



International  
Olympic  
Committee

# IOC FINAL REPORT ON PARIS 2024





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# FOREWORD

The Olympic and Paralympic Games Paris 2024 marked a significant step-change in engagement, impact and delivery. The first to be fully planned and delivered in line with the reforms of the International Olympic Committee (IOC)'s Olympic Agenda 2020(+5)<sup>1</sup> and The New Norm, they were the Games of a new era, underpinned by the concept that the “Games should adapt to the host city, not the city to the Games”.

From the start, planning took into account how the Games would provide a positive impact to all layers of French society. Years before the Games began, millions of people, businesses and communities throughout the country were already benefitting from social and economic programmes.

The Games were more inclusive, more youthful, more urban and more sustainable than ever before. Quota places were distributed equally between female and male athletes for the first time. A “Games wide open”, due to the COVID-19 pandemic they were the first since Pyeongchang 2018 to be able to welcome spectators fully back into venues – cheering on their sporting heroes, spurring them on to ever-greater achievements. Technology advances and AI initiatives, many driven by TOP Partners, enhanced the experience for on-site fans and for more than half the world's population watching around the globe.

Against the backdrop of global conflicts, the Games had the power to unite the world in peaceful competition. Athletes set aside the differences that divide them, competing fiercely while living together under one roof in the Olympic and Paralympic Village.

I would particularly like to thank the Paris 2024 Organising Committee and its governing bodies, the French National Olympic and Sports Committee, French Paralympic and Sports Committee, French State, Paris City Government, Île-de-France region, Métropole du Grand Paris, Seine Saint Denis departmental council, and representatives from the towns and cities involved in the Games.

Ultimately, it was the coming together of each and every individual and organisation involved in Paris 2024 – delivery partners, TOPs, domestic partners, media rights holders, workforce, athletes and fans alike – that made it the exceptional event it was. A special thanks also to the IOC Coordination Commission (see appendix for list of members) supported by the entire IOC Administration. Your incredible efforts enabled the success of a Games that inspired future generations, with innovation and evolution that will be used as a blueprint for events to come. Thank you.



**Pierre-Olivier Beckers-Vieujant**  
**Paris 2024 Coordination Commission Chair**



# INTRODUCTION



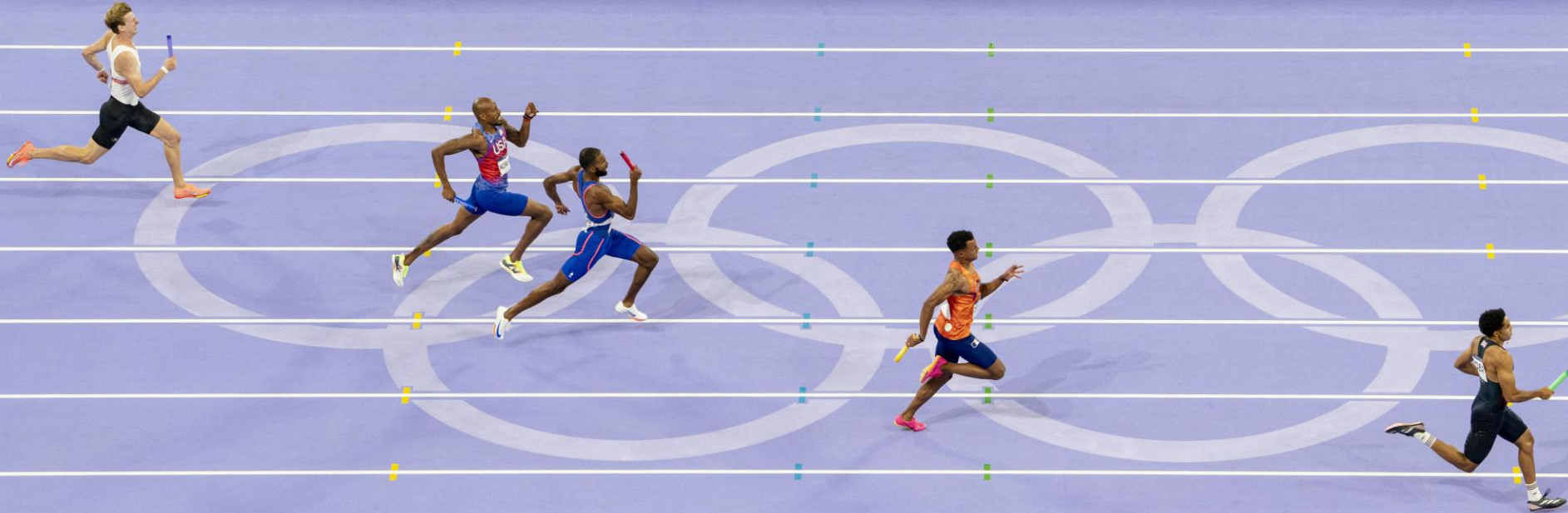
PARIS 2024



PARIS 2024



PARI





# INTRODUCTION

This report provides an overview of the Olympic Games Paris 2024, including the positive impact and legacy for the host community; achievements in sustainability; engagement and the experience of the Games. It describes the key elements of successful Games delivery and the building of a lean, adaptable ecosystem to underpin everything.

The planning and delivery of the Games requires an unmatched level of resources and support from stakeholders. Seeking efficiencies and flexibility are key in order to adapt to factors such as changing local contexts and economics. This report also sets out insights and learnings from the Paris 2024 Games, with 19 recommendations to inform future editions.

“From the start, our common purpose has been to create the Games of a new era: Games that are responsible, sustainable, socially conscious and open for everyone to take part.”

Tony Estanguet, President, Paris 2024 Organising Committee<sup>2</sup>

*NOTE: While this report focuses on the Olympic Games, much of planning and delivery journey was similar for the Paralympic Games – and indeed, done in tandem.*





# THE PARIS 2024 STORY





# THE PARIS 2024 STORY

“The Olympic Games Paris 2024 were truly Olympic Games of a new era. The first Olympic Games delivered fully under our Olympic Agenda reforms: younger, more urban, more inclusive, more sustainable. The first ever Olympic Games with full gender parity.

“Paris 2024 once again underlined that the Olympic Games is the world’s greatest sporting event and the only one which unites the entire world in peaceful competition.”

Thomas Bach, IOC President







**VISION**





# VISION

The Paris 2024 Organising Committee (OCOG) set out to use the power of the Games to help change lives: using sport to help improve education, health and social inclusion across France<sup>3</sup>. They aimed to harness the once-in-a-lifetime opportunity, putting sport at the centre of the lives of people of all ages and for generations to come, drawing inspiration from the values channeled by sport, the athletes and their ability to surpass their own limits.

Olympic Day in 2017 marked a turning point in the Paris 2024 bid for the Games, summed up by the image of parties in the streets of Paris and on the banks of the Seine. It illustrated what the OCOG stood for and proved to delivery partners and media alike that they were committed to their vision and could be trusted to deliver it.

The strong, coherent and ambitious vision of a spectacular, more sustainable Games translated into concrete projects and programmes driving three main goals – celebration, participation and legacy.

A dedicated Director of Vision Integration worked with partners across the Games ecosystem to define and implement the vision into all areas: legacy, environment, procurement, operations, branding, human resources and communication. Providing clarity to the project and actions undertaken, it was also integrated by other key stakeholders, including public authorities, commercial partners and broadcasters, who were instrumental in bringing the vision to life.

Announced in 2023, the slogan "Games wide open" ("Ouvrons grand les jeux")<sup>4</sup> made clear the ambition to innovate the Games delivery model in line with the IOC's Olympic Agenda 2020 and deliver on their vision – opening up participation to as many people as possible and creating a new, more immersive experience, harnessing the energy and enthusiasm of the Games. Programmes such as the "Terre de Jeux" and "Marathon Pour Tous" provided an opportunity for the public to "awaken their inner athlete".

“Throughout planning and delivery, we pushed our teams always to refer back to the vision, which ultimately drove everything we did. The result was that we successfully engaged both public and private stakeholders, and ultimately the people of France came together to share an incredible experience as proud hosts.

“We offered a revolutionary Games – from spectaculars to sustainability – and created a strong legacy of sports participation across the country...all grounded in the original ambition set out at the start.”

Delphine Moulin, Paris 2024 Vision and Celebrations Director

# PARIS 2024 IN NUMBERS

**ATHLETES** from the territories of all **206** National Olympic Committees and the IOC Refugee Olympic Team competed

**12 MILLION** tickets sold across the Olympic and Paralympic Games

**2.6 MILLION** fans watched the road and triathlon events for free

Nearly **7.9 MILLION** fans at **celebration sites** across France

**45,000** volunteers helped deliver the Games

**MORE THAN HALF** the world's population expected to have engaged with the Games via **broadcast or digital channels**

**12 BILLION+** **ENGAGEMENTS** across Olympics social handles

**EUR 300 MILLION** government funding allocated for improving physical activity

**4.5 MILLION** people directly **benefitted** from **1,500 grassroots projects** that use sport to improve people's lives

**100%** energy from **RENEWABLE SOURCES**

**50%** **REDUCTION IN CARBON EMISSIONS**







# EXPERIENCE





A surfer in a red and blue wetsuit is riding a blue surfboard on a large, curling wave. The water is a vibrant turquoise color, and white foam is visible from the wave's crest.

# OLYMPIC SPORT IN NUMBERS<sup>5</sup>

**19 DAYS**

of competition

**754**

competition sessions

**32 SPORTS**

**48 DISCIPLINES**

**15 NEW EVENTS**

**4 ADDITIONAL SPORTS**

proposed by Paris 2024: skateboarding, sport climbing, surfing and breaking – which made its **OLYMPIC DEBUT**

**ATHLETES** from the

territories of all **206**

National Olympic Committees plus the IOC Refugee Olympic Team competed

**85 NOCS**

plus the IOC Refugee Olympic Team **WON MEDALS**

**4 NOCS WON**

**THEIR FIRST MEDAL**

Albania, Cape Verde, Dominica (Gold), Saint Lucia (Gold). Botswana & Guatemala **won their first gold**

**329** medal events, of which **20** were **MIXED-GENDER**

**32** World and

**125** Olympic **RECORDS BROKEN**



**11 DAYS**

of competition

**22 SPORTS**

**23 DISCIPLINES**

# PARALYMPIC GAMES IN NUMBERS

**4,400 ATHLETES**

including a record 1,973  
female athletes

More than

**150 ATHLETES** from **91 NPCS**

benefitted from **IPC** programmes  
support ahead of Paris 2024

**169 DELEGATIONS** including

the **Paralympic Refugee  
Team** – **the most ever**  
surpassing the 164 that took  
part at London 2012

**35 NPCS**

boasted a **record number of  
female athletes**, while 27  
NPCs had more female  
athletes than male

**3 NPCS** made their

**Paralympic debuts:**  
Eritrea, Kiribati and  
Kosovo

**549** medal events,

including a **record**

**235 EVENTS FOR WOMEN**

**84 DELEGATIONS**

won medals, including 3  
for the first time –  
Refugee Paralympic Team,  
Nepal and Mauritius

**175** World and

**218** Paralympic

**RECORDS BROKEN**



# EXPERIENCE

## ATHLETES AND SPORT AT THE CENTRE

Athletes and sport were at the centre of all considerations for the Games. From the candidature phase, the OCOG invited a group of athletes to be part of building the project, and chose a three-time Olympic champion, Tony Estanguet, as President. Paris 2024 had a clear vision and priority to engage with athletes at every stage of the project, which brought immense value and momentum leading up to and during the Games.

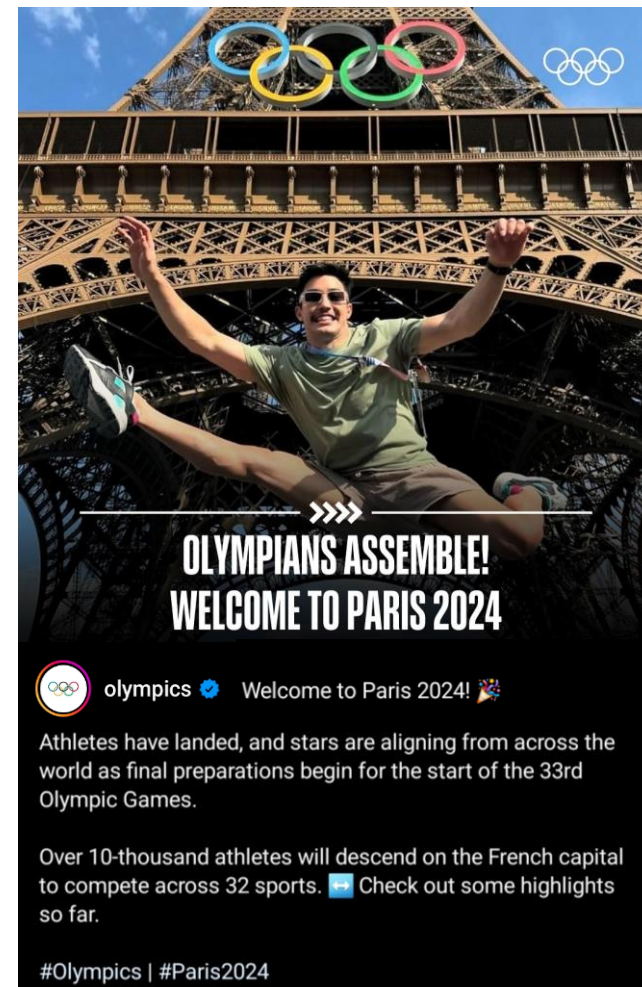
Working closely with the IOC Athletes' Commission, the Paris 2024 Athletes' Commission played a key role in governance and decision-making during the planning and delivery phases of the Games, with the aim of creating an unparalleled experience for their peers around the world.

Athletes, National Olympic and Paralympic Committees (NOCs/NPCs) and International Federations (IFs) all agree that the quality of the venues was outstanding, providing a fantastic platform to showcase sport – and inspire those watching to have a go themselves. Competitors enjoyed an exceptional atmosphere, thanks to fans packing the stands for the first time since before the COVID-19 pandemic, and the opportunities for celebrations and interactions around the city (See *"Games wide open"*, below).

To facilitate engagement and support, the IOC's Athlete365 website and new mobile application (app) offered athletes and their entourage dedicated platforms for finding Games-time information, including transport, Village services and competition schedules.

Athlete365 programmes attracted 11,772 Olympians and Paralympians to sign up. Initiatives such as Athlete Moments enabled athletes to connect remotely with loved ones back home immediately after their competitions.

A change was made to social media guidelines, allowing athletes more opportunities to share their Games journey with fans and peers – catching the public's attention with everything from kit unboxing videos and sporting success to witty fit checks. The new guidelines were designed in consultation with media rights holders.





# EXPERIENCE

## ATHLETES AND SPORT AT THE CENTRE



“A lot of respect to France and Paris for giving us this opportunity to showcase our talents.”

LeBron JAMES, USA, Basketball<sup>7</sup>



“Such an honour. I haven’t found the right words to describe my Olympic experience.”

Simone BILES, USA, Gymnastics<sup>6</sup>



“The atmosphere at the Olympics is very different from traditional golf majors like the Masters... It has the feel of a big-time event for sure. Maybe the crowd is a little more enthusiastic.”

Rory McILROY, Ireland, Golf<sup>8</sup>





# EXPERIENCE

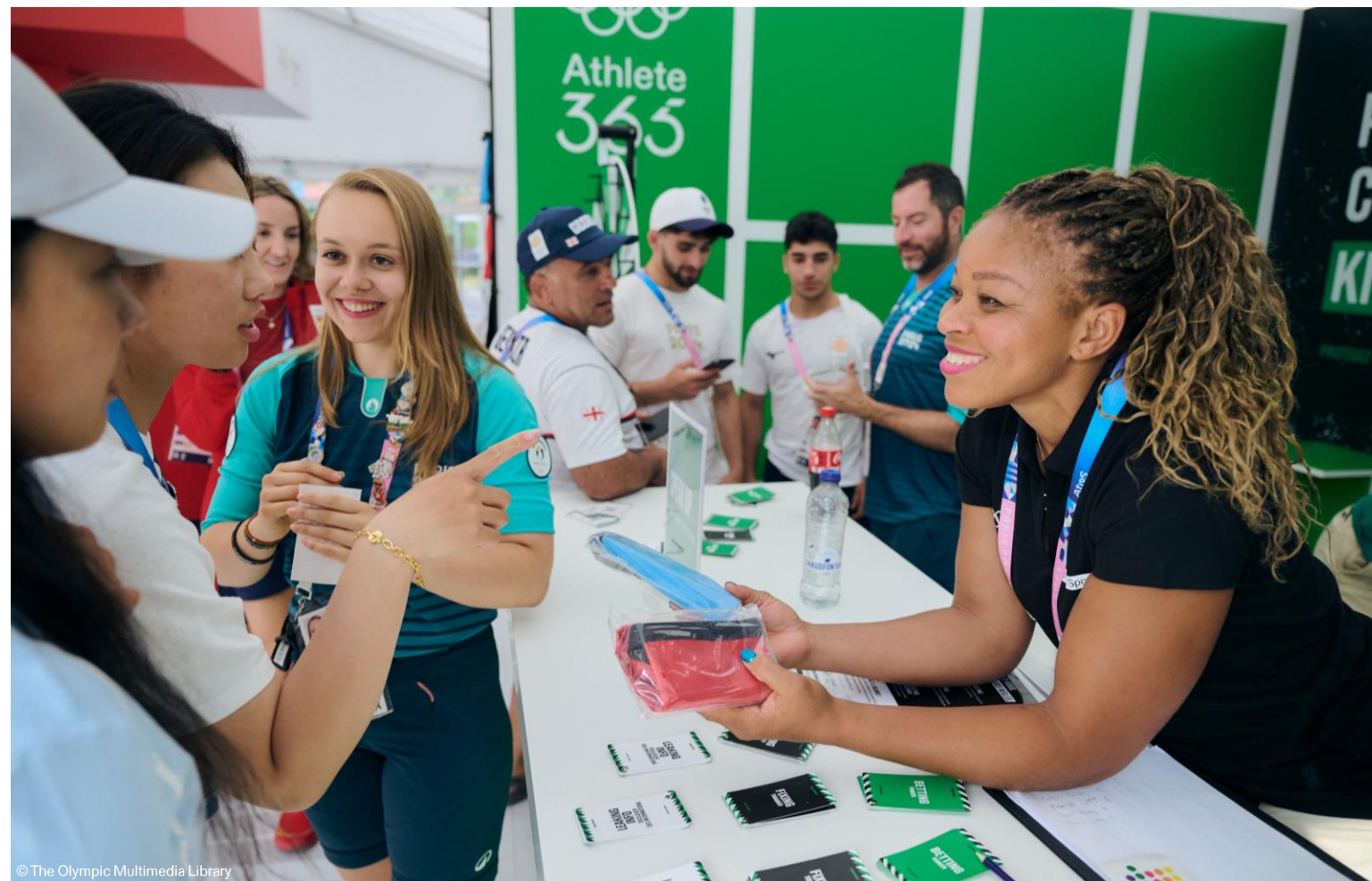
## ATHLETES AND SPORT AT THE CENTRE

### Village life

The Olympic and Paralympic Village provided an overall excellent experience for athletes. The NOCs/NPCs helped make them comfortable, building on the baseline services provided by the OCOG. They provided bespoke relaxation zones for their athletes, evoking elements of being at home; recovery zones with physiotherapists and ice baths; and nutritional support.

Drinks fountains in place of bottled drinks, which reduced plastic and product waste, were appreciated, as were “grab and go” stations. However, the provision of food service in the Villages was a challenge to begin with and did not always meet the cultural and dietary needs of the athletes.

The well-branded satellite Villages also offered a positive Games experience to the athletes, though there was some inconsistency in services.





# EXPERIENCE

## ATHLETES AND SPORT AT THE CENTRE

### Village life

The Olympic Partners (TOPs) enhanced Village life for the athletes further, offering additional services.

On arrival, every athlete received a Parisian-themed welcome kit from P&G, plus a latest edition Samsung phone and an Airbnb500 (USD) voucher.

P&G also provided a beauty and grooming salon, feminine care products, dental clinic and laundry rooms. A Family Space dedicated nursery enabled Olympian parents to are for and spend quality, peaceful time with their young children.

Mind Zone by Powerade gave athletes the opportunity to take a break, focus on breathing or try virtual reality mindfulness. Downtime could also be spent visiting Intel's Augmented Reality Studio, buying souvenirs in the VISA merchandise store, or relaxing at the Coca-Cola Village Plaza and coffee house, and Corona “Cero Stress” Terrace.

To help athletes get around the Village, there were free-to-use Bridgestone bicycles. Toyota provided an Accessible People Mover shuttle service, as well as Micro Mobility products during the Paralympic Games.





# EXPERIENCE

## GAMES WIDE OPEN

In line with the original vision, the “Games wide open” concept became the guiding principle to make Paris 2024 accessible to everyone.

To build excitement and maximise the reach of the Games, the OCOG, media, broadcasters and partners found new ways to connect with local communities, stakeholders and fans – before and during the Games – inspiring millions to get involved.

Tickets were priced accessibly, with 10 per cent available at EUR 24 and 65 per cent costing EUR 100 or less. 2.6 million spectators were able to enjoy sport for free, lining the streets for the road races and triathlon, and at the sailing events in Marseille. Millions more soaked up the unique atmosphere at dedicated celebration sites spread right across France and its territories.





# EXPERIENCE

## GAMES WIDE OPEN

### Digital Club Paris 2024

Notable amongst pre-Games engagement initiatives was “Club Paris 2024” launched on 26 July 2020 – an online community gathering more than 4.7 million members from across the world<sup>9</sup>. They came together virtually to learn, play, find motivation to take part in sport and have the opportunity to experience unforgettable moments, such as the Marathon Pour Tous (see page 29). Club Paris 2024 members were also given the chance to enjoy real-life experiences, such as meeting their favourite athletes or, during Games-time, be part of the “Carré des Supporters” (see page 25).

Helping to promote the Olympic and Paralympic values, Club Paris 2024 built a fan database for the OCOG to use for marketing to those interested in tickets, volunteering, merchandise and more. Equally, the ticketing, volunteering and merchandise campaigns helped attract more Club Paris 2024 members.





# EXPERIENCE

## GAMES WIDE OPEN

### Olympic Qualifier Season

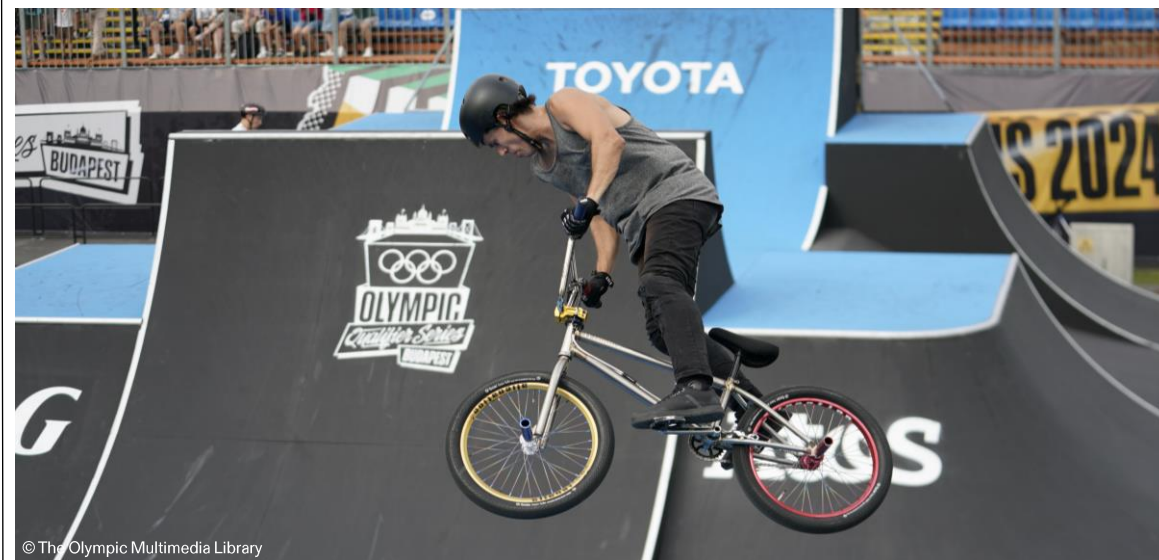
For athletes, the journey to Paris 2024 started from 2022, with the Olympic Qualifier Season. Over the next two years, 100,000 competitors around the world took part in more than 3,000 events in a bid to secure their place at the Games. Fans were able to follow their progress on Olympics.com, with regular updates and live streaming of a number of the qualifiers.

As part of the Season, in 2024 the IOC launched the Olympic Qualifier Series (OQS). It was the ultimate "stage to Paris 2024" in four sports (BMX freestyle, breaking, skateboarding and sport climbing), enhancing the visibility of the Road to the Games. Held in Shanghai and Budapest, the two-part series culminated in a collective celebration where 158 athletes secured their spots for Paris, just one month before the Games.

Broadcast in more than 128 territories on over 285 television channels and streaming services, the OQS attracted a higher audience than contemporary events and warmed up the audiences ahead of the Paris 2024 Games. It sparked widespread social media engagement, boosting excitement and interest among younger audiences. On-site, more than 100,000 spectators enjoyed a new Olympic experience, witnessing world-class athletes in action within a vibrant, four-day urban festival.

The IOC worked closely with the IFs responsible for the four sports to run their respective competitions. TOP partners also played a vital role, with 12 partners engaged both in the supply of products and services, and in the delivery of authentic festival activations, elevating the spectator experience.

The Urban Parks in Shanghai and Budapest were a major success, offering athletes and fans an exciting preview of the experience awaiting them at Paris' La Concorde Urban Park. The atmosphere and the high level of the competition earned high praise from athletes: "It can't get closer to the Games."





# EXPERIENCE

## GAMES WIDE OPEN

### Flame shines a light

The Olympic flame was given an unprecedented welcome by more than 150,000 fans when it arrived in Marseille on board the historic Belem. The positive mood generated by the Torch Relay, supported by Coca-Cola and BPCE, lasted throughout its 68-day journey around France and overseas territories. It shone a spotlight on the heritage and know-how of the provinces it travelled through, as well as celebrating the role of sport in society.

Around 8 million spectators came out to welcome the flame and cheer on the 10,000 local, national and international Torchbearers<sup>10</sup>. France Télévision ensured the whole of France was engaged through live and on-demand streaming and television broadcast coverage, showcasing the stories and places of the 1,625km journey.





# EXPERIENCE

## GAMES WIDE OPEN



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### Opening Ceremony on water

In December 2021, the OCOG announced the Opening Ceremony would be held outside a stadium for the first time at an Olympic Summer Games – through Paris city centre and along the River Seine. It was a clear statement of the commitment to a “Games wide open”: a huge operational undertaking but one the OCOG was committed to in line with its vision. More than 200,000 free tickets were available for spectators to enjoy the event from the upper banks of the Seine.

The ceremony was popular with spectators and a global audience of billions worldwide. Showcasing French culture and the best of French talent, there were logistical and creative hurdles that highlighted the complexities of staging it along a river. The main show took place on the water, riverbanks and bridges of the Seine, with 6,800 athletes and team officials experiencing an unprecedented floating parade<sup>11</sup>. See also “*Broadcasting an Opening Ceremony on water*”, page 39



# EXPERIENCE

## GAMES WIDE OPEN



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### Iconic venues, unforgettable visuals

Parisian monuments served as magnificent backdrops to competition venues, welcoming people from across the globe to an open-air sports arena. Venues included the historic Bercy Arena and Le Grand Palais. Spectacular, innovative design was integrated into already iconic sites across the city, providing the intangible wow factor – from the Olympic Rings on the Eiffel Tower to the flying “air balloon” cauldron lighting up the night sky, supported by EDF and Enedis<sup>12</sup>.

In line with the IOC’s New Norm, existing venues and capabilities across France were also used, helping to spread engagement. The Teahupo’o site in Tahiti was chosen to host surfing events – promoting and preserving the island’s exceptional environment<sup>13</sup>; the Pierre Mauroy Stadium in Lille hosted Handball and Basketball events; Sailing took place in Marseille; Football in stadia around the country; and Shooting in Châteauroux.



# EXPERIENCE

## GAMES WIDE OPEN



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### Urban and youthful

During the Olympic Games, Place de la Concorde hosted the Urban Park, supported by Panasonic – a themed park dedicated to urban culture, including competition venues for 3x3 basketball, BMX freestyle, breaking and skateboarding.

In addition to sport, each arena also showcased the best of urban culture including dance, music and graffiti, through shows, conferences and artistic performances. Ticketholders – whether they had access to specific sessions, or just an access to the common domain – could immerse themselves in a young and vibrant atmosphere.

At night, Urban Park became one of the best spots to see the Olympic cauldron rise nearby.



# EXPERIENCE

## GAMES WIDE OPEN

### Venue atmosphere

The atmosphere in the venues was heightened through initiatives including the “Carrés des supporters” zones in the venues where, over the course of the Games, 145,000 spectators from across the world gathered to cheer on the athletes and create a festive mood. Amongst them, selected spectators were given training and accessories such as instruments to generate buzz, even when local athletes weren’t competing.

According to a post-Games survey, over 90 per cent of spectators, wherever they were located in the venue, indicated that this specific initiative helped improve the atmosphere – also providing many of the best images used by broadcasters.

A heightened feeling of national pride was created by elements such as “les trois coups” (three strikes) of a baton to mark the start of each event (a nod to French theatre heritage) and French-themed filters on spectator cam.

The performance of local athletes from the very start of the Games also contributed greatly to the overall atmosphere and positive feeling in the country.



# EXPERIENCE

## GAMES WIDE OPEN

### Celebration sites

The Champions Park and Nations Park in Paris, alongside Club 2024 zones in the capital and across France, brought together millions of fans to watch sport, celebrate the universality of the Games, try out new sports, enjoy live artistic performances, and celebrate athletes' performances.



“The celebration sites [...] helped ensure that everyone had an experience of the Games, even without having tickets to the competitions. When spending public money, you have to be bold and creative. People have to understand that their money really serves [all] the territories.”

Pierre Rabadan, Deputy Mayor of Paris<sup>14</sup>



# EXPERIENCE

## GAMES WIDE OPEN

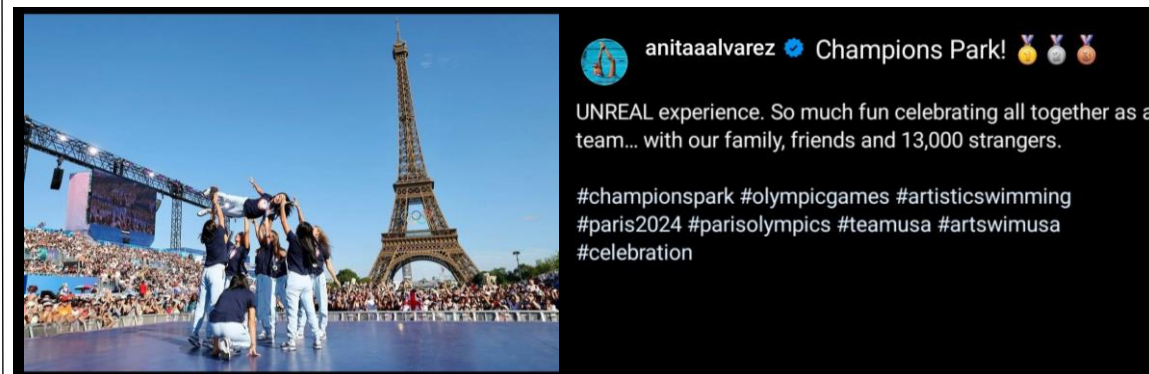


### Celebration sites: Champions Park

Located in the Trocadero Gardens at the foot of the Eiffel Tower, the groundbreaking Champions Park, supported by Panasonic, gave fans the opportunity to interact with athletes from all nationalities and sports disciplines in a festive atmosphere.

Free to attend, Champions Park had a capacity of 13,500. During the Olympic Games a total of 280,000 fans cheered on 600 medalists representing 43 NOCs.

Featuring a combination of music performances and athlete appearances, the concepts of sharing and openness came to life, creating an unforgettable experience for athletes and fans alike.



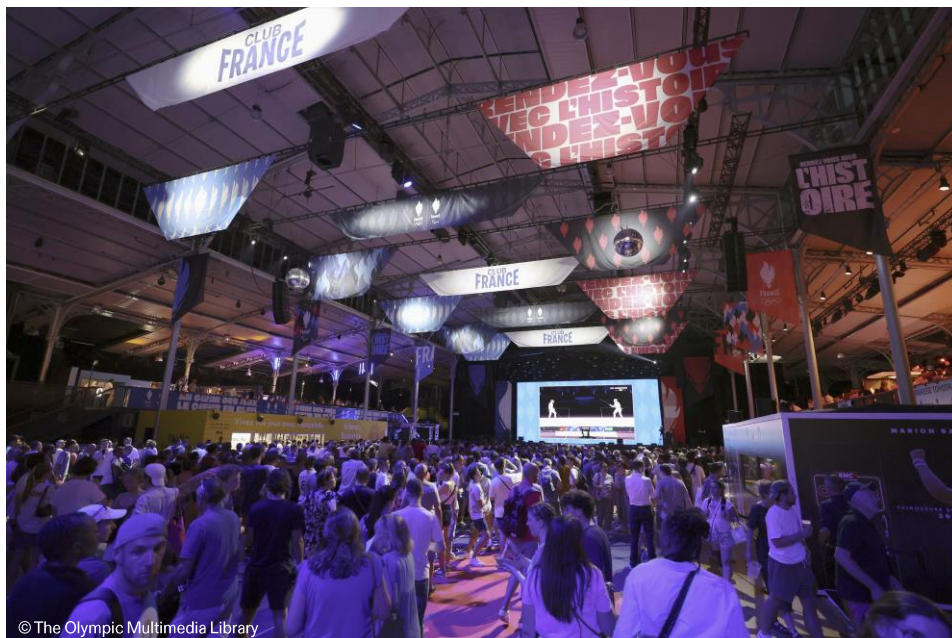


# EXPERIENCE

## GAMES WIDE OPEN

### Celebration sites: Nations Park

For the period of the Games, Parc de La Villette in north-east part of Paris, was transformed into the Nations Park – a free, open celebration site hosting 15 NOC Houses and other activities. Attracting 1.5 million Olympic and Paralympic fans, it became the go-to destination for celebrating the diversity and universality of the Games.



### Clubs 2024

The OCOG, Host Cities and Terre de Jeux cities worked hand-in-hand to spread Games fever across local fan zones. Games enthusiasts were given the opportunity to come together to watch the ceremonies and sport competitions on giant screens, try out new sports, enjoy concerts and artistic shows, meet athletes and mascots – all for free. In total, 180 Clubs 2024 hosted 6 million fans across France and overseas territories.





# EXPERIENCE

## GAMES WIDE OPEN

### Spotlight: Marathon Pour Tous

The OCOG organised the first-ever mass event of the Olympic Games, the Marathon Pour Tous, supported by Orange – giving more than 35,000 participants the opportunity to run their own race on the same course and the same day as the Olympic Marathon.

Lucky participants were selected by taking part in physical challenges available on the Marathon Pour Tous app, linked to the Club Paris 2024 digital platform, or through annual races organised in the lead up to the Games.

On the evening of Saturday 10 August, participants from 110 countries and ranging in age from 16 to 94 took part in either a marathon or 10k run, with the same starting and finish lines as the Marathon course<sup>15</sup>.

“It was like nothing else I’ve experienced – being in Paris, running an incredibly beautiful but challenging course, at night, and in the footsteps of the Olympic athletes[...]it still leaves my mind reeling, and my heart beyond satisfied and full.”

Amanda Sirois, experienced marathon runner and Marathon Pour Tous participant, Canada<sup>16</sup>

At the same time, the “Connected Marathon Pour Tous” enabled people to join in virtually, doing a minimum of 30 minutes of physical activity between 10–11 August: running outdoors and recording their activity through the Marathon Pour Tous App and/or participating indoors on a treadmill, home trainer or elliptic bike. The indoor version allowed participants to view the course of the Olympic Marathon as if they were in Paris.



# EXPERIENCE

## GAMES WIDE OPEN

### Physical and digital licensed products

An extensive licensing programme gave fans the opportunity to connect with the Games through a wide range of physical and digital products available in official physical and online shops. Merchandise included Paris 2024 finger skateboards and ramps, allowing supporters to create their own Olympic finger skateparks.

Olympics™ Go! Paris 2024, the official mobile game; the immersive Olympic World presented by VISA, on Roblox; and an interactive training app were among the dynamic new platforms used to enable fans to engage with the Games virtually<sup>17</sup>.



© The Olympic Multimedia Library

- **8,000** different official products available
- **150** official shops – **70 in Paris** at the competition and celebration venues and **80** in the rest of France
- **30,000** points of sale throughout France
- **1 million** visitors to the megastore on the Champs-Élysées
- **3.3 million** mascot plush toys sold
- **300,000** official posters sold
- **78** licensees appointed by Paris 2024; 90 per cent were French small- and medium-sized entities
- **2 million** downloads of Olympics™ Go! Paris 2024, the official mobile game
- **11 million** visits to Olympic World on Roblox – the highest for a sports property in a 14-day timeframe



# EXPERIENCE

## GAMES WIDE OPEN

### Partner activations

TOP Partners found new ways to bring the Games to life for fans – in venues, city-wide and digitally.

#### **Alibaba Wonder Avenue**

An intelligent shopping assistant powered by Qwen, Alibaba Cloud's proprietary language model, provided a personalised service to more than 32,000 shoppers on the Champs Élysées, demonstrating the AI's multi-lingual and image-generation capabilities.<sup>18</sup>

#### **Coca-Cola's Hello World, Magic Moments**

Coca-Cola collaborated with the Olympic Movement to produce a song as a way of inspiring everyday greatness among athletes and fans around the world. The song was written and produced by Ryan Tedder and performed by Grammy Award winners Gwen Stefani and Anderson Paak.<sup>19</sup>

#### **Deloitte's The First Effect**

This digital campaign highlighted the impact of trailblazing athletes who have accomplished feats that have not been managed before, and the legacy these inspiring achievements create.<sup>20</sup>

#### **Mengniu's sustainability showcases**

Mengniu hosted two brand showcases that highlight the company's sustainability efforts. The "Milky Way" activation along the River Seine featured a running track made of recycled materials, while the "Desert Oasis" showcase offered fans a shaded relaxation space at the Eiffel Tower Stadium, highlighting Mengniu's efforts to plant trees in the Ulan Buh Desert in the Inner Mongolia region.

#### **Olympic™ rendezvous @ Samsung**

More than 380,000 visitors enjoyed pop-up experiences, including the chance to meet their heroes with surprise drop-ins from Team Samsung Galaxy athletes, as well as opportunities to explore the latest Galaxy innovations firsthand and learn how Samsung's technology has evolved with the Games over almost four decades.<sup>21</sup>

A number of TOP Partners developed original series for the Olympic Channel and social media platforms, including:

**Allianz's "Ready. Paris. Go."** series of micro-documentaries put a spotlight on people involved with preparations for the Games, from athletes and fans to volunteers, organisers and team leaders.

**P&G's "Athletes for Good"** celebrated charitable efforts of a number of athletes recognised in the P&G Athletes for Good programme, selected for their dedication to making a difference in the world while also pursuing their sporting goals.<sup>22</sup>

**Toyota's "Starting Line"** featured 10 inspirational athletes reflecting on where their journeys to the Games first started as they pursue their dream to Paris – aiming to inspire audiences to think about what they can themselves achieve.<sup>23</sup>

*See also "Artificial Intelligence", page 42*

# EXPERIENCE

## GAMES WIDE OPEN

### Ultimate Access Programme (UAP) for partners

The Ultimate Access Programme (UAP) enabled TOP Partners to offer their guests, clients and staff unparalleled access to the world of Olympic and Paralympic sports, athletes, and venues. Thanks to collaboration between the OCOG and International Federations, stakeholders were able to enjoy in-depth, authentic, high-quality experiences. These included in-person and virtual behind-the-scenes tours, a sports clinic and an “ultimate sport experience” enabling them to immerse themselves fully in the action.

“This is a really unique way to share with our teams and our guests a part of the Olympics that occurs outside of the normal venue experience”

John Skowron, Deloitte Vice Chair – Olympic and Paralympic Games/Global Lead Client Service Partner for the IOC



- **190** UAP experiences (109 Olympic and 81 Paralympic)
- **1,136** guests (737 Olympic and 399 Paralympic)
- **4** types of UAP: Behind the Scenes, Sports Clinic, Ultimate Sport Experience, Virtual Behind the Scenes
- **31** Olympic disciplines, 20 Paralympic disciplines
- **34** International Federations (combined Olympic and Paralympic)
- **98.4%** guest satisfaction rate



# EXPERIENCE

## GETTING AROUND

The proximity of venues, fan zones and celebration sites within Paris, supported by an existing and comprehensive transport network, integrated plan and dedicated app meant that spectators found getting around the city easy. Elements such as making the bottom section of the Champs Élysées a pedestrian zone helped add to the festival feel.

Toyota's electrified vehicles for the accredited transport system and accessible people movers were supplemented by a new car sharing, pay-per-use service for NOCs/NPCs and the OCOG. It worked well for those who used it and was praised as an interesting alternative to car rental.

Teething issues for those using official athlete transport, including buses arriving late, were due to lack of driver training and sharing of resources between different system routes. See also *"Transport"*, page 77

“The dedicated transport app made getting from venue to venue a breeze! Volunteers were helpful and friendly, adding to the atmosphere and experience.”

David, ticket holder, Great Britain

## GENDER EQUALITY AND INCLUSION

The Paris 2024 Games were the most gender-balanced to date. The IOC distributed equal quota places for men and women and 28 out of 32 sports reached full gender equality. The competition schedule comprised 152 women's events, 157 men's events and 20 mixed-gender events – as a result, more than half of all medal events were open to female athletes. Women accounted for 50 per cent of the 45,000 volunteers and gender parity was also achieved in the number of torchbearers.

To help promote women's sport to the public, there was an effort to balance genders for “prime time” sessions. For example, for the first time, the women's marathon took place a day after the men's event, concluding the athletics programme during the Closing Ceremony. The marathon route itself was designed as a tribute to the Women's March from Paris to Versailles during the French Revolution, and the Paris 2024 emblem represented a woman, Marianne.

Pride House, sponsored by P&G, was a safe, identifiable and welcoming space for LGBTI+ supporters, athletes and allies, featuring a programme of celebratory, cultural and educational activities throughout the Games<sup>24</sup>.

# THE FAN EXPERIENCE IN NUMBERS

**8.5**

**MILLION FANS**  
along the roads  
for the Olympic  
and Paralympic  
**TORCH RELAY**

**9.5+ MILLION**

out of 10 million  
Olympic tickets sold,  
of which

**10%** cost **EUR 24**

and **65%** cost  
**EUR 100 OR LESS**

**145,000**

spectators in  
**743** “Carrés des  
**Supporters**” zones  
at competition  
venues

**45,000**

**volunteers** helped  
deliver the Games

**35,000+**

runners in  
**MARATHON POUR TOUS**  
and **470,000+**<sup>25</sup>  
participants in the  
Connected Marathon  
Pour Tous

**2.6 MILLION**

watched the road  
and triathlon events  
for free

Nearly  
**7.9 MILLION**

fans at celebration  
sites across France,  
including:

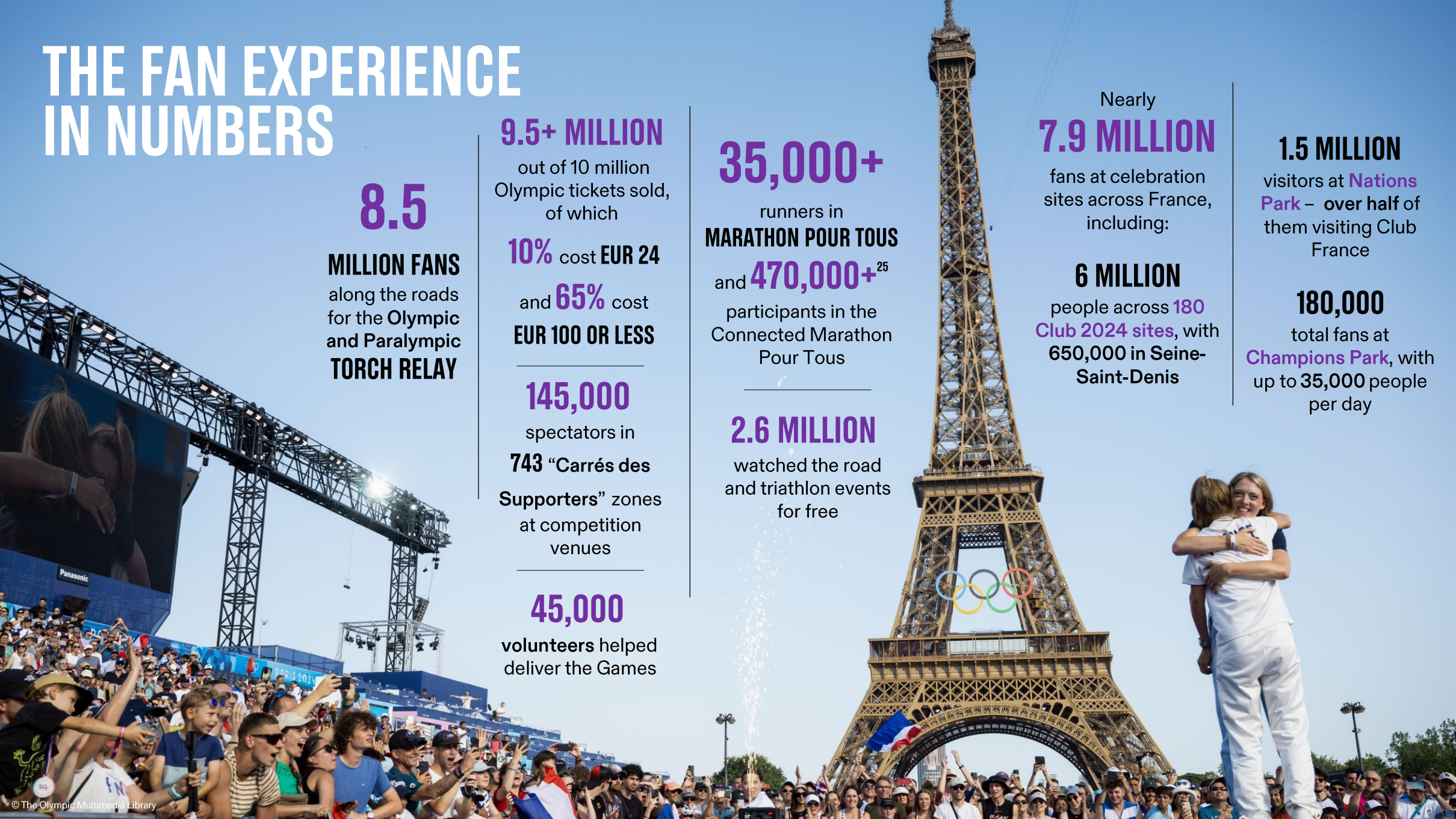
**6 MILLION**  
people across **180**  
**Club 2024 sites**, with  
**650,000** in Seine-  
Saint-Denis

**1.5 MILLION**

visitors at **Nations**  
**Park** – over half of  
them visiting Club  
France

**180,000**

total fans at  
**Champions Park**, with  
up to **35,000** people  
per day





# EXPERIENCE

## MEDIA AND BROADCAST



### Media engagement

The OCOG worked closely from an early stage with national and international broadcasters and media outlets, including non-rights holders, to integrate the Games into their programming.

For example, France Télévisions used Paris 2024 as a steppingstone for its mission to reinvigorate itself to be more resonant with French viewers, be more captivating and engaging. They created a daily show dedicated to Paris 2024 a year before the start of the Games. The spirit of collaboration with national broadcasters enabled broad engagement with the French public.

Weekly briefings with the media and an effort to educate around sensitive topics helped to build a solid understanding of the project and protect against disinformation.

Collaboration between the IOC and streaming platforms also led to wider coverage, such as new sports documentary series streamed on Netflix, taking fans on the journey with the world's best athletes and teams as they chased their Olympic dreams.

*For more information, see the IOC's "Global broadcast and audience report", due to be published in December 2024*

# EXPERIENCE

## MEDIA AND BROADCAST

### Diversifying written coverage

Leading up to and during Paris 2024, the IOC proactively diversified the conversation around the Games by pitching and securing long-form coverage in consumer and lifestyle media in seven markets, many of which had never covered the Games before.

The stories focused on topics including art and design, food, mood, fashion, science and technology and the people behind the Games.

The initiative called Storylines, focused on stories, including cover pages and special Olympic editions, across various media including print, online, newsletters, podcasts, radio and television.

With a great appetite for positive stories about the Games, more than 900 pieces of coverage were published in the year leading up to the Games, including 43 cover stories and Olympic special editions, across 317 media outlets from 13 markets, and with a resulting 99 per cent positive or neutral sentiment.





# EXPERIENCE

## MEDIA AND BROADCAST



© The Olympic Multimedia Library

### Celebrity and social media buzz

Celebrities were out in force at Paris 2024, invited by sports, broadcasters, the IOC, TOP Partners and other Olympic Movement stakeholders. A total of 750 celebrities representing 86 nationalities attended the Games. The Celebrity Fan Project was set up to maximise their presence, sharing the list of who was on site with OBS, media rights holders and press.

The IOC and broadcasters ran specific influencer programmes to attract a younger audience via social media. For example, NBCUniversal partnered with Meta, Overtime, Snapchat, TikTok and YouTube, using content creators who were traditionally not involved in sport and had many millions of followers between them. The broadcaster also gave Snoop Dogg an official commentary role, with great success.

Similarly, in Europe Warner Bros. Discovery partnered with YouTube and TikTok, amongst others, to enhance their coverage through content creators offering behind-the-scenes, cultural and fresh perspectives on the Games, Paris and the athletes.



# EXPERIENCE

## MEDIA AND BROADCAST

### Spotlight: Record global media and broadcast engagement

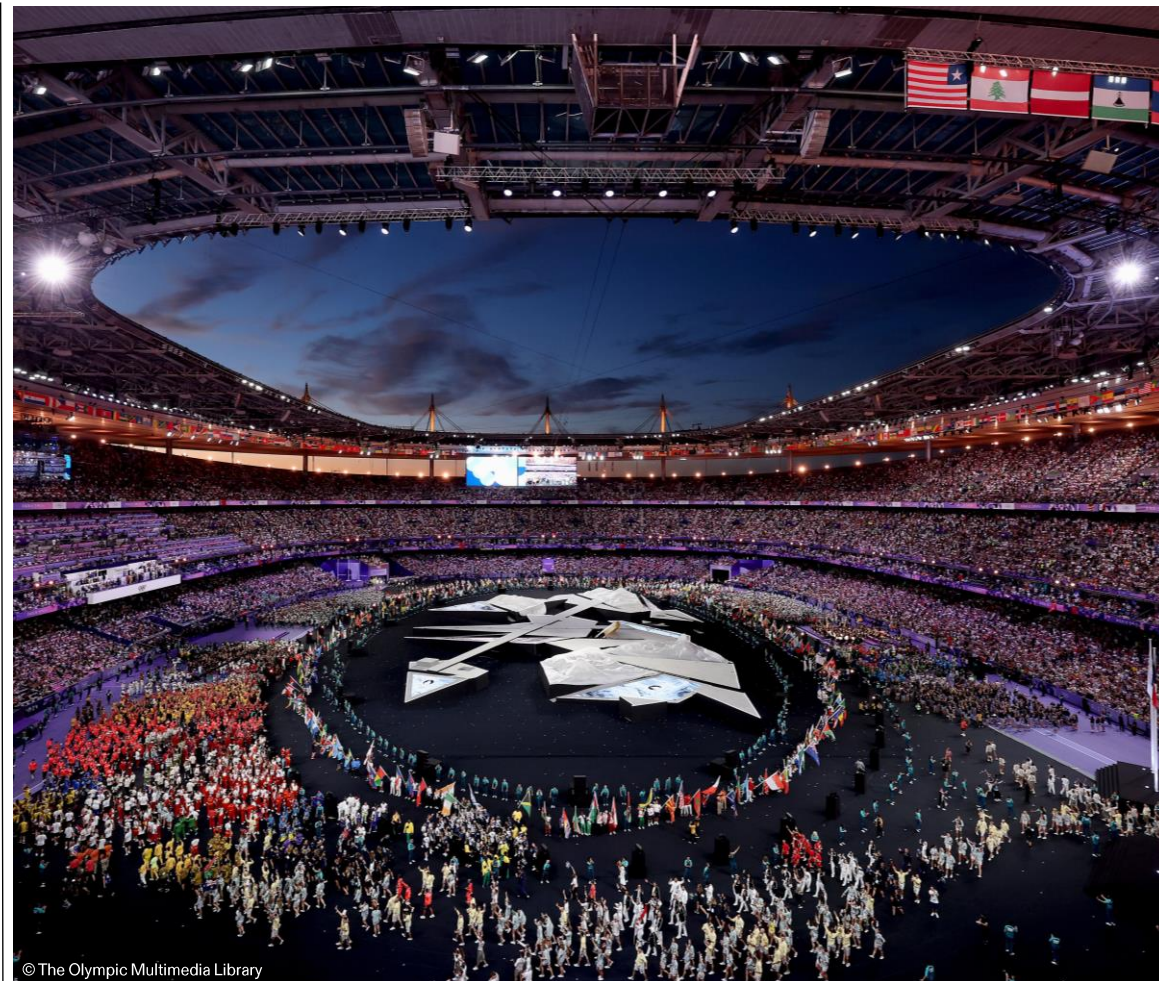
With 50 hours of live broadcast every day on its channels, official broadcaster France Télévisions was watched by nearly 60 million people in France.<sup>26</sup> A hit with young and old, men and women alike, French people watched an average of more than 24 hours of the Olympic Games.

It was a record month of July for the franceinfo platform, with 289 million visits and france.tv accumulated more than 200 million video views over the course of the Games.

In the United States, NBCUniversal reached 30.6 million viewers per day, up 82 per cent from the Tokyo 2020 Games. Led by Peacock, the broadcaster streamed 23.5 billion minutes of Paris 2024, more than 40 percent the amount streamed for all prior Games combined.

In Europe, Warner Bros. Discovery saw record viewership and engagement across all platforms – spanning free-to-air, pay-tv, streaming, web and social – with a cumulative reach of more than 215 million and more than 7 billion minutes streamed over the course of the Games.<sup>27</sup>

In Japan, 105 million viewers saw Paris 2024-dedicated coverage on Japan Consortium's TV channels. In China, the CCTV national network share increased by 27 per cent from days prior to the Opening Ceremony.





# EXPERIENCE

## BROADCAST TECHNOLOGY

Innovations in the delivery of broadcast facilities and services by Olympic Broadcasting Services (OBS), alongside partners Alibaba and Intel, brought the magic of sport to viewers in a way that had never been seen before in Games coverage. This included cinematic lenses, drones, 360-degree multi-camera replays, production in Ultra High Definition (UHD) High Dynamic Range (HDR) and 5.1.4 immersive audio.

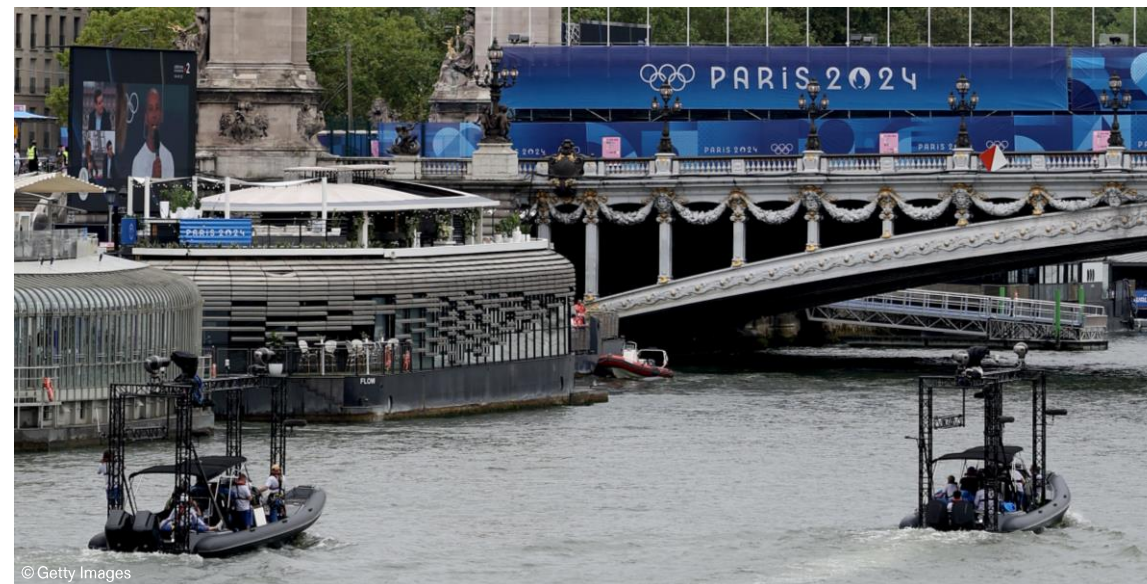
Athlete-focused content included extensive behind-the-scenes footage, alongside a combination of live data and new technologies to give fans a better understanding of performances – for example, a diver's jump height and reaction times of tennis players.

For the first time, an AI Automatic Highlights Generation system was used to create tailored highlights across multiple disciplines and distribute them to fans instantly, creating efficiencies in production and editing. The AI automation enabled broadcasters to bring more customised digital content to viewers faster than ever before<sup>28</sup>. Viewers were also able to enjoy the highest broadcast-grade quality thanks to processors enabling 8K resolution livestreaming.

### Spotlight: Broadcasting an Opening Ceremony on water

The Paris 2024 Opening Ceremony was the largest broadcast production at an Olympic Games. New technology and camera systems were developed to film the action on the Seine.

Four custom-made stabilised boats, more than 100 camera systems and more than 200 Samsung mobile phones were deployed on athletes' boats to bring the event to life for a global audience like never before.



# EXPERIENCE

## PRESS

### The photographers' Games

Great moments of sport, the stunning backdrops to the venues provided by Paris landmarks and the atmosphere charged by fully engaged spectators created the perfect setting for the Games' imagery.

The International Olympic Photo Pool (IOPP) produced a record number of photographs that were distributed worldwide. Over the 16 days, 448,473 images were produced by the five IOPP agencies (AFP, AP, Reuters, Xinhua News Agency and Getty Images).

Photo production was facilitated and enhanced by the wider use of technology with robotics and remote cameras installed in more venues, and for more sports, than ever before.

The Olympic Games dominated the daily feed of all major press agencies with Paris 2024 occupying the main news stream non-stop for the period of the Games.





# EXPERIENCE

## DIGITAL, TECHNOLOGY AND INNOVATION

Paris 2024 embraced cutting-edge technology and new digital opportunities to enhance the experience of athletes, spectators and fans across the world, and increase the reach of the Games.

New initiatives included:

- Victory Selfies for athletes on the podium, delivered by TOP Partner Samsung, allowing them to capture and share iconic moments of celebration
- An interactive map enabling fans to discover all Games-related activities: from the Olympic Torch Relay route and Cultural Olympiad events to Games time venues, live sites and fan zones<sup>29</sup>
- Meet and greet live interaction for fans with athletes on Olympics.com
- Official partnerships with major social platforms drove engagement with spectators in-venue and globally. Collaboration with media rights holders and digital partnerships with companies including Bytedance, Google, Meta, Microsoft, Weibo and X, across 27 platforms, helped reach audiences in new ways



# EXPERIENCE

## DIGITAL, TECHNOLOGY AND INNOVATION

### Artificial Intelligence (AI) projects

#### AthleteGPT

AthleteGPT enabled athletes and their teams to access operational information, procedures, policies, and other Olympic knowledge via a conversational chatbot. The system provided essential support to help athletes navigate the complexities of competition and preparation, allowing them to focus on what really matters—their performance.

#### Protecting athletes from cyber abuse

The IOC's Athletes' Cyber Abuse Prevention project underscored our commitment to creating a safe and supportive digital environment for athletes. By leveraging AI to monitor social media and mitigate instances of cyber abuse, we aimed to protect athletes' mental health and ensure a positive experience both on and off the field. During the Paris 2024 Games, over 2.4 million posts and comments mentioning an athlete, team, or official were monitored, resulting in 10.2K posts and comments being verified as abusive and reported to platforms, helping to protect 353 athletes and officials from abuse originating from 8.9K unique accounts.



### Intel AI Platform Experience

Innovative technologies were used to create a first-of-its-kind immersive AI experience taking visitors on a journey of becoming an Olympic athlete. Intel's AI Platform Experience, in collaboration with Samsung, used AI and computer vision to analyse athletic drills and match each participant's profile to an Olympic sport. More than 10,500 attendees took part, with decathlon/heptathlon being the most identified sport and rowing the rarest. This activation celebrated the achievements of Olympians and showcased AI's potential in talent detection and athlete performance.<sup>30</sup>

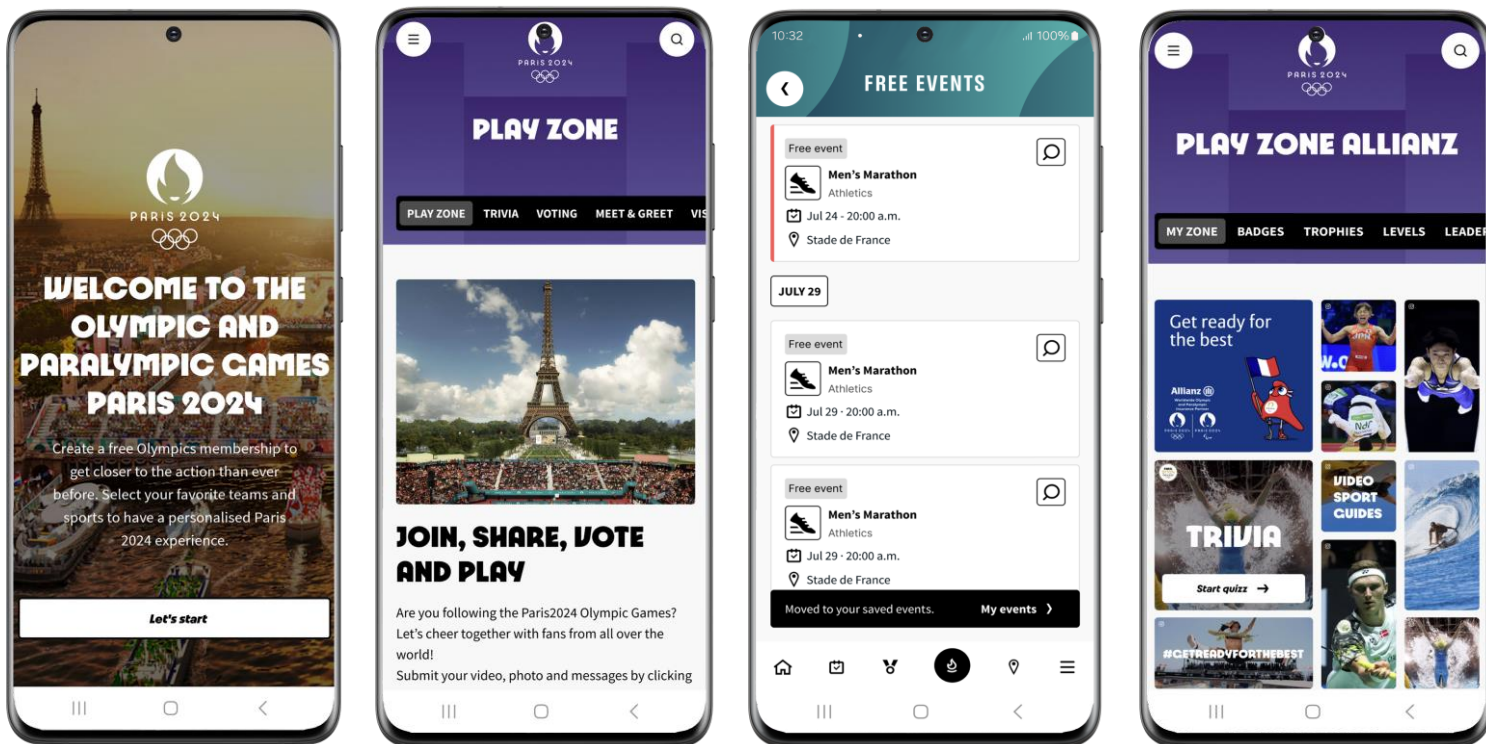
### Paris 1924 Colourisation

The Paris 1924 Colourisation project brought the 1924 Paris Games to life in vivid color, connecting the past with the present and offering a fresh perspective on Olympic history. The project garnered over 3.5 million engagements on social media and the videos were showcased in all Paris 2024 competition venues.



# EXPERIENCE

## DIGITAL, TECHNOLOGY AND INNOVATION

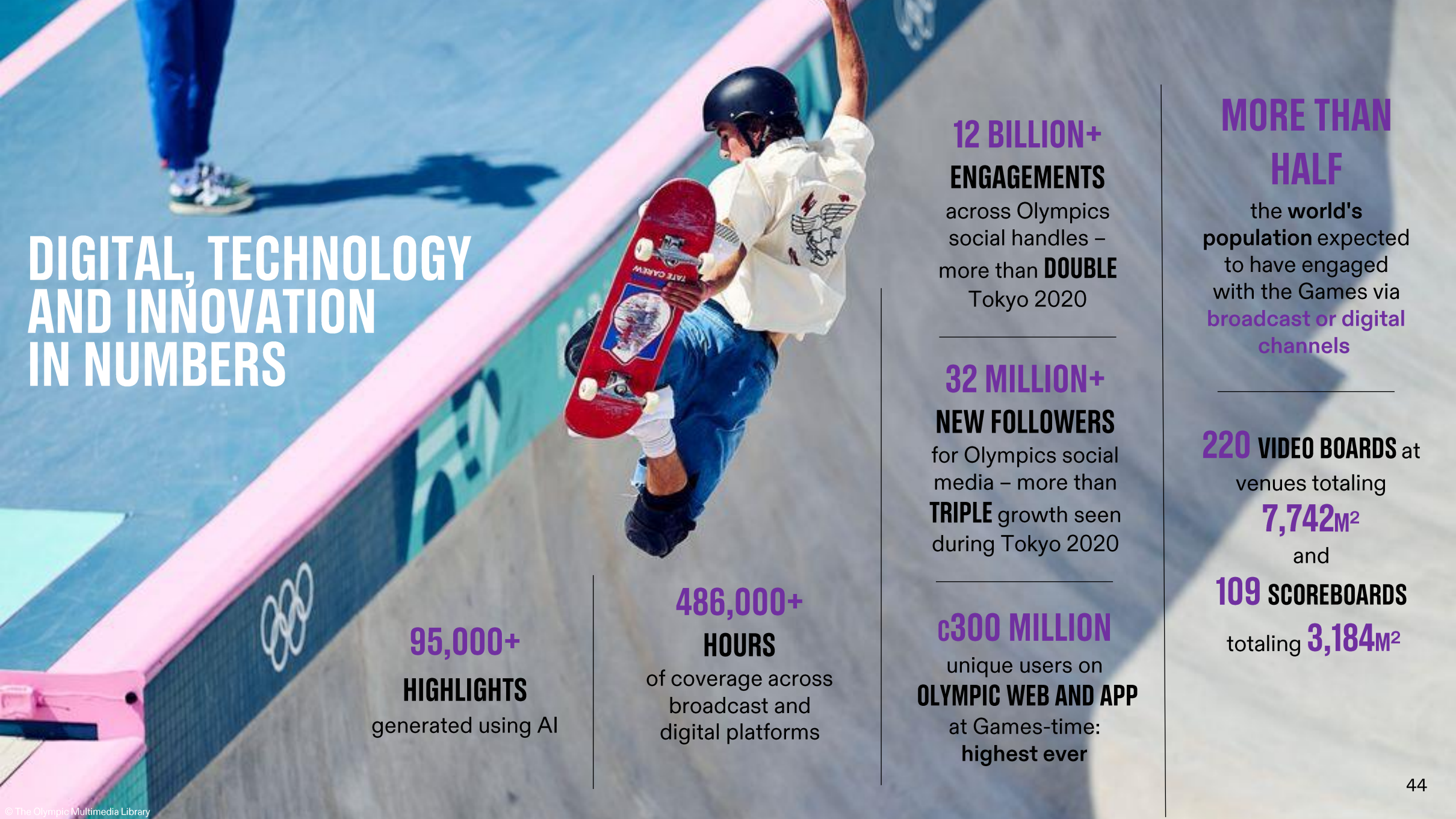


### Augmented reality

More than 15 unique Olympic augmented reality (AR) features were available through the redesigned official Olympics app, on the Olympics' official Snapchat handle, at competition venues and on the streets of Paris.

They included the opportunity to take a step back in time to experience the Olympic Games Paris 1924 and activate real-time Olympic records through an in-city AR experience at iconic landmarks including the Champs Élysées and Hôtel de Ville.

Fans enjoyed interactive lenses featuring the official mascot and opportunities to show support for national teams<sup>31</sup>.



# DIGITAL, TECHNOLOGY AND INNOVATION IN NUMBERS

**95,000+**  
**HIGHLIGHTS**  
generated using AI

**486,000+**  
**HOURS**  
of coverage across  
broadcast and  
digital platforms

**12 BILLION+**  
**ENGAGEMENTS**  
across Olympics  
social handles –  
more than **DOUBLE**  
Tokyo 2020

**32 MILLION+**  
**NEW FOLLOWERS**  
for Olympics social  
media – more than  
**TRIPLE** growth seen  
during Tokyo 2020

**c300 MILLION**  
unique users on  
**OLYMPIC WEB AND APP**  
at Games-time:  
**highest ever**

**MORE THAN  
HALF**

the world's  
population expected  
to have engaged  
with the Games via  
**broadcast or digital  
channels**

**220 VIDEO BOARDS** at  
venues totaling  
**7,742M<sup>2</sup>**  
and  
**109 SCOREBOARDS**  
totaling **3,184M<sup>2</sup>**





**IMPACT**





# IMPACT

The Games were a platform to accelerate the ambition and impact of change already identified by the French and Paris City governments. From the outset, the Paris 2024 OCOG successfully united all Games delivery partners behind a focus on achieving positive legacies.<sup>32</sup>

Here we spotlight just a few of the many successful initiatives that have and will continue to help change lives.

“As the first Olympic Games aligned with Olympic Agenda 2020, Paris 2024 proved that the Games can bring substantial economic benefits to their hosts while being socially and environmentally responsible. These are Games that truly adapted to the needs of their host and to the times we live in, creating an impactful legacy before the Opening Ceremony that will last long after the sporting competitions ended.”

Marie Sallois, Director of Corporate and Sustainable Development, IOC





# IMPACT

## SPORT AND SOCIAL IMPACT

The benefits of the Games for millions of people across France were brought about through numerous initiatives – including those promoting sport for health and education, sport programmes for cities, new infrastructure and more.

The French authorities leveraged the Games to achieve long-term improvements for the local community, particularly the north-eastern suburb of Paris, Seine-Saint-Denis, where, at the time of the bid, the unemployment rate exceeded 20 per cent.

“The Games are not just about medals; they are a celebration of sport’s capacity to unite and inspire. Our collective ambition is to leave a lasting legacy for future generations.”

Amélie Oudéa-Castéra, Minister of Sports and the Olympic and Paralympic Games



# IMPACT

## SPORT AND SOCIAL IMPACT

### Génération 2024: Move more at school

Recognising that sedentary lifestyles and lack of physical activity among young people in France are major public health issues, the OCOG initiated the national “Génération 2024” programme. Its objectives were to promote physical activity and sports among young people, from kindergarten to university, and to use sport as a tool for education and civic engagement.

Among the key initiatives, the introduction of 30 minutes of daily physical activity in primary schools across France was a flagship measure. In parallel, efforts were made to redesign schoolyards to encourage physical activity and reduce inequalities between girls and boys.

The programme also made educational resources accessible via the Génération 2024 platform, providing teachers and educators with tools to integrate sport and its values into their teachings.

To bring the Games to an entire generation, the OCOG organised activities including the Olympic and Paralympic Week, the Dance of the Games and the Mascot Tour – engaging young people and raising awareness. A national campaign was also launched to encourage students to send messages of support to the athletes<sup>33</sup>.

- **30 minutes** of daily physical activity at primary schools adopted as a national policy and introduced in all **36,500** French primary schools
- **36,800** sports kits distributed to schools before the Games
- **79%** of teachers observed an improvement in classroom atmosphere and student concentration
- **200** school playgrounds transformed in 2023, with a goal of reaching **1,500** active playgrounds by 2026
- **5 million** young people engaged across 8 editions of the Olympic and Paralympic Week
- Nearly **300** educational resources available on the Génération 2024 platform
- Over **3,000** messages of encouragement received and transmitted to athletes
- **266,800** tickets offered to young people to attend the Games



# IMPACT

## SPORT AND SOCIAL IMPACT



### Grassroots sport

Improving gender equality in grassroots sport was a key aim for the OCOG – both in terms of participation and for those in positions of responsibility within sporting organisations. Initiatives such as “Demain avec Elles” were funded across France to encourage more women of all ages to take part in sport, alongside programmes to increase the visibility of women’s sport and female leaders within sport.

In addition to supporting children and young people through the Génération 2024 education programme, funding was also targeted towards opportunities for groups that research demonstrated were less active than the general population, such as older people and people with disabilities<sup>34</sup>.

# IMPACT

## SPORT AND SOCIAL IMPACT

### Spotlight: The Endowment Fund and Impact 2024

Focused on Games legacy, the Endowment Fund was established in 2019 to support and strengthen the social role of sport<sup>35</sup>. It enables projects including Impact 2024 to use sport to promote health, well-being, education, inclusion, equality and environmental improvements.

Built on a co-funding model between the OCOG, public partners and a private contributor, by September 2024 the Fund had provided more than EUR 50 million in funding for around 1,500 grassroots projects across France, directly benefitting 4.5 million people, especially women/girls and people with disabilities.

In 2021, Impact 2024 International launched, expanding the programme to Africa. It provided investment and technical support to 45 initiatives across 19 African countries, reaching more than 77,000 people. Building on the success of the programme, in September 2024 the IOC announced additional funding totaling USD 450,000 for 10 sport-for-development projects across Africa, with the aim of expanding the legacy beyond the Games<sup>36</sup>.

The Endowment Fund is a partnership between the French National Sports Agency, the French National Olympic and Sports Committee, the French Paralympic and Sports Committee, the City of Paris, the Departmental Council of Seine-Saint-Denis, the Métropole du Greater Paris, the City of Marseille and lottery partner La Française des Jeux.





# IMPACT

## SPORT AND SOCIAL IMPACT



### Spotlight: Terre de Jeux

Launched in June 2019, the OCOG created the “Terre de Jeux” label to help spread engagement with and excitement for the Games as widely as possible. It was awarded to entities who committed to promoting sport and the Olympic and Paralympic values to local residents.

More than 4,800 local and regional authorities, sports federations and French embassies abroad were given the Terre de Jeux label. They benefitted from dedicated branding, toolkits, information and events, enabling millions of French people to feel connected to the Games<sup>37</sup>.

As part of the programme, an “active design” concept was deployed in more than 100 cities, enabling public spaces to be designed in a way that would encourage people to take part in physical activity and sport freely and spontaneously.

A total of 726 Terre de Jeux cities, including Paris, Saint Denis, Saint Dizier, Ile Saint Denis and Albertville, were also awarded the “Ville Active et Sportive” label by the Conseil National des Villes Actives et Sportives (CNVAS), which recognises French cities with an innovative sports policy offering a wide range of physical activities to the public.

Entities with the Terre de Jeux label came together for an annual event, with a yearly prize-giving ceremony established in 2022 to reward the best engagement projects. At Games-time, only Host Cities and Terre de Jeux entities were given the opportunity to host Clubs 2024 Live Sites, as a natural continuation of their involvement.

# IMPACT

## SPORT AND SOCIAL IMPACT

### New infrastructure targeted to need

In alignment with Olympic Agenda 2020 and the New Norm, 95 per cent of competition venues were existing or temporary. Only two permanent sports venues were built after the city's election as host: Porte de La Chapelle Arena (which had already been planned) and the Aquatics Centre.

The new sporting infrastructure and facilities will have a lasting benefit for the residents of Seine-Saint-Denis, an area of Greater Paris which was lacking such resources. This includes the Aquatics Centre, a total of 18 new and renovated swimming pools, the Le Bourget sporting and residential complex, and a large number of new and renovated local gymnasiums and stadiums<sup>38</sup>.

By 2025, the Olympic and Paralympic Village will be transformed into a new eco-friendly residential and business district with 2,800 housing units for 6,000 residents, including 25 per cent social housing, plus two new schools, shops, leisure facilities and green spaces. Pedestrian and cycle paths have also been developed to encourage active transport<sup>39</sup>.

The Media Village in Dugny will become a “garden city” with 1,300 homes, public facilities and amenities. Local residents will benefit from 1,000m<sup>2</sup> of shops, restaurants and medical facilities<sup>40</sup>.

“[Hosting the Games] allowed us to accelerate the city's transformation, to respond to environmental challenges. We have new tram lines, and all the trees and flower beds that go with that. The cycle paths have accelerated. We have 1,400 km of cycle lanes today. And then there is the Seine [River], a swimmable, clean Seine. If there had not been the Games, we would not have that.”

Anne Hidalgo, Mayor of Paris<sup>41</sup>





# SOCIAL LEGACY IN NUMBERS<sup>42</sup>

**EUR 300 MILLION**

government funding allocated for improving physical activity. Included EUR 30 million to redesign school playgrounds to encourage girls and boys to exercise more and together

**4,800**

cities and regions across France awarded the **“TERRE DE JEUX 2024”** label, developing measures to get people more active on a daily basis

**600+**

projects focused on **sports and cultural activities** reaching nearly **2 MILLION BENEFICIARIES**, thanks to Paris 2024 endowment funds

**4.5 MILLION**

people directly benefitting from 1,500 grassroots projects that use sport to improve people’s lives

**5,000**

**community sports facilities** across French neighbourhoods have brought **more opportunities to practice sport** closer to people’s home

**3,600**

children across France received **free swimming lessons** as part of the **“1,2,3 NAGEZ!”** programme – including 9,400 from Seine-Saint-Denis

**70+**

local authorities **renamed sports facilities** with the names of **PROMINENT WOMEN**



# IMPACT

## SOCIAL LEGACY

### Cultural Olympiad

The Cultural Olympiad of Paris 2024 began in 2021 and gained momentum until the summer of 2024. With more than 5,000 local authorities engaged, every French region and overseas territory was reached. Thanks to a shared vision between French cities, government bodies and cultural institutions, 2,596 projects were awarded the official “Cultural Olympiad” label.

Featuring more than 111,000 events, in line with Olympic Agenda 2020(+5) the initiatives were all built upon common objectives: the aspiration to link art and sport, diversify and mobilise new audiences, explore new forms of partnership, and contribute to the Games’ legacy. They featured diverse angles connected to sport, the Games and the Olympic and Paralympic values.

Artistic disciplines spanned from art to audiovisual, dance to debate, and cinema to circus, giving cultural institutions the opportunity to explore new themes and formats. French national monuments such as Mont-Saint-Michel, renowned institutions like the Louvre, prestigious festivals such as the Cannes Film Festival, and local cultural institutions offered the public a varied, mostly free programme, preparing them for the Games.

The IOC’s Olympic Museum was central to the Paris 2024 cultural programme, supporting over 200 institutions, such as the Louvre, through extensive artefact and images loans. Key initiatives included a permanent sculpture near the Champs-Élysées, created in collaboration with the City of Paris, and exhibitions with UNESCO, Gagosian, the Musée des arts décoratifs, Paris je t’aime, the Musée de la Monnaie and the Rencontres de la photographie d’Arles.

The initiatives have left lasting memories and a durable legacy<sup>43</sup>.

"The major collection of sports archives, the links forged between artists and new audiences, the discovery of new cultural horizons and the support for numerous institutions are all collective achievements that will be the cement of tomorrow's culture."

Rachida Dati, French Minister of Culture<sup>44</sup>



# IMPACT

## SOCIAL LEGACY



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### Cultural Olympiad in numbers

- **2,596** Cultural Olympiad projects in **5,048** local authorities, with **111,066** activities over 4 years
- **100%** of French regions hosted at least one Cultural Olympiad activity
- **82%** of surveyed projects said being part of the Cultural Olympiad added value and encouraged new ways of working
- **75%** of projects used sport as a theme for artistic expression
- **70%** of Cultural Olympiad projects were free

# IMPACT

## ECONOMIC BENEFITS

### The Social Charter

Paris 2024 actively engaged with the major French trade unions from the early planning stages. By involving unions in discussions on working conditions, labour rights and social protections, the organisers built trust and demonstrated a commitment to workers' welfare. A social charter was signed in June 2019 by the OCOG, trade unions and employer organisations<sup>45</sup>.

Aiming to ensure that the Games contributed positively to local communities, the charter integrated social considerations into economic opportunities created by the Games, ensuring access to contracts for very small and small companies, and those from the Social and Solidarity Economy (ESS – companies that balance economic, social and environmental objectives). See also “*Jobs and contracts*”, page [57](#)

The charter also contributed to the occupational integration of vulnerable groups and protected decent working conditions – resulting, for example, in the fact that there were no fatal casualties on Games construction sites and accidents were four times lower than the average for similar construction projects in France.

“The Olympic and Paralympic Games are a magnificent international sporting event, but one that is even more meaningful if it helps find solutions for a world with 3 zeros: 0 poverty, 0 unemployment, 0 net carbon emissions. The Paris 2024 Games have developed a unique programme to allow the social businesses and local entrepreneurs to benefit from this great opportunity.”

Professor Muhammad Yunus, 2006 Nobel Peace Prize Laureate, Founder of Grameen Bank and spokesperson for the ESS programme<sup>46</sup>



# IMPACT

## ECONOMIC BENEFITS

A 2024 study conducted before the Games by the Centre for Law and Economics of Sport (CDES) from the University of Limoges estimated an intermediate scenario with EUR 8.9 billion in net\* economic benefits brought by the Games to the Île-de-France region<sup>47</sup>. This study conforms to the recommendations from the OECD on how to effectively measure the economic impacts of major global events<sup>48</sup>.

A separate study, by financial consultancy Asterès, estimated in July 2024 that the Games would generate an economic impact of EUR 10 billion, out of which EUR 4.6 billion would be in fiscal revenues<sup>49</sup>.

### Jobs and contracts

The Games mobilised more than 181,000 jobs and EUR 5 billion worth of Paris 2024-related contracts were awarded: EUR 2.5 billion for the organisation and 2.5 billion for the construction of venues.

Ninety per cent of suppliers to Paris 2024 were French, and 78 per cent were small- and medium-sized businesses. Around 500 of these were from the Social and Solidarity Economy, contributing to the Games in areas including construction, catering, furniture and laundry services.



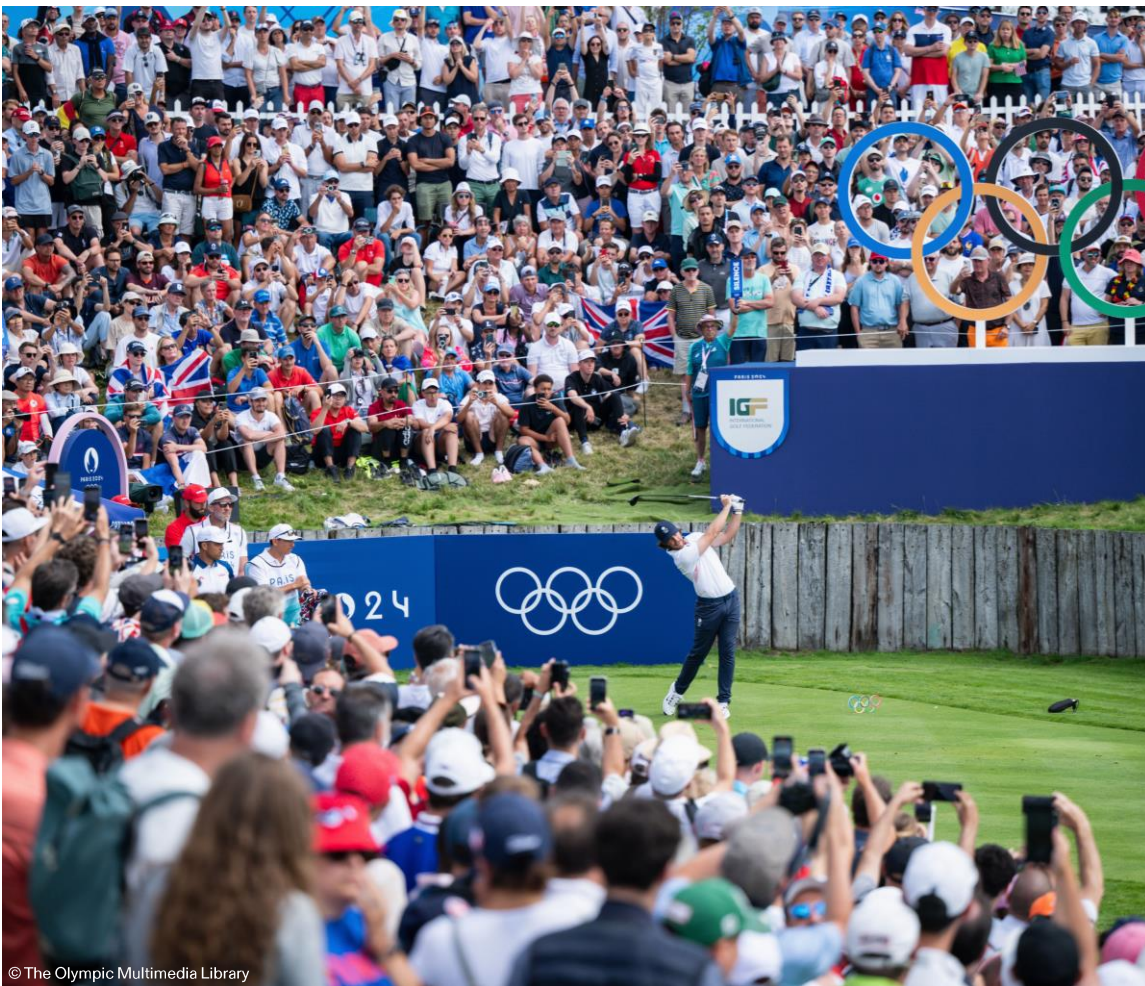
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- **EUR 6.9–11.1 billion** estimated in net economic benefits (EUR 8.9 billion intermediate scenario)
- **181,000+** jobs mobilised
- **30,000** people trained in new skills for future careers
- **EUR 5 billion** worth of Paris 2024-related contracts
- **90%** of suppliers were French, **78%** small- and medium-sized businesses

\*Additional revenue for Île-de-France region brought in by the Games

# IMPACT

## ECONOMIC BENEFITS



### Games-time visitors

Before the Games, the Paris Tourism Office estimated 15.3 million visitors in the Greater Paris metropolitan area for the duration of Paris 2024 (11.3 million just for the Olympic Games), spending a predicted minimum EUR 2.6 billion<sup>50</sup>.

Preliminary post-Games data from the Paris Tourism Office confirmed that the number of visitors during the Olympic Games was in line with the estimates: 11.2 million, a 4 per cent increase on the same number for the same period in 2023. This figure includes 3.1 million tourists (those that spent at least one night), which was up 19.2 per cent on the previous year<sup>51</sup>.



# IMPACT

## SUSTAINABILITY

The Paris 2024 commitment to making the Games as sustainable as possible was clear from the bid phase. As the first Games to align with the Paris Agreement on Climate Change – and with an executive director-level position within the OCOG team for the first time – sustainability was fully integrated into planning and delivery<sup>52</sup>.

The OCOG targeted a 50 per cent reduction in carbon emissions in comparison to the average of London 2012 and Rio 2016. A carbon budget was set including everything from construction to energy and transport, catering and procurement.

### Spotlight: Reducing emissions from generators

The Paris 2024 organisers limited generating carbon emissions thanks to an innovative energy model. In addition to using 100 per cent renewable energy during the Games, the OCOG minimised the use of diesel generators. The generators that had to be used were powered by biofuel, hydrogen or batteries. All venues were connected to the grid to minimise the use of temporary energy solutions. The initiatives left a legacy for future major events in the city, such as Paris Fashion Week, and provided a model for global events worldwide.

A circular economy strategy was developed based on three key principles: organising the Games with fewer resources; making better use of the resources; and ensuring the second life of resources after the Games. This applied to venues, sport equipment, digital technology and more<sup>53</sup>.

### Spotlight: Reuse and recycle

The OCOG had a clear plan for the “second life” for every item of temporary infrastructure, furniture and equipment procured – whether hired or purchased. Of the two million items of sports equipment needed, three quarters were hired or made available by sports federations. Seventy-five per cent of electronic equipment, such as televisions, computers and printers, were also hired rather than purchased. As much as possible of the 33,466m<sup>2</sup> recyclable sports flooring will find a new home in sports or educational establishments.

The athletes' areas in venues and the Village featured coffee tables made from recycled shuttlecocks, pouffes made from parachute canvas and chairs made from recycled bottle tops<sup>54</sup>.

# IMPACT

## SUSTAINABILITY

The Games also served as an accelerator for the City of Paris to clean the River Seine, with significant investment used for pollution remediation and prevention. Wastewater facilities were improved; the sewage system modernised to separate rainwater and wastewater more systematically; and corrections made to misconnections in the system. Giant rainwater retention basins were also built to hold excess rainwater during heavy storms and reduce the amount of untreated water flowing into the river.

The Paris 2024 Food Vision planned for more plant-based meals using more local ingredients and reducing the amount of single-use plastic<sup>55</sup>.

To reduce the use of drinks bottles, Coca-Cola installed 700 beverage fountains across Paris 2024 sites. They collected bottles and reusable cups for refills or recycling. Free drinking water was also available, and spectators were allowed to enter all venues with their own reusable bottles – a notable exception to existing French regulations<sup>56</sup>.

All venues were accessible by public transport and transport times from the Village were minimised as 80 per cent of venues were within 10 kilometres. See also *"Transport"*, page 77





# IMPACT

## SUSTAINABILITY

### Setting new standards

Determined to create a lasting legacy for the events sector, the Paris 2024 Games established new international standards in economic, social and environmental sustainability, and elevated existing ones. Set to transform the future of global sporting events, this included spearheading the enhancement of the ISO 20121 standard (pioneered by London 2012). The OCOG also collaborated with the IOC and OECD to develop new guides to help event organisers monitor and evaluate the social, economic and environmental impacts of their events.

Together with the Ministry of Sport and the French National Olympic and Sports Committee, the OCOG developed a “Climate Coach” app to allow sports event organisers in France to estimate their carbon footprint and reduce their impact. Two months after its launch, around 500 sporting event organisers had already used the tool, helping to reduce their footprint by an average 20 per cent.





# SUSTAINABILITY IN NUMBERS <sup>57</sup>

95%

competition venues  
**PRE-EXISTING OR  
TEMPORARY**

100%

energy from  
**RENEWABLE SOURCES**

50%

**REDUCTION IN CARBON  
EMISSIONS** compared to  
London 2012 and Rio  
2016 average

400KM

of new **BIKE LANES**

80%

food supply from  
**LOCAL AGRICULTURE**

100%

catering equipment and  
infrastructure **TO BE USED  
AFTER THE GAMES**

60%

of food for spectators  
was **PLANT-BASED**

700

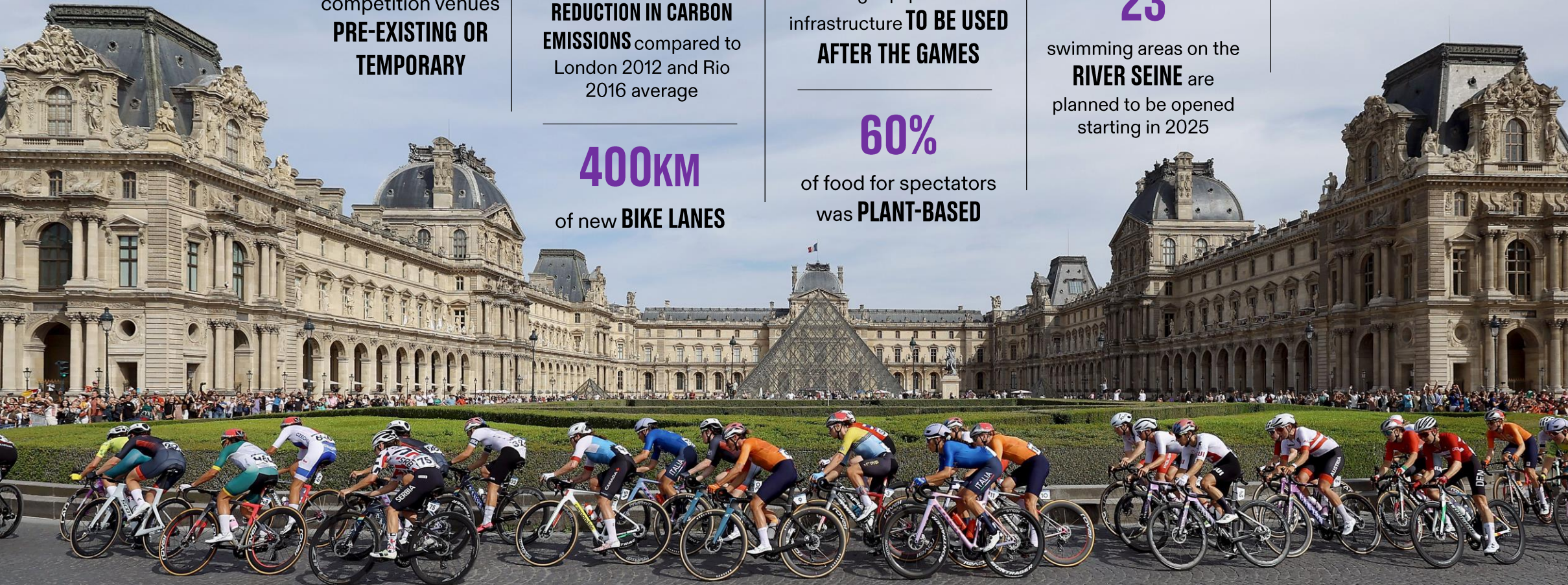
water and soda  
fountains installed to  
help reduce single-use  
**PET BOTTLES**

23

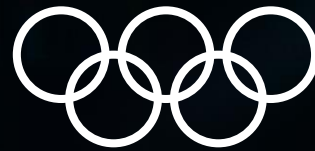
swimming areas on the  
**RIVER SEINE** are  
planned to be opened  
starting in 2025

**THREE-QUARTERS**

of the 2 million pieces of  
**SPORTS EQUIPMENT**  
rented or provided by  
sports federations







**DELIVER**





# DELIVER

In line with Olympic Agenda 2020(+5), the Paris 2024 Games were planned and delivered in a way that was mindful of – and responsive to – the evolving global, social, social and environmental contexts.

Two of the foundational years of planning took place during the COVID-19 pandemic. The supply chain came under pressure as a result of the geopolitical situation, with rising inflation impacting budgets.

Successful delivery was due in particular to strong relationships between delivery partners and a commitment to finding efficiencies wherever possible.





# DELIVER

## STRONG RELATIONSHIPS

Successful delivery was the result of strong working relationships between the key delivery partners, underpinned by commitment to a shared vision. Dedicated to efficient and effective delivery, there was a higher level of interaction within the Games ecosystem than previously – including the OCOG, IOC, IPC, National Olympic and Paralympic Committees, International Federations, TOP sponsors and media rights holders. The relationships were able to build over time, thanks to the continuity of those in roles at executive level<sup>58</sup>.

The OCOG also collaborated successfully with French authorities, including the Interministerial Delegation for the Olympic and Paralympic Games (DIJOP) and SOLIDEO, the public sector organisation tasked with financing, supervising and constructing the Games facilities. These entities were established in addition to the existing government and local authorities to facilitate the staging of the Games (for example, delivering transport and security) and achieving impact.

As a result, from the outset the key delivery partners were able to benefit from the others' experience to help find optimal outcomes across the project. This was supported by the IOC Games Optimisation Group.

“Mobilisation of all national stakeholders, from local authorities up to the French state, alongside our sports movement, is critical for the success of the Games.”

Michel Cadot, the Interministerial Delegate for the Paris 2024 Olympic and Paralympic Games



# DELIVER

## STRONG RELATIONSHIPS

### Collaboration with the IPC

To improve integration, the IOC and IPC jointly participated in Delivery Partner Meetings, and IPC representatives were invited to participate as members of the Coordination Commission for the Olympic Games. The flow of information between the organisations was greatly improved compared to previous Games and the IPC were generally invited to delivery meetings, helping streamline the process for the OCOG.

Whenever possible, venues were designed to meet the needs of both Games from the start of the Olympics – to minimise cost, complexity and risk to transition between Games.

The Look of the Games and the Torch were also common across both Games. The IOC and IPC agreed to more flexibility on branding, resulting, for example, in having both logos on volunteers' uniforms and reusable cups.





# DELIVER

## STRONG RELATIONSHIPS

### Security

One of the implications of the ambition for a more open Games was an increased complexity of operations, and especially security. This required the OCOG to collaborate closely with the city, especially security and police services to find an appropriate solution to enable safe staging of the Games.

For example, one of the biggest challenges was the staging of the Opening Ceremony outside the Stadium. To ensure the safety of spectators and participants, security perimeters were set up from eight days before the event and reinforced on the day of the ceremony. Only pedestrians and bicycles were authorised to enter the zones, following a security check, as well as motor vehicles qualifying for a special dispensation, including local residents, delivery and emergency service vehicles.

During the ceremony, more than 45,000 police and paramilitary officers were on duty, supported by 10,000 soldiers and 20,000 private security guards. Navy boats, drones and sniffer dogs were also used to prevent incidents<sup>59</sup>.



# DELIVER

## COMMERCIAL PARTNERSHIPS

It was the Games a new era for the IOC's commercial partners, who helped set new benchmarks in athlete support, fan engagement, hospitality and global reach.

Their vital support was evident throughout Paris and beyond. Partners contributed cutting-edge technology, best-in-class services and numerous innovations that helped the Games run seamlessly, alongside impactful global marketing campaigns and engaging activations that allowed fans to experience the excitement of the Games like never before.

The TOP Partners' vital contributions of products and services led to almost 100 supply contracts worth more than USD 350 million being concluded for Paris 2024, contributing to the smooth operations of the Games, technological innovations and sustainability.

Complemented by the support of a strong domestic partner programme in France, as detailed previously in the 'Experience' section, the TOP Partners' contributions went beyond operational support – they became a driving force behind the Games' unforgettable atmosphere, bringing the Olympic and Paralympic spirit to life and connecting millions of people around the world with the Games.

*This unparalleled support will be comprehensively reported in the IOC Marketing Report for Paris 2024, due to be published in December 2024, which will provide detailed insights into these achievements and the widespread success of the Olympic marketing programmes.*

- **15** worldwide TOP partners
- **7** Premium Partners
- **13** Official Partners
- **49** Official Supporters





# DELIVER

## OPERATIONAL READINESS

Full focus on operational readiness began in the last 18 months before the Games. An OCOG team worked closely with the IOC to develop and deliver a comprehensive joint readiness programme, aiming to mitigate risks identified during the planning phase.

Delivery partners were fully involved in more than 100 exercises, ranging from tabletops and simulations to site visits and technology rehearsals. Test events started one year before the Games and were very successful.

The exercises and tests were an effective way to highlight gaps and weaknesses in plans before Games time and adapt as necessary. The process also served to strengthen team cohesion and confidence.



# DELIVER

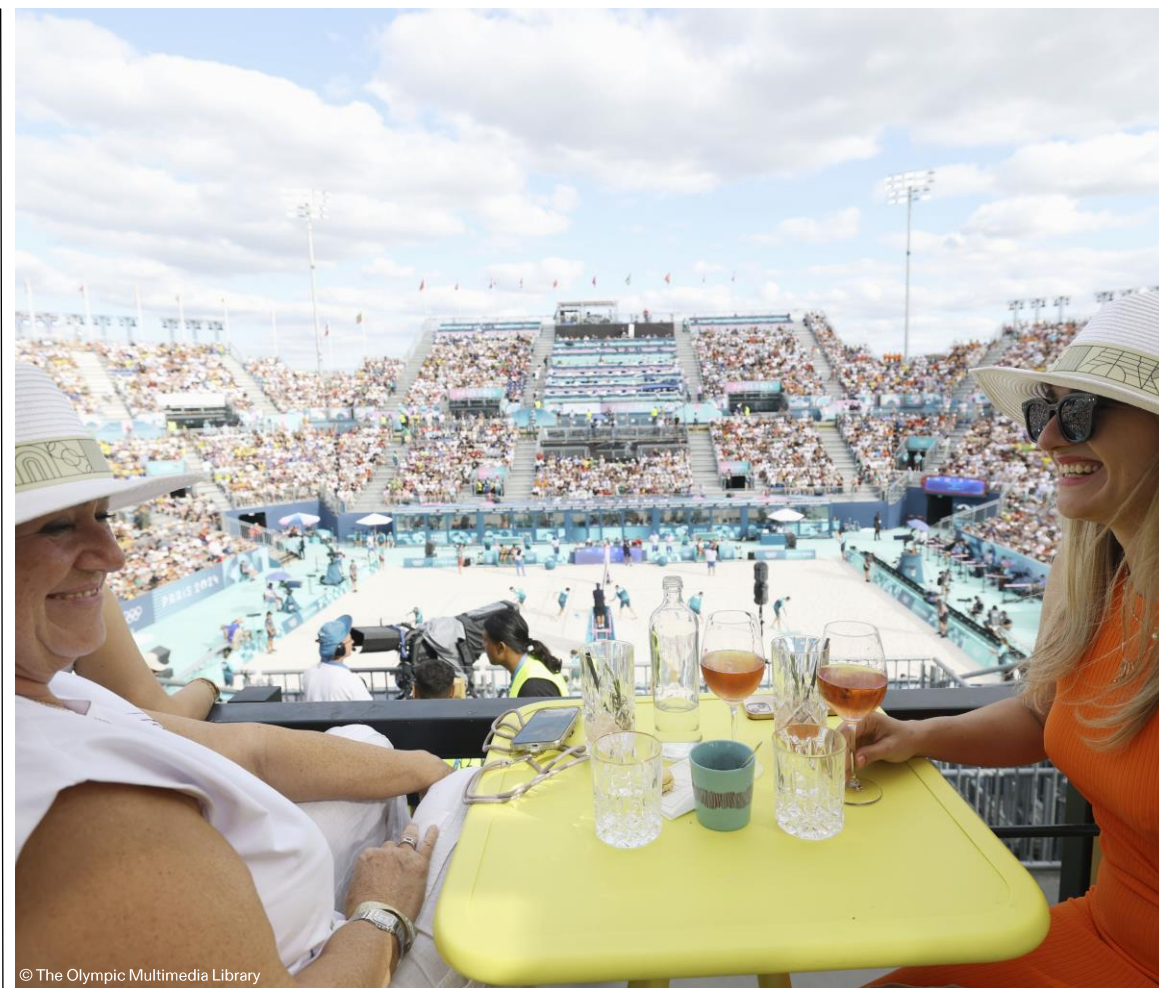
## TICKETING AND HOSPITALITY

For first time in Games history, the ticketing programme was 100 per cent digital and the OCOG sold public tickets globally themselves. More than 9.5 million tickets were sold, setting an Olympic ticket sales record.

The user-friendly ticketing app made it easy to transfer tickets and resell them on an official platform. As a result of the new model of global sales and ease of managing tickets, venues were full. Both the ticket sales and ticket revenue goals were exceeded. Digital ticketing also resulted in better communications at Games time, which improved the overall spectator experience.

Feedback from stakeholders, while positive, did highlight some areas for improvement, including enhanced system functionality and improved education. All tickets were linked to a name and surname, which also presented a challenge before the Games, although this was overcome due to the ease of transfer via the digital system.

For hospitality, an extensive offering through On Location provided a single global world-class product, covering an unprecedented number of sports and sessions. This brought more than 360,000 guests including a high number of business executive to the Games. Alongside the Hospitality offering, NOC Houses were actively promoted by Paris 2024 and proved to be an effective way to meet high demand after the impact of COVID-19 on previous Games.





# DELIVER

Throughout the planning and delivery process, a number of measures were introduced aiming to simplify ways of working and improve efficiency. The early and continual focus on these enabled many of the defining features of the Games

## MASTERPLAN REVIEW

Acknowledging that a host city can evolve within the planning and delivery phases, rather than simply sticking to the plan for the sake of it, the Venue Masterplan went through three major review cycles, approved in October 2018, December 2020 and September 2022<sup>60</sup>.

Changes were based on Olympic Agenda 2020(+5) and The New Norm, guided by three core principles: delivering the best possible Games experience; strengthening legacy; and solidifying the budget. The process supported Paris 2024 becoming a blueprint for future Games and sports events in terms of adapting the Games to the city, rather than the city to the Games.

Venues were re-evaluated and adjustments made where necessary, reducing costs and ensuring technical and operational feasibility while preserving the project's DNA. While the compact nature of venues in Paris was seen as beneficial, decentralising to existing venues in France instead of creating temporary structures also had advantages. The French sports movement, local and public authorities and IFs were consulted and brought on board with each change.

Key adjustments to the masterplan included:

- The Aquatics Centre was designed with community legacy use as a priority. Ultimately it hosted diving, artistic swimming and water polo, with the swimming events held in a temporary pool in La Défense Arena, rather than in an additional temporary pool next to the Aquatics Centre<sup>61</sup>.
- Shooting was changed from La Courneuve (a temporary facility) to Chateauroux – an existing top-class facility with a proven record of hosting international shooting competitions<sup>49</sup>.
- Basketball preliminaries were moved from the Bercy Arena to Stade Pierre-Mauroy in Lille. The agreement for the change came after much discussion with the International Basketball Federation (FIBA), and work needed to be done on the cooling system for the venue. The use of the Lille venue was successful and helped to engage another region of France.

# DELIVER

## REDUCING THE SIZE OF THE VILLAGE

As part of the effort to make most of space in the Olympic and Paralympic Village and balance Games-time and legacy needs, NOCs were offered a financial incentive to return some of the beds they were entitled to and to place athletes and team officials in hotels closer to competition venues. This initiative enabled a reduction in the size of the Village compared to its original scope.

Paris 2024 identified additional opportunities to better manage space through direct discussions with NOCs. By revising NOC medical, meeting room, and storage entitlements, they achieved an 18 per cent reduction in the overall space allocated to NOCs, saving approximately 3,200m<sup>2</sup>.





# DELIVER

## EVENT DELIVERY MODEL

At some previous Games, external Event Delivery Entities (EDEs) contracted by the OCOG were used efficiently for specific sport events, such as the London Marathon Company and Wimbledon to deliver the Olympic Marathon and Olympic Tennis tournament respectively at the London 2012 Games.

In line with The New Norm and with the IOC's impetus, there was a greater ambition at the Paris 2024 Games from the outset, with the OCOG aiming to make maximum use of existing capabilities (expertise, know-how, experience) in the marketplace, by contracting EDEs to deliver as many events as possible.

In total, 60 per cent of competition venues had their events fully or partly delivered by a total of 10 EDEs and five Competition Delivery Entities (CDEs): 14 venues by EDEs; five by CDEs and three a collaboration between EDEs and CDEs. The EDEs varied in type, including National Federations, venue operators, event contractors, event organisers and consortiums that were a mix. Three IFs were part of a consortium making up a CDE.

The Paris 2024 Games demonstrated that different event delivery models can and should be considered and implemented to achieve greater cost and process efficiencies, making best possible use of existing capabilities in the marketplace.

### Spotlight: Tennis and boxing at Roland Garros

The French Tennis National Federation (FFT) owns and operates the Roland Garros tennis venue and hosts the annual French Tennis Open Grand Slam event.

The OCOG contracted FFT as the EDE for the Olympic tennis and boxing tournaments held at the venue, with responsibility for the majority of event delivery.

By embedding the EDE into the OCOG's planning, delivery and operations early on, they were able to deliver both competitions successfully with a strong Olympic feel.

# DELIVER

## MEDIA OPERATIONS



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For the Olympic Torch Relay, France Télévisions pioneered the first-ever 100% cloud-based production and introduced a mobile private 5G network. This innovative project achieved a 90 per cent cost reduction and reduced CO<sub>2</sub> emissions by over 600 tons compared to traditional broadcast workflows.

Advances in remote production, cloud-based workflows and enhanced connectivity also meant the physical and environmental footprint of the International Broadcast Centre was reduced. By enabling broadcasters and media rights holders to produce and manage content remotely, fewer personnel and equipment were required on-site, cutting down on travel, accommodation and infrastructure needs.

Centralised feed sharing, virtual sets and decentralised workflows further streamlined operations, while sustainable practices such as energy-efficient technology helped minimise the carbon footprint. For example, the free provision of the Warner Bros. Discovery streaming app, Max, gave accredited press access to live competition broadcast content via their personal devices from everywhere in France. It was possible to remove fixed CATV services from press tribunes at six venues as a result.

Private 5G services were also used more extensively, supporting the press with transmitting photos from the field of play, as well as for press and broadcast during the Opening Ceremony.

These actions collectively support a leaner, more efficient and environmentally sustainable approach to event broadcasting and overall media operations.



# DELIVER

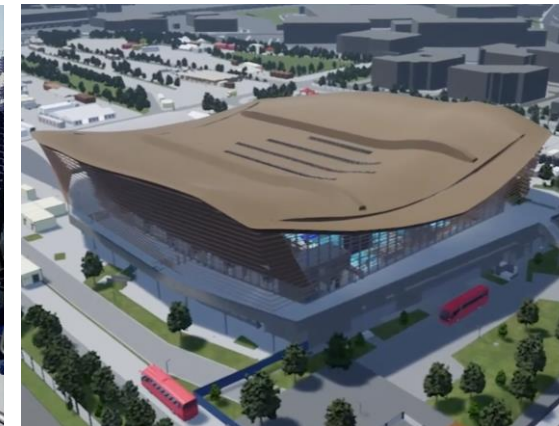
## DIGITAL, TECHNOLOGY AND INNOVATION

### Digital twinning for venue planning

A user-friendly tool was devised with the support of TOP Partner Intel to support venue planning and visualisations through highly-detailed digital models of venues, known as digital twinning. The aim was for those responsible for planning and operations to be able to explore the digital simulation and modify plans through any web browser.

The models also aimed to reduce the need for stakeholders such as International Federations (IFs) to carry out pre-Games site visits in person – saving time and money, while helping to reduce the carbon footprint<sup>62</sup>.

A pilot for future editions of the Games, the tool was an example of the potential for the use of digital solutions, with opportunity for improvement by implementing sooner and ensuring wider adoption across OCOG teams and stakeholders.



# DELIVER

## DIGITAL, TECHNOLOGY AND INNOVATION

### Technology integration

Atos was the leading technology integrator, from programme management to systems integration, and the provider of over 150 core applications. Atos introduced innovations like an AI-enabled Volunteer Portal, cybersecurity mesh architecture, and a Smart Knowledge Hub with GenAI for Paris 2024. Their advanced systems ensured operational efficiency, proactive threat protection, and rapid incident response, supporting the Olympic and Paralympic Games' critical infrastructure.

### Timekeeping advances

For the 31st time since 1932, OMEGA fulfilled the role of Official Timekeeper at the Games, deploying the most advanced technology it has ever delivered. For example, capturing up to 40,000 digital images per second, OMEGA's Scan'O'Vision ULTIMATE photofinish camera played a critical role in helping to decide the result of the closest men's 100m final in history.





# DELIVER

## TRANSPORT

Collaboration between the OCOG and Île-de-France Mobilités (IDFM, the government authority controlling and operating public transport in the region) enabled organisers to make best use of existing public transport systems, integrating into the Games transport network.

The Ministry of Transport launched the “Anticiper les Jeux” (Anticipate the Games) site to inform the public about Games-time road closures and public transport deviations, allowing them to plan accordingly<sup>63</sup>.

Real-time travel information displayed at stations was supported by announcements on trains and at stations, as well as staff and volunteers deployed to provide information to travellers.



For accredited stakeholders, including athletes, the Games transport app suggested public transport when it was faster than a Games vehicle.

Innovation to the transport plan and systems was also designed to reduce the number of vehicles and drivers needed. Unfortunately, the results were not entirely smooth. For example, the integration of the drivers’ app with the GPS app was delivered too close to the Games and had not been thoroughly tested, which led to volunteer drivers initially struggling to find their destinations. This led to some delays and impacted some stakeholders who were late to sessions.

Other services were planned to be delivered by shared resources, which meant that a delay on one service would eventually impact the other services being delivered by the same bus and driver.

In addition, though resources were reduced, there were still higher levels of vehicles and drivers (including volunteers) than needed.

# DELIVER

## FURTHER EFFICIENCIES

- IOC management of Olympic and Paralympic sports entries and qualifications (SEQ) – making the most of OCOG resources and bringing in necessary Games experience to manage delivery and operations, which the OCOG would have otherwise had to secure themselves
- Supporting OCOG results team with experienced IOC staff to help project delivery and operations
- Improving the secondment programme for OCOG, IOC staff and partners
- Adjusting service level requirements
- Reducing the Village operational period and training venues opening period
- Reassessing low-voltage energy infrastructure and temporary power solutions; reducing temporary requirements by making use of existing venue utility network supplies
- Finding a solution to ensure improved turnaround times for anti-doping laboratories to 24 hours despite reduced equipment – resulting in a saving of USD 4 million for the OCOG and setting a new baseline for future Games
- A “Fans in front” approach for seating – moving press and broadcast seats further back and reducing the number of tabled positions
- The “SEAT” app, introduced to help effectively manage high levels of demand for seats for Olympic Family stakeholders post-Tokyo 2020. While the tool helped improve full stadia, the pilot shows full implementation could support better management of seats and ensure better experience for stakeholders
- Enhancing level of data captured during the Games to benefit future hosts and delivery partners, including energy data capture



# LEARNINGS AND RECOMMENDATIONS





# LEARNINGS AND RECOMMENDATIONS

The Paris 2024 Games were an undoubted success. Innovation brought advancements, but inevitably also challenges.

To enable us to learn and improve, both the successes and challenges have been recognised and analysed – resulting in the recommendations that follow. They were developed alongside the IPC, following detailed debriefs with the OCOG and delivery partners, stakeholder surveys (including ASOIF, IFs, ANOC and NOCs), focus groups, data analysis and more. They will be finely tuned after further feedback and data analysis in the months to come.

The recommendations focus on the key aspects where change will make a difference – aiming to provide a strong basis with which to go forward, ensuring the Games continue to provide lasting benefit for the hosts as well as an inspirational sporting celebration enjoyed by billions across the globe.

They build on strategic measures identified following Tokyo 2020<sup>64</sup> and Beijing 2022<sup>65</sup> and sit alongside recommendations that will be generated at all levels, for all functions of Games planning and delivery.





# RECOMMENDATIONS OVERVIEW

## VISION

### 1. Vision

Create a clear vision as a guiding North Star for the Games, supporting commitment, decision-making and engagement throughout the lifecycle

## EXPERIENCE

### 2. Athlete experience

Ensure the athletes' Games-time experience is embedded in the Games vision and delivery

### 3. Athlete engagement

Establish and maintain a clear vision for athlete engagement

### 4. Fan engagement and experience

Enhance the celebratory feel of the Games by creating experiences for fans to celebrate sports and athletes

### 5. Hospitality

Map hospitality assets and usage across all stakeholders, including commercial partners, to deliver the appropriate level of service while ensuring a successful commercial hospitality programme

### 6. Culture

Leverage the potential of the Cultural Olympiad and its educational and cultural activations at least two to three years in the lead-up to the Games, to foster meaningful engagement among diverse audiences

## IMPACT

### 7. Sustainability, Impact and Legacy

Approach sustainability, impact and legacy in a strategic and cross-functional way, in alignment with the vision of the Games

### 8. Brand

Enhance the framework for the co-existence of the Olympic and Paralympic Games brands

### 9. Signature properties

Develop signature properties to drive engagement from both commercial partners and general public, and to enhance brand value

## DELIVER

### 10. Sport at the centre

Embed sport as the focal point for the Games

### 11. Contractual commitments and service level register

Better explain contractual obligations and service levels connected with stakeholders to ensure proper understanding by the organisers, a consistent experience from Games to Games and a more agile change management approach

### 12. Demand-driven planning

Manage risk to better align resources with actual needs and reduce waste

### 13. Management of accredited seating

Conduct a comprehensive review of seating bowl zoning, entitlements and management to improve utilisation and stakeholder experience

### 14. Transport

Maintain a shared service approach; review and secure technology tools; improve testing and training of professional and volunteer drivers

### 15. Event delivery

To establish the most efficient delivery mechanism for each sport and discipline, assess existing event delivery market capabilities and adapt the OCOG's structure accordingly. Foster integration across all OCOG activities from early stages

### 16. Venue planning

Digitalised venues combined with the power of AI should help develop more efficient planning for the future of the Games

### 17. Olympic and Paralympic Village

Preserve the essential role of the Olympic and Paralympic Village in creating a unique Games experience and serving as a high-performance environment for the athletes

### 18. OCOG in a box

IOC to facilitate the provision of "OCOG in the box", a range of ready-to-use IT services and capabilities that meet needs of each OCOG

## ENABLE AND ENGAGE

### 19. Games ecosystem

Engage the whole Games ecosystem to maximise Games delivery, promotion and impact

# EXPECTED BENEFITS FOR EACH RECOMMENDATION

Six criteria have been defined to **assess expected benefits** of the recommendations:



## Cost savings

Reduction in budget required for delivery



## Revenue generation

Incremental commercial value across existing streams (e.g. ticketing) and new streams (e.g. gaming)



## Sustainability, impact & legacy

Impact on community, climate (e.g. carbon footprint), economy (e.g. tax revenues) and legacy (e.g. youth participation)



## Games experience

Stakeholder reach and satisfaction from digital and physical experiences; sentiment towards Olympic and Paralympic brands



## Operational efficiencies

Savings associated with higher productivity, streamlining tasks and reducing redundancies



## Risk reduction

Mitigation of risks (e.g. operational, brand, legal)

For each recommendation, **expected benefits** will be highlighted using the icons shown above





**VISION**





# RECOMMENDATION 1: VISION

Expected benefits:



Create a clear vision as a guiding North Star for the Games, supporting commitment, decision-making and engagement throughout the lifecycle

## Overview

“From the start, our common purpose has been to create the Games of a new era: Games that are responsible, sustainable, socially conscious and open for everyone to take part.” Tony Estanguet, President, Paris 2024 OCOG

**The Paris 2024 vision was the strategic construct that set the Games’ ambition.** A key way to engage early with delivery partners at a national level, executives called getting it right “mission-critical” and underscored that it must be articulated in a clear and compelling way.

The vision did not materialise overnight. Work started in 2018, with an agency brought in to help guide six months of interviews across social, cultural and political entities. Closely **involving the local authorities and stakeholders in the process was seen as vital** to providing a united and positive direction for the narrative around the Games in France.

The result was a clear, compelling vision guiding all activities and strategic choices – including how to deliver engagement, sustainability and impact/legacy. **Thanks to the collaborative development,** clarity and consistency with which it informed decisions, **support was unanimous among all those involved.** It provided both practical benefits (helping to attract commercial partners from early on) and motivational appeal (helping attract and even retain talent through the Games lifecycle).

Work was done to ensure the **vision was widely understood and integrated into all aspects of the project,** both by the OCOG – through legacy, environmental, procurement, operations, branding, human resources, and communication strategies – and by other key stakeholders, public actors and partners in their work. Flagship vision-driven projects such as the Marathon Pour Tous and Champions Park were seen as integral to the project and protected from budget cuts.



# RECOMMENDATION 1: VISION

Expected benefits:



Create a clear vision as a guiding North Star for the Games, supporting commitment, decision-making and engagement throughout the lifecycle

## Implementation

- OCOG to engage widely with delivery partners to establish a vision that sets the Games' ambition and provides direction and focus for **decision-making and strategy**. The vision should be aligned with those of the IOC and IPC, creating **brand value** for the Olympic and Paralympic Movements overall.
- Ensure the vision is consistent as the narrative evolves throughout the Games lifecycle.
- Translate the vision into **tangible actions and projects**, delivering impact before, during and after the Games.
- Identify and protect flagship **projects** that promote the vision, throughout the entire lifecycle (such as Olympic Days, the Opening Ceremony in the city, and the Marathon Pour Tous at Paris 2024).
- Leverage the vision through purpose-led projects that can inspire and engage the wider Games ecosystem – from political leaders to commercial partners and delivery partners – generating potential **shared ownership and financing** of these initiatives. This will also support long-term implementation of legacy projects in the host country.





**EXPERIENCE**



# RECOMMENDATION 2: ATHLETE EXPERIENCE

Expected benefits:



## Ensure the athletes' Games-time experience is embedded in the Games vision and delivery

### Overview

Paris 2024 established an effective Athletes' Commission, which worked closely with the NOC Services and Sports FAs in an advisory role to identify and validate service levels.

Through meaningful and early engagement between the OCOG, the Paris 2024 Athletes' Commission and IOC Athletes' Commission, the athletes' viewpoint was embedded in the Games vision and delivery.

The Commission had a clear and defined role and mandate; therefore, it was able to contribute actively to the work of OCOG including by proposing innovative ideas such as Champions Park to enhance the athletes' Games-time experience.



# RECOMMENDATION 2: ATHLETE EXPERIENCE

Expected benefits:



Ensure the athletes' Games-time experience is embedded in the Games vision and delivery



## Implementation

- Create and maintain a clear vision of the athletes' Games-time experience.
- This must be developed in close collaboration between OCOG and IOC Athletes' Commissions, together with the NOC Services and Sports FAs.
- Ensure the athletes' point of view is considered at all levels of decision-making and in close collaboration between the OCOG and IOC Athletes' Commissions.



# RECOMMENDATION 3: ATHLETE ENGAGEMENT

Expected benefits:



## Establish and maintain a clear vision for athlete engagement

### Overview

Paris 2024 had a clear vision and strategy for athlete engagement from the candidature phase through to the delivery of the Games. By mobilising athletes, Paris 2024 generated excitement and support amongst the global athlete community as well as local and international population.

To maximise reach, Paris 2024 benefited from the resources available from the IOC and IOC Athletes' Commission. These resources included the International and Continental Athletes' Forums as well as the Athlete365 platform and database, which enabled Paris 2024 to engage with the global athlete community.



# RECOMMENDATION 3: ATHLETE ENGAGEMENT

Expected benefits:



## Establish and maintain a clear vision for athlete engagement



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### Implementation

- Aligned with the vision of the Games and benefiting from the experience of the IOC, develop a comprehensive athlete engagement strategy as early as possible.
- The aim of this strategy should be to generate support and excitement within the athlete community as well as the general public leading up to the Games.
- This strategy should leverage the host NOC Athletes' Commission for national engagement while working closely with the IOC and IFs Athletes' Commissions for engagement at the international level.



# RECOMMENDATION 4: FAN ENGAGEMENT AND EXPERIENCE

Expected benefits:



Enhance the celebratory feel of the Games by fostering wide engagement and creating experiences for fans to celebrate sports and athletes

## Overview

Paris 2024's vision – solidified through the motto “Games wide open” – became the guiding principle to deliver the engagement strategy and overall fan experience, from a virtual supporters' club to Games-time spectator access and lively celebration zones.

The OCOG made a significant effort to **engage all stakeholders who wanted to invest in the project**, beyond those with contractual rights. This led, with the support of the IOC and the IPC, to finding **flexibility in marketing rights**, such as the creation of the “Terre de Jeux” label for territories, as well as the allocation of communication rights for communities involved in the Torch Relay. Over the years, a true network of individuals and organisations who enhanced the promotion of the project and added even more value for partners and broadcasters was built.

Throughout the project's lifecycle, the **OCOG created iconic moments with strong visual impact**, embodying the ambition of the Games – such as Olympic and Paralympic Days in the heart of Paris, and the arrival of the Olympic Flame in Marseille. Digital campaigns and activities with celebrities and influencers were also among the ways the OCOG connected with local communities, stakeholders and fans – before and during the Games – **inspiring millions to get involved**.



# RECOMMENDATION 4: FAN ENGAGEMENT AND EXPERIENCE

Expected benefits:



Enhance the celebratory feel of the Games by fostering wide engagement and creating experiences for fans to celebrate sports and athletes

## Implementation

- Consider the elements that make the Games more festive and **engaging as core elements of Games delivery**. This should remain a priority, including in the budget
- **Engage widely in the lead-up to the Games**, including via national stakeholders (NOC/NPC, cities, schools, sports clubs, etc.), leveraging existing assets (for example, the Cultural Olympiad) or newly created ones (for example, labels such as “Terre de Jeux”)
  - Careful management of engagement opportunities, whether funded by the OCOG or other entities, is crucial
  - The OCOG must be open to creative and emerging engagement opportunities and should decide per project whether it directly manages or acts as an orchestrator – providing support, resources, and branding
  - Effective and flexible branding of engagement programmes helps market them to prospective partners to drive revenue and ensures coherence with the Games
- Offer both **physical and digital opportunities** for people to get active through programmes such as sport initiation and mass participation events
- Consider **in-venue atmosphere** as a core element of sport presentation (for example, “Carré des Supporters”)
- Consider **thematic/celebration parks** bringing fans and athletes closer (for example, Urban Park, Champions Park, Nations Park)
- Promote the Games through various lifestyle components (art, culture, cuisine, fashion, etc.) as well as celebrities/influencers, to reach new audiences
- Ensure FAs within OCOGs and IOC/IPC working on engagement, fan experience and celebration activities collaborate, to foster synergies and efficiencies



# RECOMMENDATION 5: HOSPITALITY

Expected benefits:



Map hospitality assets and usage across all stakeholders, including commercial partners, to deliver the appropriate level of service while ensuring a successful commercial hospitality programme

## Overview

The Paris 2024 Games saw a number of firsts for hospitality assets. A **digital-only ticketing system was used for the first time** and was a success. The user-friendly app made it easy to transfer tickets and resell them on an official platform; almost all tickets were sold and **venues were full**. There were **high levels of demand for seats** for Olympic Family stakeholders. Paris also attracted **new populations of spectators, including many A-list celebrities and influencers**.

An **extensive hospitality offering through On Location** provided a once-in-a-lifetime, world-class product, alongside additional NOC/NPC houses, including Club France. These were well promoted by the OCOG and proved **effective in meeting high demand after the impact of COVID-19 on previous Games**.

However, there is a **need to develop a holistic approach to managing privileges** (for example, seating, accreditation and exclusive access) and other assets (tickets, guest passes, etc) across the Olympic Family and commercial hospitality programmes. A more complementary system will help to drive efficiencies and revenue and ensure a best-in-class experience for all.



# RECOMMENDATION 5: HOSPITALITY

Expected benefits:



Map hospitality assets and usage across all stakeholders, including commercial partners, to deliver the appropriate level of service while ensuring a successful commercial hospitality programme

## Implementation

- **Review commercial hospitality and Olympic Family offer** to identify synergies, clarify potential differences and refine the value propositions.
- **Establish and implement an updated policy for the allocation of hospitality assets**, ensuring the right balance between all stakeholder groups, their rights and interests, and the commercial hospitality programme.
- **Ongoing collaboration** between the hospitality provider, IOC and OCOG is crucial. Together they need to align on the objectives of the Games commercial hospitality programme with a clear timeline of assets delivery, and governance to ensure cohesion of the programme and its successful delivery.
- **Continue to educate and communicate early/widely** about the hospitality programme, both within the Games ecosystem and broader global commercial landscape.



# RECOMMENDATION 6: CULTURE

Expected benefits:



**Leverage the potential of the Cultural Olympiad and its educational and cultural activations at least 2 to 3 years in the lead-up to the Games to foster meaningful engagement, among diverse audiences**

## Overview

The Cultural Olympiad offers a **powerful platform to celebrate creativity, diversity, and the shared values** at the heart of the Olympic spirit.

By embedding educational programmes and cultural initiatives early – several years before the Games – it **creates an opportunity to foster local appreciation and build widespread acceptance of the event.**

These early activations allow communities to engage deeply with the values and vision of the Games, generating excitement and goodwill.

Starting early also provides the time to integrate meaningful cultural experiences that resonate with local audiences, cultivating a sense of pride and ownership.

By inspiring and empowering future generations through art, culture and education, these initiatives can **lay the groundwork for a welcoming and inclusive environment.**

Ultimately, such efforts **underscore the transformative power of art, culture and sport to unite people** while ensuring the Games feel like a shared celebration rather than an external imposition.



# RECOMMENDATION 6: CULTURE

Expected benefits:



Leverage the potential of the Cultural Olympiad and its educational and cultural activations at least 2 to 3 years in the lead-up to the Games to foster meaningful engagement, among diverse audiences



## Implementation

- Begin **engagement early** with mid-term and long-term impact in mind
- Foster **community ownership**
- Encourage cross-disciplinary collaborations
- Ensure the promotion and inclusion of Olympic values
- Ensure that programmes and projects have **national and international appeal**.





# IMPACT

# RECOMMENDATION 7: SUSTAINABILITY, IMPACT AND LEGACY

Expected benefits:



Approach sustainability, impact and legacy in a strategic and cross-functional way, in alignment with the vision of the Games

## Overview

As the first Games fully aligned with Olympic Agenda (OA) 2020 and OA2020+5, Paris 2024 marked a paradigm shift, setting **new benchmarks for sustainability and the positive impact** the Games can create for local communities. Achievements such as making sport accessible and beneficial for everyone; reducing the Games carbon footprint by 50 per cent in relation to previous Games; and 50:50 gender parity in the distribution of quota places were profiled during the Games by top-tier, influential and opinion-forming international media.

A key success factor was that **impact and legacy, environment, human rights, gender equality, diversity and inclusion were positioned at the core** from the start. The ambition and importance attributed to these topics was driven by the OCOG's top management and the Paris 2024 Board and fully integrated into the Games project.

With support of the IOC throughout the entire lifecycle, increased media and stakeholder engagement, and strong collaboration with the broad Games ecosystem – cities and regional governments, international organisations, NOCs, IFs, local organisations, TOP Partners, media – **future OCOGs should approach impact in a more strategic way**, and ensure sustainability, impact and legacy topics are positioned at the heart of what the Games stands for.





# RECOMMENDATION 7: SUSTAINABILITY, IMPACT AND LEGACY

Expected benefits:



Approach sustainability, impact and legacy in a strategic and cross-functional way, in alignment with the vision of the Games

## Implementation

- Recognise the role of the host (cities and regional authorities) as primary impact and legacy stakeholders and **nurture the relationship during the entire lifecycle**
- **Establish a governance structure and long-term funding mechanism** to ensure support for impact initiatives before and after the Games
- Ensure **early and ongoing engagement with local communities** to understand how the planning and delivery of the Games impacts them and how they can benefit from the Games
- Inspired by the Paris 2024 Social Charter, **enable social dialogue** starting from the Targeted Dialogue phase
- **Integrate gender equality, diversity and inclusion** into all aspects of the Games managed by the OCOG
- Commit to a **carbon cap on Games emissions, and set a circularity target** based on a material footprint
- **Strengthen collaboration between all functional teams and across all Games stakeholders**, to approach sustainability, impact and legacy in an integrated and cross-functional way, including on commercial and marketing matters

*Note: Carbon capping will not be a linear process from one Games edition to another: the contextual environment (infrastructure, legislation, construction needs, etc.) and geographical location of each city/region means there will not be a continuous reduction in carbon emissions. The objective is for every Games edition to publicly commit to an ambitious objective, then systematically focus on avoidance and reduction measures to achieve it.*

# RECOMMENDATION 8: BRAND

Expected benefits:



## Enhance the framework for the co-existence of the Olympic and Paralympic Games brands

### Overview

Through a **refined brand framework**, aim to maximise the value of the Olympic Games and the Paralympic Games, while ensuring the best balance between the uniqueness of each brand and operational synergies.

### Key observations in Paris:

- Paris 2024 Organising Committee took the notion of "**two Games, one event**" to a new level.
- The presence of the Agitos during the Olympic Games and the Olympic rings during the Paralympic Games **blurred the line between what the two events and the two brands stand for**.
- **Synergies in terms of sustainability and budget** between the Olympic Games and the Paralympic Games were sometimes achieved at the expense of the **long-term unique value proposition and visibility** of both brands.





# RECOMMENDATION 8: BRAND

Expected benefits:



## Enhance the framework for the co-existence of the Olympic and Paralympic Games brands



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### Implementation

- A framework exists to define when and how the Olympic and Paralympic marks can be used jointly, covering key applications such as field of play, front of house, back of house, uniforms, Village etc.
- IOC to review and complement this framework in partnership with the IPC, taking into account brand awareness and narrative, commercial, legal and fan/spectator experience aspects, to provide clarity on single vs dual branding opportunities.
- In partnership with the IPC, IOC to test the framework developed as of Milano Cortina 2026 and LA28 and fully implement it with French Alps 2030.

# RECOMMENDATION 9: SIGNATURE PROPERTIES

Expected benefits:



Develop signature properties to drive general public engagement, enhance Olympic brand value and maximise commercial opportunities

## Overview

**Lessons from Paris 2024:** Successful collaboration between Paris 2024 and their partners demonstrates the value of co-creating iconic properties that align brand, commercial, and operational goals.

**Unique opportunity for OCOGs:** Signature properties provide a platform to drive engagement and generate revenue.

- **Local market potential:** Local markets offer opportunities for creative, large-scale activations to resonate with diverse audiences **across the country.**
- **Fan connection:** Build deeper emotional connections with the general public through creative, inclusive, and impactful initiatives
- **Increasing stakeholder expectations:** Partners and fans expect meaningful activations that resonate with the Games' vision and deliver tangible experiences





# RECOMMENDATION 9: SIGNATURE PROPERTIES

Expected benefits:



Develop signature properties to drive general public engagement, enhance Olympic brand value and maximise commercial opportunities



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## Implementation

- **Implementation Plan:** OCOGs should leverage co-creation as a foundational principle, drawing from the successes of Paris 2024. When signature properties and commercial assets are being developed OCOGs should take the following steps:
  - Identify potential signature properties and prioritise based on alignment with their vision
  - Engage key stakeholders, including commercial partners, internal brand team, and operations teams, to co-create activation concepts
  - Use case studies, such as Paris 2024's EDF Olympic cauldron co-creation, as best practice benchmarks
- **Opportunity:** Building brand equity through impactful partner activations is critical to success. By engineering signature properties to balance commercial objectives with fan engagement, OCOGs can amplify their Games' legacy.
- **Ways of working:** Foster collaboration between brand and commercial teams to ensure activations are integrated and align with the overarching Games vision.





**DELIVER**





# RECOMMENDATION 10: SPORT AT THE CENTRE

Expected benefits:



## Embed Sport as the focal point for the Games

### Overview

Sport should be central to the planning and delivery of the Games, being a key **reference point for decision making** across all operational areas.

A **strengthened focus on sport** will facilitate the creation of competition venues that will provide a vibrant atmosphere, great sporting competition and an appropriate stage for the world's top athletes.

Sport needs to be **well-positioned organisationally** to ensure appropriate representation on key decision-making matters, steering the organisation to better prioritisation of resources.

**Early and effective engagement with International Federations** can help find efficiencies in infrastructure and resourcing, which can drive down costs whilst providing for improved operations.

Investment into areas such as **sport presentation** and **sport initiation** showcases sports both locally and globally, providing tangible legacy in increased participation and awareness of health benefits of sporting activity.



# RECOMMENDATION 10: SPORT AT THE CENTRE

Expected benefits:



## Embed Sport as the focal point for the Games



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### Implementation

- The **Sport Director of an OCOG needs to have executive status** and direct involvement in strategic decisions as to how the Games are structured, planned and delivered.
- Sport needs to be appropriately resourced in terms of **staffing numbers, early appointments of key personnel** and **budget allocation for key areas** such as sport presentation. Expertise of running major sports competitions should be valued and promoted as a means of effectively streamlining the planning and delivery mechanism.
- **Sport Managers should have strong links with International Federations** and represent their respective sports within the OCOG. They should also be strongly positioned within the Event teams and have a close working relationship with the Event General Managers, noting their area of primacy are the fields of play and athlete areas.
- Sport should **help inform a structured approach to testing - based on risk analyses – as part of the wider operational readiness programme**. A suitable budget should be earmarked to address and mitigate these risks (e.g. via targeted testing and/or test events) in a timeframe which allows for constructive debriefs and the modification of planning assumptions, should this be required.



# RECOMMENDATION 11: CONTRACTUAL COMMITMENTS AND SERVICE LEVEL REGISTER

Expected benefits:



Better explain contractual obligations and service levels connected with stakeholders to ensure proper understanding by the organisers, a consistent experience from Games to Games and a more agile change management approach

## Overview

Contractual commitments are deliverables obliged of the IOC, IPC, OCOGs and the delivery partners to enable a given result. In order to meet these obligations, a precise **register of all contractual requirements to be delivered needs to be established** centrally, to inform and direct all involved parties. Should some requirements be modified from any of the parties, a process needs to be in place to **clarify not only the potential impact of any change but also the roles and responsibilities, including the responsibility for the final decision making.**

Some service levels are established by **contractual commitments** but in many cases they need to be **established by the organisers**, in partnership with the Olympic Movement. While it is fundamental to ensure continuity, **service levels also need to be adapted** to the local context and environment; to the type of venue (permanent vs temporary); and to the evolving needs from stakeholder groups. The IOC has provided OCOGs with a **service catalogue** that contains all known and recommended services and service levels for each stakeholder for them to engage the Games stakeholders in confirming service levels for each Games edition.

# RECOMMENDATION 11: CONTRACTUAL COMMITMENTS AND SERVICE LEVEL REGISTER

Expected benefits:



Better explain contractual obligations and service levels connected with stakeholders to ensure proper understanding by the organisers, a consistent experience from Games to Games and a more agile change management approach

## Implementation

- IOC to **develop tools and processes** to actively manage commitments, obligations, service levels and expectations
- Compile a list of all contractual requirements, technical requirements and service levels to have a **single reference source** that is shared with OCOGs, stakeholders and delivery partners, to support better communication and tracking of service levels and contractual requirements for each Games edition
- OCOGs to **leverage the IOC-provided service catalogue** (with all known and recommended services and service levels for each stakeholder) **to engage the Games stakeholders in confirming service levels** for each Games edition
- Establish a review process to **identify efficiencies and updates to requirements** (within the Contractual Framework for Hosting the Olympic Games<sup>66</sup>), including associated impact assessment and **change management with all stakeholders**
- **Monitor open issues** by stakeholder and event to ensure transparency and tracking to resolution
- OCOGs should be supported with delivering the desired levels of service, but given **flexibility to define the appropriate means**, in accordance with their local context





# RECOMMENDATION 12: DEMAND-DRIVEN PLANNING

Expected benefits:



## Manage risk to better align resources with actual needs and reduce wastes

### Overview

In 2021, one of the key recommendations identified in the Tokyo Final Cocom Report (measure 7) stated the importance of “using data to right-size Games delivery and improve experience”. It identified **data as a key enabler to avoid planning for peaks** to better inform planning assumptions and reduce pressure on costs.

In response to this recommendation, an overall framework has been developed to:

- **Consistently evaluate stakeholder experience** and the overall impacts and legacies of each Games edition
- **Standardise data capture** across Games editions, establishing base requirements and standards (supported by the Olympic Host Contract and ensuring regulatory compliance, e.g. non-personally identifiable information); and
  - Engage all stakeholders to participate actively in data capture
  - Provide various types of data from past Games to the OCOGs, to help them to better scale services and operations

To improve planning and operations, the OCOG used data provided by the IOC and OBS from previous Games. **Analysis of the data after Paris 2024 has shown that while many savings were made, there is still more opportunity to reduce redundancy** especially in areas such as accredited seating, transport, energy and space.

To further right-scale the Games and change existing approaches, there is a **need to develop a greater appetite for innovation amongst the IOC and Games stakeholders who typically have low risk tolerance**. This applies to both new projects and changing existing delivery approaches.

# RECOMMENDATION 12: DEMAND-DRIVEN PLANNING

Expected benefits:



## Manage risk to better align resources with actual needs and reduce wastes

### Implementation

- IOC and stakeholders to **continue to enhance the data that is captured** and made available to OCOGs to use to analyse and **understand the consumption** in their FA.
- IOC and stakeholders to continue to **build data analysis capability** to inform refinements/updates to the business unit operational requirements, focusing on accredited seating, transport, energy and space as a priority.
- **Encourage mindset whereby risks are systematically assessed against potential impacts** so that mitigation costs are not disproportionate to the levels of risk assumed.
- Foster creativity and innovation by **allowing flexibility in the delivery of commitments and requirements**, through engaging with the stakeholders early, actively seeking their input.
- **Update planning assumptions/requirements in the existing contractual commitments and/or service level register** (for example: athlete transport requirements, Olympic Village facilities, IF operational facilities, etc) to enable widespread usage of the latest information available.





# RECOMMENDATION 13: MANAGEMENT OF ACCREDITED SEATING

Expected benefits:



## Conduct a comprehensive review of seating bowl zoning, entitlements and management to improve utilisation and stakeholder experience

### Overview

Scoping and managing accredited seating at competition venues has been refined each Games edition. The **efforts to reduce the number of accredited seats required has enabled the release of additional tickets for general public sale**, generating significant additional revenues for the Games.

The **Stakeholder Experience and Access Tool (SEAT) was piloted at Paris 2024 to help manage the Olympic Family seating and press/broadcast high demand events**. However, challenges arise – especially for high demand events – when Olympic Family members and media expect to be able to attend if they want to, yet places are limited. This can be further exacerbated in disciplines with heats which can switch from low demand to high demand due to the nature of the draw – for example, as seen in Paris 2024 when Nadal and Djokovic played each other in the second round, rendering this session high demand.

Paris 2024 demonstrated that **technology can play a key role in supporting the management of the accredited seating areas** while simultaneously improving the stakeholder experience and increasing revenue opportunities. However, **all stakeholders in the seating bowl must be considered as part of a holistic solution** that includes pre-Games and onsite management.

Further review and adoption of technology can support:

- **Full stadia and increased revenue**
- Stakeholder experience (know before you go)
- **Right-sizing of services** (transport, food and beverage)

Paris 2024 key figures:

- Olympic Family: 77% average occupancy
- Olympic Family: 1 in 4 sessions were full or over capacity
- Press: Flex approach was increased, anticipating demand in advance and releasing approximately 24,000 seats for ticketed sales
- Press/broadcast: Increased number of high demand events because of SEAT implementation
- Athletes: Over 105,000 seats held for Same Discipline and Different Discipline Athletes, with a combined average usage of 54%

# RECOMMENDATION 13: MANAGEMENT OF ACCREDITED SEATING

Expected benefits:



Conduct a comprehensive review of seating bowl zoning, entitlements and management to improve utilisation and stakeholder experience



## Implementation

- Undertake a **comprehensive review of the seating bowl** and its management
- Further develop the **principle of flexibility** to maximise experience, revenues and operations – including making movement within the venue between front of house and back of house easier, up until the last minute
- Maximise ticket sales by **making best use of available seats**. Ensure more seats are offered for sale, thereby increasing revenue. This can be achieved by **allocating seats based on actual demand and usage patterns** to avoid over/under-utilisation
- Implement a system that allows for **real-time adjustments to seating allocations** based on current needs and flexibility, to utilise seats across stakeholder groups
- Review and **adjust seating entitlements to ensure fairness and transparency** across all stakeholders
- Consider establishment of **local dignitaries and celebrities stands**
- **Improve access control measures** to ensure that only those with proper entitlements can access specific seating areas
- **Make best use of technology**: further expand the scope and functionality of SEAT and use accurate data to make informed decisions about seating allocations and adjustments.



# RECOMMENDATION 14: TRANSPORT

Expected benefits:



**Maintain a shared service approach; review and secure technology tools (Games GPS, booking tool...); improve testing and training of professional and volunteer drivers**

## Overview

Changes implemented in the transport plan to move to a shared service approach for accredited stakeholders reflected the ambition of the IOC and OCOG to **increase efficiency and reduce the carbon footprint** while accommodating the needs of 105,000+ accredited users. Significant savings in capacity were enabled through the new approach but data also showed that further opportunity remains.

The OCOG made **excellent use of the city's robust public transport infrastructure** to enable environmentally-friendly travel. A dedicated fleet of low-emission buses was also available for accredited stakeholders including athletes and officials, using a comprehensive Olympic Route Network to ensure timely and efficient travel to competition venues.

**Promoting services shared across stakeholder groups** (such as shuttles from Olympic Family hotels to venues), and **active travel** (walking or cycling), alongside using electric, hybrid and hydrogen vehicles in the transport fleet, also helped to **minimise the environmental impacts**.

New **systems and apps such as Games GPS and a booking tool** were used. Implementing significant changes within a short time frame resulted in some challenges, including inefficient vehicle dispatch and allocation across the Games network, and drivers unsure where venues were. Delays were also caused by unforeseen demand spikes, road closures and overlaps with regular commuter routes.

# RECOMMENDATION 14: TRANSPORT

Expected benefits:



Maintain a shared service approach; review and secure technology tools (Games GPS, booking tool...); improve testing and training of professional and volunteer drivers



## Implementation

- **Integrate advanced technologies**, such as traffic management systems and mobile apps, enabling **accredited individuals to plan their trips based on entitlements**, with real-time updates for disruptions and multimodal options like buses, metro, or even cycling. Such technologies are key to support operations and best possible experience for all stakeholders.
- **Increase the amount of training, stress-testing and readiness activities** of transport systems, to help mitigate the delays and challenges experienced in Paris 2024
- Work with partners and/or third parties to **develop technical solutions** that would avoid risks connected with development of new apps and transport management system for each edition of the Games



# RECOMMENDATION 15: EVENT DELIVERY

Expected benefits:



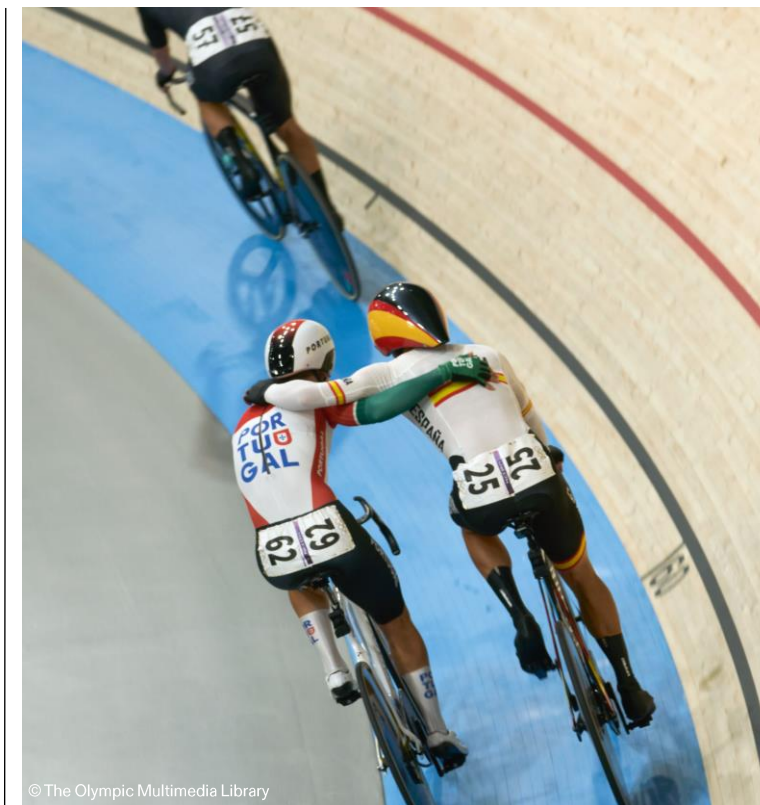
In order to establish the most efficient delivery mechanism for each sport and disciplines, OCOG to assess event delivery market capabilities, and adapt its structure accordingly. Foster integration across all OCOG activities from early stages

## Overview

The Paris 2024 OCOG was the **first to use the “event delivery model”** – shifting from an OCOG functional area-centric to an event-centric management model. **Outsourcing to Event Delivery Entities (EDEs) and/or Competition Delivery Entities (CDEs) as part of the new model can provide major benefits**, including cost savings, efficiency gains and utilisation of existing capabilities – including expertise and sport-specific personnel. Experienced EDE providers, including IFs, can also greatly benefit the technical delivery and procurement processes.

To plan delivery, the IOC, OCOG and EDEs conducted a series of workshops during the seven-year lifecycle of the project. However, a **lack of proper definition by the OCOG in the strategy phase** to determine where and for what it made sense to use an EDE, combined with a long, heavy and cumbersome procurement process, **limited the ability to get full benefit from the EDE concept**. All IFs were invited to participate in the process, however only a few played an active role in the end. It also led the OCOG to develop some of its own capabilities unnecessarily, therefore **reducing the potential human resource savings and cost reductions**.

Key findings identify that there is **merit in outsourcing part or whole of event delivery scope to an EDE when the host context is right**. However, the manner in which this is done should be carefully planned and must **allow for agility as scope evolves**, to ensure there is a cost benefit without compromising on the delivery.



# RECOMMENDATION 15: EVENT DELIVERY

Expected benefits:



In order to establish the most efficient delivery mechanism for each sport and disciplines, OCOG to assess event delivery market capabilities, and adapt its structure accordingly. Foster integration across all OCOG activities from early stages

## Implementation

- Conduct **early assessment of market capabilities**, in order to determine the best way to deliver each event: either by the OCOG, partially outsourced, or fully outsourced:
  - Define, FA by FA, what the OCOG can/wants to outsource
  - Assess, EDE by EDE, what they can/want to deliver
- **Define event delivery strategy** early in the strategy phase of the Games lifecycle, including how part of the costs associated with outsourcing could be offset by marketing opportunities
- Formalise IF participation / contribution through a proper process (e.g. through creation of a revised version of a sport delivery plan)
- From the start, **OCOG organisational structure** to be able to integrate the three possible event delivery options (OCOG only, EDE only, OCOG and EDE), recognising the ultimate purpose is delivering a project with sport at its centre. Ensure flexibility and capacity to adapt to local market capability. Use Cluster/Event General Managers (directly reporting to the Games Executive Director) to help drive successful outcomes.



# RECOMMENDATION 16: FUTURE OF VENUE PLANNING

Expected benefits:



## Digitalised venues combined with the power of AI can help develop more efficient planning for the future of the Games

### Overview

Paris 2024 was **the first OCOG to leverage a digital solution to realise aspects of operational planning**. Together with TOP Partner Intel, an interoperable 2D and 3D planning platform was made available for all Paris 2024 competition venues.

2D visualisation saw the **realisation of planning on a single platform**, addressing gaps and overlaps in resources more readily as well as reducing the time to undertake certain planning tasks.

3D digital twins of the venues utilised **cutting-edge technology to simulate and plan** various aspects of the Games. By creating digital replicas of key venues, we **optimised operations, reduced costs, and minimised physical site visits** through accurate virtual modelling.

Many existing venues are moving towards working with digital twins and planning events with this type of technology will soon become the norm.

**Leveraging AI, we can further analyse data, predict outcomes, simplify flows and enhance planning decisions**. Integrating this solution with available past Games data and operational information, will save valuable time and resources in the planning stages.

# RECOMMENDATION 16: FUTURE OF VENUE PLANNING

Expected benefits:



**Digitalised venues combined with the power of AI can help develop more efficient planning for the future of the Games**

## Implementation

- As part of Tokyo Report Measure #6, the IOC has been building on the foundations of Paris 2024 by providing a digital planning solution in both 2D and 3D for Milano Cortina 2026. Together with the Milano Cortina OCOG and stakeholders, we will **continue to measure the return on investment and best practices** to inform future recommendations.
- **Explore how AI can further support the work of future OCOGs** by leveraging the Milano Cortina 2026 use cases to inform future OCOGs, notably the next Olympic Winter Games.
- Work with OCOGs to **build a strategy on digital venue twins**, working together with venue owners and government partners to maximise the benefit of existing or future solutions.
- Ensure that **adoption of digital venues, either in 2D or 3D is embedded into operational planning** from an early stage with clearly defined objectives
- Work with stakeholders and OCOG leadership to **adapt to new ways of working where digitalised venues can be at the heart of collaborative venue planning** whilst reducing time, cost and carbon emissions, particularly as we look forward to Brisbane 2032.



# RECOMMENDATION 17: OLYMPIC AND PARALYMPIC VILLAGE

Expected benefits:



Preserve the essential role of the Olympic and Paralympic Village in creating a unique Games experience and serving as a high-performance environment for the athletes

## Overview

For athletes, the **Olympic and Paralympic Village experience is one of the key aspects that sets the Games apart** from other international sporting events.

According to an athlete survey conducted during Paris 2024, the Village was highlighted as **one of the key elements that makes the Games unique** and ranked among the top five motivations and matters of importance for athletes to compete.

When asked for their motivation to compete, 84 per cent responded, **“to experience the special feeling of being in the Olympic Village”**.

As the Games adopt a more decentralised delivery model, with the need to accommodate athletes in multiple locations, it is imperative **to guarantee that the participating athletes receive the same unique Games experience and a high-performance environment, no matter where they stay**.



# RECOMMENDATION 17: OLYMPIC AND PARALYMPIC VILLAGE

Expected benefits:



Preserve the essential role of the Olympic and Paralympic Village in creating a unique Games experience and serving as a high-performance environment for the athletes



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## Implementation

- During strategic planning phases, OCOGs and the IOC must **consider the sport and discipline programme, athlete quotas and the competition schedule** as these are the key drivers in designing the overall Village(s) plan capacity, and delivery. These factors have a major impact on both the athlete experience and the OCOG's ability to deliver a unique Village environment.
- **Essential Village services** such as sleeping arrangements, catering and transport to venues **must be considered as non-negotiable** to meet athlete's sporting expectations. The OCOG NOC Services and IOC NOC Engagement Group are instrumental in helping to determine the essential services and service levels crucial to athletes in the Village(s).
- **Key differentiating experience elements** such as athletes' social areas, the Look of the Games, the provision of spectacles and access to Games merchandise, must be safeguarded. The OCOG's and IOC's Athletes' Commission should help to validate the OCOG's vision for the Village experience.
- Recognise that the Olympic Village has evolved beyond a residential zone into a **high-performance environment**. The OCOG and IOC must ensure that all athletes (regardless of their NOC's size and resources) have access to recovery, medical services and training within the Village or in close proximity.



# RECOMMENDATION 18: OCOG IN A BOX

Expected benefits:



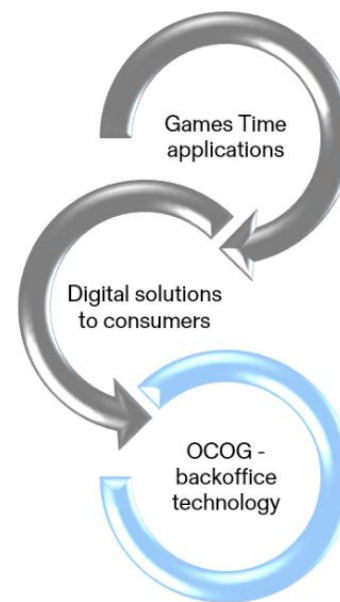
IOC to facilitate the provision of “OCOG in the box”, a range of ready-to-use IT services and capabilities that meet the needs of each OCOG

## Overview

OCOGs face significant costs in establishing technical solutions to operate over a seven-years cycle. The minimum IT requirements for any OCOG include: **Microsoft (MS) apps, equipment (laptops) and support, and Enterprise Resource Planning (ERP) systems** enabling the following services: Finance & Controlling, Core HR & Time Recording, Asset Management, Sourcing & Procurement, Sales & Services, Supply Chain.

In order to manage these services, OCOGs frequently have to hire personnel who without Games-specific experience. This may result in **inefficiencies and repeated costs** as each OCOG replicates the same specification, selection and implementation approach. Any savings made could release budget that may be better allocated to contribute to the success of the games.

IOC propose to **facilitate the provision of “OCOG in the box”**, a range of ready-to-use IT services and capabilities that meet needs of each OCOG.



COLLABORATION	BACK-OFFICE FUNCTIONS
SOFTWARE DISTRIBUTION & M365	GOVERNANCE, RISK, ETHICS, & ASSURANCE
PROGRAM & PROJECT MANAGEMENT (Smartsheet)	FINANCIAL MANAGEMENT
INFORMATION & KNOWLEDGE MANAGEMENT	HUMAN RESOURCE MANAGEMENT
DISSOLUTION	PROCUREMENT & COMMERCIAL MANAGEMENT
EXTERNAL RELATIONS	LEGAL, REGULATORY, & COMPLIANCE MANAGEMENT
	END USER DEVICES

# RECOMMENDATION 18: OCOG IN A BOX

Expected benefits:



IOC to facilitate the provision of “OCOG in the box”, a range of ready-to-use IT services and capabilities that meet the needs of each OCOG

## Implementation

- Study various strategies to underpin **further analysis and development of the “OCOG in a box” concept**:
  - Define the role of the IOC and the OCOGs
  - Understand what would be marketable or not
- **Tactics per solution**:
  - For MS applications and end-user management equipment: **conduct a Request for Proposal (RFP)** to identify how best to meet and implement these requirements
  - For ERP, **assess best option to deliver**:
    - Study the opportunity to reuse the Paris 2024 ERP that is already configured and determine how this could be adjusted/configured to support future OCOGs, to understand the pros and cons.
    - Work in collaboration with current OCOGs to agree and implement an ERP solution that can be shared to all OCOGs in the future





**ENABLE AND ENGAGE**

**PARIS 2024**



# RECOMMENDATION 19: GAMES ECOSYSTEM

Expected benefits:



## Engage the whole Games ecosystem to maximise Games delivery, promotion and impact

### Overview

One of the key factors of success identified in the delivery of the Paris Games was the **capacity of the OCOG to federate the entire Games ecosystem**. Games stakeholders were “au rendez-vous” to help stage the best possible Games, but the OCOG also engaged the whole nation, from top of the State to the local communities across the whole territory. From involving some key actors in the development of the Games Vision to leaning to the experts who delivered key aspects of staging of the Games, the OCOG fully embraced the new Olympic motto “higher, faster, stronger, together”.

**Games Stakeholders support the delivery of the Games** from the IFs (some involved with Event Delivery) to commercial partners (supporting for example on promotion of the Games or the Torch Relay, delivering key technology or key some services in venues including the Village). Understanding what else can be achieved for a specific Games edition requires also engagement of the local actors and additional consultation.

**Engaging the whole ecosystem allows to better understand the local context, the stakeholder needs and the opportunities that may be available**. This enables the OCOG and their Delivery Partners to **identify and deliver the projects that are the best fit for the Games sporting, economic, social and environmental ambition**. **The two-way dialogue** enables concerns or misconceptions to be addressed and help maximising the impact and long-term benefits that the Games bring, both locally and globally.

Overall **engaging the right groups on the right initiatives** will foster the identification of new opportunities in the area of Games promotion, Impact and Games delivery.



# RECOMMENDATION 19: GAMES ECOSYSTEM

Expected benefits:



## Engage the whole Games ecosystem to maximise Games delivery, promotion and impact

### Implementation

- IOC to document, with the Paris 2024 OCOG, the complete matrix of roles and responsibilities of each part of the ecosystem, across all stages of Games preparation: planning, delivery and legacy.
- Create ecosystem of Games organisers and establish **good governance**, clear roles and responsibilities especially with public authorities, **composition, terms of reference** and statue of board, including the Sports community.
- Ensure **early, consistent and transparent engagement and collaboration** across the Games ecosystem to enable successful delivery of impact and promotion alongside effective Games delivery.
- Foster a “**one team**” approach among the Games ecosystem to **enhance cooperation and ensure unified decision-making** for both risk and opportunity management.
  - Recognise the urgency of timely decisions and internal integration, ensuring appropriate timelines
- Monitor cost-saving initiatives to **prevent adverse impacts on service levels critical to operational success**. Align cost-saving measures across stakeholders to **avoid shifting costs**, which can lead to financial burdens on others.
- Create **well-defined channels for communication and conflict resolution** to address issues proactively and **maintain the integrity of programme delivery**.



# REFERENCE MATERIAL AND APPENDIX





# APPENDIX

## PARIS 2024 COORDINATION COMMISSION MEMBERS

Pierre-Olivier BECKERS-VIEUJANT, Chair

Nicole HOEVERTSZ, Vice Chair

Dagmawit Girmay BERHANE

Marisol CASADO

Mikaela COJUANGCO-JAWORSKI

Ugur ERDENER

Lingwei LI

Gunilla LINDBERG

Auvita RAPILLA

Sarah WALKER

Gerardo WERTHEIN

Duane KALE

Mamadou Diagna NDIAYE

Francesco RICCI BITTI

### Ex-Officio Members

Colleen WRENN

Andrew RYAN



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