INSPIRE
A GENERATION
# Table of Contents

## 1 Message from the President of the International Olympic Committee, Jacques Rogge

London 2012 delivered the “Happy and Glorious Games” – a celebration of Olympism at its best, not just from the athletes but from generous volunteers, enthusiastic spectators and a host nation, fully engaged in the Games and the Olympic Movement. The Legacies from London 2012 are rich and the Coordination Commission has captured the many lessons learnt which can nourish future success.

## 2 Foreword

This report represents the conclusions of the Coordination Commission’s work over a seven year period including the formal Debrief Conference in Rio de Janeiro in November 2012. Thorough evaluation of each Games results in helpful recommendations for the IOC, future organisers and the many stakeholders.

## 3 Executive Summary

The success of London 2012 was built around six core areas of focus: Vision, Governance, Engagement, Preparation, Delivery and Legacy – the report explores each section in detail.

## 4 Vision

A simple, clear vision, consistently communicated and shared with all stakeholders provides the ultimate guide for everyone building a Games. London had this from bid in 2005 through to delivery and beyond into legacy.

## 5 Governance

The Organising Committee is at the centre of a network of partners and stakeholders so a vital early step is the establishment of a robust governance system – clear, effective and unifying, but also flexible enough to evolve and respond to changed circumstances.

## 6 Engagement

London 2012 was “Everyone’s Games” – but not by chance. A highly structured programme of engagement and brand management exploited opportunities in culture, education, torch relay, volunteering, live sites and community action all around the UK.

## 7 Preparation

An early start on the physical and organisational structures of the Games builds momentum and confidence, whilst consistent delivery against deadlines and effective cross functional working prepares a growing team for the many tests in the final lead up.

## 8 Delivering the Games

Amidst the complexity of the Games, London kept athletes at the heart, informing sport presentation and venue planning. A renewed focus on spectator experience impacted the Olympic Park as well as the host city. Ticketing, whilst always complex, and merchandising ensured full stadia and healthy revenues whilst overall Games success was underpinned by effective transport, broadcasting, technology and accommodation.

## 9 Legacy

Positive legacies have to be baked into the programme early, and consistently nurtured – whether in the transformation of London’s East End, increased participation in sport, culture and volunteering, or the economic benefits of employment, inward tourism and investment – and in the UK the early signs look strong. Equally powerful is the vibrant legacy for the Olympic brand and the Olympic Movement.

## 10 Lessons Learned

The organisers, stakeholders and partners all learned from the experience of staging the Games in London – as did the IOC. A number of specific reviews and actions are already underway to prepare future Games to build on the success of London 2012.

## 11 Annexes
Summer 2012 was the time *The Isles of Wonder* welcomed the world and showed the best of its people, industry and knowledge. London and the whole of the UK were entrusted by the IOC to not only deliver great Games, but also nurture the Olympic spirit and share Olympic values with the widest possible audience.

After seven years of hard work, London 2012 delivered 17 happy and glorious days of sport, emotion and inspiration. As promised in 2005, the athletes remained a permanent focus for the organisers. Venues were fantastic, showcasing the best of sport and the best of London. Huge enthusiastic crowds flooded into the venues, and millions of people lined the streets to get a glimpse of the Olympic Torch Relay. The country that invented modern sport reinvented yet again a successful way of presenting each sport in the venues and across various media platforms, thus captivating crowds of all ages, styles and habits.

“Creating sustainable legacies is a fundamental commitment of the Olympic Movement. Every city that hosts the Olympic Games becomes a temporary steward of the Olympic Movement. It is a great responsibility. It is also a great opportunity. Host cities capture worldwide attention. Each has a once-in-a-lifetime chance to showcase the celebration of the human spirit. And each creates a unique set of environmental, social and economic legacies that can change a community, a region, and a nation forever.”

Jacques Rogge, IOC President
The true heroes of these Games were once again the athletes. Their feats on the field of play were matched only by the exploits of the thousands of wonderful volunteers or Games Makers, who contributed to the joyful atmosphere experienced across the host city and in all Olympic venues.

With 65 medals, the impressive showing of the British team was central to the success of these Games. It was the result of sound planning, investment and dedication. These skills, combined with the inspiration of the Games, are now being put to good use encouraging more young people to take up sport – turning inspiration into participation.

Yes, London 2012 was a golden summer for London and Britain. It was also a golden period for women in sport and a golden time for Olympism as a whole. More women than ever before participated in the Games, and women played a central role within LOCOG itself. London 2012 stretched out the benefits of Olympism beyond the 17 days of competition, engaging the whole of the British nation and participants around the world in a unique celebration of sport, culture and education.

These Games continued a streak of successful Olympic Games, which over the last decade underlined the IOC’s approach to managing their complexity and assisting the organisers in their task. These Games will no doubt deliver many invaluable legacies, from the tangible new infrastructure and venues in a completely reshaped East London, to grass roots participation in sport or the less tangible impact of having inspired a generation of young people. Efforts, collaboration and investment must continue, however, if all such legacies are to be sustained in years to come.

Amidst the well-earned celebration, I am grateful to the Coordination Commission for highlighting the many lessons learned in London and the actions that the IOC, future Games hosts and the wider Olympic family should take into consideration to build future success.

As a result of London 2012, our Olympic history has been enriched considerably, our Olympic movement has been refreshed and our brand is stronger than ever. London 2012 showed how confident we can be in the power of the Games to change the life of young people across the globe. Let’s all continue to work together to build a better world through sport!

Thank you, London.
2 FOREWORD

2.1 IOC Coordination Commission __ 8
2.2 The IOC Debriefing of the London 2012 Games ___________ 9
This Final Report of the IOC Coordination Commission for the Games of the XXX Olympiad – London 2012 – will be presented to the IOC Executive Board and the IOC members at the 125th IOC Session in Buenos Aires, Argentina, in September 2013 by the Chairman of the Coordination Commission, Mr Denis Oswald.

This report presents the key findings and lessons learned from the London 2012 Olympic Games, and covers the planning, preparation and hosting of the Games, as well as the Games-time operations and the Games legacies.

It also looks at how lasting benefits from these Games could be drawn for the Olympic Movement, London and the whole of the United Kingdom.

This report is the final output of the Coordination Commission, and is the culmination of a detailed post-Games analysis. It summarises the ongoing Games evaluation process, which forms part of the IOC’s Games management approach, and complements the IOC’s internal operational report.

Each section of the report concludes with a summary of recommendations for consideration by future Games hosts, the IOC and the wider Olympic family. These are brought together and summarised again in a report coda of “Lessons Learned”.

See section 10, page 94

By evaluating each edition of the Olympic Games, the IOC aims to continually improve the Games experience by sharing observations, ideas and recommendations with future Games organisers, as well as all the Olympic Movement’s stakeholders.
### 2.1 IOC Coordination Commission

The IOC Coordination Commission consists of representatives of the IOC, athletes, International Federations (IFs), National Olympic Committees (NOCs) and former Games organisers, as well as technical advisors.

Its mandate includes monitoring the Games preparations, assisting the Organising Committee for the Olympic Games (OCOG) and promoting smooth and efficient working relations between the OCOG and all Games stakeholders.

<table>
<thead>
<tr>
<th>COORDINATION COMMISSION EXECUTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chairperson and Olympic Games Executive Director</strong></td>
</tr>
<tr>
<td>- General supervision of all elements of the Games</td>
</tr>
<tr>
<td>- Risk assessment and communication to the Organisers</td>
</tr>
<tr>
<td>- Reporting to the IOC EB and escalating issues for resolution if needed</td>
</tr>
<tr>
<td>- By delegation from the IOC EB, and with the advice of the Olympic Movement clients, approving service levels and/or recommending key changes to service levels to IOC EB</td>
</tr>
<tr>
<td>- Representing IOC in the media and host country/city public authorities</td>
</tr>
<tr>
<td>- Raising priorities, supporting issue resolution, maintaining general relationship with Government authorities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COORDINATION COMMISSION MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Liaising with key Olympic Movement clients</td>
</tr>
<tr>
<td>- Verifying and validating service levels</td>
</tr>
<tr>
<td>- Providing expertise on specific areas</td>
</tr>
<tr>
<td>- Representing the IOC within the host city</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IOC GAMES MANAGEMENT TEAM (Staff and IOC Advisors)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IOC Games Management team manages the daily relationship and coordination with the OCOG and supports the Coordination Commission executives to focus on particular elements of the Games such as:</td>
</tr>
<tr>
<td>- Technical audits</td>
</tr>
<tr>
<td>- Day-to-day monitoring (meeting of obligations and bid commitments, status of progress)</td>
</tr>
<tr>
<td>- Risk analysis</td>
</tr>
<tr>
<td>- Links with other clients, commissions (status of progress, issue reporting) and external parties (NGOs etc.)</td>
</tr>
<tr>
<td>- Expertise and support to the Organisers (transfer of knowledge, experience, issues management)</td>
</tr>
</tbody>
</table>

---

Meeting of the 10th Coordination Commission of the Games of the XXX Olympiad in London 2012.
2.2 The IOC Debriefing of the London 2012 Games

The IOC Debriefing of the London 2012 Games took place in Rio de Janeiro, Brazil, from 14 to 21 November 2012, and brought together the London organisers, representatives of all future Games organisers (including the Candidate Cities for the 2020 Olympic Games) as well as stakeholder representatives.

The Debriefing consisted of a combination of plenary sessions and breakout sessions to create dialogue around key areas for the benefit of future organisers.

Over a number of months, a wider debrief process contributed to the formal sessions in Rio de Janeiro with consultations and reports from all OCOG/IOC functions, key stakeholders, commercial partners and groups within the wider Olympic family.

The Debriefing underlined six key areas that are integral to organising successful Games:

- Vision
- Governance
- Engagement
- Preparation
- Delivering the Games
- Legacy

These six themes have been chosen to structure this report.
EXECUTIVE SUMMARY

3.1 Vision 12
3.2 Governance 12
3.3 Engagement 13
3.4 Preparation 13
3.5 Delivering the Games 14
3.6 Legacy 14
3.7 Lessons Learned 15
The London 2012 Olympic Games were undoubtedly a resounding success, going far beyond the 17-day festival of world-class sport and celebrations to inspire lasting change, transform an entire area of East London and engage billions of people around the world in the Olympic ideals.

The party atmosphere that was created by the Games spread throughout the host country, prompting IOC President Jacques Rogge to declare that London had become “the beating heart of the world” for the duration of the Games.

With billions of television viewers tuning in across the world and passionate fans filling every Olympic venue, it was clear that the Games were able to deliver on their promise to “Inspire a Generation”.

Best of London video
3.1 Vision

The success of London 2012 was rooted in its unique vision for the Games that was presented to the IOC ahead of the host city election in 2005 using the power at the Games to inspire lasting change. This solid and meaningful vision drove the London 2012 Organising Committee and its partners throughout the vital planning and early preparation phase, and formed the bedrock on which these outstanding Games were founded, enabling the organisers to stay focused on their commitments and deliver an event that “Inspired a Generation”, delivered sustainable legacies and always kept sport at its heart. The vision was translated into concrete deliverables all along the lifecycle of the project, and every key milestone came as a welcome illustration of an early commitment to build a Games for everyone. London 2012’s unique vision was consistently shared and enacted by LOCOG and all of its public and private partners, sharing and promoting a single coherent message. This vision was best expressed by the Games-time motto “Inspire a Generation”.

3.2 Governance

Much of London 2012’s success was also due to the early establishment of a strong governance structure by the organisers. This structure directly reflected the key focus areas of Games planning and helped establish proper decision-making processes, with effective coordination forums and quick communication of decisions. Games organisers spoke with one voice. By clarifying and defining the exact roles and responsibilities of all key stakeholders, including the government-funded Olympic Delivery Authority and other public and private partners, the London 2012 Organising Committee was able to develop into a world-class organisation capable of delivering successful Games. Whilst managing a flexible and rapidly expanding organisation, the continuity and quality of leadership was also key. This was as important in other London 2012 partners as it was in LOCOG.
3.3 Engagement

London 2012 brought the Olympic Games to life through exploiting all facets of Olympism, building a series of high-profile activities, participatory events and announcements in sport, culture, education, Live Sites and volunteering that engaged the public and media, as well as Games partners and stakeholders. From the moment of winning the bid, but especially after the 2008 Games, these initiatives helped to create huge levels of excitement around the Games. Much of this was achieved through a complex network of partnerships and by pushing hard for a coherent but flexible branding architecture. Athletes, artists and other ambassadors were deployed as effective messengers in a tightly managed communications strategy. Through rigorous communication and sharing the message and spirit of the Olympic Games, LOCOG ensured that London 2012 became “Everyone’s Games”, fulfilling one of the bid promises made in 2005. London 2012 enjoyed high levels of public engagement, interest and support for the Games – both domestically and internationally.

3.4 Preparation

Through intensive planning and preparation, which leveraged the knowledge and expertise of local and international specialists, the London 2012 Organising Committee was able to create a detailed masterplan. This enabled LOCOG to implement its Games vision on time and within budget, delivering hugely successful Olympic Games. The early start made by the UK Government with appropriate legislation and the ODA on venue construction was also fundamental. The seamless transition from planning to operation was ensured thanks to an extensive testing phase, which allowed LOCOG and other delivery bodies to review their procedures, while the organisers also benefited from the experiences of previous Olympic Games through observation and secondment programmes. A positive early start to LOCOG’s commercial programme raised the profile of the event across the UK and also gave solid foundations to the organisation’s budget and confidence to the planning process.

UK-wide celebrations marking the handover ceremony from Beijing to London in August 2008.
3.5 Delivering the Games

Successfully hosting 17 days of world-class competition and celebrations was the most visible achievement of London 2012, with the organisers combining brilliant basics and magic moments. From the organisational excellence and inspiring sporting performances in state-of-the-art venues, to the enthusiastic support that was seen in the Olympic Park, on the streets of London and across the UK, London 2012 successfully crafted and hosted Games that kept sport, athletes and the spectator experience at the heart of the project. But the factors behind London 2012’s successes go beyond the staging of an outstanding and memorable fortnight of sport, culture and ceremonies - and the context surrounding London 2012 should not be forgotten. An unprecedented global financial downturn coupled with ongoing security threats and concerns about the impact of the Games on such a busy city’s transport infrastructure provided a challenging backdrop. The seeds of London’s response to such challenges were planted throughout the 10-year process of bidding and preparing for these Games.

3.6 Legacy

The focus of London 2012 wasn’t only about delivering spectacular Olympic Games. Organisers also worked with key stakeholders, partners and others to help produce significant legacies, using the Games as a catalyst to inspire lasting change and deliver social and urban benefits. From the transformation of East London and the construction of new sporting facilities, to the creation of programmes to encourage youth sports participation, the legacy-focused approach of the London 2012 Organising Committee ensured that the Games would provide lasting benefits for the local community, the host city and the rest of the United Kingdom. It may take decades until the true story of the London 2012 legacy can be told, but as The Queen Elizabeth Olympic Park gradually reopens to the public, the initial observations and results are promising. According to recent projections by the UK Government, an overall benefit to the national economy of between GBP 28bn and GBP 41bn is expected.

There has been an equally positive legacy for the Olympic Movement: its brand and spirit has been refreshed, and its enduring potential to connect to future generations of young people reinforced. Overall, London 2012 came as further proof that sustainable legacies do not happen by themselves, but must be carefully planned and nurtured by Games organisers and host authorities at all levels.
3.7 Lessons Learned

The *magic moments* delivered by London 2012 were made possible by the *brilliant basics* established ahead of the Games: venues were delivered on time, engagement was successfully driven through carefully crafted campaigns, key milestones on the journey to the Games were celebrated, and the pulse of the nation was regularly measured, thus providing invaluable insight into people's mood and expectations.

LOCOG's ability to create and adhere to a powerful vision of the Games was integral to its success and should be noted by future organisers. It permitted London 2012 to succeed in engaging people both in the host country and around the world. Such an innovative and far-reaching engagement strategy proved to be one of the highlights of these Games and represents a key lesson for future organisers.

We were reminded not just of the huge complexity of managing the Games, and the vast network of organisations, agencies, companies and suppliers which have to play their part, but of the importance of the Organising Committee to act as an effective hub connecting all the links in the chain and keeping an equally effective eye on the rest of the partners to be sure of their delivery.
The success of London 2012 was in large measure the result of excellent collaboration between the IOC and the London 2012 Organising Committee (and through LOCOG with its many partners and stakeholders). These Games demonstrated the importance of integrating the IOC’s approach and recommendations into Games preparation and delivery.

By insisting on what makes the Olympic Games so unique and by emphasising the importance of what happens beyond the field of play, the IOC helped develop a rich, well-positioned event, which inspired millions of spectators and billions of fans around the world.

Overall, the London 2012 Olympic Games underlined the success of the IOC’s Games management model, which was developed following the Salt Lake City 2002 Olympic Winter Games, and provides a solid basis from which the IOC can conduct an assessment of its Games approach and of its own operations.

However, for the IOC, there will always be opportunities to improve, be it in defining the Games framework, monitoring the preparations, assisting OCOGs, evaluating the whole lifecycle of the Games or cooperating at Games time. For example, the needs and expectations of public partners will have to be considered and communicated more carefully by the IOC as they are key players in delivering the Games. They require information, knowledge from past Games and early guidance. More generally, the approach of the IOC to share information and knowledge with the Games organisers must also include considering more carefully the local context of each Games edition and the OCOG’s learning curve, as needs and requirements can vary considerably from one phase of the organisation to another. As always, the IOC is considering such improvements to its Games management approach in a spirit of excellence and continual improvement.

In each section of this report we have highlighted a number of specific recommendations for ways in which the lessons and experiences from London can benefit future Games.
4 VISION

4.1 Creating a vision ___________ 19
Recommendations ___________ 20
“London’s ability to create a powerful vision of the Games, and stick to it consistently from the day they won the right to host the Games until the day they ended, is definitely something future organisers should take away.”

Denis Oswald, Chairman, IOC Coordination Commission for London 2012

Successfully delivering a project on the scale of the Olympic Games requires everyone involved to be aligned to a clear and consistent vision – a vision which is quantifiable and measurable – if necessary to stakeholders, the media and to tax-payers.

With unparalleled levels of interest and a complex network of stakeholders, it is crucial that everyone involved in organising the Games is unified in their objectives, from conception through to final delivery.

In 2005, as he addressed the IOC Session in Singapore shortly before the vote to decide the host city of the 2012 Games, Sebastian Coe outlined a bold and unique vision for an Olympic Games in London.

This vision – to use the power of the Games to inspire lasting change – went far beyond simply hosting a memorable 17-day event: it aimed to capture the imagination of young people, while also creating physical, sporting and social legacies.

This compelling vision for the London 2012 Olympic Games provided a clear direction for the Organising Committee, guiding its decisions and inspiring its stakeholders throughout the planning and preparation phase.

London’s vision also helped the Organising Committee to create its Games masterplan, which shaped the image of the Games and provided the foundations for its various achievements and innovations, which included delivering a unique Games-time experience for all key client groups, including athletes and spectators.

LOCOG also successfully and consistently repeated key messages in a very disciplined and coordinated way, using every member of its organisation, every possible ambassador and every programme or activity deployed by the organisers. It communicated its Games vision to all key stakeholders, including the public and the media, which was crucial to spreading the message of the Games to young people around the world.

By consistently delivering against its vision throughout the planning phase, LOCOG was able to successfully deliver during the Games themselves and also looks set to realise its legacy ambitions.
4.1 Creating a vision

Developing a vision at the outset enables host cities to focus on their bid promises and guide all stakeholders and Games partners towards well-defined objectives.

This vision will become the Organising Committee’s “compass”, guiding it and its stakeholders throughout the planning and preparation phases leading up to the Games. When tough decisions to prioritise resources are needed or there are forks in the road to be navigated towards the Games, a clearly articulated vision can be especially valuable.

One of the key questions for any host city, when developing a vision, is how to embed legacy within the Games concept from the very beginning, ensuring that the Games can be used as a catalyst to inspire lasting change and deliver positive social, economic and urban transformations.

The Games offer a unique opportunity to act as a catalyst for change, accelerating investment and improving existing infrastructures, but the legacy vision should always serve the long-term interests of the local communities within the host city.

London 2012’s vision sought to transform East London by providing new facilities, while the Games were also used to help improve the quality of life of local residents, encourage people to live healthy lifestyles, increase access to sport and promote the Olympic values. Whilst the Organising Committee must be the keeper of the Games vision, it will not be around to deliver all aspects of legacy, so embedding both vision and legacy planning into partners and stakeholders’ strategies from the earliest stage is vital.

London’s vision also aimed to bring people together and engage them with the Games. At the heart of the vision, the focus should always remain on sport and the athletes, as well as delivering a unique experience for all client groups at Games time.
Recommendations

– In addition to articulating a clear, compelling and measurable vision at bid stage, embed it within all actions and communications throughout planning periods.

– Ensure the vision is shared and co-owned by OCOG partners and stakeholders, especially those which can deliver aspects of legacy.

– Use the vision to help prioritise and guide difficult decisions on route to the Games.

– And be consistent with it!
5 GOVERNANCE

5.1 An early start ___________ 25
5.2 Inspirational leadership _____ 25
5.3 Evolving and adapting ______ 26
5.4 One team, one goal ________ 27

Recommendations ____________ 28
Ensuring that a Games vision becomes a reality requires a strong governance model. Organising the Games is always a collaborative effort, and difficult choices often need to be made. Having an effective governance model in place ensures that an organising committee and its delivery partners have the necessary structure, leverage and stability to support their decision-making, but they must also be able to evolve throughout the Games planning lifecycle.

Organising committees therefore need to establish the systems, processes and procedures that allow them to operate efficiently, while also creating a framework that supports fast and effective progress.

LOCOG established a strong corporate governance structure early on in the Games planning process, successfully clarifying and defining the exact long-term goals of the organisation, as well as the roles and responsibilities of all key stakeholders, including the government-funded Olympic Delivery Authority, which was responsible for constructing venues and the new Olympic Park. Several key decisions had actually been taken during the bidding stage already and laws passed accordingly.

The chart below demonstrates the key relationships at the heart of the London governance structure. LOCOG held the key relationship with the IOC, but liaised across the other key bodies: the Olympic Delivery Authority, the UK Government, The London Mayor’s Office and the British Olympic Association via the over-arching “Olympic Board”. Although the Board operated at a high level, it provided a focus for headline programme strategy and key issues which demanded a multi-agency approach.

**Olympic Programme Governance**

![Diagram of Olympic Programme Governance](image-url)
LOCOG’s own Board was also established early on, and represented all key stakeholders plus representatives from communities around the Olympic Park, the Chair of the Athletes’ Committee and Cultural Olympiad Board (both committees of the LOCOG Board) and the Chair of the Nations and Regions Board (not a formal committee of the Board).

By placing a strong focus on governance from the outset, LOCOG was able to lay the foundation upon which its organisation was built, enabling it to ensure that all the departments and working groups necessary to succeed were in place. LOCOG also understood how best to leverage the experience and expertise of the IOC by making it a key part of its governance model.

Having designed and implemented a new governance structure for the Games, which directly reflected the operational structure and key focus areas of the project, LOCOG was able to direct decision-making to groups of directors and managers with the necessary experience, and ensure the Games budget was aligned with key areas and activities.
Throughout most of the period until Games time, four core LOCOG management committees oversaw its key activities:

- The Games Operations Committee
- The Ceremonies Committee
- The Communications and Engagement Committee
- The Organisation Committee

In addition, the Deal Approval Group worked with the committees to ensure that all significant transactions and commitments by the OCOG to pay or receive value were subject to appropriate review and approval.

The **Games Operations Committee** was accountable for delivering all aspects of Games operations to stage great Games within a balanced budget. The Committee was chaired by the Director of Games Operations and its remit included oversight of City Operations (including co-host cities); Games Services; Broadcasting; Security Operations; Press Operations; Anti-Doping; Accreditation; Technology for Games Delivery; Testing; Paralympic Integration; Venue Delivery and Venue Management; Villages; Games Workforce; Look and Feel Execution; Operational Health and Safety; and Sustainability.

The **Ceremonies Committee** was responsible for overseeing the creative development and delivery of the Opening and Closing Ceremonies for the Olympic Games and Paralympic Games. The Committee was chaired by the Chairman of the Board of Directors, with the Director of Ceremonies as Deputy, and included within its members Sir Charles Allen, who was also a member of the LOCOG Board.

The mission of the **Communications and Engagement Committee** was to inspire, excite and engage audiences on their journey to London 2012 and, during its post-Games operation, to focus on enabling legacy, including the production of official reports on the Games. The Committee was chaired by the Communications and Public Affairs Director with a remit including oversight of Brand and Brand Protection; Ceremonies; Cultural Olympiad; Government and Community Relations; Enabling Legacy; Live Sites; Marketing Communications; Nations and Regions; New Media; Torch Relay; and Volunteering.

The mission of the **Organisation Committee** was to deliver an organisation that was lean, adaptable, and focused on delivering operational excellence whilst achieving a balanced budget. The Committee was chaired by the Chief Financial Officer with a remit including People; Finance; Technology (other than Games-time); Security (other than Games-time Security Operations); Facilities; Information Knowledge Management; Programme Management; Dissolution; and Risk Assurance.

→ List of members in Annex

LOCOG’s governance model also supported the evolution of the organisation throughout the Games planning phases, enabling its structures and processes to adapt when necessary, while still maintaining the overriding objective of successfully delivering on the original Games vision.

These organisational and management structures were fundamental to the successful delivery of the London 2012 Games.

→ Chart in Annex
5.1 An early start

The challenge of delivering the Games on time and within budget meant that LOCOG recognised the importance of maximising the full seven years of Games preparations.

In order to maintain planning momentum and direction in the very important early stages of Games preparations, LOCOG established a high-level post-bid Games transition team, which included several senior figures from the successful bid team, to work in close collaboration with the IOC, the Mayor of London and central and local governments to enable Games preparations to start as early as possible.

This quick-thinking approach saw outline legislation for funding, resources, initial delivery platforms and legal powers being introduced into the UK Parliament within just nine days of London winning the bid.

5.2 Inspirational leadership

In addition to early planning, LOCOG successfully demonstrated the importance of building an organisation filled with high-calibre people who embodied the original Games vision. The ability of the senior management to see their roles and responsibilities evolve with the different phases of the organisation also proved critical to London 2012’s success.

By embodying the Games vision, the LOCOG leadership team was able to convey its commitment to the Games concept to the entire organisation, drawing on its experience to promote innovation and inspire others.

As Organising Committees grow throughout the Games preparation phase, it is important that their leadership team continues to inspire and empower as new people join and the project develops. The role of the OCOG’s executive management is critical, since it carries the message and the vision across the organisation, among the partners and stakeholders and across the host communities and country. Maintaining a high degree of continuity in senior leadership roles in the OCOG and major partners and stakeholders is particularly valuable in helping the organisation mature and grow ready to mount the Games.

As the figureheads of the London 2012 Games, Sebastian Coe and Paul Deighton and their executive directors played an integral role in engaging and inspiring people, both within LOCOG and among the Games stakeholders. They presented a consistent team for much of the seven years of planning, as did many of the key leaders in the ODA, government and other partners. This ensured that all Games partners and their teams were focused on delivering the Games vision.
5.3 Evolving and adapting

As preparations progress and the Games approach, an OCOG’s workload also increases. Organising committees therefore need to be as adaptable as possible, reviewing and refining their organisational structures and decision-making processes.

LOCOG’s leadership and governance structures successfully supported the evolution of the organisation throughout Games preparations, ensuring that all decisions were made at the right level and the impacts were fully considered across the entire organisation.

Of critical importance was the way LOCOG focused in the early stages of its work on building an organisation that was designed to deliver the Games. This meant strong leadership all along the way to the Games, and the necessary flexibility in its structure and people to move from planning to operations, readiness and delivery.
5.4 One team, one goal

Organising Committees play a central role in the delivery of all facets of the Games and must act as a facilitator throughout the preparation process – identifying best partnerships, brokering relationships and looking at improvements.

These relationships and partnerships, both internal and external, require the right organisational structures and must reflect the operational requirements of the Games.

Some host city partners and stakeholders may wish to deal directly with the IOC, but it is important that the Organising Committee is the strong focus for all such communication and management. It needs to be set up to manage this.

Public and private partnerships are critical to staging the Games. LOCOG successfully championed this, and created the structures and environment for these two groups to coexist happily. Specialist or cross-functional teams within the OCOG to manage government relations, community and commercial partners and other key stakeholders are of vital importance and can be most effective if embedded early.

As the Games approached, all LOCOG's teams and stakeholders were prepared, their roles and responsibilities were practised and adjusted, and behaviours were adopted and adapted as necessary.

By developing a solid governance structure, LOCOG was able to enhance the collaboration between all Games stakeholders. Adopting this “one team” approach at an early stage and maintaining it through the planning, testing and readiness phases, was a key factor in London’s successful delivery of the Games.

Given the growing complexity of planning and staging the Games and the vital importance of the domestic governmental agencies and partners, the IOC should consider further ways to educate and brief this wider group about the roles they will play. Whilst this should be expedited early in the process (and might usefully involve further transfer of knowledge from previous host partners) it should not undermine the primacy of the OCOG in the communications process.
GOVERNANCE

Recommendations

– The Organising Committee should be the driver of a clear and robust governance structure put in place early, but flexible enough to evolve from a planning organisation to an operating one.

– Make an early start with enabling legislation, and bringing partners and stakeholders into the governance process.

– High-calibre leadership is clearly vital, especially in helping the organisation to grow, but don’t underestimate the importance of continuity in key leadership positions, within the OCOG and its partners and stakeholders.

– Specialist or cross-functional teams within the OCOG to manage relations with the government, community and commercial partners can be especially helpful in ensuring a one-team approach.

– The IOC can usefully augment the briefing and education it gives to other domestic delivery partners (especially local/national government) about their roles, contributions and expectations.
6 ENGAGEMENT

6.1 Everyone’s Games ___________ 31
6.2 Budget and Brand – constraints or opportunities? __ 34
6.3 Beyond Sport _____________ 35
6.4 Spreading the Word _________ 40

Recommendations ____________ 42
“For LOCOG, the success of the Games was not simply the result of a brilliant 16 days of competition; it was largely due to an ambitious and proactive engagement strategy that brought the Games to everyone’s doorsteps across the UK.”

Denis Oswald, Coordination Commission Chairman

When London won the right to stage the Games, organisers revealed their plans for London 2012 to be “Everyone’s Games” – reaching young people all around the world, connecting them with the inspirational power of the Games and inspiring them to participate in sport.

To achieve this ambitious vision, LOCOG embarked on a comprehensive engagement programme aimed at increasing public interest and support for the Games – both domestically and internationally. To do this it embraced the three pillars of Olympism – sport, culture and education – and sought to make them especially relevant to young people throughout the UK and worldwide.

Through a series of high-profile events and initiatives, LOCOG sought to bring the Games to life for the public and media, as well as Games partners and stakeholders, helping to create huge levels of excitement in the build-up to London 2012.

As a result of its engagement initiatives, London was able to deliver venues full of passionate fans during the Games, with 8.2 million tickets sold for the Olympics, while streets and parks throughout the host country were filled with cultural activities, festivals and performances.

- Almost one third of the UK adult population lined the streets for the Torch Relay, whilst there were a similar number of attendees and participants for London 2012’s Cultural Olympiad.
- 85 per cent of UK schools and colleges elected to join the London 2012 Education Programme, and over 12 million young people engaged with the “International Inspiration” programmes in 20 countries.
- At Games time as many people attended the 70 Live Sites around the UK as bought tickets for the sporting competitions.
- Many thousands more became “local leaders”, volunteer “Games Makers” or ran their own street parties and celebrations.
6.1 Everyone’s Games

Throughout the build-up to London 2012, LOCOG worked hard to share the message and spirit of the Olympic Games with the public, ensuring that London 2012 fulfilled one of its bid promises and became “Everyone’s Games”.

In order to build public excitement and interest in the Games, LOCOG recognised that it had to build a fan base and keep them engaged throughout the seven-year preparation period.

From the outset, London 2012 was designed to be inclusive and accessible, with hundreds of programmes created to enable millions of people to participate in sport, art, culture, health and education projects – both in the UK and the rest of the world.

A wide range of festivals and interactive events linked to the sporting, cultural and educational values of the Games allowed everyone to participate and engage in the Games.

As part of the “Everyone’s Games” philosophy, LOCOG also implemented a carefully considered ticket pricing policy to allow as many people as possible to watch the Games. Tickets were made available for GBP 20 in all Olympic sports and ceremonies, while a “pay your age” initiative was also run for young people.

See Ticketing in section 8.4

Other initiatives included special ticket allocation programmes for community groups, and the biggest ever network of Olympic Live Sites, with more than 70 giant screens placed throughout all the regions of the UK to enable everyone to share in the spirit of the Games.

These Live Sites allowed those without Games tickets to get involved in the Olympic experience, with various entertainment and activities also taking place. In total, more than eight million people visited the Live Sites during London 2012, with these celebrations helping to make the Games a truly national event, ensuring that everybody felt part of the Olympic experience and enjoyed the festival atmosphere that the Games created. LOCOG built and operated the large Live Site on the Olympic Park directly. All of the others were operated and funded by local government authorities or their agents under guidelines issued and overseen by LOCOG.

“These were Games for everyone – Games for people of all faiths, cultures, and backgrounds; Games that connected millions of young people with sport and education in communities and cities around the world.”

Sebastian Coe, Chairman, London 2012 Organising Committee
“It’s great fun; it’s awesome. We’ve been in the Park a couple of days and we’re having the best time ever. Just sitting on the hill watching the big screen has been incredible. There are such good vibes around this place. When we went to watch the hockey, it was the best crowd I’ve ever seen for a hockey match in my life. Everyone’s so friendly and everyone’s having a good time.”

Stuart Grainger, Olympic spectator from South Africa
LOCOG’s “Games Maker” volunteer programme was also one of the main successes of the Games. A key decision was the way volunteering was marketed to the public. Past Games have seen sizeable attrition as a result of disillusionment over the exact role volunteers were expected to play. LOCOG’s approach was to generate excitement but be explicit about the work involved, resulting in a volunteer workforce that had come through the recruitment process with no illusions about the job they were expected to do.

The invitation process was divided into two phases, the first for disabled groups and sports specialists, the second for the general public. Forty-six large disabled groups were proactively targeted. This two-phase approach proved very successful in attracting the sports specialists required, and a much higher proportion of disabled applicants than for any previous Games.

A close relationship with a TOP commercial partner for this programme provided additional support on promotion of the volunteering opportunity to the widest audience and expertise in training and other related areas.

LOCOG worked closely with the Nations and Regions Group to encourage applications from outside London, in keeping with its commitment that these Games were for everyone, and nine regional recruitment centres meant applicants didn’t have to travel to London to be interviewed. Nevertheless, the programme was most popular in East London, where the biggest proportion of volunteers was recruited from the Host Boroughs.

In total, more than 250,000 people applied for volunteer roles. Of these, 40 per cent said that London 2012 had inspired them to volunteer for the first time.

That number was reduced to the 70,000 Games Maker volunteers who were trained, initially being introduced to the overall 2012 plans and then with role-specific training. In some specialist areas it was concluded that more training would have been beneficial, or that the volunteers could have joined the programme earlier, but overall the Games Makers made a huge impact on the Games, generating positive media coverage throughout the world as the enthusiastic, friendly and well informed “face of the Games”, offering a wonderfully warm welcome to the world.

Throughout its engagement initiatives, LOCOG successfully drew on the experience and expertise of various Games stakeholders, including corporate and public partners, which were able to expand the reach of these programmes.

All these initiatives helped to take the Games experience to new audiences, engaging them in the Olympic ideal throughout the build-up to the Games and helping to create a positive atmosphere and spectacular environment during London 2012.

This, aligned with the awe-inspiring sporting performances during the Games, provided the platform to inspire a generation.
6.2 Budget and Brand – constraints or opportunities?

Whilst such activities require appropriate resources to deliver, and dedicated budgets within the Organising Committee are vital, a number of key engagement areas (particularly in culture, education and Live Sites) can largely function with the facilitation of external partners and their own resources.

LOCOG leveraged its own spend on culture and education many times over with investment and in-kind support from partner organisations of various kinds. LOCOG directly operated only one of the 70 Live Sites, and this was heavily supported by a key domestic partner. Given a sufficiently early start, high level buy-in to the programme and appropriate investment in high-calibre leaders to coordinate the initiatives within the Organising Committee, many engagement programmes will be adopted with enthusiasm by external partners.

A further vital ingredient in the engagement strategy, however, is appropriate brand management. LOCOG created a strong and coherent brand identity, including a number of sub-brands, and managed them, alongside its communications activities with care and proactivity.

In order to acknowledge and reward non-commercial external partners that joined in the programme with their own projects, there was the “Inspire Mark”. Across culture, sport, education, environmental and community sectors, the Inspire Mark was awarded to more than 2,000 projects engaging upwards of 10 million people. For schools that showed special commitment to the London 2012 Education Programme, there was the “Get Set Network” plaque, and for individuals and community groups who wanted to mount their own events and celebrations, there was “Join in” and “Local leaders”. The cultural “London 2012 Festival” required a particularly flexible branding hierarchy in order for 12,000 events to be incorporated into the programme. Such programmes started with a high degree of control and limitation but were extended and became more flexible when it proved that commercial or reputational risks were modest and manageable.

Such programmes will need to be sensitive to the local market and context in each host city but the IOC is open to proposals from each Organising Committee that balance the needs of careful brand protection with the equally important needs of external agencies that can help to engage wider populations with their own contributions.

In order to acknowledge and reward non-commercial external partners that joined in the programme with their own projects, there was the “Inspire Mark”. Across culture, sport, education, environmental and community sectors, the Inspire Mark was awarded to more than 2,000 projects engaging upwards of 10 million people. For schools that showed special commitment to the London 2012 Education Programme, there was the “Get Set Network” plaque, and for individuals and community groups who wanted to mount their own events and celebrations, there was “Join in” and “Local leaders”. The cultural “London 2012 Festival” required a particularly flexible branding hierarchy in order for 12,000 events to be incorporated into the programme. Such programmes started with a high degree of control and limitation but were extended and became more flexible when it proved that commercial or reputational risks were modest and manageable.

Such programmes will need to be sensitive to the local market and context in each host city but the IOC is open to proposals from each Organising Committee that balance the needs of careful brand protection with the equally important needs of external agencies that can help to engage wider populations with their own contributions.
6.3 Beyond Sport

One of the key concerns for Games organisers is how they reach out beyond sport and engage people who have no previous interest in the Games.

Traditions such as the Olympic Torch Relay, the Cultural Olympiad and the Opening Ceremony can play an integral role in this.

Months before the Games have even started, the Olympic Torch Relay helps generate excitement across the entire host nation, engaging people and making them feel a part of the Olympic experience.

The London 2012 Olympic Torch Relay successfully set the tone for the UK-wide celebrations during the Games. In an 8,000-mile journey, taking in more than 1,000 communities, the torch came within an hour’s journey of more than 95 per cent of the UK population, delivering on the bid promise to extend the reach of the Games beyond London to the whole of the UK. In total, more than 15 million people lined the streets of the UK to see the Olympic flame, underlining its power to engage people in the Games. The Relay was built on a strong and specific vision, closely aligned to the overall vision for the Games. It put a strong focus on young people and sought to celebrate community heroes from all parts of the UK, whilst operating on sustainable principles. Three of the LOCOG Domestic/IOC TOP partners supported the Relay. The route was planned on the basis of local consultation groups in all areas of the UK, and benefited by responding to those communities which chose to invite LOCOG to bring the Relay to their locations. The route was further refined by four separate “hard drives” covering ever more detail of each section of the course.

After a competitive process, the torch itself was created by young designers from the East End of London and was engineered and manufactured in the UK. It won a number of prestigious design awards, operated with unprecedented reliability and became highly sought-after, with most torch bearers electing to buy the torch they ran with.

“The Torch Relay has been absolutely fantastic. The enthusiasm and support shown by millions of people up and down this country has been overwhelming.”

Jeremy Hunt, British Culture Secretary (at Games time)
Current and past Olympians were also selected to run with the torch along with a modest number of celebrities.

Commercial partners were generally sensitive to the goals of the London Torch Relay and played an invaluable role in funding, promoting and augmenting the programme, which underlined the importance of torch bearer selection and scheduling.

Torch Relay video
Similarly, the Cultural Olympiad – which sees host cities and nations organise a series of cultural events in the build-up to the Games – also allowed LOCOG to include everyone in the London 2012 experience, whether they were sports fans or not.

LOCOG Culture video

LOCOG elected to start its cultural programme directly after the Beijing 2008 Games. The two key drivers for this were the time taken to develop and fund major cultural projects; and the opportunity to maximise the period available to exploit the programme. The four-year London 2012 Cultural Olympiad provided a unique opportunity to showcase the culture of the host nation and to celebrate the universality of the Games through thousands of events – including concerts, artistic performances and exhibitions – which were held in all corners of the host nation. Every art form and many aspects of UK heritage featured with most sharing a focus on young people and internationalism. An annual “Open Weekend”, each summer from 2008 onwards, encouraged arts and cultural bodies (and later their sporting counterparts) to open their doors, free of charge, to invite new participants to sample their activities. Over the period there were millions of visitors to thousands of events.

LOCOG’s own budget for the Cultural Olympiad was significantly augmented with funding from external organisations such as The Legacy Trust, the Olympic Lottery Distributor and Arts Council England (and counterparts in Scotland, Wales and Northern Ireland) as well as a number of commercial partners.

In 2010 a Cultural Olympiad Board was formed as a committee of the LOCOG Board, bringing major figures from the UK’s cultural sector on board to help plan the final two year lead-up to the Games.

Cultural celebrations reached a crescendo with the UK-wide London 2012 Festival – the largest ever arts festival held in the UK. Staged over three months at more than 900 venues, it featured 12,000 events and 25,000 artists, with more than 19.5 million people taking part. The London 2012 Festival had a major impact on the experience of all those in the host city and other venues, but also stretched out to every nation and region of the UK including to many small
remote rural communities. Despite the many disparate organisations involved, a sophisticated branding matrix ensured that it remained an integral part of the London 2012 programme.

An external appraisal of the Cultural Olympiad and the London 2012 Festival, carried out by the University of Liverpool, concluded that large new audiences and groups of participants attended or participated in cultural events or experienced culture in new ways for the first time as a result of the programme.

→ University of Liverpool website

→ Final Report

Education was also a central part of London’s vision of inspiring young people all around the world through the power of the Games, with LOCOG building its education strategy around the Get Set programme, which gave schools the tools to integrate the Games values into their own activities. By offering exciting Games-related stimuli such as films, puzzles and Games, as well as opportunities to receive visits from the mascots and athletes, LOCOG enabled schools to engage with the Games in whatever way they chose. In total, more than 85 per cent of the schools in the UK took part in the Get Set programme, reaching more than six-and-a-half million children. The programme was complementary to the IOC’s own Olympic Values Education Programme.

The core of Get Set was created and run by the LOCOG Education Team whilst, from this central hub, a complementary network of “Get Set Plus” strands was created by LOCOG commercial and public partners. Schools and colleges could progress from universally open access to core materials into a growing community of those who demonstrated positive commitment to the programme and thus gained wider benefits. The majority of schools and colleges progressed into the higher level of participation, and an independent survey by Neilson reported strong teacher and pupil feedback.

World Sport Day – Part of the Get Set programme, encouraged school children to learn about different Olympic Teams and National Cultures.

- 91 per cent of teachers agreed that their pupils were inspired by the Games and the values.
- 91 per cent also said that Get Set had a positive effect on teamwork and pupil motivation.
- 75 per cent said that Get Set had a positive impact on boosting morale and improving school atmosphere.
- 64 per cent said Get Set had had a positive effect on pupil attainment.
- More than 200 national Olympic teams received specific support from UK schools.
- 20,600 schools participated in World Sport Day.
To reach young people in other parts of the world, LOCOG and its partners, UK Sport, UNICEF and the British Council, introduced the International Inspiration programme – the first global sports development and legacy programme delivered by an Olympic host city – which taught sport, education and life skills to more than 12 million children and young people in 20 countries.

The Olympic Truce was also exploited to good effect both domestically and internationally. Many education and community projects around the UK, including a special strand in the Get Set programme, adopted the Truce to explore sport’s role in conflict resolution. Artists also drew inspiration from the Olympic Truce for works in the Cultural Olympiad.

Internationally this was highlighted by the universal support generated within the United Nations for the London 2012 Olympic Truce Resolution. All 193 UN member states co-sponsored the Resolution, making it the most sponsored resolution in UN history.

Cementing the UN’s growing relationship with the Olympic Movement, the UN Secretary-General, Ban Ki-moon, later ran with the Olympic torch outside the Houses of Parliament in London and was then one of the flag-bearers when the Olympic flag was brought into the Opening Ceremony.

One of thousands of UK schools celebrating the cultures of the world on “World Sport Day”.

International Inspiration Programme video
6.4 Spreading the Word

LOCOG’s Games vision and communications strategy drove the way in which the organisers communicated to the watching world, as they informed, inspired and excited them about London 2012.

Communication was strategically positioned at the highest level of the organisation. It enabled the organisers to speak with one voice, delivering consistent and relevant messages. It also allowed LOCOG to take well-informed decisions and actions throughout the sometimes sensitive stages of its lifecycle. LOCOG’s comprehensive strategy identified key communication platforms, including newly emerging social media channels, which were then exploited to maximum effect in order to share the Games journey with record numbers of people around the world.

London 2012 set new benchmarks in engagement and interaction, reaching more than 130 million people directly, including 40 per cent of online Britons, across social media, email, the web and apps. Indeed the social networking Games can now be said to have firmly arrived – and in a manner which has proved to be largely complementary to enduring traditional media.

London 2012 witnessed the widest engagement on social media compared to any other Olympic Games so far, with thousands of athletes, over 60 National Olympic Committees and 25 Sporting Federations engaging and sharing content during the Games.

London 2012, over a period of seven years, garnered 4.7 million subscribers on social media platforms. Combined with the IOC’s existing 22,500,000 fans, the IOC and LOCOG reached the largest ever direct fan base in Olympic Games history.

On micro blogging networks (Twitter and Weibo), the London 2012 Games were tweeted over half a billion times. Facebook, meanwhile, estimated that Games-related content attracted 100 million incremental “likes”. Between the IOC and LOCOG’s Facebook pages, over 1.2 billion impressions were recorded on their combined news feeds.

London 2012’s official website also received 431 million visits during the Games from 109 million unique users – making it the most-visited Games website in history – while 15 million people downloaded a London 2012 mobile app.

Throughout Games preparations, LOCOG conducted innovative research that allowed it to regularly gauge the public’s excitement for London 2012, enabling it to customise its communication campaigns and messaging accordingly.

London also reached out to people through its innovative, modern brand, which reflected the dynamism and youthful exuberance of the British capital.
The official emblem of the Games, which was unveiled in 2007 with some controversy, formed the heart of the London 2012 brand identity and was based on the number 2012 – the year of the Games. Despite a number of application challenges, the flexibility of the emblem allowed it to be adapted to feature a number of different colour schemes, including those of the official partners and the flags of each competing nation at the Games.

The emblem also formed the basis of a unique and cohesive Games brand, which was applied to well over 250,000 individual items, from the tickets and the buttons on the 70,000 Games Maker uniforms, to the design of the medals, street dressing and even gardening guides for local authorities. This innovative use of the brand across all aspects and assets of the Games proved to be one of the key successes of London 2012, creating a consistent image for the Games, which made it instantly recognisable to people throughout the host nation, increasing their engagement with the Games.

Around the world, new digital broadcasting platforms, along with enhanced traditional Olympic broadcasting networks and opportunities, also helped produce the biggest-ever global audiences for the Games, with approximately 3.7 billion people watching Olympic coverage. This provided new ways for everyone to engage with and participate in the Games, making London 2012 more accessible to more people than any previous Games.

Reaching out to the UK’s Nations and Regions

Building on a process started during the bid, London 2012 established a dedicated “Nations and Regions” structure with a small bespoke team at LOCOG and a network of devolved committees and support teams in each of the UK’s nations and regions. Represented on a “Nations and Regions Board” (Chaired by Sir Charles Allen), these groups acted as catalysts, communications bridges, and local representation for London 2012 on a wide range of Games activities, from culture to education, Torch Relay consultation to business/tourism opportunities, and training camps to sport participation programmes.

Their close links with local government and myriad local and regional bodies helped to build widespread support for and participation in London 2012.

Broadcast coverage of the Games also played a major role in bringing London 2012 to everyone.

Within the UK, the BBC successfully built enthusiasm for the Games through Olympic-related programming, which included unprecedented online coverage of the Torch Relay, featuring live streaming of every moment of the Relay for the first time ever.
Recommendations

- Future OCOGs and bid cities to feature comprehensive engagement plans drawing on sport, culture and education, and including the torch relay and live sites, in order to activate around the host nation and internationally.

- The IOC to build engagement planning into future Games management systems as an agent of integration and to organise its various functions in order to support it.

- OCOGs and their partners to allocate and protect a dedicated budget to support engagement programmes; but equally important is the need to support engagement with a flexible branding approach that enables external partners to be fully involved.

- Work closely with all partners to ensure that the vision for the Torch Relay is supported and that international torch bearers running as part of the Partners’ quota are selected according to that vision.

- Start the culture and education programmes as early as possible to maximise opportunities for legacy and allow for longer build-up.

- Consider a “hub and spoke” structure for activations such as culture and education in which the OCOG creates and manages the central core but enables external partners to make key contributions.

- Communications and Marketing functions to be pivotally located at the heart of Organising Committees and fully integrated with the engagement programmes.

- Make provision for further growth and development of social and digital media.

- Encourage rights-holding broadcasters, especially in the host nation, to activate early and positively around the engagement agenda.

- The IOC to facilitate the future development of the live sites initiative by extending guidance for future OCOGs/host cities.

- The support of rights-holding broadcasters, and access to their content feeds, is an important feature in the success of live sites.

- Establish a network of supporting groups around the rest of the host nation to promote Games links and opportunities to wider communities.
7 PREPARATION

7.1 Putting the plans in place 44
7.2 Building a team 45
7.3 Passing the test 46
7.4 Ceremonies 48
7.5 Cross-Functional
   Task Forces 50

Recommendations 51
When the London 2012 Olympic Games burst into life in spectacular fashion at the Opening Ceremony on 27 July 2012, it marked the culmination of seven years of intensive planning and preparations, ever since London won the right to host the Games in 2005.

By successfully drawing on the knowledge and expertise of local and international experts – and with the invaluable support of key stakeholders and partners – LOCOG was able to put in place the necessary plans to deliver what was promised in Singapore in 2005.

7.1 Putting the plans in place

As well as having a clear vision for the Games experience and legacy, LOCOG also needed a strong plan for the Games operations, which would be integral to delivering London’s bid promises.

As soon as it won the bid, LOCOG focused on key long-term Games programmes, such as the commercial programme, which ensured that early revenue streams were available to provide funding and resources throughout Games planning.

Other main considerations in this early foundation-planning phase included developing the venue masterplan, as well as finalising the long-term legacy plans for each venue, such as the creation of the Olympic Park, which would transform the East End of London. The Olympic Delivery Authority made an equally swift start on construction, and its early and consistent momentum underpinned the whole project. The government conducted a substantial review of the Games budget early on in the preparation phase, and although this generated many discussions initially, the rest of the preparation went very smoothly. The ODA’s record of construction and delivery on time and budget was impressive, particularly so given the challenges of a highly polluted site and the global financial turmoil impacting on private sector investors. In the end, the ODA delivered the Olympic Park to LOCOG at the end of 2011, with some key venues even earlier. A number of venues won design and sustainability awards, and the ODA completed construction with an unprecedented health and safety record.

→ ODA annual report

The ODA made an equally valuable contribution in documenting and sharing its experiences, particularly in relation to safe and sustainable development by creating the Learning Legacy Website.

→ Learning Legacy Website

LOCOG carefully planned for each stakeholder’s specific needs, requirements and expectations so that it knew what was essential to deliver to each client group to ensure an optimal Games experience. This included a strong focus on the spectator experience, which helped create a positive atmosphere in the venues during Games time.

Throughout this process, LOCOG benefited from the experiences of previous Olympic Games, including observations made during the Beijing 2008 Games.
7.2 Building a team

LOCOG recognised that in order to deliver great Games, it needed an organisation full of fantastic people, who were ready and willing to work as hard as possible to deliver memorable Games.

Organising Committees change dramatically over the seven-year period of preparations. An organisation that starts as the size of a family business becomes a conglomerate on the scale of a significant multinational corporation. From its rapid evolution from the bid team, LOCOG started with fewer than 50 people in 2005/6, but by 2012 was responsible for an army of around 200,000 people including staff, volunteers and contractors. Just weeks after the Games, those numbers dropped back to hundreds and then tens, and by June 2013 LOCOG was closed.

There was emphasis on internal communication and engagement with regular staff briefing sessions, workshops and engagement days. As teams grew and were geographically more stretched, a sophisticated intranet and cascade briefing system was introduced.

Throughout this lifecycle, an OCOG’s staff must often adapt their roles and responsibilities as they seek to make a seamless transition from planning and testing through to delivery. In particular, the leadership teams need to be equipped to transition their own roles and to support others as they move from phase to phase.

LOCOG successfully built a team that was capable of this thanks to recruiting a balance of people with previous Games experience and expertise, alongside those who were able to bring fresh enthusiasm and insights to the organisation.

Recruiting people without major event experience enabled LOCOG to approach the Games from a different perspective, challenging the way things are normally done at the Games.

Drawing on the expertise of those with existing Games experience, meanwhile, ensured that all partners and stakeholders were confident the Games were in good hands, building trust and credibility to LOCOG’s plans.
7.3 Passing the test

There can be no rehearsals for the whole of the Olympic Games – everything must be planned and prepared meticulously ahead of the Opening Ceremony, when billions of eyes around the world will be focused on the host city for 17 days.

To ensure a seamless transition from planning to operation, LOCOG implemented an extensive testing phase, which enabled it to review its procedures ahead of the Games.

As part of its preparations, LOCOG implemented a bespoke programme of exercises, including table-top discussions, command-post exercises and live play exercises, in order to test all aspects of Games-time planning.

The exercise programme simulated a range of scenarios that could have potentially impacted on the smooth running of the Games – including long queues at venues or transport disruption – and also tested how different agencies would work together to deal with them in a swift and effective manner.

In the lead-up to London 2012, the city also embarked on the most extensive programme of test events ever organised for an Olympic Games, which were designed to ensure that every sport was flawlessly delivered at Games time.

London’s ambitious programme of test events was embedded in a bid commitment to stage such an event for every sport and every venue ahead of the Games. This vision was developed as part of LOCOG’s athlete-centred approach, which placed a high priority on performance on the field of play.

In the months leading up the Games, a total of 42 sport test events were held as part of the London Prepares series, including 17 events under the auspices of International Federation and 25 international invitational events, specifically created and organised by LOCOG.

By scheduling the test events in close proximity to one another, which included running a number of events concurrently, LOCOG was able to replicate the logistical and infrastructural challenges that it expected to face during Games time. This enhanced its learnings from the events.

The test events also played a crucial role in building public excitement in the lead-up to London 2012 by allowing people to engage with the Games and experience elite level sport in Olympic venues.

“LOCOG’s dense testing and readiness concept proved to be part of London 2012’s successful Games delivery. The importance of testing the venues, the sporting field of play, the workforce and services should not be underestimated.”

Gilbert Felli, Olympic Games Executive Director, IOC
The extensive testing phase proved instrumental in the final delivery of the Games, as it was the first time that the organisation had come together to deliver sporting events, enabling everyone involved, including Games transport and security teams, to experience working with their Games-time colleagues and test the procedures that were in place.

The Queen’s Jubilee celebration in June 2012 also provided an excellent opportunity to test transport and safety measures on a large scale.

These lessons were then shared across the entire organisation, enabling LOCOG to make any necessary adjustments to its Games-time plans.

“The London Prepares series is essentially about putting our plans into practice. These events are our opportunity to try out our new venues, test new technology and equipment and walk our extended teams through their roles and responsibilities.”

Paul Deighton, Chief Executive Officer, London 2012 Organising Committee

BMX Test Event on the Olympic Park.
7.4 Ceremonies

In order to ensure the Games got off to a strong start, there was a particular focus on planning for the Opening Ceremony. Indeed, as much effort was invested on the logistical aspects of planning for the Ceremony day as for the creative and protocol parts of the Ceremony itself (particularly given the relatively late start time).

Task Force 27 (a senior cross-functional group, set up almost two years before the Games and Chaired by LOCOG’s Director of Ceremonies) was charged with overseeing and integrating transport, security, city operations, dignitary management and client experience on 27 July, and mounted its own programme of exercises, simulations and rehearsals. LOCOG was determined that media headlines should concentrate on the Ceremony itself rather than any failures in logistics or blemishes in the city planning – and so it turned out.

The athletes attending the Ceremonies benefited from being able to walk directly to and from the Stadium to the Athletes’ Village without the need for buses or a holding venue. LOCOG also lined the route with carefully selected groups of school children from all around the UK, offering every team a group of dedicated supporters. A giant screen was erected outside the Stadium so that athletes waiting to march in the parade could see the Ceremony taking place.
Some athletes found the 9 p.m. start for the Opening Ceremony too late and many would make a strong case for being seated in the Stadium from the start rather than joining the Ceremony only in time for the parade, future OCOGs should consider this in the future.

The Opening and Closing Ceremonies themselves were created with an innovative hybrid production model in which the creative teams and executive producer(s) were employed directly by LOCOG. Delivery was partially out-sourced to a production company selected by open procurement, which then spawned a transparent, single purpose company (“London 2012 Ceremonies Limited”) managed in partnership with LOCOG. This model created an appropriately flexible environment for world class creative talent to operate whilst maintaining close LOCOG oversight and financial control.

Creative development began with a nationwide consultation resulting in a contextual brief which was shared with all key stakeholders.

LOCOG’s strategy was to recruit the best British artistic and creative talent, who had never worked on the Games before, and surround them with a highly experienced production team who had. Hiring renowned talent, such as the Oscar-winning film directors Danny Boyle and Stephen Daldry, brought a fresh perspective to the creative elements of the shows. It guaranteed that there would be a true British feel to the ceremonies. It also brought a sense of reassurance to the public and stakeholders alike.

A major innovation in the Olympic Opening Ceremony was that the Athletes’ Parade was significantly shortened, thus following one of the IOC’s early recommendations. It was decided to limit the number of officials taking part and so cut the overall show time. In addition it was agreed that for the creative segments the live television images would be shot by a local director working under the overall control of OBS.

By uniting all ceremonies – Opening and Closing, Medal and Welcome, as well as the Torch Relays – in one department, LOCOG was able to bring coherence, consistency and efficiency to the creative and operational approaches across both Games, and deliver results that drew record worldwide audiences and critical acclaim from domestic and international audiences.
The iconic Cauldron design (by Thomas Heatherwick) aimed to bring the Olympic flame as close as possible to athletes. Indeed it was symbolically built by the teams as they paraded into the Stadium, and after the Games was dismantled and individual “petal” burners distributed to NOCs (and NPCs) around the world.

The trade-off for the cauldron’s modest size, environmental sustainability and proximity to athletes in the main stadium was that it was not visible from all areas of the Olympic Park or beyond, therefore not allowing all spectators and visitors to take photos.

Youthful creativity underpinned the 302 Victory Ceremonies. Many of the design elements (costumes, podiums and trays) were created by students of the Royal College of Art. The much treasured Olympic and Paralympic medals were designed by David Watkins and Lin Cheung after a national competition for professional designers and sculptors.

**7.5 Cross-Functional Task Forces**

As with the Opening Ceremony, LOCOG made effective use of cross-functional “Task Forces”. These groups, non-hierarchical in nature, brought together key individuals from various areas of the Organising Committee and many external agencies, in order to tackle major issues which were beyond the scope of a single team or function. Other examples included Spectator Experience and City Experience. Some groups lasted for longer periods of planning and testing, whilst others came together briefly in order to resolve specific issues. The chair and membership of such groups was governed not by seniority or protocol, but by pragmatic ability to contribute to practical solutions.
Recommendations

- An early start on key programmes such as masterplanning, construction, and commercial helps momentum and build confidence.

- Early team building with other stakeholders (including government, commercial partners, NOCs, IFs, transport and security agencies) also builds firm foundations for the OCOG.

- OCOGs benefit from a judicious mix of previous Games experience and fresh local perspectives.

- Test events have multiple benefits in preparing the OCOG, partner organisations and the public for the Games.

- A particular focus is required on the specific logistical and creative challenges of Opening Ceremony day.

- The cauldron should be placed in a way that allows most visitors and fans to take photos.

- Future OCOGs to optimise the experience of athletes at the Opening Ceremony in consultation with the Athletes’ Commission.

- Make good use of cross-functional Task Forces to resolve key issues where scope crosses functional and organisational boundaries.
8 DELIVERING THE GAMES

8.1 Sport and the Athletes 54
8.2 Venues 56
8.3 Spectator experience 58
8.4 Ticketing 60
8.5 Merchandising/Retail 64
8.6 Broadcast Services 66
8.7 Transport 68
8.8 Technology/Energy 72
8.9 Accommodation 73
8.10 Procurement 74
Recommendations 75
From establishing a solid governance model and raising revenues, to planning, testing and delivering services and operations, there are many aspects that must be considered when planning a Games. Organisers must identify what elements are key to making the Games successful and focus on delivering these essential operations in the best way possible.

LOCOG successfully drew on previous Games experiences to deliver sport that was compelling and inspirational, with venues full of passionate fans. By placing sport and the athletes at the heart of the project, building world-class venues and creating an enjoyable spectator experience, LOCOG focused on delivering brilliant basics, setting the stage for magical Olympic moments that would “inspire a generation”.

“I have seen many positive points, such as the British public’s desire to make a great Games and also the Olympic Village, which I thought was amazing.

I felt very comfortable during the competition as well. The atmosphere was very pleasant and positive”

Sarah Menezes, Brazilian judo gold medallist
8.1 Sport and the Athletes

Led by double Olympic champion Sebastian Coe, LOCOG’s vision for the Games ensured that athletes and sport were an integral part of the project from the very beginning – from the initial bid and throughout the planning and delivery phases.

Underlining this approach was the creation of the London 2012 Athletes’ Committee, which ensured that athletes were given a voice on the LOCOG board.

Through the Athletes’ Committee, which was chaired by Olympic triple jump champion Jonathan Edwards, current and former athletes were able to play an integral role in the planning of the Games, providing valuable guidance on areas that were important to them, including facilities in the Olympic Villages, venues and pre-Games training venues. In particular LOCOG was, through discussion, able to reduce the number of training venues needed, and thus reduce costs.

London 2012’s athlete-focused approach was also evident in the careful planning of the sports competitions. Through close collaboration with the IFs, LOCOG was able to ensure that the needs of each sport were incorporated into Games planning from the outset, including in vital areas such as venue design and overlay. In particular, LOCOG learnt that a “one size fits all” approach to sporting competitions and venues needed to be modified to meet the needs of each sport. Early engagement with each IF is equally important in order to fully understand how the needs of each sport should be met. Another learning point is related to “Rule 50” (advertising and manufacturers’ identification), where it is apparent that the IOC needs to bring more clarity and then communicate consistently with the rest of the Olympic family.

LOCOG took an innovative approach to sport presentation, engaging with ticketholders at a very early stage by inviting them, through its website, to discover more about the sport for which they had purchased tickets. During the Games themselves, LOCOG also provided spectators with the chance to learn more about the sports they were watching at each venue to ensure they got the most out of their Olympic experience.
“The build-up to the Games has been really exciting, and we were really happy to get some tickets. We went to watch some of the swimming and it was amazing. It was really exciting inside the venue – it seemed like everyone was cheering for everyone else, no matter which country they were from. Everyone seems really fired up about the Games, which is great.”

Pat Rodgers, Olympic spectator from the USA

By using in-venue presenters and explanatory videos, fans were guided through the sports they were watching, while stadium announcers provided expert analysis during the events themselves. Spectators were also able to purchase an in-ear radio in several venues, providing a running commentary to help them understand and connect to the sport.

Within the venues, spectators also benefited from theatrical lighting and an extensive music programme to keep them entertained between events, while some venues also enjoyed live performances from popular acts as part of the “Rock the Games” series. LOCOG’s partnership with a major music agency was a strong asset.

LOCOG’s innovative approach to sports presentation not only maintained the integrity of each sport, but also raised entertainment levels to a new high. There is now scope for future Games to go even further in this area.
8.2 Venues

By recognising that great athletes require great stages on which to perform, LOCOG centred much of its efforts on delivering venues packed with enthusiastic fans, while also ensuring that other essential athlete services – such as accommodation, food and transport – allowed them to compete at their best during the Games.

Immediately after it won the bid to host the 2012 Games, LOCOG reviewed its venue masterplan to enhance the Olympic Park experience for both the athletes and spectators, which included placing key venues and the Olympic Village close to public transport hubs. This also resulted in the complex relocation of two sports, which took some time and considerable negotiations to resolve. The organisers also designed innovative overlays for venues and the entire host city, creating a truly memorable experience for athletes and spectators.

Central to LOCOG’s venue masterplan was the idea of placing sport at the heart of the city, showcasing London by using a mix of new venues, designed to provide a lasting legacy, such as the Copper Box and the Velodrome; world-renowned existing venues, such as Wembley, Wimbledon and Lord’s Cricket Ground; and temporary arenas in iconic settings, such as Horse Guards Parade and Greenwich Park.

One of LOCOG’s chief concerns was fulfilling a commitment from the bid to avoid leaving any “white elephants” by building permanent venues only where they would have a proven legacy. To achieve that, existing venues were used where appropriate, while organisers also built more temporary venues than any previous Games.
Existing buildings, such as ExCeL, and locations such as Greenwich Park and Hyde Park were converted to deliver spectacular venues for the Games, before being returned to their pre-Games condition.

The construction of the Olympic Park, meanwhile, allowed London to transform the East End of London, creating a lasting legacy. Similarly, new venues, such as the re-sized Aquatics Centre, the Velodrome and Lee Valley White Water Centre, look set to provide long-term benefits for local communities.

Much of London’s venue development progressed smoothly and in good time, whilst a minority of temporary overlay was completed close to the deadline. Important lessons were learnt about the need for close supervision of contractors, timely integration of client needs and the balance of increased security versus workable access to venues during construction. In the final months before the Games, lines of workers had to wait to progress through slow moving security processes, causing tension and delays, sometimes with material and financial implications. These factors, combined with poor weather conditions in the months before the Games, could have jeopardised the sound early progress made on venue development.
Although the final results of venue security were outstanding, the well-publicised issues with one major contractor demonstrated the vulnerability of organisers to single contractors delivering such large, mission-critical aspects of the Games. Careful consideration of such issues needs to be a factor in procurement decisions as well as in the management of key contracts.

Feedback also suggests that future OCOGs should further centralise their provision of CAD drawings to help clients and venue developers identify needs and facilities as early as possible, with all clients showing discipline about communicating their requirements in a timely way.

8.3 Spectator experience

One of the most significant innovations of London 2012 was its focus on spectator experience, which saw 97 per cent of Olympic fans who attended events saying the experience had met or exceeded their expectations.

From the outset, spectators were treated as a core client group in preparations and planning for the Games, reflecting the important role that they play in creating a magical atmosphere in the venues and communicating the Games-time experience.

LOCOG’s strategy was to focus on delivering a memorable, once-in-a-lifetime end-to-end experience for spectators and the wider public. Predictable factors such as transport, food concessions and merchandise outlets were important, especially for those attending the Games. Equally vital were the range of city experience assets such as Live Sites, Cultural Events, Road Events and the Torch Relay, all of which increased the impact and positive experience of the Games for those who did not have tickets to access the sporting competition venues.

During planning, LOCOG conducted extensive research to determine who its likely customers would be, what their expectations would be and where they would be travelling from.
By understanding the likely needs and requirements of the Games-time crowds, LOCOG was able to create a vision of each spectator’s Olympic experience, from purchasing their tickets right through to their attendance at Games time.

The final phase of pre-Games preparation was to review this vision against the physical reality of the Olympic Park and other venues, once the Games overlay was in place.

The aim was to ensure an efficient, reliable and smooth visitor experience, concentrating on crucial Games-time operations such as security and transport, while also providing fans with a unique Olympic experience, which included sports demonstrations and other elements of the entertainment programme.

LOCOG’s research continued at Games time, with departing spectators completing a questionnaire, which allowed organisers to produce venue-by-venue reports on a daily basis. Therefore, if food queues were too long at a certain venue, or the toilets below standard at another, managers could be told and could address the issue as quickly as possible.

This customer-focused approach allowed LOCOG to provide spectators with a memorable Olympic experience, which contributed to the positive atmosphere surrounding the Games.

“The crowds have been really good and the atmosphere has been amazing, so we’re really loving it. Everyone seems to be having a great time and the venues are fantastic.”

Sarah de Young, Olympic spectator from Australia
8.4 Ticketing

The success of the London 2012 ticketing programme, which was the largest and most complex ticketing operation ever undertaken in the UK, saw 97 per cent of all Games tickets sold, raising GBP 659 million for LOCOG’s operating budget. In total, approximately 8.2 million tickets were sold for the Olympic Games – out of a possible 8.5 million.

For the first time in the history of the Games, 33 consecutive morning and evening athletics sessions were sold out, while the 1.9 million football tickets that were sold made the London 2012 competition the biggest football tournament ever held in the UK, eclipsing the 1966 World Cup and the 1996 European Championships.

“We knew the British people would embrace the Games, and the demand for tickets was insatiable. Many events could have been sold out many times over. To see a packed stadium in the morning sessions… was unprecedented and created an extraordinary atmosphere in the venues right through the whole Games.”

Sebastian Coe, Chairman, London 2012 Organising Committee

Ticket Prices

To make the Games as accessible as possible, London 2012 tickets were available at a wide range of prices, starting at just GBP 20.

In total, LOCOG made GBP 20 tickets available for every sport, with 2.5 million tickets priced at GBP 20 or less, while two-thirds of all tickets were available at GBP 50 or less and 90 per cent of tickets were on sale at GBP 100 or less.

For the first time at an Olympic Games a concession programme was introduced across all sports. This saw young people (aged 16 and under) pay their age, and people aged 60 and over pay just GBP 16 for a ticket. A total of 639,777 concession tickets were sold for the Games.

To allow such a strategy of affordable tickets, other high-demand tickets were placed at a very high price, which did not go without causing a number of challenges with some Olympic partners, which at times felt they had been charged twice to be present at the Games.
Hospitality Programmes

A more comprehensive package of hospitality packages was offered in London than for previous Games.

A “Prestige” ticketing programme offered a wide range of successful in-venue hospitality packages whilst as an official partner of London 2012, Thomas Cook sold a range of UK “Games Breaks”, which included official tickets to London 2012 events, accommodation, some meals and transfers to venues. Jet Set Sports also sold a range of fully inclusive official Olympic Games packages including tickets, accommodation, food and beverages, and transportation.

Ticketshare

The London 2012 Ticketshare scheme saw a total of 340,000 Olympic and Paralympic tickets donated to schools and other good causes, funded through a levy on London 2012 hospitality packages that were sold by Prestige Ticketing. The scheme delivered 175,000 tickets to schools through the London 2012 “Get Set” Education Programme, including 125,000 to London schools. A further 25,000 tickets were distributed to good causes through the British Olympic Association, the British Paralympic Association, Tickets for Troops and Sport England. An additional 140,000 tickets were donated to the scheme for regional football matches. Local teachers and pupils from the “Get Set” programme were also given the opportunity to fill any last-minute empty seats at key venues.
Athletes Friends and Family Programme

In line with staging a Games with the athletes as the priority and following recommendations from the IOC and its Athletes’ Commission, LOCOG put in place a ticketing programme that offered every athlete competing at the Games the chance to buy up to two tickets for friends and family for each session in which they were competing. This was the first time an Organising Committee had centralised the process to include every athlete in every session in every sport, complementing what the athletes were able to access through their NOCs.

Ticket Re-sale/Recycling

All ticket-holders for the Games were able to re-sell their tickets through LOCOG, at face value. This enabled people whose circumstances had changed to get their money back without resorting to the black market. In total, 180,000 Olympic and Paralympic tickets were re-sold in this way.

A ticket-recycling programme was introduced at the Olympic Park and for tennis sessions at Wimbledon during the Olympic Games. Spectators leaving early had their tickets scanned and these were then re-issued to other people waiting outside, who could then enter the venue for the remainder of the session. In total, 15,944 tickets were recycled in this way, helping to get more tickets into the hands of more spectators.
Overall, LOCOG’s ticketing strategy was highly successful, and LOCOG proved to be an excellent partner to implement what the IOC had learnt from the way ticketing was handled at recent Games editions. However, a by-product of attractive pricing, marketing and accessibility was extremely high demand and in almost all areas demand outstripped supply.

Such over-demand and the resulting disappointment for many potential purchasers resulted in close media and public analysis of all ticketing processes. There was particular media focus on the ballot process for public applications, international distribution of tickets and, in the early days of the Games, when Olympic family seating areas were not always well used.

London 2012 offered more tickets on sale for people with disabilities than any previous Olympic Games. Tickets for wheelchair users also included a ticket for a carer or companion, while the Ticketcare scheme saw additional tickets for carers at no cost for those ticket holders with high dependency care needs.

In total, 35,767 wheelchair and companion seats were allocated for the Olympic Games.

LOCOC put in place a sophisticated programme, via its communications and marketing channels, to offer those who applied but failed to secure tickets, other opportunities to participate, including invitations to join a “Local Leaders” community programme, or to attend their nearest Live Site.

LOCOC proved to be an excellent partner to implement what the IOC had learnt from the way ticketing was handled at recent Games editions. For its part, the IOC has now reviewed its arrangements for the international distribution of tickets and is also considering a number of proposals for better management of the seating bowl, especially as it relates to Olympic family areas.

**London 2012 Ticketing Facts**
- 8.5m tickets available
- 97% of tickets sold
- Ticket sales generated £650m in revenue
- 33 consecutive athletics sessions sold out
- 2.5 million tickets at £20 or less
- Two thirds of all tickets available at £50 or less
- 90% of tickets on sale at £100 or less
- 340,000 tickets distributed to good causes
8.5 Merchandising/Retail

From the traditional soft toys of the Olympic mascots, to a 1kg commemorative gold coin worth GBP 100,000, the London 2012 licensing programme featured a vast array of products to suit all tastes and budgets and proved to be a success with Olympic fans, with over 100 million products sold.

Offering 10,000 different product lines across 20 product categories, it was the biggest and most comprehensive licensing programme in Olympic history, generating almost GBP 1 billion in retail sales and raising over GBP 80 million in revenue to support the staging of London 2012, while also promoting the Olympic Games and showcasing the identity of the host city.
The London 2012 Licensing Programme benefited from one of the most comprehensive retail operations ever initiated for an Olympic Games, with retail locations at every Olympic venue and the largest ever Olympic Megastore operating within the Olympic Park.

In total, there was 5,900 m² of retail space within the Olympic Park, including the 4,000 m² London 2012 Megastore, as well as three Superstores and an additional shop in the Athletes’ Village, which was the largest merchandise store ever opened within an Olympic Village. A London 2012 Shop at Hyde Park provided a further 1,200 m² of Olympic retail space during Games time, in addition to the 80 retail offerings available at all sporting venues. A 70-day mobile retail operation also supported the Olympic Torch Relay.

Non-venue retail operations boasted more than 7,000 m² of retail space, with 35 shops around the UK via John Lewis – the Official Department Store Provider – including a 600 m² flagship shop in John Lewis’ Oxford Street store.

Seven retail stores were also operated in key travel destinations, such as Heathrow Airport, Paddington Station and St Pancras International, while shops also operated in Canary Wharf and the Royal Opera House during Games time.

The website www.london2012.com/shop also provided a fully-fledged online shop supported by a mobile site (via the London 2012 App), and fully integrated activity on Facebook and Twitter.

London’s experience also demonstrated the importance of the Licensing function being fully involved in the development of key intellectual property assets such as the emblem, mascots, pictograms and Look of the Games. The relationship between the OCOG and licensees is also vital. Licensees will be more successful if fully involved, as partners, in the development process.
8.6 Broadcast Services

Once again, the broadcasters ensured that the Olympic Games were the most watched events in the world and they did so with further innovations in quality, capability, new media provision and the nature of the equipment deployed. A key to this success was the role the IOC played via its broadcasting entity, Olympic Broadcasting Services (OBS).

London 2012 had a global reach of 3.6 billion people – the highest in Olympic Games history – in 220 countries and territories around the world. OBS produced more coverage than ever before, which was provided to the IOC’s Rights-Holding Broadcasters (RHBs). The RHBs in turn broadcast approximately 100,000 hours of Olympic coverage across more than 500 television channels around the world during the Games – far exceeding the 61,700 hours that were broadcast during the Beijing 2008 Olympic Games.

Digital coverage also grew considerably in the four years since Beijing, with internet, mobile and other digital platforms exceeding television coverage for the first time. In total, official broadcast partners delivered over 1.9 billion video streams globally on more than 170 websites and other digital platforms during the Games.

For the first time, the IOC also broadcast live and on-demand Olympic Games content on its YouTube channel in 64 territories in Asia and Sub-Saharan Africa, providing more than 2,700 hours of broadcast coverage and delivering a total of 59.5 million video streams during the Games, including 34.5 million live streams.

The debut of live 3D coverage included both the Opening and Closing Ceremonies, as well as athletics, gymnastics, swimming and diving events, with more than 230 hours of 3D coverage being made available to RHBs.

→ www.youtube.com/olympics
Although London marked another landmark in broadcast coverage, it remains clear that OBS and OCOGs need to work extremely closely throughout their planning, and this is facilitated by a fully empowered OBS team working in the host city and a senior broadcast “champion” in the OCOG, both in place early enough during venue design and planning.

OBS and some Rights-Holding Broadcasters have particular needs to access venues and the wider Olympic Park during the final construction phases, and this can prove complex if not planned well in advance.

OCOGs will need early briefing about OBS requirements, whilst OBS will respond flexibly to local context.

OBS Control room.
8.7 Transport

In advance of the Games there was much debate that London's busy road network and heavily used public transport infrastructure might not adapt to the complex pressures of Games traffic and the very different needs of each client group. The reality was refreshingly successful. Public transport, and especially the underground Tube network, was particularly effective, with a number of client groups which would previously have relied on buses or cars (including the T1 and T3 services) reverting to public transport for reasons of speed and convenience.

Meticulous demand and service planning (by teams within LOCOG, Transport for London and other transport operators), additional signage and user education all helped to make public transport one of the success stories of the London Games.

This in turn relieved the pressure on the Olympic Route Network and the T1-T3 car services, where London proved, once again, that satellite navigation systems are not always to be relied upon and that the quality of volunteer driver training is a defining factor.

London delivered considerable public transport system improvements between being awarded the Games in 2005 and staging the Games in 2012, including the Olympic Park regeneration concept, major rail transport improvements, with all urban venues accessible by at least one Tube station, and innovative traffic management strategies. The major public transport improvements were tested and delivered for successful operations prior to Games time and were supported by both permanent signage and Olympic overlay signage.
Delivering the Games

during Games time the public transport system worked efficiently over extended hours with rail transport journeys systematically faster than road transport journeys. Signage, transport volunteers and a comprehensive communications strategy ensured the success of the public transport system. London 2012 achieved a high level of Olympic clients opting to use rail transport through the provision of Olympic Oyster Cards providing free public transport to nominated accredited clients and the reliability and success of the public transport system, in particular journey time.

The integration of all stakeholders and delivery partners across the different modes of travel was critical to the success achieved. The communication plan included both internal integration and external public communications to ensure the message was integrated and supported service delivery.

The London road network is irregular and quite condensed, with limited arterial or multi-lane corridors. The Olympic Route Network (ORN) underwent a number of iterations during the planning phase due to the physical road design and the community and political tolerance threshold. The final system delivered was quite different from the initial design and was a more flexible system than used previously, with portions of the ORN being “on” or “off” depending on the road traffic loads for public and Olympic traffic. This flexible system based on usage and traffic loads resulted in many of the ORN key routes being “off” during the lead-up to the Opening Ceremony and daily changes that had to be managed based on traffic load and also the Torch Relay and multiple road events that occur during a Games.
London 2012 also designed and delivered a comprehensive travel demand management programme (TDM) as part of its traffic management strategy. The initial target was 20-25 per cent with a reported 30-32 per cent reduction achieved in the first week of the Games. The measures included expanded school and business holidays, work-at-home programmes, peak travel time avoidance, and reduction or removal of freight, delivery and construction traffic.

The service delivery plan was coordinated through a number of coordination centres, and coordination between agencies, stakeholders and delivery partners was successful and provided a solid platform for London 2012 to integrate their services and requirements within the London transport operations.

The provision of transport services for accredited clients overall was also generally delivered well.
Managing temporary transport systems for an Olympic Games is a significant task and cannot be underestimated. Resource requirements included approximately 1,300 coaches/buses and drivers and 2,200 vehicles and drivers for services and 2,300 for allocation and additional resources for the Marketing Partner Coach Programme and a taxi hire company for an on-call mix of vehicles and drivers to support services such as arrivals and departures for the media and IFs. Transport services were provided to nearly 300 locations, including Olympic venues, hotels, training venues and other designated sites. Designing the services and managing the resources are the core service delivery accountabilities of the OCOG.

Some client groups felt less well served, including the Marketing Partners, who relied on coach services, and OBS, who struggled with the T3 services to and from the Olympic Park. In particular the T3 service around the Park did not meet the needs of these and other clients who reverted to the generally excellent public transport network. Despite the overall success of the London 2012 transport programme, these areas provide a reminder of the importance of taking a client-focused view of transport management.

Given the complex environment in London (and particularly at its very busy airports), the Arrivals and Departures function for accredited clients and their guests was successful. Early estimates that 80 per cent of all the 43,000 clients would use the Official Port of Entry (Heathrow Airport) proved correct, and Heathrow’s plans to cope with this were resilient and largely effective. Planning with the Official Port became easier once Heathrow also became a Games Sponsor. Departures planning was only completed during Games time, with LOCOG concerned that clients would delay input of their data into the online system. Future OCOGs may need to bolster an online Arrivals and Departures system with client leads who liaise closely with each group to monitor their plans.

London’s main challenge was to overlay a temporary Games transport system on top of one of the world’s busiest public transport networks, but in other host cities the tasks will differ. It should be emphasised that optimal transport solutions will depend significantly on local conditions and facilities in each host city, so flexibility of approach from the IOC and client groups will continue to be important.
8.8 Technology/Energy

Technology represents a major investment for each OCOG, and one of the most mission-critical aspects of the Games. In London it worked well due to a strong Technology Project Office that integrated all needs and facilities. High calibre staff displayed a good knowledge of the issues and the technology needed. Feedback from LOCOG has suggested that the IOC review possible duplication between the OCOG and supplies of value-in-kind support from TOP partners, and that the nature of TOP support can be further optimised.

As demands for new technology applications continue to grow exponentially it will be vital to maximise and integrate the effectiveness of the OCOG and partner's technology facilities.

The provision of energy to venues was more challenging, with the teams having to respond relatively late to a series of last-minute needs and unresolved issues. Adequate forward planning for energy needs and sufficient dedicated staff planning for each venue will be important.
8.9 Accommodation

LOCOG contracted a record number of rooms – some 38,000 every night, with a total of over one million room nights. This was a function of the high demand for various client groups to come to London, and the strong ongoing relationship and early planning between the LOCOG Accommodation Function and the major hotel chains (and other providers).

It should also be noted that London benefited from the fact that many visitors and journalists had existing contacts or places to base themselves and therefore did not need to access the official pool of Games hotels.

In a highly dynamic environment (with estimated numbers varying throughout the planning period) this vital function coped well due to experienced senior staff and each of the team having a strong focus on a group of clients.

An innovative online booking system worked well, allowing clients to make their own bookings, amendments and to input rooming lists.

Clustering clients together (such as the concentration of media around the Bloomsbury area) was effective because it helped to support security and transport operations.

LOCOG consistently tried to minimise the amount of over-night rooms needed for the workforce, but this resulted in a relatively late and significant increase in the number needed, with the Accommodation Function having to resort to the late use of cruise liners.
8.10 Procurement

LOCOG saw Procurement as a key professional function and aligned it closely with the Commercial Programme. Indeed LOCOG was the first to staff the function with certified specialists and believed that they secured better value and higher calibre suppliers as a result. The “CompeteFor” online platform, created for LOCOG/ODA procurement, was adopted by other bodies and is likely to have a legacy of its own.

Such was the media scrutiny and public interest, the London 2012 procurement processes were closely analysed. The OCOG’s rigorous approach resulted in fewer legal challenges and a supply chain that delivered economic benefits around the UK.

However, in a minority of cases there were tensions between commercial deals and operational needs. The Procurement Function also came under high pressure when the volume of goods and services required reached its peak in the final year before the Games. All Functional Areas need to timetable the period taken for professional procurement into their planning horizons.
Recommendations

- An Athletes’ Committee at the core of the OCOG helps to keep athletes at the heart of the Games.

- Venue design and sport planning require early engagement with each International Federation and for the specific needs of each sport to be taken into account.

- Further clarification and communication on Rule 50 is required from the IOC.

- Innovation in sport presentation has a major impact on spectator experience, and OCOGs can benefit from working with a major music/theatrical event partner.

- Venues at the iconic heart of a host city are particularly effective, whilst a sensitive balance of re-used facilities and new build (with pre-planned legacy) continues to be important.

- A pragmatic oversight is required to establish a workable balance between increased security and access to venues for those installing overlay in the immediate run-up to the Games.

- Forensic oversight of contractors/suppliers is important, especially where one supplier dominates a mission-critical area of the Games.

- Further centralisation of CAD services is needed for the OCOG and clients.

- An early focus on spectator experience and end-to-end client reviews will bring significant benefits to all.

- A review of ticketing and hospitality arrangements for the Olympic family is under way within the IOC.

- To maximise merchandising success, integrate the licensing function in the creation of core IP assets such as emblem, mascots, pictograms and “Look”, and work in partnership with licensees who can bring their own expertise.

- Early appointment of a dedicated broadcast champion in the OCOG and an empowered OBS team in the host city will facilitate the close partnership and flexibility needed between OBS and the OCOG.
– Demonstrate flexibility to optimise transport solutions according to the nature of each host city, giving careful consideration to use of public transport where possible.

– Maintain a strong client focus in planning and reviewing all transport solutions.

– Be wary of over-reliance on satellite navigation/GPS functions whilst maximising training for volunteer drivers.

– Review the best integration of OCOG and TOP partner technology solutions.

– Plan energy needs early and provide sufficient dedicated energy managers for each venue in the planning period.

– Build relationships with hotel providers early and create flexibility in their models to cope with dynamic demand.

– Clustering accommodation around each client group is attractive to users and other functions.

– Make realistic estimates of workforce demand for accommodation.

– Employ professional procurement staff to oversee a rigorous process that is fully integrated with the needs of the various Functional Areas as well as the Commercial Programme.

– The timetable to deliver a professional procurement process needs to be factored in by all OCOG Functional Areas that use the service.
9 LEGACY

9.1 Building for the future ________ 79
9.2 Developing sport, culture, education and volunteering ___ 81
9.3 A boost for the Economy and Employment _____________ 85
9.4 Transforming London ________ 87
9.5 Hosting sustainable and inclusive Games _________ 88
9.6 Legacy for the Olympic Movement __________ 91

Recommendations ___________ 93
In addition to providing memorable Games for the athletes and spectators, the London 2012 vision aimed to use the Games as a catalyst to advance the long-term development of London and the UK.

This approach was focused on sustainable development, social change and community transformation; inspiring young people through sport, art, culture, and education programmes; and making the Olympic values and sport more relevant to the lives and interests of millions of young people across London, the UK and around the world.

By keeping legacy at the heart of the project and planning beyond the 17-day event – balancing Games requirements with the long-term needs of the local communities – LOCOG was able to inspire lasting change and deliver positive social and urban transformations.

“The London 2012 Games have definitively served as a catalyst for development and improvements, both tangible and intangible, which would otherwise have taken decades to achieve. There is no doubt that the citizens of London and Great Britain will benefit from the Games for a long time to come.”

Jacques Rogge, IOC President
9.1 Building for the future

Throughout the planning and construction process for London 2012, LOCOG and its partners always kept sustainability and legacy at the heart of the project.

The building of permanent venues for London 2012 was therefore approved only if there was the potential for long-term use. These included the new Lee Valley White Water Centre, which is now a canoe centre for the public and elite athletes, and the Velodrome, Olympic Stadium, Aquatics Centre and Copper Box in the Olympic Park, where facilities are being adapted for future use.

These and other new venues will provide opportunities to engage young people in sport for decades to come, and enable London to host major international sporting events in the future.

“London 2012 has been a golden Games, and it will leave this country a golden legacy.”

David Cameron, British Prime Minister
Where possible, LOCOG also incorporated existing facilities and venues into its plan for hosting the Games. The Olympic sailing venue at Weymouth and Portland was already hosting world-class sailing events, and the improvements required for the Games have created state-of-the-art facilities for elite training, competition and community use. A programme that introduces young people in the local area to take up sailing has also been introduced.

Other temporary venues were created at some of London’s most famous landmarks, such as the beach volleyball arena at Horse Guards Parade and the equestrian course in Greenwich Park. These provided a stunning backdrop to the excitement of the sports competitions, promoted the best images of London across the world, and went a long way in enhancing national pride and promoting London as a travel and business destination to international visitors.

Although most of the 70 Live Sites erected around the UK for the Games were temporary facilities, nearly 20 were built as enduring community facilities at the heart of cities in all four of the UK nations. They will continue to provide news, information and relays of major local, national and international sporting and cultural events.

Live bands celebrated the legacy of volunteering at the “Join in” event, July 2013.
9.2 Developing sport, culture, education and volunteering

The Olympic Games are not only about the record-breaking achievements of the world’s greatest athletes; they can also provide long-term sporting, educational and cultural legacies, which provide benefits long after the Games have finished.

From new state-of-the-art sporting facilities to increased participation in organised sport, the Games can create a variety of sporting legacies and are a powerful tool to help promote and develop sport not only in the host city itself, but also in the host region and host country. To this end, the many new or upgraded training facilities proposed in London and across the UK in the final lead-up to the Games provided an invaluable asset to reinforce local community sport.

The London 2012 Olympic Games provided a catalyst for greater interest and participation in sport throughout the UK, and, in his capacity as legacy advisor to British Prime Minister David Cameron, Sebastian Coe has vowed that the benefits of the Games will be apparent in a decade’s time as part of his 10-year mission to deliver the Olympic legacy.

Already, as a result of the Games, more than 900 sport-specific projects in communities throughout the UK are developing sport participation and physical activity schemes for people of all ages. The UK’s “Taking Part” survey in 2012 showed that 15.3 per cent of the population were either motivated to do more sport or more interested in sport because of the UK hosting the Games and actual participation rates have also shown Games-related increases.

→ Taking Park Survey Information

“A Sport England survey shows that during the year to April 2013, 15.3 million people in England played sport at least once a week. That’s an increase of more than 1.4 million over 2005/6 – the first year of the survey.

→ “Who plays sport?” Report

“This is only the beginning of a process that will drive extraordinary regeneration in East London. But we can already say, with pride, that the 2012 Games have made a lasting difference – for the better – to the economy of London and the UK.”

Boris Johnson, Mayor of London
A year on from the start of London 2012, the survey for the BBC of 3,218 adults, conducted by ComRes, aimed to understand public perceptions of Olympic legacy and what impact the event has had on communities.

It found that, of those polled:

- 11% said they are more active as a result of the Games;
- 32% said the Games had a positive impact on sports facilities;
- 22% said the Games had improved their local economy;
- 21% said the Games had resulted in improved public services.

→ BBC Report

The impact on children and young people appears to be even more significant. Over a third (36 per cent) of children aged 5 to 10, along with half (52 per cent) of those 11 to 15 and a quarter (25 per cent) of those aged 16 to 24 indicated that the Games had motivated them to do more sport.

For children, the effect of the opportunities and motivation provided by the Games can be seen on participation levels. According to the latest Taking Part data, sports participation in the week before the survey was conducted had risen for those aged 5 to 10 (to 76.0 per cent) and 11 to 15 (to 94.4 per cent) compared to 2011/12.
The Cultural Olympiad and London 2012 Festival also inspired young people, with 10 per cent of those aged 16 to 24 saying that they were motivated to do more cultural activities because of the Games in 2012, compared to 6.5 per cent for the adult population. The 2012 cultural programme also spawned a raft of cultural legacy initiatives including an apprentice scheme which offers young people new employment opportunities within the arts, “The Legacy List” promoting cultural legacy on and around the Olympic Park and special funding to develop the disability arts movement.

Over 80 per cent of the 50,000 teachers who engaged with the “Get Set” Education Programme said they wanted to continue the programme after the Games and, as a result, the British Olympic Association (in partnership with the British Paralympic Association) has re-launched a legacy version of Get Set and a new community extension of the programme called “Get Set to Make a Change”, geared towards supporting 14 to 19 year olds who want to champion sport and balanced healthy lifestyles in their community.

Other organisations have taken up the challenge to “Inspire a Generation”. The new “Join in” trust will celebrate and enable volunteering and facilitate the army of Games Makers to engage with local and national sport, community and arts events. The “Spirit of 2012” trust has secured significant UK lottery funding in order to fund a series of legacy projects around the UK including “Join in” and “Get Set to Make a Change”. The “Sported” foundation has also recently launched with a specific remit to help realise the sporting legacy from London 2012.

Such groups have been assisted by an agreement to enable them to have managed access to the large and valuable database of Games supporters held by LOCOG. Some 5.3 million people registered on LOCOG databases from bid time, through to the Games. After careful appraisal of data protection legislation and guidelines, LOCOG has passed the data to UK Sport and two other related, not-for-profit agencies. UK Sport and its partners have committed to maintain contact with this large group of people to help them exploit legacy opportunities after the Games in sport, culture and volunteering.

→ Get Set to Make a Change
→ Join in
→ Sported
→ Spirit of 2012
→ The Legacy List
→ UK Sport
→ International Inspiration

Sports stars and celebrities support the “Join in” campaign.
The Games Makers themselves were inspired to continue volunteering – indeed, 45 per cent said, in a survey after the Games, that they would increase their volunteering in the next 12 months, with 87 per cent of those on the London Ambassadors programme indicating that they would volunteer on future programmes. Both groups reported that the experience had increased their skills – 31 per cent highlighted gaining customer service skills, 29 per cent teamwork skills and 27 per cent communication skills.

There is early evidence of a general increase in volunteering in the UK post-Games, with the “Taking Part” survey showing a small increase in participation in volunteering during the year of the Games; while data on the extent to which the Games motivated people to do more voluntary work showed a significant increase during the Olympic year, with 8.5 per cent of those surveyed between January and December 2012 reporting that the Games had motivated them to do more.

The ongoing challenge for the UK will be to continue to turn inspiration and potential into active participation and long-term sustainable development.
9.3 A boost for the economy and employment

The UK Government’s meta-evaluation of the 2012 Games projects an overall positive economic impact for the UK of between £28 and 41 bn, GVA (gross value added).

→ UK Government report on London 2012 Legacies

This was driven from a number of sources. Firstly, the public investment of GBP 8.9 bn, largely in redevelopment of London’s East End, augmented by LOCOG’s GBP 2 bn private sector spend on staging the Games, both of which created positive economic impacts throughout the UK, particularly in the construction sector, but also in manufacturing and services. The Games also provided a catalyst to create or bring forward related developments in the East End of London such as the Westfield Shopping Centre neighbouring the Olympic Park. Indeed, of the 10,000 permanent jobs created to operate Westfield Stratford City, around 3,000 went to locally unemployed Newham residents. Furthermore, 1,951 host borough residents were employed by LOCOG as part of its Games-time workforce (55 per cent of whom were previously unemployed) and 21,000 host borough residents were part of the Games-time contractor workforce in roles such as catering, retail and security.

The provision of new economic opportunities has and will continue post-Games, as the Olympic Park is expected to remain as a “hub” of employment. The London Legacy Development Corporation (LLDC) expects to support 2,600 construction jobs through the transformation of the Olympic Park with in excess of 8,000 end-use jobs created through the businesses occupying the range of employment space (including iCITY – the converted press and broadcast centre) and the management and operation of the venues and facilities on the Park.

A second source is inward investment to the UK resulting from the Games. The UK Government targeted GBP 11 bn worth of such investment by 2016 and has already secured GBP 10 bn.
The third source is tourism, where it is believed that Games visitors brought an extra GBP 600 m (excluding ticket sales) of income and the prospects of further lifts in the years to come as a result of the positive profile for the UK presented by the Games.

The same governmental evaluation concludes that the Games brought a significant boost in employment, adding up to between 618,000 to 893,000 years of employment by 2020. More specifically, between 62,000 and 76,000 workless Londoners gained short or longer term jobs as a result of the Games.

Beyond the quoted data, the UK Government believes there will be wider benefits to the economy as a result of factors such as:

1. Improvements to London’s transport infrastructure;
2. The potential competitiveness and resource efficiency benefits from the diffusion of the sustainability good practice around the Games, with evidence that this is already occurring within the events and construction industries;
3. The innovation, skills and reputational benefits UK businesses have gained from delivering Games contracts;
4. The wider benefits of “CompeteFor” in influencing firms to compete for non-Games contracts and to develop new products and processes;
5. Changes in working practices by London businesses brought about by the Games, such as more flexible working arrangements.
9.4 Transforming London

The decision to hold the Games in East London provided the springboard for a massive regeneration project, which resulted in the construction of the Olympic Park, transforming an under-developed area of London and vastly improving the quality of life and opportunities for the local communities.

The regeneration of East London and particularly Stratford, the site of the Olympic Park, will bring many long-lasting benefits to the area and the people who live there.

Following the Games, the Olympic Park has been transformed into the Queen Elizabeth Olympic Park, which has seen permanent venues converted for everyday use, as well as new roads and bridges built, all with the aim of furthering the regeneration that has already taken place in East London. Large areas of the Park and some venues re-opened for public and competition use in the summer of 2013, launched by a series of sporting and cultural events to mark the first anniversary after the Games.

The increased focus on the area brought by the Games – coupled with an improvement in transport links, such as the high-speed Javelin train, and new facilities, such as a major shopping centre – will bring greater visitor numbers and continued investment to the local boroughs.

The Olympic Village, meanwhile, will also provide a permanent legacy for the whole of London, creating a brand new residential quarter of the city, to be known as “East Village”.

The Village will be transformed into 2,818 new homes, including 1,379 affordable homes, providing essential new housing for more than 6,000 people in East London. New parklands, open space, transport links and community facilities will also support the communities that develop in the area after the Games.

“This former industrial landscape has been completely transformed into a family-friendly environment and a centre for sporting excellence.”

Paul Deighton, Chief Executive, London 2012 Organising Committee
“I am hugely proud that we honoured our ambitious sustainability commitments and succeeded in raising the bar and setting new standards in so many areas. This wasn’t something extra; it was an integral part of what we did and helped us deliver such great Games.”

Paul Deighton, Chief Executive, London 2012 Organising Committee

9.5 Hosting sustainable and inclusive Games

Sustainability was a key consideration throughout all of LOCOG’s activities, ever since London won the bid to host the 2012 Games in July 2005, with organisers successfully embedding sustainability principles and objectives in all areas of Games planning.

Some of LOCOG’s major achievements included the creation of the Olympic Park, which is the largest new urban parkland in Europe for 150 years. Polluted soil and waterways were cleaned, local waste was largely recycled and re-used in new constructions and many state-of-the-art engineering and architectural solutions were successfully implemented with new venues such as the Velodrome.

The centrepiece Olympic Stadium was the lightest, most sustainable and most adaptable ever constructed, showing how the Games can respond to important issues such as sustainability. The athletics track will be retained after the Games, as promised, providing inspiration and a landmark venue for young people and athletes of all levels, and ensuring a long-term legacy for the sport, including hosting the IAAF World Championships in 2017.
London 2012 was also the first Olympic Games to measure its carbon footprint over the entire project term, while it was also the first Games to commit to – and deliver – a zero waste to landfill target through the strategic Zero Waste Games Vision. Even the Olympic Cauldron was designed to be more modest in its use of energy and with legacy in mind by being disseminated to the teams of athletes around the world who helped to assemble it during the Opening Ceremony.

In addition, London 2012 was the inspiration for the development of a sustainability management system standard for events, which was introduced as a national standard in 2007 as BS 8901. This was updated in 2009 and subsequently became superseded by its international standard equivalent, ISO 20121, which has rapidly become the international standard of choice for the global event sector in how events are delivered, marking another significant legacy of the Games.

The Legacy of London 2012’s cauldron saw each of the “petal” burners given to the respective NOC/NPC. Seb Coe presented Rio 2016 president, Carlos Nuzman, with the Brazil “petal” in November 2012.
Sustainability was built into the procurement process of the goods and services required for the Games as an integral part of the “value for money” definition to ensure that sustainability was not sacrificed in favour of lower prices. The focus was on local sourcing, with over 95 per cent of the spend being exclusive to the UK. Of the suppliers, 70 per cent were small and medium sized enterprises, with 20 per cent employing fewer than 10 people. These businesses represented a range of nationalities and regions across the UK.

The London 2012 food policy focused on the health, ethics and sustainability of the food provided, with menus designed to reflect seasonal British food. The policy has inspired change within the British catering and hospitality industry and created the Food Legacy Pledge, which advocates and supports the standards set by the Games. To promote healthy eating, meals were based around whole grains, fruit and vegetables and had a reduced fat, sugar and salt content. Meat and poultry all met with the Red Tractor Farm Assured Standard (which ensures the source and welfare of the animals) eggs were free-range, fish was sustainable, and bananas, tea, coffee and sugar were all Fair-Trade.

As part of its plans to stage the most inclusive Games possible, LOCOG’s employment and volunteering strategy was designed to include people from all backgrounds, embracing the multicultural diversity of London and addressing unemployment, while also creating a workforce that was representative of the six East London Host Boroughs and providing equal opportunities to all genders, ages, faiths and sexual orientations, as well as those with disabilities.

In total, one in five LOCOG employees came from an ethnic minority background, and more than 2,000 disabled people occupied Games-time roles, while more than 20 per cent of the paid workforce lived in the six East London Host Boroughs that surround the Olympic Park.

At the peak of the Games, around 39 per cent of people directly employed by LOCOG were unemployed prior to their involvement in the Games, with schemes put in place to improve the professional skills of the unemployed and their employment prospects after the Games.

“"The Games were a massive success for the city, they reminded London and they reminded British people what they can do when they put their minds to it. And we’re going to have a physical legacy and we’re going to make sure London E20 is one of the most fashionable postal districts in the capital, and it’s going that way.”

London Mayor Boris Johnson
9.6 Legacy for the Olympic Movement

In addition to the many legacies in London and the rest of the UK, the 2012 Games will leave a series of highly positive legacies for the Olympic Movement.

The Olympic brand has been refreshed and expanded and made more agile, flexible and relevant to new generations. Brand management and brand extension were taken to new levels in London.

The London Games and the London Olympiad found new ways to engage wider audiences – beyond those in the host city, beyond traditional sports fans and beyond those with tickets to attend. Future hosts will want to share their Games, as London did, with their whole nation, and internationally by using a sophisticated engagement strategy, including not just sport, culture, education, volunteering and business opportunities, but by creative use of celebrity ambassadors and working the new media channels as hard as possible.

London’s motto – to “Inspire a Generation” – appears to have delivered. Overall, research with British young people undertaken on behalf of Legacy Trust UK showed a great deal of positive feeling about the Games and their effects, with 84 per cent of survey respondents believing that the Games had made a positive difference to the UK and 61 per cent agreeing that it had transformed the lives of young people, inspiring them to aim higher, work harder and get more involved in sports and other activities. The same impact on young people was felt beyond the UK. NBC’s coverage of London 2012 proved hugely popular with young people in the USA. Overall viewership for girls, aged 12-17, was up 54 per cent compared to Beijing 2008, while overall viewership among teenagers as a whole was up 29 per cent. In total, teen viewership of the London Games was more than six times higher than traditional broadcast viewing.
This impact, combined with other IOC strategic youth initiatives including the Youth Olympic Games, shows graphically the potential, given appropriate focus and actions, for the Movement to continue to connect with young people.

London also left us with precious memories to take forward of a new spirit of celebration and fun around the Games – a spirit we saw in the Games Makers, at the Live Sites, in the Ceremonies, and in the Athletes’ Village and the rest of the Olympic Park and the other venues. We saw it also in the innovations of sport presentation where sports, old and new, found fresh audiences, excited by clear explanations and some of the skills drawn from the world of show business.

Future hosts will also be grateful that London showed how innovation and success does not always have to come at a high cost, or simply by being the biggest or the most expensive. Playing to local strengths, local culture and a youthful sense of fun played an important part. The 2012 Team Welcome Ceremonies were largely handed over to young people from the UK’s National Youth Theatre. Their sense of exuberance, creativity and genuine warmth epitomised the real welcome that most athletes and visitors aspire to as they arrive at any Games.

It was fitting that the birthplace of so many modern sports was also the venue that gave so much to refresh and nourish the modern Olympic Movement.
LEGACY

Recommendations

- Build legacy into every aspect of Games planning.
- Construct long-term venues only where there is planned long-term use.
- Temporary venues at the iconic heart of host cities raise international profile and may enhance inward tourism and investment.
- Establish and empower agencies to take forward the legacy of volunteering, education, culture and sport participation – and plan for this well before the Games.
- Plan for re-purposing the Olympic Park and aim to re-open it for public use as soon as possible after the Games.
- A strong focus on sustainability and diversity will not only benefit the Games, but also help to create new benchmarks for the host nation and beyond.
- Responsible and healthy food policies should be integral to the experience for athletes, spectators and all other client groups at the Games.
- Maximise opportunities afforded by the Games for employment and economic benefits and communicate them clearly.
10 LESSONS LEARNED

10.1 Key Factors behind London’s Success
Deliver your Vision
Commit to Solid Governance
Focus on Preparation
Engage all your Stakeholders
Transform through Legacy

10.2 IOC-specific lessons
From enthralling ceremonies and inspiring sporting performances, to the organisational excellence and incredible atmosphere created, the London 2012 Olympic Games enjoyed many great successes.

However, just like every Olympic Games Organising Committee before it, LOCOG had to face a number of challenges on its path to the 2012 Games. The sheer size and complexity of an event like the Olympic Games means that there will always be lessons to be learned, and many have been noted in this report, whilst four in particular are worth highlighting:

- Governance and focus on delivering
- Volunteering, training and professional services
- Balancing client services and revenue targets
- Overlay planning and delivery
Governance and focus on delivering
It took LOCOG a considerable effort to remain focused on delivering the Games. This is a long journey and, given that an OCOG essentially doubles in size every year, senior and middle management teams need to be great leaders. They must share the vision and strategic objectives within the entire organisation and with each delivery partner. As the lead ambassadors of the Games, they must train and inspire the rest of the organisation as it develops. Indeed, an OCOG changes dramatically over the seven-year period of preparations for the Games, as it moves through the planning and delivery phases. But the OCOG doesn’t deliver the Games alone. Public and private partnerships are critical to staging the Games, and the OCOG has to create the structures and environment for these two groups to work together, successfully delivering the Games. It is critical that the OCOG remains central to the Games delivery and acts as a facilitator throughout the process, looking at gaps, identifying best partnerships, brokering relationships. In the case of London 2012, LOCOG senior management had to spend a tremendous amount of effort and time on establishing a clear governance system and building confidence between all the partners involved in the project.

Volunteering, training and professional services
While the smiling faces of thousands of Games Makers contributed largely to the Games success, it also turned out that many among them proved very good at generic tasks but lacked training and expertise in more specific roles and functions. As a result, more “on the job” training and better identification of expected skills are needed, as well as a well-balanced rotation between volunteers. London’s experience also showed how the recruitment, training, orientation and briefing of extended workforce (partners, contractors and stakeholders) should be closely monitored by the OCOG.

On professional services, there is a need for reflection as seconded experts, in many cases, helped the planning and delivery of the Games, while in some Functional Areas, they were perceived as bringing too much unnecessary complexity – one reason being that this staff often has little Games expertise, but specific and advanced professional skills like project management.

Balancing client services and revenue targets
LOCOG often faced a challenge when balancing the need to satisfy its clients’ expectations with the need to meet its budget objectives. Generating revenue while meeting service requirements and satisfying stakeholders’ expectations is not an easy task. London’s experience also underlined the importance of ensuring a close integration between the OCOG Partner Servicing team and the relevant Functional Areas to ensure appropriate service levels, smooth delivery and facilitation of issue resolution when needed. Partner Servicing must remain fully integrated into Functional Area delivery.

Overlay planning and delivery
In order to minimise costs and ensure timely delivery, it is important that overlay planning is completed on time. In London, budget considerations delayed that process for a long time, which negatively impacted the venue delivery schedule. Balancing budget and operational considerations will remain challenging, but OCOGs must ensure that the timely delivery of venues and overlay is guaranteed.
10.1 Key Factors behind London’s Success

Looking back at the London 2012 experience, it is clear that the Games succeeded thanks to the organisers focusing on several main areas, which combined to create a memorable summer of sport and to deliver lasting legacies. These key factors must be carefully considered by future organisers when hosting the Olympic Games.

Deliver your Vision

Commit to Solid Governance

Focus on Preparation

Engage all your Stakeholders

Transform through Legacy
Deliver your Vision

London’s accomplishments were firmly rooted in its solid and meaningful vision for the Games, which helped keep sport at the heart of the project while also striving to engage everyone in the Games and provide lasting legacies for the city and the UK as a whole.

By defining its core values and deciding on a unique and clear vision for the Games – from the bid phase onwards – LOCOG was able to identify clear objectives and roles and ensure alignment throughout the project, creating continuity and consistency and helping to translate the vision into concrete deliverables throughout the lifecycle of the project.

The London 2012 vision and commitments were systematically shared and repeated, again and again – and more importantly the organisers delivered on their vision!

The importance of the vision in shaping the direction, decision-making and delivery of all key Games programmes, projects and preparations, from the bid onwards, is an essential lesson for future bidding cities, Organising Committees and stakeholders.
Commit to Solid Governance

The success of London 2012 demonstrated how important a solid governance model is for Organising Committees when undertaking such a massive and complex challenge.

This includes a clear and early definition of roles and responsibilities within the project, effective and well-coordinated decision-making processes, proactive communication of decisions and a successful and seamless flow between decisions taken and their implementation in the field.

By focusing early on building an organisation that is designed to deliver the Games, an OCOG is able to build greater flexibility into its structure, while also creating strong leadership to guide the Committee and its stakeholders through the rapid changes of environment it has to adapt to during the Games lifecycle.

A solid governance model also implies a strong and critical coordination role by the Organising Committee, which must remain the direct counterpart of the IOC and the integrator of the entire Olympic project. Success can only be achieved through consultation and integration with all relevant delivery partners and Olympic stakeholders, including International Federations and National Olympic Committees as well as the IOC.
Focus on Preparation

The success of London 2012 was the result of intensive planning by teams who were well prepared, enabled and empowered by a leadership whose confidence in the delivery of the Games was the result of strategies and plans that were carefully developed, tested and reviewed.

London also benefited enormously from the experience of previous Olympic Games and the tools and processes developed by the IOC over the last decade, as well as comprehensive testing of operations, people and scenarios.

The importance of maximising the full seven years of Games preparations was paramount to delivering the Games on time and within budget.
Engage all your Stakeholders

London’s success was also due to the organisers’ capacity to use their brand, programmes, sub-brands, activities and milestones to send a consistent message and engage as many people as possible across the nation and beyond.

By creating a successful and flexible brand and aligning it to the Olympic brand, LOCOG managed to inspire a future generation and engage them with the Olympic Movement, creating long-term benefits.

By being inclusive and reaching out beyond sport, the whole of the UK was ready to host the Games and to celebrate this unique 17-day festival.
Transform through Legacy

London successfully ensured that its early – ambitious yet realistic – commitments were kept with regard to sustainability and legacy.

From the outset, LOCOG was planning beyond the Games to balance the requirements of the 17-day event with the long-term needs of local communities.

Ultimately, future Games organisers must recognise that every permanent construction should benefit the local community and everything must be done with legacy use in mind.
10.2 IOC-specific lessons

London 2012 was the first OCOG to fully benefited from the IOC’s Games management approach established in 2003. These Games demonstrated the importance of integrating the IOC Games model, and the IOC guidance and recommendations into every step of the Games preparation and delivery.

There will always be opportunities to improve, particularly in the areas of defining the Games framework, monitoring the preparations, assisting OCOGs, evaluating the whole lifecycle of the Games and cooperating at Games time, but the London 2012 Olympic Games underlined the success of the IOC’s Games management model, which provides a basis from which the IOC can conduct an assessment of its own operations.
However, the IOC is facing ever more challenging and more demanding OCOGs which all evolve in different cultures and contexts. This places an enormous pressure on the IOC’s structure and resources. The boundaries of the Games management system are being stretched and this requires constant adaptation by the IOC and a large level of flexibility. As LOCOG has shown successfully, OCOGs are now expanding the realm and reach of the Games, exploring new territories and activations – which the IOC must be aware of and develop to be properly equipped to support and monitor.

With this in mind, the IOC identified a number of important lessons and items to further study in order to continue improving its Games management approach, to maintain its leading and guiding role, and to ensure the success of all future editions of the Olympic Games.

Among the many key lessons for the IOC’s own business improvements, some of the following have already featured in the main report but are worth further emphasis here and are all being tackled as part of the ongoing Games evaluation process. As a concrete result, changes are being made to the Olympic Games Reference Content (including the Technical Manuals and Master Schedule), and many tools developed by the IOC are being improved or enhanced.

- Laying down the foundation
- Promoting wider participation
- Building one team focused on operations
- Integrating planning and operations
- Clarifying sport-specific roles and responsibilities
- Clarifying application of Rule 50 (advertising on clothing)
- Optimising the IOC Games Coordination Office (GCO)
- Maximising the seating bowl
- Promoting an integrated spectator experience approach
- Improving an integrated venue design and overlay approach
- Understanding the regular growth in space and equipment requirements
- Ensuring data collection and usage rights
- Addressing ticketing risks
- Communication at Games time
- Getting the best out of Coordination Commission and Project Reviews
Laying down the foundation

More than ever before, the IOC understood the importance of planting some critical seeds in the minds of Games organisers in the early phase of the project. Bid cities and OCOGs in the early phase of their lifecycle must be closely coached and advised. Having a clear vision for the Games from day one of the bid phase is critical, as well as sticking to this vision and making sure it is relentlessly repeated and translated into concrete actions. Legacy must be embedded deep into this vision, and the OCOG must be encouraged to constantly engage with its many stakeholders, using the various Games assets, programmes and tools.

Promoting wider participation

Following London 2012, the IOC realised it had to review and strengthen its approach to engagement, encouraging OCOGs to expand their reach and bring the Games to everyone. This includes a more proactive steer to future OCOGs to propose various ways to participate in and celebrate the Games and leverage Live Sites opportunities within their Games’ context.

Building one team focused on operations

The many public and private relationships and partnerships established by the OCOG must become operational. The right organisational structures must reflect the operational requirements for the Games, especially to mobilise, train and deploy staff from functional teams into venue-based teams to deliver sports events at Games time. The “one team” approach is the only way for OCOGs to deliver seamlessly. It is critical to create the one team physically as early as possible and take it through planning, testing and readiness phases. The IOC will need to define how it can further support the OCOGs in developing this “one team” approach with their partners.

Integrating planning and operations

Planning should oversee the whole organisation plans across the board, but should not be an entity acting in isolation. Planning and operations should not be separated, but should be integrated as much as possible.
Clarifying sport-specific roles and responsibilities

It is recommended to review the roles and responsibilities of the OCOG, IFs and the IOC, and to understand that a “one size fits all” approach must be modified to encompass operational differences between different sports. There is a need for a change in the paradigm of such relationships.

Clarifying application of Rule 50 (advertising on clothing)

The IOC realised that it had to clarify its internal process, roles and responsibilities for the application of Rule 50. More comprehensive and consistent rules must be developed. There is a need to ensure specific preparation of IOC staff in regard to Rule 50, and how it applies to them and their stakeholders, making sure everyone is sharing the same key messages.

Optimising the IOC Games Coordination Office (GCO)

The IOC realised that part of the IOC GCO model should be extended outside Games time. During the Games, the GCO should be staffed with dedicated resources (as opposed to resources responsible for monitoring several functions at Games time), as it would improve efficiency and handover between shifts.

Maximising the seating bowl

A working group has been established to look at the accredited seating strategies across all the clients, including flexible seating options, use of lounges as overflow, IF seating and hospitality spaces, etc. The scope of tribunes and venue media centres remains a challenge. It is recommended to review the scope of facilities and services provided to the press for future Games. The way in which the media now work – with an increasing reliance on mobile applications and tablets – will undoubtedly change how facilities are planned.

Promoting an integrated spectator experience approach

London 2012’s success underlined how OCOGs must ensure that a dedicated and empowered spectator client function is able to coordinate and oversee the best interests of spectators throughout Games planning and delivery. In London, the Olympic Park and all sport competition venues were thoroughly reviewed by LOCOG to maximise spectators’ experience and mitigate key operational challenges. OCOGs should regularly conduct such reviews from a spectator’s perspective throughout the venue planning process. LOCOG also brought a new dimension to the spectator experience by planning the spectators’ end-to-end journey, from the time a potential spectator starts looking for ticket-related information up to the moment (s)he returns home after the Games.
Improving an integrated venue design and overlay approach

The various stakeholder requirements in the design process must be better integrated in the early stage of design. Some clear integrated design timelines should be established across all stakeholders for specifications and timely decision-making. A centralised and consistent approach to Computer Aided Designs (CADs) and maps/drawings/graphics is also needed in order to deliver timely and precise venue maps. This is critical for a successful interaction between the OCOG, the venue delivery authority, overlay suppliers and OBS.

Understanding the regular growth in space and equipment requirements

As a continuation of the IOC Games Study Commission, the IOC must keep a close eye on the continued increase in space, equipment and IT solutions requirements. Positive developments, such as the innovative and successful sports presentation delivered in London, do not go without significant impacts on the cost, size and complexity of the Games. Following a successful initial experience in London, a number of key metrics must continue to be collected to allow the IOC to better understand the use of space and equipment with a view to guiding future OCOGs into proper scoping and budgeting.

Ensuring data collection and usage rights

Data collection and the usage of data have become increasingly important in our complex world. Upon the occasion of the Games, vast amounts of data are being collected and there is a need to guarantee that such data is transferable and usable by the IOC and other authorised parties after the Games.

Addressing ticketing risks

The IOC is working on improving the Olympic ticketing programme. Decisions were taken regarding 15 NOCs that (or whose Authorised Ticket Resellers) mismanaged their ticket allocation during the London Games. Further review of the outcome of the London experience is being conducted and recommendations are being made to the Executive Board.
Communication at Games time

The IOC must continue to leverage the high profile of the Games to communicate a broader vision of Olympism in the immediate run-up to and during the event. There is a huge amount of communications “noise” during the event itself, but where possible the IOC should leverage the strength of the event and the inspirational brand to pass more long-term messages to a wider public.

The saturated communication environment at Games time nevertheless calls for careful planning of both content and timing. The IOC is currently reconsidering its approach to communicate to athletes at Games time in a more appropriate and targeted manner, as well as exploring possibilities to communicate to the wider public and the fans, including in the Olympic Park.

Getting the best out of Coordination Commission and Project Reviews

LOCOG, the IOC and other participants in Coordination Commission and Project Review meetings reported that they played a crucial role in the successful development of the Games. LOCOG believed that the Coordination Commission was most important in setting milestones to resolve and report key issues whilst also bringing the full range of senior stakeholders to the table. Project Reviews were thought to be particularly valuable when operating in a workshop format and encouraging the integration of various OCOG teams to work on cross-functional thematic issues.
11 ANNEXES

11.1 IOC Related 110
   Summary of the Commission’s activities 110
   Composition of the Commission 111
   Experts 111
   IOC Coordination 111
   Chronology of Commission visits 112
   Olympic Games Knowledge Management – workshops 113
   The London 2012 Games evaluation process 114
   Reports and recommendations 115
   The IOC Debriefing of the London 2012 Games 116
   LOCOG Transfer of Knowledge (TOK) 117

11.2 LOCOG related 118

11.3 Link to external documents 121
11.1 IOC related

Summary of the Commission’s activities

History of the Commission

The Coordination Commission for the London Games was created in September 2005. Composed of 17 members and its Chairman, Denis Oswald, the Commission met for the first time in 2006. Its 10th and final meeting was held in 2012.

Other meetings with the organisers

The Chairman and the Executive Director of the Coordination Commission also held additional meetings with the LOCOG senior leadership, members of the LOCOG Board of Directors and authorities representatives, accompanied on some occasions by the IOC President.

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

– Denis Oswald – President – IOC Member
– Gilbert Felli – Executive Director
– Patrick Baumann – IOC Member – ASOIF representative
– John Dowling Coates – IOC Member
– Anita L. Defrantz – IOC Member
– Nawal El Moutawakel – IOC Member
– Frank Fredericks – IOC Member – IOC Athletes’ Commission representative
– Alex Gilady – IOC Member
– Patrick Jarvis – IPC Representative
– Gunilla Linberg – IOC Member – NOC Representative
– Ser Miang Ng – IOC Member
– Sam Ramsamy – IOC Member
– Austin Sealy – IOC Member
– Irena Szewinska – IOC Member
– Peter Tallberg – IOC Member
– Wei Wang – CEO of BOCOG (Beijing 2008)
– Zaiqing Yu – IOC Member

Experts

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

– Vince Adams – Transport (fleet and operations)
– Philippe Bovy – Transport Infrastructure
– Linda Coady – Sustainability
– Brad Copeland – Look of the Games
– Gary Kemper – Photo services
– Barry O’Neill – Transport (bus operations)
– Peter Ryan – Security
– Maureen Sweeney – Protocol Operations
– Grant Thomas – Venues and infrastructures

Several other experts also contributed to the Commission’s work.

IOC Coordination

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

– Gilbert Felli – Executive Director
– Pierre Ducrey – Head of Coordination
– Antony Scanlon – Head of Coordination
– Elisa Castelli – Games Coordination Manager
– Jennifer O’Brien – Games Coordination Manager
Chronology of Commission visits

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

**2005**
- 24-25 August – First visit
- 25 November – Orientation Seminar

**2006**
- 19-21 April – 1st Coordination Commission meeting
- 11 October – Project review

**2007**
- 28 February - 1 March – Project review
- 12-14 June – 2nd Coordination Commission meeting

**2008**
- 3-4 March – Project review
- 20-22 May – 3rd Coordination Commission meeting
- 28 November – Project review

**2009**
- 27-28 January – Project review
- 21-23 April – 4th Coordination Commission meeting
- 10 September – Project review
- 24-26 November – 5th Coordination Commission meeting

**2010**
- 19-20 April – Project review
- 6-8 July – 6th Coordination Commission meeting
- 17-19 November – 7th Coordination Commission meeting

**2011**
- 2-3 February – Project review
- 30 March - 1 April – 8th Coordination Commission meeting
- 27 July – One-Year-to-Go Celebration (with the IOC President),
- 9 August – Project review
- 14-16 September – Project review
- 5-7 October – 9th Coordination Commission meeting
- 13-14 November – Venue-by-venue walkthrough

**2012**
- 30 January – Project review
- 28-30 March - 10th Coordination Commission meeting
Olympic Games Knowledge Management – workshops

More than 30 OGKM workshops were organised by the IOC for LOCOG and its partners between 2005 and 2011. Each of these workshops proved extremely useful in transferring knowledge and experiences from previous Games editions, which ultimately had to be applied to a British context.

### Name of the workshop
- Orientation Seminars
- Environment and Sustainability
- Transport
- Venue Management - Venue Operations
- Accommodation
- Event Services
- Security
- Sport
- Sport - Sport Planning and Operations - Sport Training
- Command, Control and Communications (C3)
- Health Care
- Information and Knowledge Management
- Ticketing
- Transport
- City Operations
- Information and Knowledge Management
- IOC Services and Protocol
- IOC Services and Protocol
- Media - Press Operations
- Olympic Torch Relay
- Sport
- IOC Services and Protocol
- Arrivals and Departures
- Finance
- Rate Card
- Transport
- Signage

### Date
- November 2005
- July 2006
- May 2006
- November 2006
- October 2007
- March 2007
- July 2007
- May 2007
- March 2007
- June 2008
- January 2008
- March 2008
- March 2008
- April 2008
- June 2009
- February 2009
- June 2009
- February 2009
- December 2009
- October 2009
- March 2009
- November 2009
- September 2010
- December 2010
- September 2010
- June 2010
- March 2011
The London 2012 Games evaluation process

The IOC Olympic Games Department coordinates the Games evaluation process, consolidating and analysing the findings and feedback from all Olympic stakeholders to maintain and then further develop the successful management and hosting of the Olympic Games. The evaluation process is an essential component of the IOC Games management approach, as it enables the IOC to understand and further enhance the uniqueness and relevance of the Olympic Games experience as well as to identify ways of optimising Games planning and operations.

The framework of the evaluation process was established before the Games, in order to define the parameters and deliverables from each Olympic stakeholder group; to facilitate observations at Games time and to streamline the follow-up process. As a complement to the evaluation reports, a series of interviews, focus groups and surveys were conducted during and around the London Games in order to better assess the various Games clients’ experience.

Following the collation of all reports and surveys, an intensive process of consolidation was undertaken immediately after the close of the London Games, resulting in a strategic and tactical report with recommendations for further improvement of the Games management and delivery. The discussions during the IOC Debriefing of the London 2012 Games (Rio, November 2012) were part of the process, and the outcomes of this event were subsequently included in the list.

The London 2012 Games evaluation process then moved into change management, with the recommendations now being implemented through various channels, including the update of the IOC Technical Manuals, Master Schedule and other reference documents. A number of observations or ideas require further analysis and are still being assessed as part of the IOC 360° Games management approach with a view to managing and anticipating risks and opportunities presented by future editions of the Olympic Games.
Reports and recommendations

As part of the London Games evaluation, the following reports and information were received and consolidated:

- Reports and surveys covering the main constituents and stakeholders: NOCs (athletes and officials), IFs, media, partners, etc.
- Post-Games reports from other observing OCOGs
- Reports/list of recommendations from the IOC administration covering most of the Games functions
- Reports containing the results of general public surveys
- Report and recommendations made during the IOC/LOCOG Executive Debriefing
- Recommendations made during the London Games Debriefing.

Most of the recommendations will be included in the updated version of the Technical Manuals. A total of 33 Technical Manuals, plus nine Guides, will be published ahead of the election of the 2020 host city in September 2013.

UK ska band, Madness – one of the many famous performers celebrating London 2012 at the Closing Ceremony.
The IOC Debriefing of the London 2012 Games

The IOC Debriefing of the London 2012 Games took place in Rio between 14 and 21 November 2012. This event served as a key component of the IOC’s transfer of knowledge programme, with the objective of discussing the lessons learned with future Games organisers and stakeholders and reflecting on how to use these lessons to advance the Games. The event was split into two parts:

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

Approximately 1,000 delegates attended the entire event, including representatives from the Organising Committees and partners of Rio 2016, Sochi 2014 and PyeongChang 2018, plus representatives from the 2020 Candidate Cities.

A delegation of approximately 80 LOCOG staff, led by CEO Paul Deighton and Chairman Seb Coe, contributed to the event and gave a forthright assessment of their Olympic experience and recommendations for future Games, in an open and candid way.

Representatives from different Games stakeholder groups were invited, and made important contributions to the seminar. Approximately 70 different sessions focusing on various elements of Games organisation were held over the entire seven-day programme.
LOCOG Transfer of Knowledge (TOK)

LOCOG has worked to collect the TOK information according to the Master List of Deliverables provided by the IOC. In accordance with the “benefit and contribute” philosophy of the IOC knowledge management approach, and whilst benefiting from a variety of transfer of knowledge services made available by the IOC, each OCOG must at the same time deliver a number of TOK items. All the information (including knowledge reports, documents, statistics, etc.) was collected and centralised by a dedicated team within LOCOG. Other items transferred include images (photo/video), technology solutions, objects and publications. This process was completed by the end of Q1 2013, with most of the content now available for access by future OCOGs.

Parallel to this, LOCOG has been putting the final touches to the Official Report of its Games. The Official Report will be presented during the IOC Session in Buenos Aires in September 2013.
11.2 LOCOG related

The LOCOG Board was made up as follows (membership shown as of summer 2012):

- Chairman: Lord Coe
- Deputy Chairman: Sir Keith Mills
- Chief Executive Officer: Lord Deighton
- Chief Financial Officer: Neil Wood
- Other Directors
  - Her Royal Highness The Princess Royal (UK IOC Member)
  - Sir Charles Allen (Chair of LOCOG Nations and Regions Board)
  - Dr Muhammad Abdul Bari (community representative)
  - Sir Philip Craven (President of IPC and IOC Member)
  - Jonathan Edwards CBE (Chair of LOCOG Athletes’ Committee)
  - Lord Tony Hall (Chair of Cultural Olympiad Board)
  - Andrew Hunt (CEO of British Olympic Association)
  - Justin King (CEO of Sainsburys plc and nominated by Mayor of London)
  - Stephen Lovegrove (Government appointee to the Board)

- Lord Moynihan (former Chairman of British Olympic Association)
- Adam Pengilly (Former athlete, Member of IOC Athletes’ Commission and IOC Member)
- Timothy Reddish (Chair of the British Paralympic Committee)
- Sir Craig Reedie (UK IOC Member, and now Vice-President of the IOC)
- Martin Stewart (Chair of LOCOG Audit Committee)
- Sir Robin Wales (Mayor of Newham, Host Borough, and Chair of LOCOG Remuneration Committee)
- Secretary: Terry Miller (LOCOG General Counsel)

Membership of the Committees of LOCOG Board (as of summer 2012)

Audit Committee
- Martin Stewart (Chairman)
- Stephen Lovegrove
- Sir Craig Reedie
- Sir Robin Wales
- Justin King
- Sir Keith Mills
- Sir Charles Allen
- Remuneration Committee
- Sir Robin Wales (Chairman),
- Sir Craig Reedie
- Martin Stewart
Athletes’ Committee

The objective of the Committee was to inform, challenge and monitor the Committee’s plans for all service levels and policies which might affect the athletes' experience of the Games. The Committee members were:

- Jonathan Edwards (Chairman, Olympian and consultant to LOCOG. LOCOG Board Member)
- Andrew Hunt (CEO of the BOA)
- Debbie Jevans (LOCOG Director of Sport)
- Baroness Tanni Grey-Thompson (Paralympian and LOCOG consultant)
- Simon Clegg (Chief Executive of Ipswich Town Football Club)
- Peter Keen OBE (Director of Performance, UK Sport)
- Aileen McGlynn OBE (Paralympian)
- Shirley Robertson (Olympian)
- Simon Mason (Olympian)
- Stephanie Cook (Olympian)
- Ade Adepitan (Paralympian)
- Karen Pickering (Olympian)
- Tim Henman (Olympian)
- Tim Brabants (Olympian)

Cultural Olympiad Board (COB) Committee

The Cultural Olympiad Board Committee was established in November 2010 as a formal Committee of the Board and continued to operate as such until its existence was brought to an end by the Board in September 2012. The Committee had the purpose of giving strategic direction and oversight to the Cultural Olympiad programme.
The Committee was chaired by:

- Tony Hall (CEO of the Royal Opera House)

and its members were:

- Jude Kelly (Artistic Director, Southbank Centre)
- Alan Davey (Chief Executive, Arts Council England)
- Vikki Heywood (Executive Director, Royal Shakespeare Company)
- Nicholas Kenyon (Managing Director, Barbican)
- Munira Mirza (Advisor on Arts and Culture to Mayor of London)
- Nicholas Serota (Director, Tate)
- Mark Thompson (Director General, BBC)
- Neil MacGregor (Director, British Museum)
- Janet Paraskeva (Chair, Olympic Lottery Distributor)
- Dugald Mackie (Chair, Legacy Trust UK)
- Jackie Brock-Doyle (Director of Communications and Public Affairs for LOCOG)
- Bill Morris (Director of Ceremonies, Education and Live Sites, LOCOG)
- Greg Nugent (Director of Marketing, LOCOG)
- Nick Allot (Managing Director, Cameron Mackintosh Ltd).
11.2 Link to external documents

→ London 2012 Delivery Organisations Roles and Responsibilities
→ Final LOCOG Annual Report
→ Final ODA Annual Report
→ Government Legacy Report
→ Games Video Catalogue
Integrated delivery structure – London 2012 organisations with key cross-cutting topics
Top Level Strategic Governance Structure

Olympic Board

- LOCOG Chair
- BOA Chair
- Voting Members
- LOCOG Deputy Chair
- Cultural Olympiad Board Chair
- Met Police Commissioner
- OPLC Chair
- BPA Chair
- Liberal Democrat School Olympics Ambassador
- Liberal Democrat Olympic and Paralympic Representative
- Labour Party Olympic and Paralympic Representative
- IOC
- LOCOG

Secretary of State for COMS
Mayer of London
Minister for Sport and the Olympics
DCMS Perm Sec

Resolves and determines issues raised by members of the Olympic Board, ensures delivery of commitments in hosting the Games, oversees the delivery of the Vision and Strategic Objectives; ensures that a sustainable legacy is achieved.

London 2012 SROs' Group

- LOCOG Chief Executive
- Mayor's Olympic Advisor
- GOE Director General
- Security SRO
- Transport Operations Director (London) SRO
- Transport (Govt) SRO
- London City Operations Director
- Cross-Programme Finance Group Chair
- National Olympic Security Commissioner
- Games Readiness SRO
- LOCOG Director of Comms
- Cross-Programme Operations SRO
- Government and UK-Wide Operations SRO
- LOCOG Operations Director
- ODA Chief Executive

Provides the Olympic Board with collective advice and assurance on the progress of the Olympic and Paralympic Programme. Takes decisions on cross-stakeholder issues, where appropriate, and refer more important matters to the Olympic Board for decision.

Cross-Programme Finance Group

- Role
  Resolves cross-cutting financial issues that affect the London 2012 programme; deals with financial issues escalated by its members, from the operational programme boards, the LOCOG or ODA boards, and those arising from London 2012 SROs' Group; considers applications for the release of contingency funds.

- Chair
  GOE Build and Finance Director.

- Frequency
  As required.

Key
- BOA
- Central Government
- GLA
- LOCOG
- ODA
- Other

Notes
- Olympic Board meetings chaired alternately by the Mayor of London and the Secretary of State for Culture, Olympics, Media and Sport (COMS).
- Minister for Sport and the Olympics, ODA Chair and Met Police Commissioner, BPA Chair and cross-Party representatives attend Olympic Board meetings, but without voting rights. Culture Olympiad Board Chair also invited to attend as appropriate.
- London 2012 SROs' Group chaired by GOE Director General.
ACKNOWLEDGEMENTS

“The London 2012 Olympic Games would not have been possible without the hard work and dedication that was shown by our broadcast partners, the Worldwide Olympic Partners and the domestic sponsors, not to mention the incredible efforts of the London 2012 Organising Committee.”

Jacques Rogge, IOC President

**Olympic Broadcast Partners**
- América Televisión
- Arab States Broadcasting Union
- Asia-Pacific Broadcasting Union
- Canada’s Olympic Broadcast Media Consortium
- Caracol Televisión
- Chinese Central Television
- ELTA
- ESPN Latin America
- ESPN STAR Sports
- European Broadcasting Union
- Grupo Albavisión
- i-Cable
- ICRT
- Japan Consortium
- Medcom
- NBC
- Nine Network Australia PTY Limited
- Octagon
- Rádio e Televisão Record S/A
- Seoul Broadcasting System
- Sky Italia
- Sky Network Television Limited
- Solar Entertainment Corporation
- South African Broadcasting Corporation
- Sportsmax
- Telesur
- Telesur
- Televisa
- Televisión Nacional de Chile
- Terra


[Logos of various Worldwide Olympic Partners]

[Logos of various Worldwide Olympic Partners]
London 2012 Olympic Partners

- adidas
- BMW
- bp
- BRITISH AIRWAYS
- BT
- EDF
- Lloyds TSB

London 2012 Olympic Providers and Suppliers

- Aggreko
- Airwave
- Atkins
- The Boston Consulting Group
- CBS Outdoor
- Crystal CG
- Eurostar
- Freshfields Bruckhaus Deringer LLP
- G4S
- GlaxoSmithKline
- Gymnova
- Heathrow Airport
- Heineken UK
- Holiday Inn
- John Lewis
- McCann Worldgroup
- Mondo
- Nature Valley
- Next
- Nielsen
- Populous
- Rapiscan Systems
- Rio Tinto
- Technogym
- Thames Water
- Ticketmaster
- Trebor
- Westfield

London 2012 Olympic Supporters

- Adecco
- ArcelorMittal
- Cadbury
- Cisco
- Deloitte
- Thomas Cook
- UPS
INDEX

List of acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASOIF</td>
<td>Association of Summer Olympic International Federations</td>
</tr>
<tr>
<td>ANOC</td>
<td>Association of National Olympic Committees</td>
</tr>
<tr>
<td>BOA</td>
<td>British Olympic Association</td>
</tr>
<tr>
<td>BPA</td>
<td>British Paralympic Association</td>
</tr>
<tr>
<td>C3</td>
<td>Command, Control and Communication</td>
</tr>
<tr>
<td>CAD</td>
<td>Computer Aided Design</td>
</tr>
<tr>
<td>FA</td>
<td>Functional Area</td>
</tr>
<tr>
<td>GBP</td>
<td>Great Britain Pound</td>
</tr>
<tr>
<td>GCO</td>
<td>IOC’s Games Coordination Office</td>
</tr>
<tr>
<td>IAAF</td>
<td>International Association of Athletics Federations</td>
</tr>
<tr>
<td>IF</td>
<td>International Federation</td>
</tr>
<tr>
<td>IOC</td>
<td>International Olympic Committee</td>
</tr>
<tr>
<td>IPC</td>
<td>International Paralympic Committee</td>
</tr>
<tr>
<td>LLDC</td>
<td>London Legacy Development Corporation</td>
</tr>
<tr>
<td>LOCOG</td>
<td>London Organising Committee for the Olympic and Paralympic Games of the XXX Olympiad</td>
</tr>
<tr>
<td>MOC</td>
<td>Main Operations Centre</td>
</tr>
<tr>
<td>NOC</td>
<td>National Olympic Committee</td>
</tr>
<tr>
<td>OCOG</td>
<td>Organising Committee of the Games</td>
</tr>
<tr>
<td>ODA</td>
<td>Olympic Delivery Authority</td>
</tr>
<tr>
<td>OGKM</td>
<td>Olympic Games Knowledge Management</td>
</tr>
<tr>
<td>OBS</td>
<td>Olympic Broadcast Service</td>
</tr>
<tr>
<td>ORN</td>
<td>Olympic Road Network</td>
</tr>
<tr>
<td>RHB</td>
<td>Rights Holding Broadcaster</td>
</tr>
<tr>
<td>TOK</td>
<td>IOC Transfer of Knowledge programme</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNICEF</td>
<td>The United Nations Children’s Fund</td>
</tr>
</tbody>
</table>