support from the OCOG with regard to media relations work associated with the Commission, and close collaboration on related messages.

Services Required for Coordination Commissions

△ ✕

Accreditation

The OCOGs must be prepared to provide accreditation for interested media.

Media Work Rooms

Media working rooms must also be provided, in order to ensure media representatives have all the tools they need to work effectively. See the Technical Manual on Media for more information.

Press Conferences

A press conference room with translation for the host country language, English and French will be required. The Press Conference is held by the IOC, while the OCOG provides the logistical support and OCOG representative(s) to be present to deliver a statement and/or take questions. A Press Release is prepared by the IOC which may contain excerpts from the OCOG statement. The OCOG will also prepare a transcript of each press conference that takes place during a Coordination Commission meeting. This –along with the Press Release – should be made available on the web site immediately after the Press conference.

Media Tour

A media tour to some or all of a city's Olympic venues should be organised during the IOC Coordination Commission visits. Planning for these venue tours should be coordinated with the IOC.

Supplementary Media Activities

Further photocalls, interviews and briefings can be created to further increase the media coverage of the Commission's work and should be carefully coordinated with the IOC Communications Department.

2.1.3.2 World Press & Broadcasters' Briefings

Introduction

The OCOG will prepare one or more world press briefings, in order that representatives of the world's media may consider logistical issues related to their anticipated coverage of the Olympic Games.

The same will also be true of the world broadcasters' briefings. More information on Broadcasting can be found in the Technical Manual on Media.

Venue Tours

Venue tours will take the journalists to the places where they will be working during the Games. Often these may still be under construction. Media representatives attending these briefings and on the venue tours are often journalists also assigned with the task of covering the state of preparations in the Host City. Or they may be editors who will make future assignments.

Media Relations

The Communications Function of the organising committee should work carefully with the Press Operations Function in order to ensure that the OCOG's positive messages regarding preparations are spread as effectively as possible and that media attending receive informational material with regard to the Games.

Interviews and Requests

World Press Briefings will typically lead to extra interview and factual requests. Media relations teams should prepare accordingly.

World Broadcasters' Briefings

As with the World Press Briefings, but to a lesser extent, those attending World Broadcasters' Briefings may also be assigned with covering preparations, or may be those likely to make assignments at a later date.

2.1.3.3 Other Media Relations Events

Introduction

During the seven-year life cycle of the OCOG, there will be many different events that will require the Media Relations team to be prepared and ready to interact with the world's media. Some of these events will be IOC-specific.

Services for IOC Executive Board Meetings
△ ✕

The IOC Executive Board meets in the Host City of each Olympic Games at least once before the Games begin. This meeting is subject to significant media interest. As with Coordination Commission visits, services must be provided for the media such as accreditation, etc.

In addition, close cooperation will be required to help ensure the best possible coverage of the IOC and the OCOG alike, with IOC institutional issues being decided in the Host City of future Games.

For more information on the Executive Board meetings, please consult the Technical Manual on Organising Meetings.

Visits by IOC President, Athletes' Commission, Chefs de Mission, etc.

The IOC President, IOC Athletes' Commission, NOC Chefs de Mission, etc. will make a number of visits during the OCOG lifecycle. Media relations activities surrounding these events require particularly close coordination with the IOC.

Olympic Movement Media Seminar
△

A key means of ensuring that the Olympic Charter obligations are met is the Host City's organisation of an Olympic media seminar. The seminar, to be held in the Host City, seeks to inform local journalists (whether national or foreign correspondents) about the Olympic Movement, Olympic Sports and other issues that pertain to the preparation and organisation of the Games.

The seminar will include IOC briefings with regard to the principles of Olympism, and must be planned and executed in close cooperation with the IOC Communications Department.

Seminar Timing

The seminar should be held during G-36-48, as all eyes turn from the preceding Games to those being held in the Host City.

2.2 Internet

Introduction

The Internet has become a powerful and cost-effective medium for the promotion of the Olympic Movement, as well as an essential tool to help organise the Olympic Games. This document sets out practical recommendations and guidelines for OCOGs, based on past experience since the Atlanta 1996 Olympic Games.

It covers all official web sites managed by the OCOG (e.g. the Paralympics or e-commerce), and makes the important distinction between Games time and the period preceding the Games. See also the section on the Paralympic Games for specific additional requirements.

Contents

This section contains the following topics:

Topic
2.2.1 General Implementation
2.2.2 Phases of Implementation

2.2.1 General Implementation

Introduction This section deals with the general guidelines that the OCOG's web site should follow over the course of its seven-year life cycle.

Contents This section contains the following topics:

Topic
2.2.1.1 Contractual Issues
2.2.1.2 Technical Requirements
2.2.1.3 Communications

2.2.1.1 Contractual Issues

Introduction

This section lays out the contractual issues that the OCOG must respect when operating its website.

Internet Strategy Obligations

△ ✕

IOC Approval

All issues related to OCOG Internet Strategic Plans must first be submitted to the IOC for approval. This notably includes all external tenders and agreements, e-commerce, content and features, advertising, sponsoring and technology plans.

OCOG Internet Strategic Plans must be defined in accordance with the Olympic Charter, the Host City Contract and the IOC Marketing Plan Agreement.

Providers

All tenders, agreements and partnerships must be approved by the IOC and made in accordance with the Host City Contract and, especially, the IOC Marketing Plan Agreement.

E-Commerce

All e-commerce activities must be organised in accordance with the Olympic Charter, the Host City Contract, the Marketing Plan Agreement and other IOC agreements that may refer to e-commerce.

Auctions are permitted but the Olympic Museum Lausanne will be given priority when it comes to collecting memorabilia during the Olympic Games. Arrangements will need to be made with the Olympic Museum and the IOC to define a memorabilia collection strategy at the Olympic Games.

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2.2.1.1 Contractual Issues, Continued

Advertising and Sponsoring △ ⬚	TOP sponsors may advertise on and/or sponsor the OCOG web site. Any other web site sponsorship should be discussed first with the IOC. Furthermore, the IOC recommends that the OCOG favours sponsorship rather than CPM-based advertising. If advertising is used, it must not be intrusive and must take up no more than 15% of the screen. In addition, IAB guidelines should be applied: www.iab.com.
Intellectual Property △ ✕	Intellectual property conventions as described in the Olympic Charter and the Host City Contract apply for the Internet. OCOG Internet Strategic Plans must include details of transfer of content and features to the IOC. Content provided by the IOC must include the IOC copyright (e.g. "© IOC 2004 – All rights reserved"). More information can be found in the Technical Manual on Brand Protection.
Other Issues ✕	For all other issues, the rules and recommendations mentioned in the IOC Internet Guidelines for Broadcast Rights-holders apply (where applicable). For more information on Broadcast Right-holders, please consult the Technical Manual on Media.

2.2.1.2 Technical Requirements

Introduction

This section describes the technical elements that the OCOG should adhere to when constructing and operating its web site.

Integration

OCOG Internet plans should be defined as part of the overall communications strategy, incorporating aspects such as the "Look of the Games". Content on the web site should be the sole responsibility of Communications.

Moreover, close collaboration with other OCOG Functions such as Marketing, brand protection and licensing is important. Also, the web-site will cover operational needs of other Functions such as Ticketing, Volunteers, Transport, Event Services and as such, close integration and cooperation is required between the involved Functions. It is particularly important to work with the Technology Function and technology partners, who develop and provide the Internet Data Feed (IDF) including CIS, INFO, Weather, etc.

Language

In addition to the local language, the OCOG web site must be developed in the two official languages of the IOC: UK English and French.

Web Standards

The OCOG web site should be developed using commonly recognised standards, as specified by the World Wide Web Consortium (W3C – www.w3c.org).

In addition, the site's main pages should be fast to download and easy to navigate.

Accessibility

The OCOG web site must be developed with a high degree of usability for people with disabilities. The OCOG should make its best efforts to comply with the W3C-Web Accessibility Initiative (WAI), as defined by the W3C (www.w3c.org/WAI/).

Continued on next page

2.2.1.2 Technical Requirements, Continued

Quality Control	The OCOG should implement firm procedures on both content and technical developments to ensure the most accurate online result. The IOC strongly recommends a pre-production environment to test all content and features before they go live (test events provide an excellent opportunity).
Cross-linking △	Outgoing links – prominent and permanent links (emblem + text) to the IOC web site (www.olympic.org), as well as to other OCOG web sites must be placed on the homepage. Links to organisations and associations recognised by the IOC and OCOG partners are permitted. Incoming links are generally accepted as long as the link to the OCOG web site is exclusively text based. Only members of the Olympic family (IOC, NOCs, IFs and other OCOGs), TOP and OCOG sponsors (as applicable), and official venue cities can use the OCOG emblem to create the link. Moreover, it is recommended that incoming links lead to the homepage, as opposed to an inside page.
Web Site Address & Domain Names △	The OCOG's prime web site address (or domain name) should be structured as follows: [Host City][Year].com e.g. **Athens2004.com** Other related domain names should be purchased or retrieved; these include ".org"; ".net"; ".biz"; and ".info"; the relevant two-letter country code (e.g. ".gr" for Greece) as well as other domain names of interest to the OCOG. (e.g. Volunteers[Year of the Olympic Games] or Torchbearer[Year of the Olympic Games])). These "secondary" domain names should be activated and redirect to the prime domain name.

Continued on next page

2.2.1.2 Technical Requirements, Continued

E-mail Addresses

The prime domain name for the web site should also be used for the OCOG's e-mail addresses (ex: firstname.name@athens2004.com)

Traffic

Detailed statistics should be communicated to the IOC every six months (i.e. during the Coordination Commission meeting/visit). The following information elements represent the minimum requirements for the IOC:

- Total number of hits, page views, visits and unique visitors over the past six months
- Most visited content and used features
- Language split
- Visitors' origins by country
- Average session (visit) duration

2.2.1.3 Communications

Introduction

This section describes the elements that relate purely to the Communications Function of the web site.

Positioning

In addition to the specific messages of the OCOG, the OCOG's web site positioning should take into the consideration the general philosophy of the Olympic Movement and the specific values behind the Olympic brand. Also, it should be used as an operational tool to disseminate information to the public with regards to specific issues of the Games (e.g. Sports Schedule, Volunteers, Job openings, Tenders etc.)

Furthermore, the OCOG web site should be complementary to the IOC's web site. The OCOG should collaborate closely with the IOC to best achieve this objective.

Content and Features

Wherever possible, the IOC requires that the OCOG exploits content and features already developed by the IOC, in particular content related to Olympic sports, athletes, the Olympic Games and the Olympic Movement (institutional).

Promotion

The OCOG's web site address should be included in all communications and promotional material (e.g. letterheads, business cards, publications, advertisements etc.). The OCOG should closely collaborate with IOC Communications to establish the best cross-promotion strategy, in addition to a cross-linking policy.

The official nature of the OCOG's website should be clearly communicated.

2.2.2 Phases of Implementation

Introduction

This section describes how key features may be implemented on the OCOG website during different phases of the OCOG lifecycle.

Foundation and Strategic Planning Phases

Olympic Games Information

During this period, the OCOG should mainly focus on information about the Olympic Games. This information will consist of elements including the proposed venue plan, key dates in the build-up to the Games and educational material targeted mainly at those in the host country and city. No key operational activities are envisaged at this stage.

Operational Planning and Testing Phase ✕

Olympic Games Information

Olympic Games Information expands to include operational-related information, including regular updates on Olympic Games preparation (e.g. venue construction). This information increasingly targets an international audience.

Ticketing

The delivery of a ticketing programme is one of the most critical areas for the ultimate success of an Olympic Games, and the Internet has been playing a central role in that respect ever since Sydney 2000. The complex issues surrounding the development of a ticket management system require expertise and experienced professionals, and, as such, the IOC recommends that the OCOG partner with an online ticketing solution provider.

For more information on ticketing, please refer to the Technical Manual on Ticketing.

Volunteer Recruitment, Retention & Training

As for ticketing, the Internet plays a key role in the recruitment, retention and training of Olympic volunteers. Although the level of expertise to run an online volunteer recruitment programme is not as high as for ticketing, the OCOG should consider a partnership with a company specialised in recruitment and/or online community building.

For more information on Olympic Volunteers, please refer to the Technical Manual on Workforce.

Continued on next page

2.2.2 Phases of Implementation, Continued

Operational Planning and Testing Phase (continued)
✕

Rate Card & Accreditation

The OCOG should make extensive use of the Internet to manage and disseminate information about the rate card and accreditation.

Spectator Accommodation

The OCOG and / or tourist authorities in the host country and city may put in place a programme geared to helping spectators find accommodation. This programme should be linked to the OCOG website and reservations should be accepted via Internet.

For more information on spectator accommodation, please refer to the Technical Manual on Accommodation.

Continued on next page

2.2.2 Phases of Implementation, Continued

Operational Readiness and Games Operations Phases

△

Testing

Web traffic during the Olympic Games is enormous. It is therefore crucial to set up the Internet hosting and distribution infrastructure accordingly, and especially to test the infrastructure capacity to manage peak traffic.

IOC Website Area

A substantial area of the OCOG's homepage must be made available to the IOC for IOC's communications. Details must be agreed with the IOC.

Games-Time Results

△

The official results must be made available through the Internet, on the OCOG's website utilising the INFO and ONS networks.

Content related to the results (i.e. starting lists, athletes' biographies, competition schedules and other sports events-related information) should also be made available.

It is important to note that the IOC will continue to promote a strategy of distributed, non-exclusive results availability, via the television rights-holders, the International Federations' and written press agencies' sites. The OCOG site, however, should serve as the main conduit for the general public.

2.3 Marketing Communications

Introduction

Marketing Communications exists to manage the effective communications of all OCOG marketing strategies, activities and events. It serves to advise and support all public/media relations activities undertaken by official partners, sponsors and licensees and to be the key contact for sponsors for media/communications issues.

The Function manages the Games-time public relations, media operations and crisis communication issues concerning partners/sponsors.

Contents

This section contains the following topics:

Topic
2.3.1 Marketing Communications Function
2.3.2 Partner Needs And Expectations Of An OCOG
2.3.3 Games-Time Planning
2.3.4 Marketing Media Office

2.3.1 Marketing Communications Function

Introduction

Marketing Communications manages the communications, public relations and media relations activities of all the marketing and image programmes, notably:

- Sponsorship
- Consumer products
- Special events
- Image and design
- Brand protection / ambush marketing
- Hospitality / accommodation

The Media and the Public

Marketing communications handles all enquires and issues relating to the marketing areas from both the media and the general public but not be able (unless instructed to do so) to go on the record to the media.

Sponsors

Marketing communications provides a number of services to the sponsors. These will include liaising with sponsors and licensees to advise and support them on their strategies and activities and to control the public relations activity calendar. To manage the consistency of Olympic/Paralympic terminology /language used by sponsors. To approve all external Olympic media and PR material. To communicate and disseminate all OCOG issues/positioning to sponsors through regular sponsor communication via publications/extranet etc. To manage the media operations and PR needs of partners and sponsors during Games time. To coordinate with the senior communications staff (Spokesperson) issues related to crisis management on sponsor issues.

Continued on next page

2.3.2 Partner Needs and Expectations of an OCOG

Introduction

The sponsors and partners of an Olympic Games will all have different needs and expectations of an OCOG and it is the responsibility of the marketing communications function to try and answer these needs and expectations when they relate to the communications field.

TOP Partners

TOP Partners are used to and will expect a certain service level in the communications area. Most TOP Partners have communications/media executives who have previously worked on the Games and who have come to expect this high level of service. Partners will approach the OCOG/the OCOG marketing communications function about - access to the MPC, tour access to MPC and IBC, support on all media issues, key contacts for issues and crisis/incident communications, dissemination of their media material and ability to film their own operations etc.

Domestic Partners

Domestic Partners and Sponsors will need greater advice and instruction on media expectations and interest leading up to the Games than many TOP Partners. The domestic partners and sponsors will also need to be filled in on filming and photography policies at the Games and access to the MPC etc.

Communications Advice & Contacts

The Partners will seek advice from the OCOG regarding issues in the media and will need positioning statements, press releases, written OCOG statements and policy documents etc. prior to talking to the media. The partner may also want the OCOG to provide media contacts in the lead-up to the Games but especially during the Games. The IOC and previous OCOG policy has been not to provide Partners with a list of accredited media.

PR Support

The Partners will expect the OCOG to promote their service or product e.g. promote technology provider as part of a media briefing on technology at the Games. The partners will be better serviced by proactive support of their involvement whether this is suggesting stories to media and referring journalists to a sponsor or the provision of briefing material. In any case all such actions have to be agreed upon at least G-6

Continued on next page

2.3.2 Partner Needs and Expectations of an OCOG,
Continued

Dissemination of Sponsor's Material

Partners will want to disseminate their Games-time media kits/releases to the Olympic media. This will require the support of Marketing Communications and is a service to the media. The function also serves, however, to control distribution and partner's access to the media.

Games-time Media Operations
✕

Partners will require assistance with their media operations during the Games, particularly:

- Partners will want access to the MPC (there is an IOC policy regarding this which is incorporated into the Press Commission's policy).
- Partners will ask for access to key OCOG executives (President, etc) to support any announcements or functions. These have to be carefully planned since the schedule of OCOG senior management is hectic during Games-time. Coordination with the IOC is important in order to foresee which of these events will be attended by the IOC President.
- Partners may want to stage a press conference during the Games.

For more information on Games-time Media Operations, please refer to the Technical Manual on Media.

MPC Operations
△

Partners will require a full briefing and understanding of MPC operations, advice on tours, press conferences, access and accreditation issues and policy etc. (A marketing communications led workshop/breakout session must be held a year out from the Games preferably during a Sponsor Workshop).

Filming / Photography at Games
⬚

Partners and Sponsors will require their activities, operations, and involvement in the Games to be recorded. There will be the assumption that they can organise their own film crew and/or photographer. The Host broadcaster has clear policies regarding this and the IOC, OCOG and Host broadcaster sign a contract, which sees the management of this and the provision of a service for sponsors, by the host broadcaster. A similar agreement is made with the official photographer of the Games.

2.3.3 Games-Time Planning

Introduction

In the lead-up to the Games and at Games-time, the marketing communications function will continue to serve the media, partners and the marketing department but it will also need to be simultaneously integrated into the OCOG Press Operations and Media Relations Departments. This will require a lot of planning on certain key subjects.

Crisis Communications △ ✕

The Communications Function must develop issue and crisis communications planning in cooperation with marketing communications which is communicated to and is appropriate for partners and sponsors (Risk management and Games communications will need to be aware of sponsor's potential incidents, issue resolution processes etc.). Two-way planning is imperative, as a Games' incident can impact the sponsor and a sponsor crisis can impact the Games.

For more information on crisis management, please refer to the Technical Manual on Planning, Coordination and Management of the Olympic Games.

Sponsor Workshops

The OCOG should hold sponsor workshops for sponsor communications and PR executives outlining the OCOG's crisis management and crisis communications planning and structure and stating what is required from the partners. Lines of reporting, incident coding, response tactics etc. have to be agreed upon with sponsors at least G-12. Test events are an excellent opportunity to put this plans into action.

Key Contacts

The marketing communications function should establish and communicate to the sponsors and the other stakeholders the key communications contacts at Games-time for the OCOG and the partners.

Continued on next page

2.3.3 Games-Time Planning, Continued

Policies △	The OCOG must set policies for the partners and sponsors pertaining to partner access to the MPC/IBC, tours and the staging of press conferences.
Distribution and Approval of Sponsor's Materials △	Marketing Communications must put in place a process for distributing and approving the sponsor's materials in general and also their Games-time releases etc. They must also ensure that the media has access to these materials.
Sponsor Recognition within the MPC/IBC ✕	This may not be the functional responsibility of the Marketing Communications Function but it should be clear what the partners can and cannot do in terms of recognition within the MPC and the IBC. Close cooperation with the Press Operations and OBO teams is crucial. For more information on the MPC/IBC, please refer to the Technical Manual on Media.
Media Guide △	Marketing Communications must produce and distribute a media guide to the Games' sponsors and sponsorship, giving key statistics, facts, roles and sponsor media relations contacts.
Marketing Media Office	Marketing Communications should plan for the establishment of a marketing media office near the News Desk at the MPC.

2.3.4 Marketing Media Office

Introduction

This serves as a central point for all marketing media related issues and information. It should be a marketing news desk for the media and a help desk/communications centre for sponsors and the Operational Management Function for marketing related areas.

Location and Set-up

The marketing media office should be located in the MPC and should be near the news desk. The office should have a service area/desk and a separate materials distribution area or control over the distribution of sponsor's materials to a central publications distribution centre. All material and information distributed via the News Desk should be made immediately available at the Marketing Media Office as well.

Partners in the MPC

✕

The marketing media office should manage all partner and sponsor tours of the MPC using allocated and trained volunteers provided by Press Operations. The office should manage all the accreditation process for partner's access to the MPC (Games accreditation or day passes – see Accreditation and Entries at the Olympic Games – User's Guide and IOC recommendations). Finally, the office should manage the approval and dissemination of partner materials using ONS/INFO/etc.

Marketing Media Office and Partners

The marketing media office is responsible for disseminating updates and information to partners during the Games. It is a crisis/incident centre for partner and marketing issues. It manages any sponsor or marketing press conferences or functions. It handles all marketing related media requests and is a contact base for sponsors, who run retail/technology operations within the MPC.

Marketing Media Office Manager / Marketing Communications Manager

The marketing media office manager / marketing communications manager should be part of the daily communications / media relations briefings and daily marketing operations meetings (the Function will produce daily reports into marketing, communications and MPC management as required). The marketing media office manager / marketing communications manager may be used to support the OCOG spokesperson and / or senior marketing executives as a spokesperson for partner/marketing related issues.

2.4 Creative Services

Introduction

After the OCOG's core attributes and the Olympic Games vision have been defined, the OCOG develops its overall communications strategy. Following this, the OCOG applies the vision and communications strategy across all aspects of Olympic Games design, through the work of the creative services function.

Contents

This section contains the following topics:

Topic
2.4.1 Image and Identity Development
2.4.2 The Olympic Design Journey
2.4.3 Olympic Games Design Elements
2.4.4 Olympic Games Identification Project

2.4.1 Image and Identity Development

Integration

The most important factor in successful Olympic Games design is the visual incorporation of key attributes of the Games vision and core messages of the OCOG.

Example

Athens 2004 Image and Identity

The Athens 2004 design programme captured the essence of the Olympic brand and the essence of Greek culture very effectively. The success of the Athens 2004 design programme was found in the programme's consistency, coordination, and integration. The clearly articulated Athens 2004 vision statement and coordinated design aesthetic created an essential harmony between all of the design elements: the emblem, mascots, pictograms, Look of the Games, medals, Torch, Uniforms etc. and the Games communication theme or slogan. The design programme unfolded seamlessly, beginning with the selection of the Athens "wreathe" emblem in the international emblem design competition and continuing through the development of all other design elements.

Position in OCOG

The location of Creative Services within the OCOG varies from OCOG to OCOG, but it may be located within the Communications Functions.

This section examines:

- Olympic Design Journey
- Olympic Games Design Elements
- Olympic Games Identification Project

2.4.2 Olympic Design Journey

Introduction

The Olympic Games is the world's greatest sporting and cultural event — and also the world's greatest visual event. Extensive preparation is required for successful Olympic Games design. The Olympic Games design programme is substantial in scope, with many and varied elements, projects and requirements. Olympic Games design begins with the establishment of an overall communications strategy. This typically occurs approximately 6 years prior to the Games.

Process

The development of Olympic Games design is a six-year journey. Because the development cycle requires that the Image and Identity be developed quickly and reach an apex in the sixth year (during the Olympic Games), design continuity is the single most important factor necessary to ensure a successful and memorable Olympic Games image

OCOG typically completes the following prior to developing Olympic Games Design

- Create a clear and consistent vision for the Games
- Create the Brand Values of the Games
- Establish a communications strategy that supports the vision
- Stage a Design Conference to educate designers on the Olympic brand and the Games vision
- Call for submissions for designs for the Olympic Games emblem

OCOG typically has the following opportunities in developing Olympic Games Design:

- Work with IOC and advisors to learn about the history and principles of Olympic Games design
- Work with IOC and advisors to learn from the Olympic Games Identification Project, etc.
- Observe Olympic Games design on-site at previous Olympic Games, gaining a greater understanding of the scope, planning, timelines, materials and philosophy of creating and applying an Olympic Games image to the field of play, competition and non-competition venues, and the Host City environment

Continued on next page

2.4.2 Olympic Design Journey, Continued

Process (continued)

OCOG typically completes the following in executing Olympic Games Design:

- Select the Olympic Games emblem
- Recruit a Director of Image and Identity
- Develop a design team
- Develop a consistent design system based on the Games vision and communications strategy
- Integrate the design throughout all elements
- Apply the Look of the Games to the Olympic venues and the Host City environment
- Manage the tenders for the providers/sub-contractors of all the Look elements and manage their applications inside and outside the venues

Scope

Olympic Games design programmes typically include more than 1,000 individual design projects. Some of these 1,000 projects consist of hundreds of smaller, subordinate projects. Key projects are described in the next subsection.

2.4.3 Olympic Games Design Elements

Introduction

It is of vital importance that an integrated approach be taken to the design elements of the communications strategy, reflecting the OCOG's core attributes and overall strategy. The visual impact of a well-managed and well-integrated design system will communicate powerful, unified messages about the Image and Identity of the Olympic Games.

Content

This section contains the following topics:

Topic
Games Emblem
Mascot(s)
Slogans
Pictograms
Look of Games
Secondary Emblems
Secondary Graphics

Games Emblem

The Games emblem consists of the Olympic symbol of five interlocking rings, text stating the name of the Host City and the year of the Games, and a graphic element that visually conveys the OCOG message about the Games, the Host City, the Host Country, the unique local culture or the unique character of the Games.
The emblem is a powerful communications vehicle. It is most significant because it must convey the Games vision immediately, and because it will serve as the global symbol for the Games for 5 – 6 years. If the design is strong and meaningful, the emblem will convey the core values and vision for the Games that it represents.

Continued on next page

2.4.3 Olympic Games Design Elements, Continued

Example **Athens 2004 Emblem**

The Athens 2004 Olympic Games is an example of an emblem that effectively communicates the vision and core values of the Games it represents. The simple design, a hand-drawn olive wreath in a field of blue, captures all four of the major themes of Athens 2004: Heritage, Human Scale, Participation and Celebration. The palette of white and blue reflects the Aegean sea and sky. The wreath is rendered by hand in a free and unrestricted manner that highlights the human element. The symbol of the wreath is a legacy from the ancient Games — the prize awarded to Olympic champions. The olive tree, furthermore, was the sacred symbol of the Athenian city-state. It is an icon that has left an indelible mark in Greek mythology and art and has served as a global symbol of peace and freedom. The wreath is shaped in an open circle that invites all to participate in the celebration of the Games.

Mascot(s) Olympic Games Mascot(s) have grown in importance and in use. Mascots can be an important communications tool in engaging youth and in conveying key messages about the Olympic Games. Mascots are most effective when they are based on the culture of the Host City or Host Country and when their characters inherently express core value of the Games vision. There are no requirements or limitations with regard to the number and type (e.g., fictional characters, animals, etc.) of mascots.

Example **Sydney 2000 Mascots**

Sydney 2000 created three mascots. Each mascot had a clearly identified personality and represented its own core positioning, communications element, and attribute of the Sydney 2000 Olympic Games. Syd (Sydney) represented the dynamism of the Host City and Host Country and also the commitment of Sydney 2000 to staging environmentally sound Games. Millie (Millennium) represented the Games of the New Millennium and the image of Australia as a modern nation. Olly (Olympic) represented the core values of the Olympic Games. Each of the mascots took the form of an animal that is indigenous to Australia.

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2.4.3 Olympic Games Design Elements, Continued

Slogans

The OCOG may choose to create a slogan that encapsulates the major themes of the Games. Slogans may be used in various ways, incorporated into Olympic Ceremonies and the Look of Games, etc.

The use of an overall slogan is a relatively new phenomenon at the Olympic Games, and the OCOG is not required to create a slogan for the Games. The use of slogans, however, can be highly effective in unifying the specific core values of the Games, and can have great impact as memorable phrases that communicate powerful themes.

Also, there could be one main slogan and other sub-slogans that facilitate specific functions (e.g. the Athens 2004 Global Torch Relay's slogan was "Pass the Flame, Unite the World").

Slogan Examples

Salt Lake 2002 Slogan: "Light the Fire Within"

The Salt Lake Organising Committee created the slogan "Light the Fire Within" as an overall theme for the 2002 Olympic Winter Games. The slogan had direct relation to the icon of the Olympic flame, and it resonated with the concept of fire as a symbol of inspiration — as the spirit of the Games and the achievements of the athletes can inspire humanity. The slogan was incorporated into and helped to define the 2002 Olympic Torch Relay, the 2002 Olympic Ceremonies, and the Look of the 2002 Games, which was based on the concepts of fire and ice. "Light the Fire Within" also captured at least two of Salt Lake City's three major themes for the 2002 Olympic Winter Games: the theme of Contrast, which conveyed the notion of fire and ice, as Salt Lake City is positioned between the snow-covered mountains and the arid desert; and the theme of Courage, as fire is commonly understood to be a symbol of inspiration. In many ways, the slogan "Light the Fire Within" was viewed as a unifying theme that tied together disparate elements of the Salt Lake 2002 Image and Identity. The slogan's effectiveness was seen in the fact that spectators and athletes alike used the phrase commonly in reference to the spirit of the 2002 Olympic Winter Games.

Athens 2004 Slogan: "Welcome Home"

The Athens Organising Committee created the slogan "Welcome Home" as an overall theme for the 2004 Olympic Games. This simple phrase captured all four of the major themes of Athens 2004: Heritage, Human Scale, Participation and Celebration. "Welcome Home" emphasised the special position of Greece as the birthplace of the Olympic tradition, and thus expressed Greek Olympic heritage. The common simplicity of the phrase reflected the human scale of the Games, as the people of Athens welcomed the athletes of the world. "Welcome Home" is an inviting phrase that encourages the world to participate and celebrate the Olympic Games. The theme was incorporated very effectively throughout the Look of Games, in the Olympic venues, throughout the Host City, and at key non-competition venues such as the Athens International Airport.

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2.4.3 Olympic Games Design Elements, Continued

Pictograms

Pictograms are functional designs used to represent sports and disciplines that are part of the Olympic programme. A sport pictogram typically portrays an image of the human form practicing a given sport.

Pictograms can be more effective and more powerful if they convey something of the local culture or incorporate basic design elements from the Olympic Games Image and Identity. As a minimum, pictograms should be developed in such a way that they coordinate well with other Olympic Games design elements, as they will be viewed in proximity to the Look of Games, etc.

It must be emphasised that pictograms are function designs. Each pictogram should clearly depict its associated sport or discipline, and each must be approved by the International Federation of its associated sport.

Pictogram Examples

Sydney 2000 Pictograms

The graphic element of the Sydney 2000 emblem depicted a human image formed from the shape of boomerangs, a traditional symbol of Australian culture. Sydney 2000 pictograms likewise incorporated the boomerang shape, formed to represent the practice of the various sports on the Olympic programme. This design was highly effective as it integrated the most prominent graphic element of the Games emblem.

Athens 2004 Pictograms

The Athens 2004 sport pictograms were inspired by Cycladic figures of ancient Greek civilisation, which created distinctive silhouettes of the human form. The design clearly reflected an important aspect of Greek heritage, which was doubly important because Heritage was a core value of the Athens 2004 Olympic Games.

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2.4.3 Olympic Games Design Elements, Continued

Look of the Games

The Look of the Games refers to the design elements and applications that adorn Olympic venues, decorate streets and public spaces within the Host City, and beautify functional apparatuses such as spectator corrals, fence-wraps, etc. The Look of the Games serves to enhance the visual experience for the athletes, spectators, and television viewers. The Look of the Games first became a vital element in Lillehammer 1994, and since then the programme has grown in sophistication and importance.

The Look of the Games is most effective when it is integrated into the overall Games vision and communications plan. It is considered important that the Look of the Games be created to communicate key aspects of local culture or heritage, and to convey core values of the Games.

Look of the Games Examples

Sydney 2000 Look of Games

The Sydney 2000 Look was based on the concept of "fluid energy." Water imagery in varying shades of vibrant blue captured the concept of Australia as an island nation and the vitality that the country draws from its surrounding oceans.

Salt Lake 2002 Look of Games

The Salt Lake 2002 Look was based on the concept of "fire and ice." Deep blue and purple (ice) with ice crystal imagery were set against bright yellow and orange (fire). This concept resonated with the Games emblem, the Games slogan of "Light the Fire Within," and with the Salt Lake 2002 core value of Contrast.

Athens 2004 Look of Games

The Athens 2004 Look created a vibrant, unified representation of Greek culture called "Panorama", resonating with the Athens 2004 core values of Heritage, Human Scale, and Celebration. The Look featured a four-colour palette, drawn from natural colours found in the Greek environment. These secondary graphics combined abstract patterns from Greek civilisation and everyday life: wave patterns reflected the sea; the human form in sport was represented; and ancient inscriptions about athletic performance were rendered in Greek lettering.

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2.4.3 Olympic Games Design Elements, Continued

Secondary Emblems

Secondary emblems may include the emblems of various core assets, such as the Olympic Torch Relay, the Volunteer Programme, the Environment and Culture. It is important to ensure that secondary emblems related to the celebration of the Games coordinate with the overall Games vision. It is also beneficial that key elements and design characteristics of the Games Image and Identity be integrated into secondary emblems.

Secondary Graphics

Secondary Graphics from the Image and Identity programme are typically found as a major component of the Look of the Games, as well as on the Torch Relay uniforms and torches, the volunteer uniforms, the Olympic cauldron, the Olympic medals, etc. Secondary graphics typically are developed to express or convey the culture of the host country or the host region. It is important to ensure that secondary graphics and the design of these items be coordinated with the overall Games vision. It is beneficial that key elements and design characteristics of the Image and Identity be integrated into these items. The form and function of these items may dictate the extent to which integration is possible.

2.4.4 Olympic Games Identification Project

Introduction

The Olympic Games Identification Project (OGIP) is a programme of developing and applying Olympic Games design to achieve the following objectives:

- To enhance the visual appeal of the Olympic Games for the spectator, the athlete, and the global broadcast audience.
- To strategically apply the Olympic five-ring symbol and/or the Olympic Games identity to ensure that broadcast and photographic images of the Olympic Games are immediately identifiable.
- To ensure a strong visual presentation and consistent design quality from one Olympic Games to the next.

Relevance to Communications

The OGIP has been a critical factor in the development and application of an integrated image and aesthetic. This has a powerful impact on the OCOG's ability to communicate core values and key messages through visual imagery to the athletes, the spectators, the media, and the television broadcast audience.

History

The IOC created the OGIP in 1997. With each Games since Nagano 1998, the OGIP has been increasingly successful in ensuring a consistent and integrated design for each Games and in ensuring that Olympic design elements are strategically applied throughout Olympic venues and the Host City environment.

Athens 2004 was the first Olympic Games to receive the benefits of the OGIP for the entire six-year cycle of image development. The success of the Athens 2004 Image and Identity programme demonstrates how the partnership between the IOC and the OCOG helps to ensure the complete integration of Olympic design elements.

2.5 Editorial Services

Introduction

Editorial output, delivered across a variety of media, represents an important contribution to overall communications efforts. A wide range of publications, with enormous variations in print runs and consumption, will be required to suit the needs of diverse stakeholders. Print runs for publications may be in the hundreds of thousands (i.e. for spectators' guides). Strong editorial coordination will be needed to ensure consistency of messages and style. Careful planning will be required, at an early stage, in order to effectively scope resource requirements and to ensure that a wide range of needs are taken into consideration. Licensed publications may also provide a means for cost recovery.

This section will examine:

- scope of the publications' function's work
- strategy and planning
- IOC requirements

Contents

This section contains the following topics:

Topic
2.5.1 General Introduction
2.5.2 Scope
2.5.3 Editorial Services Planning And Structure
2.5.4 IOC Requirements

2.5.1 General Introduction

Introduction

From bid book to Opening Ceremony programme to final report, editorial services and the resulting publications form a critical communications vehicle for the OCOG and a lasting legacy of the Olympic Games. Those publications will include digital hard-copy printing (small print runs), offset printed publication (larger print runs) and digital publication: i.e. PDFs, internet, extranets etc. It is key to the success of this function to work closely and define early in the stages of preparation, the needs of other Functions.

Scope

This section briefly covers some of key considerations and obligations with regard to the publications work that an OCOG will need to complete during its lifecycle.

It does not attempt to list all required publications an OCOG will be required to produce, or in what format.

List of Publications

A detailed scope of previous Games publications requirements can be found in Olympic Games Knowledge reports on the OGKM Extranet.

Other IOC Technical Manuals also list specific publications to be produced as mandatory deliverables for those functions. These should not be considered, however, to form an exhaustive list of required publications.

The range and volume of publications vary from Games to Games depending on the number of sports, venues and locations etc. The figures specified here are minimum requirements based on previous Games. Requirements may need to be adjusted to each individual city depending upon the actual conditions in place.

2.5.2 Scope

Introduction

The Publications Function provides a full service and integrated platform for the creation, design, production and delivery of an OCOG's written and graphic communication to Games stakeholders for the Olympic and Paralympic Games.

Scope

Specifically, the Publications Function is responsible for developing a cohesive visual and written vocabulary for the Games, and applying it to the design and content of its publications, including:

- Define and scope the OCOG's publication requirements
- Determine delivery platforms: type, style and timing of publications i.e. printed/digital, offset/desktop printing, online/offline etc.
- Publication planning, writing and editing
- Graphic design
- Desktop publishing
- Print production
- Editorial services
- Photographic services
- Ensure creation and use of a standardised (English/French) style guide, referring to IOC style guide
- Establishing and/or managing relationships with publications related partners, printers, pre-press houses and other production suppliers etc.
- Establish a close working relationship with all OCOG Functions
- Establish a close working relationship with the IOC
- Ensure the consistent use of Olympic terminology OCOG publications
- Establish a policy with relation to the use of a standardised Olympic records and statistics
- Work closely with Languages Services in defining translation policies and procedures
- Work with licensed publishers and establish signoff on all licensed publications
- Stay on top of future digital publishing trends and innovations
- Review and explore all mediums to deliver communication messages to stakeholders

2.5.3 Editorial Services Planning and Structure

Introduction

Two main kinds of publication will be produced by the OCOG: those with a functional or technical purpose (such as broadcasters' briefing packs regarding the Opening Ceremony), and those with a wider communicative purpose (such as a quarterly magazine or monthly newsletter). Careful planning will be key, in order to ensure the needs of OCOG Functions are met, and that communications goals are achieved. This planning will take place within the wider framework of general communications planning, in order to achieve an appropriate allocation of resources.

Functional Publications

Publications designed to serve a functional purpose will often form the basis of requests from OCOG Functions from transport to accommodation, from spectator services to sport. A needs assessment, surveying the requirements of all OCOG Functions, should be carried out to establish a base list of publications. Publications lists from former OCOGs may also serve as a useful reference.

Sport Publications ✕

Sport Publications include International Federation progress reports, explanatory books, technical officials' guides, competition forms, entry forms, entry publications, pre-Games training guides, team leader guides and test event publications. These are created in collaboration with the International Federations. In addition, the work of the sports publication section is to create copy, articles, information, fact sheets and sporting anecdotes for each sport on the Olympic Programme and sign-off for all sport copy and sporting images/graphics used by the OCOG and its partners. See the Technical Manual on Sport for more information.

Proposed Publications Approval △

A list of proposed publications must be submitted to the IOC for approval, as part of the Games-time communications plan to be submitted at G-36. It should include a brief description of content, format, circulation, distribution mechanism and budget.

Continued on next page

2.5.3 Editorial Services Planning and Structure, Continued

Indicative Position in OCOG Organisational Structure

The Publications function often falls within the overall management of the Communications Function.

Due to the technical nature of some publications and reports, OCOG functions, working in close cooperation with the Publications Function, may establish their own independent Publications Function i.e. Sport (refer to the Technical Manual on Sport).

Formats

The IOC fully supports the use of digital publishing trends and innovations, such as the increased use of PDFs, CDs, internet, extranets etc., to reduce the necessity of printed format, however this must be balanced and not at the expense of effective communication with stakeholders.

2.5.4 IOC Requirements

IOC Approval of Publications
△ ×

As stated in the Host City Contract, all official publications and brochures must be submitted by the OCOG to the IOC for its prior written approval before are printed or distributed in any form and, unless the IOC otherwise approves, shall contain no advertising material of any kind. The Marketing Function may provide details of contractual requirements regarding sponsor recognition.

As per the Olympic Charter, all publications relating to the Olympic Games and required by the IOC shall be produced and distributed, at the expense of the OCOG in such format as may be requested by the IOC.

Copies of all Official Publications
△ ×

Six (6) sets of copies of all official publications (as referred to in the main body of the Host City Contract) leading up to, during, and after the Games shall be supplied by the OCOG, at the OCOG's expense, to the IOC Information Management Department. The OCOG shall also provide to the IOC, at the OCOG's expense, for its archives, a copy of such brochures and publications in electronic or other format(s) as may be requested by the IOC Information Management Department.

Licensed Publications
▭

OCOG publications can be licensed, in accordance with established Olympic marketing guidelines.

Official Report
×

Information concerning the publication requirements of the OCOG Official Report can be found in the Technical Manual on Planning, Coordination and Management of the Olympic Games.

Continued on next page

2.5.4 IOC Requirements, Continued

OCOG Progress Reports ✕	As detailed in the Technical Manual on Planning, Coordination and Management of the Olympic Games, the OCOG shall promptly provide oral and written reports in English and French on the progress of the preparation of the Games, including details on the financial situation regarding the planning, organising and staging of the Games, whenever the IOC requests it to do so. Decisions taken by the IOC following such reports should be acted upon immediately by the OCOG.
Publications Relating to Olympic Games △	All publications relating to the Olympic Games and required by the IOC shall be produced and distributed, at the expense of the OCOG, in such format as may be requested by the IOC.

2.6 Employee Communications: Internal Communications Tools

Introduction

The OCOG will experience extremely fast growth during its lifecycle. Internal communications can and should help ensure a sense of team spirit, while motivating and informing.

An effective internal communications plan will consider the combined use of a wide range of tools, articulating carefully chosen messages.

Too much trivial information can lead to internal stakeholders ignoring internal communications tools. But remaining too general, avoiding detail, can lead to content that does not necessarily resonate with employees.

Summary of Internal Communications Tools

The following table summarises key internal communications tools for internal communications:

Summary
Weekly (OCOG staff Pre-Games), Quarterly (Volunteers Pre-Games), and Daily (All workforce Games-Time) Newsletters
Monthly all-OCOG meetings for staff
Online Community
New Technology
Games Time Certificate and Event
Volunteer Memento Magazine

Continued on next page

2.6 Employee Communications: Internal Communications Tools, Continued

Weekly Newsletter

A weekly news brief for all those working on the Games that provides operational, social, cultural and inspirational information with a motivational twist. Its strengths are the blend of information and its timeliness. It is recommended that a weekly newsletter/brief be introduced to the OCOG staff at least 3 years prior to Games. The format may be either print or electronic (web / email). Language should be considered with regards to foreign-language employees having equal access to all information within an OCOG.

Quarterly Newsletter

Intended to keep the volunteer candidate base up-to-date on the volunteer process, highlight contributions of in-house volunteers, review training tips, Olympic and Paralympic news, and communicate other important information.

Daily Newsletter

On the venue, a daily newsletter during Games-time is one of the best ways to keep the workforce up-to-date on schedule changes, happenings around the venue, recognise achievements of workforce members, and provide a glimpse of what is happening Games-wide. Communications staff should work closely with the HR staff at every venue that usually assume the logistical support of producing the newsletters and provide valuable information.

Monthly OCOG Staff Meetings

This could take the form of a monthly meeting to which all staff is invited. The meeting could run for one and quarter hours and include a focus on different functions/special individuals within the OCOG. The CEO should present an update of the OCOG. Visitors from the IOC, International Federations and so forth will generally be happy to offer an encouraging word. It is recommended that these meetings be both fun and informal, to enhance a teambuilding environment.

Continued on next page

2.6 Employee Communications: Internal Communications Tools, Continued

Volunteer Souvenir Magazine

Effective communication with volunteers is particularly important, since good motivational materials and communications support will help. A magazine is one good way of fulfilling this need. A final edition, post-Games, may serve as in important souvenir and gesture of gratitude. It may indicate further opportunities for volunteerism, enhancing this legacy aspect of the Games.

Online Community ✕

An online community is a great way to allow staff and volunteers to communicate with each other, receive quick information and updates from the OCOG, and reduce the amount of labour required within the Games Workforce division to communicate with the workforce.

The use of online communities or intranets should also be considered within the context of the Olympic Games Study Commission recommendations to use electronic media rather than paper where possible. While much of the workforce is likely to be office-bound during preparations for the Games, one exception may be at Games time (see daily newsletter, above).

Consideration should also be given to how these online tools might be used post-Games, to support effective communications during the dissolution process. More information is available in the Technical Manual on Workforce.

New Technology

A variety of new technologies can be used to ensure cost-effective distribution of timely messages. For example, short message service (SMS) messages can be used at Games-time to provide quick updates to all or part of the workforce. The OCOG should consider the potential for sponsors to provide these communications tools.

Games-time Certificate

Just as certificates of Olympic Games participation are prepared for athletes and officials, they should be prepared for workforce and volunteers (a special pin could also be considered). Long after other internal communications tools and materials have faded from memory, these are likely to remain. Consequently, the appropriate resources should be allocated to their production.

3.0 → Crisis Communications

3.1 IOC Approach to Crisis Communications

Summary

Crises may occur at any point during the OCOG lifecycle. As an event with huge global media interest, the Olympic Games must be supported by thorough preparation in the area of crisis communications. The resources necessary for this preparation must be considered in the OCOG's strategic planning.

This section describes the IOC's approach to crisis communications and encourages OCOGs to work closely with the IOC and other stakeholders on this important issue. See also Technical Manual on Planning, Coordination and Management of the Olympic Games.

Introduction

The IOC adopts the following approach to crisis communications. The approach chosen by the OCOG should be coherent with the approaches taken by the IOC, sponsors, public authorities and so forth. This coherence is likely to be tested during pre-Games simulations and test events.

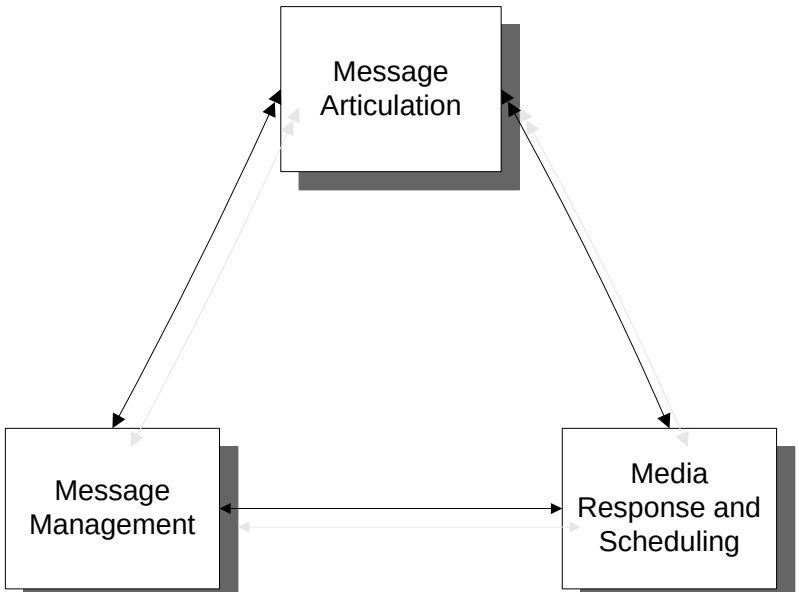
Continued on next page

3.1 IOC Approach to Crisis Communications, Continued

Global Concept

In times of normal operation, any single individual may be responsible for the three main elements of communication: message creation and development, media response and scheduling, and message articulation. In the case of a crisis, due to the load of media requests regarding a single issue, responsibility for each of these elements forms a separate pole. Responsibilities can thus be effectively assigned to individuals or groups, as follows:

Communications Triangle



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3.1 IOC Approach to Crisis Communications, Continued

Message Articulation

This pole refers to the actual communication of a message by a spokesperson to the outside world, on behalf of the organisation.

In times of crisis, the organisation's spokesperson should be presented, wherever possible with simple executive decisions regarding message management and scheduling. This will free up the spokesperson, in order that he or she may concentrate on message articulation. The spokesperson should work via the full range of media (print, broadcast), to satisfy to the greatest extent possible the demand for comment. Should an expert within the OCOG be needed (i.e. on Technology) he/she should be available to support the spokesperson.

Message Management

Message Management refers to the work done to create messages and materials that can be used by spokespeople and various editorial platforms to respond to a crisis. These may include holding statements, substantive statements, written press releases and so forth. In order to create these messages, those responsible for message management have regular and close contact with the team developing an operational response to the crisis. They will also have close and regular contact with those working on message development for any and all associated stakeholders. Senior Management (depending on the level of a crisis) should be involved in the entire process.

Message Refinement

After agreement on the initial message, the Message Management pole is assigned responsibility for the wider provision of consistent talking points to all potential spokespeople (Board members, Directors), for more general communication to internal audiences (i.e. staff) and for tracking resonance with the media through constant monitoring. Messages are refined according to media resonance and substantive developments, taking care to ensure coherence with the messages of partners. Follow up actions should be considered in the aftermath of a crisis (e.g. phone calls etc).

Internal Communication

The message management pole is also responsible for distributing messages to the teams providing in-house platforms such as the Internet.

Media Response and Scheduling

The Media Response and Scheduling pole refers to the group of individuals responsible for channelling media enquiries and making the necessary logistical arrangements for effective "message articulation". This pole plays a critical role insofar as there is a need for swift and effective public response to a crisis, in order to avoid speculation. The media response and scheduling team may propose press briefings / conferences etc. to deal with media interest in the crisis.

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3.1 IOC Approach to Crisis Communications, Continued

Integration with External Bodies

The external bodies that become involved in crisis communications, especially those whose input is necessary for message creation and development, change according to the type and scope of the crisis. In the case of a security-related incident at Games-time, for example, a number of public authorities are likely to be involved. A technology failure might involve one or more sponsors. Many of or all of these stakeholders will have their own ommunications functions. Close cooperation is essential, to ensure consistency of message. External agencies' participation in simulation exercises should be considered in order to facilitate them with the procedures and policies of the OCOG.

Commercial partners (see section on Marketing Communications), especially those with a long-standing relationship with the Olympic Movement, bring vital experience in dealing with crises and will prove an important resource in the OCOG's crisis communications preparations.

4.0 → Paralympic Games

4.1 Paralympic Games Communications

Introduction
✕ ▸ IPC

This chapter covers communications considerations and obligations that arise from the hosting of the Paralympic Games. While all of the other sections of this technical manual apply to preparing for the Paralympic Games, there are also some unique elements. These stem, in part, from the International Paralympic Committee's mission: "Seek the continuous global promotion and media coverage of the Paralympic Movement, its vision of inspiration and excitement through sport, its ideals and activities."

This section looks at Paralympic Games-related promotional activities, such as the need for a Paralympic Games communication strategic plan, the accessibility awareness programme and the need for a web site for the Paralympic Games. More information can be found in the Technical Manual on Paralympic Games.

Paralympic Games Communication Strategy
△ ▸ IPC

The OCOG is required to develop a Paralympic Games Communication Strategic Plan for approval by the IPC. This plan will be integrated into all external communications from all Functions within the OCOG. A specific communication strategy for the Paralympic Games is required four years prior to the Games in order to raise awareness and interest among the general public, local communities and the media. A comprehensive plan covering Games-time and the preceding months should be presented to IPC Communications with two years remaining until the Games.

Continued on next page

4.1 Paralympic Games Communications, Continued

Paralympic Strategy Elements
▶ IPC

Use of the following elements should be considered when creating a communications strategy for the Paralympic Games. These potential activities may be used to enhance and promote the host city's operations during the Paralympic Games.

- Paralympic Signage and Look Elements
- Pre-Games Accessibility Projects (local businesses, attractions material)
- City Entertainment
- Paralympic Games "Live Sites"
- Paralympic Games Communication and Promotional Advertising
- Torch Relay, Men's Team Sprint Track Cycling, Men's 100m T44, Women's 800m T54, Wheelchair Basketball and Rugby finals as communications opportunities
- Educational Opportunities (i.e. "Adopt a Paralympic Sport" initiative)

Accessibility Awareness
△ ▶ IPC

The OCOG, in cooperation with the host city and the NPC, is obliged to provide an accessibility awareness programme, highlighting accessibility enhancement to specified cultural and entertainment attractions as well as visitor/tourist services for spectators, athletes, team officials, the media and the Paralympic Family. Furthermore, the OCOG and the host city should focus planning on the general promotion of the Paralympic Games and the city as an access friendly destination.

A seminar on accessibility awareness must be held for all OCOG volunteers.

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4.1 Paralympic Games Communications, Continued

Paralympic Games Website Requirement

△ ▸ IPC

The OCOG is required to launch an Official Website for the Paralympic Games at the same time as the Olympic Games website. The website should ensure the highest standard of accessibility and usability for all user groups and have similar look, feel and content to that of the Olympic Games prior to, during and following the Paralympic Games. The OCOG's website positioning should take into consideration the general philosophy of the Paralympic Movement and the specific values behind the Paralympic brand.

IPC Website Area

An area of the OCOG's website must be made available to the IPC for the promotion of the IPC's communications. Details must be agreed upon with the IPC.

Traffic

Detailed statistics must be communicated to the IPC every six months. The following information elements are the minimum requirements:

- Total number of hits, page views, visits and unique visitors over the past six months
- Most visited content and used features
- Visitors' origins by country
- Average session (visit) duration