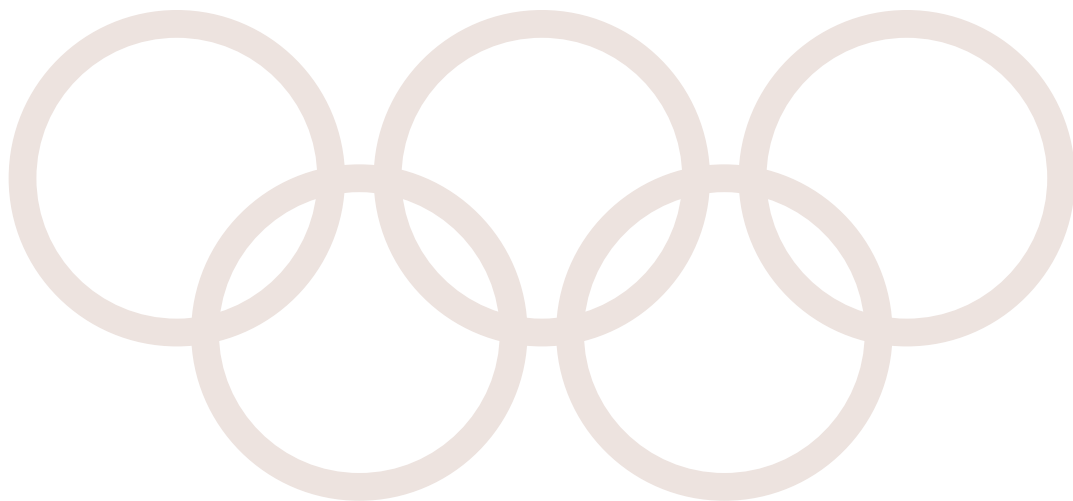




CEREMONIES

Technical Manual

on Ceremonies





Technical Manual on Ceremonies

NOVEMBER 2005



International Olympic Committee

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





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I. Global Reference Data

Name **Technical Manual on Ceremonies**

Date/Version November 2005

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

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

Disclosure

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



II. Changes from Previous Version

Introduction All content in this version is new for November 2005.

Context Please note that this is a new document created as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs. This manual provides detailed planning information that was not previously presented to an OCOG or bidding city in a consolidated format.



III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Technical Manual on Communications
- Technical Manual on Protocol
- Technical Manual on Brand Protection
- Technical Manual on Paralympic Games
- Technical Manual on Olympic Village
- Technical Manual on Organising Meetings
- Technical Manual on Transport



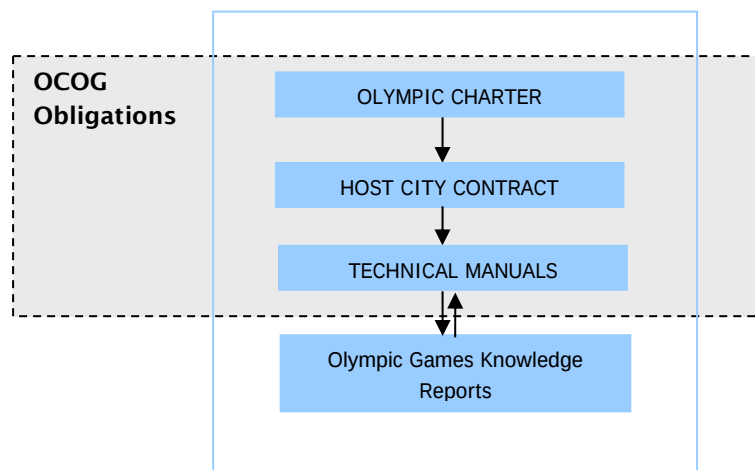
IV. Information Road Map

Introduction

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

Presentation

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



Continued on next page



IV. Information Road Map, Continued

Olympic Charter (OC)	The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the: - Fundamental Principles - Rules - Bye-laws as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.
Host City Contract (HCC)	The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the: - IOC, on the one hand - Host city and NOC of the host country, on the other hand In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence. The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

Continued on next page



IV. Information Road Map, Continued

Technical Manuals

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

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

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

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

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

The reports contain:

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

They do not contain:

- Legal obligations
- IOC recommendations

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

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



V. Olympic Games Study

Introduction

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

Games Study Commission

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

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

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

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

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

Continued on next page



V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

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

1. Games Format

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

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

2. Venues & Facilities

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

3. Games Management

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

4. Number of Accredited Persons

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

5. Service Levels

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

Continued on next page



V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

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

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

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

Post-Games Analysis

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

Olympic Games Global Impact (OGGI)

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

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

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

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

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V. Olympic Games Study, Continued

Key Messages

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



VI. Introduction

Objectives	The objectives of the Technical Manual on Ceremonies are to: • Outline the obligations and list recommendations for the Opening and Closing Ceremonies, as well as Victory Ceremonies • Outline the obligations and list recommendations for key Olympic-related events not contained in other technical manuals, which are often under the responsibility of the OCOG Ceremonies Function.
Limits	This manual describes the key obligations and provides technical information and recommendations to organise the activities typically associated with the OCOG Ceremonies function. This manual does not represent an exhaustive list of the activities required or carried out by an OCOG. Key information may also exist in other Technical Manuals and guidelines as set out by the IOC.
Target Audience	The target audience for this manual is: • OCOG Ceremonies Managers and Staff • OCOG Senior Executives • OCOG and other organisers of key Olympic Events described in manual
Context	This manual has been written to provide insight into the process for developing Olympic Ceremonies and other Olympic Events. Rather than be prescriptive, Ceremonies are a creative process. Each unique Games has unique creative concepts and events hence the timelines for development will vary accordingly. This manual seeks to provide a directional framework so that appropriate planning may be undertaken. It also works to capture the required aspects of IOC protocol, which are consistent from Games to Games.



VII. Executive Summary

Part 1 - Ceremonies

The Opening and Closing Ceremonies of an Olympic Games or Olympic Winter Games are the most watched events of an Olympic Games. For Summer Games, television viewers are projected at 3.5 billion worldwide. During a Winter Games, the viewership is an impressive 2.5 billion.

Opening Ceremony

The Opening Ceremony is the single event that introduces the Games, the Host Country, the iconic messages, and the people that define this special time in history. A successful Opening Ceremony generates positive media response in the critical early days of the Games. Often, a well-regarded Opening Ceremony sets that tone for the Games that echoes throughout the days of competition that follow.

Closing Ceremony

Similarly, the Closing Ceremony is the event that wraps up the Olympic events. Decidedly more festive, the Closing Ceremony is often the last media image of an Olympic Games. They are the chance for the local people, volunteers, OCOG staff and all involved to revel in the successes of the Olympics.

Victory Ceremonies

The numerous Victory Ceremonies (also known as Medals Ceremonies) are the culmination of a lifetime of training and preparation for an Olympian. While smaller than the Opening and Closing Ceremonies, the presentation of the medals at competition venues (or at an Olympic Medals Plaza for Olympic Winter Games) is steeped in Olympic tradition and protocol. Winning an Olympic Medal is an extraordinary example of personal achievement and an opportunity for intense national pride.

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VII. Executive Summary, Continued

Part 2 - Other Olympic Events

Beyond the three Olympic Ceremonies projects with time honoured traditions and protocols, there are a number of other Olympic Events to be created by the Ceremonies team.

Olympic Torch Relay

The relay of the Olympic Flame is a grassroots opportunity to take a glimpse of the Olympic Games and spirit throughout the Host Country and the world. The magic of the Olympic Flame passing through community after community often generates considerable excitement for the Games.

Olympic Live Sites and Celebration Zones

These projects bring the Games to the people of the Host City. They energise or create places where people can gather and experience the Games together. They often have large screen video feeds from the sports competitions, cultural performances, and Olympic merchandising opportunities.

Opening of IOC Session

A significant event on the IOC calendar, the IOC Session is always scheduled to immediately before an Olympic Games. This formal meeting of the IOC Members always includes an evening Opening Session. At the Olympic Games, this session offers a chance to offer the world's media assembled for the Games a view of the culture and potential of the Olympic Games to follow in the coming days.

Team Welcome Ceremonies at the Olympic Village

Each of the participating teams in an Olympic Games is formally welcomed to the Olympic Village through a formal proclamation and ceremony led by the Honorary Mayor of the Village, along with a cultural presentation by the Host Country.

Signature Events

From the Transition Ceremony to major iconic launches to countdown events, Signature Events help to create a positive image and excitement for an Olympic Games. These are a series of events that take place over the years leading up to an Olympics.



VIII. Technical Presentation

Scope The Technical Manual on Ceremonies provides the key obligations, technical information and general recommendations for activities typically related to the Ceremonies function. This manual, along with information found within the Olympic Games Knowledge Management programme, is a framework which the OCOG can use to guide the organisation and execution of these activities.

Position in OCOG Structure Given the nature and extremely high profile of the various Ceremonies Function projects, the head of the Ceremonies Function (often Managing Director of Ceremonies), should report directly to the Chief Executive of the OCOG. The CEO will be involved in many critical decisions about the content of Ceremonies as well as budgets, sponsor involvement, media requests, etc.

Each OCOG may organise their internal structure differently in order to satisfy the requirements as found in this manual. The head of the Ceremonies Function often sits on the OCOG's senior leadership committee, and has a direct relationship with the CEO. As the Games approach, integration into the Games Operations will become increasingly important.



IX. Link to OCOG Phases

Introduction



The following table overlays the evolution phases of an OCOG (per the Generic Planning Process as described in the [Technical Manual on Planning, Coordination, and Management of the Olympic Games](#)) with descriptions of responsibilities to be completed by the Ceremonies Function. Each ceremonies programme has its own unique timeline. Further timing details for each project are included in the individual project discussion.

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• First high level budgets rendered in keeping with overall OCOG master schedule, but without a unique OCOG programme need, often functional planning holds until later in the OCOG's development
2	Strategic Planning	G-65 to G-42	• Hire Managing Director for Ceremonies and begin planning • Prepare Strategic Plans for the Ceremonies Function including specific plans for the Opening and Closing Ceremonies, Victory Ceremonies, Olympic Torch Relay, and other programmes as required by the IOC • Advanced budget planning and master schedule efforts as needed. • Advanced planning for special events • Transition Segment Project Commences • Other Signature Events as appropriate
3	Operational Planning	G-41 to G-6	• Produce Transition Segment during Closing Ceremony of the preceding Olympic Games, including the flag handover activities • Olympic Opening and Closing Ceremonies development Commences • Olympic Torch Relay development Commences • Victory Ceremonies development Commences • Olympic Live Sites and Celebration Zones development Commences • Opening of the IOC Session development Commences • Team Welcome Ceremonies at the Olympic Village development Commences
4	Testing	G-24 to G-6	• Victory Ceremonies and Sports Presentation are the only two Ceremonies functions that typically support Test Events.
5	Operational Readiness	G-5 to G-1	• Preparation for operations

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IX. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
6	Games Operations	Games, Transition, & Paralympics	• Execution of all operational elements
7	Dissolution	G to G+12	• Ensure proper transition of Ceremonies and related elements as needed.



X. Master Schedule Reference

Update to Master Schedule

NOTE

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



XI. Obligations Checklist

Introduction

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

Summary of Obligations

Opening Ceremony

The OCOG must organise the official Opening Ceremony for the Games on the first day of the Games in accordance with IOC protocol, which will officially open the celebration of the Olympic Games.

Closing Ceremony

The OCOG must organise the official Closing Ceremony for the Games on the last day of the Games in accordance with IOC protocol, which will officially conclude the celebration of the Olympic Games.

Victory Ceremonies

The OCOG must organise Victory Ceremonies (also known as Medals Ceremonies), which take place following the conclusion of each sport event in order to present the medals to the athletes. All Victory Ceremonies, including the requirements for the medals, must be observed accordance with IOC protocol, as well as the specifications found within this Technical Manual.

Olympic Torch Relay

The OCOG shall organise a torch relay in strict adherence to IOC protocol and approval. It is understood and agreed that there shall be only one torch relay programme relating to the Games.

Other Key Events

The OCOG shall submit scenarios and detailed description of programme to the IOC for its prior written approval for all principle events, cultural activities, and other ceremonies, including:

- Team Welcome Ceremonies at Olympic Village
- Olympic Live Sites
- Opening of IOC Session
- Other Signature Events



XII. Specific Glossary

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

Term	Definition
OTR	Olympic Torch Relay
Olympic Live Sites and Celebration Zones	Olympic live sites and celebration zones are usually not within the secured, accredited portion of an Olympic venue, but rather a general area within the city where fans and spectators can gather to celebrate the days' events, listen to music, mingle and interact.
Signature Event	Signature events are special projects and significant iconic launches for an OCOG, such as countdown celebrations, the launch of the Games Emblem, Games Mascot, merchandise programmes, and other events. Signature events for an OCOG generally include other promotional efforts like educational or tourism tours in order to raise awareness, construct a robust image, and build excitement toward the staging of an Olympic Games.

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

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

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





PART I → Ceremonies

Overview

Introduction This part describes the obligations and key planning elements for Opening, Closing, and Victory Ceremonies for the Olympic Games.

Contents This part contains the following topics:

Topic
1.0 Opening Ceremony
2.0 Closing Ceremony
3.0 Victory Ceremonies





1.0 → Opening Ceremony

Overview

Introduction This chapter describes the requirements and recommendations in order to produce the Opening Ceremony for the Olympic Games.

Contents This chapter contains the following topics:

Topic
1.1 Introduction & Scope
1.2 Key Milestones
1.3 Key Relationships
1.4 Required Elements & Protocol
1.5 Recommendations



1.1 Introduction & Scope

Context

The Opening Ceremony of the Olympic Games preserves, honours, and reflects the tradition and humanistic principles of Olympism, and helps spread them throughout the world. The required elements, protocol and ritual of the Opening Ceremony assure the continuity of the Olympic tradition and ritual from city to city and Games to Games.

In addition to preserving continuity between Games, the Opening Ceremony should also capture the flavour and culture of the host nation. The Opening Ceremony is the one true, global beginning of the Games, and a chance to highlight the people and traditions of a city, region and nation. The Opening Ceremony is often the first worldwide presentation of a particular Olympic Games in a particular city, and may be the first indicator of the success of a Games in the view of the world. A successful Opening Ceremony often sets the tone of the Games in the media, and shows the world the face of a nation, its people, and its culture, setting the stage for the drama, inspiration and celebration of humanity that is the celebration of the Olympic Games.

Athlete Experience

To many Olympians, entering the stadium at an Opening Ceremony is the highlight of their Olympic experience. They have risen to a personal best worthy of representing their country in the world's greatest sporting event. Knowing this, considerable attention and resources must be focused on creating the highest quality athlete experience.

Obligation for Opening Ceremony



As referenced in both the [Olympic Charter](#) and [Host City Contract](#), the OCOG must organise the official Opening Ceremony for the Games, which will take place on the first day of the Games in a location within the Host City itself. The Opening Ceremony must be observed accordance with IOC protocol, as well as the specifications found within this Technical Manual, and will officially open the celebration of the Olympic Games.

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1.1 Introduction & Scope, Continued

Scope of Opening Ceremony

Following is a generalised chart detailing the athletes, cast, volunteers and staff who have been involved in recent Olympic Ceremonies:

	Los Angeles 1984	Barcelona 1992	Sydney 2000	Salt Lake 2002	Athens 2004
Marching Athletes	7,750	11,600	12,000	3,500	12,000
Ceremony Performers	10,000	7,500	13,000	3,700	3,700
Ceremony Volunteers	2,000	2,500	5,000	1,250	2,000
Production Staff	170	175	650	150	300

Brand Integration & Messaging

With a worldwide television audience of 2.5 to 3.5 billion people, the Opening Ceremony is an ideal vehicle to establish the vision, brand and message of a particular Games. A Games vision that inherently links to the principles of Olympism is the most organic and easily integrated vision. If the Games' message is established strongly from the start at the Opening Ceremony, it sets the stage for the story to unfold over the duration of the Games, and to live long after the Games conclude. Ideally, Opening Ceremony creative should reinforce the message and imagery of the Games and integrate creatively with the Look of the Games, creative, publications, advertising, and all creative programs surrounding the Games.

Paralympic Considerations

Information concerning the organisation of the Opening Ceremony for the Paralympics can be found in the [Technical Manual on Paralympic Games](#).

► IPC ✕



1.2 Key Milestones

Reporting



As stated in the [Host City Contract](#), the OCOG is required to submit scenarios and detailed programme for all ceremonies, including the Opening Ceremony of the IOC Session upon the occasion of the Games, the Welcome Ceremonies at the Olympic Village, the Opening and Closing Ceremonies of the Games, and the victory, medals and diplomas ceremonies to the IOC for its written approval. Thereafter, any substantive or thematic changes shall be resubmitted to the IOC for its prior written approval. The OCOG is required to inform the IOC, as early as possible as to when the ceremonies, in particular the Opening and Closing Ceremonies of the Games, can be seen in their substantive entirety.

Key Milestones

In order to accomplish above obligation, observance of the following milestones is recommended:

Date	Action
-51 months	Olympic Ceremonies Project Commences Observation of the prior Host City's Opening and Closing Ceremonies The planning for the Ceremonies should commence.
-42 months	Structure Defined & Manager Hired Each OCOG may approach the structure of its ceremonies team differently. Whether produced by a large external producer or a hybrid of internal and external staff, the decision on how to approach the ceremonies, the intended structure of the team, and the senior level accountable OCOG executive should be hired by this date.
-32 months	Lead Production Team Contracted Often a very complex tender and contract negotiation process, the senior OCOG executive should retain and contract the production company (if used) and key ceremonies team including as a broad general rule the 8-12 core team members responsible for creating and producing the ceremonies. These individuals might include the Executive Producer, Senior Producers, Show Director, Show Choreographer, Scenic Designer, Music Director, Lighting Director, Senior Production Manager and Technical Director.

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1.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
-24 months	Initial Creative Presentation Often following an in-depth thematic research process including the collection of community, artistic, political input on the thematic concepts and nature of an Opening and Closing Ceremony, the first creative conceit should be presented to the senior executive of the OCOG. At -24 months, several subsequent presentations can be made to assure adequate development of the creative, production and financial plans for the ceremonies.
-18 months △	IOC Approval of Olympic Cauldron Given the engineering complexities of the Olympic Cauldron, the final design should be presented to the IOC for its written approval no later than this date. Note some cauldron designs are integrated into the venue construction and can take years to design and build. An independent structure can be done later in the process, but still requires about 18 months to complete.
-15 months	OCOG Final Concept & Master Plan Approved The OCOG senior executive should approve the creative concepts, production budget, master production schedules and plans by this date.
-12 months △	IOC Creative Approval The IOC must approve the detailed creative concepts for the Opening and Closing Ceremonies along with a master plan including a production budget, high-level production schedules, and staff/production plans by this date. At this point, the OCOG should have allocated and have fully and unconditionally funded the production budget sufficient to produce the show's creative intent. The base budget is recommended to be locked from this point forward. The OCOG may choose to supplement the budget and enhance the ceremonies, but the base creative programme should not be reduced.
-8 months	Auditions Begin With thousands to tens of thousands of performers in an Opening Ceremony, auditions generally begin 8 months prior to the start of the Games.

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1.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
- 4 months	Rehearsals and Infrastructure Load-in Commences Given the complexity of producing and Opening and Closing Ceremony, rehearsals of the massive cast and installations at the ceremonies site often begins no later than 4 months before the Games.
-3 months △	IOC Approval of Final Script The final and complete script with all great detail must be sent to the IOC for its formal written approval three months before the Games. All subsequent editions should be sent with changes clearly highlighted.
-10 days	Television Blocking and Full Ceremonies Rehearsal Integration of television cameras and crews should begin with full cast and stadium rehearsals approximately 10 days before the Opening Ceremony.
-2 days	Opening Ceremony Dress Rehearsal A full audience rehearsal of the Opening Ceremony should take place no later than two days before the Opening Ceremony. This rehearsal should test not only all of the ceremonies and television elements, but also include a full stadium audience to test all of the venue teams and infrastructure. These dress rehearsals are often a way to thank and acknowledge ceremonies and Games volunteers.
First day of the Games	Opening Ceremony



1.3 Key Relationships

Introduction

To ensure the smooth operation of all aspects of the Opening Ceremony, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the groups listed below.

Key Staff Relationships for Opening Ceremonies

IOC Executive Leadership

Given the importance of a successful Opening and Closing Ceremony, the senior executives of the IOC are important participants in the ceremonies process. The CEO is the ultimate decision maker for the Ceremonies content, often participating in high-level creative meetings, reviews the top line budget, and in managing the project. The highest rated and most successful Opening Ceremonies have been driven by clear direction from the top of the Organizing Committee rather than an involved committee process.

IOC Staff & Consultants

The staff and consultants of the IOC will help to assure successful ceremonies. From approvals to knowledge transfer, key members of the IOC administration and its consultants will be important in ceremonies.

OCOG Creative and Production Team

The creative and production teams assembled and contracted to produce the Opening Ceremony are of great importance.

OCOG Paralympic Ceremonies Team

Often the Paralympic Opening and Closing Ceremonies are produced from the same venue as the Olympic Games Ceremonies. Early and effective integration, knowledge transfer, and asset planning are critical to the success of the Paralympic Ceremonies.

Accreditation

With casts and volunteers numbering well into the thousands and with the attendance of the entire Olympic Family as well as many Heads of State, early and effective planning with Games Accreditation is very important.

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1.3 Key Relationships, Continued

Key Staff Relationships for Opening Ceremonies (continued)

Broadcast

Broadcasting is one of the most important functions involved in the Ceremonies. The Host Broadcaster should be briefed regularly on the ceremonies creative and production progress beginning two years before the Games so that they can plan their camera positions and operations. Further briefings should continue and begin to include large national broadcasters around one year before the Games. An effective working relationship with broadcast is critical to making sure the creative vision of the ceremonies is captured for the billions watching the ceremonies from afar.

Communications

As the first and last event of an Olympic Games, the Ceremonies are key drivers of the OCOG's communications message. The Olympic media will track the developments of ceremonies very closely (and well in advance of the Games). A thoughtful communications plan will help to position the messages and intent of ceremonies in advance of their presentation.

Catering

Like accreditation, with tens of thousands of performers, volunteers, staff and contractors, integration with Catering is important. Not only are the number of people to be fed important, but Ceremonies often begin rehearsals well before operations at other venues. After the Olympic Village, catering operations at the Ceremonies facilities is often the second venue to offer full service.

Marketing

Both IOC Marketing and the OCOG Marketing should have a moderate involvement in the ceremonies, but they are given an approval over the audience kits, official program, and any commercial relationships between the ceremonies team (or its producers) and outside corporate entities.

Olympic Family/Protocol

Protocol and tradition are fundamental to Olympic Ceremonies. It is important to integrate Protocol into planning the required protocol elements of ceremonies.

NOC Services

The Athlete's March is major project within Ceremonies. It touches many other functions and is very important to each Chief de Mission and NOC. Detailed plans for the march should be made well in advance of the Ceremonies.

Continued on next page



1.3 Key Relationships, Continued

Key Staff Relationships for Opening Ceremonies (continued)

Security

With the position and importance of Ceremonies (as well as the presence of many high governmental officials), detailed security plans will figure into preparations for Ceremonies.

Transport

Transport of thousands of athletes, spectators, dignitaries, cast members, volunteers and staff is one of the most complex transport projects at an Olympic Games. The Transport function of an OCOG is another key relationship to the ceremonies team.

Venue Development/Overlay

The design of the venue and movement of the different populations makes Venue Development a key partner in the ceremonies process. In addition, during the summer Olympic Games, the ceremonies stadium is often used for Athletics and other sports making the relationship with Venues Function even more important.

Venue Operations

The team that operates all of the non-production aspects of the Ceremonies stadium is also very important. Their planning should coincide with the evolution of the creative concepts by the ceremonies development.



1.4 Required Elements & Protocol

Introduction This section explains the required protocol elements related to the Opening Ceremony.

Language Requirements



All matters of protocol must be presented in three languages, except when the host country's language is French or English. In such an instance, only the two languages, English and French, must be observed. Announcements must be presented in this order: first in English, second in French, and third in the host country's language (if it is other than English or French). If the host country's language is English it should be read after French. All matters of protocol must be translated. It is not required that they all be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Protocol Requirements



To promote Olympism, and to preserve the power of the ritual and continuity of the Olympic movement, there are required elements of protocol in an Olympic Opening Ceremony, as referenced in the [Olympic Charter](#). Where noted, these protocol moments must take place in the specified order to time during the ceremony.

It should be noted that the Olympic Games shall be proclaimed open by the Head of State of the host country. In the event of the IOC authorising a secondary opening ceremony to take place at another Olympic venue, the IOC shall determine its protocol based on proposal of OCOG.

Continued on next page



1.4 Required Elements & Protocol, Continued

Protocol Order
△ While artistic segments may be interspersed between these protocols, they must be placed the following order:

Order	Action
1	<u>Head of State Entry</u> : The Head of State of the host country is received at the entrance of the stadium by the President of the IOC and by the President of the OCOG. The two Presidents then show the Head of State into his box in the official stand. It is customary that this occurs at or very near the beginning of the Opening Ceremony.
2	<u>Playing of the National Anthem</u> : After the introduction of the Head of State, the national anthem of the host country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a solemn and reverent raising of their national flag.

Continued on next page



1.4 Required Elements & Protocol, Continued

Protocol Order (continued)

Order	Action
3 X	Parade of Athletes: The parade of the athletes is the next required element of protocol and Olympic tradition. At the Olympic Games, the athletes enter the stadium after the artistic programme and remain in the centre of the field. In the Olympic Winter Games, the athletes march is near the beginning of the ceremony, and take seats reserved for them in the audience. Each delegation, dressed in its formal official uniform (in accordance with the Olympic Charter), must be preceded by a name-board bearing its name (again shown in three languages) and must be accompanied by its flag, to be carried by a member of the delegation. The flags of the participating delegations, as well as the name-boards, shall be provided by the OCOG and shall all be of equal size. The name-board-bearers shall be designated by the OCOG. The flag bearers place their flags in a semi-circle adjacent to or behind the rostrum and thereafter join their national teams. The delegations parade in alphabetical order according to the language of the host country, except for Greece, which leads the parade, and for the host country, which enters the stadium is last. Only those athletes participating in the Olympic Games with the right to accommodation in the Olympic Village may take part in the parade, led by a maximum of six officials per delegation. It is customary that the delegation passes the Head of State's box upon entering the stadium, and then proceeds 360 degrees in view of the live audience around the entire field to their seat or position on the field. In the Olympic Winter Games, each delegation, after completing its march, proceeds to the seats that have been reserved for it in order to watch the ceremony, with the exception of its flag bearer who remains on the field. In the Olympic Games, the athletes march to a designated position in the field. No participant in the parade is permitted to carry flags, banners, banderols, cameras or other visible accessories or objects, which are not part of his or her uniform. Any change to this policy must have the prior approval of the IOC. With the exception of marching order, all delegations including the host country's delegation shall be treated equally. Their flags, name-boards, entry music, announcements, and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.

Continued on next page



1.4 Required Elements & Protocol, Continued

Protocol Order (continued)

Order	Action
4	<u>Dove Release</u> : A symbolic release of doves acknowledges the peaceful intent of the Games. This release may be fashioned creatively but should clearly acknowledge its origins in Olympic Tradition. Live animals should not be used. The symbolic release of doves may take place at any time after the entry of the athletes but before the lighting of the Olympic Cauldron.
5	<u>OCOG President Speech</u> : After the athletes have all entered, the President of the IOC, accompanied by the President of the OCOG, proceeds to the rostrum positioned on the field in front of the official stand. The President of the OCOG gives an address, which is a maximum of three minutes in duration, then adds these words: "I have the honour of inviting ... (Name), President of the International Olympic Committee, to speak.
6	<u>IOC President Speech</u> : The President of the IOC then gives a speech in which he makes a reference to Pierre de Coubertin and further declares: "I have the honour of inviting ... (the Head of State) to proclaim open the Games of the ... (number) Olympiad of the modern era (or the ... (number) Olympic Winter Games)."
7	<u>Opening of the Games</u> : Without any further comments or speech, the Head of State then proclaims the Games open by saying: "I declare open the Games of ... (name of City) celebrating the ... Olympiad of the modern era (or the ... Olympic Winter Games)."
8 & 9	<u>Raising of the Olympic Flag and Playing of the Olympic Anthem</u> : After the Head of State opens the Games, the Olympic flag, unfurled horizontally, is brought into the stadium accompanied by respectful and dignified music of national origin. It is customary that the Olympic flag be carried 360 degrees in view of the live audience around the stadium field's perimeter. The flag should pass the Tribune of Honour upon entry, and then proceed around the stadium. By custom, the flag is carried by eight to ten people. When the flag reaches the base of the flagpole, the Olympic anthem is performed as it rises to the top of the pole. The Olympic flag and the nation's flag are customarily the same size. The nation's flag may be smaller, but not larger, than the Olympic flag. The Olympic flag must fly on the most prominent pole in the Olympic Stadium for the entire duration of the Games, through the end of Closing Ceremony.
10	<u>Athlete's Oath</u> : After the Olympic Flag has been raised, a competitor of the host country mounts the rostrum. Holding a corner of an Olympic flag in his left hand, and raising his right hand, he recites the following solemn oath: "In the name of all the competitors I promise that we shall take part in these Olympic Games, respecting and abiding by the rules which govern them, committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams."

Continued on next page



1.4 Required Elements & Protocol, Continued

Protocol Order (continued)

Order	Action
11	<u>Officials Oath</u> : Immediately after the athlete's oath, a judge from the host country mounts the rostrum and, in the same manner, recites the following oath: "In the name of all the judges and officials, I promise that we shall officiate in these Olympic Games with complete impartiality, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship."
12	<u>Lighting of the Olympic Flame</u> : The last requirement of Olympic protocol is the lighting of the Olympic Cauldron. The Olympic torch, carried from its lighting in Olympia, Greece, is brought into the stadium by runners relaying to each other. The flame should pass the Tribune of Honour upon entry and then relay around the perimeter of the field 360 degrees in view of the audience. The last runner is customarily an Olympic athlete. The moment of lighting of the cauldron, and the lit cauldron should be positioned so that all audience members in the Olympic Stadium can view it. The flame shall not be extinguished until the closing of the Olympic Games.



1.5 Recommendations

Introduction This section lists recommendations in relation to the Opening Ceremony.

Recommendations
X

Broadcast

Care should be taken to develop creative that will be meaningful for three principle audiences: the worldwide broadcast audience, the host nation, and the live audience. The Ceremony is mostly staged for the television broadcast audience, but it must also play well to the live audience. The live audience gives the ceremony its energy and excitement.

Because the ceremony is largely designed for broadcast, begin consulting with major broadcasters in preliminary stages of creative development. Maintain creative control, but ask for input from broadcasters, and schedule early rehearsals with host-broadcaster camera operators.

Athlete's March

Measures should be taken to strictly limit the time of the athlete's march, as the ceremony can easily drag and alter the timing of the show. When planning the athlete's march try to limit the segment to 45 minutes or less for the Olympic Winter Games, and two hours or less for the Summer Olympic Games. The system of delegation marshalling should maximise the discipline on both the athletes and organisers. Other time-cutting measures may be considered with prior IOC approval.

Key objectives for the Parade of Athletes should be:

- Shortest possible duration from the moment of departure from the Olympic Village through the Ceremony to the return inside the perimeter of the Olympic Village. The time athletes are on both their feet and away from the Olympic Village should be minimized.
- Food, water, rest rooms, and other comforts should be readily available
- Special provisions should be made for athletes who compete the next day. They may choose to walk in the Athletes March, but not stay for the entire Ceremony.
- As the Parade of Athletes touches many functions (Olympic Village, NOC Services, Transport, Security, Venue Operations, Ceremonies, Catering, and more), the entire experience should be designed holistically with an eye to what the athlete experiences at each moment.

Music

In creating music for the Opening Ceremony, produce memorable tracks that define the Olympic Games. All rights for this music must be negotiated for all uses and transferred to the IOC following the Games per the policies of the IOC Legal Department. Use this music in other activities of the Olympic Games including Sports Presentation, Medals Ceremonies, etc.

Continued on next page



1.5 Recommendations, Continued

Recommendations
(continued)
X

Cultural Reference

The production of Olympic Ceremonies is multifaceted and detailed. Represent and maintain the host city, region and nation's culture in the artistic program, but engage and learn from the technical expertise from past Olympic ceremonies. Preserve the purity of your cultural and creative program, but exploit the invaluable assistance of those experienced in producing prior Olympic Ceremonies.

Volunteers

Treat Ceremonies volunteers in a similar way to Games time volunteers. They begin to work much earlier than the typical volunteer workforce, but they should be included in all of the Games-time benefits afforded. They should be given the same uniform, meal access, and transport as other Games volunteers.

Responsibility

Avoid creative decisions by committee. Make the CEO of the OCOG (or his designee) the ultimate creative decision-maker, subject to approval by the IOC. This will help preserve the artistic integrity of the ceremonies presentation.

Secrecy

Secrecy surrounding the details of the ceremony creates anticipation and drama with the key audiences. Preserve the secrecy surrounding the ceremony as much as possible. Key components of the creative should be divulged on a strict, need-to-know basis only, and confidentiality agreements should be entered into with all personnel, cast, volunteers and vendors.

Working with Talent

As stated in the [Host City Contract](#), the OCOG must ensure that the appropriate documentation is executed with performers at the ceremonies, in order to ensure that the broadcast rights holders are able to exploit such performances in accordance with their broadcasting agreements with the IOC and that the IOC may use and authorise the use of such performances, without charge, to promote the Olympic Games and the Olympic Movement." Notify stars, musicians, volunteers, and all performers of these stipulations early in the negotiation process, to avoid issues later in the ceremonies planning.



2.0 → Closing Ceremony

Overview

Introduction This chapter describes the requirements and recommendations in order to produce the Closing Ceremony for the Olympic Games.

Contents This chapter contains the following topics:

Topic
2.1 Introduction & Scope
2.2 Key Milestones
2.3 Key Relationships
2.4 Required Elements & Protocol
2.5 Recommendations



2.1 Introduction & Scope

Context

Customarily less formal than the Opening Ceremony, the Closing Ceremony is a celebration for the participants in the Olympic Games, a chance to celebrate the drama of the Games and the successes of the athletes. It is a time to revel in friendships made, and of borders and boundaries crossed. To celebrate the brotherhood among nations promoted by the Games, athletes enter as one group, rather than formally, divided by nation. It is the last event of the Games, with the tone more lively and festive than the Opening Ceremony.

Obligation for Closing Ceremony



As referenced in both the [Olympic Charter](#) and [Host City Contract](#), the OCOG must organise the official Closing Ceremony for the Games, which will take place on the last day of the Games in a location within the Host City itself. The Closing Ceremony must be observed accordance with IOC protocol, as well as the specifications found within this Technical Manual, and will officially close the celebration of the Olympic Games.

Brand Integration & Messaging

The Closing Ceremony gives the OCOG a chance to not only celebrate the promotion of Olympism and the humanitarian ideals of the Olympics, it is perhaps the last chapter in the story of a particular Games. Thematically, the Closing Ceremony is an opportunity to revisit the vision of the Games, and to conclude the Games with a fitting ending to the story woven during weeks of competition, to complete the Games on a high note.

Paralympic Considerations



Information concerning the organisation of the Closing Ceremony for the Paralympics can be found in the [Technical Manual on Paralympic Games](#).



2.2 Key Milestones

Reporting



As stated in the [Host City Contract](#), the OCOG is required to submit scenarios and detailed programme for all ceremonies, including the Opening Ceremony of the IOC Session upon the occasion of the Games, the Welcome Ceremonies at the Olympic Village, the Opening and Closing Ceremonies of the Games, and the victory, medals and diplomas ceremonies to the IOC for its written approval. Thereafter, any substantive or thematic changes shall be resubmitted to the IOC for its prior written approval. The OCOG is required to inform the IOC, as early as possible as to when the ceremonies, in particular the Opening and Closing Ceremonies of the Games, can be seen in their substantive entirety.

Key Milestones

The team who produces Opening Ceremony customarily produces Closing Ceremony as well. Therefore, the milestones are largely the same for both ceremonies. Care should be taken not to focus exclusively on the production of the Opening Ceremony, at the expense of the production value of Closing. The following milestones should be followed:

Date	Action
-51 months	Olympic Ceremonies Project Commences With the observation of the prior Host City's Opening and Closing, the planning for the Ceremonies should commence.
-42 months	Structure Defined & Manager Hired Each OCOG may approach the structure of its ceremonies team differently. Whether produced by a large external producer or a hybrid of internal and external staff, the decision on how to approach the ceremonies, the intended structure of the team, and the senior level accountable OCOG executive should be hired by this date.

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2.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
-32 months	Lead Production Team Contracted Often a very complex tender and contract negotiation process, the senior OCOG executive should retain and contract the production company (if used) and key ceremonies team including as a broad general rule the 8-12 core team members responsible for creating and producing the ceremonies. These individuals might include the Executive Producer, Senior Producers, Show Director, Show Choreographer, Scenic Designer, Music Director, Lighting Director, Senior Production Manager and Technical Director.
-21 months	Initial Creative Presentation Often following an in-depth thematic research process including the collection of community, artistic, political input on the thematic concepts and nature of an Opening and Closing Ceremony, the first creative conceit should be presented to the senior executive of the OCOG. Several subsequent presentations can be made to assure adequate development of the creative, production and financial plans for the ceremonies.
-15 months	OCOG Final Concept & Master Plan Approved The OCOG senior executive should approve the creative concepts, production budget, master production schedules and plans by this date.
-12 months △	IOC Creative Approval The IOC must approve the detailed creative concepts for the Opening and Closing Ceremonies along with a master plan including a production budget, high-level production schedules, and staff/production plans by this date. At this point, the OCOG should have allocated and have fully and unconditionally funded the production budget sufficient to produce the show's creative intent. The base budget is recommended to be locked from this point forward. The OCOG may choose to supplement the budget and enhance the ceremonies, but the base creative programme should not be reduced.

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2.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
-8 months	Auditions Begin With thousands to tens of thousands of performers in an Opening Ceremony, auditions generally begin 8 months prior to the start of the Games.
-4 months	Rehearsals and Infrastructure Load-in Commences Given the complexity of producing an Opening and Closing Ceremony, rehearsals of the massive cast and installations at the ceremonies site often begin no later than 4 months before the Games.
-3 months △	IOC Approval of Final Script The final and complete script with all great detail must be sent to the IOC for its formal written approval three months before the Games. All subsequent editions should be sent with changes clearly highlighted.
During Games Period	Television Blocking and Full Ceremonies Rehearsals Olympic Games: Integration of television cameras and crews should begin with full cast and stadium rehearsals as soon as possible given the competition schedules sharing the same venue. Olympic Winter Games: Integration of television cameras and crews should begin with full cast and stadium rehearsals approximately 10 days before the Closing Ceremony
Last Day of Games	Closing Ceremony



2.3 Key Relationships

Introduction

To ensure the smooth operation of all aspects of the Closing Ceremony, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the groups listed below.

Key Staff Relationships for Closing Ceremonies

IOC Executive Leadership

Given the importance of a successful Opening and Closing Ceremony, the senior executives of the IOC are important participants in the ceremonies process. The CEO is the ultimate decision-maker for the Ceremonies content, often participating in high-level creative meetings, reviews the top line budget, and in managing the project. The highest rated and most successful Opening Ceremonies have been driven by clear direction from the top of the Organizing Committee rather than an involved committee process.

IOC Staff & Consultants

The staff and consultants of the IOC will help to assure successful ceremonies. From approvals to knowledge transfer, key members of the IOC administration and its consultants will be important in ceremonies.

OCOG Creative and Production Team

The creative and production teams assembled and contracted to produce the Opening Ceremony are of great importance.

OCOG Paralympic Ceremonies Team

Often the Paralympic Opening and Closing Ceremonies are produced from the same venue as the Olympic Games Ceremonies. Early and effective integration, knowledge transfer, and asset planning are critical to the success of the Paralympic Ceremonies.

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2.3 Key Relationships, Continued

Key Staff Relationships for Closing Ceremonies

Accreditation

With casts and volunteers numbering well into the thousands and with the attendance of the entire Olympic Family as well as many Heads of State, early and effective planning with Games Accreditation is very important.

Broadcast

Broadcasting is one of the most important functions involved in the Ceremonies. The Host Broadcaster should be briefed regularly on the ceremonies creative and production progress beginning two years before the Games so that they can plan their camera positions and operations. Further briefings should continue and begin to include large national broadcasters around one year before the Games. An effective working relationship with broadcast is critical to making sure the creative vision of the ceremonies is captured for the billions watching the ceremonies from afar.

Communications

As the first and last event of an Olympic Games, the Ceremonies are key drivers of the OCOG's communications message. The Olympic media will track the developments of ceremonies very closely (and well in advance of the Games). A thoughtful communications plan will help to position the messages and intent of ceremonies in advance of their presentation.

Catering

Like accreditation, with tens of thousands of performers, volunteers, staff and contractors, integration with food services is important. Not only are the number of people to be fed important, but Ceremonies often begin rehearsals well before operations at other venues. After the Olympic Village, catering operations at the Ceremonies facilities is often the second venue to offer full service.

Marketing

Both IOC Marketing and the OCOG Marketing should have a moderate involvement in the ceremonies, but they are given an approval over the audience kits, official program, and any commercial relationships between the ceremonies team (or its producers) and outside corporate entities.

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2.3 Key Relationships, Continued

Key Staff Relationships for Closing Ceremonies (continued)

Olympic Family/Protocol

Protocol and tradition are fundamental to Olympic Ceremonies. It is important to integrate Protocol into planning the required protocol elements of ceremonies.

NOC Services

The Athletes March is major project within Ceremonies. It touches many other functions and is very important to each Chief de Mission and NOC. Detailed plans for the march should be made well in advance of the Ceremonies.

Security

With the position and importance of Ceremonies (as well as the presence of many high governmental officials), Security plans will figure into preparations for Ceremonies.

Transport

Transport of thousands of athletes, spectators, dignitaries, cast members, volunteers and staff is one of the most complex transport projects at an Olympic Games. The Transport function of an OCOG is another key relationship to the ceremonies team.

Venue Development/Overlay

The design of the venue and movement of the different populations makes Venue Development a key partner in the ceremonies process. In addition, during the summer Olympic Games, the ceremonies stadium is often used for Athletics and other sports making the relationship with Venues Function even more important. Venue Operations: The team that operates all of the non-production aspects of the Ceremonies stadium is also very important. Their planning should coincide with ceremonies development.

Venue Operations

The team that operates all of the non-production aspects of the Ceremonies stadium is also very important. Their planning should coincide with the evolution of the creative concepts by the ceremonies development.



2.4 Required Elements & Protocol

Introduction This section explains the required protocol elements related to the Closing Ceremony.

Closing Ceremony Requirements
△ X The Closing Ceremony must take place in the Olympic Stadium after the end of all the events. It is the absolutely last event of the Olympic Games. Required elements of protocol in an Olympic Closing Ceremony must follow IOC protocol and the [Olympic Charter](#) where appropriate.

Language Requirements
△ All matters of protocol must be presented in three languages, except when the host country's language is French or English. In such an instance, only the two languages, English and French, must be observed. Announcements must be presented in this order: first in English, second in French, and third in the host country's language (if it is other than English or French). If the host country's language is English it should be read after French. All matters of protocol must be translated. It is not required that they all be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Protocol Requirements
△ X To promote Olympism, and to preserve the power of the ritual and continuity of the Olympic movement, there are required elements of protocol in a Closing Ceremony, as referenced in the [Olympic Charter](#). Where noted, these protocol moments must take place in the specified order to time during the ceremony.

Continued on next page



2.4 Required Elements & Protocol, Continued

Protocol Order While artistic segments may be interspersed between these protocols, they must be placed the following order:
△

Order	Action
1	<u>Head of State Entry</u> : The Head of State of the host country or their designee is introduced and acknowledged together with the President of the IOC and the OCOG from his box in the official stand. It is customary that this occurs at or very near the beginning of the Closing Ceremony.
2	<u>Playing of the National Anthem</u> : After the introduction of the Head of State, the national anthem of the host country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a solemn and reverent raising of their national flag.
3	<u>Entry of Nation's Flags</u> : The entry of the nations' flags is the next element of the Closing Ceremony. Preceding the athletes' parade, all of the nations' flags enter the Olympic Stadium. Led by Greece, these flags enter in alphabetical order according to the language of the host country. The Host Country's flag enters last. An athlete representative of that country carries each flag and a name-board bearing its name (again shown in three languages) walks alongside of each flag. The name-boards shall be provided by the OCOG and shall all be of equal size. The name-board-bearers shall be designated by the OCOG. The flag bearers place their flags in a semi-circle adjacent to or behind the rostrum and join the other athletes.
4 X	<u>Parade of Athletes</u> : Immediately after the entry of the nations' flags, the parade of athletes is the next required element of protocol and Olympic tradition. In the closing ceremony, the athletes enter the stadium en masse without any groupings whatsoever (in accordance with the <u>Olympic Charter</u>). For Summer Games, the athletes enter the stadium after the artistic programme and remain in the centre of the field. For Winter Games, the athlete's march is near the beginning of the ceremony, and they take seats reserved for them in the audience. No participant in the parade is permitted to carry flags, banners, banderols, cameras or other visible accessories or objects, which are not part of his or her uniform. Any change to this policy must have the prior approval of the IOC. All delegations including the host country's delegation shall be treated equally. Their flags, name-boards, entry music, announcements, and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.
5	<u>Playing of the Greek National Anthem</u> : The President of the IOC and the President of the OCOG mount the rostrum. To the sounds of the Greek national anthem, the Greek flag is hoisted on the pole that stands to the left of the Olympic Flag's central pole. The flag of the host country of the next Olympic Games is hoisted on the Olympic Flag's right-hand pole to the strains of its anthem.

Continued on next page



2.4 Required Elements & Protocol, Continued

Protocol Order (continued)

Order	Action
6	<u>Flag Handover Ceremony</u> The mayors of the host city and next host city join the President of the IOC on the rostrum for the flag handover ceremony. The mayor of the host city returns the Olympic flag to the President of the IOC who then passes and entrusts it to the mayor of the host city of the following Olympic Games. This flag must be displayed in the latter city's main municipal building until the Closing Ceremony of the next host city's Olympic Games.
7	<u>Next Host City Artistic Segment</u> : Immediately after the flag handover ceremony, the next host city presents a brief artistic segment introducing their Games.
8	<u>OCOG President Speech</u> : The President of the OCOG gives a speech of no more than 3 minutes wherein they thank the athletes and volunteers and concludes with these words: "I have the honour of inviting ... (Name), President of the International Olympic Committee, to speak.
9	<u>IOC President Speech</u> : Immediately after the address by the President of the OCOG, the President of the IOC gives the closing speech of the Olympic Games, which he ends with these words: <i>"I declare the Games of the (number)... Olympiad (or the ... (number) Olympic Winter Games) closed and, in accordance with tradition, I call upon the youth of the world to assemble four years from now at ... (if the city has not yet been chosen, the name of the city is replaced by the words: "the place to be chosen"), to celebrate with us the Games of the ... (number) Olympiad (or the ... (number) Olympic Winter Games)."</i>
10	<u>Exit of the Olympic Flag</u> : While the Olympic anthem is being played, the Olympic flag is slowly lowered from the flagpole and, unfurled horizontally, carried out of the Olympic Stadium.
11	<u>Extinguishing of the Olympic Flame</u> : Immediately after the exit of the Olympic Flag, a solemn fanfare or music is played as the Olympic flame is extinguished.



2.5 Recommendations

Introduction This section lists recommendations in relation to the Closing Ceremony.

Recommendations
X

Artistic Elements

It is customary for the artistic segment after the extinguishing of the Olympic flame to contain a concert for Olympians. Try to engage headline talent that is popular within the host city, nation and, if possible, throughout the world. The tone of the celebration should be upbeat and fun. The Closing Ceremony has a vibrant atmosphere. While the presentation must be designed for broadcast television, it should be targeted to the athletes as well.

Planning

Plan well for the venue transition period between Opening and Closing Ceremonies. Design sets, and technical infrastructure such as lighting and sound, to transition smoothly between both ceremonies and the sports competitions, which may be held in the same venue.

Creative Implications

Care should be taken to develop creative that will be meaningful for three principle audiences: the worldwide broadcast audience, the host nation, and the live audience. The Ceremony is mostly staged for the television broadcast audience, but it must also play well to the live audience. The live audience gives the ceremony its energy and excitement.

Because the ceremony is largely designed for broadcast, begin consulting for major broadcasters in preliminary stages of creative development. Maintain creative control, but ask for input from broadcasters, and schedule early rehearsals with host-broadcaster camera operators.

Cultural Reference

The production of Olympic Ceremonies is multifaceted and detailed. Represent and maintain the host city, region and nation's culture in the artistic program, but engage and learn from the technical expertise from past Olympic ceremonies. Preserve the purity of your cultural and creative program, but exploit the invaluable assistance of those experienced in producing prior Olympic Ceremonies.

Continued on next page



2.5 Recommendations, Continued

Recommendations (continued)
X

Volunteers

Treat Ceremonies volunteers in a similar way to Games-time volunteers. They begin to work much earlier than the typical volunteer workforce, but they should be included in all of the Games-time benefits afforded. They should be given the same uniform, meal access, and transport as other Games volunteers.

Responsibility

Avoid creative decisions by committee. Make the CEO of the OCOG (or his designee) the ultimate creative decision-maker, subject to approval by the IOC Executive Board. This will help preserve the artistic integrity of the ceremonies presentation.

Secrecy

Secrecy surrounding the details of the ceremony creates anticipation and drama with the key audiences. Preserve the secrecy surrounding the ceremony as much as possible. Key components of the creative should be divulged on a strict, need-to-know basis only, and confidentiality agreements should be entered into with all personnel, cast, volunteers and vendors.

Working with Talent

As stated in the [Host City Contract](#), the OCOG must ensure that the appropriate documentation is executed with performers at the ceremonies, in order to ensure that the broadcast rights holders are able to exploit such performances in accordance with their broadcasting agreements with the IOC and that the IOC may use and authorize the use of such performances, without charge, to promote the Olympic Games and the Olympic Movement. Notify stars, musicians, volunteers, and all performers of these stipulations early in the negotiation process, to avoid issues later in the ceremonies-planning process.





3.0 → Victory Ceremonies

Overview

Introduction This chapter describes the requirements and recommendations in order to organise the Victory Ceremonies for the Olympic Games.

Contents This chapter contains the following topics:

Topic
3.1 Introduction & Scope
3.2 Key Milestones
3.3 Key Relationships
3.4 Required Elements & Protocol
3.5 Medals & Diplomas
3.6 Olympic Medals Plaza (Winter Games)
3.7 Recommendations



3.1 Introduction & Scope

Context The goal of Victory Ceremonies is to honour the athletes of the Olympic Games with dignity, and pomp and circumstance befitting their extraordinary achievement, while promoting the spirit of Olympism and sportsmanship.

Obligation for Victory Ceremonies
△ × As referenced in both the [Olympic Charter](#) and [Host City Contract](#), the OCOG must organise Victory Ceremonies, which take place following the conclusion of each sport event in order to present the medals to the athletes. All Victory Ceremonies, including the requirements for the medals, must be observed accordance with IOC protocol, as well as the specifications found within this Technical Manual.

Terminology Victory Ceremonies are also known as Medal Ceremonies.

Brand Integration & Messaging Each ceremony is an opportunity to support, enhance and deepen the vision and brand of the Games. Medals Ceremony podiums and backdrops should tie visually and thematically to the Games' message, look and theme. Medals, ribbons, and flowers should incorporate the vision of the Games. Every opportunity available should be used to tell the story of these particular Games, in this unique place.

Athlete Experience Winning an Olympic Medal is the highest achievement in sport, and athletes train their entire lives for that one moment. The experience of the athlete is paramount in planning for Victory Ceremonies. Careful consideration must be given to making the experience smooth and memorable for the athletes.

The medalling Olympians are required to wear the Dress Uniforms where possible or their national Olympic Committee's competition uniform if there is not time to change into Dress Uniforms. National Flags, signs or other memorabilia (e.g. stuffed animals) are not allowed on the medals podium.

Paralympic Considerations
▶ IPC × Information concerning the organisation of the Victory Ceremonies for the Paralympics can be found in the [Technical Manual on Paralympic Games](#).



3.2 Key Milestones

Reporting



As stated in the [Host City Contract](#), the OCOG is required to submit scenarios and detailed programme for all ceremonies, including the Opening Ceremony of the IOC Session upon the occasion of the Games, the Welcome Ceremonies at the Olympic Village, the Opening and Closing Ceremonies of the Games, and the victory, medals and diplomas ceremonies to the IOC for its written approval. Thereafter, any substantive or thematic changes shall be resubmitted to the IOC for its prior written approval. The OCOG is required to inform the IOC, as early as possible as to when the ceremonies, in particular the Opening and Closing Ceremonies of the Games, can be seen in their substantive entirety.

Key Milestones

The below table lists the key milestones in regards to the planning process for Victory Ceremonies. Note that the milestones take into consideration the development of an Olympic Medals Plaza, a centralised venue used for the delivery of the majority of Games medals, which is required for the Olympic Winter Games only. If a Medals Plaza is not under consideration, the venue site-selection elements of the timeline should be disregarded. The key milestones consist of the following:

Date	Action
-36 months	Victory Ceremonies Project Commences Given the integral nature of planning for Victory Ceremonies, planning should commence three years before the Games.
-30 months	Structure Defined & Manager Hired Each OCOG may approach the structure of its ceremonies team differently, and the senior level accountable OCOG executive should be hired by this date.
-24 months	Staffing Structure Completed Whether produced by a large external producer or a hybrid of internal and external staff, the decision on how to approach the Victory Ceremonies, the intended structure of the team, and the key staff should be retained by this date.
-24 months	OMP Venue Site Selected In an Olympic Winter Games, the site for the Olympic Medals Plaza should be selected by this date.

Continued on next page



3.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
-20 months	Estimated Budget Completed The first budget for Victory Ceremonies should be completed by this date.
-15 months	Final Creative Concepts Completed The concepts for any cultural performances or concerts should be developed and approved by the OCOG CEO by this date.
-12 months △	IOC Creative Approval The IOC must approve the detailed creative concepts associated with the Victory Ceremonies along with a master plan including a production budget, high-level production schedules, and staff/production plans by this date. At this point, the OCOG should have allocated and have fully and unconditionally funded the production budget sufficient to produce the show's creative intent. The base budget is recommended to be locked from this point forward. The OCOG may choose to supplement the budget and enhance the ceremonies, but the base creative programme should not be reduced.
-3 months △	IOC Protocol Script Approval The IOC shall approve a template script containing the exact wording for the medals presentations in all languages by this date.
-2 months	Rehearsals Begin With hundreds of volunteers needed to perform the Medals Ceremonies, rehearsals should commence at least two months before the Games
Games-time	Victory Ceremonies



3.3 Key Relationships

Introduction

To ensure the smooth operation of all aspects of the Opening Ceremony, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the groups below

Key Relationships for Victory Ceremonies

OCOG Executive Leadership

The senior most executive at the OCOG who is charged with approving the creative content is very important. The most successful ceremonies have stemmed from a strong internal vision and approval structure. The CEO of the OCOG is usually personally involved in approving the major creative concepts, often participating in high-level creative meetings, reviews of the top line budget, and in managing the project.

Olympic Family/ Protocol

Protocol and tradition are fundamental to Olympic Ceremonies. It is important to integrate Protocol into planning the required elements of ceremonies.

Security

With the position and importance of Ceremonies (as well as the presence of many high governmental officials), Security plans will figure into preparations for Ceremonies.

Sport

Sport Presentation need to liaise closely with Ceremonies in the production of the ceremonies held at each venue.

Venue Operations

The team that operates all of the non-production aspects of the Ceremonies stadium is also very important. Their planning should coincide with ceremonies development.



3.4 Required Elements & Protocol

Introduction This section explains the required protocol elements related to the Victory Ceremonies.

Language Requirements



All matters of protocol must be presented in three languages, except when the host country's language is French or English. In such an instance, only the two languages, English and French, must be observed. Announcements must be presented in this order: first in English, second in French, and third in the host country's language (if it is other than English or French). If the host country's language is English it should be read after French. All matters of protocol must be translated. It is not required that they all be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Flowers and Olive Wreath Requirements



For the Olympic Games (Summer), athletes must be presented both flowers and an olive wreath, with the wreath to be placed upon the athlete's head. For Olympic Winter Games, only flowers shall be presented. These flowers must follow the IOC clean venue rules and be void of any commercial messages.

Protocol Requirements



There are required elements of protocol in an Olympic Victory Ceremony, as referenced in the [Olympic Charter](#). Where noted, these protocol moments must take place in the specified order to time during the ceremony.

Continued on next page



3.4 Required Elements & Protocol, Continued

Protocol Order



The following protocol applies for all Victory Ceremonies. It must be strictly followed and all scripts and routines for the Victory Ceremonies require prior written approval of the IOC.

Order	Action
1 X	<u>Introduction of the Olympic Medallists:</u> The winners names are announced in the following order: the third place finisher is announced first, followed by the second-place holder, leading up to the announcement of the first-place athlete, the Gold Medallist and Olympic Champion. As their names are announced, the competitors who are first, second and third, wearing their official or sports dress (in strict accordance with the Olympic Charter), take their places on a podium facing the official stand, with the winner slightly higher than the second-placed who is on his right, and the third-placed who is on his left. The second and third-place podiums are of equal height.
2	<u>Introduction of the Presenters:</u> The medals shall be presented during the Olympic Games by the President of the IOC (or an IOC member selected by him), accompanied by the President of the IF concerned (or a representative selected by him). The presenters are announced in three languages (two if the host country language is English or French.)
3	<u>Medal and Flower Presentations:</u> The IOC President or a selected IOC member shall hang the medal around the winner's neck. Then, the IF President or his deputy presents the winner with a bouquet of flowers (and olive wreath for Summer Games). No commercial insignias may be placed on the flower bouquets, as clean-venue rules apply. Athletes participating in victory ceremonies must be dressed in national colours. Where possible, Athletes should wear their dress uniforms (the same dress as Opening and Closing Ceremonies). Where not possible due to time constraints, the athletes should wear their full competition uniform. No additional National Flags, banners, or other merchandise should be allowed on the medalling platform.

Continued on next page



3.4 Required Elements & Protocol, Continued

Protocol Order (continued)

Order	Action
4 & 5	Raising of the National Flags and Playing of the Gold Medallist's National Anthem: The flag of the winner's delegation shall be hoisted on the central flagpole, and those of the second and third on adjoining flagpoles to the right and to the left of the central flagpole at equal height, slightly lower than the central, champion's flag, looking towards the arena. All flags should be of uniform size, usually 3 feet by 5 feet, with horizontal orientation. New flags should be made for each Games, as changes to nations' flags are common between Games. It is advisable to designate a flag and anthem protocol expert at the OCOG, and to have each NOC approve the flag to be used in Victory Ceremonies. While the (abbreviated, no more than 90 seconds) anthem of the winner's delegation is played, the medal-winners face the flags. Each medal-winner is directly opposite his or her delegation's flag. It is customary for the OCOG to re-record each participating country's anthem for each Games, as anthems are subject to change between the celebration of the Games. The recording of all national anthems must be approved by their respective NOC. At competition events where only flowers are presented and the medals are awarded at Olympic Medals Plaza, no national flags are raised or national anthems are played. These two acts of protocol happen only when a medal is awarded.



3.5 Medals & Certificates

Introduction

The medals and diplomas distributed to athletes must follow specific guidelines, while keeping within the theme of the individual Games.

IOC Approval



The designs of all medals and diplomas shall be submitted by the OCOG to the IOC for prior written approval.

Requirements for Medals and Diplomas



As stated in the [Host City Contract](#), the OCOG is responsible to satisfy the requirements to produce and distribute medals in relation to the Olympic Games, according to the conditions as determined by the IOC.

Individual Sports

For individual events, the first prize shall be a gold gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a diploma. The medals must mention the sport and the specific event for which they are awarded, and be fastened to a detachable chain or ribbon so as to be placed around the athlete's neck. Competitors who will have placed fourth, fifth, sixth, seventh and eighth shall also receive a diploma, but no medal. In the case of a tie for a first, second or third place, each competitor is entitled to an identical medal and a diploma.

Team Sports

For team sports, and for team events in other sports, each athlete member of the winning team is entitled to a gold gilt medal and a diploma, each such member of the second team to a silver medal and a diploma, and each such member of the third team to a bronze medal and a diploma. Prior to the Olympic Games and after consultation with the IFs concerned, the IOC shall decide the extent to which such athlete members shall include those athletes who have not taken part in at least one match or competition during such Olympic Games. The members of a team placed fourth, fifth, sixth, seventh and eighth shall receive a diploma. In the case of a tie for a first, second or third place, each competitor is entitled to an identical medal and a diploma.

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3.5 Medals & Certificates, Continued

Requirements for Medals and Diplomas (continued)



Diplomas

All competitors, all team officials and other team personnel, the members of the IOC, and if they are present at the Olympic Games, the Presidents and Secretaries General of the IFs recognised by the IOC, and those of the NOCs as well as the judges, referees, timekeepers, inspectors, linesmen, etc. at the Olympic Games officially appointed by the relevant IFs within the norms set by the IOC, shall receive a commemorative diploma and commemorative medal.

Other Considerations

- Medals shall be at least 60mm in diameter and 3mm thick. The medals for first and second places shall be of silver of at least 925-1000 grade; the medal for first place shall be gilded with at least 6g of pure gold.
- The medals and diplomas awarded on the occasion of the Olympic Winter Games must be different from those used for the Games of the Olympiad (Summer).
- The commemorative diplomas and medals shall not be given to the members of a delegation which has withdrawn from the Olympic Games.
- No prizes or awards other than those described above shall be given at the Olympic Games.
- If an Olympic competitor is disqualified, his medal(s) and diploma(s) must be returned to the IOC.
- The OCOG shall ensure that a valid assignment of the copyright is made by all the designers of the medals referred to in this rule in favour of the IOC, which shall automatically be recognized owner of the copyright. If the law of the country requires that an assignment must be made in writing, the OCOG is obliged to draw up the necessary document and to submit it for signature to the IOC, which shall thereupon be the sole holder of such copyright.
- At the conclusion of the Olympic Games, the OCOG shall hand over to the IOC the moulds of all the medals struck and all surplus medals and diplomas. The OCOG shall also account to the IOC for all medals and proofs thereof which have been struck.

Commemorative Pins

Every athlete entitled to a medal shall receive a commemorative pin as determined by the IOC.



3.6 Olympic Medals Plaza (Olympic Winter Games)

Introduction

Required only for the Olympic Winter Games, the Olympic Medals Plaza is a unique venue where the majority of medals are presented, with certain exceptions as allowed by the IOC.

Elements for Olympic Medal Plaza X

Protocol

Protocol is the same for ceremonies held at the competition venue and at Olympic Medals Plaza. However, if medals are given out at Olympic Medals Plaza, a flower ceremony is held at the competition venue, with the same protocol as a medal ceremony, other than flowers are given in lieu of the medal, and only a representative of the IF must preside over this ceremony and present the flowers to the athletes.

Venue Consideration

Olympic Medals Plaza is a main Games venue, and operates like other competition and ceremonies venues, with appropriate accreditation zones, media, broadcast, security, etc. The perimeter of the venue must be fully secured. The venue must include an athlete's lounge.

Logistics for Athletes

Medal athletes are afforded a custom transport system to Olympic Medals Plaza. Transport is arranged for each medallist (vans in the case of larger teams). This vehicle transports the athlete from their competition venue to the Olympic Medals Plaza and returns them to the Olympic Village. It is customary to give each Medallist 6-10 tickets depending upon the capacity of Olympic Medals Plaza on the night of the Medallists award. Custom transport is not provided for the Medallists' friends and family. Refer to the [Technical Manual on Transport](#) for more information.

Continued on next page



3.6 Olympic Medals Plaza (Olympic Winter Games), Continued

**Elements for
Olympic Medal
Plaza**
(continued)
X

Activities

Often, cultural performances or concerts are presented after the medal ceremonies. Such programming is an excellent way to involve the Host City and citizens in the celebration of the Games. Although a ticketing system may be used to control entry and capacity, tickets for activities at the Olympic Medals Plaza are customarily free of charge.

Copyright and Intellectual Property Rights

As the Olympic Medals Plaza is a full Olympic Venue, all rights to activities and creative elements taking place within belong to the Olympics. The OCOG shall make sure the all rights are owned by the IOC according to the current policies of the IOC Legal Department. If such programming is undertaken, the [Host City Contract](#) stipulates that the OCOG must ensure that the appropriate documentation is executed with performers at the ceremonies, in order to ensure that the broadcast rights holders are able to exploit such performances in accordance with their broadcasting agreements with the IOC, and that the IOC may use and authorise the use of such performances, without charge, to promote the Olympic Games and the Olympic Movement. Notify performers of these stipulations early in the negotiation process, to avoid issues later in the ceremonies planning.



3.7 Recommendations

Introduction This section lists recommendations in relation to Victory Ceremonies.

Recommendations

Respect to Protocol

Ensure that the Victory Ceremonies are dignified, respectful of Olympic protocol and traditions. No one but a victorious athlete should ever put an Olympic medal around his or her neck.

Flags

It is recommended that the delegation flags be raised by people with proper training, to ensure a smooth and level hoist up the flagpole. Make sure a protocol expert (usually within the NOC Services function) and each NOC verifies flags and anthems. Position camera platforms so that the delegation's flag is in front of the athlete, directly in his or her view, not behind him or her.

Podium

Each medals podium has two levels. The gold medallist stands on the highest level in the centre; the silver and bronze medallists are on each side of the gold medallist, on platforms of the same height. Make sure the podium has a non-slip surface on top. For brand consistency, integrate the podium design into Look of the Games and other creative designs.

Presentation of Flowers and Olive Wreaths

As stated earlier, both flowers and olive wreaths shall be presented during Victory Ceremonies during Summer Games. Only flowers shall be presented for Olympic Winter Games. If medals are to be presented at Olympic Medals Plaza during the Olympic Winter Games, only Flower Ceremonies are held at the competition venue. Flowers are also given to the athlete during the medals presentation at the Olympic Medals Plaza. Make sure flower colours selected are acceptable to nations around the world. For example, white symbolizes death in some countries, and should be avoided as a dominant flower colour in the arrangement. Use flowers that are meaningful and native to the host country and of colours that reflect the Games colour palette. There must be no commercial insignia on flowers, as brand protection rules for clean venues must be followed.





PART II → Other Olympic Events

Overview

Introduction This part describes the obligations and recommendations for key Olympic-related events not contained in other technical manuals, which are often under the responsibility of the OCOG Ceremonies Function.

Contents This part contains the following topics

Topic
4.0 Olympic Torch Relay
5.0 Olympic Live Sites & Celebration Zones
6.0 Opening of IOC Session
7.0 Team Welcome Ceremonies at Olympic Village
8.0 Signature Events





4.0 → Olympic Torch Relay

Overview

Introduction This chapter describes the obligations and elements for the Olympic Torch Relay.

Contents This chapter contains the following topics:

Topic
4.1 Introduction & Scope
4.2 Key Milestones
4.3 Key Relationships
4.4 Required Elements & Protocol
4.5 Sponsor Integration
4.6 Recommendations



4.1 Introduction & Scope

Context

The Olympic Torch Relay (OTR) is one of the strongest links between the Modern Olympic Movement and the Ancient Olympic Games, and may be considered the second most important communications tool after the Games themselves. The Olympic flame is lit in Olympia, Greece, from rays of the sun in traditional ceremony among the ruins of the original Olympic stadium. The flame is carried back to the newest host country, and may travel in the Olympic Torch Relay for up to 100 days, spreading the message of humanity and light integral to the Games.

Obligations for Torch Relay



As stated in the [Host City Contract](#), the OCOG shall organise a torch relay. It is understood and agreed that there shall be only one torch relay programme relating to the Games. The OCOG shall provide to the IOC, prior to the Opening Ceremony of the Games, at the OCOG's expense, forty (40) torches.

Approval by IOC



As stated in the [Host City Contract](#), the IOC holds all rights relating to the use of the Olympic flame, Olympic torches and the torch relay. As a consequence, all matters relating to the Olympic flame and the torch relay programme, including the design, the numbers produced and the distribution thereof, the lighting of the Olympic flame, all aspects relating to the torch relay, including the route, duration, number of runners, and the provision of equipment and, more generally, any animation or other programme created and/or put into place by or for the OCOG related thereto shall be submitted to the IOC for its prior written approval.

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4.1 Introduction & Scope, Continued

General Principles of Torch Relay

Format & Frequency

- **Olympic Games** - The torch relay may be staged internationally. Any decision must have prior written approval of the IOC.
- **Olympic Winter Games** - The torch relay should be, in principle, limited to the national territory of the host country. Any change must be approved by the IOC.
- To avoid weakening the message by regularly organising international relays, the relay should not be organised in the same countries/cities every four years.
- After each edition, the international relays should be carefully analysed to ensure that a regular international relay does not weaken the message.

Responsibilities

- The IOC has developed guidelines on both the communications/vision and the operational aspects of the event. Through these guidelines, the IOC will have the final approval on the selection of the route, selection of torchbearers, financial involvement of various stakeholders, marketing/sponsorship programmes, and the conclusion of long-term agreements with partners.
- All operations should be carried out under the responsibility of the OCOG, in accordance with the IOC's guidelines.
- The IOC Coordination Commission is the final responsible entity for the Torch Relay each specific Games edition.

Flame Lighting and Retrieval

The Olympic Torch Relay for every Olympic Games begins with the flame lighting in Olympia, Greece. The National Olympic Committee of Greece will host the lighting ceremony. Using the rays of the sun, the flame is lit and transferred to the first Olympic Torch of the Olympic Games. Greek tradition and protocol govern the lighting ceremony.

After the lighting has taken place, the Hellenic Olympic Committee has the option of running a relay of the flame through its country. This Greek stage of the relay shall last no longer than five (5) days with all expenses for the relay and lighting ceremony covered by the OCOG.

Upon conclusion of the Greek Stage of the relay, a retrieval ceremony will be conducted at the first Modern Olympic Stadium in Athens, Greece. Often, the flame has been held at the first Modern Olympic Stadium until the agreed time for its handover to the next host country. The protocol and tradition of the retrieval ceremony shall follow the Hellenic Olympic Committee traditions and be developed in concert with the OCOG. Once the flame is given over to the care of the next Host Country, it can be transported via airplane or other means to begin the relay.

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4.1 Introduction & Scope, Continued

Flame Arrival	Following the Flame Retrieval Ceremony and transport, the Olympic Flame has traditionally arrived to one of the largest signature events in advance of the Olympic Games. Considerable worldwide and national attention is focused on the start of the Olympic Torch Relay. If the Host Country has staged an Olympic Games in the past, it is customary for the Olympic Relay in that country to begin at its most recent city to host an Olympic Games.
Brand Integration & Messaging X	The Olympic Torch Relay is perhaps the most powerful tool an OCOG has to build awareness and create excitement for the coming games. The relay allows the host nation see, touch and feel the power of the Games in a very personal way. The relay often traverses the entire country, taking the flame to touch every sector of the Host Country. Torchbearer and support runner uniforms, motorcade graphics, and other environmental graphics used during the relay should tie closely to the brand of and vision of the Games. The OCOG communication plan should closely aligned with the strategic vision of the IOC communications plan. More information on the communications opportunities for the Torch Relay is found in the Technical Manual on Communications .



4.2 Key Milestones

Introduction This section lists the key milestones for the Olympic Torch Relay.

Key Milestones For adequate planning time, the following schedule should be kept:

Date	Action
-42 months	Olympic Torch Relay Project commences The planning for the Olympic Torch Relay should commence.
-36 months	Structure defined/manager hired Each OCOG may approach the structure of its Olympic Torch Relay team differently. Many past Games have chosen to have a relatively small internal staff supported by dedicated resources from other functions (e.g. a communications specialist assigned to work solely on the Olympic Torch Relay). Typically an external company is hired to organise and implement the logistics of the Relay
-30 months	Estimated budget completed Planning continues with an estimated budget developed. This budget should include projections for the equipment and VIK needed from sponsors to aid the Marketing in securing partners to support the Olympic Torch Relay.
-24 months	Relay presenting sponsors secured The OCOG Marketing Function together with IOC Marketing should secure the presenting sponsor(s) of the Relay by two years before the Games. This critical step allows the budget to begin to lock into place and allows logistical planning to begin to expand to include the integration of sponsor activities.
-18 months	IOC approval of torch and route Given the complexities of implementing a large scale Relay, the route should be approved by the IOC well in advance in order for the logistics of the route to be organised. In addition, manufacture of thousands of torches, with their considerable engineering complexities. Hence, the IOC approval for the physical Torch should be secured by -18 months.

Continued on next page



4.2 Key Milestones, Continued

Key Milestones (continued)

Date	Action
-15 months	City/route agreements signed With the Olympic Torch Relay passing through many cities, communities, states, and sometimes countries, the legal agreements allowing the Relay to come through a region should be signed by this date. These agreements provide for the basic relationship between the OCOG and the local governments and include provisions for what expenses are covered locally and what expenses the OCOG and its sponsors cover.
-12 months △	IOC approval of OTR graphics and creative Again given the complexities of producing thousands of uniforms as well as Torch Look graphics, which may apply across a vast area, the early approval of the IOC is necessary.
-12 months	Olympic Torch Relay route announced While not a requirement, many past Games have chosen to capitalise on the “1 year to go” date as a key time to announce the route for the Olympic Torch Relay.
-6 months	Relay secondary sponsors secured The OCOG Marketing Function and IOC Marketing should complete their campaign to involve corporate partners in the OTR by this date. This allows final print collaterals and appropriate Look graphics to include sponsor logos where required.
-2 months	Olympic Torch Relay begins The duration of an Olympic Torch Relay cannot exceed 100 days; many past Games have had relays that last approximately 65 days.
Games-time	Arrival of Torch in Host City and lighting during Opening Ceremony The arrival of the torch into the Host City is usually in the days immediately before the Games, and is often accompanied by a public signature event as an opportunity to further promote the excitement of the Games.



4.3 Key Relationships

Introduction To ensure the smooth operation of all aspects of the Olympic Torch Relay, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the following below.

Key Relationships The organisation of the Olympic Torch Relay should have close communication with the following groups:

Function	Description
Executive Leadership	Given the high profile of the OTR, the Chief Executive of the OCOG should be involved in high-level planning and approvals for all major aspects of the Relay. The selection of route itself will be politically charged. The Look of the Relay requires IOC approval, and media will be interested throughout the process. Continued involvement of OCOG senior management is important throughout the process.
Ceremonies Production Team	Given the scope and scale of the Relay, a dedicated team is often created with an extensive external staff (numbering on average from 200 – 400 people) to organise and implement the Torch Relay.
Communications	As a primary vehicle for the promotion and image of the Olympic Games, Communications Function should be heavily involved in the OTR. From creating the individual message points throughout the process to development of both a strategic and a crisis communications plan for the Relay, Communications is a core participant in the OTR team. It is recommended that Communications dedicate a small number of staff to the Relay itself with a few staff members travelling with the flame to manage the tremendous interest the press will have throughout the multi-day run.
City/Government Relations	With extensive agreements with municipalities, states, and sometime national governments, the City/Government Relations Function should be deeply involved in the OTR. They will help to negotiate the agreements for city services in each municipality that the flame passes through as well as securing security/crowd control through many levels of government.

Continued on next page



4.3 Key Relationships, Continued

Key Relationships (continued)

Function	Description
Marketing	The Olympic Torch Relay is the largest sub-programme of an Olympic Games in terms of the potential for funding from sponsors. As such, the integration with the Marketing Function of the OCOG and the IOC is critical. They will facilitate and manage relationships with Olympic Marketing Partners to support the Relay itself. They will also coordinate the relay segments given to each of the sponsors in the TOP programme.
Hellenic Olympic Committee	The National Olympic Committee of Greece (Hellenic Olympic Committee) is an important entity involved in the OTR. They are responsible for the lighting ceremony in Olympia, Greece, as well as an active voice in the treatment of the broader relay itself. An agreement for services and approvals by the Hellenic Olympic Committee should be signed approximately 12 months before the Games.
IOC	The IOC will have an active role in planning and approving the Olympic Torch Relay, with overall approval of the Relay from route selection to organisational development. IOC Communications will be involved in media relations and messaging opportunities and IOC Marketing will be heavily involved in developing and managing the relationships with sponsors as well as guiding the Look and feel of the Relay.
Image & Look	The Image & Look Function typically designs the Look of the Olympic Torch Relay including the uniforms, vehicle overlays, and environment graphics. Their early integration into planning will assist in creating a visually seamless OTR.



4.4 Required Elements & Protocol

Introduction This section lists the required protocol elements for the Olympic Torch Relay.

**Protocol
Elements for
Olympic Torch
Relay
X**

As explained above, the [Host City Contract](#) specifies that the IOC holds all rights relating to the use of the Olympic flame and of Olympic torches, and all matters relating to the Olympic flame and the torch relay programme shall be submitted to the IOC for its prior written approval.

In recent Olympic and Winter Olympic Games, the OTR customarily has lasted 65 days and traversed the entire host country. The flame burns continuously from the lighting ceremony in Olympia, Greece, throughout the OTR, to the lighting the Olympic Cauldron at Opening Ceremony.

It is critical that the flame be continuous from its lighting in Olympia, Greece, to the ignition of the Olympic Flame in the Olympic Cauldron at the Opening Ceremony. Symbolically, publicly, and physically the flame that began in Olympia must be the same flame that lights the cauldron.

**Further
Guidelines** More information concerning the organisation of the Olympic Torch Relay is available through the IOC.



4.5 Sponsor Integration

Introduction

The Torch Relay scope and breadth is often made possible through sponsorships, and the Torch Relay often has both primary and secondary sponsors.

Sponsor Elements X

- All sponsorships relating to the Torch Relay Programme must be coordinated with IOC Marketing, and procured by the OCOG Marketing Function.
- Marketing Partners are customarily allowed an allotment of torch-runner selections, and recognition in relay graphics where commercialisation is allowed. All torch-runner selections and sponsor graphics must be approved by the IOC. The torch relay in general should avoid overt commercialism.
- Torchbearer uniforms must be commercial free, and should be predominantly white in colour. Support-runner and staff uniforms may have small sponsor logos. More information on branding regulations can be found in the [Technical Manual on Brand Protection](#).



4.6 Recommendations

Introduction This section lists recommendations for the organisation of the Olympic Torch Relay.

- Recommendations**
- The Torch Relay programme should integrate closely with the overall Games vision and brand. The Torch Relay should be used to promote the upcoming Games and the spirit of Olympism as much as possible. OCOGs can capitalise on public relations opportunities made possible by the relay if the relay's design, theme and focus relates to the Games' vision and to Olympic ideals.
 - The promotion and selection of Torch-runners should be maximised as individuals who embody the Olympic ideals of humanity and service.
 - The advances in mechanics and the internal engineering of the torch should be utilised from previous Games, although the outside of the torch is customarily designed to complement the Look of the Games. It is recommended that each torch is able to burn for at least 20 minutes, and be as lightweight as possible. The torch should weigh no more than 3 pounds.





5.0 → Olympic Live Sites & Celebration Zones

Overview

Introduction This chapter describes the obligations and recommendation for Olympic Live Sites and Celebration Zones in the Host City.

Contents This chapter contains the following topics:

Topic
5.1 Scope, Milestones and Relationships
5.2 Recommendations



5.1 Scope, Milestones and Relationships

Context Olympic Live Sites and Celebration Zones are usually not within the secured, accredited portion of an Olympic venue, but rather a general area where fans and spectators can gather to celebrate the days' events, listen to music, mingle and interact with a pin trade, or other exchange. To provide a forum for people to come together in peace to celebrate the excitement of the Host City during an Olympic Games is the main goal of live sites and celebration zones.

Key Milestones For adequate planning time, the following schedule should be followed:

Date	Action
-30 months	Olympic Live Sites and Celebration Zones project commences Given the complexities of developing multiple celebration zones throughout the Games theatre, detailed planning for the project should begin no later than 2.5 years before the Games.
-24 months	Structure defined/Manager hired Each OCOG may approach its structure differently. Whether they choose to create and produce the Live Sites internally, create a relationship with the local municipalities wherein they produce the sites, or hire a production company to implement the Live Site plan, many different organisational approaches may be used. By two years before the Games, the senior OCOG staff member should be appointed and the general operating concept should be set.
-19 months	Operating Concept Completed Approximately a year and a half before the Games, the Operating Concept for Live Sites and Celebration Zones should be completed, including the budget, which will allow the OCOG Marketing Function to secure partners as well as get the necessary approvals to begin production development.

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5.1 Scope, Milestones and Relationships, Continued

Key Milestones (continued)

Date	Action
-12 months	Event staff identified Whether internal, city, or external contractors, the key staff should be identified by this date including producers
-8 months	Atmosphere talent auditions begun With performing troupes numbering into the thousands, many Games begin the process of auditioning and organising their performing groups and cast eight months before the Games.
-6 months	Operating Plans Complete The Operating Plans for Live Sites and Celebration Zones should be completed and shared with the IOC for approval. If the Live Site encompasses a competition venue and has any direct impact, the IF responsible should be given a courtesy review and approval.
-6 months	Staff workshops begun As production staff begins to build in the later stages of organisation, workshops should be conducted to familiarise them with the venues, cities, live site plans so that they can be effective quickly.
-3 months	Venue producers on-site Similar to the process for venuisation at competition venues, the production staff should be relocated to their site offices and compounds approximately three months before the Games.
-2 months	Atmosphere talent rehearsals begun Rehearsals for performing talent should commence two months before the Games.

Continued on next page



5.1 Scope, Milestones and Relationships, Continued

Key Relationships

To ensure the smooth operation of all aspects of Olympic Live Sites and Celebration Zones, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the following groups:

Function	Description
Ceremonies Production Team	The Ceremonies team designs and produces the Olympic Live Sites and Celebration Zones. Typically these productions are of a significant enough scale to require a large external producer or sizable internal team be assigned to the project.
Authority and City Operations	Often staged and organised in conjunction with Host City efforts, Olympic Live Sites and Celebration Zones are created primarily for the local citizens. As such, considerable integration and a strong working relationship will be necessary with the local municipality.
Marketing ✕	Marketing Partners are often very involved in Olympic Celebration sites. While good taste and strong Olympic Look are important, appropriate corporate identification may also be possible. However, all sites must follow the marketing guidelines as described in the Technical Manual on Brand Protection .
Arts and Culture	The OCOG Culture Function may be a significant partner in creating Olympic Celebration Sites as a number of artistic performances may be staged.
Workforce	Olympic Celebration Sites can bring a considerable need for volunteers and workforce support. Often overlooked or not planned as fully as competition venues, a good relationship with workforce planning is important. Early forecasting of needs will allow Workforce planning to secure and train the proper number of volunteers.
Security	Detailed planning of security for these sites must be considered. While they are not competition venues, they are assumed to be quasi-Olympic sites. Public order and security is tremendously important to the success of these venues.
Image & Look	Image & Look Function should provide the dress and graphics for Olympic Live Sites. They should integrate the celebration zones into the broader Look of the Games program.



5.2 Recommendations

Introduction	This section lists recommendations regarding the organisation of Live Sites and Celebration Zones.
Sponsor Integration	Sponsor involvement is ideal for Olympic Live Sites and Celebration Zones. It gives sponsors a direct connection to the fans, and sponsors often offer enriching programmes and events that add to the festive and educational atmosphere. Olympic sponsors often make securing headline talent for celebration zones feasible.
Atmosphere	Olympic Live Sites and Celebration Zones are a natural outlet to showcase the people and culture of the Host City and nation. Pick performers who reflect the traditions and pageantry of the region, in a fresh and exciting way. Arrange for upbeat, popular local entertainment, and find ways to involve artists and performers from the cultural presentations. Atmosphere talent provides a rich background for visitors and spectators.
Other Recommendations	• Decorate Live Sites and Celebration Zones with Look of the Games graphics, and integrate Games brand message and theme into the performances. • Involve local governments and groups who are planning city celebrations and coordinate efforts, for a seamless, integrated programme. • To make the celebrations cost-effective, use volunteer performers, and simple, creative ideas that highlight the host city and nation's culture and traditions in an entertaining manner.





6.0 → Opening of IOC Session

Overview

Introduction This chapter lists the obligations and recommendations for the organisation of the Opening of the IOC Session.

Contents This chapter contains the following topics:

Topic
6.1 Scope, Milestones and Relationships
6.2 Recommendations



6.1 Scope, Milestones and Relationships

Context

The IOC Session is customarily held the week prior to the Olympic Games, in years that the Olympic Games are celebrated. The organisation of the session related to its Games is the responsibility of the OCOG, but as is stated in the Olympic Charter, the programme of the opening of the Session must be submitted for prior approval to the IOC. Invitations, once approved by the IOC, must be sent to IOC members three months before the start of the Session.

Approval by IOC



As stated in the [Host City Contract](#), the OCOG shall submit scenarios and detailed description of programme to the IOC for its prior written approval.

Brand Integration & Messaging

The look and logos of the IOC Session should be drawn directly from the graphics and elements of the Look of the Games programme. Rather than a distinct look, the IOC Session should be visually a part of the broader image of the Olympic Games. The opening ceremony of the IOC Session is the first significant event of protocol related to the Games. The opening of the IOC Session is a unique, intimate opportunity to showcase the Host City and Country with a specific art and performance programme that relates to the culture and traditions of the people. The OCOG is responsible, with approval from the IOC, for the preparation and printing of the ceremony programme, including speeches and invitation cards in French and English (and, if necessary, the language of the host country.)

The content of the ceremony, including the Olympic anthem, official speeches, and the seating plan for IOC members must be approved by the IOC. In addition to the official proceedings, which are planned by the IOC, an artistic programme of not more than 30 minutes in duration and reflecting local traditions and culture is presented. This ceremony is customarily followed by a reception.

Continued on next page



6.1 Scope, Milestones and Relationships, Continued

Protocol Elements X

All questions related to protocol are under the exclusive jurisdiction of the IOC, and the all protocol matters must be approved by the IOC. Prior to the Opening Ceremony of the Session, IOC members are presented to the Head of State at the opening ceremony of the IOC Session related to the Games in the following order:

- IOC President
- First Vice-President
- Second Vice-President
- Third Vice-President
- Fourth Vice-President
- IOC Executive Board members
- IOC Doyen
- IOC members in order of seniority (including honorary members)
- Honour members (if applicable)
- Director General
- Secretary General

Note: Each of the above may be accompanied by their partner or one other member of their family.

- IOC directors in the order they appear in the Olympic Movement Directory
- Other sports personalities chosen by the IOC President.

The IOC Head of Protocol, assisted by members of the IOC secretariat, will ensure that attendees are assembled in protocol order before the ceremony, and are wearing their medals of office. For a complete outline of expected protocol, see the [Technical Manual on Protocol](#).

Key Milestones For adequate planning time, the following schedule should be followed:

Date	Action
-18 months	Opening of the IOC Session project commences As a significant event of the IOC calendar, responsibilities for planning and a staff/functional team structure should be set approximately 18 months before the Games.
-16 months	Estimated budget completed A preliminary budget should be developed and scope of support from other functions and the cultural community should be set.

Continued on next page



6.1 Scope, Milestones and Relationships, Continued

Key Milestones (continued)

Date	Action
-16 months	Venue secured The venue for the session should be set. Previous Games have used large theatres or a ballroom at the Olympic Family Hotel. Many of the past events have had significant cultural performances requiring a major concert hall or performing auditorium.
-12 months	Event staff identified The internal OCOG planning team along with the full senior production team should be identified by this date.
-12 months	Look developed The Look of the IOC Session should be developed one year before the Games so that it can be interpreted within the venue and presented to the IOC for approval no later than nine months before the Games. The Look for the IOC Session should be made up of the Look of the Games graphics.
-9 months △	IOC plan approval The IOC shall be given the opportunity to approve all aspects of the Opening of the IOC Session including the Look, the proposed program, and details about the event at least nine months before the Games.
-3 months	Invitations sent to IOC members Invitations to the members and special invited guest are distributed three months prior to the Games.
-2 months △	IOC Approval of Final Script The final and complete script with all great detail must be sent to the IOC for its formal written approval two months before the Games. All subsequent editions should be sent with changes clearly highlighted.
Start of IOC Session immediately before Games	Operations for Opening IOC Session The event takes place at the beginning of the IOC Session which starts typically 4-5 days before the Opening Ceremony.

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6.1 Scope, Milestones and Relationships, Continued

Key Relationships

To ensure the smooth operation of all aspects of the Opening Ceremony of the IOC Session, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the following groups:

Function	Description
Executive Leadership	As a high profile event immediately preceding the start of the Games, the Chief Executive of the OCOG should be involved in or approve all high-level plans for the Opening of the IOC Session.
Ceremonies Production Team	The Ceremonies Function usually produces the Opening of the IOC Session. They provide the day-to-day management of the project from inception, retain all staff, script, produce and implement the project.
Protocol	Protocol is charged with coordinating the direct participation from the Olympic Family. With considerable involvement of IOC Members, the IOC Executive Board and leadership, this event requires considerable support.
City/Government Relations	The Opening of the IOC Session usually involves the Host City Mayor. Government Relations Function remains involved in planning the event and supporting it with the help of the local government administration.
Image & Look	The Image & Look Function typically designs and dresses the venue for the Opening of the IOC Session. They provide the stage, speakers, podium and venue Look.
Arts and Culture	The Culture Function customarily taps the richness of arts institutions in the host city to provide a cultural performance during the IOC Session.
Media Relations and Communications	As one of the first high profile events of the Olympic Games. Media Relations and/or Communications Functions manage the media for this prestigious event.



6.2 Recommendations

Introduction This section lists recommendations in relation to the Opening of the IOC Session.

- Recommendations**
- Early planning is needed for this project is important given the many functions involved in its success. Give at least 12 months to the planning of this project.
 - If possible, the individuals responsible for creating this event should travel to one of the Previous IOC Sessions to experience the event, witness protocol, and develop relationships necessary to pull off a successful event.
 - The cultural performance should give taste of the Host Country and its traditions. These performances are often more artistic in nature than the more mass appeal of the Opening and Closing Ceremonies.
 - More information can be found in the [Technical Manual on Organising Meetings](#).



7.0 → Team Welcome Ceremonies at Olympic Village

Overview

Introduction This chapter describes the elements for the organisation of Team Welcome Ceremonies at the Olympic Village.

Contents This chapter contains the following topics:

Topic
7.1 Scope, Milestones and Relationships
7.2 Recommendations



7.1 Scope, Milestones and Relationships

Context



Each Olympic team is welcomed to the Olympic Village by the Village Mayor with a flag raising ceremony, the date of which should be settled with the chef de mission of the respective country, but must occur before the Opening Ceremony of the Olympic Games. More information can be found in the [Technical Manual on Olympic Village](#).

Customarily, a short (5-10 minutes) artistic programme which reflects the music, culture and traditions of the Host City and country is incorporated into the Welcome Ceremony. A small, token gift fraternity is often offered to the team. For example, hand-crafted Native American peace pipes, made by the five tribes of Utah, were given as gifts at the Team Welcome Ceremonies at the Olympic Village during the Salt Lake 2002 Games.

Approval by IOC



As stated in the [Host City Contract](#), the OCOG shall submit scenarios and detailed description of programme to the IOC for its prior written approval.

Protocol



The NOC should parade a number of team members at the ceremony. The national anthem of the country is played (abbreviated, no more than 90 seconds) as the nation's flag is hoisted. Up to four countries may be welcomed in one ceremony. NOCs may invite a limited number of officials, diplomats, national representatives and their national media to this ceremony. Many ceremonies may be held each day. The proposed programme of the Team Welcome Ceremony must be approved by the IOC.

Access

The OCOG shall organise the proper access for the necessary participants, as well as necessary logistical issues. More information can be found in the [Technical Manual on Olympic Village](#).

Continued on next page



7.1 Scope, Milestones and Relationships, Continued

Key Milestones For adequate planning time, the following schedule should be followed:

Date	Action
-18 months	Team Welcome Ceremonies project commences The staff assignments and early planning for the Team Welcome Ceremonies should commence 1.5 years before the Games.
-12 months	Estimated budget completed The estimated budget for the Team Welcome Ceremonies should be completed and approved by OCOG leadership by this date.
-9 months	Event staff identified The production staff and performing talent should be identified by this date.
-6 months △	Programme presented to IOC for approval The programme for the Team Welcome Ceremonies should be presented to the IOC for its approval by 6 months before the Games.
-2 months △	IOC Approval of Final Script The final and complete script with all great detail must be sent to the IOC for its formal written approval two months before the Games. All subsequent editions should be sent with changes clearly highlighted.
Games-time	Operations of Welcome Ceremonies at Olympic Village The first ceremony begins with the arrival of the first NOC(s) at the Olympic Village.

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7.1 Scope, Milestones and Relationships, Continued

Key Relationships

To ensure the smooth operation of all aspects of the Team Welcome Ceremonies, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the following groups:

Function	Description
Ceremonies Production Team	A team from the OCOG Ceremonies Function is usually responsible for staging the Team Welcome Ceremonies at the Olympic Village. This team will coordinate all of the production aspects of the ceremony from scripting to implementation.
Image & Look	Image & Look Function should provide the dress and flags for the ceremonial area. Look often designs the stage and speakers podium along with the surrounding environment.
Arts and Culture	The Culture Function may be tapped to bring performers representing the local flavour and culture to perform at the Team Welcome Ceremony
NOC Relations	NOC Relations Function will help in setting the schedule of Team Welcome ceremonies, as well as provide all of the interface and coordination to secure the timely participation of each National Olympic Team.
Olympic Village	As the operator of the Olympic Village, this function is the client for Ceremonies. The Olympic Village Function will facilitate all of the operations in support of ceremonies.



7.2 Recommendations

Introduction

This section lists recommendations in relation to Team Welcome Ceremonies at the Olympic Village.

Recommendations

- The ceremony should be simple to stage and produce, as it must be repeated for each delegation.
- Ceremonies that give athletes a taste of the Host Country and its traditions are appreciated, and add to the Olympian's experience as well as promote the Olympic ideals.





8.0 → Signature Events

Overview

Introduction

Signature events are among the first special projects for an OCOG. These events range from countdown celebrations, which occur at various intervals before the Games (4 years, 3 years, 1000 days, 100 days, etc.) They are also significant iconic launches including the launch of the Games Emblem, Games Mascot, merchandise programmes, and other events. Signature events for an OCOG generally include other promotional efforts like educational or tourism tours. The intent of all Signature Events is to raise awareness and build excitement toward the staging of an Olympic Games. There are often secondary objectives from attracting the attention of the sponsorship community to selling merchandise.

These projects vary greatly with the unique needs of the OCOG. With the exception of the Transition Segment, Logo launch and Flag Arrival, the IOC requires no other events. However, many are recommended to help build a robust image for the Games ahead of the Games themselves.

Contents

This chapter contains the following topics:

Topic
8.1 Introduction & Scope
8.2 Recommendations



8.1 Introduction & Scope

Context

Signature events are not only excellent test events for the OCOG ceremonies team, but also an excellent way to build awareness regarding the Games vision and brand in the Host City and nation. Through this awareness, Signature Events may aide the OCOG in meeting marketing and ticketing goals.

Approval by IOC



As stated in the [Host City Contract](#), the OCOG shall submit scenarios and detailed description of programme to the IOC for its prior written approval.

Transition Segment during the Closing Ceremony of the Prior Olympic Games

During the Closing Ceremony of the previous Olympic Games four years prior, the OCOG is responsible for producing a brief cultural performance introducing their own Games. This segment usually lasts from 6-8 minutes and follows the Flag Handover protocol (see section 2.0). While the previous Olympic Games provides the technical infrastructure (sound, lighting, and existing stages), it is the responsible of the next host city's OCOG to entirely produce their segment from creative to casting, scripting and production.

Production of this segment can be complex. Often a year or more is given to the creative development and production of the Transition Segment.

As the highest profile Signature Event, the IOC requires an approval of the creative concept. This approval should be made no later than six months prior to the preceding Olympic Games.

In addition to the IOC's approval, the prior Host City's OCOG has an approval as to the creative fit and production realities. They cannot change or drive the creative. Rather, their role is to advise and support the next OCOG in creating a segment that seamlessly weaves into their Closing Ceremony.

Flag Arrival

At the Closing Ceremony of the previous Games four years prior, the Official Olympic Flag is transferred from the current Host City to the next Host City. It is customary for the Mayor of the next Host City to fly back home with the Official Flag. Upon arrival, there is a large public and press ceremony to welcome the Olympic Flag to the next Host City (four years before their Games). According to protocol and tradition, the Official Flag is to be displayed in the Lord Mayor's office for the following four years. The true official flag is placed in a safety deposit box, while a replica is left for public display.

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8.1 Introduction & Scope, Continued

Countdown Celebrations

Customarily, countdown celebrations are held in the Host City on significant days left until the Games, such as 1000 days before the Games, and 500 days before the Games. Popular Olympic athletes or hopefuls often attend and give speeches, as do local dignitaries and the OCOG president. Musical concerts and other artistic programmes that reflect the Olympic ideals and the Host City traditions and culture are customarily presented. Licensed merchandise and Olympic pins often are sold or given away to commemorate the event. Sponsorships may be sought by the OCOG Marketing Function to help defray the expenses of the event, with the approval of IOC marketing.

Major Launches

Often, OCOGs choose to celebrate the unveiling of major Games' elements, such as the logo or mascots, with the community. The element is often launched in a creative and grand manner, for example, past Games have formed the new logo with hundreds of members of an enormous band or in elaborate ceremonies at a culturally significant site. The launches are usually festive, energetic, with lively music and entertainment designed to garner local, national and worldwide media coverage and interest regarding the upcoming Games.

Key Relationships

To ensure the smooth operation of all aspects of Signature Events, close integration with many functions and groups is recommended. Communicate early and often, and define expectations and responsibilities with the following groups:

Function	Description
Ceremonies Production Team	Generally, Signature Events are the first activities handled within Ceremonies Function. Previous Games have had 2-4 staff members devoted to Signature and Promotional events. As many Signature Events are organised long before the larger Ceremonies staff is hired, the use of outside production companies or agencies is common.
Communications/ Media	Close integration with Communications is critical to assure that Games messaging and media communications is most effective.
City/Government Relations	Governmental Relations is also a fundamental Function that assists in creating Signature Events. Many of these events involve the local politicians and announcements of significant merit. Governmental Relations often is important in bringing the support of the local municipality or state to the project.

Continued on next page



8.1 Introduction & Scope, Continued

Key Relationships (continued)

Function	Description
Marketing	Signature Events almost always have either a direct or strong indirect relationship or target to marketing partners and sponsors. Whether sponsors are primary targets for the event like a Games Emblem launch or indirect in a countdown, close integration with Marketing allows the messaging to be optimised as well as offers opportunities for the use of VIK and sponsor products to offset budgeted expenses.
Arts and Culture	The Culture Function often provides performances or support of the cultural performances at events. These are often opportunities to involve large groups of performers and engage the community.
Workforce	The pre-Games pool of volunteers is often needed for Signature Events. These volunteers assist with many tasks from crowd control to merchandise sales to helping with production tasks.



8.2 Recommendations

Introduction

This section lists recommendations in relation to Signature Events.

Recommendations

- Produce events with local and national appeal, as these events have a core goal primarily to build excitement and anticipation for the Games within the local community. Each Games has its own specific needs, but these events often are major forms of outreach to future volunteers, ticket buyers, sponsors, etc. Strive for events that merge the ideals of Olympism with local culture, tastes and preferences.
- Manage the budgetary expenditure on these events judiciously. There may be many more requests for events than budget allows. Balance the importance of building the image of the Games in advance with the needs to create special ceremonies at Games-time.