# TICKETING

*Technical Manual*

*on Ticketing*

# Technical Manual on Ticketing

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**International Olympic Committee**

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# I. Global Reference Data

**Name** **Technical Manual on Ticketing**

**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** This updated version of the Technical Manual on Ticketing provides more comprehensible and updated guidelines on ticketing compared to the previous editions of the Manual. Based on past experiences and thanks to the advice of experts, this Manual defines the general overview of a Ticketing Programme.

The previous Technical Manual on Ticketing listed the obligations and recommendations applied to ticketing, whilst the new version has integrated them into a global strategic plan for Ticketing.

# III. Related Documents

**List**

The following is a list of all documents this Technical Manual refers to:

- Olympic Charter
- Host City Contract
- Accreditation and Entries at the Olympic Games – User's Guide
- Technical Manual on Communications
- Technical Manual on Hospitality
- Technical Manual on Media
- Technical Manual on Olympic Village
- Technical Manual on Paralympic Games
- Technical Manual on Sport

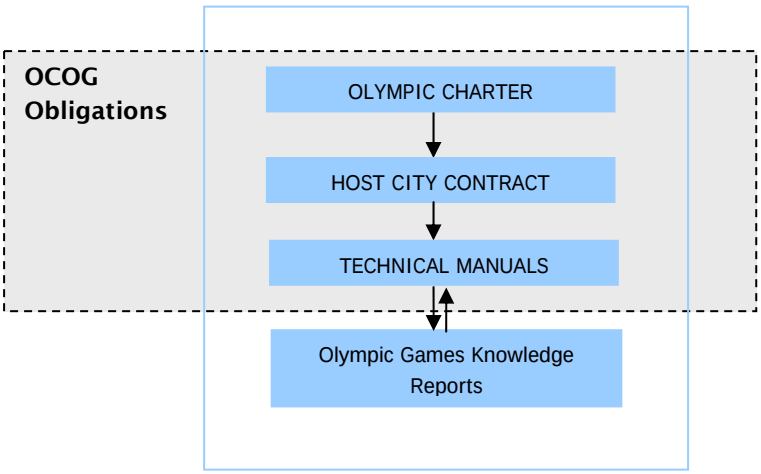
# IV. Information Road Map

**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.

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# 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.

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# 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

**Objectives**

The objectives of the Technical Manual on Ticketing are to:

- Provide a clear methodology on the OCOG Ticketing Programme
- Describe the OCOG obligations related to Ticketing for the Olympic Games
- Warn of potential risks based on past experiences

**Limits**

When referring to venue mapping, this manual does not address venue design. This theme is developed in the Technical Manual on Venues – Design Standards for Competition Venues.

This manual does not define the basic requirements of the technology for the Ticketing Management System that is used for the ticket sales. This will be provided by ticketing and the information technology departments of the OCOG.

**Target Audience**

The target audience for this manual is:

- OCOG Senior Management
- OCOG Ticketing
- NOCs
- NPCs
- IFs
- IOC Marketing Partners
- Local Partners

# VII. Executive Summary

**Introduction**

The Technical Manual on Ticketing provides assistance to OCOGs in creating and developing the following:

- Strategic Planning
- Ticket Operations
- Ticket Sales
- Paralympic Ticketing

**Part I – Strategic Planning**

This part describes the first steps in a Ticketing Programme clearly defining the strategic plan and identifying the targeted clients as well as creating a Ticketing Function and staff which will have to work closely with several other functions of the OCOG.

**Part II – Ticketing Operations**

This part outlines recommendations and obligations concerning the ticket operations such as definition of a management and technology system for selling tickets, general pricing policies, venue ticketing operations and the creation of the ticket design.

**Part III – Ticket Sales**

This is the last stage of the Ticketing Programme which includes recommendations and obligations for the different sales phases which can be divided into three parts: public sales, late sales and sales during the Olympic Games.

**Part IV – Paralympic Ticketing**

This part details all the requirements, recommendations and obligations specific to the Paralympic Games.

# VIII. Technical Presentation

**Scope of the Manual**

This Technical Manual provides a methodology and direction for an OCOG in creating a successful Ticketing Programme for the Olympic Games. It helps in developing and managing the Ticketing Programme through the Ticketing Department by providing key information for the project.

**Position in OCOG Structure**

Ticketing is a function which needs to work closely with other OCOG functional areas, such as, Marketing, Accreditation, Event Services, Venue Management, Transport, Finance, Sports, Information and Technology, Communication/Media, Protocol and Security.

# IX. Link to OCOG Phases

**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 Ticketing Programme.

**Timeline**

The following timeline outlines the OCOG phases and key activities related to each phase:

| | Phase | Month | Ticketing Responsibilities |
|---|---|---|---|
| 1 | Foundation | G-98 to G-66 | |
| 2 | Strategic Planning | G-65 to G-42 | • Appoint the Ticketing Manager<br>• Define the Ticketing mission statement<br>• Define Communication and PR planning<br>• Draft the Strategic Plan<br>• Present Strategic Plan to IOC for approval<br><br>**Finance**<br>• Develop Budget planning<br>• Elaborate Marketing budget<br><br>**Legal**<br>• Review country law and legal implication |
| 3 | Operational Planning | G-41 to G-6 | **Ticketing Sales & Marketing**<br>• Develop Marketing Plan for ticketing sales<br>• Present Ticketing price policy to the EB<br>• IOC approval of Code of Conduct for NOCs/GSAs<br>• Present NOC ticketing agent standard agreement to the IOC for approval<br>• Define quantities for sale<br>• Present ticket prices to the IOC for approval<br>• Present Stakeholders tickets repartition to the EB for approval<br>• Start stakeholders initial orders<br>• Confirm ticket requests<br>• Launch phase 1: Ticket Price<br>• Launch Phase 2: Sales re-launch |

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# IX. Link to OCOG Phases, Continued

**Timeline** (continued)

| | Phase | Month | Ticketing Responsibilities |
|---|---|---|---|
| 3 | Operational Planning<br>(continued) | | **Ticketing Operations**<br>• Define general capacities for ticketing<br>• Ticketing input in Model Venue Planning<br>• Define seating charts<br>• Define seating contingencies<br>• Define access planning policies and procedures with Event Services<br>• Communication of schedule of events<br>**Finance**<br>• Define payment methods<br>**Information Technology**<br>• Plan Information/Technology system<br>• Request for proposal Information/Technology systems<br>• Appoint Information/Technology systems provider<br>**Legal**<br>• Check counterfeits<br>• Needed law and legislation in place<br>• Develop anti-scalping laws |
| 4 | Testing | G-24 to G-6 | • Test Individual Ticketing Systems |

Continued on next page

# IX. Link to OCOG Phases, Continued

**Timeline** (continued)

| | Phase | Month | Ticketing Responsibilities |
|---|---|---|---|
| 5 | Operational Readiness | G-5 to G-1 | **Ticketing Operations**<br>• Present ticket design to the IOC for approval<br>• Proceed to tickets printing<br>• Proceed to tickets distribution<br>• Distribute tickets and accompanying information<br><br>**Finance**<br>• Cash management<br><br>**Ticketing Sales & Marketing**<br>• Launch Phase 3: Sales re-launch<br>• Launch phase 4: Sales re-launch real time<br><br>**Information Technology**<br>• Test real time Information/Technology Systems<br><br>**Ticketing Sales & Marketing**<br>• Release of contingency tickets<br><br>**Legal**<br>• Launch black market operations |
| 6 | Games Operations | Games, Transition, & Paralympics | • Games time strategy adjustments<br>• Proceed to late sales |
| 7 | Dissolution | G to G+12 | • Debrief strategy<br><br>**Finance**<br>• Proceed to final financial reconciliation |

# 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

**High-Level Obligations**

The OCOG is responsible for the following critical obligations concerning Ticketing:

- Create a Strategic Plan to address all elements of the Ticketing Programme.
- Develop an operational system for allocation, printing and distribution of tickets.
- Provide a system of ticket sales and allocation for all stakeholders and General Public.
- Organise ticket sales for the Paralympic Games.

**Strategic Plan**

The following list represents a summary of the main obligations related to Ticketing:

- The OCOG ticketing strategic plan must be presented to the IOC for approval.
- Any deviation from the Candidature File on ticket revenue levels and venue capacities must have prior IOC approval.
- Where necessary the IOC and European legislators should be consulted.
- The requirements of the Olympic Family are a Host City obligation under the terms of the Host City contract and through the Accreditation and Entries at the Olympic Games Users Guide.
- The IOC has the right to request tickets for all events of the Olympic Games.
- The Marketing Ticket allocation process must receive final approval from the IOC-Marketing Department.
- Member NOCs within the European Union will have to compete for sales with other European Union NOCs in their territory.
- The NOC Ticket Sales Agreement must be approved by the IOC.
- There may be a different agreement with NOCs within the European Union due to European Laws and regulations. The final resolution must be approved by the IOC.
- The IOC must approve the final decision regarding the number of seats allocated to all accredited client groups in each venue.
- The Ticketing and Marketing Departments of the OCOG must ensure that all commercial contracts are respected throughout the ticketing process in order that the Games Partners exclusivity is maintained.
- Ticketing department needs to review the competition schedule within the OCOG.
- For the ticketing allocation process, the IT requirements needed to ensure a successful service must be in place before the allocation process commences.

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# XI. Obligations Checklist, Continued

**Ticketing Operations**

- IOC must approve the design of the tickets.
- Back of ticket text and terms and conditions of ticket sales must be approved by the IOC.
- The method of delivery must cover the complete territory and tickets must have a tracking mechanism should they be mislaid during transportation.
- Client Group tickets should be available first, before the public despatch takes place.
- Robust tested ticketing systems from reliable, stable, experienced global suppliers are a necessity.
- IOC and OCOG Marketing Partners must be utilised for the technology integration of ticketing where possible. The resultant agreement must still meet the definition of the requirement for the service.
- The appointment of an IT Ticketing Vendor by the OCOG must be approved by the IOC.
- The Candidature File sets out obligations from the OCOG which must meet:
  - Revenues
  - Full stadia
  - Affordable tickets for the public.
- The OCOG must start from a position of no free tickets.
- Ticket price planning must prioritise the filling of venues rather than revenue maximisation.
- It is important that price levels and zoning reflects the sight and location of the seat in relation to the viewing spectacle.
- All prices for all sports and ceremonies must be approved by the IOC.
- Any changes to venue capacities from the Candidature File must be approved by the IOC.
- The location of the different client groups and types of spectators must be considered on a sport by sport basis.
- The IOC must agree to price zoning plans for the venues.
- The accreditation seating plans (number and locations) needs IOC approval.
- The seat kill proposal must be communicated with the IOC and respective IF.

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# XI. Obligations Checklist, Continued

**Ticket Sales**

- The preferred method of payment for ticket sales must be the chosen credit card of the IOC Marketing Partner.
- Anti-scalping laws must be in place or introduced in the year prior to the Games.
- The OCOG must put in place a system to trace and to attempt to prevent individuals or organisations 'scalping' tickets before or during the Olympic Games.
- Regular updates of ticket sales by all client groups for all sports must be provided to the IOC.
- Policies for cancellation and postponement need to be approved by the IOC.
-

**Paralympic Games**

- Paralympic ticketing must help to promote youth and educational opportunities and leave a social legacy for the Host Country through high spectator numbers and opportunities to watch the Paralympic Games.
- The OCOGs ticketing strategic plan must be presented to the IPC for approval of the Paralympic component.
- The NPC Ticket Sales Agreement must be approved by the IPC.
- The IPC must approve the number of seats allocated to the media, broadcasters and the Paralympic Family at each Paralympic competition venue.
- The IPC to approve all Reserved Ticketed Sessions for the Paralympic Games.

The IPC must approve the design of the Paralympic Tickets.

# 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 |
|---|---|
| **Call Centre** | A telesales and information centre established to provide ticket sales and services for the general public |
| **Client Group or Key Client Group** | Client groups are different groups of people or organisations targeted by the Ticketing Programme |
| **Code of Conduct** | The Code of Conduct is an IOC document which needs to be signed by the IOC, the NOC and the GSA in order to approve NOC's appointment of a GSA. The objective of this document is to standardise the working procedures of the GSA and to set the conditions a GSA is to respect in order to sell tickets |
| **Contingency tickets** | Contingency Tickets are reserve tickets |
| **Egress** | The logistical exercise of emptying the stadium after an event has finished |
| **General Public** | General Public includes private individuals, excluding the NOC Family, who acquire tickets for the purpose of personal use |
| **General Sales Agent or GSA** | A General Sales Agent is appointed by an NOC and approved by the IOC to purchase Olympic Games tickets from the OCOG. The GSA sells and distributes the tickets to the client groups associated with the NOC as well as the General Public within the territory that the GSA has been granted the right to sell tickets. An NOC can undertake the responsibilities of a GSA. |
| **Phase 1/2/3/4 of Sales** | The phases of sales are the different steps of Ticket Sales before and during the Olympic Games |
| **Point of Sale tickets** | Kiosk type selling locations in the Host City |
| **Price Zoning** | The Price Zoning is the process of zoning stadiums by price categories |
| **Request for Proposal** | It is the process of asking relevant companies for their tender ideas and quotes for the project |

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# XII. Specific Glossary, Continued

**Presentation** (continued)

| Term | Definition |
|---|---|
| **Seat Kills** | Those seats which cannot be assigned to spectators to view an event due to the seats being pre-assigned for other purposes (e.g. camera locations) |
| **Seating Bowl** | Seating bowl is the total area where seats that can view the event are situated, i.e. the seats in the stadium |
| **Souvenir Ticket** | A Souvenir Ticket is a ticket that is pre-printed in advance of the Olympic Games and often kept by spectators as a souvenir after the event |
| **Thermal Ticket** | A ticket that is printed on-demand from the customer usually at a point of sales location |
| **Ticket** | A printed card or paper that entitles the holder to admission to a session or a Ceremony |
| **Ticket Management Systems Provider** | The Ticket Management Systems Provider is the Ticketing Company appointed to provide technology and expertise for the project |
| **Ticket Pricing** | The Ticket Pricing is the device to determine the Ticket prices |
| **Ticket Revenue** | This represents the amount of money collected from the Ticket Sales |
| **Ticket Sales Agreement** | The Ticket Sales Agreement is a legally binding contract between the OCOG and Client stipulating all the conditions of sales |
| **Ticketing Mission Statement** | The Ticketing Mission Statement encapsulates the Ticketing Strategy |
| **Ticketing Programme** | The Ticketing Programme includes the Ticketing Strategy, the Ticketing Operations and the Ticket Sales, it is a whole process |
| **Ticketing Strategy** | The Ticketing Strategy is the basis of the Ticketing Programme. It defines the objectives and the means to achieve the Ticketing Programme |

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.

# Part I → Strategic Planning

## Executive Summary

**Introduction**

The Strategic Plan is the first step when undertaking the Ticketing Programme. It defines principles, objectives and means that will be part of the Ticketing Programme.

A strategy needs to be developed from the outset to track and oversee the entire Ticketing Programme which should be devised by the OCOG and approved by the IOC.

**Objectives of Ticketing Programme**

The Ticketing Programme's main goal is to deliver access to the most popular and largest sporting spectacle in the world, the Olympic Games, to both the local and the international population. It should focus on the following objectives:

- showcase the Olympic Games
- enhance the public's opinion of the Games
- be the first step towards enjoying the event and
- provide a clear system for spectators to access seating

The Ticketing Programme for the Olympic Games should set a benchmark for the management of ticketing at international sporting events and should provide a legacy (of success) for future Olympic Games.

**Contents**

This part contains the following sections:

| Section |
|---|
| 1.0 Defining Objectives of Ticketing Programme |
| 2.0 Identification of Stakeholders & Consideration of Key Client Groups |
| 3.0 Organisation of Ticketing Department |

# 1.0 → Defining Objectives of Ticketing Programme

## Executive Summary

**Introduction**

An OCOG should define the main objectives for ticketing which provides a methodology to follow when determining the Ticketing Strategic Plan. It mainly contains recommendations but also obligations an OCOG is to respect when undertaking the difficult task of setting up a Ticketing Strategic Plan.

**Contents**

This chapter contains the following topics:

| Topic |
|---|
| 1.1 Strategy Plan |
| 1.2 Ticket Strategy Research |
| 1.3 Transfer of Knowledge |
| 1.4 Mission Statement |
| 1.5 Legal Obligations or EU considerations |
| 1.6 Necessity for Communications Plan |
| 1.7 Risk Identification |

# 1.1 Strategic Plan

**Importance of Ticketing Strategic Plan to an OCOG**

The Ticketing Strategy should be the result of the OCOG's research and consultation of the key issues for ticketing at the Olympic Games.

A Ticketing Strategic Plan should be drafted to include:

- Objectives and mission statement
- Staffing
- Timescales for the project
- Pricing levels and categories
- Revenue targets
- Ticket products and combination of tickets
- Sales processes
- IT vendor operations
- Access to tickets
- Management of the different client groups
- Delivery of tickets
- Communication / Advertising / Public relations
- Method for delivering the project
- Lessons from previous Games and resultant plans
- Contingency plan and risk assessment

# 1.2 Ticket Strategy Research

**Planning**

It is critical to the success of the Ticketing Programme and thus to the delivery of a successful Olympic Games, that the Ticketing Strategic Plan is formulated, presented and agreed to by all stakeholders at the earliest opportunity. Ticketing is at least a four-year project, it cannot commence a few months before the Olympic Games.

Important to the success of this approval process is the communication within the OCOG and between the various Functions. The Ticketing Strategy can only be approved once all groups within the OCOG (including Marketing, Event Services, Accreditation, Venues, Sport, Transport, Media, Technology and Security) have contributed, as they will all impact upon the delivery of the Ticketing Programme.

**Elements to study**

In formulating the Ticketing Strategic Plan, organisers should take into account different elements including:

- Candidature Files
- Previous Olympic Games
- Other major events
- Research in the marketplace
- Local regulatory bodies
- Best practices in the ticketing industry

**IOC Approval of Ticketing Strategy**

△

The OCOGs Ticketing Strategic Plan must be presented to the IOC for approval.

**Candidature File**

The scope and outline revenue detailed in the Candidature File is based on the capacities of the venues and is approved by the IOC.

Continued on next page

# 1.2 Ticket Strategy Research, Continued

**Changes from Candidature Files**
△

Any deviation from the Candidature File on revenue levels and venue capacities must have prior IOC approval. This is particularly important with regards to ticket pricing and the portion of OCOG revenues to be raised from ticket sales.

**Other Olympic Games**

The following topics which are listed need to be part of the Strategic analysis:

- The pricing of events at previous summer and winter Olympic Games
- The methodology of sales
- The success of previous ticketing projects
- Lessons from the previous Olympic Games
- The pricing relationship between events and the allocation of tickets between client groups needs careful analysis for developing the strategic plan

The OCOG should to take into account the differences in the economies of local markets of the previous Games compared to the Host City, identifying the price levels that are sustainable for the country in order to reach the financial objectives and full stadia.

**Other Major Events**

The success and details of the Ticketing Programme of other major sports events needs to be taken into account, particularly those in the same geographic region (e.g. Europe, Asia).

World Cup Football, World Championships and regional multi-sport events should provide useful indicators for sales methods.

Continued on next page

# 1.2 Ticket Strategy Research, Continued

**Ticketing Observations**

In addition, local practices and ticketing experiences need to be considered. When visiting other events, some aspects should be observed:

- Sales methods including advertising and communication at outlets
- Ticket delivery or collection
- Access to venues, ticket management at venues, accuracy of seating plan
- Accuracy of price category breaks in venues
- Impact of black market activities around venues
- Ticket management for athletes
- Ticket management of other constituent groups (e.g. media, guests)
- Customer care activities
- Ticketing observations should also focus on access to venues and purchase of tickets and information on events

**Observation at Venues**

At venues, the following should be observed:

- Arrival and departure process
- Signage assisting spectator access
- Spectator care/assistance
- Ticket collections
- Ticket purchase and sales
- Access for ticket holders
- Management of General Public ticketed areas
- Signage inside and outside of venues
- Accuracy of seating plans
- Spectator movements including egress and movement between venues
- Management of disabled spectators

**Observation at Olympic Village**

Observers at the Olympic Village should follow:

- Management of ticket application and issue to athletes
- Information to NOCs and athletes of ticket availability

Continued on next page

# 1.2 Ticket Strategy Research, Continued

**Observation at IOC Headquarter**

IOC Headquarter observation should be on:

- Management of ticket issue
- Management of tickets for PEL events

**Observation at Ticket Concessions**

Ticket Concession observation should be on:

- Set up
- Services
- Operational timeliness

**Research in the Marketplace**

Qualitative and quantitative research should be undertaken to look at expectations of the public in the Host City, in the Host Country and in neighbouring countries.

Expectations of core purchasers as well as travelling spectators need to be assessed throughout the world taking into account the possible accommodation and transport requirements in the Host Country.

A specific component in the analysis should also be the pricing levels that can be absorbed in the Host Country and City.
Further, analysis of local buying pattern is needed to determine whether customers will buy in advance of the Games or will wait until the final weeks before the Games.

# 1.3 Transfer of Knowledge

**Learn from Others**

Each Olympic Games is unique, but there are ticketing experiences from elsewhere which can assist with the planning and management of a new OCOG.

With regard to ticketing, ideas and experience can come from:

- Previous Olympic Games (Summer and Winter)
- Major sports events (World Cups, European Championships)
- Venue experiences (events, teams)

Any of these areas may be able to contribute relevant ideas and people with experience to the new ticketing team.

Wherever possible, do not re-invent the wheel: look to previous experiences.

**Sales and Marketing Data**

The data from previous event sales is extremely useful.

In particular, it can help plan:

- The products on sale (e.g. packages);
- The timing of on-sales to different client groups;
- The likely uptake (particularly from the Olympic Family), the marketing needed to sell tickets and the relevant success of different approaches.

Sales and marketing plans cannot be copied from event to event, but they can highlight important milestones, timing plans and likely uptake of available tickets by clients.

They can also help with the crucial financial modelling needed for the ticket sales for an Olympic Games.

Continued on next page

# 1.3 Transfer of Knowledge, Continued

**Figures on Ticket Sales**

The table below shows the sales of tickets of previous Summer Games:

| Summer Games | N° of tickets sold | Revenue (US$) |
|---|---|---|
| Barcelona | 3,900,000 | 73,000,000 |
| Atlanta | 8,384,000 | 538,663,000 |
| Sydney | 6,980,000 | 363,636,000 |
| Athens | 3,805,000 | 202,601,000 |

The table below shows sales at previous Winter Games:

| Winter Games | N° of tickets sold | Revenue (US$) |
|---|---|---|
| Nagano | 1,149,000 | 67,540,000 |
| Salt Lake City | 1,525,000 | 192,617,000 |

**Previous Ticketing Strategic Plans**

Given that an effective Ticketing Programme needs to start with a Ticketing Strategic Plan, past Olympic Games ticket strategies are very helpful.

The useful indicators in particular are the aims and ambitions of a previous Strategic Plan and the areas which, with hindsight, were either changed or not adhered to. Incorporating this learning process into the next event is important.

**Event Experiences and Recommend-ations**

The use of the IOC Olympic Games Knowledge Reports and build up of experience for an OCOG should take account of personal event experience and the recommendations of others regarding the people, processes and systems to use. Information from previous Games can be found on the Olympic Games Knowledge Extranet at ogkm.olympic.org.

No one will remember a “great ticketing system” – they will only remember a “great Games experience”, but many may remember a problematic, new, untested solution managed by people with new untested ideas.

Where possible, err on the side of experience and on-going knowledge.

# 1.4 Mission Statement

**Definition**

A mission statement should encapsulate the Ticketing Strategy including:

- A summary of the essence of the project for both external customers and for internal employees
- Short and clear message to encapsulate the approach of the Ticketing Programme
- The aims of the OCOG
- The commitments given in the bid
- Reflect the world-wide perception of the Olympic Games

# 1.5 Legal Obligations or EU Considerations

| | |
|---|---|
| **Access to Tickets including European Law** | The OCOG should obtain legal advice at an early stage regarding the sale of tickets.<br><br>The ticket sales strategy, including pricing, sales and distribution plans, must not contravene local or international laws. This is particularly important with regard to sales within Europe, where the regulations within the European Community must be adhered to, allowing the customer the opportunity to purchase across national borders and ensure the OCOG does not abuse its dominant position within the events market. |
| **Legal Consultation** △ | Where necessary, the IOC and European legislators must be consulted. Annex 1 illustrates the current European Union restrictions on Ticketing. |

# 1.6 Necessity for Communication Plan

**Critical Importance of Communication Plan**

The Ticketing Strategic Plan and project process are not complete without a clear communication plan.

It is often quoted that 'there is no good news in ticketing'. The media identifies ticketing as a newsworthy topic and a ticketing issue that is not well defined and planned can turn into a major story which the General Public can relate to.

The communications plan should address the public view of ticketing both as a:

- Strategic Plan
- Day-by-day media operation

**"Ticket Scandal"**

The words 'ticket scandal' are easily used by the media to imply an unfair, fixed Ticketing Process. Any customers who applied for tickets without success will sympathise with such statements.

Careful communications and clear processes are needed from the Ticketing Programme, working closely with the communications team or with a designated member of staff seconded to the Ticketing Team.

**Communications Officer Appointment**

It is recommended that the OCOG employs a communication officer that deals specifically with ticketing issues for the OCOG and the Ticketing Programme.

**Openness and Fairness**

The Ticket Strategy, the original mission statement, the commitment to openness, transparency and fairness in the process of allocation will all impact upon the perception of ticketing and the communication plan needed.

If the ticketing starts well and is seen as fair, it is much easier to communicate the developments, sold-out situations and ticketing plans than if the public are suspicious from the start.

Continued on next page

# 1.6 Necessity for Communication Plan, Continued

**External Auditors**

It is important not to 'hide' tickets from the General Public from the outset. It is recommended that external auditors are used to verify the Ticketing Programme from the beginning to increase the transparency of the process.

**Do Not Announce 'Sold-Out'**

In the ticketing of a major event, it is tempting to keep announcing 'sold-out' either as a way to encourage further sales or as signal of a success as various quotas, events and sports reach capacity.

This should be avoided for three reasons:

- Even if the announcement of 'sold-out' is limited (e.g. the finals) it will be interpreted as all events are sold out reducing further interest and applications for ticket sales.
- Even if the public quota is sold out, it is likely that some tickets will be returned and be offered for public sale in the future as the complex quota allocation system for client groups usually provides some returns. Putting 'sold out' tickets back on sale confuses the public.
- Identifying events as sold out attracts negative reactions from people who did not get a ticket, who may then believe they have zero chance of obtaining other tickets.

**Good and Bad Stories about Ticketing**

Some negative stories were published at previous Games and can tarnish the general image of the Olympic Games such as stories on cutting ticket prices to boost crowds.

On the contrary, press media can help in the diffusion of good results on ticketing when announcing amounts of tickets sold at different phases of the distribution. For examples of stories on Ticketing see Annexes 2, 3 and 4.

Continued on next page

# 1.6 Necessity for Communication Plan, Continued

**Planning for Problems and Rapid Rebuttal**
✕

The communications plan needs to make provision in advance for likely media problems at every stage of the Ticketing Process. These will range from reaction to prices to quotas for guests, availability for local people to sightlines in the venues.

Reaction can be planned, a communication officer can be appointed and detailed briefings can be given to the media to help prevent and tackle such stories. A rapid rebuttal team is needed to be on alert for false stories and correct them quickly, before they become entrenched as facts.

A communication plan should consider ticket sales launches, potential less popular events and how to promote sales during phases of low customer activity.

For more information on communication, refer to the Technical Manual on Communications.

# 1.7 Risk Identification

**Risk Anticipation**

The Ticketing Strategic Plan should assess the risks to the programme and how to solve them.

Evaluation of the likely risks to the project needs to take place in the early stages of the strategy development in order that alternative plans can be devised for use if necessary. Examples of possible scenarios could be partial or complete data loss, incomplete stadia plans, and ticket distribution failure.

**Worst Case Scenarios**

Worst case scenarios to plan for include the following which have all occurred at major sporting events:

- Bomb goes off near a stadium, preventing access via some routes and preventing many spectators from returning to their homes/hotels to collect tickets;
- Temporary seating areas declared unsafe on the morning of an event: tickets have already been sold and dispatched;
- Major sponsor cannot access 250 tickets for Closing Ceremony as they are locked in a hotel which is on fire;
- The front row of seats at the arena is missing: seats have been sold but not built;
- The media discover that the tickets do not work with the stadia access control system;
- 4000 tickets disappear in transit when being couriered domestically or abroad;
- Cancellation or postponement of an event.

# 2.0 → Identification of Stakeholders & Consideration of Key Client Groups

## Executive Summary

**Introduction**

Special attention needs to be given to the key client groups that have contractual obligations which the OCOG must fulfil. Often these Client Groups have certain expectations for ticketing from the OCOG for an Olympic Games and have experience from previous Games.

It is important that the expectations and realistic requirements of these stakeholders are met as they play an integral part to the Olympic Games success.

**Contents**

This chapter contains the following topics:

| Topic |
|---|
| 2.1 Importance of Key Client Groups |
| 2.2 Olympic Family |
| 2.3 IOC Marketing Partners |
| 2.4 International Federations |
| 2.5 NOCs/GSAs |
| 2.6 Athletes |
| 2.7 Media |
| 2.8 Public Sales |
| 2.9 Contingency Tickets |

# 2.1 Importance of Key Client Groups

**Satisfying all Client Groups**

When identifying the client groups in the Ticketing Strategic Plan, all the stakeholders should be taken into account. A high level of service needs to be provided to them and their requests should be satisfied where possible.

The table below is an example of ticket quotas by stakeholder for the Olympic Games:

| | **Summer Olympic Games** | | **Olympic Winter Games** | |
|---|---|---|---|---|
| Stakeholders | Number of tickets | Percentage of total tickets | Number of tickets | Percentage of total tickets |
| Olympic Family | 170,000 | 2.9 % | 50,000 | 3.3 % |
| IOC Marketing Partners | 200,000 | 3.3 % | 125,000 | 8.3 % |
| Local Partners | 200,000 | 3.3 % | 125,000 | 8.3 % |
| Media/Broadcasters | 80,000 | 1.3 % | 50,000 | 3.3 % |
| NOCs | 550,000 | 9.2 % | 150,000 | 10.0 % |
| General Public | 4,500,000 | 75 % | 900,000 | 60 % |
| Others | 300,000 | 5 % | 100,000 | 6.8 % |
| Total | 6,000,000 | 100 % | 1,500,000 | 100 % |

Continued on next page

# 2.1 Importance of Key Client Groups, Continued

**Satisfying all Client Groups – Athens Example**

The table below shows the number of tickets sold per client group during the Olympic Games in Athens:

| Market Segment | N° of Tickets |
|---|---|
| IOC Partners and Local Partners | 193,200 |
| Official Sponsors Providers | 67,574 |
| Licensees | 5,561 |
| Broadcasters | 31,613 |
| General Public | 2,440,253 |
| NOCs | 574,564 |
| Hellenic Olympic Committee | 8,208 |
| Olympic Family Sales | 79,702 |
| Packages | 3,324 |
| Special Sales | 37,779 |
| State Authorities | 16,674 |
| Olympic Suites | 6,545 |
| Contractual Additional Sales | 61,594 |
| Olympic Contractual Sales Phase 3 | 57,527 |
| **Sub Total** | **3,584,118** |
| Accredited & Uncertainty | 198,944 |
| Contingency | 22,595 |
| **Total** | **3,805,657** |
| Miscellaneous | 146,753 |

# 2.1 Importance of Key Client Groups, Continued

**Satisfying all Client Groups – Salt Lake Example**

The table below shows the amount of tickets these stakeholders represented in during the Olympic Winter Games in Salt Lake City:

| Market Segment | N° of Tickets |
|---|---|
| IOC Partners and Local Partners | 121,421 |
| Official Sponsors/Suppliers | 123,589 |
| Licensees | 2,090 |
| Broadcasters | 38,543 |
| General Public | 925,509 |
| NOCs | 83,737 |
| Olympic Family Sales | 44,129 |
| Premium Ticket Sales Program | 57,244 |
| USOC | 22,335 |
| SLOC Donor Program/Venue Owners | 79,402 |
| Olympic Suites | 27,119 |
| **Total** | **1,525,118** |

# 2.2 Olympic Family

**Purchase of Tickets**
✕

In addition to the provision of seating for all events for the Olympic Family, by virtue of the accreditation system, additional tickets will be purchased for the Olympic Games by the Olympic Family. For any additional information on accreditation entitlements for the Olympic Family, refer to the Accreditation and Entries at the Olympic Games - Users Guide.

The ticket negotiations for the entire Olympic Family should be completed before the General Public Sales can start, therefore this process needs to commence more than two years before the Games.

**Olympic Family Requirements**
△ ✕

The ticketing requirements of the Olympic Family are a Host City obligation under the terms of the Host City Contract and through the Accreditation and Entries at the Olympic Games - Users Guide.

**IOC Requests**
△

The IOC can request tickets for all events of the Olympic Games. These tickets are for guests and accompanying guests belonging to the Olympic Family. In some cases tickets maybe needed for access in addition to the Accreditation Card held by the individual (e.g. Ceremonies)

**IOC Approval**
△

All ticket allocations and locations for all client groups at all events must be approved by the IOC.

# 2.3 IOC Marketing Partners

**Hospitality Programme Ticketing**

Olympic Games ticketing is crucial to the IOC Marketing Partner's and local partners overall satisfaction with their involvement in the Olympic Movement. Tickets are vital to entertaining clients and customers, rewarding personnel, and showing the value of the Olympic partnership to corporate executives and shareholders.

Tickets for the Olympic Games are the driving force behind all aspects of IOC Marketing Partner Hospitality programmes. Hospitality planning is often predicated on the ticket allocation, as virtually all aspects of the IOC Marketing Partner Hospitality Programme – including catering, special events, staffing and transportation – are determined by the ticket allocation to the IOC Marketing Partners.

**Contract**

Contract specifications must be clearly defined and the Ticketing Programme should be aware of contractual obligations relating to Ticketing for all IOC Marketing Partners and local partners.

**Marketing Contract Requirements**
△

The OCOG must ensure that IOC Marketing Partner ticket requests are fulfilled to contract specifications.

Continued on next page

# 2.3 IOC Marketing Partners, Continued

**Purchase of Tickets**

IOC Marketing Partners have the opportunity to purchase an allocation of tickets for all events. Ticket negotiations with IOC Marketing partners need to be completed before General Public Sales can start. This process needs to commence more than two years before the Games.

IOC Marketing Partner Hospitality Programmes have traditionally focused on highly-popular events, such as, diving, swimming, basketball, gymnastics, athletics and volleyball at the Olympic Games and alpine skiing, figure skating, ice hockey, speed skating at the Olympic Winter Games.

The overall number of tickets allocated to IOC Marketing Partners for the Games is not likely to exceed 10%, but the percentage may be considerably higher for any individual Olympic event.

**Payment**

The IOC Marketing Partners shall be invoiced directly by the OCOG in accordance with the established Olympic Games Ticketing Process.

**Returned Tickets**

A small number of tickets ordered through the normal process can be returned to the OCOG before the Games, at the time of final payment, approximately six months before the Games.

Returned tickets can then be reactivated through the public sales allocation.

**Process**

Full details of prices and seat locations will be required at an early stage to enable management of the quantities of tickets involved. The number of tickets for each IOC Marketing Partner is stipulated in the partnership agreement.

Continued on next page

# 2.3 IOC Marketing Partners, Continued

**Ticket Selection Process**

The ticket selection process begins with the IOC Marketing Partners being provided the schedule of events and ticket prices from the OCOG. This process requires a great deal of time and flexibility from the OCOG and each IOC Marketing Partner, as the negotiation process will undergo several reviews before it is final.

Please note that in negotiating with IOC Marketing Partners it is not acceptable for the OCOG to establish any minimum per-day purchase requirement for IOC Marketing Partner tickets.

**Approval by IOC Marketing** △

The Marketing Partners Ticket allocation process must receive final approval from the IOC Marketing Department.

**Ticketing Ordering Policy** △

A suitable ticket ordering policy must be devised for the OCOG Partners and the IOC Marketing Partners.

**Supplemental Ticket Requests**

Many IOC Marketing Partners will need event tickets above and beyond the normal allocation dictated by their number of rooms. These extra tickets are used primarily for employee rewards, local customers and working staff.

To manage this issue, the OCOG should:

- Allow IOC Marketing Partners to purchase additional tickets – above and beyond contractual commitments to fulfil special requests after the initial allocation is confirmed
- Develop programmes that make extra tickets available.

**Additional Information** ✕

Additional information can be found in the Technical Manual on Hospitality and the Accreditation and Entries at the Olympic Games - Users Guide.

# 2.4 International Federations

**Seating Access** ✕

The accreditation entitlements for the majority of IF representatives entitle them to access the accredited seating section at the competition venue of their own sport.

The positioning of IF ticketed seats within the categorised blocks should be considered. While balancing the overall ticket demands for each venue, the ticket requests of IFs for their own sport should be given special consideration.

For any additional information on accreditation entitlements for IFs, refer to the Accreditation and Entries at the Olympic Games - Users Guide.

**Additional Ticket Sales**

In addition to this seating access, the OCOG should make available additional ticket sales to IFs specifically for their guests to attend their sports, other sports and also the Opening and Closing Ceremonies.

IFs will use such tickets for executive members, association members, sponsors, guests and individuals. Tickets will be mainly in the top category, although IFs may request other tickets.

**Payment**

The IFs shall be invoiced directly by the OCOG in accordance with the established Olympic Games Ticketing Process.

**Returned Tickets**

Tickets ordered through the normal process can be returned to the OCOG before the Games, at the time of final payment, approximately six months before the Games. Returned tickets can then be reactivated through the public sales allocation.

**Contract**

The ticketing contractual obligations should be clearly defined in an agreement (preferably IF cooperative agreement) with the OCOG.

**National Federations** △

Tickets are forbidden to be sold by the National Federations which must obtain tickets through their NOCs.

# 2.5 National Olympic Committees / GSAs

**Introduction**

The NOCs are the outlet for selling tickets internationally outside the Host Country for the Olympic Games. The objective is to ensure that the Olympic Games are truly a global occasion by giving people from around the opportunity to the world to attend.

**Demands within NOC territory**

NOCs have the opportunity to purchase tickets through the OCOG to satisfy demands within the NOC territory. These demands include:

- Athletes
- Friends and families of athletes
- Dignitaries
- Guests
- National Federations
- Local sponsors
- Local sporting groups within the territory
- General public within the territory

**NOC Sales in Host Country**

NOCs are forbidden from selling tickets within the Host Country, notwithstanding consent from the host OCOG and/or local or regional laws affecting tickets (e.g. European Union legislation).

The selling of tickets is generally restricted to the territory of the NOC.

As an exception, member NOCs within the European Union will have to compete for sales with other European Union NOCs in their territory.

Continued on next page

# 2.5 National Olympic Committees / GSAs, Continued

**Returned Tickets**

At the time of final payment, the NOC/NOC Agent should be able to return only a small number of unsold tickets to the OCOG across a variety of sports and ticket prices.

**General Sales Agents (GSA)**

NOCs can appoint a General Sales Agent (GSA) but such organisations should be registered with the IOC through the IOC Ticketing Code of Conduct (as seen in Annex 5) and should be able to prove technically and financially that they can effectively manage an Olympic operation for the NOC.

GSAs must:

- Provide an Olympic experience and not simply sell tickets
- Provide special services to their clients
- Comply with the IOC Ticketing Code of Conduct with regards to ticket usage and pricing
- Provide ticket re-distribution, particularly for the athletes and their families of that NOC.

If a GSA seriously breaches the IOC Ticketing Code of Conduct, tickets may be withdrawn by the IOC/OCOG.

**NOC Ticket Sales Agreement** △

An NOC contract must be drawn up between the OCOG and the NOC/GSA to determine the ticket ordering and sales process. The NOC Ticket Sales Agreement must comply with all local laws pertaining to the NOC and the Host City.

In addition, the NOC contract must be approved by the IOC.

Continued on next page

# 2.5 National Olympic Committees / GSAs, Continued

**Elements of Contract**

The NOC contract should include:

- Suitable payment deadlines
- Acceptable deposits
- Price mark-ups for international sales
- The regulations for ordering tickets taking into account any local laws that may affect ticketing.

A draft of an NOC/GSA agreement is found as Annex 6.

**European Law** △

There may be a different agreement with NOCs within the European Union due to European Laws and regulations. The final resolution must be approved by the IOC.

**Tickets for Team Sports**

The OCOG should reserve a number of tickets on behalf of NOCs for team sports, particularly the final stages, so that spectators from those countries involved can be present at the matches. These ticket allocations should be reserved before the public sales start.

**GSA Ticket Allocation** △

The allocation of tickets to NOC/GSA must be approved by the IOC.

**Youth Campers**

Should an OCOG decide to organise a Youth Camp, suitable tickets to events and ceremonies should be made available as part of the Youth Camp Programme.

# 2.6 Athletes

**Athlete Spectators at their own Sport** ✕

Athletes must have the ability to observe their own sport on presentation of their accreditation card. The majority of venues usually have a segregated athletes stand for accommodating spectator athletes.

For any additional information on accreditation entitlements for athletes, refer to the Accreditation and Entries at the Olympic Games - Users Guide.

**Tickets for Athletes** ✕

In order to enhance the Olympic Games experience of athletes and to encourage support of fellow athletes and team-mates, a number of complimentary tickets must be made available for the athletes across all sports at Games-time, free of charge.

These tickets should be distributed to the NOCs in the Olympic Village in a fair and equitable manner by the OCOG – NOC Services. For any additional information on the Olympic Village, refer to the Technical Manual on Olympic Village.

**Athletes Parade Tickets**

Special souvenir tickets will be needed for those marching in the participants' parade of the Opening and Closing Ceremonies. These should be different in design to tickets for the General Public.

# 2.7 Media

**Media Allocations**
✕

Media allocations cover seat kills for rights holding broadcasters, written press and photographers and issued seats within each stadium for the media. The needs of rights holding broadcasters, written press and photographers have to be taken into account in the ticket management process as they occupy an important number of seats at all competition venues for all sessions.

Early planning both of the location and the numbers of seats required for the media at each venue is important as this impacts on all other client groups. A limited number of events require media to be ticketed.

The ticketing of high demand events for rights holding broadcasters, including the Opening and Closing Ceremonies, are managed exclusively by the OBO as detailed in the Technical Manual on Media.

The ticketing of high demand events for the written and photographic press, including the Opening and Closing Ceremonies, is managed exclusively by the IOC as detailed in the Technical Manual on Media , in close cooperation with the OCOG Press Operations and the OBO.

**Purchase of Tickets by OBO and Television Rights Holders**

In addition to the media seating, the OBO and television rights holders should be able to purchase tickets for all Olympic events and Ceremonies.

**IOC Approval**
△

The IOC must approve the final decision regarding the number of seats allocated to the media, broadcasters and press in each venue.

# 2.8 Public Sales

**Introduction**

The public sale of tickets is the first and highest profile interface between the public and the Olympic Games. Detailed planning of the process needs to be undertaken to achieve full sales and fairness.

**Seats for Public Sales**

All seats not in quotas for the Olympic Family, media, and IOC Marketing Partners are in effect in the public sales quota.

The allocation needs to be fair, with a distribution of tickets for all events and prices. Under no circumstances should public sales become the “left-overs”. It is therefore important that consideration of the public allocation for sales is completed in parallel to the Olympic Family allocations.

Public sales should generally commence 8 - 21months prior to the Olympic Games.

Only children under the age of two can have free entry, however, no seat is provided for the child.

# 2.9 Contingency Tickets

**Definition**

Many tickets should be held in reserve as “contingency” tickets during the quota and sales processes. These are to give cover for unexpected developments during the sales process, such as venue capacities being reduced, TV camera positions changing, sightlines being different from planned etc.

All contingency tickets should be held on the central computer database and gradually released to sale (or to other quotas) as the Games get closer and the variables are confirmed.

**Contingency Tickets**

During the Games, a small proportion of tickets should be held for event day issues that arise. Such a proportion is likely to be less than 1% of tickets for most events, unless problems are expected. Such tickets should cover all price points.
They may be used for double bookings, broken seats, unexpected problems, etc.

# 3.0 → Organisation of Ticketing Programme

## Executive Summary

**Introduction**

It is important to create an experienced Ticketing Programme within the OCOG and develop a clear and well-organised Functional structure.

The Ticketing Programme interacts with many other OCOG Functions, and therefore must co-operate openly with them.

**Contents**

This chapter contains the following topics:

| Topic |
|---|
| 3.1 Internal Organisation of the Ticketing Programme |
| 3.2 Relations to other Olympic Games Functions |

# 3.1 Internal Organisation of the Ticketing Programme

**Position in Organisation**

The Ticketing Programme is a core component of the Games organisation. It cannot be an independent entity with no reporting hierarchy or management structure.

Ticketing is a high profile department with critical customer service, cash management and financial reconciliation issues at stake. Ticketing should be well run and include staff experienced in ticketing.

Ticketing should be situated within the OCOG so that the senior management can be involved in the essential steps of the Ticketing Programme which will require OCOG Board approval.

**The Ticketing Manager**

The early appointment of a responsible Ticketing Manager is extremely important.

The Manager must:

- Be involved with the development of the strategic plan
- Own the complete ticketing process
- Take responsibility for the activation of the plan
- Have day to day involvement in and oversee the complete ticketing process

The Manager may or may not be a senior member of the OCOG, however, it is recommended that the Manager has direct access to the senior management of the OCOG.

Continued on next page

# 3.1 Internal Organisation of the Ticketing Programme, Continued

**Management Operations**

It is recommended that the Function structure be split by process:

| |
|---|
| Sales services / Fulfilment services / Operations services / Delivery services / Communications services / Finances |
| All members reporting to a clear management structure |
| The Manager |

Management information delivery is the key to the efficient running of the programme. Management needs to oversee the Ticketing Process, sales and public relations to ensure the success of the project.

Below is the example of organisational charts from previous events, including the Function and vendor/contractor organisation drafts for Athens 2004.

**Ticket Management Systems Provider**

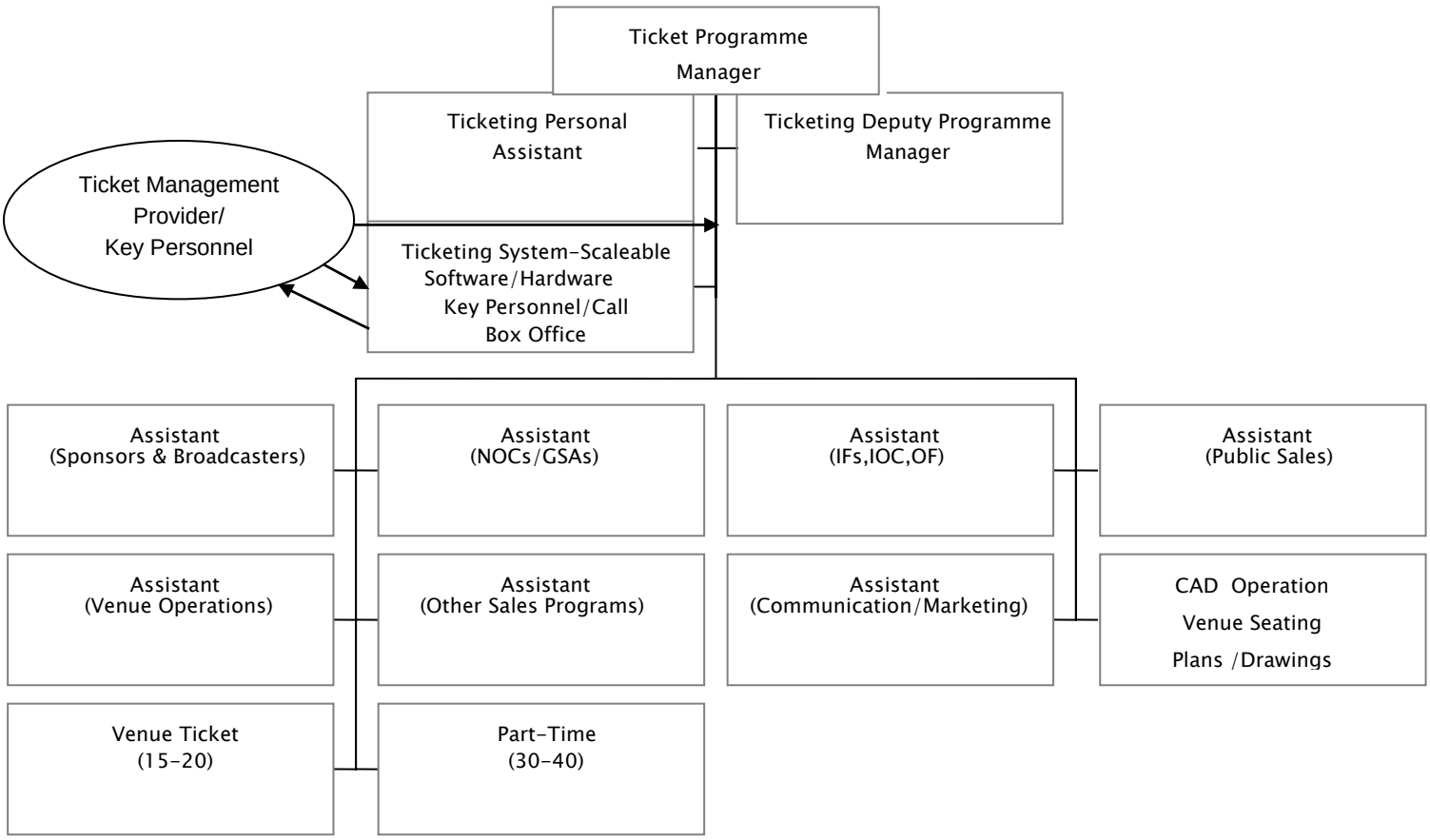
The Ticketing Management Systems Provider (the IT systems for ticketing) can be completely outsourced if little ticketing experience in OCOG Ticketing. Should OCOG Ticketing include experienced personnel in ticketing, the vendor work can be more in-house.

Continued on next page

# 3.1 Internal Organisation of the Ticketing Programme, Continued

**Organisation Chart**

The following chart represents a generic structure for OCOG Ticketing:



# 3.2 Relations with other OCOG Functions

**Introduction**

Ticketing needs to work closely and have good relationships with the other Functions of the OCOG for the success of the Ticketing Strategy.

**IOC Marketing Partners**

As for all Games activities ticketing is required to support IOC Marketing Partners and OCOG partners including the use of products and services where possible.

Ticketing sponsor involvement is likely to include credit card payments, IT provision and ticket delivery. The Marketing Partners' commercial expertise and strengths should to be utilised and built into the ticket planning and systems.

**Commercial Contracts** △

It is important that all commercial contracts are respected throughout the Ticketing Process in order that the IOC Marketing Partners and OCOG Partners exclusivity is maintained.

**Accreditation/ Event Services**

Clear definitions need to be confirmed with Accreditation and Event Services regarding:

- The controls to access seating in the venues
- The rights of accreditation holders for those that do not need an actual event ticket

In addition, there should be a plan for how accreditation holders access tickets, (i.e. when tickets need to accompany accreditation) and how the tickets are used in this operation. This should include the demands for accredited access by event, with seating allocated in each venue.

The method of ‘ticket rip’ and the design of the ticket impact the operations of the event services volunteers at the venue entry points.

Continued on next page

# 3.2 Relations with other OCOG Functions, Continued

**Venue Management**

It is important that Ticketing and Venue Design coordinate to determine the seating bowl configuration and determine how all the seats are allocated to all client groups. It is essential that accurate seat mapping is completed for each event and venue before Ticketing starts the seat allocation process.

Spectator flows depend upon event timing and ticket access. Safety and speed are both issues, particularly at changeover times of events. Sales and collection point situations need careful planning.

**Transport**

Decisions should to be made on:

- Whether transport to venues is included in the ticket price
- How spectators will get to venues and the timing of events relative to the transport capacity (The volumes and the changeover between sessions are crucial for transport planning.)
- Whether the transport system has the capacity to deliver ticket holders to the venues
- Whether the transport system can get the spectators from the last event to home in the event of competition over-runs

This last decision is important considering the nature of live sport and also the potential number of spectators at the venues during the Olympic Games.

Where tickets are bundled or stapled together (e.g. morning and afternoon sessions) it should be possible for the spectator to travel between the two sessions.

It is recommended that ticket holders using public transport can travel “free of charge” as this helps to ease congestion at venues and major transport hubs before and after the event by reducing pedestrian queues and reduced use of private vehicle movements around the venues.

More specific information on Transport is found in the Technical Manual on Transport.

Continued on next page

# 3.2 Relations with other OCOG Functions, Continued

**Finance**

Reconciliation audits, banking systems, reporting, cash flows and staff salaries are all crucial to Ticketing. Close liaison and planning are vital between Ticketing and Finance.

**Sport**

The competition schedule has an impact on the Ticketing Programme and therefore good planning of the competition schedule is needed to minimise problems associated with the ticketing sales of the events.

Anticipated ticket demands may influence the capacity and shape of sport venues and the timing of the sports events.

It should be noted that some venues may be used for more than one sport and may require different ticketing layouts depending on the sport.

Analysis should cover not only sports popular in the Host Country, but also sports popular in neighbouring countries and the local region.

Sport and Ticketing should assess potentially less popular events where ticket sales maybe slower. Strategies should be identified to try and limit this problem.

**Competition Schedule**
△

Ticketing must review the competition schedule within the OCOG.

Continued on next page

# 3.2 Relations with other OCOG Functions, Continued

**Information Technology**

Ticketing requires strong and robust support structures from its ticketing systems provider, with skilled staff available on site or on call. How this relationship will work is key for the implementation and timing of the ticketing project.

The selection of the systems provider is an important aspect of the Ticketing Process and involves considerable time and resources.

**IT Requirements** △

For the ticketing allocation process, the IT requirements needed to ensure a successful service must be in place before the allocation process commences. Therefore, the IT requirements must be identified and acted upon early in the Ticketing Process.

**Communications**

Ticketing will need assistance from the OCOGs Media and Communications to popularise the ticketing message and information.

Communications need to understand the high profile of the ticketing project and the need for rapid rebuttal techniques should situations arise that require clarification to the media.

**Protocol**

Ticket availability and management for dignitaries and guests should be determined with Protocol.

The hierarchy of ticket allocations, the position of the seating, distribution issues, access issues and last minute requirements all need to be planned.

It should be emphasised that there is no such thing as a “free ticket”: a spectator is either accredited or they should purchase a ticket. This is particularly important for local government relations with the OCOG.

Continued on next page

# 3.2 Relations with other OCOG Functions, Continued

**Media**

The following areas should be planned for the Media:

- The seat quantities and locations required for the media
- The quality of the positions
- Access to the seats
- The use of accreditation
- Overflow areas
- Last minute demands

Camera positions and seat kills need to be planned early to the Ticketing Process. Broadcasting will require observer seats for their staff in addition to the commentator and camera platform positions in the venues. Press operations will require a percentage of their seats to have tables for their work. In addition, unobstructed viewing of the field of play is essential for photographers within the venue.

**Security**

Security and Ticketing are linked through several Functions:

- Forgeries and stolen tickets should be prevented as a priority
- Security at the venue should check tickets and ensure people enter the correct areas
- The storage of tickets and money, in addition to cash handling need to be planned for ticket offices in public areas.

Security is also needed for the IT systems, gate access and ticket offices.

Continued on next page

# 3.2 Relations with other OCOG Functions, Continued

| | |
|---|---|
| **Risk Management** | Ticketing should ensure that the event is insured in case of problems (such as, stadium shutdown or cancelled event) so that refunds can be paid or problems caused by ticketing are covered by insurance.<br><br>Policies should be considered for lost, stolen and damaged tickets for each constituent group before the sale of tickets commence. |
| **Legal** | Ticketing should work closely with the OCOG Legal Function in order to address all contracts, respective agreements and tickets terms and conditions. |
| **Brand Protection** | Ticketing should avoid ambush marketing controlling the sales to non-sponsor companies and/or detecting bulk ticket purchases that may hide ambush behaviours. |

# Part II → Ticketing Operations

## Executive Summary

**Introduction**

Ticketing Operations is one of the most critical steps in the Ticketing Programme. Ticketing Operations are mainly back of house, however, problems can quickly result in adverse media.

**Contents**

This part contains the following topics:

| Topic |
|---|
| 4.0 Ticketing |
| 5.0 Ticket Management Systems and Technology |
| 6.0 Pricing |
| 7.0 Stadia Planning |

# 4.0 → Ticketing

## Executive Summary

**Introduction**

This chapter shows how the Ticketing Process works - from its creation to its delivery. The printing and delivery of the tickets to all purchasers and client groups is extremely important to the ticketing process and is a major logistical operation for the OCOG. It is seen as:

- A major determinant of the efficiency of the OCOG ticketing process
- A marker for spectators and the media in their views of the success of the Games

It is critical that all tickets are successfully delivered correctly and on time.

**Contents**

This chapter contains the following topics:

| Topic |
|---|
| 4.1 Different types of Tickets |
| 4.2 Printing of Tickets |
| 4.3 Delivery of Tickets |
| 4.4 Identification of Risks |

# 4.1 Different Types of Tickets

**Ticket Creation**

The tickets issued for the Olympic Games need to be of high quality to reflect the status of the event.

The ticket may need to take account of and/or utilise access control systems in place at the venue: it should nevertheless be a souvenir ticket for the spectator (Examples of previous Olympic Games tickets are provided in Annex 8).

The quantities ordered of the tickets and the timing of the delivery are important to the process. Spare stock may be needed for emergencies. Ticket stock should be printed at the earliest opportunity to allow for problems with despatch.

Three different types of tickets are likely to be issued:

- Ceremony tickets
- Competition/Event tickets
- Point of sale tickets.

**Ceremony Tickets**

Ceremony Tickets should be of a very high quality and may be a different size and shape to tickets for the rest of the Olympic Games. They should be in full colour and should reflect the look and feel of the design of the Games and dispatched in advance of the Games.

High quality security features such as holograms, special inks, bar-codes and anti-photocopy features should be incorporated. The ticket stub for removal should not destroy the look and feel of the ticket.

**Athlete Parade Tickets**

Parade tickets for the athletes should be different to the spectator Ceremony Tickets and should be restricted to the number of athletes and officials marching in the Ceremonies.

These tickets should act as access control for the stadium and field of play as well as provide participants with a souvenir of the Ceremony.

Continued on next page

# 4.1 Different Types of Tickets, Continued

**Competition/ Event Tickets**

Competition and Event tickets need to be of a high, souvenir quality, reflecting the look and feel of the Games design. They should be dispatched to spectators in advance of the Games.

High quality security features such as holograms, special inks, bar codes and anti-photocopy features should be incorporated.

They should have a standard look and feel, incorporating the sports pictograms, clear access information and the specific seating information. The dimensions should be large enough to be clear and to be sought as a souvenir, but small enough to be easily carried in pockets, wallets and bags.

**Cultural Programme**

The OCOG should be responsible to ticket the cultural Olympiad events. These tickets are different in design to Olympic Games tickets and will include cooperation with:

- Non Olympic venues
- External agencies.

**IOC Approval of Ticket Design** △

The IOC must approve the design of all tickets.

Continued on next page

# 4.1 Different Types of Tickets, Continued

**Information on Tickets** Information which should appear on the ticket are indicated on the diagram below:

# 4.1 Different Types of Tickets, Continued

**Point of Sale Tickets**

Point of Sale Tickets are likely to be thermal tickets, issued through a ticket printer when the customer buys the ticket at an outlet in the City in the run up to or during the Games. The tickets should work effectively and swiftly in the point of sale environment. Efficiency should not be sacrificed for design or security.

They are likely to have a different feel, size and shape to the other tickets but should follow the same overall design.

**Cultural Events and Paralympic Games**

Tickets for cultural events and for the Paralympic Games should have a different design in comparison to the tickets sold for the Olympic Games.

**Accompanying Information**

Information should be provided with the tickets to explain:

- Accommodation
- Transport
- Points of entry
- Timing
- Legal information

Provisions for such literature should be made whilst planning distribution of tickets.

Continued on next page

# 4.1 Different Types of Tickets, Continued

**Ticket Restrictions – Back of Ticket**

The back of ticket is a sensitive area that needs careful planning before printing.

While the front of ticket will convey information on seat location, event, time and venue (in a style that ties in with the look of the Games), the back of the ticket needs to contain legal information and the logos of the IOC Marketing Partners.

The back of the ticket must contain the most important terms and conditions of sale and use of Olympic tickets, while complete terms and conditions should be referred to. This should cover in particular two areas:

- Limitations on customer usage - Issues here include forbidding resale, refund policy, event cancellation policy, items that cannot be taken into the event with the ticket holder, behaviour of spectators etc.
- Legal issues - These should cover liabilities of the Games, broadcast rights, photography and video rules, etc.

The back of ticket may also cover information regarding transport to and from events (and the entitlement of ticket holders).

IOC Marketing Partner logos have to be printed in an approved size and design for the Games on the back of ticket.

The back of ticket information needs to refer to complete terms and conditions which should be available upon request during the Games and which should cover the detail of all customer issues and be in compliance with all applicable laws. Annex 9 shows the back of ticket wording for Sydney 2000 Olympic Games, which serves as an example of the possible legal wording for the back of tickets.

**Back of Ticket Approval** △

Back of ticket text and terms and conditions of ticket sales must be approved by the IOC.

# 4.2 Printing of Tickets

**Printing of Tickets**

The printing and distribution process is a complex one that needs careful planning and should take into account the following:

- The bulk of tickets should be produced through a secure specialised printer that prints and packages them by client.
- The type of tickets may determine how tickets are dispatched.
- All tickets for the client groups should be printed before General Public tickets.
- All tickets sold to public customers should be printed and despatched in an orderly fashion from the computer database holding the customer details, the purchased tickets and the seat locations.
- Once sales have been mapped against venue seating plans to create the ticket print file, the file can be despatched to a secure specialised printer.

# 4.3 Delivery of Tickets

**Delivery Operations**

Operations for the delivery of tickets should consider the following:

- At the printer each customer file can be printed and packaged (and linked to the distribution or collection mechanism via computer files/numbering) ready for dispatch.
- The dispatch should commence in good time and well before the last date promised for delivery. If it does not, the OCOG will be inundated with telephone calls from anxious customers.
- The ticketing database needs to interface into the distribution tracking mechanism to ensure that all packages can be tracked from leaving the printer to arriving at the right address.
- This is a time critical process that should be carefully planned and managed or it will produce real problems with customers and the media.
- Time should be allowed for delivery difficulties, particularly to individual customers in the host country.
- A help hotline and on-line package tracking system will help swift management intervention regarding delivery problems.

**Client Groups**

The different client groups all make bulk ticket purchases. For delivery, Ticketing should consider the following:

- Tickets should be offered for collection in a secure environment designated by the OCOG in close proximity to the Host City.
- The location should be kept secret for security reasons.
- Only if IOC Marketing Partners, Partners, Sponsors, NOCs, GSAs etc. do not wish to collect their tickets should they be dispatched.

**Public Delivery**

The public delivery is the largest and most difficult. The correct allocated tickets may need to be delivered to many different countries on time and to the correct location.

Continued on next page

# 4.3 Delivery of Tickets, Continued

**Method of Delivery**

IOC Marketing Partners or local official sponsors should be considered in the method of ticket delivery.

If an IOC Marketing Partner from this delivery category is part of the programme, they should be an integral part of the delivery solution. This needs long-term planning in the Ticketing Process to ensure an easy fit between ticketing and courier IT systems.

Where an IOC Marketing Partner is not identified the most reliable method should be sought for the host territory. It is important not to "re-invent the wheel" and to take account of the plans and ideas of experienced delivery/courier companies, who deliver such packages every day.

Ticket distribution can also use IOC Marketing Partners or local official sponsors in different ways. For example, in the Host Country, tickets could be delivered to Post Offices or Banks for collection rather than being couriered to homes.
This method can be safe, secure and cost-effective, particularly where local home delivery is expensive or unreliable.

**Ticket Delivery Tracking**
△

The method of delivery must cover the complete territory and tickets must have a tracking mechanism should they be mislaid during transportation.

**Client Group Priority**
△

Client Group tickets should be available first, before the public dispatch takes place.

# 4.4 Identification of Risk

**Anticipating Risks**

Clear risk evaluation and planning needs to take place before printing and delivery of tickets.

- Tickets will disappear in transit
- Tickets will be undelivered
- Tickets will be returned
- Customers will panic and contact the OCOG which may lead to an overload to the call centre system.

All of these risks need to be evaluated, with a team in place to plan both the:

- Delivery exercise
- Customer care associated with ticket delivery problems.

**Contingency Planning**

Delivery is a high-profile exercise with many risks. Clear contingency planning and communications are required to ensure that any problems are dealt with effectively and rapidly.

# 5.0 → Ticket Management Systems & Technology

## Executive Summary

**Introduction** When considering IT Systems in Ticketing, proven technology needs to be taken into account and new technologies as well.

**Contents** This chapter contains the following topics:

| Topic |
| --- |
| 5.1 Considerations Regarding Ticket Management Systems and Technology |

# 5.1 Considerations Regarding Ticket Management Systems and Technology

**Procurement**

An early task of the Ticketing Programme, almost in parallel with the finalisation of the Ticketing Strategy, is the procurement of a ticket sales and management system for the Olympic Games.

The procurement of such systems is the most important aspect for ticketing and is one of the key decisions across the Games IT infrastructure. Existing systems, such as the IOC Tool, should be used where possible.

**Choice of Supplier** △

Given the scale of the Ticketing Programme (approximately 8,000,000 tickets for an Olympiad, or 3,000,000 for a Winter Olympic Games), robust tested systems from reliable, stable, experienced global suppliers are a necessity.

**Proven Technology**

The ticketing of an Olympic Games is generally not the place to test new companies, new technologies and brave new ideas. Sensible systems based on proven technology using robust, tested software and hardware is a reliable approach.

Many major sports events set out to have an unrivalled IT infrastructure with “cutting edge” technology and ideas.

The reality is that neither the General Public nor the media remembers the systems, only the results they produce. Tried and trusted methods from stable partners are likely to achieve the objectives with minimum risk to the project.

Continued on next page

# 5.1 Considerations Regarding Ticket Management Systems and Technology, Continued

**New Technologies and Internet**

The ticketing systems should take advantage of developing technologies, methods of communicating and methods of sale that have been proven in other domains. These methods include the Internet and other platforms or technologies to be developed in the future.

The use of the Internet is a cost-effective, efficient and easy to access method of sale. Customers can gain information more easily and cheaply and the Ticketing Process can be more streamlined with the added option of real-time operations.

The Internet should be viewed as a core system, not as a bolt-on sales tool: its strengths should be harnessed across the operation, not just in reducing cost of sales.

**Other Methods of Sales**

Other methods of sales should be considered where Internet use is not so high.

**Integration of Marketing Partners** △

As a contractual obligation the IOC and OCOG, Marketing Partners must be utilised for the technology integration of ticketing where possible. However, the resultant agreement must still meet the definition of the requirement for the service.

**Trained Staff**

The tender for the Ticket Management Systems Provider should also include people as well as systems and technology.

The experience of trained staff who have worked on other major events is very valuable and can “Short cut” the learning process. Such staff may be linked to system choice, or may be independent – either way such recruitment should be part of the ticketing system remit.

**IT Ticketing Vendor Approval** △

The appointment of an IT Ticketing vendor by the OCOG must be approved by the IOC.

Continued on next page

# 5.1 Considerations Regarding Ticket Management Systems and Technology, Continued

**Test Events**

The use of test events in the year preceding the Olympic Games will help make sure that the IT systems work and that they interface correctly with other groups and venues.

Test events are an ideal opportunity to test the Ticketing Operations at venues with minimal risk and to understand the different demands of a range of sports.

Test events can also be used to help promote ticket sales for the Olympic Games with a box office available at the test event to sell tickets.

# 6.0 → Pricing

## Executive Summary

**Introduction** As part of the policy making phase of the Ticketing Programme, detailed price matrices should be drawn up for each sport, discipline and event and should respect equity between all Client Groups.

**Contents** This chapter contains the following topics:

| Topic |
|---|
| 6.1 Analysis for Determining Pricing |
| 6.2 Expected Results |

# 6.1 Analysis for Determining Pricing

**Introduction**

Determining ticket prices for an Olympic Games is a matter both of:

- Fine judgement and understanding
- Scientific approach

Olympic Games are a "once in a lifetime" event, so generally ticket prices may be higher than the local market is used to. However, pricing should be in a context of accessibility not price exclusion of local people.

**Candidature File Requirements** △

The Candidature File sets out obligations from the OCOG which must meet:

- Revenues
- Full stadia
- Affordable tickets for the public.

**No "Free-Ticket" Policy** △

Further, the OCOG must start from a position of no free tickets in order to achieve the revenue forecasts and to avoid any inequality and resentment that could exist between those that would pay and those that would not pay for tickets for the Olympic Games.

**Demand**

Careful research by the OCOG into the likely demand from the various client groups needs to underpin pricing decisions. Demand and price analysis is needed for:

- Local populations
- Regional populations
- National populations
- International visitors.

These groups need to be analysed through qualitative and quantitative research.

In addition, the OCOG should simultaneously assess all the contractual requirements (e.g. IOC, IFs, NOCs, IOC Marketing Partners, Broadcasters, dignitaries) with regards ticket quantities and sales which are likely to affect the Games pricing matrix.

Continued on next page

# 6.1 Analysis for Determining Pricing, Continued

**Local Circumstances**

Pricing should take into account local interest and circumstances, including the following:

- Event pricing needs to look at how the audience will be composed per client group: will local people purchase tickets for this event at the proposed prices?
- All Olympic sports are equal in their importance, but pricing should reflect local as well as international demand conditions.
- Opening and Closing Ceremonies ticket pricing is different from pricing for sporting competitions with ceremonies regarded as an extravaganza with high entertainment value.
- Other types of tickets that may be issued according to local circumstances could be Medals Plaza (Olympic Winter Games), cultural events and tickets for certain restricted areas of free events, such as, sailing and road cycling.

# 6.2 Expected Results

**Necessity for Full Stadia**

It is a crucial part of the Olympic experience that competitors compete in full stadia and arenas. Ticket pricing should be geared to ensure that there are no large quantities of empty seats and that events do not take place in stadia with no atmosphere.

Calculating this relationship between maximizing financial returns and maximising spectator attendance is difficult. Previous Olympic experience and local spectator trends are useful.

**Maximise Stadium Attendance** △

Ticket price planning must prioritise the filling of venues rather than revenue maximisation.

**Special Cases**

In certain instances, ticketing of events maybe free of charge for spectators in order to control the volume and access of people at a venue and because it is not practical to sell tickets for these events (e.g. Marathon, Cycling, Triathlon, Sailing in Summer Games, Medal Plaza in Winter Games).

If it is clear that tickets will not be sold out and with IOC consent, other programmes such as “tickets for children”, OCOG volunteers and young sportspeople should be considered for a minimum fee or at no charge.

**No Discount Ticket Policy** △

Tickets must not be discounted under any circumstances.

**Ceremony Rehearsals**

An OCOG cannot charge for Ceremony Rehearsals, but may ticket the rehearsals and distribute tickets to Games staff and volunteers in order to test stadium operations.

Continued on next page

# 6.2 Expected Results, Continued

**Price Zoning within Each Event Session**

Each event session will have a price structure of no more than three price levels. Keeping the number of different prices low makes the marketing message easier: increasing the number of prices allows more "stretch pricing" with greater distance between entry and top prices.

Equity and fairness are important here: price breaks within an event needs to be consistent across the Games and for customer fairness: i.e. top price tickets should not be in poor locations.

**Pricing and Seat Locations** △

Price levels and zoning must reflect the sight and location of the seat in relation to the viewing spectacle.

**Equity for Spectators**

When developing the pricing policies, the equity aspect of the OCOG's mission statement should be borne in mind, including the following:

- Spectators need to feel that they are being treated fairly. Thus pricing policies need to deliver the goals of the OCOG, but should also be seen to be fair and equitable by the paying spectator.
- Prices and seating quantities can be verified by an independent auditing company to ensure transparency of the process.
- Equity also includes protecting the various Olympic stakeholders from high prices.

**Sessions**

The OCOG should decide either to price every sport session individually or to bundle two sessions together (e.g. two consecutive curling or football games). This choice will affect both the number of ticketed sessions to be sold and the ticketing revenue budget.

**Pricing Approval** △

All prices for all sports events and ceremonies must be approved by the IOC.

# 7.0 → Venue Planning

## Executive Summary

**Introduction** Venue planning for ticketed seating is an essential component of the Ticketing Programme. It should involve other OCOG Functions to ensure a successful Ticketing Programme is achieved.

**Contents** This chapter contains the following topics:

| Topic |
|---|
| 7.1 Venue Capacities |
| 7.2 Pricing Zone |
| 7.3 Seat Kills |
| 7.4 Restricted Views |
| 7.5 Access & Ticket Checking |

# 7.1 Venue Capacities

**Capacity Estimates**

It is essential that venue capacities be understood from the start of the Ticketing Process. Any estimates should be conservative.

**Mapping of Stadia**

All venues should be mapped (See Annex 10 for an example of a venue map) for management purposes in order to provide an overview of shape, capacity, price zoning and general seating configuration.

Without early mapping and planning, even before construction is complete, it is difficult to set up ticket quotas and capacities in the venues that are to be sold.

Close relations between Ticketing and Venue teams are important throughout this process.

**Venue Capacity Changes** △

Any changes to venue capacities from the Candidature File must be approved by the IOC.

# 7.2 Pricing Zone

**Introduction**

The price zoning of the venue (seats within a venue split into sensible price categories) needs to follow the pricing strategy determined for sports at that venue and it needs to be consistent with locations, viewing and quantities for seating at that sport and seating at other Olympic venues.

**Category Pricing**

Customer fairness is important as spectators are likely to visit a number of venues during the Games and will sit in a variety of seats, while category pricing needs to be consistent.

It should be difficult, either through entrance management or stewarding, for spectators to access the wrong seating areas. Price zoning needs to take this into account.

**Number of Seats per Category**

The venue should have a reasonable number of seats at each price category for all events, including Ceremonies.

The quantities per price category will depend upon the venue and the sport, but should be defendable, for example 99% of tickets cannot be at the highest price.

**Sport-by-Sport Configuration** △

The location of the different client groups and types of spectators must be considered on a sport by sport basis and should include IF involvement.

Continued on next page

# 7.2 Pricing Zone, Continued

**Olympic Family**

Communication of the price zoning decisions, particularly to the Olympic Family, is important for open management and for customer expectations.

In addition, it is important that the price zoning and configuration of the stadium is defendable to the Olympic Family and the General Public.

**Price Zoning Approval** △

The IOC must agree to all price zoning plans for the venues.

# 7.3 Seat Kills

**Introduction**

Detailed planning work is required at an early stage to determine the maximum seat kills.

Seat kills should cover media, broadcast, security, stadia construction queries, sightlines, contingencies and reserved accredited stands (e.g. athletes, dignitaries and officials).

**Method**

Seat kills should be determined by broadcast in conjunction with sport. Detailed discussions with the IOC, the IFs and the broadcaster are required to determine exactly where the seat kills are necessary, with the following considerations:

- It is important to plan seat kills by both price zone and client quota so that accurate ticket quantities can be put on sale.
- Careful planning is also needed regarding the seat kills for the Opening and Closing Ceremonies as seats are often lost due to the logistics of the Ceremony.
- Within the Ticket Programme team a staff member should have responsibility for all seat kill issues.

**Approval of Accreditation Seating Plan** △

The accreditation seating plan (number and locations) must be approved by the IOC.

**Communication of Seat Kills** △

The seat kill proposal must be communicated with the IOC and respective IF.

# 7.4 Restricted Views

**Definition**

Restricted View seats are those from which the view is less than perfect, but are acceptable for sale.

**Method**

Restricted View tickets should be clearly marked and issued with the knowledge of the client group or customer.

Many contingent seat kills can be bought back into use at a late stage as restricted view seats, so planning needs to be conservative early in the process, then more specific closer to the Games.

# 7.5 Access & Ticket Checking

**Access to Stadia** The Ticketing operation needs to plan at an early stage how spectators will access the stadia and find their seats (part of operational plan).

**Event Services** Ticketing needs to primarily coordinate and cooperate with Event Services to facilitate access and ticket control. Other departments involved will be Venue Planning, Transport and Security.

**Ticket Checking** Ticket checking and sorting of ticket problems need careful planning. Considerations should include:

- Colour coding and signage, particularly in multi-lingual situations
- Egress needs to be planned, particularly for multiple separately ticketed events at the same stadium on one day
- Consideration should be given to the significant differences that occur between access to outdoor and indoor venues
- Plans need to be made to train volunteers working at the venue so that they know the detail of the layout of the seating bowl and how to read the relevant information on the ticket

# Part III → Ticket Sales

## Executive Summary

**Introduction** Ticket Sales are important to both the General Public and the media. The OCOG will be judged positively or negatively depending on the ticket sales process for the Olympic Games.

**Contents** This part contains the following sections:

| Sections |
|---|
| 8.0 Public Sales |
| 9.0 Late Sales & Sales During the Games |
| 10.0 Legal obligations |

# 8.0 → Public Sales

## Executive Summary

**Introduction** Public Sales are the majority of tickets sold for Olympic Games. The methods of sales and the quality of client servicing are important to ensure the General Public is satisfied with the Ticketing Programme.

**Contents** This chapter contains the following topics:

| Topic |
|---|
| 8.1 Methods |
| 8.2 Relations with Public |

# 8.1 Methods

**Methods of Sale**

The methods of offering tickets for sale will differ according to the OCOG. Methods to consider include:

- Mail and Internet orders (for phase one sales)
- Outlets, Internet and call centres (possibly for phase two sales)
- Outlets, Internet and venues (for sales in the run-up to and during the Games).

It is important that phase one sales are 'off line', not in real-time, so that fairness (through a ballot) and management controls (over accepting orders at price-points, not for specific seats) can be maintained.

Internet applications are likely to grow in importance as applying for Olympic tickets is often complicated with a lengthy form, which is well suited to Internet sales.

**Cascading Methods**

Cascading methods for unsuccessful ticket applications can be considered but this should only apply to phase one of the public sales period. The option should always exist for the customer to claim a complete refund if they don't receive their first choice of tickets. Alternative choice, for a separate event if the preferred event is sold out, could also be offered, but should not be compulsory for customers.

Ticket limits per order should be considered. This is for popular events (e.g. ceremonies) but also to limit black market and ambush attempts. A benchmark of no more than four tickets per event per household is usually adopted.

**Timing**

Public tickets should generally go on sale between 21 and 18 months before the Games. The launch of ticket sales is an important moment in the build-up to the Games and is the major focal point for the involvement of the public and will be a focus for media attention.

The initial launch date should be determined through research in the domestic market of the OCOG and should not clash with other major sporting or public events.

The systems to be used for the ticket application process need to be in place and to have been tested prior to the launch. This includes legal clearance for the methods of sale and methods of ticket application, international sales issues (particularly in Europe) and validation that a lottery/ballot approach is possible.

Provision should be made for a ballot as part of the initial launch and for further ticket sales phases as the Games approach, selling remaining tickets, individual tickets (as opposed to packages) and tickets in real time to applying customers.

Continued on next page

# 8.1 Methods, Continued

**Ticketing Application and Launch**

The following table describes the steps of Ticketing application and launch.

| Step | Action |
|---|---|
| 1 | System for the ticket application process in place and tested |
| 2 | Initial launch (with provision for a ballot |

**Competition Schedule Changes**

There are likely to be changes to the sports programme and competition schedule after the dates have been announced and tickets are on sale. These may include:

- Minor and will not affect ticketing (e.g. changes in end time); or
- Major (e.g. change in date or venue of a major athletics final which is likely to contain a popular athlete from the host nation).

Such changes need to be evaluated with senior management and an agreed policy determined as to whether the changes are material for ticketing. If they are, customers affected must be contacted and given options for change. While this may be a painful process, it is preferable to customers not knowing about changes or complaining through the media. Such changes cannot, in theory, be made once tickets have been issued but it does happen and needs very careful management.

**Preferred Method of Payment** △

The preferred method of payment for ticket sales must be the chosen credit card of the IOC Marketing Partner.

**Other Payment Methods**

Provision can be made for applications to use other methods of payment (e.g. cheque, bankers' order, invoice, cash) should the spectator not possess the chosen credit card.

Auditable systems should be put in place to manage the transactions of payments. The OCOG should be prepared to repay monies to customers quickly and in a systematic and understandable way if tickets cannot be allocated. Monies are normally debited from customers after a ballot for tickets following phase one of sales.

Continued on next page

# 8.1 Methods, 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 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'.

**Ticket Stapling**

It has been standard practice to link together certain events, usually including events that are likely to sell out.

This may take the shape of an Olympic Experience programme which links higher profile events to wider experience of the Games, or a specific sports package. Such 'ticket stapling' has been used to:

- Build the public experience at the Games
- Enable the public to experience sports not normally associated with the Host Country, not just as a rationing tool for popular tickets.

An Olympic Experience packaging of tickets approach can also enable customers to purchase tickets with ease, without having to make difficult decisions on transport timings, event locations and ticket ratios. Such an approach has been particularly successful at recent Olympic Games and particularly during the early phases of public sales.

**Anti-scalping Laws**

Olympic events are very popular and should be protected from individuals seeking to profit by selling on tickets above face value. Laws should both forbid:

- Such sales
- People from advertising and executing such sales.

Scalping of tickets is detrimental to the image of the Olympics particularly at Games time. Local law enforcement should be able to take appropriate action against scalpers selling Olympic Games tickets.

Continued on next page

# 8.1 Methods, Continued

| | |
|---|---|
| **Anti-Scalping Laws** △ | Anti-scalping laws must be in place or introduced in the year prior to the Olympic Games. |

| | |
|---|---|
| **Anti-Scalping System** △ | The OCOG must put in place a system to trace and to attempt to prevent individuals or organisations 'scalping' tickets before or during the Olympic Games. |

# 8.2 Relations with Public

**Equity and Transparency**

The public sales process needs to be seen as fair and transparent and can be easily communicated to the public, taking into account the following:

- The provision of quotas of tickets to groups, other than the public, needs careful explanation and should be transparent. Such provision should ensure that sensible quantities of tickets remain for public sale and that they are not seen as leftovers by other client groups. Likewise tickets should be available at all price points to the public.
- All spectators require a ticket to access the sporting venue.
- It is recommended that the OCOG contracts an external auditor to check and verify the Ticketing Process which will increase the confidence of the General Public in the fairness of the ticketing pricing and distribution.
- As certain client groups (e.g. Sponsors, IFs, NOCs) have the ability to return unwanted tickets up to 6 months before the Olympic Games, in order that the OCOG can redistribute them in the local market, the OCOG should ensure that 'sold out' messages are not given for events that are likely to have returned tickets as this can lead to confusion and resentment from potential purchasers.
- Planning should also ensure that a fair lottery process is used to determine successful applications, that re-sale (and scalping) is prohibited and that tickets remain on sale, during the key 9 month run-up to the Games.

**Customer Enquiries and Complaints**

- Provision needs to be made for customers to track their application (Was it received? Will it be acknowledged?).
- Provision needs to be made for customers to enquire and ask questions on the sales process and to alter/complete their applications (the Internet is ideal for this).
- While it may be stressed on an application form that only correctly filled in forms will be accepted and that no changes are possible, provision should be made for 'real-world' customer enquiries.
- A team reporting to the Ticketing Manager should manage enquiries. Complaints should also be handled especially as they could lead to difficult public relation issues and bad press coverage.

**Updates of Ticket Sales**

△

Regular updates of ticket sales by all client groups for all sports must be provided to the IOC.

# 9.0 → Late Sales & Sales during Games

## Executive Summary

**Introduction** Late sales and sales during the Olympic Games is a critical phase where Ticketing will have to face issues such as public communication on sales, spectator problem resolution and how to sell remaining inventories.

**Contents** This chapter contains the following topics:

| Topic |
|---|
| 9.1 Interface with public |
| 9.2 Special cases |

# 9.1 Interface with Public

**Type of Ticket for Late Sales**

It may well be that an instant, thermal ticket is needed at outlets for late sales. This may differ from the souvenir ticket produced and despatched earlier. It should nevertheless retain the same style and quality of the original ticket.

**Outlets**

A range of outlets will be required to sell remaining tickets in the run up to and during the Olympic Games. These are likely to take three forms:

- Outlets at venue box offices
- Outlets at OCOG sites
- Outlets using a third party distribution network (e.g. ticket agency) or a Partner network such as a bank.

All need to be on-line in real time and to offer all remaining tickets up to the event day.

**Communications**

At each outlet there should be clear signage and information on remaining tickets. This needs to tie into a communications/public relations strategy to enable information on remaining tickets to be broadcast by the OCOG on a regular basis. Customers will become extremely frustrated if incorrect information is announced or tickets are not on sale as stated.

**Venue Sales**

It may be that on the day of an event, ticket sales are restricted to the venue, or near to the venue, where the event is to take place. At venues it is important to split ticket sales away from collection and access to the venue to avoid crowd congestion. Clear signage on available tickets and sold out status will assist ticketing on the day of competition.

**Payment Methods**

At all outlets the preferred credit card of the IOC Marketing Partner needs to be accepted.

Other payment methods, such as cash, also need to be accepted. It is important that all outlets are able to validate credit cards on-line.

Continued on next page

# 9.1 Interface with Public, Continued

**Ticket Enquiry and Help Offices**

In addition to providing sales outlets during the Games, enquiry and information points may also be needed. These may be part of a wider OCOG provision or may be part of the ticketing delivery.

They should be separate from sales points and need to be able to offer advice and assistance to spectators. Separately, ticketing services should provide such a service for major client groups to gain information and assistance.

# 9.2 Special Cases

**Return and Exchanges**

All tickets should be sold on a no-return non-exchange basis.

There may, however, be instances where tickets do need to be returned or exchanged, particularly if there are unforeseen events or venue problems. A contingency plan and a staff operation methodology need to be devised well before the Olympic Games to cater for unforeseen incidents.

**Ticket Exchange**

It may be appropriate to run an Olympic Family ticket re-distribution programme, to move tickets between sponsors, NOCs, IFs, and to enable the reuse of unwanted tickets.

The OCOG might consider three levels of ticket exchange programme:

- IOC Marketing Partners
- White market for customers, re-selling unwanted tickets
- Exchange facility during the Olympic Games.

**IOC Marketing Partners**

Marketing partners will purchase many thousands of tickets for events and will require the means to exchange tickets with each other and with the OCOG during the Olympic Games.
This is to both secure tickets which the Partner desires and to ensure usage of tickets that would otherwise go unused. Such tickets may be provided to athletes in the Olympic Village for free. The OCOG should devote resource to ensure that such an exchange programme is efficient.

**White Market**

Before tickets are issued, customers could be offered an exchange programme, managed by computer, to swap tickets. Customers may wish to watch particular athletes or events and such a programme can assist and limit the black market.

Continued on next page

# 9.2 Special Cases, Continued

**Curtailed Events**

- If a session is cancelled, all ticket purchasers should be issued a refund.
- If the session is only postponed and is subsequently re-scheduled, the original ticket should be valid for the new date.
- Policies should be devised for sessions that have already started but have then been cancelled.
- A possible example of a cancellation policy could be that if a session is cancelled once it has started, the customer should be issued with a refund if less than 50% of the event has taken place; if more than 50% has taken place, it should be deemed to be a full session and no refund offered.
- Any customers receiving refunds should be assisted wherever possible to purchase tickets for alternative events.
- Events are unlikely to be cancelled, but it is possible that bad weather, venue problems and the like can affect the schedule.
- Clearly Winter Olympics are more likely to have such issues.

**Cancellation and Postponement** △

Policies for cancellation and postponement need to be approved by the IOC.

# Part IV→ Paralympic Ticketing

## Executive Summary

**Introduction**

The Paralympic Ticketing Programme aims to deliver access to an elite, world-wide sporting spectacle to both the local and the international population

The Paralympic Ticketing Programme should:

- Highlight the Paralympic Games
- Enhance the awareness of the Paralympic Games
- Leave a social legacy for the Host Country
- Encourage youth and educational opportunities related to attendance.

**Key Milestones**

The table below contains key milestones and deadlines specific to the Paralympic Games

| Key Milestones | Deadlines |
|---|---|
| IPC Approval of the Paralympic of Ticketing Strategic Plan | G-24 |
| IPC Approval of NPC Contract | G-16 |
| Paralympic Ticket Programme Launch | G-15 |
| IPC Approval of Paralympic Ticket design | G-12 |
| Public Ticketing launch | G-12 |
| Paralympic Torch Relay | G-6 days minimum |
| Post Olympic Games – Paralympic Ticket 're-launch' | G-11 days |

# 10.0 → Strategy for Paralympic Ticketing

## Executive Summary

**Introduction**

The Paralympics Ticketing Programme has some unique features that differ from Olympic Ticketing and that should be incorporated into the OCOG Ticketing Operations.

The Paralympic Ticketing Programme should seek to continue raising the benchmark that has been set by recent Paralympic Games. The focus of the Ticketing Programme is primarily to allow the maximum numbers of spectators to experience the Paralympic Games. The programmes secondary focus can be revenue generation.

The Paralympic challenge is creating public awareness of the event which will result in an increased demand for ticket sales.

**Contents**

This chapter contains the following topics:


| Topic |
|---|
| 10.1 Paralympic Transfer of Knowledge |
| 10.2 Paralympic Ticketing Staff |
| 10.3 Key Client Groups |
| 10.4 Day Passes |
| 10.5 Reserved Seating |
| 10.6 Accessible Ticketing Operations |
| 10.7 Ticketing Sales Opportunities |
| 10.8 Paralympic Opening and Closing Ceremonies |

# 10.1 Paralympic Transfer of Knowledge

**Introduction**

Ticket Sales for the Paralympic Games have only begun in recent Games. The tickets sales to the Paralympic events continue to increase.

**Figures on Ticket Sales**

The table below shows ticketing figures of previous Paralympic Games:

| Paralympic Summer Games | N° of Tickets |
|---|---|
| * Barcelona | 1,100,000 |
| Atlanta | 500,000 |
| Sydney | 1,200,000 |
| Athens | 850,000 |

** Barcelona provided complimentary competition tickets and sold only Ceremonies Tickets.*

| Paralympic Winter Games | N° of Tickets |
|---|---|
| Nagano | 151,000 |
| Salt Lake City | 211,000 |

# 10.2 Paralympic Ticketing Staff

**Paralympic Ticketing Staff**

The establishment of a dedicated Paralympic section within the Ticketing Programme is essential. The actual resources required will vary between the Paralympic Games and the Paralympic Winter Games.

The marketing and sales staff that will drive the development of the marketing and communications plan should be in place approximately 18 months prior to the Games period. This will enable them to develop the plans prior to the public sales launch 12 months before the Games.

The operations staff can be brought on shortly before the public ticket sales launch as venue capacities and accredited seating are being determined.

# 10.3 Key Client Groups

**National Paralympic Committees**

The NPCs are the outlet for selling tickets internationally outside the Host Country for the Paralympic Games. The NPCs will purchase tickets to satisfy their client groups such as:

- Friends and families of athletes
- Dignitaries and guests
- NPC Sponsors
- Local sporting groups
- General Public within NPC territory.

**NPC Contract** △

An NPC Contract must be drawn up between the OCOG and the NPC to outline the ticket ordering and sales process. The IPC must approve the NPC standard Contract.

**Athletes**

Athletes will have access to a dedicated seating section for their own sport. Their accreditation will provide entry to this section. This seating section is not reserved and is provided on a first come, first served basis for the athletes.

Athletes should have access to the general spectator seating to attend a sport different to the one for which they are accredited. They are not guaranteed a seat and are treated as a general spectator.

For certain high demand sessions (e.g. ice sledge hockey final) athletes may need tickets which can be obtained in the Paralympic Village free of charge.

If for any reason additional tickets are required athletes and team officials have access to purchase tickets in the Paralympic Village Ticketing Office.

Continued on next page

# 10.3 Key Client Groups, Continued

**Paralympic Family**

There is no special Paralympic Family Ticket sales process that is required to be developed as they can obtain venue access via their accreditation.

For the Ceremonies, the Paralympic Family requires a ticket in addition to the proper accreditation to access Paralympic Family seating at the Opening and Closing Ceremonies.

**Marketing Partners**

Marketing Partners have the opportunity to purchase a pre-determined number of tickets to all events.

**Media**

For the Opening and Closing Ceremonies, the media requires a ticket in addition to their accreditation to access the media seating section for the Opening and Closing ceremonies. These tickets should be distributed by the OCOG.

In addition, for certain high demand sessions (e.g. ice sledge hockey final) the media may require a ticket in addition to their accreditation to access venues. These tickets should be made available free of charge using a fair quota system.

**General Public**

The ticketing sales to the General Public should be promoted by the OCOG with the objective to maximise spectator attendance at all events. Generally, the same sales channels are used as during the Olympic Games.

Continued on next page

# 10.3 Key Client Groups, Continued

**Educational Programme**

A special Educational Sales Programme should be activated to encourage schools in the Host Country to attend the Paralympic Games. The Educational Programme should include attendance at Paralympic events of schools and their students.

The sales programme to schools should include as many schools and students as possible, special sales conditions and/or government support should be used to increase spectating opportunities by students.

**Education Programme Approval** △

The OCOG must present the Educational Programme proposal including ticketing to the IPC 2 years prior to the Paralympic Games.

# 10.4 Day Passes

**Day Pass Tickets**

The majority of the competition tickets purchased for the Paralympics will be through Day Passes. A day Pass entitles the ticket holder to access all events on a single day. The design of these unique tickets needs to reflect the purpose of the ticket.

The Paralympic Day Pass ticketing concept gives greater flexibility to the spectator due to the nature of the ticket. Day Passes allows spectators to move from venue to venue over the course of a designated day to experience different events. The Day Pass ticket allows the spectator to purchase a ticket and commit to attend the Paralympic Games but not on a specific date or event. This principle helps General Public sales as spectators can purchase the ticket in advance and decide when to attend at a later date.

In addition, the Day Pass has proven very popular with groups as it also allows the flexibility for a group to decide which day and what events to attend at short notice. The Day Pass ticket requires a validation at the point of entry so that the ticket may not be used on subsequent days. A date stamp upon entry or a similar process can be employed.

The management of Day Passes requires effective planning. Ticketing should monitor the quantity of Day Passes sold versus the daily validation of Day Passes and the capacities of the Paralympic venues. The Day Pass system works most effectively where venues are closely clustered together so that spectators can experience multiple sports in a single day on one ticket.

# 10.5 Reserved Seating

**Ticketed Reserved Seating**

There will be designated events that will require ticketed reserved seating. This is usually for Paralympic high demand events which are traditionally sport finals (e.g. Wheelchair Basketball finals, Ice Sledge Hockey finals). These tickets should be designed for a reserved seat at the venue as outlined for the Olympic Games.

Tickets for reserved seats ensure that spectators of the sport can purchase a guaranteed seat for the event. The reserved seat ticket can also serve as a Day Pass to other events that day.

Venues with reserved seats should also have some seating set aside for Day Pass spectators. The exact breakdown should be determined in cooperation with the IPC on a venue by venue basis.

**Paralympic Winter Games – General Admission Session Ticketing**

The Paralympic Winter Games have historically sold tickets for specific sports sessions as the Day Pass system is usually inappropriate as the venues are so widely dispersed for the Winter Paralympic Games.

A spectator should be able to purchase a ticket to a particular session and upon entering the venue have access to general admission seating. These tickets are date/session/time specific but do not reserve a specific seat.

# 10.6 Accessible Ticketing Operations

| | |
|---|---|
| **Accessible Seating and Ticketing Operations** | Accessible seating should be possible to reserve through the Ticketing Process.<br><br>Accessible seats cannot be reserved with the Day Pass Ticket and should be available on a 'first come, first served basis.<br><br>Reserved ticketed events should provide reserved accessible seating to those purchasing tickets. |
| **Strategy for Accessible Seating** △ | Ticketing must have a comprehensive strategy in place for ticketing of accessible seating in venues. |
| **Ceremonies** | Opening and Closing Paralympic Ceremonies historically have seen the highest demand for accessible seating and planning to maximise accessible seating inventory should be undertaken.<br><br>Venue Box Offices should have policies and procedures developed in conjunction with Venue Management and Spectator Services to facilitate the accommodation of people requiring special assistance within the stadium. |
| **Format of Publications** △ | All publications (i.e. Paralympic Spectator Guide, Ticketing Brochures) and other materials must be produced in accessible formats including Braille, audio etc. |

# 10.7 Ticketing Sales Opportunities

**Introduction**

Additional Paralympic Sales methods to add to the ones listed in the Ticketing Programme for the Olympic Games are:

- Group Sales
- Community based sales programs
- Sponsor driven sales programmes.

**Promotional Activities** △

Paralympic ticketing must help to promote youth and educational opportunities and leave a social legacy for the Host Country through high spectator numbers and opportunities to watch the Paralympic Games.

**Group Sales Programme**

Group Ticket sales for the Paralympic Games are important to the success of the Ticketing Programme.

The Paralympic Games are an opportunity for social, business and community organisations to attend the event as an experience for the organisation. The design of a comprehensive groups sales programme has in past Games been successful.

**Special Events**

The utilisation of Special Events (Test Events, Torch Relay, Community Events, etc.) is crucial to market and sell Paralympic Tickets. Such Event should be used to showcase the Paralympics with information about Paralympic ticketing.

**Paralympic Sales during the Olympic Games**

The capacity to sell Paralympic tickets during the Olympics should be considered. The second week of the Olympics have historically shown an increase in Paralympic ticket sales as spectators enjoy their Olympic experience and want this to continue into the Paralympic experience. Paralympic Games encounter a large number of walk-up sales at ticketing outlets in the days prior to the Opening Ceremony.

# 10.8 Paralympic Opening and Closing Ceremonies

**Paralympic Opening and Closing Ceremonies**

The Opening and Closing Ceremonies tickets should be a distinct souvenir ticket of high quality. The price and value of the tickets should be in accordance with the ceremonies being regarded as an extravaganza with high entertainment value.

Price levels should be developed specific to the venue. The revenue from the Ceremonies usually represents a significant portion of the Paralympic ticketing revenue due to the fact that they are popular events and are generally sold out.

The Paralympic Opening and Closing Ceremonies are generally a sold out event that celebrates the Paralympic Games.

# Part V → Annexes

## Overview

**Introduction** All the annexes that are referred to in this manual are collated and referred to in this section.

**Contents** This part contains the following topics:

| | Topic |
|---|---|
| 1 | European Union Restrictions to Olympic Games Ticketing |
| 2 | Newspaper article: Olympic ticket sales sizzle; prime seats still available by Gib TWYMAN |
| 3 | Newspaper article: Games tickets row in 'hands of the gods' by Jacquelin MAGNAY |
| 4 | Newspaper article: Now tickets to Games go on hold by Matthew MOORE |
| 5 | IOC Code of Conduct |
| 6 | Ticket Sales Agreement |
| 7 | Closing Ceremony Ticket – Games of the XXVIII Olympiad, Athens 2004 |
| 8 | Examples of Competition Tickets |
| 9 | Back of Ticket information – Games of the XXVII Olympiad, Sydney 2000 |
| 10 | Seat Zoning Map of the Olympic Stadium – Games of the XXVIII Olympiad, Athens 2004 |

# 1. European Union Restrictions to Olympic Games Ticketing

Decisions of the European Commission, relating to ticketing for previous major sports events (such as, Italia 90 World Cup, France 98 World Cup, 2000 Euro Football Championships in Belgium and the Netherlands and Olympic Games Barcelona 1992 and Athens 2004) have confirmed a certain number of principles deriving from the application of EU Competition law.

The following general principles can be deduced from this case law:

- Territorial sales exclusivity granted for any sporting event within the EU could be considered unlawful if it prevents competition among different ticket distributors (e.g. NOCs, travel agents).

- It is unlawful to impose on any independent ticket distributor within the EU an absolute ban on ticket sales outside the allocated contract territory. According to general competition rules, it is permissible to prohibit *active sales* outside the territory (e.g. seeking actively customers outside the territory) but not *passive sales* (e.g. responding to unsolicited requests from customers located outside the territory).

- Distributors should be appointed on the basis of an objective and non-discriminatory tender procedure.

- Tickets should be allocated on the basis of objective and non-discriminatory criteria. Ticketing arrangements that discriminate among EU citizens on grounds of nationality or place of residence can lead to heavy fines.

Investigations into previous ticketing issues at sports events have found:

- Italia 90: Tickets cannot be tied to travel packages.
- Barcelona 92: Customers cannot be prevented from purchasing across territorial boundaries within Europe.
- Atlanta 1996: Restrictions on passive sales are prohibited. No discrimination possible in allocation of tickets (“first come, first served” rule).

Continued on next page

# 1. European Union Restrictions to Olympic Games Ticketing, Continued

- France 98: Restrictions on the ability of non-French residents to purchase tickets prohibited.
- Athens 2004: Restrictions on selling tickets under face value prohibited. If a credit card (e.g., Visa) is the only card accepted for ticket purchases via the internet, there is the obligation to authorize alternative means of payment for those who do not hold that credit card.
- Germany 2006: Restriction on payment methods and fairness of non-German residents to purchase tickets at same price as German residents.

The implications for Olympic Games are:

- Sales by NOCs within the EU may not start before sales from the OCOG.
- The Internet (or application forms) cannot discriminate between the population in the Host Country and other European applicants.
- Prices cannot vary depending on the place of residence of the client.
- Hotels and travel must be separated from ticket sales and must be offered equally to all persons residing in the European Union.
- Tickets on sale in the rest of the world need not conform to these principles, subject to any non-EU applicable restrictions pursuant to national laws.

For National Olympic Committees:

- The commission charge can remain, but residents in the European Union must be able to buy directly from the OCOG as well as local ticketing agents.
- Residents in the European Union must be able to buy tickets across borders (i.e. passive selling).
- The OCOG has to be seen to be actively marketing across Europe

EU competition rules may evolve and the above description of currently applicable principles should be considered for general information purposes only. An OCOG should seek external legal advice on EU legislation in co-ordination with the IOC.

# 2. Newspaper article: Olympic ticket sales sizzle; prime seats still available

## by Gib TWYMAN

TUE 06 FEB 2001

Ticket sales for the 2002 Games are hotter than the Olympic torch, but you can still get seats for Salt Lake City's big party.

“With one year to go, we've reached sales revenues greater than Nagano's total at the start of the '98 Olympics. We're very pleased and proud of the successful ticket sales so far,” Salt Lake Organizing Committee spokesperson Caroline Shaw said Monday at a news conference at SLOC headquarters.

Letters of confirmation went out Monday to buyers in the first round of the opening U.S. public sale. They snapped up 530,441 of 793,000 general-public tickets available to host-country patrons. Eighty-three percent of those buyers received tickets for at least one of their choices; 40 percent were awarded all their choices.

They'll have a chance to add to their orders beginning Feb. 20.

“They can either go for second or third options to their original requests or ask for refunds,” said Mark Walker, SLOC media and communications manager.

Most of the tickets awarded — 309,051 — came through Olympic Experience Packages. These packages, and use of the Internet, have been the two keys to the booming ticket sales so far.

The Salt Lake Games are the first to use the Internet for placing orders — perhaps surprising in an increasingly high-tech age but a technique that's obviously here to stay.

“The members of the IOC were very pleased with our ticket process. With 95 percent of our sales coming through the Internet, I believe Athens and Torino will really bore in on what we're doing, although 20 years from now what we do will seem elementary,” SLOC president Mitt Romney said in a teleconference with the media, after addressing the International Olympic Committee board in Senegal.

Continued on next page

# 2. Newspaper article: Olympic ticket sales sizzle; prime seats still available, Continued

With a 61 percent subscription rate, Salt Lake City has outstripped Nagano (52 percent), Atlanta (46 percent) and Sydney (30 percent) in one-year-out numbers. The robust sales means SLOC already has generated $161 million of its $180 million budget for ticket revenue.

“We budgeted for selling 80 percent of total tickets, and we're tickled to death that we're this close to our break-even (point),” said John Bennion, SLOC managing director of Games services, adding that Sydney and Lillehammer eventually sold 90 percent of total tickets.

Bennion said 70 of 165 sessions no longer are available through normal public, single-purchase avenues. The competitions that have sold all these types of tickets are: women's figure skating, all speed skating, men's hockey medal rounds, men's downhill and free-style skiing.

The men's aerial competition, Feb. 19 at Deer Valley, in fact, was the single most requested event, Shaw said.

The most requested Olympic Experience Package was a package including women's figure skating Feb. 19, men's and women's skeleton Feb. 20, women's cross-country Feb. 21 and women's figure skating Feb. 21.

Even seats for "sold-out" events can be obtained by those willing to pay higher prices for premium packages. These are prime seat locations up front, intended to help in major fund-raising for the Games.

And a small number of tickets for “sold-out” events — fewer than 500 in each case — still can be obtained through Internet purchase of Olympic Experience Packages.

Continued on next page

# 2. Newspaper article: Olympic ticket sales sizzle; prime seats still available, Continued

The next General Public sale will be held “sometime this spring,” Shaw said. And tickets will be sold through an auction over the Internet, scheduled to begin "sometime in June." The exact dates will be announced later.

Even tickets for events such as curling, little known or followed in the United States, are getting scarce, Shaw said. The small venue at the Weber County Ice Sheet is one reason curling is becoming a tough ticket, but obviously there is an appetite for an Olympic experience of any kind and consumers are biting.

The cross-country/biathlon events at Soldier Hollow are 50 percent subscribed.

“But,” Bennion said, “these are the kinds of venues, with lots of competitions and large outdoor areas, where a lot of opportunity remains for tickets.”

# 3. Newspaper article: Games tickets row in 'hands of the gods'

## by Jacquelin MAGNAY

THU 09 SEP 1999

SOCOG vice-president John Coates admitted track-and-field ticket allocations were "in the hands of the gods" yesterday as he accused the International Amateur Athletic Federation of using the debacle to snare a greater share of world television rights.

Mr Coates said any divine intervention to solve the crisis would have to come – not from himself – but from IAAF president Primo Nebiolo and International Olympic Committee president Juan Antonio Samaranch.

"It is now in the hands of the gods – god Juan Antonio and god Primo," Mr Coates said.

"And there are two little angels out there trying to help. There is angel Kevan (Gosper, IOC vice-president), who is asking god Primo to be responsible, and there is angel Michael (Knight, Olympics Minister), and he is asking god Juan Antonio to be resolute and I am sure they will get the right conclusion."

The IAAF has refused to agree to SOCOG's track-and-field schedule, upon which fans have bought their tickets. The battle means people who ordered tickets for the 400 meters and longer-distance finals may be rescheduled to other nights.

IAAF spokesman Giorgio Ranieri confirmed that the television revenue was being discussed because the IAAF share from the Atlanta Games was around $US7 million (almost $11 million), a figure he described as "peanuts".

"It is nothing, especially as the track and field always has high ratings on television," Mr Ranieri said.

But he denied it was being linked or used as leverage in any way with the scheduling impasse.

Mr Coates also said the dispute was being played out with other issues in the background, including the IAAF's demand for tickets to the Olympic stadium and its current negotiations with the IOC for more money.

Continued on next page

# 3. Newspaper article: Games tickets row in 'hands of the gods', Continued

But Mr Ranieri said both the tickets and television issues were being debated by all 28 sports federations and had "absolutely nothing" to do with the schedule.

The IAAF accused SOCOG of ignoring its warnings not to release the track-and-field schedule so soon, which it claims was used to boost Games finances. It said its motivation for a different schedule – which provided more rest for athletes – could not be considered "any less a priority than selling tickets".

"As of today, the timetable presented by SOCOG has not been approved by the IAAF and therefore cannot be considered valid," it said.

"Should the IAAF adopt a timetable for the athletes competitions in Sydney which is substantially different from the one issued by SOCOG until now, this would be principally due to the need to provide more rest to the athletes between their races."
Mr Coates said SOCOG received 60 per cent of the international television revenue – worth about $1,190 million - while the IOC received 40 per cent. Discussions were under way about the split of the bulk of that 40 per cent, which is divided between the international sports federations.

"It used to be the case – and Dr Nebiolo himself championed the cause – which all international federations share equally…, but there is a categorisation now in regards to their different profiles and obviously track and field and swimming and gymnastics and perhaps basketball are the highest," Mr Coates said.

"It will come down to what is the weighting given to the different categories. This is the background to which this issue is being resolved."

# 4. Newspaper article: Now tickets to Games go on hold

## by Matthew MOORE

WED 13 OCT 1999

Sydney's Olympic organisers have frozen allocation of Games tickets after admitting its first-in, first-served system would be unfair to hundreds of people hit by a mix-up in deliveries.

After five days of confusion, SOCOG president Mr Michael Knight yesterday announced a decision to seek a "top flight" legal opinion on whether it was possible to scrap the existing system and adopt a fairer method of selling tickets.

SOCOG's chief executive, Mr Sandy Hollway, admitted the back down was in response to a "firestorm of concern" in the community because an unknown number of ticket applicants received their first-round allocations – and second-round order forms – up to five days after most people's forms arrived in the mail.

While SOCOG's internal legal opinion was that it was not possible to change the first-in, first-served system, Mr Knight said the matter was too important to leave to in-house lawyers and the best opinions were needed.

Mr Knight and Mr Hollway also admitted to wrongly selling 30,000 Olympic Opportunity tickets in the first round ballot. These $15 tickets were supposedly part of a 1.5 million allocation intended for schools and disadvantaged groups.

The tickets were to baseball, judo and hockey and equestrian cross-county sessions. But Mr Hollway said he would not be seeking the return of these Olympic Opportunity tickets.

He sought to explain the error as "a small mistake in filleting the overall data base".

Even though SOCOG's auditors, Arthur Andersen, oversaw the entire first-round ticket ballot, SOCOG only learnt of the mistake when people who had received the $15 tickets called to ask questions about them.

"Certainly there was no qualification in the Arthur Andersen report to us, which was that the ticket process was done with integrity," Mr Hollway said.

Continued on next page

# 4. Newspaper article: Now tickets to Games go on hold, Continued

The Arthur Andersen partner in charge of ticket auditing, Mr Graham Paton, declined to take questions on how the error occurred.

Mr Knight also revealed that legislation to be debated in Parliament this year would ban scalping outside all Olympic Games venues although he said scalping did serve a useful function by making more tickets available to Australians.

Mr Hollway said he was still unaware of just who was to blame for mail out problem but a report to SOCOG's board meeting next Thursday would clarify this point.

"I think I have to accept there has been unfairness in a situation in which some people have been able to put their responses in more rapidly than others," he said.
"When you are also running a first-come, first-served processing of those applications, it would be wrong of me not to acknowledge some inequity in that. I think it is obvious… and I am sorry for that."

SOCOG has so far received 30,000 second-round orders and has marked them according to when they arrived. But it will not begin processing them until it receives the legal advice next week. It could mean a delay for people seeking first-round refunds, Mr Hollway said.

If the legal advice allowed, a second-round ballot would involve simply placing all new applications together and then selecting them at random so that everyone had an equal chance of having their orders chosen.

Mr Hollway stressed there were still about 2 million tickets available – more than the 1.5 million sold in the first round.

# 5. IOC Code of Conduct

**CODE OF CONDUCT FOR GENERAL OLYMPIC**
**Ticket Sales Agents**
**Games of the …Olympiad,…**
**Olympic Winter Games …**

The objective of the *Code of Conduct for General Olympic Ticket Sales Agents* (herein *Code of Conduct for NOC Agents*) is to standardise the working procedures of the NOC Agents. The *Code of Conduct for NOC Agents* aims to ensure that the NOC Agents follow the best practices for the Olympic Games. By recognising official NOC Agents and stipulating a set minimum standard of operations the IOC aims to ensure that spectators to the Olympic Games will receive the quality of service and Olympic experience expected.

It is a pre-condition that National Olympic Committees (NOCs) that select an NOC Agent will ensure that the selected Agent agrees to be bound by this *Code of Conduct for NOC Agents* and that they are approved as such by the IOC. This *Code of Conduct for NOC Agents* is subject to the IOC Olympic Charter and also the laws and regulations governing the respective territories involved.

To be recognised as an 'Official Olympic Ticketing Agent' the NOC Agent must maintain a satisfactory level of service provision and adhere to all of the criteria established in the *Code of Conduct for NOC Agents*.

An NOC Agent is appointed by an NOC to purchase Olympic Games tickets from the Organising Committee of the Olympic Games (OCOG). The NOC Agent sells and distributes the tickets to the client groups associated with the NOC as well as the General Public within the Territory that the NOC Agent has been granted the right to sell tickets. For those NOC Agents within the European Union, ticket sales must also abide by applicable European Union legislation.

Continued on next page

# 5. IOC Code of Conduct, Continued

The appointed NOC Agent will be allowed to use for its own publications and Olympic Games promotion, the designation 'Official Ticketing Agent' and where stipulated in the *NOC Ticket Sales Agreement,* issued by the OCOG, an appropriate Games seal. No other commercial logo or entity or third party commercial activity can be used in conjunction with this script or seal.

The NOC Agent must strive to:

- Promote the Olympic ideals and the Olympic Movement at all times;

- Sell and distribute tickets widely and equitably throughout the designated Territory;

- Respect the IOC Top Partner and OCOG Local Sponsor agreements;

- Avoid any ambush marketing that could affect the Olympic Partners;

- Provide and promote a complete Olympic experience for all customers that attend the Olympic Games.

The *Code of Conduct for NOC Agents* is divided into two parts:

Regulations for the NOC Agent
Criteria for Appointment.

Part 1 - Regulations for the NOC Agent
An NOC Agent must be approved by the IOC before the *NOC Ticket Sales Agreement* may be implemented and before the NOC Agent can commence selling Olympic Games tickets on behalf of the NOC. To be granted this approval, the NOC Agent must submit and satisfactorily meet the requirements contained in the *Criteria for Appointment.*

Continued on next page

# 5. IOC Code of Conduct, Continued

1. The NOC Agent must be appointed by the respective NOC as the authorised ticket seller within the Territory for which that NOC is recognised by the IOC. The NOC Agent may only acquire or resell tickets from the OCOG and must observe all payment details and deadlines as determined by the OCOG.

2. The NOC Agent shall only sell tickets within its Territory and only to the client groups of the NOC and the General Public who are resident in that particular Territory.

3. Should the NOC Agent Territory lie within the European Union (EU), the NOC Agent is permitted to respond to unsolicited requests for tickets from members of the General Public resident in other EU countries. If the Territory is not within the EU, the NOC Agent shall be prohibited from selling and distributing tickets to members of the General Public that are residents outside that Territory.

4. NOCs and NOC Agents within EU Territories shall inform members of the General Public resident within their Territory and requests from the General Public from other EU Territories that they are permitted to purchase Tickets from NOC Agents in any EU Territory as well as from the OCOG.

5. Subject to applicable EU legislation, the NOC Agent (including NOC Agents within the EU) shall refrain from active advertising, promoting, selling or marketing of tickets outside their Territory.

6. The NOC Agent may make reasonable requests for tickets to the OCOG, consistent with the NOC Agent Marketing Plan and respecting all OCOG deadlines. At the time of final payment, the NOC Agent will be able to return only a small number of unsold tickets to the OCOG.

7. The NOC Agent must actively sell on a tickets-only basis to clients who do not wish to purchase additional services (e.g., accommodation and flights). However, the NOC Agent may retain a small number of tickets to be combined with other services, such as transportation and accommodation, as specialised packages.

8. The NOC Agent shall charge the face value price of the ticket as agreed by the OCOG and the IOC. The NOC Agent may apply a reasonable handling fee on the tickets, as approved by the IOC and detailed in the *NOC Ticket Sales Agreement*. For invoice purposes, retail prices for tickets must be published separately from the prices that include additional services such as travel, accommodation and commission.

9. The NOC Agent is expressly forbidden to block-sell tickets to non-Olympic Partners or companies. The sale of tickets cannot be used to promote commercial activities or enterprises or the goods and services of the NOC Agent or other clients that could negatively impact the TOP Partners or local sponsors for the Olympic Games. Any form of NOC sponsor promotion, marketing or hospitality by the NOC Agent is prohibited without the prior written authorisation of the NOC of the Territory concerned. If the NOC gives its authorisation, such activities are restricted to the Territory of the NOC concerned.

Continued on next page

# 5. IOC Code of Conduct, Continued

10. The NOC Agent must notify its clients that they are expressly prohibited from re-selling tickets or using tickets to promote any third party, such as, sponsors and National Federations (see *NOC Ticket Sales Agreement*). The NOC Agent must monitor any commercial use of the tickets it sells and be responsible to the NOC, the OCOG and the IOC to ensure observance of this requirement. The NOC Agent is to advise the NOCs of the respective Territories of any breach of this requirement and take remedial action as directed by the IOC, the OCOG or NOC.

11. Where ticket sales are conducted, the NOC Agent and NOC involved will promote the VISA Card as the official and preferred card for all monetary transactions (provided no laws affecting the territory are breached). Such NOC Agents are permitted to accept payment for tickets by methods other than the VISA Card, provided that no other method of payment is granted any official status or marketing association in connection with the Olympic Games and the selling of tickets by the NOC Agent or the NOC.

12. The NOC Agent may promote the sale of tickets via an Internet website that restricts the sale of tickets to only those residents within the Territory. If the NOC Agent is within an EU Territory, the sale of these tickets must also be open to persons who reside within other EU Territories. The sale of tickets via the Internet is subject to regulations outlined in the *NOC Ticket Sales Agreement.* If an NOC Agent promotes tickets on an Internet website, promotion of the OCOG and IOC's Internet websites must also be included.

13. The NOC Agent shall ensure that no trademark, trade name, logo, emblem or other distinctive sign that identifies a third party, or the products or services of a third party, shall appear on NOC Agent promotional material. However, the VISA card logo should be identifiable on all promotional material.

14. Should the NOC Agent wish to contract hotels in the host city for the Olympic Games, it is strictly forbidden for the NOC Agent to enter the host city market until 36 months prior to the Olympic Games. Thereafter, the NOC Agent will be allowed to contract hotel accommodation from the remaining inventory in the host city.

15. During the period of the Olympic Games NOC Agents are forbidden to sell tickets within the host country other than to nationals of the country of the NOC with which the NOC Agent has signed an *NOC Ticket Sales Agreement*. Should the host country be within an EU Territory then the NOC Agent must also abide by additional EU legislation.

16. The NOC Agent must provide support and information points for its clients in the Host City during the time of the Olympic Games. Any physical presence of the NOC Agent in the Host City at Games time must be consistent with the Olympic image and be approved by the OCOG.

Continued on next page

# 5. IOC Code of Conduct, Continued

17. Subject to the prior knowledge and written consent of the IOC, the NOC Agent may participate in a controlled 'ticket exchange' programme between other NOC Agents and/or NOCs during the Olympic Games. Any ticket exchange must be between authorised NOC Agents and sales must be restricted to already existing clients of the NOC Agents. Any NOC Agent ticket exchange mechanism must be approved by the IOC.

18. The NOC Agent must respect and observe the rights granted to other NOC Agents and support the role, function and activities of the NOC. The NOC Agent must comply with the rules and regulations set forth in the Olympic Charter.

19. The NOC Agent shall promote the Olympic Games in all its activities within the Territory including publishing IOC official publicity (such as the Celebrate Humanity campaign) and promotion of Olympic Games Internet websites (such as the IOC and the OCOG websites).

Part 2 - Criteria for Appointment

- **Financial**

All obligations and payments related to the sale of tickets and all other expenses incurred in connection with the performance of duties are solely the responsibility of the NOC Agent. Before being appointed, the NOC Agent must provide the IOC with evidence of a stable financial position (e.g. previously audited accounts) that proves that the NOC Agent can make the necessary advance commitments for the purchase of tickets and associated services from the OCOG.

Continued on next page

# 5. IOC Code of Conduct, Continued

- **Travel Trade Affiliations**

The NOC Agent shall distribute tickets and associated services throughout the Territory in a transparent, open and fair process. It is particularly important that as many citizens as possible in any given Territory have the opportunity to attend an Olympic Games if they so wish. In addition, to provide a sales service, the NOC Agent must provide the IOC with evidence of the necessary relationships within the travel and hospitality industry to meet the required service levels of all clients.

The NOC Agent may, at its own discretion, appoint a set number of sub-agents as provided for in the *NOC Ticket Sales Agreement*. This *Code of Conduct for NOC Agents* applies in full to all sub-agents of the NOC Agent. The NOC Agent is responsible to ensure that its sub-agents are bound by the terms and conditions of this *Code of Conduct for NOC Agents* and will submit the names of all sub-agents to the IOC.

- **Regulatory Bodies**

As the NOC Agent is inevitably required to undertake the provision of travel and accommodation services, relevant membership of government and international regulatory bodies should be demonstrated (International Air Transport Association (IATA) membership is mandatory). A working agreement must be in place between the NOC Agent, the NOC and, where appropriate, regulatory bodies to protect consumers' interests in the event of financial collapse of the NOC Agent.

- **Trade / Professional Associations**

The NOC Agent should belong to relevant trade bodies and associations (e.g. The Association of British Travel Agents (ABTA), Chambers of Commerce). In addition, there should be an affiliation with tourism bodies and hospitality associations. Evidence of these associations must be provided to the IOC.

Continued on next page

# 5. IOC Code of Conduct, Continued

- **Previous Olympic Experience**

In the case where an NOC Agent has worked at previous Olympic Games, details of the scale of previous operations should be submitted. The name of the NOCs represented, the number of tickets requested, allocated and sold, a list of corporate clients, the geographical spread and the services that were available to clients should be provided. Copies of letters of recommendation from past clients may also be included.

- **Travel / Tour Operating Experience**

In the absence of previous Olympic experience, the NOC Agent shall submit details of experience at other major events. The NOC Agent should demonstrate substantial international operating experience in both ticketing and hospitality areas (i.e. Ticketing Programmes, accommodation, transportation, corporate hospitality, staffing and ground service operations).

- **Marketing Plan**

NOC Agents will not be appointed as an Official Olympic Ticketing Agent for the Olympic Games until such time that their Marketing Plan has been received and approved by the IOC.

The NOC Agents main aim shall be to do all they can to promote the sale of tickets within the represented NOC's Territory and provide a level of service to customers both prior to and during the Olympic Games in order to help deliver an 'Olympic Games experience'. To this end, the NOC Agent Marketing Plan shall include, among others, the following:

- Proposed marketing strategy
- Overall operating plans
- Games time operations and customer services
- Main target groups
- Financial accountability
- Projected revenues and budget
- Pricing strategy including packaged and tickets-only sales
- Invoice production including the breakdown of charges to clients
- Sponsors programme
- Promotional materials

Continued on next page

# 5. IOC Code of Conduct, Continued

## TO BE COMPLETED BY NOC AGENTS WITHOUT PRIOR OLYMPIC GAMES EXPERIENCE

We hereby acknowledge having read and understood the regulations contained in the *Code of Conduct for NOC Agents* and agree to abide by the aforementioned regulations. We understand that failure to comply, or maintain the expected standards contained in the *Code of Conduct for NOC Agents* will result in the withdrawal of the NOC Agent from the IOC list of approved Ticketing Agents and possible removal of any ticket allocations held by the NOC Agent.

Name of NOC Agent:

Printed name and title of authorised officer: _____

Signature of authorised officer: _____

Date: _____

Supported by NOC of: _____

Printed name of NOC President or Secretary General: _____

Signature of NOC President or Secretary General: _____

Date: _____

Approved by IOC
Printed name and title of authorised officer: _____

Signature of authorised officer: _____

Date _____

Continued on next page

# 5. IOC Code of Conduct, Continued

## TO BE COMPLETED BY NOC AGENTS THAT SIGNED THE PREVIOUS OLYMPIC GAMES CODE OF CONDUCT

The IOC recognises that some NOC Agents provide their services over a number of consecutive Olympic Games. NOC Agents that were previously approved by the IOC as Official Olympic Ticketing Agents for the Olympic Games are not required to re-submit the information requested in the Code of Conduct for NOC Agents. By signing this document, the NOC Agent confirms that the documentation previously submitted by the NOC Agent for prior Olympic Games remains current and true. Should the NOC Agent undergo a substantial change in shareholder control, ownership or management the NOC Agent shall immediately forward the appropriate information to the IOC for approval.

The parties concerned hereby acknowledge having read and understood the regulations contained in the *Code of Conduct for NOC Agents* and agree to abide by the aforementioned regulations. We understand that failure to comply, or maintain the expected standards contained in the *Code of Conduct for NOC Agents* will result in the withdrawal of the NOC Agent from the IOC list of approved Ticketing Agents and possible removal of any ticket allocations held by the NOC Agent.

Name of NOC Agent:

Printed name and title of authorised officer: _____

Signature of authorised officer: _____

Date: _____

Continued on next page

# 5. IOC Code of Conduct, Continued

Supported by NOC of: _____

Printed name of NOC President or Secretary General: _____

Signature of NOC President or Secretary General: _____

Date: _____

Approved by IOC
Printed name and title of authorised officer: _____

Signature of authorised officer: _____

Date _____

# 6. Ticket Sales Agreement

THIS NOC TICKET SALES AGREEMENT (the "Agreement") is entered into as of _____, (*date)* by and between the ORGANIZING COMMITTEE FOR THE OLYMPIC GAMES OF (*YEAR)*, the _____NATIONAL OLYMPIC COMMITTEE *[insert country]* ("NOC"), and _____ *[insert legal name of NOC Agent]* ("NOC Agent").

**RECITALS**

The International Olympic Committee (the "IOC") has selected the (Insert *Host City*), as the host city for the Year Olympic Games (the "Games"). Pursuant to the Host City Contract for the Games between the IOC, the NOC and the Host City, the IOC has entrusted the organization of the Games to the host NOC and host city. The NOC and the City have granted OCOG the exclusive responsibility to organize, host and conduct the Games.

The parties to this Agreement recognize that the Games contribute to the promotion of the Olympic Spirit and the Olympic Movement. Given the significance of the Games, the parties acknowledge the importance of ensuring that all people are given fair and equitable opportunities to obtain Tickets and to attend the Games under this Agreement.

OCOG wishes to sell Tickets to NOC for the admission of spectators to the Games, and NOC wishes to designate NOC Agent as its agent to sell and distribute Tickets on behalf of NOC within the Territory.

OCOG wishes to establish arrangements for the effective and efficient distribution of Tickets on a fair and equitable basis.

In consideration of the mutual promises contained in this Agreement and subject to the following terms and provisions, the parties hereby agree as follows:

**1. DEFINITIONS**

When used in this Agreement with an initial capital letter, the following terms shall have the following meanings:

"***Ceremonies Tickets***" means Tickets for the Opening and Closing Ceremonies of the Games.

***"Confidential Information"*** means information in any medium (whether oral, written, stored electronically or magnetically or otherwise in machine-readable form) relating to the affairs and operations of a party to this Agreement (including the parties with whom it deals, the terms of this Agreement and any of a party's intellectual property) or connected with the Games, that the other parties are informed or should reasonably expect is confidential or of a commercially sensitive nature. It does not include information that is in or comes into the public domain other than by disclosure by a party who receives Confidential Information in breach of this Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

***"EU Member States"*** means the member states of the European Union, comprising at the present time the countries listed on Exhibit "B". Depending on the change in the membership of the EU, the listing of the countries in Exhibit "B" is subject to change without notice during the term of this Agreement.

"***Final Allocation"*** means the total amount of the Tickets allocated to NOC Agent, after changes to the Initial Allocation have been confirmed, pursuant to Section 4.4.

***"General Public"*** means private individuals, excluding the NOC Family, who acquire Tickets for the purpose of personal use.

***"Initial Allocation"*** means the total amount of the Tickets initially allocated to NOC Agent pursuant to Section 4.2.

***"Initial Allocation Confirmation Date"*** means the date upon which OCOG notifies NOC Agent of its Initial Allocation.

***"Internet Sales"*** means any sales transaction for Tickets entered into by or with the NOC Agent in electronic form over the Internet.

***"NOC Agent Designation"*** means the Olympic designation and visual elements approved for use by the NOC Agent pursuant to Section 6 and as further specified on Exhibit "A."

***"NOC Family"*** means NOC officials, local sponsors, athletes and other persons identified by the NOC as included in the NOC Family, and excludes the General Public.

***"NOC Sub-Agent"*** means a subcontractor appointed by the NOC Agent to sell and distribute Tickets within the Territory.

***"Scalper and/or Broker"*** means an unauthorized organization that buys and sells tickets at a premium or marked-up value in excess of the original retail price of the tickets.

***"Session"*** means an event or group of events of the Games for which tickets have been issued by the OCOG.

***"Territory"*** means the area comprised of the recognized geographical boundaries of _____.

***"Ticket"*** means a printed card or paper that entitles the holder to admission to a Session or the Opening or Closing Ceremonies.

Continued on next page

# 6. Ticket Sales Agreement, Continued

*"Travel Services"* has the meaning set forth in Exhibit "A" to this Agreement.

**2. RELATIONSHIP OF PARTIES**

**2.1 Appointment of NOC Agent**

NOC hereby appoints the NOC Agent as its agent for the sale and distribution of Tickets to the NOC Family and the General Public in the Territory, and the NOC Agent hereby accepts such appointment.

**2.2 Purpose of Agreement**

This Agreement sets forth the arrangements between OCOG, the NOC and the NOC Agent for the sale and distribution of Tickets in the Territory. The parties acknowledge and agree that:

**(a)** Sole supplier of Tickets and has the right to determine the classification of Tickets for all Sessions.

**(b)** Subject to the provisions of Section 2.3 of this Agreement, NOC and the NOC Agent agree that (i) they shall not acquire Tickets from any source other than OCOG; (ii) they will not sell Tickets in any countries other than the Territory, and (iii) they will sell Tickets only to the NOC Family and the General Public. It is understood and agreed that the re-sale of Tickets by NOC and NOC Agent (except as expressly permitted by Section 11) and the promotion by NOC and NOC Agent of any third party or any product or service in connection with the sale of Tickets are expressly prohibited.

**(c)** If the NOC has not appointed a third party to serve as an agent pursuant to this Agreement, it shall designate an individual representative of the NOC to serve as the NOC Agent (in which case, all references herein to the NOC Agent shall be read to refer to the NOC).

**(d)** The NOC will use best efforts to ensure the compliance of the NOC Agent with the terms and conditions of this Agreement.

**(e)** NOC Agent represents and warrants that all obligations and payments due from NOC Agent to organising committees and third parties related to the purchase and sale of Olympic tickets for prior Olympic Games have been paid or otherwise satisfied by NOC Agent.

**2.3 Permitted Sales Outside Territory**

**(a)** If the Territory is within the EEA Member States, NOC Agent shall be permitted to respond to unsolicited requests for Tickets from members of the General Public resident in EU Member States other than the Territory. If the Territory is not within the EU Member States, NOC Agent shall be prohibited from responding to any requests for Tickets from members of the General Public resident outside the Territory.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**(b)** Notwithstanding Section 2.3(a), NOC Agent shall refrain, outside the Territory (regardless of whether the Territory is within the EU Member States), from active marketing and/or sales of Tickets, which shall include actively seeking purchasers, establishing any branch or maintaining any distribution facility for the Tickets.

**(c)** For any and all Tickets sales by NOC Agent to members of the General Public outside the Territory, NOC Agent shall provide notice to OCOG and the IOC of the details of the transactions, including the number of Tickets and the territory involved.

**2.4 Independent Contractor**

NOC Agent is an agent of NOC and not of OCOG. The NOC Agent is an independent contractor and shall exercise its rights and perform its duties under this Agreement on its own behalf and on behalf of the NOC and at its own risk according to the terms and conditions of this Agreement. Without limiting the foregoing, the NOC Agent is not authorized to: (a) enter into agreements for or on behalf of OCOG; (b) create any duty, obligation or responsibility, express or implied, for or on behalf of OCOG; (c) accept performance or payment of any obligation due or owed to OCOG; (d) accept service of process for OCOG; or (e) bind OCOG in any manner whatsoever. The NOC Agent shall not list, print or display OCOGs name, the NOC Agent Designation or any OCOG emblem or logo so as to indicate or imply that there is an employer-employee or principal-agent relationship between OCOG and the NOC Agent.

**2.5 Expenses**

Subject to the NOC Agent's compliance with this Agreement and with all applicable laws and regulations of the state, the Territory and any other country or jurisdiction in which the NOC Agent offers Tickets for sale, and except as expressly provided otherwise herein, the NOC Agent shall have full control over the manner and means of performing its duties under this Agreement. All expenses incurred by the NOC Agent in connection with the performance of its duties hereunder shall be borne solely by the NOC Agent.

**2.6 No Commissions**

Neither OCOG nor the NOC shall pay any commission to the NOC Agent, it being understood and agreed that the equitable value to the NOC Agent of its use of the commercial rights under this Agreement is good and sufficient consideration for the costs and expenses incurred by the NOC Agent in the performance of its duties hereunder.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**2.7 Special Ticket Packages**

OCOG, in consultation with the NOC, may make special Ticket packages available to the NOC Agent, on terms and conditions as may be agreed upon by OCOG and the NOC Agent in a written addendum to this Agreement. All such Ticket packages are subject to the prior written approval of the IOC.

**3. DUTIES OF THE NOC AGENT**

**3.1 Compliance with Laws**

To the extent that the NOC Agent conducts activities in the State and the Territory, the NOC Agent shall comply with all laws and regulations in effect within the State and within Territory in connection with the performance of its duties under this Agreement. Without limiting the foregoing, if the Territory is within the EU Member States, NOC Agent's distribution of Tickets must comply, in all respects, with all applicable laws and regulations of the European Union, as applicable, in connection with its duties under this Agreement.

**3.2 Sales to General Public and NOC within Territory**

The NOC Agent shall sell Tickets to the General Public on the condition that such Ticket purchasers are resident within the Territory, except as specifically provided otherwise in Section 2.3. The NOC Agent must sell Tickets to the NOC and the General Public in the fairest way possible, and shall do nothing that might prejudice, directly or indirectly, the IOC, the NOC, OCOG and more generally, the Olympic Movement.

**3.3 Marketing Plan**

The NOC Agent shall use its best efforts to promote sales of Tickets within the Territory. Without limiting the foregoing, the NOC Agent shall at its own expense prepare a marketing plan, promotion materials and a sales budget prior to commencement of sales of Tickets.

**3.4 Financial Assurances**

Upon OCOGs reasonable written request, the NOC Agent shall promptly provide assurances of its ability to meet its financial commitments pursuant to this Agreement. OCOG reserves the right to require guarantees, letters of credit or other assurances of the NOC Agent's ability to perform its obligations under this Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**3.5 NOC Sub-Agents**

The NOC Agent shall not appoint any assistant or subsidiary agents or otherwise assign, delegate or dispose of any of its rights or obligations under this Agreement, except as expressly provided in Section 11.

**3.6 Periodic Reports**

Upon OCOGs reasonable written request from time to time, the NOC Agent shall make available to OCOG current information on sales of Tickets. The NOC Agent shall also, at OCOGs reasonable written request, provide the names and addresses of all ticket purchasers with details of their orders, as well as such other information as OCOG may reasonably request. The NOC Agent warrants the accuracy of the information provided to OCOG and acknowledges and agrees that OCOG may provide such information to the IOC and the NOC without payment or liability to the NOC Agent, subject to the provisions of Section 7.

OCOG acknowledges and agrees that the information provided by the NOC Agent is the property of the NOC pursuant to Section 3.9 and that OCOG shall only use such information for the purpose of analysis and historical reporting related to this Agreement and shall not use or authorize or permit anyone else to use such information for a commercial purpose.

**3.7 Anti-Counterfeiting Measures**

NOC Agent shall take all preventive measures in the Territory reasonably necessary, including taking of legal action, against any person or entity that counterfeits or attempts to counterfeit Tickets, and shall provide all assistance reasonably requested by OCOG in connection therewith; provided, that no such legal action shall be taken by the NOC Agent without the prior written approval of OCOG. OCOG shall reimburse to the NOC Agent the costs of taking such preventive measures only if approved in advance in writing by OCOG.

**3.8 Required Notices**

The NOC Agent shall, promptly upon having knowledge thereof, notify OCOG in writing of the occurrence of any of following: (a) any event described in Section 9.4 relating to changes in ownership of the NOC Agent; (b) any circumstance described in Section 3.7 relating to counterfeiting of Tickets; or (c) the institution or threat of any legal or arbitration proceedings against the NOC Agent relating to this Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**3.9 Sales Information**

OCOG and NOC Agent acknowledge and agree that all information provided by or concerning purchasers of Tickets, including without limitation the details of their individual and collective Ticket purchases, is and shall be the property of the NOC. Upon reasonable request by the NOC at the expiration or termination of this Agreement, OCOG and the NOC Agent agree to provide the NOC with a copy of such information in such a format as the NOC may reasonably request.

**4. TICKET SALES BY OCOG TO THE NOC AGENT**

**4.1 Preliminary Order; Initial Allocation**

The NOC Agent shall place a preliminary order for Tickets with OCOG no later than 18 months prior to the Games. The order shall be in accordance with the following requirements:

- OCOG shall provide to the NOC Agent a "Ticket Request Form" and "Guidelines" by mail; the Ticket Request Form shall also be sent to NOC Agent by e-mail. NOC Agent shall return the completed Ticket Request Form to OCOG either by e-mail, fax or regular mail; provided, that if by fax or regular mail, NOC Agent shall also send to OCOG a copy of the Ticket Request Form on 3.5" computer diskette. Telephone and telex orders will not be accepted.

- The allocation of Tickets to the NOC Agent shall be at the discretion of OCOG. OCOG also reserves the right to establish, in its discretion, a maximum number of Tickets that may be allocated to NOC Agent for each session or ceremony of the Games.

**4.2 Initial Allocation Confirmation Date**

By (*the "Initial Allocation Confirmation Date*"), OCOG shall notify NOC Agent in writing of its Initial Allocation of Tickets. The NOC Agent acknowledges that its Initial Allocation of Tickets may not reflect the initial request and is dependent on the overall availability of Tickets, the likely demand for Tickets in the Territory and the Ticket orders of other territories.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**4.3 Requests for Changes to Initial Allocation**

The NOC Agent must submit to OCOG any requests for changes to NOC Agent's Initial Allocation (*i.e.,* exchanges of Tickets and requests for additional Tickets) on a form to be provided by OCOG to NOC Agent. NOC Agent shall submit the change order form to OCOG by mail, e-mail or fax no earlier than 16 months before the Games and no later than 6 months prior to the Games (inclusive); provided, that if NOC Agent submits the change order form by fax or regular mail, NOC Agent shall also send to OCOG a copy of the modification request on 3.5" computer diskette. Phone and telex requests for changes will not be accepted. OCOG shall respond to any such change order form within five (5) Business Days of receipt by e-mail or fax to NOC Agent, indicating whether OCOG will authorize the requested changes. OCOG shall decide whether to authorize changes to NOC Agent's Initial Allocation. Any authorized changes shall be subject to availability of the requested Tickets. OCOG shall charge the NOC Agent Ten Dollars ($10.00) for each separate change order form submitted by NOC Agent.

**4.4 NOC Agent's Right to Release Tickets**

The NOC Agent shall have the right to release up to Thirty Percent (30%) of its entire Initial Allocation of Tickets by giving written notice to OCOG prior to 6 months before the Games. Releases of the NOC Agent's Initial Allocation shall be permitted only to the extent that, The NOC Agent releases tickets across a broad spectrum of sports and price ranges and is subject to the OCOG accepting the variety of tickets returned. Any monies to be refunded to NOC Agent due to release of Tickets from NOC Agent's Allocation shall first be credited against amounts due or to become due pursuant to Section 4.6(b), with the balance of such refunded monies, if any, to be paid to NOC Agent within thirty (30) days of OCOGs receipt of notice of release.

**4.5 Final Allocation Confirmation Date**

OCOG shall notify NOC Agent in writing no later than 4 months before the Games, confirming all authorized changes to and releases of NOC Agent's Initial Allocation (the "Final Allocation").

**4.6 Payment for Tickets**

The NOC Agent shall pay for Tickets allocated to Agent as follows:

(a) The prices charged to the NOC Agent for Tickets shall be the face amount of the Tickets, which shall be stated in U.S. Dollars. OCOG shall provide the Agent a listing of Ticket prices no later than 2 years before the Games.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**(b)** OCOG shall submit an invoice to the NOC Agent for payment of amounts owing for the total price of the then-current Allocation of Tickets to NOC Agent at least Thirty (30) days in advance of the payment due dates set forth below. The NOC Agent shall pay for the Tickets in accordance with the following schedule:

| Due Date | Amounts Due |
|---|---|
| One Year before | 25% of the total dollar value of the Initial Allocation amount; any applicable change order fees |
| 9 months before | 25% of the total dollar value of the Initial Allocation amount; any applicable change order fees |
| 6 months before | The unpaid balance of the total dollar value of the Final Allocation amount; any applicable change order fees |

All applicable taxes, duties or withholdings (if any) in respect of the Tickets, and all other applicable charges related to electronic transfer of funds must be paid by NOC Agent in accordance with the foregoing schedule.

If Agent does not submit complete payments by the payment deadlines set forth above, OCOG, at its option, may (a) charge a late fee in the amount of 5% of the amount overdue, plus interest charges of 1.5% per month; (b) cancel the NOC Agent's entire allocation of Tickets and terminate this Agreement pursuant to the provisions of Section 9.4(a); or (c) pursue other legal remedies.

***(c)*** **(c)** All payments required by this Agreement shall be made in (*Currency*). The face price of each Ticket is inclusive of applicable State sales tax. No deduction shall be made for, and the NOC Agent agrees to pay and to hold OCOG harmless from and against, (i) any duties, taxes or assessments imposed upon or applicable to any sale to the NOC Agent under this Agreement by any governmental authority; and (ii) any costs or charges, including but not limited to costs for transportation, handling and insurance of the Tickets from the point of collection at OCOGs offices.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**4.7 Collection of Tickets by NOC Agent**

The NOC Agent shall collect the Tickets at OCOGs offices on a mutually agreed date between 8 weeks and 4 weeks before the Games. All Tickets ordered by the NOC Agent and not released pursuant to Section 4.4, whether sold or unsold by NOC Agent, must be timely paid for and collected. Within 4 weeks of the Games, OCOG may charge the NOC Agent a reasonable handling fee for uncollected Tickets. If the NOC Agent has not collected all the Tickets, the OCOG will notify the NOC, and the NOC will be responsible for collecting the Tickets within Fourteen (14) days after receipt of such notice from OCOG, in which event the NOC will also be responsible for ensuring that the Tickets are provided to the Ticket purchasers who had originally purchased the Tickets from NOC Agent. If the Tickets are not collected by the NOC Agent or the NOC, OCOG will not refund any amounts paid by the NOC Agent or the NOC, and OCOG reserves the rights set forth in Section 9. If NOC Agent arranges with a third party to collect the Tickets on NOC Agent's behalf, NOC Agent shall pay all expenses of such delivery and agrees to release and indemnify OCOG from any responsibility or liability for delivery of the Tickets. NOC and NOC Agent acknowledge that OCOG shall not be responsible for Tickets that are lost or destroyed after collection by NOC Agent; notwithstanding the foregoing, OCOG at its discretion may re-issue Tickets to NOC Agent upon receipt of documentation reasonably satisfactory to OCOG that such Tickets have been destroyed. Tickets that are not picked up or Tickets that are lost by NOC Agent will not be re-issued by OCOG in any case.

**5. CONDITIONS OF THE NOC AGENT'S SALES TO THE PUBLIC AND NOC.**

**5.1 Ticket Prices.** The sale by NOC Agent of the Tickets must comply with the following requirements:

**(a)** The NOC Agent shall charge fair and reasonable prices for the Tickets and any services provided in conjunction with Tickets (such as transportation and lodging) and shall conduct all sales of Tickets in a non-discriminatory manner. The NOC Agent agrees to publish its retail Ticket prices separately from the prices for all related travel and accommodation services and promptly to provide OCOG with this information. The NOC Agent shall not sell Tickets and related travel accommodation services for amounts in excess of its published prices.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**(b)** The parties expect that the IOC will approve a charge by NOC Agent of a reasonable handling charge per Ticket. Example follows: the charge must not be more than Twenty Percent (20%) of the face value of the Ticket for all Tickets whose face value is Two Hundred Seventy-Five Dollars ($275.00) or less, and a flat charge of Sixty Dollars ($60) for all Tickets whose value is greater than $275.00. OCOG will confirm the handling charge that is approved by the IOC by written notice to NOC and NOC Agent, which NOC and NOC Agent shall countersign and return to OCOG. NOC Agent must provide all potential purchasers with details of its handling charges prior to the actual sale of Tickets. OCOG reserves the right to investigate all claims of excessive pricing by the NOC Agent.

**(c)** In establishing the sales price that NOC Agent shall charge for Tickets, NOC Agent shall convert the face value of Tickets to the currency of the Territory in accordance with exchange rates published in a major national or international newspaper within the Territory.

**(d)** The NOC Agent acknowledges that this Section is a material term of this Agreement and that upon any breach of this provision by the NOC Agent, OCOG shall have the rights set forth in Section 9.4.

**5.2 NOC Family Ticket Requirements.** The NOC Agent shall include the NOC Family's Ticket requirements in its preliminary order for Tickets as described in Section 4.1. The NOC Agent shall meet the Ticket requirements for the NOC Family. OCOG reserves the right to require the NOC Agent to commit to specific allocations of Tickets to the NOC Family as a precondition to allocating Tickets to the NOC Agent pursuant to this Agreement.

**5.3 Ticket Sales to the General Public.** The NOC Agent may sell Tickets to the General Public, whether groups or individuals, according to demand. The NOC Agent may sell Tickets in combination with services such as transportation and lodging, provided that the NOC Agent shall also sell Tickets to purchasers who do not wish to buy such other services.

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# 6. Ticket Sales Agreement, Continued

**5.4 Notice of Re-Sale and Promotion Prohibitions.**

**(a)** NOC Agent shall notify each Ticket purchaser that such purchaser is expressly prohibited from reselling Tickets or using Tickets to promote any third party or any product or service (except as expressly permitted by Section 5.4(c) and Section 11). The NOC Agent shall ensure that the statement, "TICKET PURCHASER AGREES THAT THIS TICKET MAY NOT BE RE-SOLD OR USED TO PROMOTE ANY PERSON, ENTITY, PRODUCT OR SERVICE," or words to a similar effect, are provided in writing to each Ticket purchaser at the time of purchase.

**(b)** NOC Agent shall not (i) sell Tickets to any person or entity that the NOC Agent has reason to believe will resell Tickets or use Tickets for promotional or other commercial purposes, or (ii) purchase or in any way attempt to acquire Tickets from any person or entity other than from OCOG pursuant to this Agreement. The NOC Agent's failure to comply with the rules in this Section shall be a material breach of this Agreement. OCOG shall notify the IOC and the NOC of any breach of this provision by NOC Agent, and recommend that NOC Agent be barred from serving as a ticketing agent for future Games and risk confiscation to any Tickets held by NOC Agent for the Games.

**(c)** Where NOC Agent sells Tickets to local sponsors of the NOC, the NOC and NOC Agent shall notify the NOC local sponsor that the NOC local sponsor may only use the Tickets for promotional purposes in the Territory if the NOC Sponsor (i) first obtains the prior written approval of the NOC in respect of the specific promotion, and (ii) agrees in writing with the NOC and the NOC Agent that the promotion will be limited to making the representation that the NOC local sponsor is a sponsor of the NOC and/or the Olympic team of the Territory that will be competing in the Games.

**5.5 Internet Sales.** NOC Agent may have a Internet website on which it promotes its status as the agency designated by the NOC for the sale of tickets in the Territory. However, if NOC Agent conducts Internet Sales of the Tickets, NOC Agent shall be prohibited from including on its website (a) any advertisement or information about the purchase of Tickets in any language other than the primary language(s) spoken in the Territory, or (b) any banner advertisements or links with other websites for the primary purpose of attracting purchasers who are resident outside the Territory. The NOC Agent is forbidden to sell tickets to those purchasers outside of the Territory (except in the case of those countries belonging to the EU).

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# 6. Ticket Sales Agreement, Continued

**5.6 Clean Venue.** NOC Agent shall notify Ticket purchasers that the prominent display of trademarks, trade names, logos, emblems or other commercial signs (other than Games-related marks displayed by authorized persons) within the venues of the Games is prohibited. The NOC Agent shall further take any other reasonable steps requested by OCOG to prevent such displays.

**5.7 Spectator Rules.** As requested and/or supplied by OCOG, the NOC Agent shall include inserts in Ticket packages delivered to purchasers that contain a concise description of the rules applicable to the conduct of Games spectators. OCOG will provide rules in the English language only; NOC Agent shall translate the spectator rules into the official language of the Territory at NOC Agent's cost. NOC Agent shall also notify all Ticket purchasers that the display of trademarks, trade names, logos, emblems or other distinctive signs in the Olympic area, whether on vehicles, clothing or otherwise, is prohibited.

**6. USE OF NOC AGENT DESIGNATION.**

**6.1 NOC Agent Designation.** For the purpose of promoting and selling the Tickets, subject to the provisions of Sections 6.2, 6.3 and 6.4, NOC Agent, as the entity appointed by the NOC to sell Tickets in the Territory, shall be entitled to use (a) the designation "Official Ticket Seller of the Olympic Games of YEAR" (the "NOC Agent Designation") and (b) certain basic visual elements of the Games as set forth in relevant sections of the *OCOG Graphic Standards Manual*, to be provided by OCOG to NOC Agent.

**6.2 Use Must Be Approved.** NOC Agent's use of the NOC Agent Designation shall be limited to its marketing campaign and promotional material developed to facilitate Ticket sales, shall be subject to the guidelines set forth in Exhibit "A" and the requirements of the *OCOG Graphic Standards Manual*, and shall in each instance be subject to OCOGs prior written approval.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**6.3 No Use of NOC Agent Designation with Third Party Marks.** The NOC Agent shall ensure that no trademark, trade name, logo, emblem or other distinctive sign that identifies a third party, or the products or services of a third party, shall appear on campaign or promotional material bearing the NOC Agent Designation. NOC Agent shall immediately discontinue all use of the NOC Agent Designation upon the expiration or termination of this Agreement.

**6.4 No Proprietary Rights.** Except as otherwise set forth in this Section 6, the NOC Agent has no rights to use any Games-related mark, emblem, designation, theme, logo or mascot or any designation that implies a sponsor, licensee, supplier or other relationship with OCOG, the host NOC, the IOC, the host Olympic Team or otherwise with the Games. Except as otherwise permitted in this Section, the NOC Agent shall not publicize, advertise or promote the NOC Agent's (or any affiliates') participation as a ticket agent or its affiliation with OCOG or the Games in any way, including, without limitation, verbal representations, notices in the media or trade press or by the use of other promotional or advertising materials. The NOC Agent shall not adopt or use any trade name, logo or mark that is substantially identical with the NOC Agent Designation or any Olympic related logo or mark.

**7. CONFIDENTIAL INFORMATION.**

**7.1 Protection of Confidential Information.** Each party acknowledges that all Confidential Information is disclosed by the other parties in reliance upon the terms of this Agreement, and only for the purposes of enabling them to fulfil their obligations under this Agreement, and that the Confidential Information shall remain the sole and exclusive property of the disclosing party. Each party agrees that, during the term and after the termination or expiration of this Agreement, it will: (a) keep the Confidential Information secret and confidential at all times; (b) not use Confidential Information except pursuant to the terms of this Agreement; (c) not disclose any Confidential Information to any party (except to their employees, contractors, agents, professional advisers, and then only on a need-to-know basis), unless required by law or with the prior written approval of the party that owns such Confidential Information; and (d) notify the owner immediately if they become aware of any unauthorized access to, or use or disclosure of, any Confidential Information of the owner. Without limiting the foregoing, NOC and the NOC Agent shall keep confidential all Ticket prices and session schedules (whether or not tentative) until OCOG releases such information to the General Public. Neither the NOC nor the NOC Agent shall make any press announcements or releases relating to this Agreement without the prior written approval of OCOG, which shall not be unreasonably withheld or delayed.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**7.2 Return of Confidential Information.** At the request of the party that owns Confidential Information, and, in any event, within a reasonable time after the termination or expiration of this Agreement, the other parties who are in receipt of such Confidential Information must deliver to the owner all Confidential Information (in any form) and all documentation provided in connection with this Agreement, or at the owner's request, destroy that information and certify in writing to the owner that the information has been destroyed.

**8. INDEMNIFICATION AND INSURANCE.**

**8.1 Indemnification by NOC and NOC Agent.** The NOC and the NOC Agent shall jointly and severally indemnify, defend and hold OCOG and its officers, trustees, employees, volunteers, agents and representatives (collectively, the "Indemnified Parties") harmless from any and all fines and penalties and any and all claims by or liability to any third party from loss, damage or injury to persons or property, including without limitation, consequential damages or losses, based on or in any manner arising out

**(a)** any breach by the NOC and/or the NOC Agent of this Agreement;

**(b)** any negligent act or omission or wilful misconduct by the NOC and/or the NOC Agent, NOC Sponsors, or any of their officers, directors, employees, agents, contractors or advisers; and

**(c)** any illegal or unauthorized sale by third parties of the Tickets allocated to the NOC and/or the NOC Agent, where the NOC and/or the NOC Agent have failed to use best efforts to ensure that there is no such illegal or unauthorized sale, whether such sale occurs in the Territory or outside it.

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# 6. Ticket Sales Agreement, Continued

**8.2 Indemnification by OCOG.** OCOG shall indemnify, defend and hold NOC and NOC Agent and their respective officers, trustees, employees, volunteers and representatives (collectively, the "Indemnified Parties") harmless from any and all fines and penalties and any and all claims by or liability to any third party from loss, damage or injury to persons or property, including without limitation, consequential damages or losses, based on or in any manner arising out:

**(a)** any breach by OCOG of this Agreement; or

**(b)** any negligent act or omission or wilful misconduct by OCOG or any of its officers, trustees, employees, volunteers, agents or representatives.

**8.3 Insurance.** Without limiting any other obligations or liability under this Agreement, the NOC and the NOC Agent shall procure and maintain, at their own cost, at minimum, the insurance coverages, limits and endorsements as specified in Exhibit "C" hereto.

**9. TERM OF AGREEMENT AND TERMINATION.**

**9.1 Term.** The term of this Agreement shall commence on the date that it is signed by all parties and acknowledged by the NOC, and expire after the Games are finished, unless earlier terminated. Sections 6.3, 6.4, 7, 8, 9.5 and 12 shall survive termination or expiration of this Agreement.

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# 6. Ticket Sales Agreement, Continued

**9.2 Cancellation of Games.** If the Games are cancelled or if OCOG ceases to be responsible for organizing the Games, this Agreement shall automatically be terminated on the date on which the IOC officially announces that the Games will be cancelled or will not be held. OCOG will promptly refund to the NOC Agent all amounts paid by the Agent in respect of the Tickets actually issued by OCOG to NOC Agent, only after return of the Tickets to OCOG. The NOC and the NOC Agent acknowledge that OCOG will not be entitled to claim any form of indemnity, damages or other form of compensation from the IOC. Accordingly, the NOC and NOC Agent agree that the NOC and the NOC Agent will not bring any claim or take any action for indemnity, damages or compensation against OCOG, the IOC and the host NOC as a result of any such action by the IOC.

**9.3 Cancellation of Sessions.** If an individual Session of the Games is cancelled or re-scheduled as part of another Session, OCOG shall refund to the NOC Agent any amounts paid to OCOG pursuant to Section 4, and this Agreement shall in all other respects remain in full force and effect.

**9.4 Termination by OCOG.** OCOG may give written notice to the NOC and the NOC Agent terminating the NOC Agent's or the NOCs contractual relationship under this Agreement, as applicable, if:

**(a)** the NOC or the NOC Agent fails to comply in any material respect with the terms of this Agreement or intentionally fails or refuses to comply with any lawful direction given by OCOG and, within Five (5) Business Days after written notice from OCOG of such failure or refusal, the NOC Agent has not corrected such failure or refusal to the reasonable satisfaction of OCOG;

**(b)** the NOC or the NOC Agent undergoes a substantial change in shareholder control or ownership or management that, in the reasonable opinion of OCOG, adversely affects the ability of the entity involved to perform its obligations under this Agreement, or is detrimental to the OCOG;

**(c)** the NOC or the NOC Agent is adjudged insolvent under any applicable law;

Continued on next page

# 6. Ticket Sales Agreement, Continued

**(d)** the NOC ceases to be recognized by the IOC;

**(e)** NOC Agent sells Tickets to purchasers whom NOC Agent had reason to know were not resident within the Territory (except as expressly permitted by Section 2.3);

**(f)** NOC Agent sells Tickets to any person or entity whom NOC Agent knows or has reason to know operates in a secondary market to re-sell Tickets.

**(g)** NOC Agent acts or omits to act in a manner that NOC Agent had reason to know would ambush marketing partners and programs of the IOC, host NOC and OCOG.

**(h)** NOC Agent materially breaches the NOC Agent Designation Guidelines.

NOC Agent acknowledges that if it scalps and/or brokers Tickets in the country or has reason to know that NOC Agent is selling Tickets to Scalpers and/or Brokers at any time during the term of this Agreement, such conduct may result in termination of this Agreement and the loss of any rights to serve as an agent for the NOC for future Games.

**9.5 Termination by NOC/NOC Agent.** The NOC and the NOC Agent may immediately give joint written notice (but neither may give notice independent of the other) to OCOG terminating both the NOC Agent's and the NOCs contractual relationship under this Agreement, as applicable, if:

Continued on next page

# 6. Ticket Sales Agreement, Continued

**(a)** OCOG fails to comply in any material respect with the terms of this Agreement or intentionally fails or refuses to comply with any lawful direction given by either NOC or NOC Agent and, within Five (5) Business Days after written notice from NOC and NOC Agent of such failure or refusal, OCOG has not corrected such failure or refusal to the reasonable satisfaction of NOC and NOC Agent;

**(b)** OCOG undergoes a substantial change in control or management that, in the reasonable opinion of NOC and NOC Agent, adversely affects the ability of the entity involved to perform its obligations under this Agreement, or is detrimental to NOC and NOC Agent;

**(c)** OCOG is adjudged insolvent under any applicable law; or

**(d)** OCOG ceases to be recognized by the IOC.

**9.6 Appointment of Substitute NOC Agent.** Were OCOG to terminate its contractual relationship with the NOC Agent, the NOC is deemed, upon receipt of the notice of cancellation from OCOG, to have assumed all rights and obligations of the NOC Agent under this Agreement including, without limitation, the obligations to ensure that the interests of the Ticket purchasers who had purchased Tickets from the original NOC Agent, are protected. The NOC will be entitled to substitute another NOC Agent as a replacement for the original Agent (the "Substitute NOC Agent"), subject to OCOGs prior written consent. Upon such consent, OCOG agrees to do everything reasonably necessary to effect to this Agreement and to the substitution of the Substitute NOC Agent for the original NOC Agent, and the NOC shall use everything reasonably necessary to obtain from Substitute NOC Agent signed documents sufficient to bind the Substitute Agent to the obligations of NOC Agent under this Agreement. NOC Agent shall be deemed, upon appointment of a Substitute NOC Agent, to be relieved of any unaccured obligations of the NOC Agent under this Agreement, but will not be relieved of fulfilling its obligations accrued prior to appointment of the Substitute NOC Agent. OCOG will not be obliged to refund any amounts paid by the NOC Agent in respect of the Tickets in light of the fact that the NOC will, either itself or through a Substitute NOC Agent, continue to facilitate the Ticket sales in accordance with this Agreement.

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# 6. Ticket Sales Agreement, Continued

**9.7 Effect of Termination.** Upon the effective date of termination of this Agreement for whatever reason, the right of the NOC Agent to sell and distribute the Tickets, and to use the NOC Agent Designation pursuant to Section 7 in connection therewith, shall cease immediately. Upon any termination of this Agreement, OCOG, in its option, may cancel all of the NOC Agent's allocation of Tickets and retain all amounts paid by NOC Agent through such date as liquidated damages. The NOC Agent shall have no right to any indemnity or allowance in such event. Neither party, by reason of the termination hereof, shall be liable to the other for expenditures related to the performance of this Agreement except as specifically set forth herein, nor for goodwill created in the course of performance hereunder. No termination of this Agreement shall in any manner whatsoever release, or be construed as releasing, the NOC Agent from any liability to OCOG arising out of or in connection with the NOC Agent's breach of, or failure to perform, any duty or obligation contained herein.

**10. OFFICIAL CREDIT/DEBIT CARD, AIRLINE AND DELIVERY SERVICE.**

**10.1 Official Credit/Debit Card Sponsor.** The parties acknowledge that OCOG expects that Visa International, Inc. ("Visa") will be appointed as the official Credit/Debit Card Sponsor for the Games. Upon appointment of Visa, the NOC Agent shall, whenever form of payment is mentioned in connection with Tickets, promote Visa as the "Official" and "Preferred" Card of the Games. The NOC Agent may accept payment of Tickets by cards other than the Official or Preferred Card; however, such cards other than the Official or Preferred Card may not be granted any official status or marketing association in connection with the Games. The NOC and the NOC Agent jointly and severally warrant that they shall not promote any payment card other than Official or Preferred Card in any manner in connection with the sale and distribution of Tickets, or otherwise in connection with the Games.

**10.2 Official Airline Sponsor.** The parties acknowledge that (*name*) Air Lines has been appointed as the official Airline Sponsor for the Games. Each of the NOC and the NOC Agent agree that, subject to any existing arrangements with airline companies, it will use reasonable efforts to discuss its travel requirements associated with the Games with the company or its partners prior to discussions with other carriers; travel with the company or its partners for all travel associated with the Games; and package Ticket sales with travel arrangements made with the company or its partners.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**10.3 Official Delivery Services Sponsor.** The parties acknowledge that OCOG expects (*name*) to be appointed as the Official Delivery Services Sponsor for the Games. Each of the NOC and the NOC Agent agree that, subject to any existing arrangements with delivery services companies, it will use reasonable efforts to use the official delivery services Sponsor with respect to delivery of Tickets to purchasers.

**11. NOC SUB-AGENTS.**

**11.1 Appointment of NOC Sub-Agents.** The NOC Agent may appoint no more than Five (5) sub-agents to assist NOC Agent in selling and distributing tickets ("NOC Sub-Agents"), subject to OCOGs and NOC's prior written consent, which consent shall not be unreasonably withheld. Each NOC Sub-Agent that has been approved by OCOG and NOC must agree to be bound by the terms and conditions of this Agreement, including without limitation the provisions regarding the sales price mark-ups and handling fees that may be imposed upon Tickets, by signing the acknowledgment contained in Exhibit "D" to this Agreement. NOC Agent shall provide OCOG and NOC with original acknowledgments executed by each approved NOC Sub-Agent within Seven (7) Business Days of such approval. Sales of Tickets by any NOC Sub-Agent that has been approved by OCOG shall not be considered to be re-sales of Tickets in violation of this Agreement. Any appointment of NOC Sub-Agents shall be expressly made subject to Section 2.3 of this Agreement.

**11.2 Effect of Appointment.** All provisions of this Agreement shall remain in full force and effect irrespective of any appointment by the NOC Agent of NOC Sub-agents pursuant to Section 11.1. The appointment of NOC Sub-Agents shall not reduce, amend or modify in any respect the NOC Agent's obligations to OCOG under this Agreement. In particular, the NOC Agent's obligations to OCOG with regard to Ticket orders, mark-ups, handling and other fees, payment and collection pursuant to Section 5 shall apply in full with respect to any Tickets which the NOC Agent sells to NOC Sub-Agents.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**11.3 NOC Agent Responsibility.** The NOC Agent is solely responsible for the appointment of Sub-Agents pursuant to Section 11.1. OCOG shall have no responsibility for communication with or supervision of any NOC Sub-Agents, and the NOC Agent shall indemnify, defend and hold harmless the Indemnified Parties from any and all damage and loss resulting from any NOC Sub-Agent's failure to respect the terms and conditions of agreements entered into with the NOC Agent, and from all claims, demands, suits, obligations, liabilities, damages, losses, judgements, costs and expenses (including, without limitation, lawyer fees, court costs and amounts paid in settlement) arising in connection with or related to the performance of duties under such agreements by NOC Sub-Agents.

**12. GENERAL PROVISIONS.**

**12.1 The Olympic Charter; IOC Approval.** All terms and provisions of this Agreement shall be subject to the latest version of the Olympic Charter, and in any matter of dispute the provisions of the Olympic Charter shall take precedence unless contrary to applicable law. The NOC Agent hereby acknowledges receipt of a copy of the Olympic Charter and agrees to abide by any and all requirements thereof which are applicable to the NOC Agent. The terms of this Agreement shall not be affected by any changes reflected in subsequent versions of the Olympic Charter unless by mutual agreement of the IOC, OCOG and the NOC Agent. This Agreement is subject to approval by the IOC as a condition subsequent.

**12.2 Failure to enforce.** The failure of OCOG to enforce at any time or for any period of time the provisions of this Agreement shall not be construed to be a waiver of such provisions or of the right of OCOG thereafter to enforce each and every such provision.

**12.3 Non-Assignability.** NOC has appointed the NOC Agent to sell and distribute Tickets in the Territory. Consequently, the NOC Agent is not authorized to assign any or all of its rights or duties under this Agreement except as provided otherwise in Section 11.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**12.4 Severability.** Should any provision of this Agreement now or later conflict with any applicable law or administrative regulation with the force of law, said provision shall be considered as not written and of no effect and all other provisions of this Agreement shall remain in full force and effect. In this event, the parties shall use their best efforts to substitute the void or unenforceable provision with a valid provision with the same or substantially the same substantive and economic effects as the void or unenforceable provision, to the extent permitted under applicable law or administrative regulation with the force of law. Further, the parties agree to execute any amendments necessitated by such law/administrative regulation. OCOG shall in no event be liable for the economic effects of any invalidation or amendment as mentioned.

**12.5 No Consequential Damages.** Notwithstanding any breach of this Agreement by any party, the party in default shall not be liable to the other parties for any lost revenue, profits or other incidental or economic consequential damages, even if advised of the possibility of such damages.

**12.6 Controlling Language.** This Agreement is entered into in the English language. In the event of any dispute concerning the construction or meaning of this Agreement, reference shall be made only to this Agreement as written in English and not to any translation into any other language.

**12.7 Notices.** All orders, notices, consents, waivers or demands of any kind which either party to this Agreement may be required or may wish to serve on the other party in connection with this Agreement shall be in writing in the English language and may be delivered in person, by courier, sent by first class or international mail, postage prepaid, return receipt requested. All such communications shall be addressed as follows:

To OCOG:

Address

Attn: Director of Ticketing

Telephone: (000)99999999

Continued on next page

# 6. Ticket Sales Agreement, Continued

With a copy to:

Attn: Legal Department

Telephone: (000)99999999

If to the NOC Agent:

_____
_____
_____

If to the NOC:

_____
_____
_____

Service of any such communication made only by mail shall be deemed complete on the date of actual delivery as shown by the addressee's registry or certification receipt or at the expiration of the fifth (5th) Business Day after the date of mailing, whichever is earlier in time. Either party may from time to time, by notice in writing served upon the other as provided above, designate a different address or a different person to which such notices or demands are to be addressed or delivered. Nothing contained in this Agreement shall excuse either party from giving oral notice to the other when prompt notification is appropriate, but any oral notice given shall not satisfy the requirement of written notice as provided in this Section.

**12.8 Audit.** OCOG shall have the right to audit the records of NOC and the NOC Agent for compliance with the terms of this Agreement. The NOC and/or NOC Agent shall pay the reasonable costs of such audit if the audit determines that the NOC and/or NOC Agent has failed to comply with the terms of this Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**12.9 Governing Law.** This Agreement shall be interpreted in accordance with the law of the State, without application of the principles of choice of laws. The parties to this Agreement will endeavour to resolve informally any conflict that may arise concerning this Agreement by negotiation.

**12.10 Dispute Resolution.** If a dispute arises out of or in relation to this Agreement, a party may not commence any court or arbitration proceedings relating to the dispute unless it has first complied with this clause. The parties agree to endeavour first to settle the dispute by discussions between OCOG, the NOC and the NOC Agent. If any dispute that arises out of this Agreement is not resolved through good faith negotiations within Seven (7) days from the date on which written notice of the dispute is given by one party to the other, the parties may commence court or arbitration proceedings. Nothing in this Section shall prevent OCOG from seeking urgent interlocutory relief or terminating this Agreement pursuant to Section 11.

**12.11 Financial Responsibility of OCOG.** Both the NOC and the NOC Agent acknowledges that none of (a) Host city, the State, the host NOC or the IOC, nor (b) any director, officer, employee, agent or volunteer of host city, the State, the host NOC, the IOC or OCOG (each entity in clause (a) and each person in clause (b) is referred to herein as an "Unrelated Party") shall incur any financial responsibility or liability in connection with this Agreement or any subsequent agreement entered into between the NOC Agent and OCOG relating to the subject matter hereof. Without limiting the foregoing, for purposes of any obligation owing to NOC or NOC Agent in connection with this Agreement, OCOG shall not be deemed to be a partner, joint venture or agent of any Unrelated Party. Each of NOC and the NOC Agent covenants and agrees that, as its sole and exclusive remedy for any claims, demands, actions, suits or other proceedings under this Agreement, it shall have recourse only to the assets of OCOG and not to the assets of any Unrelated Party. Both the NOC and the NOC Agent for itself and its heirs, legatees, administrators, executors, successors, agents and assigns, agrees and covenants to refrain from bringing or causing to be brought, any claims, demands, actions, suits or other proceedings, whether at law or in equity, or whether before a court, arbitration panel, agency board or other body, against any Unrelated Party, individually or in any combination thereof, on account of, and hereby irrevocably releases and waives any and all rights, demands, damages, claims, actions, causes of action, duties or breaches of duty, known or unknown, existing, pending, accrued or unaccrued, that the NOC or the NOC Agent has, claims to have, or may have to the extent any such cause of action arises from this Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**12.12 Conflicts of Interest.** The NOC Agent represents that no director, officer or employee of OCOG or any immediate family member of a director, officer or employee of OCOG has received any gift or thing of value, or will obtain any financial benefit from NOC Agent in connection with this Agreement.

**12.13 Headings.** Headings are provided in this Agreement for convenience only and they form no part of this Agreement. They are not to serve as a basis for interpretation or construction of this Agreement, nor as evidence of the intention of the parties.

**12.14 Entire Agreement.** This Agreement is intended by the parties to be the final expression of their agreement as to the subject matter herein and constitutes the complete and exclusive statement of the terms and conditions of the understanding between them, and shall supersede any and all prior correspondence, conversations, negotiations, agreements or understandings relating to the same subject matter.

**12.15 Amendments.** No change in, modification of, or addition to the terms and conditions contained in this Agreement shall be valid as between OCOG and the NOC Agent unless set forth in writing and signed by the parties and specifically stating that it constitutes an amendment to this Agreement.

IN WITNESS WHEREOF, the parties have caused their authorized representatives to execute and deliver the same as of the date first set forth above.

"NOC AGENT"

_____

Continued on next page

# 6. Ticket Sales Agreement, Continued

By _____

Print Name and Title _____

_____

"NOC"

_____ NATIONAL OLYMPIC COMMITTEE

By _____

Print Name and Title _____

_____

"OCOG"

ORGANIZING COMMITTEE FOR THE

OLYMPIC GAMES OF YEAR

By_____

Title _____

Continued on next page

# 6. Ticket Sales Agreement, Continued

**EXHIBIT "A"**
**NOC Agent Designation Guidelines**

NOC Agent's use of the NOC Agent Designation is subject to the following conditions. The failure of NOC Agent to observe any one of these conditions shall be considered a material breach of this Agreement and a revocation of OCOGs consent to NOC Agent's use of the NOC Agent Designation.

A-1. Use of the NOC Agent Designation by the NOC Agent shall be limited to the promotion, advertising and marketing of Tickets and Travel Services (as defined herein) as approved by OCOG. The NOC Agent shall not use the NOC Agent Designation in connection with the promotion, advertising or marketing of any other goods and services offered or provided by the NOC Agent. For purposes of these NOC Agent Designation Guidelines, the term "Travel Services" shall mean the services of the NOC Agent in arranging for air, sea and ground transportation to and from, and lodging accommodations during, the Games.

A-2. Every NOC Agent Designation used by the NOC Agent shall be displayed in conformity with the guidelines established by OCOG in the OCOGs *Graphic Standards Manual* furnished to the NOC Agent and in these NOC Agent Designation Guidelines, which OCOG reserves the right to amend or supplement by periodic revision with notice to the NOC Agent. The NOC Agent acknowledges receipt from OCOG of relevant sections of the *OCOG Graphic Standards Manual*.

A-3. All uses of any NOC Agent Designation by the NOC Agent shall be accompanied by an approved Authenticating Statement and Authenticating Notice, as well as the identity of the NOC Agent, or other source of Travel Services, approved in writing by OCOG, and, where appropriate, suitable trademark, copyright or other proprietary notification.

A-4. The NOC Agent may only advertise, promote, sell or market, directly or indirectly, Tickets or Travel Services within geographical areas other than the Territory as expressly permitted by Section 2.3 of the Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

A-5. The NOC Agent's use of any NOC Agent Designation, as well as all Travel Services, shall comply with applicable federal, state and local laws and regulations. If the NOC Agent fails to comply with such laws and regulations, the NOC Agent shall reimburse OCOG for reasonable and necessary expenditures incurred to insure compliance by the NOC Agent with such laws and regulations.

A-6. No NOC Agent Designation shall be used by the NOC Agent in association, combination or conjunction with any other name, mark, logo or emblem without prior written approval of OCOG.

A-7. The NOC Agent shall not associate Tickets or Travel Services with another product or service provided by the NOC Agent or others. Tickets and Travel Services cannot be used to induce the sale of other goods or services, such as by combination sales or premiums, without prior written approval of OCOG.

A-8. The NOC Agent shall not use or permit any NOC Agent Designation, Tickets or Travel Services to be used to solicit contributions or donations without prior written approval of OCOG.

A-9. The NOC Agent shall not use or permit the use of any NOC Agent Designation in any manner contrary to public morals or to reflect unfavourably upon the good name, good will, reputation and image of OCOG, the host NOC, the IOC or the Games, or in any way that might jeopardize or tend to dilute the value of any Olympic-related mark, emblem, designation, theme, logo or mascot.

A-10. The NOC Agent agrees to obtain all necessary releases, including, but not limited to, the release of any athlete whose name or likeness the NOC Agent may use in any promotional or marketing manner in connection with this Agreement.

A-11. The NOC Agent shall advise all purchasers of Tickets and Travel Services that no promotional use thereof shall be made and shall require all purchasers to acknowledge their understanding and agreement with this requirement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

A-12. The NOC Agent represents and warrants that all commissions due travel agents and any obligations to others relating to previous Olympic Games by NOC Agent have been paid or otherwise satisfactorily settled.

A-13. The NOC Agent shall furnish to OCOG proposed printed information, artwork, advertising, promotional materials, stationery, envelopes, and any other material containing the NOC Agent Designation prior to commencement of production, publication, distribution, sale or use, as well as any subsequently proposed changes thereof. Upon OCOGs receipt of a submission from the NOC Agent, OCOG shall have a period of fifteen (15) business days to approve or disapprove such submission. The NOC Agent shall not institute any material changes to any approved uses of the NOC Agent Designation without first obtaining written approval of OCOG for any such change.

A-14. The NOC Agent acknowledges that any artwork owned by the NOC Agent displaying an NOC Agent Designation shall be the property of OCOG, the entire right, title and ownership of which shall be assigned to OCOG by the NOC Agent following expiration or termination of this Agreement; provided, however, that OCOG shall not thereby acquire any ownership or usage rights in the NOC Agent's trademarks, service marks or other intellectual property.

**EXHIBIT "B"**
**EEA Member States**

The countries currently described as EEA Member States are: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, The Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden and the United Kingdom.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**EXHIBIT "C"**
**Insurance Requirements**

C-1. Comprehensive General Liability Insurance in the amount of $1,000,000 which includes the following coverages: premises and operations, products and completed operations, contractual liability, personal injury and advertising liability, owned and non-owned aircraft, as may be applicable to services provided pursuant to this Agreement.

C-2. Workers Compensation Insurance or equivalent insurance provided in the NOC Agent's country of residence, which covers injuries sustained by employees while performing duties and responsibilities in the course of their employment.

C-3. The Comprehensive General Liability Insurance required above shall defend and include the OCOG, the host NOC, the host city and the International Olympic Committee ("IOC"), their directors, officers, representatives, agents, and employees as Additional Insureds as respects work performed pursuant to or incidental to this Agreement. Such designation as Additional Insureds shall in no way prejudice the status of the host NOC, host city or the IOC as third parties in relation to the NOC Agent.

C-4. All required insurance coverages shall be maintained during the entire term of the Agreement. Exception: Coverages written on a claims-made basis shall be maintained during the entire term of the Agreement and further until one (1) year following termination of the Agreement.

C-5. Before commencing operations pursuant to this Agreement, the NOC Agent shall provide a certificate of insurance completed by its insurance carrier, agent or broker certifying that at least the minimum insurance coverages required above are in effect and specifying whether the liability coverages are written on an occurrence or claims-made basis, and that the coverages may not be cancelled or materially changed without thirty (30) days' advance written notice to the OCOG at the address for notices set forth in the Agreement.

Continued on next page

# 6. Ticket Sales Agreement, Continued

**EXHIBIT "C"**
**Acknowledgment of NOC Sub-Agent**

OCOG Address
Attention: Ticketing Department

Re: Appointment of NOC Sub-Agent and Acknowledgment

Ladies and Gentlemen:

We wish to confirm that _____ *[insert legal name and address of NOC Sub-Agent]* has been duly appointed as a Sub-Agent of the NOC Agent _____ *[insert legal name and address of NOC Agent]* in accordance with the Ticket Sales Agreement between OCOG, the _____ National Olympic Committee and NOC Agent dated as of _____, (the "Agreement").

The NOC Sub-Agent acknowledges having read and understood the Agreement and covenants that it is bound by the terms and conditions of the Agreement, including without limitation, restrictions on handling fees and mark-up of Tickets. The NOC Sub-Agent further acknowledges and agrees that OCOG may, at OCOGs discretion, take action directly against the NOC Sub-Agent in the event of any breach of the provisions of the Agreement by the NOC Sub-Agent.

The NOC Sub-Agent confirms that it will promptly notify OCOG, NOC and the NOC Agent in the event of a change in the business structure of NOC Sub-Agent or a change in the registered office address of NOC Sub-Agent.

Sincerely,

Legal Name of NOC Agent _____
Signature of Officer/Principal of NOC Agent_____
Name and Title of Officer _____
Date _____

Continued on next page

# 6. Ticket Sales Agreement, Continued

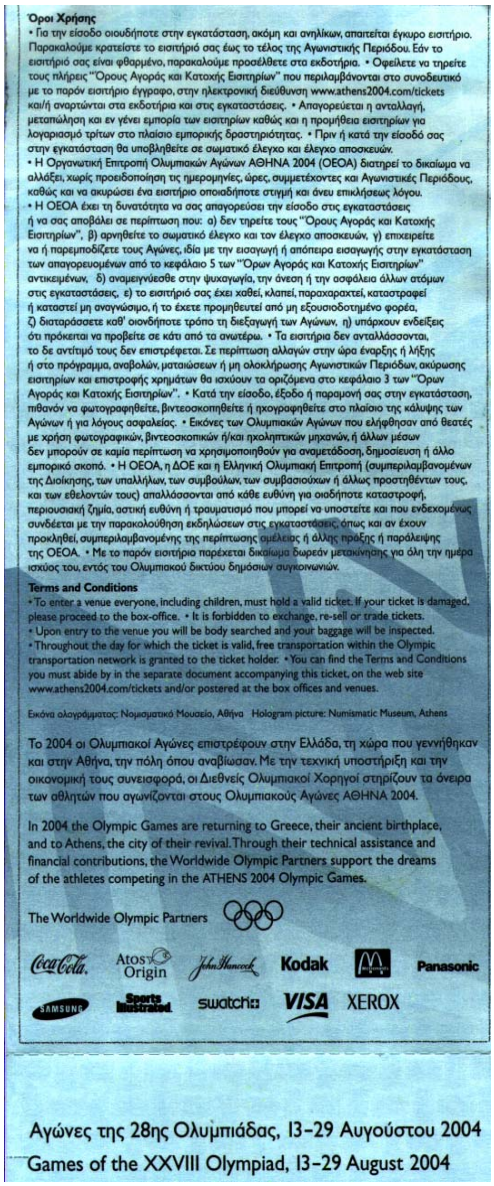
**Co-signed by the NOC Sub-Agent, confirming the above appointment:**

Legal Name of NOC Sub-Agent _____
Signature of Officer/Principal of NOC Sub-Agent_____
Name and Title of Officer _____
Date _____

# 7. Closing Ceremony Ticket – Games of the XXVIII Olympiad, Athens 2004

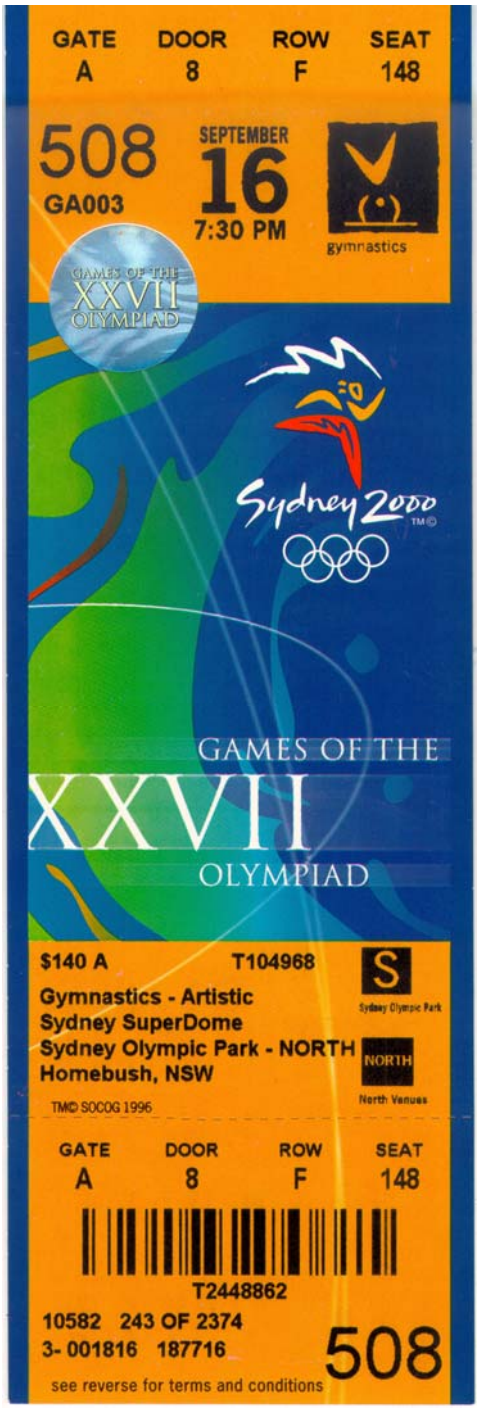
**Front**

**Back**



# 8. Examples of Competition Ticket

**Sydney 2000**




**Salt Lake city 2002**

# 8. Examples of Competition Ticket, Continued

**Nagano 1998**

# 8. Examples of Competition Ticket, Continued

**Paralympic Ticket – Sydney 2000**

# 9. Back of Ticket information – Games of the XXVII Olympiad, Sydney 2000

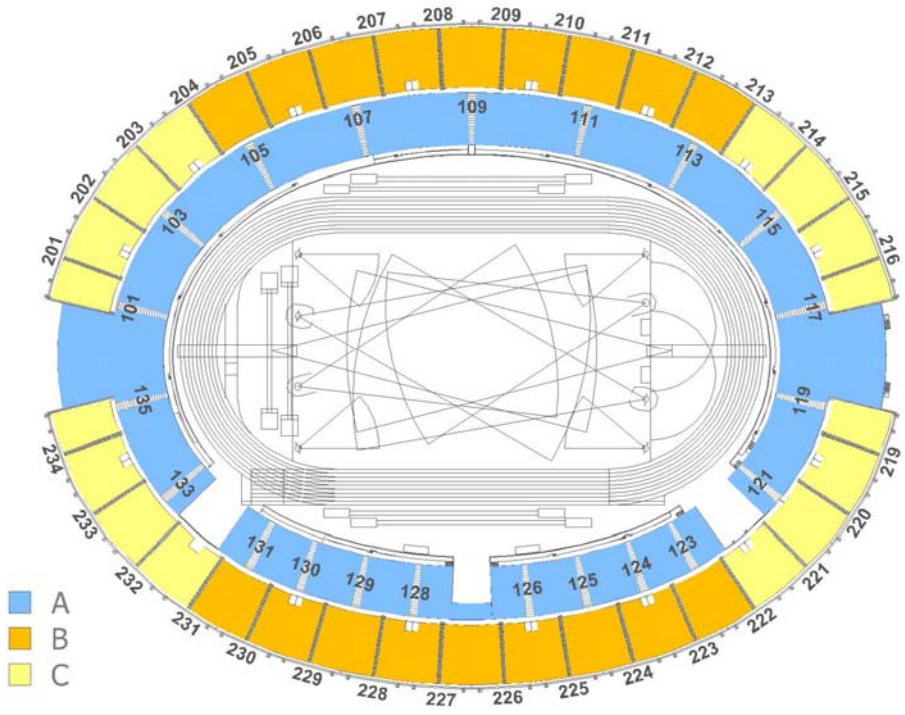
1. You cannot sell or trade a ticket.
2. SOCOG may cancel a ticket at any time and for any reason.
3. Tickets are not refundable, except where required by law or where tickets are cancelled. If a valid ticket is cancelled (but the session is not), SOCOG will refund the face value of the ticket.
4. If a session is cancelled before it has started or is postponed, you may exchange your ticket in person for a ticket to another session of the same or lower face value, depending on availability. SOCOG will refund the face value of the ticket if no other session is available, but there are no refunds if you are unable to attend another session.
5. If a session is cancelled after it has started, you cannot exchange your ticket and you cannot obtain a refund.
6. If the description (session dates and times) of, or participants in, a session change, you cannot exchange your ticket and you cannot obtain a refund.
7. SOCOG is not liable to you for any claims, damages, compensation, losses or expenses as a result of the Games or sessions being cancelled, postponed or changed.
8. SOCOG will not replace your ticket if your ticket is forgotten, lost, defaced, damaged or destroyed, or if your ticket has been stolen or is unreadable.
9. You must obey all notices or directions given by SOCOG at venues.
10. You are responsible for your own property. There is no storage available at venues.
11. You cannot bring the following items into venues: strollers; glass; bottles; cans; coolers; Ice chests/skies; food and drinks (unless required for medical reasons); weapons; flares; fireworks; explosives; smoke bombs; illegal substance; alcohol; poles; musical instruments; horns; banners; flags of non-participating countries; animals (except for official guide dogs); signs; balls; Frisbees; any political, religious or race-related materials; or any other items which SOCOG considers dangerous or otherwise inappropriate. You cannot do the following at venues: smoke; gamble; broadcast through mobile phones or other devices; use flash photography or other lighting devices; use recording equipment or camera devices for any purpose other than for private and domestic purposes; give away or promote political, religious, or race-related materials or ideas; demonstrate; engage in ambush marketing; display commercial or offensive signage; display flags of non-participating countries; sell any goods or services; wear or give away political, advertising or promotional materials; obtain money or other benefits through unauthorized means (e.g. selling tickets including Games tickets); enter restricted areas; engage in conduct which may obstruct the views of other spectators: or engage in any other activities which SOCOG considers dangerous or otherwise inappropriate. SOCOG may change these lists from time to time and from venue to venue.

Continued on next page

# 9. Back of Ticket information – Games of the XXVII Olympiad, Sydney 2000, Continued

12. SOCOG may refuse you entry into, or remove you from, a venue if:
    - you do not obey these terms and conditions;
    - you refuse to allow SOCOG to inspect your clothing, baggage, containers or person;
    - you disrupt the Games;
    - you interfere with the enjoyment, comfort or safety of other persons at the venue;
    - you have lost, stolen, counterfeit, damaged or unreadable ticket;
    - you have acquired your ticket from an unauthorized source; or
    - SOCOG reasonably suspects you of any of the above. No readmission or pass-outs will be allowed.
13. If you are photographed, filmed or taped, you consent to SOCOG, the IOC or third parties appointed by them photographing, filming or taping you. SOCOG, the IOC or third parties appointed by them can broadcast, publish, license and use any photographs, film, recordings or images of you without consent. The IOC, SOCOG, the third parties and anyone acquiring from them a right to use the material are not liable to you in any way for its use.
14. Images and sounds recordings of the Games taken by you with camera, video or audio equipment cannot be used for any purpose other than for private and domestic purposes (that is, you cannot sell, license, broadcast, publish or otherwise commercially exploit them).
15. A complete set of terms and conditions is available at ticket sales outlets or from SOCOG on request or will be displayed at the venue.

**Transport Information**

You may travel free on the day of your ticketed session up until 4.00am the next day on the Sydney Olympic Transport System (consisting of special Olympic spectator buses and City Rail services) during the 17 day period from 15 September 2000 through to 1 October 2000. Normal fares are payable on other Sydney public transport and on public transport in interstate cities where Olympic Games football (soccer) matches are played. You must allow sufficient time for travel to sessions and to complete security and ticket checks. You are responsible for checking public transport information. If you have tickets to more than one session on the same day, it is important to check the locations of the venues as travel times between venues can be significant. You must obey all rules posted on public transport vehicles and at venues.

# 10. Seat Zoning Map of the Olympic Stadium – Games of the XXVIII Olympiad, Athens 2004