

HOSPITALITY

Technical Manual

on Hospitality





Technical Manual on Hospitality

NOVEMBER 2005



International Olympic Committee

Château de Vidy
C.P. 356
CH-1007 Lausanne / Switzerland
Tel: (41.21) 621 61 11
Fax: (41.21) 621 62 16
www.olympic.org





Table of Contents

I. Global Reference Data	5
II. Changes from Previous Version	6
III. Related Documents	7
IV. Information Road Map	8
V. Olympic Games Study	12
VI. Introduction	16
VII. Executive Summary	17
VIII. Technical Presentation	18
IX. Link to OCOG Phases	20
X. Master Schedule Reference	21
XI. Obligations Checklist	22
XII. Specific Glossary	24
1.0 → Hospitality Operations	27
Executive Summary	27
1.1 → Accommodation	28
Overview	28
1.1.1 Securing Hotel Function Space	29
1.1.2 Product Exclusivity Provision	30
1.2 → Ticketing	31
Overview	31
1.3 → Transport for Marketing Partners	32
Overview	32
1.3.1 VIP Cars	34
1.3.2 Product Delivery	35
1.4 → Accreditation	36
Overview	36
1.5 → Security	38
Overview	38
2.0 → Hospitality Planning	39
Executive Summary	39
2.1 → Marketing Partner Hospitality Centre	40
Overview	40
2.1.1 Development, Management and Operations	42
2.1.2 Pricing and Payment	44
2.1.3 IOC Olympic Club	46
2.1.4 Vendor Issues	47
2.1.5 Satellite Hospitality Centres	48
2.1.6 Host/Hostess Identity	49



Table of Contents

2.1.7 Access.....	50
2.2 → Marketing Partner Hospitality Workshops.....	51
Overview	51
2.3 → Focus Groups	53
Overview	53
2.4 → Sponsor Uniform Guidelines.....	55
Overview	55
2.5 → Lollipop Guidelines	57
Overview	57
2.6 → Marketing Partner Venue Tours	59
Overview	59



I. Global Reference Data

Name **Technical Manual on Hospitality**

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 Technical Manual is an update of the May 2004 version. Improvements in the document's structure and format have been made. As in all Technical Manuals, the Generic Section (sections I – VIII) has been updated.
Changes X	<p>The following sections related to Transport have been removed from this manual. These sections are now covered in the Technical Manual on Transport:</p> <ul style="list-style-type: none">• 1.3.1 Scope of Marketing Partner Transport• 1.3.2 Transport Suppliers• 1.3.3 Transport Pricing & Payment• 1.3.6 Bus Signage <p>The sections on VIP Cars and Product Delivery are still included in this manual.</p>



III. Related Documents

List

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

- Host City Contract
- Accreditation and Entries at the Olympic Games – User’s Guide
- Technical Manual on Accommodation
- Technical Manual on Ticketing
- Technical Manual on Workforce
- Technical Manual on Transport
- Joint Marketing Programme Agreement (JMPA)



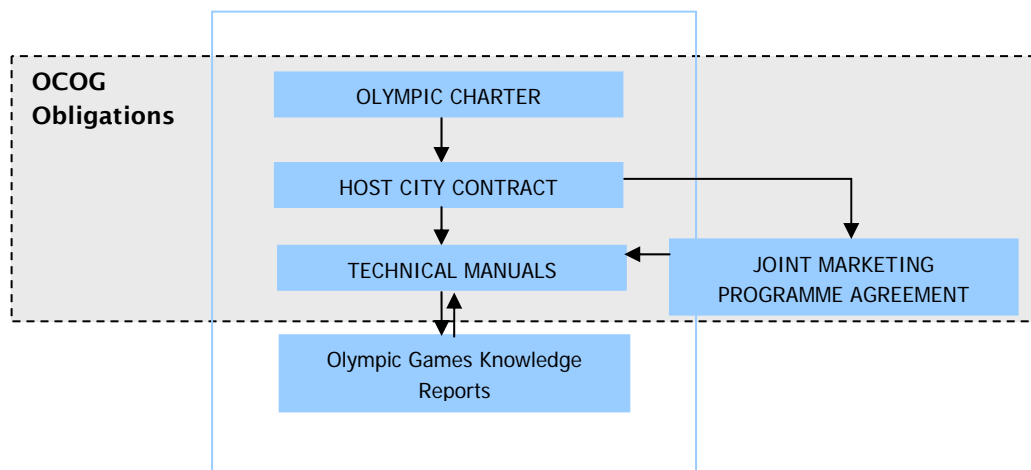
IV. Information Road Map

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.



Continued on next page



IV. Information Road Map, Continued

Olympic Charter (OC)	<p>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:</p> <ul style="list-style-type: none">- Fundamental Principles- Rules- Bye-laws <p>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.</p>
Host City Contract (HCC)	<p>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:</p> <ul style="list-style-type: none">- IOC, on the one hand- Host city and NOC of the host country, on the other hand <p>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.</p> <p>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.</p>

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.*

Continued on next page



IV. Information Road Map, Continued

Joint Marketing Programme Agreement

The Joint Marketing Programme Agreement (JMPA) is entered into between the Candidate City and the NOC to create a unified marketing structure in connection with the Olympic Games and to consolidate all of their Olympic-related properties and equities, whereby the Candidate City, on behalf of the future OCOG, acquires all commercial rights related to the NOC for the joint marketing period. Upon its formation the OCOG becomes a party to the JMPA and the joint marketing programme is developed and implemented solely by the OCOG on its own behalf and on behalf of the NOC during the joint marketing period.



V. Olympic Games Study

Introduction

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

Games Study Commission

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

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

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

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

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

Continued on next page



V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

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

1. Games Format

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

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

2. Venues & Facilities

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

3. Games Management

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

4. Number of Accredited Persons

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

5. Service Levels

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

Continued on next page



V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

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

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

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

Post-Games Analysis

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

Olympic Games Global Impact (OGGI)

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

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

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

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

Continued on next page



V. Olympic Games Study, Continued

Key Messages

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



VI. Introduction

Objectives	<p>The objectives of the Manual are to:</p> <ul style="list-style-type: none">• Help candidate cities to address those hospitality requirements that must be achieved before being selected to host the Games• Address technical information regarding an OCOG's Hospitality obligations identified in the Host City Contract, the Joint Marketing Programme Agreement, and the IOC Technical Manual on Accommodation• Make recommendations to an OCOG regarding procedures and processes by which those obligations may be met• Make recommendations to an OCOG regarding other Hospitality issues that may affect the overall success of the Marketing Partners Games time Hospitality Programs.
Limits	<p>This manual will address all OCOG Hospitality obligations, procedures, processes and issues. Related service functions, such as accommodation, ticketing etc. will be touched on and the technical detail can be found in the corresponding Technical Manual.</p>
Target Audience	<p>The target audiences for this Manual are:</p> <ul style="list-style-type: none">• Candidate City officials• OCOG senior executives• Constituent group representatives responsible for Hospitality issues• OCOG Function liaisons to constituent groups• OCOG Marketing and Hospitality Function management and staff
Context	<p>This manual consolidates hospitality information while distinguishing obligations from recommendations, and assists an OCOG in anticipating various Hospitality issues.</p>



VII. Executive Summary

Overview	Games time Hospitality is one of the most important aspects of both an OCOG's and Sponsors Marketing programmes. It is also an interesting area in which to work, as it combines marketing with several other Functions such as Accommodation, Ticketing, and Transport, and Accreditation, yet maintains its own operations as well, with the planning and implementation of the sponsor hospitality centre.
Hospitality Operations	For an OCOG Marketing Department and Hospitality Manager to support Sponsors in implementing successful Hospitality Programmes, they must work closely with other Functions to secure the proper accommodation, ticketing, transport, airport operations, accreditation, and security operations for Partner programs. This part addressed what that means and gives guidelines and deliverables to help the OCOG achieve success in this area.
Hospitality Planning	Once Hospitality Operations are well under way, an OCOG may choose to create a Sponsor Hospitality Centre. This part addresses all deliverables in regards to creating a sponsor hospitality centre as well as hospitality-related topics such as creating focus groups, uniform guidelines, and lollipop guidelines.



VIII. Technical Presentation

Scope of Manual

This Technical Manual covers the Hospitality issues for the Olympic Games, and how an Organising Committee can successfully plan its Hospitality programme to support the Marketing Partners Games experience.

This manual helps OCOGs understand what is required of them in regards to hospitality as they plan the Games.

Position in OCOG Structure

Hospitality is one of the areas supported by the OCOG Marketing Department. It also oversees hospitality-related responsibilities that are assigned to other Functions of the OCOG such as Accommodation, Accreditation, Transport, Ticketing and Security, as well as responsibilities that may be assigned to outside contractors, such as build-out of the Sponsor Hospitality Centre.

Document Structure

This manual splits hospitality into two major areas—hospitality operations, or hospitality in relation to other Functions, and hospitality planning.

Hospitality Operations

Hospitality operations are of premiere importance to properly servicing marketing clients. While specific functions maintain control of the overall progress of their area and are ultimately responsible for delivery in their Function, the Hospitality Manager should maintain control of marketing operations within that Function, and should liaise with the Function so that acceptable solutions are found for both parties. For example, the Accommodation Function will be in charge of securing all hotels and completing the accommodation allocation for all constituent groups, but the Hospitality manager should liaise with the Accommodations Function to secure hotels suitable for sponsors and to complete the sponsor hotel allocation.

Hospitality Planning

The second major area addressed is Hospitality Planning. This part of the manual focuses on the implementation of the Sponsor Hospitality Centre and the implementation of marketing workshops. It also provides useful information for general hospitality planning such as the creation of focus groups for specific areas of concern.

Continued on next page



VIII. Technical Presentation, Continued

Other Service Function Manuals as Reference

The Hospitality Function is charged with delivering many operational items for Marketing Partners, and therefore should maintain control over marketing operations for Accommodation, Ticketing, Transport, Accreditation, Airport, and Security and communicate this information accordingly to sponsors. As such, the Hospitality Manager should often reference the technical manuals for these areas in conjunction with this manual.



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 Hospitality Function.

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	<ul style="list-style-type: none">• Secure required hotel rooms for Partners
2	Strategic Planning	G-65 to G-42	<ul style="list-style-type: none">• Appoint account executives to Partners and local sponsors (upon contract)• OCOG must appoint a Hospitality Manager within the Marketing Department
3	Operational Planning	G-41 to G-6	<ul style="list-style-type: none">• Begin selection of Hospitality Centre vendors• Plan Hospitality programme• Release event schedule and ticket selection forms to Partners• Review event ticket requests with Partners
4	Testing	G-24 to G-6	<ul style="list-style-type: none">• Confirm event ticket requests• Select Hospitality Centre vendors• Select Hospitality Centre Caterer• Begin ticket deposits• Review event ticket exchange programme• Begin hotel deposits• Begin transport deposits• Begin Hospitality Centre deposits• Begin accreditation process
5	Operational Readiness	G-5 to G-1	<ul style="list-style-type: none">• Release venue seating charts to Partners• Review and finalise accreditation• Release transport routes and maps for driver training• Release events tickets to Partners
6	Games Operations	Games, Transition, & Paralympics	
7	Dissolution	G to G+12	



X. Master Schedule Reference

Update to Master Schedule

NOTE

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



XI. Obligations Checklist

Introduction	The following list represents a summary of the critical obligations related to Hospitality. This list gives only a high-level view of the relevant obligations in this area, while all of the complete and detailed responsibilities are found within the main text of this manual.
Accommodation	<ul style="list-style-type: none">• Secure all Function space in contracted hotels for Marketing Partners.• Inform all hotels of the Marketing Partners' exclusive product or service categories.• Negotiate and execute a provision to ensure the exclusive use of Marketing Partners' products and services in contracted hotels.
Transport	<ul style="list-style-type: none">• Provide a fixed number of accreditations that provide transport entitlements per partner.• Assign the same dedicated car and drivers each day.• Incorporate product delivery issues into the OCOG's overall transport and traffic plans.• Establish and communicate access routes, traffic restrictions and road-closure times to all members of the Olympic Family, including Marketing Partners, as well as to host city government officials and the public.• Inform all vendors that supply goods and services to Olympic venues of specific road restrictions.
Accreditation X	<ul style="list-style-type: none">• Develop and provide to Marketing Partners an accreditation guide that details a complete breakdown of the types of accreditations available — including when, where and by whom they may be used.• Use the standardised letter codes on badges for each Games, as stipulated in the Accreditation and Entries at the Olympic Games – User's Guide.• All Sponsor contracts will stipulate the minimum accreditation entitlements for that sponsor.
Security	<ul style="list-style-type: none">• Conduct security meetings for Marketing Partners.• Involve Marketing Partners security personnel in planning.• Brief hospitality management staff during marketing/hospitality workshops on pertinent security issues and how to handle them (e.g., loss, theft, bombing or bomb threats, terrorism, personal injury, death of a participant).

Continued on next page



XI. Obligations Checklist, Continued

Sponsor Hospitality Centre

- Develop comprehensive package for hospitality centre space.
- Provide turnkey basic hospitality package.
- Expedite awards of vendor contracts.
- Do not use hospitality centre as a profit centre for the OCOG.
- Establish tight guidelines and cost controls for caterers (i.e., food and beverage pricing) and other vendors.
- Set reasonable costs and payment schedules, to be approved by the IOC.
- Include the IOC Marketing Club in the planning process.
- Determine viability/necessity of satellite centres.
- Provide Marketing Partners with a clear set of uniform and signage guidelines.
- The OCOG must establish rules on the hours of operation, the delivery and set-up of decor, and the dismantle dates.
- Each Marketing Partner is responsible for the catering (using the OCOG's designated caterer) in its space.
- Each Marketing Partner is responsible for the decoration of its own space.
- The Look of the Games must be incorporated with an emphasis on clear, consistent and approved signage used throughout the venue.
- Determine the need for a satellite hospitality centre.
- Keep the total number of centres to a minimum.
- Recommend common space at satellite centres.
- Provide good heating or air-conditioning systems.
- Keep budgets reasonable and efficient for both OCOG and Marketing Partners.
- Provide the IOC with 1000 square metres of space and basic amenities for the IOC's Olympic Club hospitality space

Workshops and Venue Tours for Marketing Partners

- Appoint an OCOG Hospitality Manager four to five years out from the Games.
- Schedule a minimum of one Sponsor Workshop per year from 3 years out.
- Schedule a minimum of one hospitality-specific workshop per year from 3 years out. (Increase the frequency if necessary as the Olympic Games approach.)
- Brief Marketing Partners on the timeline for all hospitality-related issues.
- Arrange for Marketing Partners and other constituencies to visit competition and non-competition venues prior to the Games (from 2-3 years out).
- Provide Marketing Partners with venue maps, transport plans and general overviews of traffic flows.
- Conduct an extensive venue tour for Partners within 1 – 2 months prior to the Opening Ceremony.



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
Build-Out	The process of building and decorating suites at the Sponsor Hospitality Centre. Depending upon the location of the Centre, this could include building of tents for use as suites as well as design and decoration of the actual indoor suite space.
Bus Signage/Bus Wrapping	Sponsor advertising which appears on coaches used by sponsors for transport of their guests. This can include dressing or “wrapping” an entire coach with sponsor look elements.
Function Space	Rooms or space in a hotel or conference centre that are appropriate for Marketing Partner guest meetings or meal service. This could include a hotel restaurant or meeting rooms, or both.
Hospitality	Sponsor Games time guest programmes which include accommodation, ticketing, transport, accreditation, the sponsor hospitality centre and meal service for guests involved.
Hospitality Centre	An area that an OCOG may construct to dedicate to sponsor hospitality programmes. It usually consists of several different suites which can be purchased by sponsors to entertain their guests
Hospitality Workshop	A sponsor workshop dedicated to Hospitality issues.
Load Zone	An area at a venue or sponsor hotel where guests either board or exit sponsor coaches.
Lollipop Sign	A small sign used by sponsors as a method of way-finding for their guests at venues.
Product Exclusivity	Use of only sponsor products. In regards to Hospitality, this would include exclusivity in hotels where sponsors are present.
Satellite Centre	A Sponsor Hospitality Centre which is at a remote location, such as at a mountain venue during the Winter Games. An OCOG can decide whether a satellite centre is necessary while planning their main Sponsor Hospitality Centre





Continued on next page



XII. Specific Glossary, Continued

Icons

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

Icon and Colour	Type of Information
	Obligation
	Third party reference
 IPC	IPC Reference
	Cross-Reference

Disclaimer

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





1.0 → Hospitality Operations

Executive Summary

Introduction X

This chapter of the manual covers all aspect of Hospitality Operations.

Please note that general Transport information is included in the [Technical Manual on Transport](#).

For an OCOG Marketing Function and Hospitality Manager to support Sponsors in implementing successful Hospitality Programmes, they should work closely with other Functions to secure the proper accommodation, ticketing, transport, airport operations, accreditation, and security operations for Partner programmes. This chapter addressed what that means and gives guidelines and deliverables to help the OCOG achieve success in this area.

Contents

This chapter contains the following topics:

Topic
1.1 Accommodation
1.2 Ticketing
1.3 Transport
1.4 Accreditation
1.5 Security



1.1 → Accommodation

Overview

Introduction

Accommodation is perhaps the single most important item in relation to Marketing Partner Hospitality Programmes. The location, quality, number of rooms, and available function space in each hotel dictate the success (or lack thereof) of a Partner's Hospitality Programme.

While the OCOG's Accommodation Function will ultimately be in control of overall accommodation issues such as securing hotels and allocating rooms to various constituent groups, it is imperative that the Marketing Department and Hospitality Manager retain control over the process of hotel allocations for Marketing Partners. This will ensure that the Partner's needs are being met, will give Partners fewer points of contact, and will allow the Marketing Department to oversee their entire Partner Hospitality programme successfully.

Summary



This section provides information on product exclusivity provisions in Marketing Partner hotels as well as with issues associated with securing hotel function space in relation to Marketing Partner Hospitality Programmes. For information regarding the following topics and their relationship to Hospitality items, please refer to the

[Technical Manual on Accommodation](#):

- Scope of Hospitality Accommodation
- Securing Hospitality Accommodation
- Accommodation Price Control
- Alternate Accommodations
- Accommodation Allocation & Approval
- Accommodation Negotiation & Payment
- Accommodation Availability Time
- Other Marketing Partner Accommodation Needs

Contents

This section contains the following topics:

Topic
1.1.1. Securing Hotel Function Space
1.1.2. Product Exclusivity Provision



1.1.1 Securing Hotel Function Space

Introduction This section presents the OCOG obligations on securing hotel function space and presents key recommendations for the effective management of hotel function space.

Summary Most Marketing Partners hold business seminars for their guests during the Olympic Games in the hotels. These Marketing Partners require large function rooms in the hotels during the Games, not only for meal service and entertainment, but also for presentations and meetings. For example, function space may be reserved for several purposes:

- Meeting rooms to host seminars or business meeting during the period of the Games
- Banquet facilities and/or hospitality lounges for the Marketing Partner's guests
- Office facilities for the Marketing Partner staff

Hotel Function Space △

The OCOG must secure all the function space in the hotels. This obligation is designed to:

- Ensure that function space is available to Marketing Partners
- Preclude the competitors of Marketing Partners from utilising function space in contracted hotels

Recommendations

- When more than one Marketing Partner is housed in a hotel, divide and assign function space based on the percentage of sleeping rooms utilised by each Marketing Partner.
- Inform the hotel of the allocation of function space.
- Inform the hotel of the use to which Marketing Partners will put the hotel facilities during the Games.
- Explain to the hotel the overall wave structure of the Marketing Partners' Hospitality programmes, based on the information provided in this technical manual.

These recommendations are designed to:

- Avoid any potential conflicts between Marketing Partners.
- Help the hotel manage expectations on anticipated revenue from food, beverage and other services.
- Help the hotels properly staff and service the needs of the Marketing Partners during the Games.



1.1.2 Product Exclusivity Provision

Introduction

This section presents the OCOG obligations in executing the product exclusivity provision with the contracted hotels.

Overview

Product exclusivity provision is highly important because each Marketing Partner will want its own products and services available in its hotel Games time as well as the absence of products or services of any of its competitors.

Product Exclusivity Provisions



The following is the list of requirements that the OCOG must meet with regard to the product exclusivity provision at contracted hotels:

- The OCOG must inform all hotels of the Marketing Partners' exclusive product or service categories.
- The OCOG must negotiate and execute a provision to ensure the exclusive use of Marketing Partners' products and services in contracted hotels.



1.2 → Ticketing

Overview

Hospitality and Ticketing

Apart from accommodation, ticket selection is one of the most important and time-consuming processes in the planning of and Olympic Hospitality Programme. Event tickets are the force that drives all other aspects of a Hospitality Programme. Marketing Partners must be assured that their ticket requests will be fulfilled to contract specifications.

Because ticketing is so important to the success of the Partner's Hospitality Programmes, it is imperative that the Marketing Department and Hospitality Manager oversee the Partner's ticket request and fulfilment process. This will ensure that the Partner's needs are being met, will give Partners fewer points of contact, and will allow the Marketing Department to oversee their entire Partner Hospitality programme successfully.

Related Documents X

For information on the following topics in regards to ticketing for Marketing Partners, please consult the [Technical Manual on Ticketing](#):

- Ticket Allocation
- Ticket Pricing & Payment
- Ticket Delivery



1.3 → Transport for Marketing Partners

Overview

Introduction	This section presents information on the transport of Marketing Partners during the Olympic Games and provides OCOG deliverables and recommendations for the efficient management of Marketing Partner transport.
Summary	Transport can be one of the largest, most important and most difficult operations for the OCOG to manage. Transport planning for Marketing Partners should begin four years prior to the Games. To successfully manage this area of Olympic Games operations, it is imperative that the OCOG establish a strong relationship with the city, the police, the local authorities, and the vendors that supply the vehicles. Security is an extremely important part of the overall plan, requiring the coordination of all the parties involved.
Presentation	The information presented in this manual will help the OCOG manage its hospitality transport systems. In addition, the OCOG is strongly encouraged to form of a small task force to create definitive policy on transport management. Representatives from the OCOG, the IOC and Marketing Partners should work together to formulate a plan that addresses past problems, corrective action and an operational timeline for planning in the future. The task force should not exceed 10 – 12 people. The task force should remain involved with any updates to the plan.

VIP Transport System



A VIP transport system for T1 and T3 vehicles must be developed.

Continued on next page



Overview, Continued

Recommendations Establish a task force to develop transport plans and to resolve transport issues.

Transport X All information on the following topics can be found in the [Technical Manual on Transport](#).

- Marketing Partner numbers
- Coach Programme
- Sponsor Venue Guide
- Sponsor Coach Communications
- Vehicle Depots and Driver Accommodation
- Information Dissemination
- Pricing and Payment
- Bus Wrapping

Contents This section contains the following topics:

Topic
1.3.1 VIP Cars
1.3.2 Product Delivery



1.3.1 VIP Cars

Introduction

Through their accreditations, Marketing Partners utilise a limited number of private VIP cars with drivers provided and trained by the OCOG. The users of these cars tend to be very high-level Marketing Partner executives or VIPs. The OCOG is responsible for training VIP car drivers regarding routing, VIP parking locations, airport drop-off and pick-up locations.

The number of cars is traditionally determined by the number of accreditations in each Marketing Partner contract. The same driver and car should be dedicated to the sponsor for the entire Olympic period with an established backup pool of cars and drivers for mechanical errors and emergencies. Each driver and car should be equipped with radios, cellular phones or beepers so they can reach the fleet management at all times in the event of emergency.

Understanding the obligations presented here will help the OCOG to avoid the problems experienced at past Games, which mostly resulted from the lack of proper communication and inexperienced staff at the command centre.

VIP Car Obligations



- Provide a fixed number of accreditations that provide transport entitlements per partner.
- Assign the same dedicated car and drivers each day.

Recommendations

- Provide early and efficient training of drivers and proper communication system.
- Establish backup pool for mechanical problems and emergencies.
- Establish priority venue parking.



1.3.2 Product Delivery

Introduction

Marketing Partners will need to deliver personnel, food and beverage, technology or other products to Olympic venues and other sites. The overall OCOG traffic and delivery schedule should include deliveries to local companies and Olympic venues. These deliveries should be made at off-peak times (e.g., night or early morning) to prevent congestion as athletes and ticket holders approach the competition venues. The effective management of product delivery is crucial to the success of the transport plan and essential to avoiding last-minute problems.

Product Delivery Obligations △

- Incorporate product delivery issues into the OCOG's overall delivery schedule.
- Establish and communicate access routes, traffic restrictions and road-closure times to all members of the Olympic Family, including Marketing Partners, as well as to host city government officials and the public.
- Inform all vendors that supply goods and services to Olympic venues of specific road restrictions.



1.4 → Accreditation

Overview

Introduction	This section presents information about accreditation for Marketing Partner hospitality programmes, as well as obligations and recommendations for the management of Marketing Partner accreditation.
Summary	<p>Games-time accreditation is granted to an individual based on his or her Games-time role and function. Marketing Partners will require and will be granted accreditation for many kinds of personnel — from VIPs participating in hospitality programmes to operations staff that provide services to the OCOG.</p> <p>Special attention is given to dignitaries, national representatives, and the top executives of Marketing Partner companies. These individuals are given accreditations that identify them as VIPs, and which provide access to an array of services, such as preferred seating and the use of a car and driver.</p>

Accreditation Obligations △ ×	<p>The following are the major OCOG obligations with regard to accreditation for Marketing Partners:</p> <ul style="list-style-type: none">• Develop and provide to Marketing Partners an accreditation guide that details a complete breakdown of the types of accreditations available — including when, where and by whom they may be used.• Use the standardised letter codes on badges for each Games, as stipulated in the Accreditation and Entries and the Olympic Games – User’s Guide.• All Sponsor contracts will stipulate the minimum accreditation entitlements for that sponsor.
-----------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Continued on next page



Overview, Continued

Recommendations

The following is a list of key recommendations with regard to accreditation for Marketing Partners:

- Commit to realistic contractual agreements that can be fulfilled.
- Set reasonable accreditation expectations with Marketing Partners.
- Understand that operational personnel accreditation is as important as VIP accreditation.
- Streamline operational accreditation based on need, and keep operational accreditation separate from hospitality accreditation.
- Communicate to Marketing Partners that there is no mechanism other than an event ticket that allows for hospitality staff to enter competition venues.
- Provide transferable accreditations to VIP so that guests who attend the Games in different waves may use the same accreditation. (This is not applicable with TOP accreditations).

Further Reference X

Details of the overall Games accreditation requirements can be found in the [Accreditation and Entries at the Olympic Games– User’s Guide](#).



1.5 → Security

Overview

Introduction The overall Olympic Games security plan encompasses many constituencies, and each constituent group has several major issues of importance and areas of concern. To ensure security at the Olympic Games, all constituents should come together to form a cohesive plan. The military, federal, state and private security teams should all work together on an overall plan. The OCOG should be able to interface with all parties and communicate specific information to the Marketing Partners on a need-to-know basis.

Security Obligations △

The following are the OCOG obligations with regard to Marketing Partner security:

- Conduct security meetings for Marketing Partners.
- Involve Marketing Partners security personnel in planning.
- Brief hospitality management staff during marketing/hospitality workshops on pertinent security issues and how to handle them (e.g., loss, theft, bombing or bomb threats, terrorism, personal injury, death of a participant).

Recommendations

The following are recommendations with regard to Marketing Partner security:

- Conduct separate security briefings/workshops between OCOG security and Marketing Partner security personnel.
- Keep security issues and contingency plans confidential, and share information only on an appropriate need-to-know basis with the Marketing Partner security team.



2.0 → Hospitality Planning

Executive Summary

Introduction Once Hospitality Operations are well under way, an OCOG may choose to create a Sponsor Hospitality Centre. This chapter addresses all deliverables in regards to creating a sponsor hospitality centre as well as hospitality-related topics such as creating focus groups, uniform guidelines, and lollipop guidelines.

Contents This chapter contains the following topics:

Topic
2.1 Marketing Partner Hospitality Centre
2.2 Marketing Partner Hospitality Workshops
2.3 Focus Groups
2.4 Sponsor Uniform Guidelines
2.5 Lollipop Guidelines
2.6 Marketing Partner Venue Tours



2.1 → Marketing Partner Hospitality Centre

Overview

Introduction This section provides information about the Marketing Partner hospitality centre at the Games and presents requirements and guidelines for the OCOG in managing the development of the Marketing Partner hospitality centre.

Summary Marketing partner hospitality centres are major facilities that provide Marketing Partners with the opportunity to entertain guests near the sporting venues. The Marketing Partner hospitality centres, which have grown in size and sophistication since the concept's inception at the 1992 Olympic Winter Games in Albertville, provide each participating Marketing Partner with private hospitality space within the facility. It is the OCOG's responsibility to provide a separate space, whether tented or in a permanent building, to the Marketing Partners and to provide overall support for the development of the Marketing Partner hospitality centre.

The scope and type of the hospitality centre must be properly assessed through a needs analysis early in the planning phase.

Marketing Partner Hospitality Centre △

Services required for the Marketing Partner Hospitality Centre include:

- Develop comprehensive package for hospitality centre space.
- Provide turnkey basic hospitality package.
- Expedite awards of vendor contracts.
- Do not use hospitality centre as a profit centre for the OCOG.
- Establish tight guidelines and cost controls for caterers (i.e., food and beverage pricing) and other vendors.
- Set reasonable costs and payment schedules, to be approved by the IOC.
- Include the IOC Marketing Club in the planning process.
- Determine viability/necessity of satellite centres.
- Provide Marketing Partners with a clear set of uniform and signage guidelines.

Continued on next page



Overview, Continued

Contents

This section contains the following topics:

Topic
2.1.1 Development, Management & Operations
2.1.2 Pricing & Payment
2.1.3 IOC Olympic Club
2.1.4 Vendor Issues
2.1.5 Satellite Hospitality Centres
2.1.6 Host/Hostess Identity
2.1.7 Access



2.1.1 Development, Management and Operations

Location

Location is essential to the success of the hospitality centre. The hospitality centre should be located at the heart of the Olympic Games, with easy access for its members. Depending upon the geography of the host city and the position of Olympic venues, the ideal location for the hospitality centre might not necessarily be at an Olympic venue.

Security Requirements

The following are key security requirements with regard to the location of the hospitality centre:

- The OCOG should select a secure location for the hospitality centre.
- The area should have controlled access for the Marketing Partner guests.

Hospitality Centre Operations △

The following are guidelines for hospitality centre operations, including build-out, design, catering, and hours of operation:

- The OCOG must establish rules on the hours of operation, the delivery and set-up of decor, and the dismantle dates.
- Each Marketing Partner is responsible for the catering (using the OCOG's designated caterer) in its space.
- Each Marketing Partner is responsible for the decoration of its own space.
- The Look of the Games must be incorporated with an emphasis on clear, consistent and approved signage used throughout the venue.

Basic Specifications

A turnkey, all-inclusive package should be offered to the Marketing Partners. A package is based on a per-square-metre allocation of the following (following is based on a 200-square metre suite):

- All standard carpeting or floor covering
- Tables and chairs to accommodate 150 guests
- 8 buffet tables
- 3 television monitors
- 1 fax with dedicated phone line
- 1 phone with 2 dedicated lines/modem line
- 1 bar station
- 1 standard lighting package

Continued on next page



2.1.1 Development, Management and Operations, Continued

Athens Example The Athens package was based on the purchase of 200 square metres and included the following items for each 200 square metres purchased (Should sponsors choose to purchase a larger space, their inclusions should increase correspondingly):

- Tented space
- Air Conditioning
- Secure and lockable area
- Private entry
- Interior fabric lining for perimeter walls of tent structure with ceiling linings
- Flooring
- All utilities consumption (i.e. electricity, water)
- Terrace with furniture and landscaping
- External corporate identification signage (identical for all suites)
- Lighting
- Two 20 amp power outlets
- One telephone line and premium phone
- One 68 cm TV monitor
- One fax machine with dedicated phone line
- Additional electrical outlets and phone lines provided with each additional 100 square metres ordered

Required Services and Amenities

The main hospitality centre should offer the following basic services and amenities:

- Private space for each Marketing Partner
- Basic power and electricity
- Basic lighting
- Daily cleaning service
- Heating or air-conditioning
- Deluxe restrooms
- Olympic souvenir shop
- Information centre
- Public telephones
- Guest access passes
- Security
- Catering packages
- Dedicated pick-up/drop-off area and parking near the venue



2.1.2 Pricing and Payment

- Overview** The hospitality centre is an opportunity to provide value to the Marketing Partners at a price that covers the cost of its development and production. The hospitality centre should not be viewed as a potential profit centre for the OCOG.
- Price Controls** As with other elements of Marketing Partner hospitality such as accommodation and transport, the OCOG should establish price controls for space, catering and other vendors associated with the hospitality centre to protect the Marketing Partners from price gouging or other unethical tactics that might place a financial burden on the Marketing Partner.
- The following are key guidelines:
- Standardise pricing controls based on cost per square metre
 - Pricing must not rise above USD1800 per square metre including VAT and any other taxes or surcharges.
 - Implement rigid pricing controls on catering. Caterers under consideration for bids must have strict quality standards that need to be presented to the satisfaction of the IOC. The bid process should stipulate a tasting for the Marketing Partners as well as sample menus.
 - Guarantee to Marketing Partners the same menus and prices during the Games as during the ordering process.
- Payment Schedule** Fair and reasonable payment schedules that respect the Marketing Partners' cash flow constraints should be established for hospitality centre space as well as for caterers and vendors.
- The following table presents a recommended payment schedule for hospitality centre space:

Deposit	Due Dates
20%	12 months prior to Games
30%	6 months prior to Games
45%	3 months prior to Games
5%	3 weeks after Games

Continued on next page



2.1.2 Pricing and Payment, Continued

Recommended Payment Schedule

The following table presents a recommended payment schedule for caterers and other vendors:

Deposit	Due Dates
10%	12 months prior to Games
25%	6 months prior to Games
50%	1 month prior to Games
15%	30 days after receipt of final bill



2.1.3 IOC Olympic Club

Introduction

The IOC's Olympic Club has traditionally been at the heart of Olympic Hospitality, and has consequently occupied a prime location either in the Sponsor Hospitality Centre when available, or in the centre of the Host City's Olympic operations.

IOC Olympic Club Obligation



The OCOG must be certain to provide space within the main hospitality centre for the IOC Marketing Club. The OCOG must guarantee the IOC 1000 square metres of space for its hospitality programme. This must include all the same amenities offered in the turn-key package given to sponsors, and be proportionate to the standard sponsor package in regards to the size of the space. Any increase or decrease in the space allocated the IOC must be mutually agreed upon by the IOC and the OCOG. The space for the Olympic Club as well as the included amenities must be provided at the OCOG's expense.

Regardless of whether the OCOG creates a Sponsor Hospitality Centre, the OCOG's obligation to provide the IOC with 1000 square metres of space for its hospitality programme, with all basic amenities, remains.



2.1.4 Vendor Issues

Introduction

This section provides recommendations for the OCOG on vendor issues with regard to Marketing Partner hospitality programmes.

Recommendations

The following are guidelines for selecting and contracting vendors to provide services to the hospitality centre:

- Begin the vendor selection process at least 30 months prior to the Games (primary vendors are indicated below).
- Award all primary vendor contracts at least 18 months prior to the Games. These should include:
 - Tent/structure company
 - Engineering company and architect
 - Creative and design companies
 - Heating, air-conditioning and power supplier
 - Master & Associate Caterers
 - General Contractor



2.1.5 Satellite Hospitality Centres

Introduction

At some past Olympic Games, smaller satellite hospitality facilities have been developed to complement the main hospitality centre. For example, the Sydney 2000 Olympic Games featured the major Marketing Partner hospitality centre in Sydney Olympic Park (i.e., the site of several of the major Olympic venues) as well as a smaller hospitality facility in the heart of the city of Sydney.

Satellite hospitality centres may also be important at the Olympic Winter Games in providing a place for Marketing Partners and their guests to escape extreme weather conditions.

Satellite Hospitality Centres



The following are key requirements for establishing satellite hospitality centres:

- Determine the need for a satellite hospitality centre.
- Keep the total number of centres to a minimum.
- Recommend common space at satellite centres.
- Provide good heating or air-conditioning systems.
- Keep budgets reasonable and efficient for both OCOG and Marketing Partners.

Recommendations

The following are basic guidelines for the development, design and operations of a satellite hospitality facility:

- Let the satellite facility location be dictated by the competition venue location and the sponsor ticket order.
- Design the satellite hospitality centre as a shared facility for all Marketing Partners.
- Design the satellite hospitality centre as a place for guests to stay for only short periods of time.
- Offer only light snacks and beverages to reduce catering infrastructure requirements.



2.1.6 Host/Hostess Identity

Guidelines

The hosts and hostesses hired by the Marketing Partners to manage the Hospitality Programmes need to have defined uniform guidelines. The IOC Marketing Department will issue a set of uniform guidelines to the Marketing Partners two years prior to the Games.

Most Marketing Partners will develop identification signs for their staff (lollipop signs). These signs are used to guide the guest groups between venues to ensure guests arrive at their next event. Further information on lollipop guidelines can be found in a later section of this manual.



2.1.7 Access

Introduction Marketing Partners will need to gain access to the Sponsor Hospitality Centre (SHC) using an SHC specific access pass. This is separate from accreditation that partners may receive.

Policy The number of Hospitality Centre passes granted free of charge to a Marketing Partner is predicated on the size or amount of space that they use. Management of access passes to an individual Marketing Partner's dedicated hospitality area should remain under the management of the Marketing Partner.

Number of Passes While adhering to existing fire regulations regarding maximum occupancy, the Marketing Partner should be able to obtain the number of passes they require.

Additional Passes

A limited number of additional passes should be given free of charge to the hosts and hostesses of each hospitality programme to guide the guests through the centres. The OCOG is responsible for setting the host/hostess access policy.



2.2 → Marketing Partner Hospitality Workshops

Overview

Introduction

Because of the complexity of hospitality programmes, many Marketing Partners have large teams of personnel working many months on planning and execution. The OCOG should support these teams with scheduled hospitality workshops. These workshops are essential to advising Marketing Partners on the planning progress of the OCOG programme and to providing a forum for Marketing Partner questions. The OCOG Hospitality Manager will serve as the main liaison to each Marketing Partner's hospitality staff.

Hospitality Workshops



The following are the OCOG deliverables with regard to Marketing Partner workshops for hospitality:

- Appoint an OCOG Hospitality Manager four to five years out from the Games.
- Schedule a minimum of one Sponsor Workshop per year from 3 years out.
- Schedule a minimum of one hospitality-specific workshop per year from 3 years out. (Increase the frequency if necessary as the Olympic Games approach.)
- Brief Marketing Partners on the timeline for all hospitality-related issues.

Continued on next page



Overview, Continued

Recommendations

The following are key recommendations for Marketing Partner workshops for hospitality:

- Plan workshops to run for two days each, plus one day of venue tours, if appropriate.
- Make every effort to allow Partners to bring as many representatives as necessary to these workshops.
- Provide Marketing Partners with specific timelines for all programmes.
- Base workshops on these timelines and on the reviewing status or completion of each joint task between the OCOG and the Marketing Partner. The IOC shall have the right to review timelines and task completion status at any time.
- Include Marketing Partners in presentations so that practical experiences/case studies can be shared among the group.
- Form a joint task force/partner advisory group to formulate agendas, content, goals and objectives to make time together more valuable.
- Communication to Marketing Partners in general should be consistent and specific. The hospitality contacts and management companies are responsible for extremely complex budgets and schedules, and it is up to the OCOG to create a positive environment in which the OCOG and Marketing Partners can work as a team.
- Allow time for one-on-one meetings with the Marketing Partners.
- Provide simple update documents from one workshop to the next.



2.3 → Focus Groups

Overview

Introduction	OCOGs should consider creating focus groups to help in the planning and execution of operational items that relate to Hospitality. This presents the process for Airport, Transport, and Sponsor Hospitality Centre focus groups, but an OCOG can and should create further groups as necessary to aid them in their Hospitality planning.
Recommendations	<p>The following is a list of recommendations for the efficient management with regard to hospitality focus groups:</p> <ul style="list-style-type: none">• Create a task force in co-operation with the airport authorities and the official airline (if there is one) to address airport issues (24 months prior to Games time).• Create an operations team with representatives from the airport authorities, the OCOG, the IOC, and experienced Marketing Partners, to develop solutions to foreseen issues or difficulties (at least 18 months prior to Games time).• Create a focus group for transport issues with representatives from the OCOG and IOC, experienced Marketing Partners and agencies to develop solutions to foreseen issues or difficulties (at least 18 months prior to Games time)• Create a focus group for the Sponsor Hospitality Centre with representatives from the OCOG and IOC as well as experienced Marketing Partners and agencies to discuss the necessity of a Sponsor Hospitality Centre in each Host City.
Airport Focus Groups	<p>The OCOG should form an Airport task force 24 months prior to Games time. The task force should be comprised of representatives of the airport authority, OCOG personnel, IOC personnel, security or law enforcement experts, key airline representatives, and Marketing Partner representatives or their designees. The task force should study all issues relevant to airport traffic, security and services, and propose solutions to any and all foreseen operational difficulties.</p> <p>The OCOG should form an Airport operations team at east 18 months prior to Games time. The operations team should be comprised of representatives of the airport authority, OCOG personnel, security or law enforcement experts, key airline representatives, and Marketing Partner representatives or their designees. The operations team should focus on implementing all necessary steps for the proper and efficient management of the airport at Games time.</p>

Continued on next page



Overview, Continued

Transport Focus Groups

The OCOG should form a Transport focus group 24 months prior to Games time. The focus group should be comprised of representatives of the OCOG, representatives of the IOC, security or law enforcement experts, and Marketing Partner representatives or their designees. The focus group should study all issues relevant to sponsor transport, and propose solutions to any and all foreseen operational difficulties.

The focus group should concentrate on implementing all necessary steps for the proper and efficient management of Partner transport at Games time.

Sponsor Hospitality Centre Focus Groups

The OCOG should form a Sponsor Hospitality Centre focus group 30 months prior to Games time. The focus group should be comprised of representatives of the OCOG, representatives of the IOC, and Marketing Partner representatives or their designees. The focus group should study the necessity of creating a Sponsor Hospitality Centre in each host city, and viable alternatives for hospitality should be decided.



2.4 → Sponsor Uniform Guidelines

Overview

Introduction

Partners usually identify their staff members and often their guests with uniforms or items of clothing that are branded to both identify the Sponsor or group to which the employee or guest belongs and to advertise the products or services of the Sponsor company.

The Olympic Charter affirms that the sporting competitions of the Olympic Games are to be presented in an environment fundamentally free of commercial or political messages. In keeping with the tradition of previous Games, Uniform Guidelines for Marketing Partners as well as other constituent groups have been developed.

Olympic parties have developed these guidelines for users that will be wearing stakeholder branded uniforms during the course of the Games. The guidelines have been refined over the years and address not only the various trademarks that may be permitted on uniforms and accessories but also the size, frequency and placement of these marks. While research shows that the general public acknowledges the need for commercialisation of the Games, they have also expressed a concern of this process going to extremes.

With this in mind, the IOC believes that stakeholders' involvement in the Olympic Games holds more value if they are not associated with the criticism of over-commercialisation and their uniform design is consistent with the overall visual presentation of the Games.

Reference



Please also refer to the [Technical Manual on Workforce](#) for general information regarding uniforms.

Continued on next page



Overview, Continued

Example The table below provides a general overview of sponsor uniform guidelines for the 2004 Olympic Games.

Stakeholder	Uniform Users	Uniform Item	Manufacturer Trademark (MT) (*a)(*b)	Stakeholder Identification (SI) (*b) (i.e. Sponsor's mark)	Composite Logo (CL) (*b)(*d)	Frequency (*c)	Placement on uniform
Sponsors	Field of Play Staff – only where technically required. (Must use colour that complement “Look of Games” as approved by OCOG)	Clothing	20 cm ²	20 cm ²	40 cm ²	MT: 1 per item (*a) SI <u>or</u> CL: 1 per item	MT on sleeve SI <u>or</u> CL – on chest <u>or</u> on sleeve opposite MT
		Accessories	Not Permitted	Not Permitted	Not Permitted	Not Applicable	Not Applicable
	General Staff	Clothing	20 cm ²	20 cm ²	40 cm ²	MT: 1 per item (*a) SI <u>or</u> CL: 1 per item	MT – On sleeve <u>or</u> on back SI <u>or</u> CL – On chest or on sleeve opposite
		Accessories	6 cm ²	12 cm ²	24 cm ²	MT: 1 per item (*a) SI <u>or</u> CL: 1 per item	MT – On side <u>or</u> on back SI <u>or</u> CL – On front
	Hospitality Guests	Clothing	20 cm ²	Hospitality Guest's uniforms must be developed in a manner that enhances the Olympic image. The sizing, frequency and placement of the Stakeholder Identification or Composite Logo must be reasonable, meaning not overtly prominent in its placement or excessively large in its size. When approving Hospitality Guests uniforms, consideration will be given to the visual impact of large groups seated in the venues and in camera sightlines.			
		Accessories	6 cm ²				

*a) Manufacturer Trademark is not permitted unless uniform manufacturer is OCOG sponsor.

*b) The required size (in cm²) of the various marks must not be exceeded but may be smaller.

*c) Stakeholder Identification and Composite Logo may appear on a maximum of two (2) items

*d) Respective sizing for Olympic marks and Stakeholder Identification must be in accordance with approved CL.

Note that all sponsor uniforms are subject to IOC and OCOG approval.



2.5 → Lollipop Guidelines

Overview

Introduction	This section presents guidelines on the design and usage of sponsor identification “lollipop” signage.
Uniformity of “lollipops”	<p>It is understood that a majority of sponsor guests will be escorted by the Marketing Partner and/or their hospitality agency to and from competition & non-competition venues and other city locations during the Games. Most escorts will utilize “lollipop” style signage to assist with the movement of the guests in an efficient and timely manner. These signs typically have corporate identification, which is easily identifiable to the guest. It is with this in mind that these guidelines have been developed to ensure that this signage has some uniformity and that it is keeping with the overall operational efficiency and safety regulations of the Olympic Games.</p>
Guidelines	<p>These guidelines apply at all Olympic Competition & Non-Competition venues:</p> <ul style="list-style-type: none">• The corporate identification portion of the sign should be no larger than 50cm X 50cm.• Signage poles should not exceed 2 meters when fully extended. Signage poles should be collapsible to 50cm, not including the corporate identification portion of the sign.• Signage that is not collapsible or exceeds 50cm will not be allowed inside Competition or Non-Competition venues.• Sponsors may use their choice of logo (i.e. composite or stand alone corporate logo) but signage:<ul style="list-style-type: none">- Must not include any advertising “slogans”- Must not be in the form of an actual product- Must not be a word that identifies a company or a product that is not or does not belong to an Olympic Marketing Partner• Number of signs permitted in or around venues is 1 sign per 25 guests (1:25) to a maximum of 20 signs per sponsor at any one time.• Lollipop signs do not overrule the ticket requirement of a sponsor to access the venue.

Continued on next page



Overview, Continued

Use of Signs

- All signage should be constructed in a manner that is safe to use in large crowds.
- Signage should be “hand held” at all times and should not be placed or left unattended at any time. Signage left unattended in or around venues will be collected by Spectator Services and/or Security and will not be returned.
- Escorts / hosts will be able to walk freely to and from venues with their guests however, designated assembly areas for escorts / hosts will be set up in and around all venues. Escorts / hosts with signage should not stand in or around venues or the Common Domains for long periods outside of these zones. All directions given by Spectator Service & Security staff are to be complied with at all times. Signs should not be used as an advertising tool.
- Sponsors may retrofit signs for use at night by adding minimal lighting. Lighting may not include neon lights, light boxes, flashing elements, police or emergency type elements. In addition signage cannot include any sound elements or attachments (i.e. flags, balloons, ribbons, etc).
- All sign designs should be approved through the normal marks approval process. Should any signage be in breach of these guidelines and sponsor image guidelines, sponsors run the risk of it not being permitted for use in all Competition & Non Competition venues.



2.6 → Marketing Partner Venue Tours

Overview

Introduction

Marketing Partners will want and need to visit competition and non-competition venues on an ongoing basis during Games planning. Venue tours are essential in helping Marketing Partners to plan Games time technical and support operations, create hospitality programmes, and establish schedules. Fulfilling the need for venue tours can be very time-consuming for the OCOG.

Venue Tours



The following are the OCOG obligations with regard to Marketing Partner venue tours:

- Arrange for Marketing Partners and other constituencies to visit competition and non-competition venues prior to the Games (from 2-3 years out).
- Provide Marketing Partners with venue maps, transport plans and general overviews of traffic flows.
- Conduct an extensive venue tour for Partners within 1-2 months prior to Opening Ceremonies.