Official Report of the XXVIII Olympiad

Homecoming of the Games - Organisation and Operations
Unique Games on a Human Scale
Official Report of the XXVIII Olympiad

Homecoming of the Games - Organisation and Operations
Dear Friends of Greece,

The Athens 2004 Olympic Games have marked a new peak in the unfolding history of this institution.

The people of Greece welcomed the world in a spirit of genuine hospitality. Faithful to our common ideals, Greece embraced wholeheartedly the preparation and organization of the Games, thus fulfilling its responsibility to the world.

The success of the Games was the result of the combined efforts of the Greek government and the Organizing Committee as well as of the total commitment and mobilization of all state authorities and entities of public and private sector. Most importantly, it was the result of the support of all the Greek people as well as of the decisive participation of thousands of volunteers who considered the Games as a common effort, a national matter, from the election for hosting the Games until the Closing Ceremony.

We worked together with our friends from more than 37 nations to provide a safe environment for the athletes, the mass media, the members of the Olympic Family and our guests, while maintaining the festive spirit of the Games.

We delivered ultramodern facilities of excellent quality, which hosted the best athletes of the world from a record 202 nations, as well as public works infrastructure that will be utilized by many generations to come. We are striving to mold the legacy of the Games and the new perception of Greece worldwide into a lasting benefit for the Greek people.

With the return of the Games to their birthplace, we highlighted the accomplishments of modern Greece. The 2004 Olympic Games associated sport to culture and education, the universal ideals that transpire the Olympic Movement: Sport is a symbol of noble competition: the Olympic Games highlight this ideal to its wider, global scale. In previous years, nations that were fighting each other marched into the Olympic Stadium together. This forum of reconciliation is one of Greece’s greatest gifts to humanity, ever since the Olympic Truce was first invoked in our land, more than two and a half millennia ago. This celebration of peace, through sport, was a resounding message of the Athens Games to the world.

Every time that, after the Athens Games, the Olympic Flame is lit in the Stadium of Ancient Olympia, Greece will remind the world that the ideals which illuminate the Games are as contemporary as they were 3,000 years ago.
Dear Friend of the Olympic Movement,

The preparation and organisation of the 2004 Olympic Games were an immense undertaking. Greece was the smallest country ever to host the largest event of the world. The Greek Government, Public Agencies and the Organising Committee united their efforts to prepare the necessary infrastructure and to provide the necessary resources to host the Games.

On behalf of all the people that worked to make the ATHENS 2004 Olympic Games a great success - the Greek public; the athletes, the volunteers, the members of the IOC, Organising Committee employees, spectators, viewers and sports fans all over the world - allow me to express my joy and pride that you are holding and reading the Official Report of the XXVIII Olympiad. The IOC President during the Closing Ceremony stated that we organised and presented an "Unforgettable, Dream Games". When we were bidding for the honour to host the 2004 Games back in 1997, we asked the IOC and the international community for the right to make our dream come true. We delivered on our pledge; athletes competed in state-of-the-art facilities such as the Olympic Stadium, ancient venues such as Ancient Olympia, the Panathinaiko Stadium and the original Marathon route, bridging the history of the Games with their future. The first ever global Olympic Torch Relay sent a message of unity and peace through sport, to all five continents.

In the Official Report you will discover in detail our endeavours and efforts to prepare and organise the Games through words and pictures. But when you close your eyes and think about the Athens Games, imagine that, from the magical Opening Ceremony until the festive Closing Ceremony, the world had a unique opportunity to celebrate sport and truly the best that humanity has to offer.

All of us in Greece who were part of this great celebration, and our friends abroad who shared in this homecoming, will treasure those 17 days for the rest of our lives.

Hoping that you visit Greece and our Olympic heritage,

Gianna Angelopoulos-Daskalaki
President, ATHENS 2004 Organising Committee for the Olympic Games
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Part A
Homecoming of the Games
Greece and the Olympic Games
Greece and the City of Athens

Greece, Cradle of Olympism

The first Olympic Games in antiquity, in 776 BC, mark a particular point in the history of world sports and civilisation. The values and ideals conceived by the Ancient Greek intellect found fertile ground in the Roman era, as the Romans succumbed to the appeal of Greece, the land they had conquered, and its cultural offspring. The following centuries, however, would set aside the ideals of Olympism, and gradually lead to their obscurity. This oblivion would prove to be only temporary.

In 1894 Pierre de Coubertin and the Congress in Paris took a giant step towards reviving the Olympic Games in modern times. The choice of Athens as the first Olympic City, as well as the enthusiasm with which the Greeks greeted the Games in 1896, contributed decisively to the effort of establishing a Modern Olympic Movement. From the end of the nineteenth century to the dawn of the twenty-first, Greece and the Games have both changed completely. However, in 2004 the Games of the XXVIII Olympiad in Athens would underline once more, after 108 years, the very real connection between Olympism and Humanity.

Athens: Voyage into Myth

Through the mists of time and deep into myth, the establishment of Athens is credited to its founder and first king, Kekrops. Two Olympian gods, Poseidon and Athena, sought patronage over the city, offering respectively, a spring of salt water and an olive tree. The inhabitants, or, in certain versions, the other gods of Olympus, voted; thus Athens was made guardian and namesake of the city. Thus begins the glorious history of the city of Pallas Athena, mixed with Ancient Greek traditions. Erechthonius, half-man and half-serpent, the King of Athens, who rose from the Athenian land, is a myth used to structure the claim that the Athenians were an indigenous people who had always lived in the area. In fact, another appealing myth connects Erechthonius to Kekrops and his daughters. At the sight of this hybrid infant, whom Athena had placed in a basket and entrusted to Aglauros, daughter of Kekrops, her sisters, Hense and Pandrosos, and their mother Agraulos fled, leaping in fear off the Acropolis. Aglauros herself, in an act of self-sacrifice, also fell from the Athenian Acropolis, in order to save the city from foreign invaders. In the later periods of this early age, several mythical heroes, Cranaos, Pandion, Erechtheus, Aegus were linked to the city’s historical course; the most renowned being Theseus, considered the son of Poseidon. Theseus was associated with important points in Athenian history: he slew the Minotaur on Crete, putting an end to the homage tax his fellow citizens paid to King Minos, in the form of human lives. Furthermore, Theseus is credited with the synoecism or unification of Athens, the policy of uniting the settlements of Attica around the Acropolis of Athens, an early appearance of the city-state. The many deeds of Theseus (battling the Amazons and the Centaurs, kidnapping Helen from Sparta, descending into Hades), as told by myths, form a prelude to the many activities and dominant position Athens would hold during the classical period. The reign of Theseus is usually placed in the later Mycenaean period (14th - 13th century BC), when Athens was one of the most important centres of the Mycenaean “Empire”, the seat of a monarch with a palace and cyclopean fortifications.

Early Historical Civilisations

The prehistoric era ended with Codrus, the last
king of Athens, who, according to tradition, sacrificed himself to meet an oracular prophecy, and turn back the invading Dorians. This was a period of general upheaval throughout Greece, due to the Mycenaean Empire's collapse and the arrival of new Hellenic tribes from the North. Despite this, Athens remained untouched throughout this period of disarray, as evidenced by archaeological findings and indicated by the city's myths. This period (11th - 8th centuries BC) witnessed political changes in Athens, completing the transition from a Mycenaean kingdom to a city-state, a procedure that, legend tells, had already commenced during the Mycenaean years. Furthermore, in Athens the monarchy was transmuted into an oligarchy, with nobles holding the reins of power, while the king was replaced by a lord, holding lifelong tenure and chosen from the ranks of the aristocrats. Political changes and the dominance of the nobility in Athens are expressed through the transfer of power from the Acropolis, which was the seat of the king in Mycenaean days, to the urban centre surrounding the hill. The Acropolis of Athens would henceforward become the city's religious centre and would retain that role until the end of antiquity. On the other hand, manipulated by the nobles, the Athenian populace would simply confirm the nobility's decisions and suffer their despotic rule. Land ownership was the measure of social power and private debt became a wide-ranging problem, with people placing even themselves in bond. During the 9th and 8th centuries there was a heady political mix brewing in Athens, but the city also became a centre of cultural developments. For the first time Athens was at the forefront of artistic production in Greece with its geometric ceramics dominating domestic and foreign markets, with their linear patterns, balanced and harmonious with both vertical and horizontal decorative elements.

The Olympic Games

Alongside the political and social changes taking place in Athens and throughout the Greek world, new connective links were being forged amongst the Greeks: the Olympic Games were the apex of these, dating from 776 BC. Of course the Games were initially established in the later prehistoric period and there are numerous mythological figures credited with this event. Most noteworthy is the myth of Pelops, who won a chariot race against Oenomaus, king of the region, winning as his prize the king's daughter Hippodamia, and the throne. The tradition of killing the loser after the race was later abandoned. Athletic competition would henceforward be bloodless and the Games were purified by conferring symbolic prizes and making sacrifices to the gods. This version is connected to the funerary games that were organised at Olympia, the introduction of chariot racing and the establishment of Games for women by Hippodamia. Another legend links the establishment of the Olympic Games with Heracles, a demigod respected throughout the Greek world and a renowned exponent of athletic prowess. Heracles is associated with the reforming trend towards fair play and sporting competition, blessed by the gods themselves who participated in sporting events. During historic times, Oxylos, King of Elis is attributed with the establishment of the Games and they were revitalised by his descendant Iphitus, following a Delphic prophecy, and by a treaty between the King of Elis, Lycurgus of Sparta and Cleisthenes of Pisa. The many varied traditions that have survived to this day regarding the establishment of the Olympic Games are connected to various stages in the history of the general region.

The hosting of the Games was placed under the aegis of the sanctuary of Zeus in Olympia, revered throughout Greece; and the Games were connected to religious ceremonies. The religious nature of the Games was expressed in
several ways. Before the Games, athletes took an oath, made sacrifices to the god or the protector hero of the Games; and any infringement of the rules was considered sacrilege. The link between religion and sport, forged in the worship of heroes and further strengthened by its ties to the gods, made the winners and all those who participated in sports certain that the divinities would favour those who sought their good will with offerings and statues. The establishment of each contest was attributed to divine will or suggestion; while some hero was mythically credited with having been the winner of each athletic competition. When they were held every four years at Altis in Olympia, the Games were occasion for a sacred truce throughout the Greek world. Two different cultures of sporting/educational ideals, those of Athens and Sparta, “competed” during the historic years in Ancient Greece. Fair play and sportsmanship were always emphasised in the Olympic Games. Nevertheless, a citizen’s participation in the Games formed part of his long-term preparation for war, training him to fight for his city.

Winners at the Games received great prestige and unprecedented honours from their home towns, some cities even tearing down portions of their walls in their honour. Certain instances of Athenian Olympic Winners clearly illustrate the importance of winning at the Olympic Games. Cylon, an Athenian Olympic victor from the 7th century, took advantage of the glory of his success at the Games, and attempted to establish a tyranny in Athens in 632 BC. His attempt luckily failed. During the same century another Athenian, Alcmaeon, the founder of the renowned Alcmaeoniid family, was “the first of the Athenian citizens to win victory with a pair of horses at Olympia”, an event indicative of the great significance of the Games for the aristocratic families of Athens. Later, in the 5th century BC, Alcibiades, another Alcmaeoniid, continuing the glorious family tradition of victory in the Olympic chariot races, became popular with the Athenian populace, effectively founding his political career. These examples indicate that participation and victory in the Olympic Games, besides the burnish of glory it gave victors, formed a wonderful starting point in the political life of Athens and involvement in public affairs. Olympic victory offered future political leaders, often the offspring of the aristocratic families of Athens, a way of proving their worth and ability to the irascible and unpredictable people of Athens.

Moreover, the gathering at Olympia allowed Greek tribes from all over the widespread Greek world to create a consciousness of unity, with the same blood, language and religion, sacrificing at common altars and drawing their joint ancestry from mythical heroes or demigods. All free citizens could enter the Olympic Stadium, irrespective of their social class, as long as they had not been convicted for dishonourable actions, and were of Greek descent, as “this is not a contest for barbarian competitors but for Greeks” according to Herodotus. The Greeks also used the gathering at Olympia, to confer between themselves and form alliances between the representatives of Greek cities. The Olympic Games’ importance was many-tiered, and this is indicative of the central position they held in the essence of the Ancient Greek world, intertwined with the concept of the “beautiful and virtuous” (KOAOU KayaQou) citizen of the city state.
exemplified the typical Greek city-state, going through an intricate maze in its path from hereditary royalty and aristocratic oligarchy to tyranny and democracy. While the city was governed by its aristocracy, the Areopagus Council was the centre of power and in close collaboration with the archon leaders would call up the Ecclesia (Assembly of Citizens) to legitimise their decisions. The positions of archon and on the Areopagus Council were open only to the aristocracy, while only landowners were allowed to participate in the Ecclesia.

A new class appeared in early 7th century BC, the aristocracy of wealth, which rose through flourishing trade, small industry and the concentration of money, gathered increasing social influence. The conflict between the new aristocracy and the old hereditary clan-based aristocracy would create a new criterion for gaining political rights: the evaluation of wealth, which could be acquired and could evolve, in contrast to nobility, determined solely by birth. Oligarchic government caused inequalities, with great poverty amongst the lower orders, while those newly rich from trade, but not nobly born, sought political power. There was an attempt to resolve this social unrest, in 621 BC, Dracon was appointed lawgiver, and given expanded powers, in order to record what had been custom law and also to expand the body of active citizens, thus satisfying popular demand. Despite the harshness of the laws put into effect and the civil rights that were enacted, no solution was offered for the acute problems plaguing Athenian society.

In 594 BC Solon was elected archon of the city with broad lawgiver powers. He proceeded to wipe out all debts and to abolish the bondage system, liberating all those who had become slaves, though without meeting demands for land reform and redistribution. He also enforced monetary reform, strengthening Athenian coinage and promoting trade and manufacture. Solon carried out a series of social measures, and restructured the system of government, making it dependent on wealth rather than birth, and dividing citizens into four classes based on income. He also ceded political rights to the lower classes and proceeded with democratic reforms to the Athenian constitution. Solon’s reforms, seeking a compromise in the conflict, failed to satisfy the major geographical political factions: the Plain, the Coast and the Hillmen, led by Peisistratus. He took advantage of burgeoning popular dislike and used his large base of supporters to establish a long tyranny. Popular and populist, he redistributed property to poor citizens from prominent nobles, whom he exiled. He preserved Solon’s reforms, but placed his own men in the state mechanism. He also completed public works and city improvements (the Sanctuary of Olympian Zeus, Hecatombedon, Henneakrounos and Major Hall of Mysteries at Eleusis). His rule saw burgeoning Athenian trade, with the black-figured Attic pottery dominating Greek and foreign markets. Furthermore, he reorganised the celebration of the Panathenaea Festival, which became a major part of Athenian life. He also promoted the arts and letters, patronising artists, and ordering the Homeric Epics to be written down for the first time. The Peisistratid tyranny was finally dissolved in 510 BC, 17 years after his death, when his heirs were overturned with Spartan assistance.

Following the end of tyranny in Athens, and despite opposition by the nobles, Cleisthenes put in place a series of reforms. The dominant position in the government was held by the the Popular Assembly. The Athenians were divided into 10 tribes and each led the city’s government for one tenth of the year. The reforms of Cleisthenes broke with the political history of Athens and the wider Greek world, providing the first true democratisation of the form of government, by granting power to the majority of the citizens.
The Greek city-states of the Eastern Aegean Sea

Athenian Hegemony - forefront, as a major sea power; and liberator of Aegean for at least half a century.

Athens. Tangible examples of the city's wealth threatened, they created a Pan-Hellenic defensive and Asia Minor city-states, to preserve the Greek world, lead the effort and the alliance included most of the major city-states. The Persian army, having invaded by land, met organised resistance at Thermopylae. There, in August 480 BC, a handful of Spartans and Thebans sacrificed their lives fighting a great number of Persian troops. The battle epitomised their absolute obedience to the laws of their country. Following the glorious defeat at Thermopylae, the naval battle of Salamis, a month later, was the final conflict between the Greeks and the Persians. The naval victory of the Greek city-states removed the Persian threat from the Aegean for at least half a century. Simultaneously, it brought Athens to the forefront, as a major sea power; and liberator of the Greek city-states of the Eastern Aegean Sea and Asia Minor.

Athenian Hegemony - Peloponnesian War

In the 50 years after the Persian Wars (479-431 BC) Athens used its powerful fleet to organise a defensive alliance, containing most of the island and Asia Minor city-states, to preserve the Greeks from Persian expansionism. With the passage of time, the Delian or First Athenian League mutated into a despotic hegemony of Athens. Tangible examples of the city's wealth during this period include building programmes undertaken on the Acropolis, in the Erechtheum, Piraeus and Sounion, and the completion of the Long Walls. The city was rebuilt during the third quarter of the 5th century BC under its most enlightened leader, Pericles, a member of the Alcmeonid family, who led the Athenian people wisely for a long time. While he was in power, the constitution was reformed and became more democratic, removing powers from the Areopagus, a bastion of aristocratic power. Additionally Athens became "the school of Greece", with an influx of philosophers, artists and scientists from all the Greek city-states, an international cultural centre for the civilised world of the time.

This glorious period, the "golden age" of Pericles, is reflected in its extraordinary artistic achievements. Classical art in the 5th century BC can be described by the architectural and sculptural wonders of the Athenian Acropolis, revealing the artistic genius of Pheidias. The unprecedented and timeless style of the classical techniques is connected to the idealistic views held by artists of the time, who sought to portray the human figure as it should be. Furthermore, the Parthenon, housing the statue of Athena the Virgin, is the epitome of Pheidias' superlative technique, serving as a reminder and exaltation of Athenian history, with its thematic sculpture on the frieze, the metopes and the pediment.

The city was at the pinnacle of its glory. This, and the city's high-handedness with its allies and the other city-states, infuriated its opponents (Corinth and Sparta), further exacerbating relations. The civil conflict that followed, known as the "Peloponnesian War" lasted for almost 30 years (431-404 BC) and proved to be a complete disaster for Athens, costing the city its position as a leader and its capacity to dictate developments. The end of the Peloponnesian War found the Greek world deeply divided, with large-scale loss of life, widespread destruction and a new leading power, Sparta, with the Persian king overseeing the agreements as a consequence of the assistance in gold the Persians had provided.

The Beginning of the Decline

During the first half of the 4th century BC, the Greek world was rocked by conflict between the city-states, with constant clashes and shifting alliances. The Spartan hegemony (404-371 BC), onerous to both its allies and its opponents, depended on Persian assistance, violence and terrorism, so that their rule could be established after the Peloponnesian War. The general dislike and turn of events allowed the Thebans to take over as the leading Greek power for about a decade (371-362 BC). Athens became impoverished in its effort to regain its lost power by convening the Second Athenian League, taking advantage of the small city-states' fear of Sparta and the Persian threat. Yet again, the arrogant policies of Athens would anger its allies and bring about the intervention of Philip II, the dynamic and visionary king of the Macedonians.

The rise of a new major power, the Macedonian kingdom, would overshadow the activities of the Greek city-states, as it would rally the Greek world together in the fight against the Persians. This effort was completely contrary to the concept of autonomy, so fundamental to the city-states and Philip's grand plan was also considered an attempt to subjugate the Greek world. Finally, Philip's victory in the Battle of Chaeronea (338 BC) overcame all resistance from the Greek city-states, Macedonian supremacy ending the great era of the city-state.

Despite this, the position of Athens was not insignificant during the end of the 4th century BC. Thanks to good management by its leaders, the Athenian economy had righted itself with a new influx of income. Consequently Athens
created a battle-worthy army and fleet and strengthened its political situation. Intense construction was carried out in the city, building or renovating public buildings (the Panathenic Stadium, the Temple of Apollo Patroos, the Theatre of Dionysus), and completing buildings commenced in previous periods. The city had last seen construction on this scale during the era of Pericles. Athens had also become an established learning and artistic centre, retaining its cultural supremacy in Greece the known world. It continued to attract numerous philosophers (Aristotle, Zenon, Epicurus) - who founded their own school of creators (Lyris, Isocrates, Aeschines, Demochrony) and artists (Scopas, Leocares, Praxiteles). Athens would retain its reputation as the intellectual centre of the ancient world to the end of antiquity.

**Hellenistic and Roman Years**

The conquest of the Persian Empire by Alexander the Great in the name of all Greeks significantly broadened Greece’s sphere of influence. However, Alexander’s death in 323 BC put pressure on relations between Macedonia and the Greek city-states. The announcement of his death caused great upheaval and anarchy throughout the mainland, as the Greek city-states sought to regain their lost autonomy and shake off Macedonian sovereignty. Simultaneously, Alexander’s generals, the “heirs” of his Asian Empire, were each set on Imperial power.

Athens led anti-Macedonian activities in Greece, creating an alliance with other city-states. All its efforts would prove futile, as the military superiority of the Macedonians would again defeat the alliance of city-states. Athens would surrender to particularly harsh terms (Lamian War 322 BC), leading to the dissolution of Athenian democracy and the establishment of a Macedonian garrison in the city. Once a leading power, Athens had now become a political satellite. Henceforward it would play only a peripheral role in the international political scene, as an ally of one of the Hellenistic Nations, depending on the balance of power in the Greek mainland.

Nevertheless, Athens would receive active support and patronage from the Hellenistic monarchs, irrespective of associations and alliances. The city’s glorious past continued to attract financial support of the Hellenistic kings in the East, who particularly during the 2nd century BC, sought to outdo each other in embellishing and decorating the major intellectual centre of the Greek world. These monarchs’ affection for Athens is reflected in a host of donations, mainly luxurious buildings (the Stoa of Eumenes, the Stoa of Attalus II, the Gymnasium of the Ptolemies), as their generosity meant their eternal association with the cradle of the Greek spirit.

During the 2nd century BC, Athens went into partnership with the rising power of Rome, in its attempt to block expansionism by Macedon and later the Seleucid state. The motive for Athenian policy was to retain its liberty and autonomy, fundamental values for a city-state. The Romans, taking advantage of the increased sensitivity of city-states towards their autonomy, consolidated their presence as mediators of the Greek squabbles. Consequently, while claiming to protect the liberty of Greece, they proceeded to invade the Greek world. Initially the Athenians sided with the Romans. After the Roman conquest (146 BC) of the Greek mainland, Athens remained a free state, as long as it supported Rome as an ally.

During the Roman era Athens enjoyed its precious autonomy to the hilt, particularly as concerns internal issues. Of course there was a clear and active involvement of Romans in the local administration, whenever there were difficulties and strife. Moreover Rome had made allies among the wealthy social circles in order to stabilise its power, reinforcing the oligarchic nature of the local form of government. Thus in Athens democracy ceded its place to oligarchy with a pro-Roman orientation.

**The Nature of the Olympic Games**

Alexander’s conquests, the establishment of the Hellenistic states and later the Roman conquest created a dialectic relationship between Greece and the East, which led to the appearance of cultural relativism. Moreover, there was an observable adulteration of the content of the Pan-Hellenic cultural and sporting institutions. The case of the Olympic Games is indicative of the prevailing conditions of that era, as they were led to inevitable adulteration. The changes in the political composition of the Greek world, with the creation of the Hellenistic monarchies that superseded the Greek city-states, brought about changes to the entire fibre that bound the Greeks together Association with the conquered and neighbouring peoples and the disassociation from religion contributed to the diminution of the Olympic ideals, particularly that of noble competition. The trend for pageantry and luxury dates from this time, as athletes became professionals and specialised in a particular sport, with the associated monetary benefits, redefining the meaning of sport. Professionalism was considered to be the greatest wound to Olympic ideology. It went hand in hand with the Games serving political purposes, the secularisation of sporting events. Finally, it meant the loss of the meaning of measure in the sporting side of man’s life, a result of the new set of magnitudes in the structure and the dimensions of the Greek world.

**Roman Years Continued...**

The long-term alliance between Athens and Rome was interrupted at the start of the 1st century BC (88 BC), when the Athenians rebelled against the Romans, in support of Mithridates VI Eupator King of Pontus. Two years later, however Sulla retook the rebellious city after a siege of many months, looting its treasures and slaughtering its inhabitants. Many monuments were destroyed by his legions and the population was decimated. Additionally, Athens lost economic control of Delos and was threatened with extinction. However, the city’s glorious past hadn’t lost its charm and Athens was soon ascendant, placed in...
under the protection of the emperors and the officers of Rome. For example, during the time of Julius Caesar, a new market, the Roman Agora was established; and Agrippa, son-in-law of Augustus, built an Odeon, or concert hall, that took his name. Even the ambiguous Nero declared Athens and the remaining Greek cities to be free, which brought the city of Pallas the benefit of considerable tax exemptions. During the same period Christianity made its first appearance in Athens, with the arrival of Paul the Apostle (50 AD) and the creation of the first Christian community, events that would define the course of the city in later centuries.

Another landmark for the city's history is the age of the Antonines, as their policies contributed greatly to the renaissance of the city. Hadrian (117-137) in particular; was a fervent admirer of Athens and a scholar of the Greek language. He became an important benefactor of the city, connecting his name to the construction of a large number of public buildings (the Temple of Olympian Zeus, the Pantheon - a sanctuary for all the gods; the Hadrian aqueduct; Hadrian's Library; the Temple of Hera, the Pompeiium). Moreover he expanded the city of Athens, building a new suburb beyond the river Ilissos. Hadrian's new city was separated from the city of Theseus by a gate; Hadrian's Gate, still standing to this day. Hadrian made a distinct effort to render Athens the centre of the Greek world by establishing the Panhellenion, a federation of all the Greek cities with its seat in the Athens. As part of this effort he built a temple to Zeus Panhellenios and established the running of the Pan-Hellenic Games every five years. Imperial benefaction continued under Hadrian’s successors, Antoninus Pius (138-161) and Marcus Aurelius (161-180), the emperor/philosopher, who had studied in Athens. Private enterprise also played a role in Athens, as in the case of Herod Atticus, a nobleman. This renowned patron of the arts, sophist and city archon, used his colossal fortune to build or renovate many buildings (the Odeon of Herod Atticus and the renovation of the Panathinaiko Stadium in Athens).

During the third century AD the Roman Empire was struck by a deeply rooted internal crisis and by political upheaval. Central power had been weakened enough to create a climate of anarchy and insecurity, at a time when many barbaric tribes were overrunning the Greek mainland. Athens suffered from the situation, as in 267 AD a raid by the Heruli transformed the city into a heap of ruins, ruining the brilliant image of the previous century. The Athenians finally managed to expel the barbarian invaders, but the destruction and looting was unprecedented. The city’s urban web would be significantly reduced to the circuit around the Acropolis, centred on the Roman Agora. The new wall - the Late Roman Wall - built in 280 AD would touch off a violent change in the Athenian corpus. Diocletian, the reforming emperor showed personal interest for the city of Athens, charging the “Corrector” of the province of Achaia with rebuilding the public buildings of the city, starting with Hadrian’s Library.

Cultural and Sporting Activity

This period was accompanied by lively intellectual activity from the Greek element in Athens who transmitted Greek civilization to the new conquerors. The Romans were very receptive to Greek cultural influences. A renaissance of Greek letters was characterised by the creation of new forms, the development of “atticism” and the systematic study of tradition.

In contrast to the cultural development of the Greek world, with its flourishing arts and letters, sporting activities throughout Greece - including the Olympic Games - were altered in character through the influence of Rome. For the Romans, sport was first and foremost a spectacle, free of any religious overtones.
Moreover, dominant trends linked sporting activity with the Roman amphitheatre and the arena.\(^{31}\) The Olympic Games would change drastically in Roman times, as they ceased to be a purely Greek endeavour and formed a point of reference and self-determination for the Greek world. New sports were now included, foreign to the original Greek tradition (gladiatorial contests, for example), while the participation of emperors demeaned the measure of competition and fair play. Despite this, the Olympic Games received unstinting material support from Rome, particularly under Augustus, an event reflected in the construction activities around Olympia.\(^{32}\) During the later Roman years, the institution of the Olympic Games, bloodied by constant barbarian incursions, survived; its influence however was limited, a pale reflection of a glorious past.

**Athens in the Byzantine Era**

A defining step in the evolution of the Empire and particularly of the Greek world was the establishment of Constantinople, the “New Rome” in 330 AD. The transfer of the seat of the empire marked the shift in the balance of political power to the Greek world. At the end of the fourth century, the division of the Empire into two portions, the East and the West, became official, and each was to have a different historical course and evolution. In the East, the Roman state would be slowly transformed into the Byzantine Empire, with which the Greek world would identify throughout the Middle Ages. This new political format, whose leading characteristics were its Greek nature and Christianity as the official state religion, was heir to the imperial heritage of Rome and would survive for almost a thousand years, becoming, in essence, the cradle of European civilisation. Within the Byzantine Empire, Constantinople, the “Vassileuousa” or ruling city, would overshadow all the old urban centres of the Aegean with its glory.

On the other hand, Athens continued to exist within its more restricted boundaries, remaining an important cultural centre for the Empire. Students came from all over the world, including two Fathers of the Church, Basil the Great and Gregory the Theologian of Nazianus, and the future Emperor Julian the Apostate, to study with important teachers of philosophy and rhetoric.\(^{33}\) In 395 yet another incursion hit the city. This time it was Alaric’s Goths. But the invaders failed to take the city and did not affect its intellectual progress, which continued to flourish. Additionally, at the end of the fourth century, the city was extended beyond the Later Roman Wall, with private residences and schools of philosophy built around the Areopagus and on the southern slopes of the Acropolis. Public edifices were also repaired, including the Theatre of Dionysus (which served as a hall of congress), the Tholos, the Metroon and others.

Despite the prevalence of Christianity, the city continued to flourish during the fifth century, due to the operation of national schools of philosophy. Athens became a sort of “university town” with distinguished teachers (Proclus, Plotinus et al), a cradle of learning and the arts.\(^{34}\) In fact, during the fifth century the city retained its pagan way of life, following Greek traditions, while institutions of the classical period, such as the eponymous archon and the Festival of the Panathenaea were retained. In the effort to beautify the new capital, the emperors removed from Athens many important artistic treasures, denuding the city. The renowned gold and ivory statue of Athena from the Parthenon is a case in point, which disappeared forever after being transferred to Constantinople. Even though an Athenian woman would take the imperial throne in the middle of the century, as Eudokia Athenais married Theodosius II, she could not put an end the pillaging of art works to decorate the new capital.\(^{35}\)

Alongside the flourishing intellectual activity, there are also traces of athletic movements in mainland Greece. Of course, the Olympic Games were abolished in 393 AD by Theodosius the Great, as a pagan/nationalistic tradition. However, sporting endeavour, despite the loss of its religious nature, continued to entertain. Moreover the Byzantines were influenced in their view of sport by the Ancients, retaining the classic events, by the Romans in their manner of mass organisation of popular sporting spectacles and by Christianity, in abolishing the bloody gladiatorial contests.\(^{36}\)

This period of high educational activity and fertile intellectual production in Athens would end suddenly in 529 AD, when Justinian’s edict shut down the Academy and the other schools.\(^{37}\) Athens was thus transformed into a typical provincial town in the Empire, as the closing down of the schools meant the permanent cessation of this intellectual blossoming and led the philosophers/teachers to seek refuge in Sassand Persia. The city of course continued to exist, as seen by archaeological and epigraphic evidence. There were also recorded visits by emperors (Constans II in 662 and Basil II Bulgaroctonus in 1018). The Parthenon was transformed into a Christian church, Panayia Atheniotissa (Our Lady of Athens), which became a major pilgrimage site for the times, as indicated by its important visitors. Furthermore, it can be clearly discerned that the nature of the city was altered during the period following the closure of the schools up to the time Athens fell to the Crusaders in 1205.\(^{38}\) In fact, Empress Irene the Athenian was one who promoted the city’s development during this period. In the mid-Byzantine era, new economic developments, including the increase in trade, made the city a regional centre for the Empire. The relative prosperity of the inhabitants is eloquently displayed by the many churches built within the Byzantine city and its surrounding areas.

**The Frankish Period**

As the Byzantine Empire slowly declined, at the end of the 12th century, the effects would also influence Athens, much bloodied by pirate raids when its last Orthodox bishop - Michael Acominatos-Choniates (1186-1205) - entered the city. The detour of the Fourth Crusade to Constantinople, led the Franks to dominate the Greek proper. Athens fell to the new invaders in 1205 AD. Following the looting and sacking of
the Christian leadership of the city was held by trade, thanks to the ever-present Venetians and the sultan, in order to safeguard them from any danger. The city became the seat of the Ottoman authorities. Non-Islamic inhabitants, the majority of whom were Christian, were free to practice their religious observances, they were however not allowed to hold high state office and were subject to greater taxation. Over the long period of peace that followed the Peace of 1689, the population of the city swelled to 16,000 inhabitants in the sixteenth century. Throughout the following century travellers would describe the Athens as built around the Acropolis with narrow, paved roads; small stone houses. The city covered what is today the area of Plaka, Monastiraki and part of Thiseio and Psyri.

However, in the seventeenth century, during the Second War between the Venetians and the Turks, the city was taken by Morosini and its history was forever marked. The Muslim inhabitants having sought refuge on the Acropolis, Morosini bombarded the hill on 26 September 1687 from Philopappou Hill, leading to major damage of the Parthenon, which had stood virtually untouched to that time, an eternal symbol of the golden century of Pericles. This disaster led to an awakening of interest in the monument throughout Europe and turned attention to the city of Athens in general.

A State is Born

The eighteenth century marked an economic upturn for the Greeks and a simultaneous weakening of the Ottoman Empire. The system of each community having self-government was on the rise. Economic growth, with the appearance of a financially prosperous and diffuse merchant class, gave new impetus to the national and intellectual irredentism of the Greeks. Of particular importance were the establishment of new schools and libraries and the printing of important publications. Towards the end of this century there are the first hints of a national movement, which would lead to the Greek War of Independence of 1821 and the creation of the New Greek State. The intellectual revival throughout the three final decades of the eighteenth century and the first two decades of the nineteenth century resulted in the cultivation of a Greek identity. In the vanguard of transforming this intellectual evolution into revolutionary action against Ottoman rule was Rigas Velestinlis, who was put to death in Belgrade in 1796. His death as a martyr inspired the creation of the Philike Elitarea or Friendly Society (1814) in Odessa, now a part of Ukraine, an organisation whose aim was to liberate the motherland.

The aforementioned activities led to an uprising in the Peloponnese in March 1821, which signalled the start of the Greek War of Independence. Shortly before the revolt, Athens numbered approximately 11,000 inhabitants, the majority Christian. During this period the city covered an area of approximately 1,100,000 square metres, all contained within the wall built by the Ottoman Voevoda Hady Ali Hasaki at the end of the eighteenth century. Military campaigns throughout the War of Independence caused significant damage to the city, which the rebels entered in April 1821, while the Turks retreated to the Acropolis. When the Greeks realised that the Turks were making shot using lead from the core of the Parthenon columns, they volunteered to supply the besieged with the required quantity of lead, in order to stop the destruction of the ancient monument. Thus the Greeks “purchased the monument with blood, providing their enemy bullets with which to kill them.” The Greeks finally took the city in June 1822 ending 366 years of enslavement.
However, in May 1826 strong Turkish forces appeared in Attica and the non-combatants of Athens fled to the nearby islands, which had offered shelter in ancient times. The summer of that year, the former victors holed up on the Acropolis, with the Turks laying close siege to the city until May 1827, when the Greeks surrendered and abandoned the city.47

However, European developments would soon set seal to the establishment of the New Greek State.

February 1830 saw the signing of the Treaty of London, with which Greece gained its independence. These glad tidings found Athens deserted, destroyed and ruined by the long drawn-out wars. The first governor of Greece Ioannis Kapodistrias arrived in Nauplia in January 1828, with the dream of transforming this deserted land into an organised country, self-sufficient and agricultural, with the end goal of inclusion in the group of European countries. Despite his ambitions, his efforts at restoration met much resistance, leading to his assassination in September 1831.48

The loss of Ioannis Kapodistrias plunged Greece into deep political, military and economic chaos. However, by the end of February 1832 the news arrived that Otto, second son of Ludwig I of Bavaria had been selected as its monarch. Otto would remain in Greece for almost thirty years.

**Otto King of the Hellenes**

Fifteen-year old Otto arrived at Nauplia, the first capital of the Greek State on 6 February 1833, accompanied by a three-person Regency, comprised of Joseph Ludwig Graf von Armansberg; legal expert Professor Ludwig von Maurer, of the University of Munich; and Major General Karl von Heideck, the philhellene. The young king was greeted with enthusiasm by the Greek populace, as his arrival was considered to mark the start of a new period of stability in the country’s political life, which in turn would ensure the presence of those conditions that were necessary for the country’s progress and prosperity.

The problems faced by the Regency were immense, and neither the Regents’ optimism nor their experience was sufficient to the task. Agricultural production had ground almost to a halt, as had trade in general, and even the merchant marine. Moreover, both the army and the administration demanded that measures be taken in order to meet the requirements for modernising the newly formed state.49

The current issues and problems, the lack of infrastructure for development, the complete destruction of the country’s production mechanism, as well as the general anarchy that prevailed, were some of the main concerns of the Regency. The basic goal was this: to create a well-ordered state, along the guidelines of the advanced Western European states.

Amongst the first measures that needed to be taken was the implementation of a new administrative system, on the basis of which the country was divided along ten nomoi or prefectures and 47 eparchies or provinces. In education, the plan laid out by Kapodistrias was followed, as it had remained unfinished, and the establishment of the first Greek university was brought forward (1837). Major work was also completed in the Justice sector, with the enactment of a new Criminal Law, and Criminal and Civil Jurisprudence, as well as the formation of courts at all levels. Finally, as regards Church issues, the idea of forming an Autocephalous Greek Church was advanced, which would be administratively independent from the Patriarchate, whose seat was Phanar in Constantinople.

Despite the many important measures taken, and the significant efforts to lay down the foundations for progress in the new state, reactions and unrest continued. The arrogant attitude of the Bavarians towards the Greeks, as...
well as the manner in which the political and military leaders of the Greek War of Independence were set aside, were some of the more grave factors that cultivated a climate of resentment against the Regency. This climate was only worsened because the Bavarians, instead of following a policy that would lead to a resolution of the crisis, insisted on taking a hard line, with the direct result of making the atmosphere even more intense. During the same period, serious unrest was breaking out in various regions of the country (Syros, Tinos), which the central authority appeared unable to control. Simultaneously, antagonism came to the surface even within the close circle of the Regency, leading Armansberg to strengthen his position.50

The Capital of Modern Olympism

Following the intervention of Ludwig I - Otto’s father, who was a great admirer of Ancient Greece - and after many discussions, the decision was taken in September of 1834 to transfer the country’s capital from Nafplio and make Athens the seat of the newly-formed state. Athens was then a small village, destroyed by the military events of the War of Independence, buried in dust, on the fringes of historical and political developments, without any building infrastructure that could house the public services. However, the city was irrevocably linked with the glory that was the “golden age” of Pericles, and above it rose the “golden age” of modern Greece, the famous Parthenon, a clear testimony to the glorious past, whose course had marked the cultural life of all Europe.51

According to statistical data from the Secretariat of the Interior, Athens was comprised of 1,886 families and only 7,028 inhabitants. Along with Piraeus, which was almost entirely uninhabited at the time, they formed a population that barely amounted to 7,223 inhabitants and 1,924 families.52 However, the choice of Athens was a practical way to implement the goal of promoting the classical past of Greece. The new capital constituted a first, substantial step in the turn to classical antiquity, with the goal of establishing a political and national identity for the New Greeks. The latest and most official attempt to revive the Olympic Games in Greece, and particularly in Athens, commenced in 1856 and was due to Evangelis Zappas. Zappas emigrated to Romania, where he settled and acquired a large

On 1 December 1834, Otto landed in Piraeus, on an almost deserted beach, and was welcomed enthusiastically in Athens, where a church service in honour of his arrival took place in the Temple of Hephaestus (the Theseion), located in the Ancient Agora. His presence in the new capital also marked the start of a course of economic and social development for the city over the following 170 years. In fact, Athens started to develop at a very rapid pace, and at the end of Otto’s reign, its population numbered 43,000 inhabitants.

The Revolution of 3 September 1843

On 1 June 1835, Otto achieved his majority and began officially to exercise his royal duties; but even with the official end of the Regency, the Bavarian influence remained powerful and was a source of discontent. One important point that increased the friction between the Bavarian government and the Greek political world was the king’s consistent refusal to grant a constitution. Despite the fact that after 1837 the Prime Minister was usually a Greek and the last of the Bavarian troops left Greece a year later, Otto refused to abandon the arrogant manner of government had had been implemented mainly by Armansberg. The fact that the royal couple failed to beget an heir and the refusal to convert from Roman Catholicism to the Orthodox creed simply increased the dissatisfaction. A series of unpopular measures, such as the implementation of an onerous system of taxation, cultivated the climate of displeasure. In general, Otto proved incapable of understanding the political situation, or to take measures to calm it down.

The result was that on the night of 2 to 3 September, the Revolution of 3 September broke out; a product of the general dislike for Otto himself, as he was considered personally responsible for the country’s misfortunes. This was the first military intervention in the country’s political process. This bloodless coup manifestly reflected the popular will and received the support of the populace, convincing Otto, who did not put up any resistance, to accept the demand of the military and the politicians - from all the existing political blocs (Andreas Metaxas, Andreas Lontos, Constantinos Zographos) - and to grant constitutional liberties. The much-desired constitution was finally promulgated in 1844, and Greece acquired the institutions of a liberal parliamentary democracy, far earlier than several of the more advanced at the time European States.53 To commemorate these events the square located in front of the palace - what is today the Parliament Building - which up to that point had been known as “Perivolaki” (or little garden), was renamed “Plateia Syntagmatos” or Constitution Square.54

A Forerunner of the Revival of the Games: the Olympia

The latest and most official attempt to revive the Olympic Games in Greece, and particularly in Athens, commenced in 1856 and was due to Evangelis Zappas. Zappas emigrated to Romania, where he settled and acquired a large
fortune. Along with his cousin Constantinos, he would soon turn out to be one of the most important national benefactors of Greece, with countless charitable and philanthropic acts to his credit.

It is safe to say that behind the sensitivity Evangelis Zappas expressed on Olympic issues lay a man named Panayiotos Soutsos. In his publications, the poet refers to the revival of the Olympic Games, and was the first to make an argument of its overall focus on humanity, in other words, referring to exhibitions of agricultural and craft products as well as cultural and athletic games. For almost 20 years Soutsos built his dream, and the appearance of Evangelis Zappas made him feel that the time had come to make those dreams and opinions a reality but also, to assert - indirectly - his claim on the birth of the idea. Evangelis Zappas, who was friendly with Soutsos, indirectly communicated the poet's ideas, approaching Otto and expressing the desire to set aside a significant part of his fortune for the organisation of athletic games, which would restore to Greece the glory of the ancient Olympics. For this purpose, he set at the disposal of the Greek State the amount of one million francs (40,000 gold sovereigns).

The king consulted with the Foreign Minister, Alexandras Rizos Rangaves, who underlined that this was an expression of sentiment and not the result of deliberation. However, in order not to lose the grant, they requested that Zappas amend his proposition and, instead of giving the full amount for the revival of the Olympic Games, to provide for a building to be constructed that would be suitable for housing exhibitions of industrial and agricultural products every four years.

Indeed, in accordance with the wishes of Evangelis Zappas, in August 1859 a corresponding Royal Decree was issued, signed by Queen Amalia, which stated that with his accord there would be general competitions organised under the name "Olympia". These would concern all Greek craft, agricultural and animal husbandry products; and their organisation would be supervised by the Committee for Encouraging National Industry - which had been convened in 1857 - with the addition of four supplementary members from the Ministry of the Interior, Specific provisions in the decree set out that these events would take place every four years, that they would commence on the first Sunday in October; and, besides the organisation of agricultural exhibitions, they provided for religious celebrations, academic events as well as athletic competitions. The needs of the populace, the particular nature of Athenian society - which represented a way of life that combined the Anatolian with the European - as well as a realistic appraisal of the economic and political situation, guided the steps of the organisers of the Olympia. In its first steps, the institution was influenced, particularly on an organisational level, by the international exhibitions that had been held in London (1851) and Paris (1855).

The Olympia were transformed into a unique "Greek panorama", a mirror of the economic, social and intellectual growth of the country. It was where the heart of Greece beat; and in the four times they were held, they provided a clear appraisal of the country's progress, with impressive thoroughness and statistical clarity. However, the most important contribution of the institution was the feeling it cultivated in the public opinion, a significant source of experience and an element that would contribute decisively to the ideological preparation of Greece to accept the idea of reviving the Olympic Games, a decisive factor in their first successful organisation in Athens almost thirty years later; in 1896.61

First Olympia (1859)

The Royal Decree of 1859 planned the running of athletic contests to be included in the institution of the Olympia. The schedule of contests included four events: jumping, running, discus and wrestling. Even though the overall preparation was inadequate, the constitutive purpose set by the Committee responsible for organising the games, was that they should not only be run in a faultless manner but to all extent possible "in keeping with the forms utilised by the ancients", in other words, in the ancient manner.

Initially, the games were set to take place on the grounds of the ancient Stadium (what is today the Panathinaiko Stadium), which would have to be suitably adapted. However as that had absolutely no infrastructure, and as the deadlines were very tight for completing the required work, it was considered expedient to select a different venue. The one chosen as being the most suitable was Loudovikou Square. This specific square did not have clear cut boundaries, centred around what would later become Kotzia Square, where the Athens Town Hall is located, it extended as far as what is today Eleuthériou Square, perhaps better known as "Kounoundourou Square", because the residence of Al. Kounoundourou, politician and Prime Minister of Greece was located on the square. In the end, the stadium that took shape was somewhat makeshift, oval in shape, and the area set aside for the events was marked with stakes and roped off. Furthermore, a grandstand was built with royal boxes and seats for the officials, which could seat approximately 500 and which was suitably decorated.

The athletic games took place on 15 November 1859 and they received mostly negative criticism, as a complex web of events contributed to their failure. The lack of any previous organisational experience was of primary importance. For the first time in the history of the Greek State, there existed the challenge of organising such an important sporting event. The cold and inclement weather was another factor that weighed against their success. However, the most important cause of the games' lack of success should be sought mainly in the fact that, at the time, very limited importance was placed on sport. This is also confirmed by the fact that sporting life in Greece in the mid-nineteenth century was very limited indeed, bordering on non-existent; and that sport had not yet acquired its own ideological value, supporting the balanced
The development of the body and the spirit. However, the event’s failure offered the opportunity for mature deliberations seeking those organising models that would permit a creative transformation of the Ancient Games into the spirit, the values and the needs of the new age.

Despite all the organisational difficulties and the problems that arose, the sporting events of the First Olympia had an international dimension, as well. William Penny Brookes (1809-1895), who had organised local sporting celebrations in his own town Much Wenlock (Shropshire) in England, made intensive efforts to revive the Olympic Games. Hugely enthusiastic when he received the news from Greece, he decided to send a prize often pounds for the victor of the boxing competition. In the end, as no boxing competition took place, the monetary prize went to the victor of the dolichos long-distance race. The sporting events of the First Olympia did not only encourage W.P. Brookes in his efforts to revive the Olympic Games, they also provided him with the idea that they should be international, an idea that would be decisive for the later growth of the Olympic Movement.

The Exile of Otto

At the end of the 1850s, the political situation in Greece was unstable, with a constant changeover of governments. The country was in a frenzy of organisation, while simultaneously facing tremendous difficulties both in establishing new institutions, and in the population adapting to lawful order. Furthermore, the two main characteristics of Greece’s foreign policy for that period were its weak diplomatic position, and the interventions by the Great Powers in its domestic affairs. Following the “Pacifico” episode, the British blockade of Greek ports in retaliation for the looting of the house of a Portuguese Jew who was a British citizen, and the almost three-year-long blockade of Piraeus (1854-1857) by French forces for the duration of the Crimean War; dissatisfaction and feelings of national humiliation were widespread, along with economic distress. Otto, devoted to the idea of an absolute monarchy, gradually began losing popular support.

A series of domestic issues heightened the disillusionment that had led to the Revolution of 1843 came once more to the forefront. An assassination attempt was made on the life of Amalia (1861). The garrison at Nafplio mutinied on 1 February 1862, after which a revolt by all the military units of Athens led to the exile of Otto. With tears in their eyes, the royal couple abandoned the country and the deposed monarch retired to Bavaria, his birthplace. His affection for Greece, however, continued even from a distance. He continued to display his affection for his former subjects from Germany and up to his death in 1867. A year before he died, he donated money in support of the Cretan rebellion, in the revolution of 1866-1869. In accordance with his wishes, he was buried wearing his favourite foustanella (a gathered multi-layered Greek kilt).

A New Royal Dynasty for Greece

There was now a Greek dynastic problem, resolved when the three Great Powers proposed that the Greek throne be offered to the second son of Christian, heir to the Danish throne: the eighteen-year old Christian William Ferdinand Adolph George, of the Glucksburg dynasty. This branch of the dynasty would reign in Greece - with a few brief intervals - for eleven decades, from 1864 to 1974. The arrival of the new king in Greece was accompanied by a gesture of goodwill from Great Britain: ceding the Ionian Islands - a British protectorate - to Greece, a gesture which was also made to temporarily placate Greek irredentist appetites.

In general, the first years in the reign of George...
I, political life continued to be as unstable as it had been during the reign of Otto. Political parties were fluid formations, whose main cohesive force were notable political figures rather than common, stable, ideological principles and directions. At any rate, the demands that voters made of politicians were as varied as they were multi-faceted, and as a consequence a select few prospered to the detriment of public interest. In the absence of production and developmental planning in the Greek economy, entering the civil service became a very good career choice and every change in government affected the fate of public servants. Another major characteristic of the period from 1864 to 1881, were the hard-waged election campaigns, as well as the lack of a stable government. However, in 1875 there was an intrinsic change in the political life of Greece, when George I conceded to the proposal of Charilaos Trikoupis - a new politician, who up to that point had been a harsh critic of the king - that he would thenceforth implement the Principle of the Deedlammers (the stated choice), i.e. that the king would entrust the government to the political leader enjoying the confidence of a majority of the deputies in parliament.

Second Olympia (1870)

The Second Olympia should normally have taken place in 1863. However the downfall of Otto and the death of Evangelis Zappas two years later paralysed the Olympia and Bequest Committee. In this instance, however, preparation was better and commenced on schedule, and the members of the Committee were able and responsible individuals capable of responding to the general climate in Greece, which sought the success of the Olympia institution. The trade and industry exhibition and the cultural games were a success, as were the athletic contests.

For the first time integrated and worthy athletic achievement was on display. The games set an obligatory period of 45 days for candidates to train under an expert, and athletes were all uniformly dressed. The organisation of the games was, in fact, very innovative for its times. At the inauguration of the games, which took place at the Panathinaiko Stadium on 15 November 1870, the first Olympic Anthem was heard, with lyrics written by Th. Orphanides, Professor of Botany at the University and music by Rafael Parazinis, a music teacher. Another innovation at the Second Zappeion Olympia was the athletes’ oath, which was given before a Games Committee.

The timing of the games was wrong (the weather in November was bitterly cold), but despite this fact, their success was greater than expected, and the Press unanimously praised the result. The Games Committee issued a report that was acting that gymnasia should be established in the major towns of every prefecture and region, and in every primary school. They also proposed the creation of sporting institution that would be national in stature. Finally they pressed the case for erecting a Stadium “in order to fulfill the national needs for exercise”.

The Look of Athens

Almost four decades had gone by since the capital of the New Greek State had begun to be rebuilt. However, it still lagged behind other European capitals, both as regards its buildings as well as in the technical progress the others had achieved. During the first ten years of the reign of George I, transport in Athens improved, the city’s population increased and there was increased building activity in the city of the goddess Athena.

Moreover, during the 1870s there would be significant economic growth. Under Prime Minister Alexandras Kounoundouros, trade developed and the economy improved. The Stock Exchange opened its doors in 1876 and there was an influx of wealth from Greeks abroad. Both foreign and Greek entrepreneurs decided to fund modernisation projects in the capital (putting in gas lighting and electricity). Various fine buildings were constructed during this period, including the Municipal Nursery on Piraeus Street (1875) and the Town Hall on what is today Kotsia Square, which was designed by P. Kalkos (1874). At the same time the new prosperity led to a blossoming of building activity, and from 1879 there was a sudden demand for plots of land and for houses.

The capital’s population at this point numbered 100,000 and the buildings erected during this period are indicative of the material and aesthetic progress that had been achieved. During the 1880s Athens acquired a series of buildings that would radically change how the capital looked: the Archaeological Museum of Athens (1880), the “Evangelismos” Hospital (1881), the Zappeion (1888), the Municipal Theatre of Athens (1888) and others. The University had started attracting large numbers of students, becoming a crossroads of ideological and cultural developments.

Third Olympia (1875)

The third Olympia were organised by Ioannes Phocianos, who used as his model the previous, successful games of 1870. The fact that the institution was repeated so quickly - eleven years had elapsed between the first and the second Games - clearly proved the magnitude of their success.

The basis of Phocianos’ philosophy was the idea that the working class had only one basic incentive to participate in the games, monetary prizes. However, this would be overturned if he could attract the games youths from the middle classes. Even though there were only minor changes to the programme, climbing a net set at an angle and certain gymnastics exercises modelled after the German system were added to the Games, as were shooting contests. The athlete candidates trained at the Municipal Gymnasium, which was located on Kifissias Street, near the Poorhouse, under the supervision of Phocianos.

The athletic events of the Third Olympia took place on 18 May 1875, without the presence of the royal couple, who did not attend because of the tense political climate of the time (the “Stelitic” episodes). This lessened the prestige of
the event, as would be expected. And although the athletic preparation for the games had been highly successful, from a technical standpoint, their organisation was an utter failure, as preparations at the Panathinaiko Stadium were sketchy at best and the authorities failed to keep order and maintain good behaviour among the spectators.

Despite the efforts of Ioannes Phocianos, there was a clear breakdown of the technical portion of the event, which concerned the details of the preparations, and he was the target of strong criticism in the Press. Although his efforts to promote the spread of physical education and to cultivate the value of gymnastics education appeared wrecked, he had managed this: several young men of that generation entered the realm of sport and later went on to play important roles in the country’s developments, both sporting and socio-political. These men included Mark Mindler, C. Milotis-Comennoz, Spyros Merkouris, G. Orphanides and others.66

**Greece in the lifetime of Charilaos Trikoupis:**

**Restoration and Impediments**

During the last quarter of the nineteenth century, one figure dominated Greek politics, and that was Charilaos Trikoupis. His presence at the country’s helm is identified with the implementation of a long-term programme of modernisation and development. His first stint as prime minister followed the second expansion of the Greek State, taking over territories that had belonged to the Ottoman Empire. On the basis of decisions taken at the Congress of Berlin (1878), in 1881 the territories of Thessaly, except for Elassona, and Epirus, except for Arta, were ceded to Greece.

Charilaos Trikoupis represented the modernising trend in politics, attempting to reform the state and the political process. The period of his presence on the Greek political scene became synonymous with the bipartisan system, as he clashed with his major opponent, Theodoras Deliyiannis, who, on his own initiative and with the participation of his students, organised games on the following year (in May 1889). Fearing a repeat of the failure of the 1875 games, he avoided using the Panathinaiko Stadium, moving the event to the Central Gymnasium. Moreover, in response to the limited space available, he limited the number of events to twelve.

The result was positive overall. However, the most important fact was that in a matter of a few years, this tireless advocate of physical education in Greece herculean the prevailing mentality, at least to a certain extent, changing the way youth and society in general viewed physical exercise. The success of the 1896 Games in Athens is not unconnected to these developments.67

**Fourth Olympia (1888-1889)**

Almost fifteen years would have to pass for the Olympia Games to be organised once more, and this time the event was combined with the silver jubilee of George I and with the end of construction on the Zappeion. From an institutional standpoint this was the most complete hosting of the Olympia, but they were also very unlucky. The inauguration ceremony of the trade and industry exposition and the cultural games took place on 20 October 1888 and the exhibition itself was rich, impressive and well designed, a veritable “Olympian celebration”. It could have been regarded as a “test event” for the 1896 Games if eight years had not elapsed between the two events. The city and the Acropolis were decorated and floodlit; joint philharmonic bands from all parts of Greece took part; there was an Olympic Anthem; the City of Athens hosted a dinner on the Acropolis; there were a great many fireworks displays, a torch-light procession and a host of similar events, which transformed Athens with a celebration of joy and enthusiasm.

However, the athletic contests of the Fourth Olympia had a most unfortunate development. After a series of successive delays, it was finally decided to postpone all the contests that had been previously announced, due to bad weather and to the fact that preparation time was limited and the financial resources even more so. The day was saved by Ioannes Phocianos, who, on his own initiative and with the participation of his students, organised games on the following year (in May 1889). The ambitious infrastructure plans laid down by Trikoupis required the corresponding funds, but the international economic recession affected the export of Greek agricultural products, particularly currants. The general economic downturn and the increase in taxation brought about disenchancement and the country appeared unable to meet its foreign debt obligations. In the end, on 1 December 1893 Trikoupis declared the public finances to be bankrupt. In April 1895 he retired from political life, not even managing to be elected to parliament. In his disappointment he left for France and died in Cannes in March 1896.68

**Official Report of the XXVIII Olympiad**
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ATHENES 1896
The Revival of the Olympic Games in 1896

The Sorbonne Congress

The significant moment in the process of reviving the Olympic spirit came in 1896, after centuries of silence and temporary - as it finally proved to be - forgetfulness of those high-minded values that would later form the core for the creation of the Olympic Movement. In June 1894 the Sorbonne Congress took place in Paris, chaired by Baron De Courcel. Before an audience of two thousand, representing 13 countries - the chairman of the Congress supported the plans of Baron Pierre de Coubertin. The latter had taken steps to create an atmosphere of admiration for the Ancient Greek ideals. Thus distinguished artist J. Rencle sang the “Hymn to Apollo” newly discovered at Delphi. The Congress had invited the Pan-Hellenic Gymnastic Club to participate, in the person of its president, Ioannis Phocianos. He, however, authorised Demetrius Vikelas to attend as the general representative of the Association in Paris. Even though in the beginning Vikelas considered his presence at the proceedings of the Congress to be purely a formality, his contribution was nevertheless inspired and full of initiatives.

Two crucial decisions were taken at the Congress in Paris. The first concerned the unanimous decision to revive the Olympic Games in Athens, the capital of the Kingdom of Greece, under the concentrated glow of the products of the Ancient Greek civilisation, and the second concerned the formation of the first International Olympic Committee. As the organisation of the first Olympic Games would be a Greek affair, Demetrius Vikelas was appointed Chairman of the International Olympic Committee, as his arguments had contributed to the selection of the Greek capital.²²

Athens, the Cradle of Olympism in the Modern World

Athens in 1896 was a city of some 128,745 residents, which gathered all the political, administrative and economic forces of the land. George I was king, Theodoros Deligiannis was prime minister and Lambros Katiphoras was mayor of the city. Lying in the open basin, surrounded by the Attic hills, the city was a rare sight, combining monuments with a history of thousands of years with more modern elements. The city had developed at a rapid pace and had soon expanded beyond the limits of its original plan. Overlooking everything was the sacred rock of the Acropolis. All the main roads started in Omonia Square.

The city’s architectural features had also radically changed. The National Metsovio Polytechnic and the National Archaeological Museum were the first major buildings along the country road that lead to the country suburb of Patissia. Stadiou Street was full of trees and decorated with the first public edifices, while Panepistimiou Street was one of the more brilliant boulevards of the city. This was the site of the so-called “Athenian Trilogy”: the Vallianean Library, the Sinaean Academy and the University. Other jewels in the capital’s crown were the Zappeion and the Palace - now the Hellenic Parliament - while to the south and to the north of the latter building, an initiative of Queen Amalia had led to the creation of the National Garden, modelled on the Imperial Garden of Munich and laid out under the supervision of the horticulturist Schmidt. Finally, Georgios Averoff, one of the national benefactors, had sponsored the renovation of the Panathinaiko Stadium and the replacement of a large section of its marbles, in a very short time managing to transform the site from an
ancient monument into a functional venue at the edge of the city. Additionally, to meet the needs of the 1896 Olympic Games a Velodrome, designed by K. Vellinis, was built at Neo Faliro, marks of the Olympic architecture of 1896.

By the end of the nineteenth century Athens had changed drastically, both in its organisation and its way of life. Camels and coaches had been replaced by horse-drawn street cars that ran on tracks; in 1869 the steam-engine railway covered the journey from Athens to Piraeus; and from 1885 onwards there was the "Therio", or Monster, the railway line that went as far as Lavrio. The old oil lamps were replaced by electricity or gas lighting. There were outdoor theatres; and suburban garden cafes made their appearance in several points. Neo Faliro was the main resort destination for the capital, while Athenians were also attracted to the leafy suburb of Kifissia.

Moreover, the last quarter of the nineteenth century and the start of the twentieth, was the period best known for its literary salons, where all the major intellectual personalities of the age would gather. The most constant sources of intellectual activity were the salons of St. Skouloudis, G. Souris, Callirrhoë Parren, Kostis Palamas - which was purely literary in nature, while the literary coffeehouses "philologika kafeneia" were constantly full of political, social and other activities. Most representative examples of these were those of Giannopoulos (on what is now Karageorgi Servias Street) and Zacharatos (on the corner of Stadium and George I Street on Syntagma Square).

The problems that existed were, nevertheless, commensurate with the development. The city’s roads were in dreadful condition and the lack of water was a constant problem for its inhabitants. However, in the run-in to the Olympics, the climate in intellectual circles was optimistic, with a decidedly romantic view of things, which saw Athens clad in a series of symbols. Undoubtedly the city in 1896 was materially and psychologically prepared to welcome the revival of the foremost sporting and cultural event.11

The Games

In 1894 the news that Greece would host the revival of the Olympic Games was cause for much domestic deliberation and debate, as the country’s economy was in a highly critical condition. Only the previous year Charilaos Trikoupis had declared the Greek State bankrupt. After much debate and argument, and the steadfast refusal by Trikoupis to undertake any financial obligation for running the Games whatsoever, the IOC even entertained the possibility that Budapest should host the Games. Instead, the unwavering stance of Prince Constantine, heir to the throne, that Athens was the right choice for the Games, and the rise to power of Theodoros Deligiannis confirmed that Greek opinion had already been expressed. Thus the first Hellenic Olympic Committee formed, allocated the work that had to take place into specific Commissions, while for the financial problems that inevitably arose, they decided to call upon sponsors. The work of the Committee was indeed extremely difficult, as it had a relatively short period of time to coordinate all the individual details of running the Games, and this comprised a very wide range of activities, concerning everything from athlete participation to their accommodation and food. The final result was clearly indicative of the seriousness and care taken in their preparation.

The opening ceremony of the first modern Olympic Games took place on 25 March 1896, a National Holiday, which also happened to fall on Easter Sunday. The Panathinaiko Stadium sounded for the very first time with the Olympic Anthem, to lyrics by poet Kostis Palamas and music by Spyridon Samaras. In 1958 this Hymn was established as the official anthem

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of the Olympic Games. The success of the Athens Games, which lasted for nine days, 25 March - 3 April 1896 (of the Julian calendar), was an event of major importance - as was proved later - for the establishment and the further development of the International Olympic Movement. That first organisation had a total of 13 participating nations with 241 athletes taking part in 43 events. Greek athletes won a total of 29 medals, not counting the three winners in instances where the decision had been made that medals were not to be awarded. The victory of Spyridon Louis along the classic course of the Marathon road race, which was established for the first time after being proposed by French professor M. Breal, was perhaps the most talked-about and most described in the history of the Olympic Games. It was also the one that caused the greatest enthusiasm in Athens of 1896.

At the end of the nineteenth century, the Greeks revived the institution and set the foundations for its future success with only their enthusiasm and their faith. The euphoria and the spirit of optimism caused by the Olympic Games were directly responsible for the suggestion, before the Games had even officially ended, by King George I, that the Olympic Games be held permanently in Greece. This appeal by the Greek monarch was not a solitary thought; it arose from a wider request, formulated on the streets of Athens during the Games and was spelt out in the columns of Athenian newspapers. However; despite the interventions to make Greece the permanent and constant site of the Games, there was no State provision made. The wider feeling of sporting euphoria expressed would not last for long, as both the lack of financial resources and the unpleasant turn of national events in 1897 were not conducive to such an outcome.3

Developments in Greece

While propaganda in Bulgaria reached its apex with the insertion of armed bands in the region to prepare the ground for its territorial hold, there was serious unrest taking place in Crete. Massacres of Greeks in Chania (23 January / 4 February 1897) exacerbated the mood in Greece. Under pressure form a nationalistic society named "Ethniki Etaireia" (the National Society) Th. Deligiannis took the decision to involve the country in the Cretan rebellion, even though the army was completely unprepared. This heedless action led to an unfortunate war in 1897, which ended within a month (May 1897). The final peace accord brought about certain changes in the national boundaries, with Greece yielding land to Turkey; the payment of war indemnity; and the imposition of international economic controls on the country's public economy.

Greece was nationally humiliated and economically burdened by debt from the 1897 national adventure. Between then and 1909 political instability was rife. In contrast the State's fiscal situation appeared to be distinctly improved following the imposition of the International Financial Commission. That improvement proved to be a stabilising factor; to a great extent facilitating foreign capital investment in Greece, particularly in the public sector and in the public utility corporations. Furthermore, the two governments under G. Theotokis (1899-1901 and 1905-1909) advanced an ambitious programme to reorganise the Greek Army as well as a series of political and administrative reforms.

In August 1909 the Goudi coup took place, organised by the Military League (Stratiotikos Syndesmos), formed by higher- and lower-ranking officers and led by the Artillery Colonel N. Zorbas. The coup had popular support and did not seek to dissolve parliamentary democracy, but to steer it. Amongst its major demands was the removal of the royal family from the Armed Forces, the reorganisation of the army and the navy, as well as a series of internal measures. In the end, Eleutherios
Venizelos was invited from Crete and undertook to provide a solution to the ensuing political stalemate. Gaining a significant parliamentary majority in November 1910, Eleftherios Venizelos launched a programme to modernise the state, reorganise the army, improve public administration and the justice system, as well as to inculate the populace with the meaning of law and order. He also advanced a series of moderate social reforms.

Prudent economic management, the presence of a dynamic leader and the optimistic outlook that this brought, allowed an out of renewal to Greek internal affairs, hammering out a new sense of national unity. Each of these considerations, and all together, permitted Greece to deal successfully with the military adventure that would follow.

The Revolution of the Young Turks (1908) had created irredentist expectations in the subjugated nations of the Ottoman Empire, which proved to be false. This, along with the ongoing uncertainty regarding the fate of Macedonia and the resolution of the Cretan issue, as well as the Italian-Turkish war of 1911, strongly presaged the looming crisis. During the first five months of 1912, Serbia, Bulgaria and Greece contrived to organise a joint military front. In September of the same year Montenegro joined the coalition, and the coordinated military action of the Balkan states against the Ottoman Empire commenced at the start of October 1912.

By the first days of November, the Greek Army had liberated Thessaloniki and the Greek Navy held the Aegean liberating, one by one the islands that had been under the Ottoman yoke (Chios, Limnos, Samos, Mytilini). In February 1913 the Greek Army took Ioannina. With the Treaty of London (May 1913), the Turks conceded the loss of almost all the European holdings of the Ottoman Empire. In March 1913 King George I was assassinated in Thessaloniki, where his being present in the city, however, the various claims on the region of Macedonia, and mainly the excessive Bulgarian demands, soon led the Balkan Alliance to an impasse. In June 1913 the Second Balkan War broke out, this time between Bulgaria and Greece on the one hand and Greece and Serbia on the other. The new conflict was very short, with a predictable outcome: Bulgaria was defeated. The Treaty of Bucharest (August 1913) conceded Southern Macedonia to Greece and recognised its domination over Crete. The victorious Balkan Wars expanded Greek territory by 70% and the population of the Kingdom of Greece rose from approximately 2,800,000 to 4,800,000 inhabitants. The acquisition of new territories gave a new boost to the growth of the economy. Another consequence, and one of the most important, was that Greece became an important player in the Southern Balkans and in the Mediterranean.

First World War and the Catastrophe of Asia Minor

After the victorious conclusion of the Balkan Wars, the Athenians cherished unique moments, enjoying a Belle Époque atmosphere. The international climate, however, was, once more very tense. This time Austria declared war on Serbia in July 1914, setting the fuse that would detonate into World War I for four years.

The historic quarrel between King Constantine I and Premier Eleftherios Venizelos broke out on the pretext of choosing the country’s military alignment and led to the national schism of 1915–1917. The king’s insistence on remaining neutral finally led to Venizelos’ resignation in March 1915. Over the next eighteen months the breach between the two men became even deeper and the Schism came to a head with the breakout of strong fighting between the two sides in December 1916. From mid-September 1916, Venizelos already had formed a provisional government in Thessaloniki, with the support of the Entente Powers; this government had its own army and the borders of this “state” went as far as Katerini.

In Athens, despite the savagery of the Schism and the War, a unique intellectual euphoria ruled the day. The various literary salons enjoyed their glory days, literature flourished and revues ruled the theatrical stage. In June 1917, Constantine, under pressure from the Allies, was forced to abandon the country and Eleftherios Venizelos became the prime minister of a formally united, but in fact, bitterly divided country. Greece would enter the war on the side of the Entente, providing substantial contributions in breaking down the Western Front and gaining the right to take part in the Peace Conference in Paris with expectation of reward.

The territorial gains made by the Greek prime minister were very substantial. With the Treaty of Neuilly (1919), Greece gained Western Thrace, while the Treaty of Sèvres (1920) gave Greece control of Eastern Thrace, except for Constantinople, and the administration of Izmir, with the possibility for that region to be annexed in the future, after a plebiscite. The Treaty of Sèvres was greeted enthusiastically, making Greece “a land of two continents and five seas”. However, both the Allies and the political world of Greece knew well that the treaty’s implementation would depend directly on the outcome of the military confrontation that would take place on the Asia Minor front, where Greece had a presence from May 1919.

On the domestic political scene, the exhaustion felt by the many years of involvement in a series of wars became particularly obvious with the defeat of Eleftherios Venizelos in the elections of November 1920. His removal brought about the restoration of Constantine, an event that gave the Allies a pretext on which to set aside their political promises. Thus the Greeks were left on their own to meet the wave of resistance organised in Asia Minor by Mustafa Kemal, the Turkish officer.
A series of mistaken diplomatic and military manoeuvres finally led to a rout in 1922, the Asia Minor Disaster; and the uprooting of the Greek population from their forefathers’ land the shores of Asia Minor and the Black Sea. Thirty centuries of Greek presence in Ionia came to a final end, at a cost of one million dead. Additionally, 1.500.000 refugees flooded the Greek islands and the cities of continental Greece. The Treaty of Lausanne (1923) confirmed the new territorial regime, imposing the exchange of populations between Greece and Turkey.

In Athens, developments in the autumn of 1922 were rapid. King Constantine departed for Palermo, in Italy, where he would die in December of that year; while in November the six main members of the anti-Venizelos political and military circles were sentenced to death, considered responsible for the national debacle. The arrival in the capital of the refugees raised its population in 1928 to 460.000 inhabitants, while together with Piraeus the number approximated 800.000. Its greatest problem being how to deal with the miserable condition of the refugees, the country implemented a wide-ranging housing programme; as a consequence shantytowns sprang up all over the Attica region, but this also created new neighbourhoods, settled in their majority by refugees: Nea Ionia, Kalithea, Neos Kosmos, Nea Smyrni, Nikia, Kaisariani, etc.

Athens in the Interbellum

After almost ten years the military battles were over for Greece. In future the country would seek a new course through the developing international and Greek political scene. The presence of such a large number of refugees created a large cheap labour market, with the immediate consequence that economic growth received a large boost. Additionally, once the setting of the refugees was complete and the economy had stabilised; there was a starting point for industrial growth in the Interbellum. However, the refugee settlements in Athens remained stricken by poverty, leading their inhabitants to become social outcasts.

The start of the Interbellum was a period of constant political fermentation in Greece, with rebellious unrest and military coups and overall is characterised by the clashes between the followers of Venizelos and their opponents. Finally, in March 1924, a Republic was formally declared; and by August 1928 Venizelos was once more in power with a strong parliamentary majority, which offered him the opportunity to retain the premiership for four years.

During this four-year tenure, the emphasis was placed on settling the refugees, in order to help them adapt more easily, and to put down roots in their new country, developing fruitful activity in all sectors of economic life. Simultaneously important progress was made in the country’s educational system. At that time Athens was starting to acquire an image of modernisation. The water supply problem was resolved finally by constructing the reservoir lake of Marathon. The electrification of the mass transit system and the city provided a particular note of modernisation in the Greek capital. Athens began to transform into a major city.

Finally, the so-called “Generation of 1930” (Genia tou triantais) made its appearance amongst the intellectuals. Its main preoccupation was the turn to hellenicity, the Greek character, its traits and values. The new ways of aesthetic expression proposed a new ideological alignment, giving new energy to the cultivation of literature and the arts.” The country’s intellectual life would be whetted once more with the establishment of the Academy in 1926.

The fall of the Venizelos government in 1932 was followed by the rise to power of the leader of the Popular Party, Panagis Tsaldaris. Greece entered yet another period of political instability, with the military interfering repeatedly in the political process and with violent clashes between the pro- and anti-Venizelos parties. After a failed coup attempt in March 1935, and with the consent of Venizelos himself, the road opened once more for a restoration of the monarchy. The latter became a fact with the return of King George II, after a twelve-year exile in Great Britain. The following year, on 4 August 1936, and with the king’s consent, Ioannis Metaxas established a dictatorship, the “Regime of the Fourth of August 1936”. In the meantime, with the completion of various works and interventions, Athens was finally starting to acquire an image fitting to a capital.

The Olympic Flame: An International Symbol of Unity

The official appearance of the modern Torch Relay and the lighting of the Olympic Flame would take place for the first time in the modern era in the year 1936 for the Games of the XI Olympiad in Berlin. From ancient times the flame had symbolised man’s power to resist the wishes of the gods, as well as man’s ability to define his own future through knowledge. Even in 1896 and the Revival of the Games in Athens, the Greeks had undertaken a series of symbolic revivals, including the ancient torch relay. Thus as part of the fringe events of the Games, within the framework of the celebrations scheduled for the seventh day, there was a torch relay, that left wonderful impressions on all those who witnessed it.

A series of distinguished individuals all contributed, each in his way, to the implementation and the establishment of this Olympic symbol. However, it should be clarified that the Olympic Flame and its lighting in Olympia are recorded separately from the Torch Relay. Thus the idea of the torch relay from Greece to Germany is attributed to Carl Diem, a German member of the Olympic Movement, Connecting this with Ancient Olympia and enriching the idea with a plethora of symbols derived from “Apolлонian light” was the inspiration of Alexander Oudophros, a Greek archaeologist and author. The values and
symbolism expressed by the Flame have the power of universal human experience, and the sacred fire became a world symbol of peace, a symbol of civilisation and a point of connection for the youth of the world. The ritual of lighting the flame and the torch relay highlights the timelessness of the Olympic Games, a unique blend of sport and culture, which aims to promote the noblest ideals of human existence.

**Occupation and Civil War**

In 1940 a new series of national adventures began for Greece, as the country entered World War II. The successful stand against the Italian attack and the staunch defence of the country in 1940 were glorious new pages in Greek history. The capital was the target of aerial attacks, but its monuments remained untouched, as the city was considered unfortified. However, in spring of 1941, the German invasion took place and the Nazi occupation took a hard toll on the entire country. On 27 April 1941 the first German troops entered a deserted city of Athens, as the inhabitants had shuttered their houses as a symbolic act of resistance. The conquerors paraded in an empty city that appeared abandoned by its inhabitants. King George II and the Prime Minister E. Tsouderos had already abandoned the country, in order to continue the Greek fight from abroad.

The winter of 1941-1942 was one of the worst in the history of the city, as fuel reserves ran out, along with other necessities, the black market thrived and there was galloping inflation. Famine led to the death of thousands of Athenians. Skeletal children and the dead piling up on the streets became everyday sights, marking the four-year German occupation. Despite these hardships, the Athenians did not lose their appetite for resistance against the Nazi regime. They started to form resistance cells, as well as networks to collect and send military information to the British authorities in the Middle East that remained unknown to this day.

On 12 October 1944, Athens could finally breathe free at last. The celebrations on the streets were phenomenal and reached their apex with the arrival from abroad of Georgios Papandreou, prime minister of the exiled Greek Government and the speech he gave in Syntagma Square on the 18 October 1944. Unfortunately, joy at the national liberation and its concomitant euphoria would only last for a very short time. Two months later in December the first bloody and tragic events of the Civil War broke out, the so-called "Dekemvriana". During these, hand-to-hand fighting took place in the neighbourhoods of Athens, clashes that were often violent, harsh and with multiple dead. Despite the Varkiza agreement that saw the end of the Dekemvriana (in February 1945), civil war would break out with even greater intensity in March 1946 and engulf all of Greece until 1949. The bitter dregs of the civil war would trouble the country for several more decades.

**Greece and Athens in the Post-War Era**

After the end of the Civil War, the hard task of reconstruction began in Greece. The material progress made since then has truly been remarkable; and gradually the country began to follow the developments and progress made by the other major European countries.

Undoubtedly the fifties would have to be characterised as the decade of the Greek “economic marvel”. During this decade, and particularly under the eight years of the premiership of Konstantine Karamanlis (1955-1963), significant steps were taken to industrialise the country; the national coin was stabilised; and many major infrastructure works were completed. In 1961 the Treaty of Accession was signed with what was then the European Economic Community. However, new upheavals on the Greek political scene in the sixties would lead to a military coup on 21 April 1967.

In July 1974, almost a year after the revolt of the students of the Polytechnic, the country would return to a democratic legitimacy, opening a new historical cycle, that of the restoration of democracy. Political life returned to normal and the democratic operation of the Greek state is the main characteristic of the last thirty years.

Athens played a major role in the post-war development of the Greek state, becoming a centre of economic, political and cultural activity. During the nineteen fifties and sixties, the capital received a massive wave of internal migration, simultaneous to the wave of emigration to Germany, Australia and the USA. A large portion of the population of the Greek countryside headed to Athens in an attempt to find a better standard of living and a more secure future. Thus the city’s population rose from 1,124,000 in 1940 to 2,540,000; it would total 3,016,000 in the 1981 census, with new inhabitants arriving constantly from the provinces and settling mainly in the suburbs. Thus in 1971 the population of Athens numbered 30% of the overall population of Greece, a percentage that had virtually doubled over a period of thirty years.

However, besides development, the capital had major problems to face. During the 1960s and the 1970s, the city’s expansion took place without specific planning, in an arbitrary and uncontrolled manner; covering all the free acreage and every piece of park, and lacking those infrastructures that could offer a human standard of living.

One of the most important events of the twentieth century for Greece was its entrance into the European Economic Community. This new European course for the city once more had Athens as its starting point. On 28 May 1979 in a climate of celebration the official accession agreement was signed in the Zappeion, laying out new prospects for the future growth of the Greek economy. Twenty years later; in 2001, Greece joined the Economic and Monetary Union (EMU), and taking yet another important step in the direction of making Greece a country completely integrated with Europe.
The International Olympic Academy

Greece was one of the countries that emerged from World War II devastated and financially vulnerable. The civil war that followed simply deepened the gaping wounds in the fabric of Greek post-war society. Despite this, the noble idea of establishing an International Olympic Academy found fertile ground in Greece. From 1950 to 1961 there were several failed attempts to convene the first founding Session. A decade would have to pass before the proposal came into fruition. The failure of those efforts was mainly due to the difficulty in disseminating the content and the goals of this new institution, as well as the difficulty in approaching the National Olympic Committees. Thus the first session of the International Olympic Academy took place in 1961, with a major role being played by the German Olympic Committee. Indubitably, Ioannis Ketseas, who was a distinguished member of the Greek Olympic Movement, was one of the principal proponents of establishing the International Olympic Academy, working towards its inauguration. Amongst the first to support this effort were Otto Simitsek, Dean from the time of its foundation up to his death in 1992; Cleanthis Palaiologos; Carl Diem et al.

The International Olympic Academy has its seat in Ancient Olympia and operates an international centre for Olympism. Its mission is to preserve and spread the principles of the Olympic Spirit, to study and implement the educational and social principles of Olympism and to consolidate the scientific basis of the Olympic Ideal. The Academy also acts as a coordinating body, guiding the National Olympic Academies, which act as its branches and transmit its ideals, with national programmes of Olympic education.

The IOA, with more than forty years of activity, is called upon to adapt its activities in accordance with the demands and the challenges of the new millennium. The Academy’s philosophy is that knowledge is one of the few things that have to be spread out in order to multiply. Its unswerving goal is to spread the principles of Olympism to every corner of the Earth. To this purpose the Academy makes creative use of the latest technological developments, organises academic discussions with the participation of young people from all over the world and supports cross-cultural education. As Olympism isn’t limited to sporting events, but instead forms a general philosophy and a way of life, the IOA is active in its efforts to cultivate a peaceful society, contributing in its own manner to the achievement of an Olympic Truce during the Games, which is one of the future goals of the Olympic Movement. In general the Academy, now in its fifth decade, appears rejuvenated, with important activities and exemplary commitment to the principles and ideals of the Olympic Movement.

Towards the end of the nineteen sixties, foundations were laid on the new Olympic Museum in Olympia, which was inaugurated in 1972. The Museum was placed under the auspices of the IOA and, besides its much-admired and complete international philatelic collections, there is also a display of souvenirs and objects from all the Olympic Games that have taken place, and a photographic archive that is being constantly enriched. Along with the Archaeological Museum of Olympia, it may be considered to be part of an integrated whole, attempting to connect ancient and contemporary Olympism.
Hellenic Sporting Tradition
Hellenic Sporting Tradition

Human Scale

Man is the measure of all things. This is the great and defining value of Greek civilisation, a philosophy of life that inspired Greeks throughout their history. Simplicity and humanity feature in the classical era and in modern times. The international venue where human abilities are demonstrated and acknowledged, the stadium that assembles these efforts, each athlete’s, each team’s efforts, and the desire to excel in their endeavours through noble competition are present in every era. The Games are the inspiration that encourages and empowers all humans to pursue their dreams, high as they might be.

Traced back in history, the Greeks have always staged and participated in sporting competitions. Far back in time, the Greeks passionately loved sport. In the country where the Olympic spirit of fair play and the pursuit of balanced excellence were originally born, and in the city where the Games were revived, Greeks take pride in sport.

Already in the Mycenaean times, the athlete was named "athlete", a title that endured throughout history. Sport, as an organised physical endeavour, as competition, with those qualities embracing the core values of Olympism, is a Greek invention and institution and was a fundamental feature of Greek civilisation.

All the heroes of ancient Greek history were nurtured in sports and were true athletes. Men of sparkling spirit competed in Pan-Hellenic festivals: Euripides; Aristocles, the philosopher known as Plato, who established, praised and conveyed like no other the value of sport to form a healthy body, mind and ethos, the ideal of a "sound mind in a sound body".

The reason behind the impressive development of sport by Greeks was primarily the will to excel, but also through these Games to honour the gods and heroes. The religious element is clearly illustrated in the Taurokathapsia (bull-vaulting) of Crete, but also in Mycenae, in Tanagra, in Thessaly, in a mural of children wrestling in Thera, in events taking place in sacred precincts in Olympia, Delphi, the Isthmus, Nemea, and other Greek religious centres.

Ancient Olympic Games

The highlight of these sporting activities was the establishment of the Olympic Games. The Olympic Games were the highest religious and civil institution of public life in ancient Greece, the ultimate symbol, the most powerful moral bond of "national" unity of all races, city-states, whether on the continent or the islands, metropolis or colony. The Olympic Games were the most prominent "feast" and largest gathering of Greeks, the pan-Hellenic forum of sporting competition and virtue, a firm ground of national conscience and unity.

The pioneering quality of Olympia and its Games is not only qualitative, but also chronological. Historical and archaeological evidence indicates that the other great pan-Hellenic Games (the Pythia in Delphi, the Nemea in Nemea, the Isthmia in Corinth, the Panathenaia of Athens) were established at least two hundred years later than the first Olympic Games in 776 BC. Also, the ancient Olympic Games were those for the duration of which arms were laid down and hostilities ceased. The Olympic truce came into effect, a peaceful interlude of civic and military neutrality throughout Hellenic territories, in honour of Zeus, the powerful god made peacemaker.
A lyrical description of the ancient Olympic Games derives from the Greek lyric poet Pindar: “Water is best, and gold, like a blazing fire in the night, stands out supreme of all lordly wealth. But if, my heart, you wish to sing of contests, look no further for any star warmer than the sun, shining by day through the lonely sky, and let us not proclaim any contest greater than Olympia.”

Thousands of years later the well-known writer Nikos Kazantzakis, wrote of the Greeks and the Olympic Games: “When life struggles daily to overcome its enemies, natural forces and wild beasts; hunger; thirst and sickness; there is always some energy left to spend it on play. Civilisation starts the moment the game, the competition begins…”

At this point, it is worth mentioning the events of the ancient Olympic Games, in chronological order of their appearance:

- Stade (running one length of the Stadium)
- Diaulos (running twice the length)
- Dolichos (long-distance run from 7 to 24 stades)
- Pentathlon and Wrestling
- Boxing
- Four-horse Chariot
- Pankration (a combination of boxing and wrestling with limited rules)
- Boys’ Stade and Wrestling
- Boys’ Pentathlon
- Boys’ Boxing
- Race for Mule Carts
- Race for Mares
- Two-horse Chariot
- Heralds and Trumpeters
- Four-colt Chariot
- Two-colt Chariot
- Colt Race
- Boys’ Pankration.

To the above, three more events should be added, Discus, Jumping and Javelin (part of Pentathlon), in which there were both men’s and boys’ categories.

The ultimate goal of the Olympic Games, as of all Pan-Hellenic Games, was participation, not victory. The only prize given was an olive wreath, the “kotinos”. The athletes competed for honour; not for material gain. Thus an athlete’s education concentrated on learning to live a vigorous life and withstand hardship, following the ethical path, learning the values of effort, idealism, the desire for distinction, and the recognition of the opponent’s victory. As the Games developed, those values remained the same. The universality and uniqueness of the Games can be found in the Olympic ideals. People of various backgrounds, different cultural roots and different ideas come to the Olympic Games to participate in a gathering that highlights what makes us alike, not what makes us different.

The Olympic Games continued for nearly 12 centuries and became the meeting point for the celebration of noble competition and the educational value of sport, illuminating examples of extraordinary achievements. The ancient Olympics were contested every four years until the Romans introduced the
those hard times of Ottoman oppression, the fall of Byzantium. But even then, during Olympism and the Olympic ideals. These games continued until 1453, the date of the Empire. The Emperor asserted that the Games placed an excessive public focus on athletic and spiritual affairs and abolished them.

Hellenic Sport through the Ages

Nevertheless, the sporting spirit of the Greeks was still alive. It passed to Byzantium, the area of Plaka and the first sports book is concerned with gladiatorial games in 146 BC. The Romans replaced the Olympic Games with gladiatorial contests, when athleticism went out of vogue among the Roman elite. In those combats, the gladiators disabled, captured or killed their opponents. Later on, Nero sought to destroy the spirit of Olympism and the Olympic ideals. Finally, in 393 AD, the Games were banned by the Emperor Theodosius for being "pagan cults". The Emperor asserted that the Games placed an excessive public focus on athletic and spiritual affairs and abolished them.

In the 18th century in Cefalonia, the Jacobin Greeks proposed the revival of the Olympic Games. In 1807, the Ionians declared competitions called "Prix Olympiadiques", Olympic prizes for cultural achievements.

In 1829, in the army camp of Megara, shooting and high jump events were held. Six years later such games were held in Athens.

One of the visionaries of the Olympic Games was Panagiotis Soutsos, a prominent intellectual and journalist, who first wrote about the revival of the Olympic spirit. A decision was made to "hold Greek competitions every four years, whether at Hydra or Nauplion, or Athens or Corinth".

In 1837, the University of Athens is founded in the area of Palla and the first sports book is published in Greece by Georgios Pagontas under the title "A Summary of Sports". The same year, the municipality of Letrina at Olympia, in an effort to boost Greek national morale and to remind them the glory of the Olympic tradition, declared the 25th of March as the National Day of Greek independence and planned to hold a revival of the Olympic Games at a Greek level at Pyrgos, in 1838.

In 1896, Greek influence can be found, beyond the revival of the Olympic Games, in the foundation of the Mediterranean Games, an athletic celebration that was established throughout the Mediterranean nations. The Mediterranean Games owe its birth to Greece, specifically to Angelos Volanakis and Ioannis Ketseas, distinguished officials of the Olympic Movement. However, the roots of the institution of the Mediterranean Games should be traced back to Athens, in 1925, when the International East Mediterranean Championships first began to develop, Mediterranean Games for one sport, Tennis.

Greece also hosted the first Balkan Games (for Track and Field events), held in the Panathinaiko Stadium, crowded with spectators in October 1930. This institution flourished and united in sports the war-weary peoples of the Balkans, especially in the last decades.

Greek Athletes in the Modern Era

The course of sports in Greece changed in March 1896, with the Opening Ceremony of the Olympic Games in the newly renovated Panathinaiko Stadium. This would be marked by the conquest of dozens of Olympic medals, as well as major successes in International, European and Mediterranean Championships, and major events in most sports.

Men

Olympic Medallists

The first Greek to win first place in the modern history of the Games won his title on Monday 26 March 1896. Leon Pyrgos beat Frenchman Perronet with 3 hits to 1. Second places were gained by Miltiadis Gouskos in the Shot Put and Panayiotis Paraskewopoulos in the Discus. History would be made, however, on the final day of those Games. On Thursday 29 March at 1:35:30 thirteen Greek athletes and 4 foreigners set off from the starting point at Marathon towards the Panathinaiko Stadium. Two hours, 58 minutes and 50 seconds later; 70,000 Athenians greeted Spyridon Louis with a storm of applause. He was followed by Harilaos Vassilakos and the Hungarian G. Kellner.

In the 1896 Games Greece also received podium positions with the following athletes: Niko Lazar Andriakopulos (first in rope climbing), Ioannis Georgiades (first, sabre
fencing), Pantelis Karasevad (first, shooting 200m), Aristidis Konstantinidis (first, cycling), Ioannis Malokinis (first, 100m swimming), Ioannis Mitropoulos (first, gymnastics - rings), Georgios Orfanidis (first, shooting 300m), Ioannis Fragoudis (first, shooting, rapid-fire revolver, 25m), Ioannis Andreou (second, swimming, 1200m), Telemachos Karakasis (second, sabre fencing), Dionysis Kasdaglis (twice second in tennis singles and doubles), Georgios Kolettis (second, cycling 100km), Stamatis Nikolopoulos (second, cycling single round and 2 km), Thomas Xenakis (second, rope climbing), Georgios Orfanidis (second, shooting, rapid fire revolver 25m), Pavlos Pavidis (second, shooting, gras gun 200m), Antonis Papanos (second, swimming 500m freestyle), Demetrios Petrokokkinos (second, tennis men's doubles), Georgios Tsitas (second, wrestling), Ioannis Fragoudis (second, shooting, rifle 300m), Spyros Hazapis (second, swimming 100m), Sotirios Vrissis (twice third, in the discus and in the weightlifting with two hands), Dimitrios Golemis (third, 800m), Evangelos Damaskos (third, pole vault), Dimitris Drivas (third, swimming, 100m), Ioannis Theodoropoulos (third, pole vault), Nikolaos Morakis (third, shooting, military pistol, 25m), Alexandros Nikolopoulos (third, weightlifting with one hand), Georgios Papadis (third, shot put), Nikolaos Papazis (third, tennis, men's singles), Ioannis Persakis (third, triple jump), Panides Pierrakos-Mavromihalis (third, fencing, foil), Nikolaos Trikoupis (third, shooting, gras gun), Ioannis Fragoudis (third, shooting, pistol 50m), Stefanos Christopoulos (third, Greco-Roman wrestling), Efstratios Horafas (twice third, swimming 500m and 1200m). One more second position was gained by the gymnastics team and with club sides.

In the Saint Louis Olympics in 1904, Pericles Kakouss won gold in the two-handed weightlifting competition, and a bronze was won by Nikolaos Georgantas in the discus. In Los Angeles in 1984, Dimitris Thanopoulos silvered in the 82kg category of Greco-Roman wrestling, while Babis Holids took bronze in the 57 kg category. In Seoul, in 1988, Holids added a bronze medal to his collection.

In Barcelona Pyrros Dimas became an Olympic gold medal winner in the 82.5 kg category of Weightlifting. The Greek Atlas would also shine in Atlanta gaining another gold medal. Kahi Kakiasvili would also win gold there in the 99kg category, while Leonidas Kokkas at 91kg, Valerios Leonidis at 64kg and Leonidas Sabanis at 59 kg would each take silver. Two more gold medals were added to the tally by Nikos Kalamianakis for Sailing (Mistral), and Ioannis Melissanidis for Gymnastics (floor exercises).

In 2000 in Sydney, Pyrros Dimas once more stood on the highest place on the podium in the 85 kg category. The Greek Weightlifting Team shone once more, with a gold for Kahi Kakiasvili in 94 kg, and silver medals for Viktor Mitrou at 77kg and Leonidas Sabanis at 62kg. In the Australian Antipodes, Kostas Kenteris won gold in the 200m in Athletics and Michalis Mourousiris went gold in Taekwondo. Dimosthenis Tabakos won silver in Gymnastics (ring) and Amiran Kardanov won bronze in the 54kg category of Freestyle-Wrestling.

Football
Beyond its Olympic Games successes, Greece also had major achievements in all sports, in other international competitions, both on a national as well as on a club level. One of shining lights of that achievement was winning the European Football Championship in Portugal, where Greece surprised fans around the globe, by beating Portugal 10 in the finals in Lisbon's Da Luz Stadium, with the winning goal scored by Angelos Charisteas. Earlier, Greece had also beaten Portugal in the opening match, before eliminating France and the Czech Republic. The whole nation, stunned with success, flooded the streets in a delirium of happiness and pride. The national junior side had also competed in the final of the European Football Championship in 1988, where they had lost in the double final to France (0-0 at Faliero, 3-0 in Besançon), and again in 1998, in the finals in Romania, where they once more lost in the final 1-0 to Spain.

In 1994 the National team fulfilled a dream nurtured for decades by taking part in the World Cup finals in the USA, but the results were anything but glorious.

Basketball
Basketball is a sport that has provided Greece with dozens of successes, both with the national team and with club sides.

In 1949 the National team won the bronze medal in the 6th European Championship in Egypt. In 1979 they took Yugoslavia 85-74 to win gold in the Mediterranean Games in Split. In 1987 the Greek National team, with star players such as Nikos Galis, Panayiotis Yiannakis, Fanis Christodoulou and Panayiotis Fasoulas, beat out the powerful Soviet Union team to win gold in
The winner of the first Marathon race in 1896, the legendary Spyridon Louis, wearing the traditional Greek costume on the day that prizes were awarded to the Olympic winners at the Panathinaiko Stadium.

© Benaki Museum/A. Meyer
the European Championships that were held in Athens. Two years later, when the competition was held in Yugoslavia, Greece’s "official sweetheart" won the silver medal.

In 1995 the National Junior side came first in the world. In the 5th World Championships, held in Greece, they remained unbeaten to come first, winning 91-73 over Australia in the final, before an audience of 20,000.

The club sides also have a parade of successes to show.

In 1968, in front of an 80,000-member audience at the Panathinaiko Stadium, AEK beat out Slavia Prague 89-82 to win the Basketball Cup Winners Cup. In 1991 PAOK won the same trophy by winning 76-72 over Saragosa, as did Aris with a score of 50-48 over the Turkish side Efes Pilsen in 1993. In 1997, Aris would take out another Turkish side, Tofas Bursa to win the Korac Cup, and in 2003 gain the third of its European titles by prevailing over Polish Prokom 84-83 to win the Champions Cup. In 1996 Panathinaikos and in 1997 Olympiakos would each successively beat Barcelona 67-66 in Paris and 73-58 in Rome respectively, to win the Euroleague. Panathenaikos would also win the Euroleague in 2000 in Thessaloniki, beating out Maccabi Tel Aviv 73-67 and against Bologna in 2002, by a score of 89-83. In 2001 Maroussi BC would win the Saporta Cup in Warsaw, 74-72 against the French team Chalon.

Sailing

For a country with the long naval tradition of Greece, to excel at Sailing would be only natural. In 1965 and 1966 in the Lightning class, Andreadis, Anninos and Psarakis won the silver medal at the European Championships. In 1972, Andreadis, Anninos and Psarakis won the silver medal at the European Championships. In 1972, Alexandros Andreadis won the gold in the same category at the European Championships that were held in Italy. Giorgos Andreadis won bronze in the same category at the Europeans in 1974 and 1978. In 1993 at the Soling World Championships, Boudournis, Deliyannis, Pekanakis won the gold medal, and that same year Nikos Kaklamakis also took gold at the European Mistral Championships. In 1995 with the World Championships being held in Canada, Kosmatopoulos and Trigonis took a gold medal in the 470 class. In 1996 in the Mistral World Championships, Nikos Kaklamakis took the gold medal, a feat he would repeat in 2000 at the corresponding Championships, when they took place in Argentina.

Wrestling

At the European Wrestling Championships in 1972, Petros Galatopoulo13 took the gold medal. When the World Championships were held in Mexico in 1978 and Budapest in 1986, Babis Holidis took the bronze in the 52kg class of Greco-Roman wrestling. In Sweden’s European Championship, Yiorgos Pozidis took bronze in 90kg Greco-Roman. In 1990, Yiorgos Athanasiadis took the silver in 68kg for Freestyle wrestling. In 1991, when the same event took place in Varna, Bulgaria, Heraklis Deskoulidis took silver in the 90kg. In 1992, at the European Greco-Roman Championships in Copenhagen, Isaac Theodondis took the bronze in the 57kg category. In 1994, when the European Greco-Roman Championships were held in Athens, A.Rubanian (57kg) and A.Triantafyllidis (100kg) took silver medals and I.Agatzanian (48kg) took bronze.

Rowing

Rowing also had great pleasure to offer the Greek public. When the World Junior Championships were held in Belgium in 1980, the coxed pair reaped a bronze medal for the crew comprised of Christomanos, Lykomitros and Krachtchenko. In 1985, the coxless pair Teppis and Boulouvaalas took the bronze medal at the World Junior Championship in Germany. In 1987 Gatos, Fotou, Georgiou took silver in the coxed pairs at the World Junior Championships in Cologne. In 1997 at the World Rowing Championships, Karyolis, Fotou and Rizos took the bronze medal in the coxed pairs.
Taekwondo
Taekwondo entered the SEGAS (Hellenic Amateur Athletic Association) competition schedule in 1980. At the World Championships in London Greek athletes went on to win three medals. In 1987, at the World Championships in Athens, Greek athletes would take a total of nine medals.

Volleyball
In 1980 the National Volleyball team took the Spring Cup with successive victories over Spain, the United Kingdom, Italy, Sweden, Holland, West Germany and France. They repeated this feat in 1981 and 1982. The crowning moment for the sport came in 1987. That year the team that included Margaritis, Moustakidis, Triantafyllidis and Gontikas took the bronze medal in the European Championships overtaking Sweden with three sets to two.

Aquatics
Greece has had its glory moments in the water as well. In 1997 the Vouliagmeni Water Polo team took the Cup Winners Cup against the Italian side Roma. That same year the Men's National team took the silver medal at the FINA Cup that was organised in Athens. Ten thousand were in the stands at the Olympic Swimming Pool at the Athens Olympic Sport Complex, to see the USA win by 8-5. At the World Junior Championships in Cuba, the national side would take the bronze medal beating Australia 9-6 in the bronze medal match. In Swimming, Yiannis Milidakis took the first Greek medal at a European Junior Championship when he came in third at the 200m breaststroke in Luxembourg in 1984. In 1985 Haralambos Bapanikolau took silver in the 100m backstroke at the games in Geneva.

Table Tennis
In 1991 the World Table Tennis Championships were held in Japan. 1991 and Kreanka - Badescu took the bronze medal at the mixed doubles. In 1993 the Men's National side took gold for the first time in its history at the Balkan Games. In 1994, at the European Table Tennis Championships, Kalin Kreanka took the gold medal at the men's doubles and the silver in the mixed doubles.

Boxing
That same year Yiorgos Stefanopoulos took the silver medal in the 91 kg category at the European Boxing Championships in Sweden, a success he would repeat two years later, when he took the bronze.

Shooting
In 1993 at the European Shooting Grand Prix, Greece took first place in the team event.

Handball
In 1993 Filippos Veroias reached the semi-finals of the Cup winners Cup in Handball.

Cycling
In 1997 the Olympic Velodrome in Athens hosted the fifth Track Cycling World Cup. The threesome of Georgalis, Hemionetos and Vasilopoulos took the gold medal at the Olympic Sprint.

Baseball - Softball
In 1997 two Olympic sports, Baseball and Softball, began to be practiced in Greece. In December, the General Secretariat of Sports officially recognised both sports.

Weightlifting
Weightlifting rates a special mention. The "sport of the strong" has given Greece victories at the Olympic, World, European Championships and the Mediterranean Games, with a total of 582 medals won, including 155 gold, 205 silver and 222 bronze.

Women
Women's Sport in Antiquity
From ancient times there are records of Greek women heavily involved in exercise. Their models were goddesses and heroines who took part in games, often competing with men. One of these mythical heroines was Atalanta, daughter of Iasus, king of Arcadia, who followed the Argonauts on their quest. She wrestled Pelea at the funeral games for King Pelias, and won. She also took part in the Caledonian boar hunt. She offered to marry anyone who could outrun her in a footrace, which was finally achieved by Hippomenes by an ingenious trick. Another example of a woman with an athletic physique is offered by Homer, describing Nausicaa, the Phaeacian princess, with "a man's daring and virginal grace as she drove the chariot and went to the beach to compete in the shot put".

In Crete there are epigrams and murals showing women in the 16th and 15th centuries BC showing Minoan women dancing, running, vaulting bulls, driving chariots and wrestling.

In antiquity, women were prohibited from competing or even attending the Olympic Games. The penalty was particularly harsh, as it required that women caught violating that edict be thrown off the rocky Mount Tityas. Ancient writers attest that Callipateira illegally entered the Stadium in 404 BC, disguised as a trainer in order to watch her son Pesiodros. Her joy at her son's victory betrayed her. She was only saved from a death sentence by her family ties to so many Olympians. As imagined by Lorenzar Mavilis, she proclaimed: "I am not like other women. In the centuries my family will shine with the unwavering privilege of courage..."

What is not so widely known is that at that very Stadium in Olympia, every four years there were games for women, corresponding to the men's games, and dedicated to the goddess Hera, the wife of Zeus. The women at the Heraea games competed in three groups, according to their age, as children, teenagers and young women. The only race at the Heraea was the short sprint race, over approximately 160 metres. Virgin runners competed in a short tunic, baring their right shoulder and breast, with their hair loose.

Therefore women of that time were not entirely barred from physical education. Plutarch, in fact, wrote of Spartan women: "The virgins exercised their bodies by running, wrestling and throwing the discus and the javelin, so that they could bear the pains of..."
childbirth and bring forth children who were healthy and vigorous*.

An example of women exercising is their involvement in the pyrriche. This was an armed dance learned by the men of Sparta, because a perfect soldier must first be a perfect pyrrichistes. This "god-driven warrior dance" was first danced, according to one myth, by the goddess Athena, in order to celebrate the victory of the Olympian gods over the giants; she taught mortals this dance.

Women’s Sport in the Modern Era

Very few changes took place in Greek women’s sport. Only in the nineteenth century was any emphasis placed on the physical education of girls and women. The private institutions that were mostly involved in women’s education, made an initial move to involve women in sport and gymnastics. The girls performed exercises, mainly with apparatus that included wooden clubs and iron horses.

At the revival of the Olympic Games in 1896, Spyridon Louis was not the only one to gain mythic status with his victory in the Marathon. A woman called "Melpomene" also became a legend. "Melpomene" was a woman called Stamatia Revithi. She appears to have been the sole exception regarding women’s participation in the first modern Olympic Games, though she never entered the official record. An Athenian newspaper from that time mentioned that on 30 March 1896, 35-year-old Stamatia Revithi from the island of Syros ran the distance in 5 hours and 30 minutes under the supervision of the Mayor of Marathon.

The presence of Greek women athletes would be stronger in the so-called Intercalated Games of 1906, when seven took place in the Tennis women’s singles. This competition took place at the practice grounds of the Athens Tennis Club in Zappeion and the winner was Esmer Simirtiou. From that time on, tennis became the prime sporting activity for women and would retain that place until the third decade of the twentieth century, when women’s sport, mainly athletics, gained a place at the Greek Championships.

The first women from Greece to participate in the Olympic Games were tennis players: Lena Valaitisou-Skaramanga and Eleni Kontostavlou-Nikolopoulou took part in the Paris Games in 1924. Even on this point there is lack of clarity, as many consider that Domnitsa Lanitou-Kavounidou was the first Greek woman to join an Olympic delegation and participate in the 1936 Olympic Games, in Berlin.

Following 1925, Greek women started to participate ever more actively in sports. Twenty young women were amongst the participants in the games organised by the Pan-Hellenic Gymnastics Club in June 1926. They competed in the long jump, the high jump and the 50m foot race. The same year the first Women’s Sporting Union was established in Thessaloniki, named "ARTEMIS". This was an innovative move, and was swiftly copied, as women’s sporting unions were swiftly established in Constantinople, Samos, Chios, Mytilene, Patras, Rethymno, Volos and in Cyprus. In March 1928, the International Union of Women’s Sport announced to SEGAS that women’s sport in Greece had been recognised internationally.

In fact, it was only after 1960 that Greek women took an active part in competition. In August 1962 a Greek women’s team represented its country internationally for the first time in its own country. The national basketball teams of Greece and Turkey met at the Panathinaiko Stadium. The Greek women won with excellent form by 31 points.

At the European Championships, Belgrade 1962, Sophia Lerisou took part in the discus competition. In the Balkan Games of 1963, in Sofia, the first bronze medal was won by Greek women athletes in athletics, gaining third place in the 4x100 metre relay.

In the Olympic Games, in 1964 the first female team to participate was the volleyball team.

In 1973 at the 32nd Balkan games, sprinter Maroula Lambrou took the silver medal in the 100m and the bronze in the 200m. The following summer in Sofia, the same athlete scored an even greater success winning the gold in the long jump with a 6.62m jump.

The 1970s marked the final acceptance and progress of women’s sport. At the end of the decade a special cooperation programme was drawn up between SEGAS and the Federations, and the GSS offered incentives to school children and university students who participated in the national teams.

In October 1974, the first open Marathon race took place in Athens, with the participation of women.

At the Mediterranean games held in Split, Yugoslavia, in 1979, Greek women returned with two gold, three silver and four bronze medals.

1982 was a great year. AnnaVerverou and Sophia Sakorafa, javelin champions, both threw excellent distances. The former won the gold medal at the Athens European Championships, while the latter took bronze and twenty days later broke the world record with a 74.20 throw that took place at Hania.

The largest yet women’s sports delegation was sent to the Seoul Olympic Games in 1988, but Greek women athletes would start to shine from the next games, in Barcelona 1992. Sprints Voula Patoilidou won Olympic gold at the 100m hurdles with a time of 12.64s.

At the same games Antonia Sweier placed seventh in the single sculls and Morpho Grousou took gold in Taekwondo, which was an exhibition sport.

The year 1996 also offered major distinctions in the Atlanta Games. Niki Bakoyianni took a silver medal in the high jump, Niki Xanthou came fourth in the long jump and Olga Vasdeki came fifth in the triple jump.

In the European Indoor Championships held in Stockholm, sprinter Katerina Thanou took the gold medal in the 60m; Niki Bakoyianni took the
bronze in the high jump, as did Olga Vasdeki in the triple jump.

In 1997 Katerina Koffa took the gold medal in the 200m at the World Indoor Athletics Championships in Paris.

In 1999 sprinter Katerina Thanou took the bronze medal in the 100m at the World Championship and the gold in the 60m at the World Indoor Championships.

In 2000, at the Sydney Games, Ioanna Hatziioannou won a bronze in weightlifting, as did the girls' ensemble team in rhythmic gymnastics.

Although the successes in Track and Field Athletics dominate women's sport in Greece, women have a major presence in other sports.

In Basketball, the first game of the National squad took place on 15 April 1958. The Greek team won that of Lebanon 68-32, at the Pan-Hellenic Club court before an audience of 5,000.

The establishment of OPAP (Organisation of Football Game Forecasts, i.e. the Football Pools) in 1959 provided a boost to the growth of female sport.

That year Olga Tzavara took a gold medal at the European Shooting Games, a win she successfully repeated in 1960 in Madrid.

In 1985 the National Volleyball women's team was qualified for the first time for the finals of the European Championship, which took place in Thessaloniki. In 1988, for the first time in history the squad took the silver medal at the Spring Cup.

In 1985 Skouri took a gold medal at the European Trap Shooting Championships in the Junior Women group.

In 1986 Angeliki Kanellopoulou was ranked amongst the top 50 tennis players in the world.

In 1988 Antonia Sweier took a silver medal at the World Junior Championships. That same year at the European Table Tennis Championships in Turkey.

In 1989 Maria Christoforidou took a bronze medal in the 60 kg category at the World Weightlifting Championships, held in Manchester.

In 1991 Maria Mairou took the bronze at the European Table Tennis Championships in Turkey.

In 1991, Christina Thalassinidou took the silver at the European Synchronised Swimming Championships. That same year at the European Diving Championships Stavridou took a bronze medal in the 3m springboard.

In 1994 Yiota Antonopoulou broke the world record at the World Weightlifting Cup, lifting 130kg in the clean and jerk.

In 1994 at the European Shooting Championships, Kypriotou took the gold medal at skeet shooting and Papadimitriou at trap shooting, while Ponga took silver at skeet shooting.

In 1997 the National Water Polo junior side took the gold medal at the World Championships in Prague, remaining unbeaten in the final, where they took Australia 6-5.

In 1999 Angeliki Skarlatsou took the gold medal at the World Sailing Championships in Belgium, in the Mistral class.

In 2000 Sofia Bektarou and Emilia Tsoulla took the gold medal at the world Sailing Championship in Hungary, in the 470 class.

We should further note that these distinctions, both in men's and women's sport and in the junior teams for both sexes, are only a portion, albeit a large portion, of what Greek athletes have achieved. All the Olympic medals won up to the Sydney Games were mentioned above, but for example Greek athletes have won over 500 medals in the Mediterranean Games. Additionally in Sailing, Wrestling, Weightlifting and other sports there have been dozens of successes at World and European Championships in various categories and age groups. They are a characteristic example of the love Greeks have for sport and the manner in which Sport has been cultivated in Greece from antiquity to the present day.

Greek Sporting Experience

The 2004 Olympic Games have left an important inheritance in infrastructure and experience. The image and organisation of Greek Sport have much improved. Athens now has some of the most beautiful and functional stadiums and playing fields in the entire world for all sports.

The beauty of the stadiums where the ancient games were held remains unparalleled. From the ancient Stadium in Olympia, to the beautiful marble Panathinaico Stadium, to the modern Olympic Stadium, the Greeks have held their sporting events in wonderful venues.

In the modern era of sport, starting with the revival of the Olympic Games in 1896, Greece has organised hundreds of sporting events in all sports. The Olympic Games, Balkan Games, Mediterranean Games, European and World Championships, men, women, junior men, junior women, boys and girls, creating new records for participation, show international recognition of the ability that Greeks have to organise events.

In 1991, the country created the best conditions for the organisational and sporting success of the 11th Mediterranean Games. They were described as the best games in the history of the event, with 2,762 athletes from 18 countries.

The 6th IAAF World Championship was held in August 1997 at the Olympic Stadium a few days before IOC Members voted the Host City for the 2004 Olympic Games; it went down in history as "Athens'97".
Olympic Medals, 1896 - 2000

The 1896 Greek shot-putter, Panagiotis Paraskevopoulos. Spectators of the time admired his perfect body and the press hailed him as a "modern Hermes". © Benaki Museum

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<th>Sport/Discipline</th>
<th>Athlete</th>
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<tr>
<td>Rope climbing</td>
<td>Nikolaos Andriakopoulos</td>
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<td>Sabre Fencing</td>
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<td>Shooting (gras gun 200m)</td>
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<td>Fencing (foil, between fencing masters)</td>
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<td>Shooting (rapid fire revolver 25m)</td>
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<td>2nd</td>
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<tr>
<td>Cycling (2km)</td>
<td>Stamatios Nikolopoulos</td>
<td>2nd</td>
</tr>
<tr>
<td>Rope climbing</td>
<td>Thomas Xenakis</td>
<td>2nd</td>
</tr>
<tr>
<td>Shooting (rapid fire revolver 25m)</td>
<td>Georgios Orfanidis</td>
<td>2nd</td>
</tr>
<tr>
<td>Athletics (discus)</td>
<td>Panayiotis Paraskevopoulos</td>
<td>2nd</td>
</tr>
<tr>
<td>Shooting (gras gun 200m)</td>
<td>Pavlos Pavlidis</td>
<td>2nd</td>
</tr>
<tr>
<td>Swimming (500m freestyle)</td>
<td>Antonios Papanos</td>
<td>2nd</td>
</tr>
<tr>
<td>Tennis (men's doubles)</td>
<td>Dimitrios Petrokokkinos</td>
<td>2nd</td>
</tr>
<tr>
<td>Wrestling (Greco-Roman)</td>
<td>Georgios Tsitas</td>
<td>2nd</td>
</tr>
<tr>
<td>Shooting (army rifle 300m)</td>
<td>Ioannis Fragoudis</td>
<td>2nd</td>
</tr>
<tr>
<td>Swimming (100m between Greek sailors)</td>
<td>Spyridon Hazapis</td>
<td>2nd</td>
</tr>
<tr>
<td>The Gymnastics team of the Pan-Hellenic Gymnastics Club took second place, however the team's composition has not been fully ascertained (approximately 50 individuals).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletics (discus)</td>
<td>Sotirios Versis</td>
<td>3rd</td>
</tr>
<tr>
<td>Weightlifting with two hands</td>
<td>Sotirios Versis</td>
<td>3rd</td>
</tr>
<tr>
<td>Sport / Discipline</td>
<td>Athlete</td>
<td>Placed</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------</td>
<td>--------</td>
</tr>
<tr>
<td>Athletics (800m)</td>
<td>Dimitrios Golemis</td>
<td>3rd</td>
</tr>
<tr>
<td>Athletics (pole vault)</td>
<td>Evangelos Damaskos</td>
<td>3rd</td>
</tr>
<tr>
<td>Swimming (100m between Greek sailors)</td>
<td>Dimitrios Drivas</td>
<td>3rd</td>
</tr>
<tr>
<td>Athletics (pole vault)</td>
<td>Ioannis Theodoropoulos</td>
<td>3rd</td>
</tr>
<tr>
<td>Shooting (military pistol 25m)</td>
<td>Nikolaos Morakis</td>
<td>3rd</td>
</tr>
<tr>
<td>Weightlifting (with one hand)</td>
<td>Alexandros Nikolopoulos</td>
<td>3rd</td>
</tr>
<tr>
<td>Athletics (shot put)</td>
<td>Georgios Papasideris</td>
<td>3rd</td>
</tr>
<tr>
<td>Cycling (12-hour course)</td>
<td>Georgios Paraskevopoulos (disqualified by some accounts)</td>
<td>3rd</td>
</tr>
<tr>
<td>Tennis (men's singles)</td>
<td>Nikolaos Papatis</td>
<td>3rd</td>
</tr>
<tr>
<td>Athletics (triple jump)</td>
<td>Ioannis Persakis</td>
<td>3rd</td>
</tr>
<tr>
<td>Gymnastics (rings)</td>
<td>Petros Persakis</td>
<td>3rd</td>
</tr>
<tr>
<td>Fencing - Foil</td>
<td>Pericles Pierrakos-Mavromihalis</td>
<td>3rd</td>
</tr>
<tr>
<td>Shooting (gras gun 200m)</td>
<td>Nikolaos Trikoupis</td>
<td>3rd</td>
</tr>
<tr>
<td>Shooting (pistol 50m)</td>
<td>Ioannis Fragoudis</td>
<td>3rd</td>
</tr>
<tr>
<td>Wrestling (Greco-Roman)</td>
<td>Stephanos Christopoulos</td>
<td>3rd</td>
</tr>
<tr>
<td>Swimming (500m freestyle)</td>
<td>Efstathios Horafas</td>
<td>3rd</td>
</tr>
<tr>
<td>Swimming (1,200m freestyle)</td>
<td>Efstathios Horafas</td>
<td>3rd</td>
</tr>
<tr>
<td>Gymnastics: the Ethnikos team came third (the team had 15 members but its composition is not fully known)</td>
<td></td>
<td>3rd</td>
</tr>
</tbody>
</table>

**Note:**
From the above data we can conclude that Greek athletes who placed in the first three during the Olympic Games were many more in number than the 38-40 usually mentioned.

In the individual events and in the Tennis doubles, a total of 39 Greeks must have taken part, competing with foreign athletes, whereas including the teams in the team uneven bars would make the number rise to above 100.

Names of gymnasts (team uneven bars event) that are known include Phil. Karvelas, Dimitris Loundras, Ioannis Mitropoulos, Th. Xenakis, P. Persakis, A. Petmezas.
The conclusion drawn from the table above is that Greek athletes have climbed the Olympic podium 90 times (some athletes more than once). In the 1906 Intercalated Games, which the International Olympic Committee does not include in the official Olympic Record, the following Greek athletes won against foreign competitors: Nikolaos Alibrandis (gymnastics pentathlon), Nikolaos Georgantas (stone throw), Ioannis Georgiadis (sabre), Georgios Orfanides (shooting, revolver over 50m), Esme Simiriotou (tennis, singles), Constantinos Skarlatos (shooting, precision pistol, 25 m), Dimitrios Tofalos (Weightlifting with two hands). Many Greek athletes took second and third positions.
The History of the Hellenic Olympic Committee

The history of the Hellenic Olympic Committee (HOC) is closely linked to the history of the revival of the Olympic Games. The HOC was established in Athens on 24 November 1894 (according to the Julian calendar) and its first president was then Crown Prince Constantine. On the same day, the Committee also conducted its inaugural meeting, with the agenda of organising the first Modern Olympic Games, which finally took place in Athens in 1896, from 25 March to 3 April, in the recently renovated Panathinaiko Stadium. This renovation was accomplished by the donation of 920,000 gold drachmae (a huge amount for those times) by Georgios Averoff. It should be noted that from the date of its establishment and up to the year 2000, the name of the HOC in Greek was “Olympic Games Committee” (EOA), given that the reason for which it was established was the organisation of the First International Olympic Games.

Following the success of the first modern Olympic Games in 1896, the HOC also organised the first Pan-Hellenic Games in 1901, which took place in the Panathinaiko Stadium; as well as the Second International Olympic Games of Athens in 1906, which are now called the “Intercalated Games”. Athens had also received the consent of the IOC to host the Third International Olympic Games in 1914, which were called off due to the international upheaval which led to the outbreak of World War I.

The first Olympic Torch Relay was proposed by a German, Professor Carl Diem, and was organised for the first time in the form it holds to this day by the HOC on the occasion of the 1936 Olympic Games, when the torch was carried from Ancient Olympia to Berlin. The idea of the lighting ritual, in the same form it retains to this day, belonged to the Greek archaeologist and writer Alexandras Philadelpheas.

In 1949, the IOC unanimously approved the establishment of the International Olympic Academy (IOA) in Ancient Olympia, under the supervision of the HOC, which was also entrusted with the organisation and the administration of the Academy. Sponsored by the HOC and under the aegis of the IOC, the IOA operates in its facilities in Ancient Olympia and its inaugural congress took place in 1961.
Overall control of the organisation and its operations belongs to the HOC. The Academy's purpose is to promote Olympism and the Olympic Movement internationally by:

(a) organising on an annual basis International Sessions for Young Participants, Joint International Sessions for Directors or Presidents of National Olympic Academies and Staff of National Olympic Committees and International Federations; and International Seminars for Postgraduate Studies, Joint International Sessions for Educators and Staff of Higher Institutes of Physical Education as well as International Sessions for Sports Editors; and

(b) encouraging the creation of National Olympic Academies in countries around the world. The IOA is, in any case, responsible for the first Modern Olympic Games Museum that was founded in Ancient Olympia in 1961 by Georgios Papastefanou-Provatakis, sports enthusiast and art lover who donated the museum to the HOC in 1964.

Presidents of the Hellenic Olympic Committee
The following have served as Presidents of the HOC since its founding:

• Crown Prince Constantine (1894-1912)
• King Constantine (1913)
• Crown Prince George (1914-1917)
• Miltiades Negropontes (1918-1920)
• Crown Prince George (1921-1922)
• King George II (1922-1923)
• Georgios Averoff (1924-30/4/1930)
• Ioannis Drosopoulous (1/5/1930-1936)
• Crown Prince Paul (1936-1947)
• King Paul (1947-1955)
• Crown Prince Constantine (1955-1964)
• Crown Princess Irene (1965-1968)
• Theodosios Papanassiadis (1969-1973)
• Apostolos Nikolaou (30/8/1974-1976)
• Georgios Athanassiadis (1977-1983)
• Anghelos Lembessis (1/4/1983-1984)
• Lambis Nikolaou (1985-1992)
• Antonios Tzikas (1993-1996)
• Lambis Nikolaou (1997-2004)
• Minos Kyriakou (2005-to date)

IOC Members for Greece
The following have been IOC Members for Greece:

• Demetrius Vikelas (1894-1897), who also served as the first President of the IOC, 1894-1896,
• Alexandras Merkatis (1897-1925),
• Georgios Averoff (1926-1930),
• Nikolaos Politis (1930-1933),
• Angelos Volanakis (1933-1954),
• Ioannis Keteas (1946-1965),
• King Constantine of Greece (1963-1974),
• Pyrros Lappas (1965-1980),
• Epameinondas Petralias (1975-1977)
• Nikolaos Nisiotis (1978-1986).

This page:
A view of the crowded Panathinaiko Stadium during the first Modern Olympic Games in Athens, 1896. © Mikros Romios
The current IOC Members for Greece are:

- Nikos Filaretos, elected to the IOC in 1981. He served as Secretary General of the HOC for the period 1974-1985; President of the IOA for the period 1986-1993 and from 1997 to this day; and Secretary General of the International Committee for the Mediterranean Games (CIJM) from 1977 to this day.

- Lambis Nikolaou, elected to the IOC in 1986. In July 2001 he was elected a Member of the Executive Board and in July 2005, Vice-President of the IOC.

**Administration of the Hellenic Olympic Committee**

According to the founding charter of the HOC, which was approved by the IOC, the Committee is administered by:

The Plenary session of the Committee, which includes the IOC members for Greece (permanent ex-officio members of the HOC), is comprised of the representatives of the National Federations of Olympic Sports, a designated representative of the Council of State, one active male athlete or one veteran male athlete, one active female athlete or one veteran female athlete, who have participated at least once in the Olympic Games (in the instance that a veteran athlete is selected, either male or female, said athlete should have participated at least once over the previous three Olympic Games before the date of selection) and two prestigious individuals (who have contributed to sport and the propagation of the Olympic Spirit).

The Executive Board, which is comprised of seven members. Ex-officio members of the HOC Executive Board include the President of the HOC, the IOC Members for Greece, the First Vice President of the HOC, the Secretary General of the HOC and the Treasurer of the HOC. These individuals may only sit on the Board of the HOC in one of their aforementioned capacities, and the Plenary Session will designate the remaining members of the Executive Board from its overall membership, to bring the number of board members up to seven.

The HOC also includes the following Commissions:

- National Olympic Academy
- Sportsmanship Commission
- Olympic Preparation Commission
- Olympic Torch Relay Commission
- Athletes' Commission
- Sport and Women Commission
- Marketing Commission

The offices of the HOC, as well as the offices of the IOA in Athens, are located in Halandri, on a street which, subsequent to a request lodged by the HOC with the Municipality of Halandri, was named "Demetrios Vikelas Avenue", in honour of the Greek responsible for the revival of the Modern Olympic Games and first President of the IOC. The Secretariat of the International Committee for the Mediterranean Games is located in the same building, as its administrative headquarters are in Athens.

**Competences of the Hellenic Olympic Committee**

The HOC is responsible for the administration, management and care of its facilities, their appurtenances and their surrounding public grounds, in all the competition and non-competition venues belonging to the HOC.

The HOC attends to the Lighting of the Olympic Flame for the Summer and Winter Olympic Games - for which the HOC has exclusive responsibility - as well as within the framework of every other such instance, in accordance with the decisions of its Plenary session. Moreover the HOC is in charge of correctly interpreting and implementing the rules of the IOC Olympic Charter. As regards this latter point, it is also within the competency of the HOC to formulate proposals addressed to the IOC that concern both the rules of the Olympic Charter and its interpretive provisions; the Olympic Movement in general; and the organisation and running of the Olympic Games in particular. It is also within the competency of the HOC to select any Greek city that should wish to place its candidacy for undertaking the organisation of Olympic or Mediterranean Games.

Furthermore the HOC is responsible for preparing, publishing and distributing special editions that concern the growth and advancement of the Olympic Idea, the history of Olympism, extracurricular physical education, and sport in general, as well as every other form of written material whose aim is to achieve the mission of the IOA. Finally the HOC proposes to the Minister in charge of Sport, who supervises the HOC, any special measures that may assist the HOC in achieving its mission.
Bidding for the Games
The Idea of Hosting the Games

The dream that the Olympic Games would return to the country where they were born and the city of their revival intensely preoccupied people involved in sport, culture and politics during the nineteen eighties.

The trends of the Olympic Movement up to the Los Angeles Olympic Games (1984) gave the wider sporting family reasons for concern. The institution had become politicised, a fact borne out by terrorist attack at the Munich Games (1972), and the boycotts of the Games at Montreal (1976), Moscow (1980) and Los Angeles (1984); there was an orientation towards commercial development, an increase in Doping incidents, and it was clear that the Olympic Movement sought an opportunity to correct its course. All those studying sport confirmed at every opportunity and in every manner their concern about the future of Olympism.

In 1976, the Greek Prime Minister Constantinos Karamanlis proposed to the Olympic Family that the Games should take place permanently in Greece. The idea was well intended, but not feasible, as its potential acceptance would alter the international character of the Games and simultaneously the capacity the Games offer host nations to improve their infrastructure and the general living conditions of their citizens, through the opportunity of organising the Games.

In this international climate, people involved in sports in Greece looked positively on the possibility of organising the Games, considering that if such a thing were to occur, the sporting and cultural benefits for Greece would be manifold. Primarily, this would offer Greeks, on the one hand, an opportunity once more to seek a "new Revival", revisiting the Olympic principles of antiquity and restore these to the Modern Olympic Games; and on the other hand, the means to seek a deep renewal and major growth of sport in Greece.

From a political standpoint, the Government considered that an endeavour of this scale would place in its hands a tool to approach the field of sport that would be widely accepted, and a serious argument in favour of creating new, contemporary sporting facilities and urban infrastructure projects that were lacking in Greece.

The opportunity appeared with the bid for the 1996 Olympic Games, the Golden Jubilee of the Games, a hundred years after their Revival in Athens in 1896.

The Failure of the First Bid

Although institutionally the decision to bid for the Games is made in each instance by the National Olympic Committee, in this instance it was made by a political body, the Hellenic Parliament. On 14 April 1986, the Hellenic Parliament, following a proposal by Andreas Papandreou and Melina Merkouri, at that time Prime Minister and Minister of Culture respectively, decided by overwhelming majority to support the candidature of Athens for the Games of the "Golden Olympiad" of 1996.

At that time, at the Athens Olympic Sports Centre (OAKA) only the Olympic Stadium that had hosted the European Athletics Championship in 1982 existed, the construction of which at the end of the nineteen seventies had been judged to be a project of first priority by the Government at the time. Immediately following the unanimous decision of Parliament, and as an indication of how serious the State’s intention was to host the Olympic Games, an

Left page: The Crypt of the Stadium in Ancient Olympia. © ATHOC/N. Tassoulas

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official report of the xxvii olympiad

the prime minister officially announced to the preparation of the olympic games, jointly with george papandreou, then minister of education, as coordinator of the government's involvement.

on 14 january 1987, the executive board for the preparation of the olympic games was established, which included representatives of the municipality of athens under mayor mitaides iveri; the hellenic olympic committee (hoc); and the government. the minister of culture at the time was designated in charge of the executive board for the preparation of the olympic games, jointly with george papandreou, then minister of education, as coordinator of the government's involvement.

on 9 june 1988, the ministerial council published its decision that the greek government was to grant guarantees for the financial coverage of the games, while on 13 june 1988, the municipal council of athens, and simultaneously the hoc, decided unanimously in favour of submitting the candidature of athens for the "golden olympiad" of 1996.

on 29 june 1988, on the occasion of the inauguration of the oaka building site by the president of the ioc, juan antonio samaranch, the prime minister officially announced to the president of the ioc, during a dinner organised in the ancient arcade of attalos, that greece intended to submit the candidature of athens for the 1996 olympic games.

on the initiative of the coordinating minister, the renowned architect and urban planner george kandylis was invited from paris, in order to assume responsibility for the preparation of the official athens bid file for the "golden olympiad".

almost simultaneously the 1996 olympic games bid committee was convened, chaired by entrepreneur spyros metaxas. the members of the committee were lambis nikolaou and oenotiris duathessopoulos, as president and secretary general of the hoc; loukas kyrakopoulos as vice-president; and giorgos andreadis, kostas liakas and yiannis triantafyllidis as members. besides george kandylis, urban planners petros synadinos, christos kourtis, takis frangoulis and eleni hatzinkolau were on the bid file preparation team.

the official bid file for the 1996 games

the athens proposal was formed within the framework of the preparation of the official bid file by a multi-member team of scientists working under the direction of g. kandylis.

at the end of the nineteen-eighties, athens was a city known for the problems typical of every major metropolis that grew rapidly and without urban planning after the end of world war ii. throughout the period 1975-1990, consecutive greek governments, with valuable assistance from the european economic community, attempted to deal with the greek capital's urban planning and environmental problems. this was when the framework for the "major salvation works" for historical athens was formed.

the official bid file for the golden olympiad contributed to the final formulation of the framework to implement the so-called "major works" which ensured not only that athens improved significantly, but also that the city was transformed in order to be able to host the olympic games. the bid file for the 1996 games made considerable contributions in finalising decisions to:

• reclaim the city's sea-front,
• create major road axes through the city's urban web, formulate the plans for the ring road, etc.,
• transfer the airport from the site at helliniko,
• expand the metro system and create tram lines,
• resolve the chronic problems in the infrastructure networks,
• renovate the city's historic centre and unify the archaeological sites,
• highlight and protect the mountain masses that surround the capital's basin location,
• finalise the position for the main olympic centres for the olympic games, connecting them in the so-called olympic ring,

the official athens bid file was submitted in march 1990 at the ioc headquarters and juan antonio samaranch called it a "masterpiece".

in the period 1989-1990, a large number of ioc members visited athens and were briefed on its proposal. the people of greece were eager to experience the golden olympiad in athens: this was a strong card in the hands of the bid committee and the ioc members were well aware of it.

on the strategy front, the bid committee, besides the above positive element, also relied on the main message of the effort "return to the roots", a catch phrase that alluded to the preoccupations and references of antiquity and promoted the principles and ideals of that time. this connection of the past with the present was considered completely logical, particularly in view of the hundred-year anniversary of the revival of the games, but also due to the general climate that was influencing the world of sport and the course of the olympic movement. this attempt to regain the glory of the past under existing conditions led the bid committee to adopt a slogan: "the games of 1996 should take place in the city where they were revived".
Besides choosing this strategy and despite the conscientious efforts undertaken by all the members of the Bid Committee, without exception, as well as its staff, the period preceding the crucial selection day, was characterised by a climate of intense political change. Over a period of eight months, there were three general elections and three different governments were formed.

This climate of alternating governments created a sense of political instability, which though unwarranted, was viewed as a handicap for the candidature of Athens, and was noted as such in the official candidate evaluation report prepared by the IOC Evaluation Commission of that time, which was chaired by Gunnar Ericsson, IOC Member for Sweden.

This turn of events forced Greece’s political world to seek a way of reversing this climate of “political instability”. The tactic selected was for the political parties to intervene in the proceedings. This resulted in the process, which traditionally had a purely sporting nature, to take on political overtones. The political powers of the country, in their attempt to alleviate the impression that the Ericsson report had created, regarding supposed political instability in Greece - an impression which had, however affected IOC voters - decided to project their presence as part of the bid procedure and mainly to underline that the Government and the Opposition were both wholeheartedly behind the effort to undertake the duty and the responsibility of covering the expenses entailed in organising the Olympic Games.

This atmosphere created two opposing trends between the main contenders, Athens and Atlanta. On the one hand was the importance placed by the Greek Bid Committee on the “historical element” of the bid and its attempt to persuade the members of the Olympic Family of the advantages guaranteed by selecting Athens and returning the institution to the principles of Olympism. On the other hand, the modern, methodical, persuasive and low-key approach of the American bid, offered the security of a large nation with the appropriate infrastructure. Despite this, up to the final days, the international media considered that Athens was a firm favourite to win, based mainly on public opinion (not only in Greece, where over 80% of the population supported the idea, but also internationally), which was particularly positive about the idea of returning the institution to Athens one hundred years after the Revival of the Games in 1896.

The basic jubilee argument of Athens proved to be insufficient to convince the Members of the IOC that the Golden Olympiad should be hosted at the birthplace of the Olympic Games. Despite best efforts by the Bid Committee, in September 1990, the IOC Session in Tokyo decided to award the Games of the Golden Olympiad to Atlanta.
The History of the Candidature for the Olympic Games in 2004

In the period of time after the unsuccessful bid in 1990 and up to 1995, and despite the failure to win the Games of the Golden Olympiad, Greece steadily continued to implement the major works to improve Athens, as well as to complete its sports infrastructure. It is worth noting that despite the general disappointment in Greece, the Mediterranean Games that took place in the newly built OAKA venues in 1991 were particularly successful. Yet again a major international sporting event was organised well, proving that the Greeks were capable of undertaking major events.

The idea of undertaking the Olympic Games never left their mind, an event they proved at any given opportunity.

In the spring of 1995, then Deputy Minister of Culture Giorgos Lianis, with the consent of the Government, following a conversation with IOC President Juan Antonio Samaranch, decided to submit to the IOC a proposal for the 2008 Olympic Games to be awarded as an honour directly to Athens.

The IOC President received from the Greek Government on 29 November 1995 a report with detailed argumentation, citing the reasons for which Greece desired to seek an “honorary award” of the 2008 Games. The IOC President appeared sympathetic to the Greek proposal in conversations held with the Deputy Minister of Culture, in the presence of IOC Members for Greece Lambis Nikolau and Nikos Filaretos, retaining, however; strong reservations as to the outcome of this move. Despite this, the Government kept the request active until December of the same year.

In November 1995, the cities bidding for the 2004 Games had submitted their candidature and Rome appeared to be the certain front-runner. At that time the HOC President was Antonis Takas, Marton Simitsek and Manolis Katsiadakis were First and Second Vice-Presidents respectively, Dionysis Gangas was Secretary General, Spyros Capralos was President of the Olympic Preparation Commission and Freddy Serpieri was President of the International Olympic Academy. The HOC, in a Plenary session on 5 December 1995, attempted to persuade the Deputy Minister that a decision on the part of the IOC to offer the Olympic Games directly to a single city, in contravention of the procedures set down by the Olympic Charter, would have to obtain the votes of a minimum of two thirds of its members, as this would require a partial amendment of the Charter itself. This was not considered achievable, when the “honorary award” would have to be supported by all those seeking to undertake the 2008 Games, as well as all those candidate cities for 2004 that would want to pursue another bid. Two meetings followed at the Municipality of Athens, in the presence of representatives of all the political parties, as well as functionaries from the world of sport, where it became clear that most of those present were in agreement with the reservations voiced by the HOC regarding the “honorary award”. In the meantime, members of the HOC had already formulated arguments in favour of bidding for the 2004 Games, an event that finally put paid to the idea of seeking an “honorary award”.

On 13 December 1995, the HOC held an extraordinary session and an overwhelming majority of its members voted in favour of bidding for the 2004 Games, a decision the Committee announced to the Deputy Minister of Sport that very evening. The consent of Dimitris Avramopoulos, Mayor of Athens, was also secured and subsequent to this, the Deputy Minister announced on behalf of the
Government that he warmly supported the change of course, to bid for the Games.

In this manner, the announcement of Athens’ bid for the 2004 Games, formally took on the form required by the IOC: a signed Declaration/ Application for Candidature to Organise the Olympic Games by the President of the HOC and the Mayor of Athens, with the guarantee of the Greek Government that it would undertake the responsibility of preparing the necessary infrastructure projects in order to host this major event.

On 5 January 1996, just five days before the deadline, at the seat of the IOC in Lausanne, the Secretary General of the HOC officially submitted the Candidature of Athens for the 2004 Olympic Games, to the IOC Director-General, Francois Carrard.

News of the Athens candidature was a big surprise and made an impression in international sporting circles, not only because it had been submitted at the last minute, but because, up to that moment, Greece had not appeared prepared to undertake such a risk to seek the right to organise the Olympic Games for a second time, and particularly against such strong candidates, including Italy, which was a major sporting power. In contrast to Athens, all the other candidate cities had made all the necessary preparations long before the end of 1995. They had already formulated their strategy and had begun initial exploratory contacts with the IOC and with other sports institutions. The other candidate cities were (in alphabetical order) Buenos Aires, Argentina; Cape Town, South Africa; Istanbul, Turkey; Lille, France; Rio de Janeiro, Brazil; Saint Petersburg, Russia; San Juan, Puerto Rico; Seville, Spain; and Stockholm, Sweden.

Domestically, the announcement of the Athens candidature for the 2004 Olympic Games was greeted by the residents of the capital and all of Greece with uninhibited enthusiasm and great expectations.
This page,
from top to bottom:

5 January 1995: the Secretary-General of the HOC officially submits the Athens 2004 Candidature to the Director-General of the IOC. © IOC archives

IOC President Juan Antonio Samaranch in conversation with the Mayor of Athens Dimitris Avramopoulos and the Head of Operations for the Bid Marton Simitsek. Visible in the background is the logo of the Athens 2004 bid. © Marton Simitsek archive.
The Bid Committee for 2004

The speed with which the decision to seek the Olympic Games had been taken and implemented by the HOC and the Mayor of Athens, found the Government, which had warmly supported and advocated the idea, with no ready proposal regarding the composition of the Bid Committee. The Prime Minister at the time faced serious health problems, succession to the leadership of the ruling party and the country preoccupied the Government; therefore, for a significant amount of time, the procedure of appointing a Committee that would undertake the difficult task of pursuing the cause had halted.

The time to prepare the Bid was acutely limited, as within the following eight months, the final Bid File had to be prepared and submitted, while simultaneously the framework of strategically approaching the voters had to be established, meticulously and innovatively.

The deadlines for the formal procedures appeared particularly pressing, given that Athens had submitted its Application for Candidature in the final days before the deadline for such applications. The selection of the city that would host the Games of the XXVIII Olympiad followed a procedure that differed greatly from that instituted following the amendment of the IOC Charter in early 2000.

According to the IOC timeline, the first meeting of experts and technical consultants from the Candidate Cities with IOC staff would be held on 23 January 1996 in Lausanne, in orderto set the details of the course of the Bid by August of the following year. On 13 July 1996, there would follow a presentation by the Bid Committee to the IOC Executive Board, in Atlanta, U.S.A., within the framework of the 1996 Olympic Games. On 15 August 1996 the Official Bid File would have to be submitted along with answers to hundreds of IOC questions and all the guarantees on behalf of the Municipality and the Government.

By 30 August 1996, the Candidate Cities would submit the corresponding Dossiers with all the required information to the members of the IOC Evaluation Commission. What would follow was the first complete presentation of the Bid File to the IOC Executive Board on 9 September 1996, and from 30 September 1996, the members of the IOC Evaluation Commission would commence their visits to the candidate cities, in order to prepare their proposals for the procedure of selecting the five finalists. Short-listing was scheduled to take place on 30 March 1997 by the Selection College in Lausanne, comprised of three IOC Members, three representatives of the International Federations and three representatives of National Olympic Committees.

Despite the climate prevailing in Greece during the first days of 1996, certain decisions had to be reached by the competent agencies, in order to prove to the IOC Members that the Bid was taken seriously in Greece.

The initial composition of the Committee was proposed by the Hellenic Olympic Committee to the Mayor, after a meeting that took place in the HOC offices, during the second third of January. It included the names of several entrepreneurs that were well-known in Greek and international financial circles, without any particular involvement with sporting affairs in the country, but with the will to help take these first steps in what had become an issue of national importance.

The purpose of the proposed composition of this first Committee was to underline, both in...
Greece and abroad, that private enterprise supported the candidature, and in cooperation with the HOC, the City of Athens and the Government, would prepare the ground for the composition of a more substantial Committee that would undertake the overall work of the Bid. The names selected for inclusion in this first Committee were: A. Potamianos, ship-owner and Chairman of the Special Olympics; G. David, Chairman of the Board of 3E; P. Livanos, also a ship-owner; M. Latsi; D. Krontiras; entrepreneur A. Lavidas; and professors P. Fotilas and M. Sallas. This composition was never formally made known to the IOC, nor did it receive any particular publicity in Greece, it was however used as the "leaven" that would lead to the final form of the Bid Committee.

The concept was simple: the Bid had to be prepared by an agency that could manoeuvre easily, a société anonyme, acting under private law, and mainly supported by sponsorship from the private sector. The Mayor initially appointed the First Vice-President of the HOC to coordinate this informal Committee, thus introducing the HOC into its composition.

In the meantime, the procedure for electing a new Premier had progressed, and on 18 January 1996, Costas Simitis took over the position of Prime Minister, proceeding to replace many of the Ministers, including the Deputy Minister for Sport, whose competencies included the issues of the Olympic Games. This position went to Andreas Fousas, who retained it for a lengthy period of time, thus assisting the course of the Bid.

In order to imprint its own ideas on the Bid Committee, the Government sought the assistance of other prominent personalities, including Theodore and Gianna Angelopoulos, who willingly accepted the proposition that the Prime Minister placed before them.

In the meantime, on 23 January 1996, a group from the HOC had proceeded to Lausanne for the meeting of experts from the candidate cities. Heading the group were the two Vice-Presidents and the Secretary General of the HOC and urban planners Petros Synadinos and Christos Kourtis from the Kandylis group, which had undertaken to prepare the Bid File for the 1996 Games, and Nikos Filaretos, the IOC Member for Greece.

On 30 March 1996, the HOC organised the time-honoured ceremony of Lighting the Flame in Ancient Olympia. The Flame would subsequently travel around the American continent and light the Olympic Games in Atlanta. Hillary Clinton, First Lady of the United States, was present at the ceremony, to receive the Flame for Atlanta. Within the framework of the events surrounding the lighting of the Flame, the Prime Minister proposed to Gianna Angelopoulos-Daskalaki, already a member of the expanded Bid Committee, to undertake a leading role in the Bid effort, a proposal she accepted.

The second HOC event in that same period of time was the celebration of the centenary of the revival of the Olympic Games. The events to celebrate this anniversary commenced on 5 April 1996 in the Old Hellenic Parliament Building, in the presence of the President of the Hellenic Republic, where President Samuelarch received an award for his contributions to the Olympic Movement. On the following day, 6 April 1996, at the Panathinaiko Stadium, once more in the presence of the IOC President, the full membership of the Executive Board and 23 further IOC Members, there was a parade of young people carrying the flags of the member-nations of the Olympic Movement, and a partial re-enactment of the 1896 Games by Greek and foreign athletes. The ceremony was concluded with a symbolic Torch Relay of representatives and Olympic medallists from all the cities that had hosted Olympic Games up to then, with the Flame being received in special lanterns by the city mayors, in a ceremony that was particularly moving for the members of the
Olympic Family and the approximately 20,000 spectators present. In honour of this celebration, the IOC Executive Board held an extraordinary celebratory session at the seat of the International Olympic Academy at Olympia.

In the meantime, on 4 April 1996, the Mayor of Athens granted a Press conference at the City Hall, to announce the composition of the new expanded Bid Committee, in consultation with the President of the HOC and the Deputy Minister for Sport, Gianna Angelopoulos-Daskalaki acting as coordinator. The members of the Committee were: Andreas Potamianos, Jules Dassin, Georgos Livanos, Dimitris Krontiras, Angelos Tsakopoulos, Michalis Sallas, Panayiotis Fotilas, Marianna Latzi, Georgos David, Athanasios Lavdas.

Despite efforts on all sides for cohesion and joint action, the period from April to June 1996 saw friction between institutional agencies in order to delineate the course and action of the Bid. The personal professional obligations of most of the Committee members appeared to prevail over their sincere intentions, with the result that the above period saw several withdrawals from the Committee. Time was already flying and the preparations that had to be in place by 15 August were many and exacting.

In the face of this critical time crunch, and at risk of the Athens bid appearing without leadership before the IOC Executive Board, the Government decided to proceed with rapid changes in the composition of the Bid Committee. The cycle of the previous composition had drawn to a close. The objective of the bodies involved, as originally defined, the emphasis placed on the presence and the support of the private sector, had already been achieved, and the message that all the forces of the nation - political, financial and sporting - were united in support of the bid had already reached the wider public, both Greek and international.

In early June, with summary procedures, the Government designated the new composition of the Committee, which would remain the same until September 1997. Gianna Angelopoulos-Daskalaki headed the Committee, and the members of the Committee were ship-owner Andreas Potamianos, the only remaining member of the previous committee; Kostas Liaskas; the President of the Technical Chamber of Greece; Lucas Papademos, Governor of the Bank of Greece; Yiannis Sgouros, the General Secretary for Sport; and Loukas Tilias, the Ambassador of Greece to the United States of America.

The new format of the Committee, with fewer members, had several advantages in terms of image compared to the previous formats, including that of the failed bid for the 1996 Games, achieving the representation of a mixture of institutions, with the necessary, indirect, but clear presence and guarantee of the State. The fact that, for the first time in the history of the Olympic Games, the Committee was chaired by a woman, with both political and entrepreneurial experience, gave particular weight to the Committee, which was necessary to overcome the reservations that were being expressed regarding the autonomy it would have in its movements both in Greece and abroad.

### The Structure of the Bid Committee

The Prime Minister was quick to perceive that the Bid Committee had to remain independent of all political interventions or other manner of dependencies. The President requested and secured full control of the Bid, both on an administrative level and as regards strategy and actions. The entire structure and image of the Committee had to be such as would convince the selectors and the other members of the Olympic Family that this time, the manner in which the Bid Committee would approach its targets had all the elements of a serious, contemporary, flexible and purely professional effort, which was a reflection of the corresponding content of the candidature.

As soon as she took over, the President of the Bid Committee undertook to form a point group of individuals involved in sports, with special experience in various crucial sectors of actions. The purpose of this group was to flank the President, and in essence undertake at her side the full weight of the Bid effort - from laying out its strategy to implementing its goals. This group would have to be formed of a limited number of staff, with exemplary professionalism/flexible in reaching decisions; from a communications point of view, be familiar and acceptable to those members of the Olympic Family who would finally be the judges deciding the result of 5 September 1997.

The Board of Directors undertook the role of supporting the strategy and actions of the President and her staff. The Board met once a month or whenever the occasion demanded.

The members of staff of the Bid Committee were the following:

**Deputy Managing Director:** G. Giannakis

**Head of Operations:** M. Simitsis

**Head of Sports:** S. Capralos

**Head of International Relations:** D. Gangas

(with A. Laios)

**Head of Public Relations:** R. Papadopoulos (with volunteers: A. Andreadi and K. Kehagoglou)

**Strategy Group:** M. Zacharatos, D. Tziotis, E. Sdralli

**Press and Media Group:** M. Mavrommatis, P. Gerakaris and a group of journalists

Finally, the Bid File Group operated outside the purely administrative structure of the Committee, but was linked directly to the entire Bid; this was in the charge of Petros Synadinos, urban planner and his partner in this, Christos Kouris, also an urban planner. The fact that the File was technically excellent played a major role in the final selection of Athens, as it contained detailed reports and substantiated proposals, debunking the unflattering myths that accompanied the Greek capital, supposedly an inhospitable city with high levels of atmospheric pollution, stiflingly built and burdened with heavy traffic.
The Bid File

The Athens Bid File for the 2004 Olympic Games was an operational plan for an organised intervention in the urban complex of the contemporary capital of the Greek State and its general environs. This intervention was based on the long-term plans and programmes that were already in place in line with the execution of the so-called Major Projects to Revitalise Athens. These works were overall co-funded by Greece and by the European Union structural funds, and formed the basis of the Master Plan so that Athens could function as an Olympic Host City, as this had been laid out for the first time within the framework of the Bid File for the Jubilee Olympic Games of 1996.

The four basic axes for the aforementioned Plan can be defined concisely as follows:

1) The Olympic Village at Lekanes Acharnon to the North.
2) The Athens Olympic Sports Centre (OAKA)
3) The Historical Centre of Athens
4) The Faliro Coastal Zone to the South.

Each of these axes was related to:

- The network of new, under-construction arterial road axes that assured correct traffic connections.
- The construction of a new metro system for Athens, a suburban railway and a new tram network.
- The relocation of Athens International Airport from Helliniko to Spata.
- The completion of the entire infrastructure networks including state-of-the-art telecommunications networks.
- The special programme for improving the natural environment and the quality of life for the general region of Athens, and the broader prefecture of Attica, going under the name ATTIKI S.O.S.

It was obvious that the Athens Bid File for the 2004 Olympic Games formed an integrated operating plan that incorporated the Major Projects that were already underway from the mid-nineteen nineties. Simultaneously, Athens created the prerequisites for rapid implementation of large-scale interventions, such as the "Reclamation of the Coastal Front of the City" along the coast of the Saronic Gulf.

Moreover it was the proposal of the 2004 Bid File that created the prerequisites for the rapid implementation of works showcasing the historical centre of the city, including the major project of unifying the archaeological sites of Athens, or even the rapid implementation of a series of specific interventions in what were underdeveloped areas. Beyond the projects that concerned the programmes in the environmental and construction sector, the Bid File also incorporated works, measures and actions that promoted rapid modernisation for Athens and Greece, in line with its second decade of participation in the European Union. Crucial sectors, including Tourism infrastructure and services, health care, Security, telecommunications, the Media, information technology, all complemented the themed Master Plan for an historic city such as Athens, in a manner that convinced those who saw it that Athens could function as an "Olympic City for 2004".

The Bid File was submitted to the IOC in Lausanne, in August 1996. In October the Bid File was presented to the Evaluation Commission in Athens, in a specially formulated hall in the Zappeio Megaro. An Additional Report was subsequently added to the File in November 1996.

From February to August 1997, with funding from the ATHENS 2004 Olympic Games Bid Committee, the General Secretariat of Sport (GSS) and the Ministry of the Environment, Physical Planning and Public Works, twenty-one additional support studies were completed and two workshops were held with an emphasis placed on environmental and economic issues. These issue-based support studies formed additional scientific documentation for the Official Bid File. The conclusions drawn in these support studies were utilised in numerous presentations to the IOC Members, as well as to the experts of the IOC's competent committees.

These studies documented the effectiveness of measures that had been adopted in order to improve the quality of the natural environment around the capital. Additionally, they documented the capacity of the Greek economy to meet the demands of such an attempt.

Finally, both the Official Bid File and the studies supporting its contents, highlighted a unique series of proposals of the Athens candidature, that were related to the cultural content of organising the Games in the birthplace of Olympism.

In order to produce the aforementioned work, there was a collaboration of 120 specialist scientists; seven Universities and Research Institutes in Greece and abroad; and 50 jointly competent agencies of the broader Public Sector and Non-Governmental Organisations (NGOs).

The Bid File and its documentation with the aforementioned support studies, the meetings and the specialist scientists, formed one of the cornerstones for the success of the Bid and the award of the 2004 Games to Athens.

The First Steps of the Bid Committee

The first priority was to select who would be in charge of preparing the Bid File. The choice was straightforward as Petros Synadinos had the experience of preparing the File for the 1996 Bid alongside George Kandylis, as well as that
for the direct honorary award attempted by former Deputy Minister G. Lianis, which were a guarantee that the File would be properly researched and prepared.

On 4 July 1996, there was a simple ceremony to announce the logo for the Athens candidature for the 2004 Games. The Bid logo was simultaneously simple and sophisticated, showing a cauldron drawn in an abstract manner and the flames rising from that altar forming the letter “A” for Athens.

Nine days later, the first official appearance of the Bid Committee before the IOC Executive Board took place. On 12 July 1996, in Atlanta, the President of the Committee accompanied by Nikos Filaretos, IOC Member for Greece; Kostas Liaskas, member of the Board; the Deputy Managing Director; the Head of Operations; the Head of International Relations; and the head of the File Preparation team, presented the candidature of Athens and simultaneously indicated its new course.

"Athens is a modern city, changing its face, being transformed into something even more beautiful", the President declared to the Members of the IOC Executive Board. Responding convincingly to the many questions of those present, she demonstrated the difference of the candidature for the 2004 Games compared to that for the 1996 Games. The presentation was not based on historical references, or references to the debt owed to antiquity; nor were any attempts made to bring up the familiar sentimental elements or any other form of moral obligation.

The IOC Members would soon note that the new candidature had a strategic approach regarding the importance of the first Games of the third millennium, which differed entirely from the usual practices. The Games were becoming ever larger and more commercial, athletes were increasingly producing doping-assisted performances, and efforts were made to exploit the Games politically. All this demanded a dynamic change, a turn to the human scale of things, meaningful simplicity, along with a well-run organisation, utilising contemporary methods in an environment that would highlight the new Athens, the new Greece. These were the main components of the general strategy used by the Bid Committee, throughout the twelve-month duration of the candidature, from 15 August 1996, when the File was submitted, to 5 September 1997, when Athens was selected as “the city that will have the honour and the responsibility to organise the Games of the XXVIII Olympiad”.

On 14 August 1996, at 11:06 in the morning, the President of the Bid Committee, accompanied by the Deputy Managing Director and the head of the File Preparation team, submitted the three volumes of the Bid File at the IOC headquarters in Lausanne, fourth in line of submission. The first step was complete, and once it was taken there began a journey that was short in duration but had major importance and lots of action: the journey to the final selection.
Heading Towards the Election of Athens

The journey to the final judgement day had many important milestones and actions, of which the following stand out:

- October 1996: The IOC Evaluation Commission visited Athens
- March 1997: The five short-listed candidate cities were selected in Lausanne
- April - August 1997: IOC Member visits to Athens
- March - June 1997: The contents of the Bid File were presented to the National Olympic Committees
- March - September 1997: Participation in the Continental General Assemblies of the National Olympic Committees
- August 1997: The Organisation of the IAAF World Athletics Championships in Athens

During the final days of October 1996, Athens received the visit of the IOC Evaluation Commission, chaired by Thomas Bach. The Bid Committee had prepared for this visit, using modern means and methods to present its strategy at Zappeio, a place that had already been selected as the Committee’s headquarters: this space was both functional and symbolic, with a long history as part of the Olympic Movement.

The Zappeio was built with money from the bequest of Evangelis Zappas, who was essentially the first sponsor of the Olympic Games. Building commenced in 1874 and was completed in 1888. During the first modern Olympic Games in Athens in 1896, the Zappeio served as an Olympic Village and as the venue for the event of Fencing. The halls of the Zappeio had over the years hosted a multitude of exhibitions, and it was deemed suitable to host the members of the Bid Committee and the services operating for the requirements of the Bid. Three of the main halls of the Zappeio were configured into reception halls for IOC Members and other VIPs, so they could be welcomed and briefed using all modern technological means for presentations.

During its visit to Athens, the Evaluation Commission received major indications about the seriousness with which Athens viewed its candidature. They were offered the opportunity to meet with the political leadership of the country and other political bodies and to ascertain that they not only supported the candidature without reservations, but also that they were not intervening in the actions of the Bid Committee. Simultaneously they concluded that the contents of the File were absolutely realistic and feasible, taking into consideration the fact that whatever Athens had promised to construct for the previous bid, in terms of sports venues, had already been constructed in the intervening years, covering a large percentage of the required competition venues.

Another factor that undoubtedly satisfied the members of the Evaluation Commission was the overwhelming positive response of the public to the Bid, which was viewed positively by 90% of residents at that time. Finally, the IOC Commission was impressed by the professionalism of the staff that formed the Bid Committee, particularly those individuals who were familiar to the Olympic Movement.

Positive comments were received in particular for the contributions made by the private
sector in support of the Bid, which was obvious from a series of sponsorships, which might not have been quantitatively large in total, but represented the interest and faith placed by the Greek entrepreneurial world in the dream of hosting the Olympic Games in the city of their revival. All these points were included in the report and accompanied the candidature, both in the first crucial selection of the finalists among the candidate cities in March 1997, as well as the final selection on 5 September.

The Bid Committee preparations for the selection of Athens as one of the prevailing candidate cities in the short-listing of March 1997 went smoothly, without surprises, and with all the members of staff carrying out their duties to the full. The entire team was present in Lausanne and their presentation drew exceptional comments from the IOC Selection College and its Chairman Marc Hodler, IOC Member for Switzerland. The President of the Committee made the presentation for Athens as a Candidate City. The presentation was fifty in line, and took place at 12:05 noon of 6 March. The presentations were finished shortly after 18:30 that afternoon. On the following day, 7 March, at 13:00 the names of the cities short-listed for the final test were announced. Alongside Athens, Buenos Aires, Cape Town, Rome and Stockholm advanced to the next round. It was clear from the beginning that all presentations were excellently prepared, and the competition remained intense to the very end, while the outcome was uncertain. Despite this, the members of the Bid Committee felt from this very first presentation that the position of Athens was particularly strong. The strategy points selected; the manner in which they approached sensitive points; the messages utilised; the effort to bring out the new shape of Athens as a realistic vision; the team’s professionalism; and the contents of the File; all set out a new manner of Bid, convincing in its claim that something had changed in the old image of the country that had sought, clinging to the “Olympic Family Olive Grove”. The idea was simple and innovative. In a pine-covered area near the centre of Athens, next to the venue that would host Modern Pentathlon, the Bid Committee created a park which included a small amphitheatre, an obelisk inscription with the names of all IOC Members who were active in 1997, and corresponding space for each to plant a small one-year old olive tree sapling, accompanied by the flag of the country for which they were Members, and carved at the base with their name, that would remain in the history of the Athens Olympic Games.

According to Greek tradition, the olive tree is the symbol of victory, peace and fraternity, principles that are also ruling tenets of Olympism. In Greek myths, the olive tree was also a symbol of Nike, the goddess of victory, a prize awarded to Olympic victors in Antiquity. The olive trees at the Olympic Family Olive Grove bore the name of each Member who planted a tree, in order of Olympic Protocol. These olive trees would provide the branches from which the victors’ wreaths would be woven at the Athens Olympic Games, seven years later.

The planting procedure was also simple, but moving. Following a speech by the President of the Bid Committee, and to the sounds of the Olympic Anthem, each Member gave further life to a young olive tree, planting it in the appropriate place, below the flag of his country. The success of this idea was particularly evident due to the fact that up to the time of the Games, many Members requested to visit their olive tree, to watch it grow, and to be photographed alongside it, creating a timeless imprint of the past coexisting with the present and the very distant future.

The Olympic Family Olive Grove

One of the most successful and inventive ideas, whose aim was to honour the presence of the IOC Members in Athens, was the creation of the "Olympic Family Olive Grove". The idea was simple and innovative. In a pine-covered area near the centre of Athens, next to the venue that would host Modern Pentathlon, the Bid Committee created a park which included a small amphitheatre, an obelisk inscribed with the names of all IOC Members who were active in 1997, and corresponding space for each to plant a small one-year old olive tree sapling, accompanied by the flag of the country for which they were Members, and carved at the base with their name, that would remain in the history of the Athens Olympic Games.

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Meeting the Olympic Family

In order to raise awareness in a broader segment of the Olympic Family, such as the National Olympic Committees, on the Candidature of Athens and the contents of the Bid File, and inform stakeholders, beyond those voting in the selection of 5 September, it was decided to make specific visits to the seats of National Olympic Committees overall five Continents. Over three months (March -June 1997), visits were organised to 43 NOCs. These were enthusiastically received by the Olympic Committees in question. Even though the Sydney Bid Committee had followed the same strategy to a great degree, no other competing candidate city for 2004 attempted such an
endeavour. The limited time between the short-listing of the cities to the crucial month of August when the World Athletics Championships were organised in Athens, did not permit visits to more Olympic Committees.

At the same time, the Bid Committee also took part in all the Continental General Assemblies of the National Olympic Committees and a large number of International Federations. The competent preparation of the candidature presentations, both technologically and semantically, played a major role in the final selection of Athens.

6th IAAF World Championships, Athens 1997

August 1997 was a particularly charged month, due to the hosting of the IAAF World Athletics Championships in Athens. This event had to succeed, as it was a final test before the crucial IOC Session that would take place in Lausanne, in September. This was a major sporting event, and its organisation would doubtless impact on the final selection of the city that would host the Games. The effect would be positive if the event should prove successful, and negative, if anything went wrong. At the same time the image of the Bid Committee also had to succeed, as besides the great athletes participating in the sporting events, a large number of Olympic Family members, who would be present in Athens for the Championships, required a high level of mobilisation and hospitality. In charge of organising all this was the then Deputy Minister for Sport; and the entire preparation mechanism worked perfectly also on the Bid Committee’s side.

Sixty-five Members of the IOC were present over the ten days of the championships, as were 2,266 athletes from 198 countries, and numerous journalists. There were no problems, either inside or outside the stadium. This gave the members of the Bid Committee a sense of optimism. Staff and volunteers responded to the demands of their role in the best possible manner. The Opening Ceremony of the Championships took place at the Panathinaiko Stadium under the supervision of composer Vangelis Papathanasiou, and impressed everyone and particularly the President of the IOC with its inventiveness and the international messages it contained. Accommodation, transport and several side events were organised by the Bid Committee for the IOC Members, as an indication of the manner and style in which they intended to operate during the 2004 Olympic Games.
The Election of Athens

The delegation of the Athens Bid Committee to Lausanne was one of the smallest sent by a candidate city and arrived at the seat of the IOC a week before the Session.

The atmosphere in the Swiss city could be called discreetly festive. The Candidate Cities’ staffs were attempting to get noticed at every opportunity. The pavilions for each city were set up in the reception area of the Palais de Beaulieu, and each attempted through its composition to highlight those points which in their opinion would influence the votes of IOC Members in the final selection on 5 September.

Despite the fact that previous such votes had shown that most Members made their decision some time before the crucial week, the final presentation made by each Candidate City, before a demanding Session, always has a part to play. This is where the final proposals by each city are presented, their final commitments are supplied and the defining adjustments are made that will mark the unique features of each Bid Committee. This ends the first, important phase of the endeavour and each city hopes that it shall be the one to go on to the second and harder phase of organising the Olympic Games.

The order of the presentations was decided by drawing lots and was:

- 10:00-10:55 Stockholm
- 11:15-12:10 Cape Town
- 12:30-13:25 Athens
- 15:00-15:55 Buenos Aires
- 16:15-17:10 Rome

The presentation of Athens went smoothly. The two IOC Members for Greece commenced the proceedings, as is customary, then the Deputy Minister for Sport and the Mayor of Athens continued. Besides an innovative film that accompanied the main presentation by the President of the Bid Committee, the presentation also included a recorded speech by the Prime Minister of Greece, who repeated the guarantees of the Greek Government to the IOC for the implementation of the obligations undertaken by Greece in the Bid File.

The proposal of Athens included, besides an analysis of the basic motto: “Athens can host the Games, Athens wants to host the Games and Athens is unique”, a plan developing the Cultural Olympiad, throughout the entire four years preceding the Games. The presentation stressed those parts in particular; emphasising not the historical past of Greece and its ties to Olympism, as everybody had expected, but the new Greece, the image of the capital of a small country of the present and the future, with clear indications of very rapid growth. At the same time, the presentation discreetly touched on the will to re-establish the principles of Olympism within the modern Olympic Movement, with a strong dose of romanticism and an attempt to stress all its positive component elements. The presentation also documented the high level of existing sports infrastructure in Attica and the overwhelming

Left page, from top to bottom:

7 September 1997: Athens has just won the Games. In Lausanne, the Mayor of Athens and the President of the Bid celebrate.

© ATHOC/Th. Chrysochoidis

In Athens, gathered crowds celebrate after the announcement. © ATHOC

The Host City Contract is signed by the IOC President Juan Antonio Samaranch, the President of the Hellenic Olympic Committee Lambis Nikolaou, the Mayor of Athens Dimitris Avramopoulos and the President of the Athens 2004 Bid Gianna Angelopoulos. Looking on are IOC Member for Greece Nikos Filaretos, Sports Minister Andreas Foursas and Theodore Angelopoulos. © ATHOC/Th. Chrysochoidis

The First Order of the Presentation:

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will of the Greek people, over 92% of whom sought to host the Games. Finally, the unique proposal of Athens that the Olympic Flame should take a route covering all five Continents and all previous Olympic Host Cities proved particularly attractive. The President of the Bid Committee ended her presentation with the following phrase: "Give us this chance, today, and we will make you proud. We will give you an Olympics that is good for the Games. This is our promise to you, and with three thousand years of history behind us, it is a promise we are destined to keep."

Only three questions were raised after the end of the presentation, and these concerned the Olympic Village, traffic in Athens and the economic capacity of Greece to undertake a major project on the scale of the Olympic Games. The answers provided were comprehensive, as the Media admitted immediately afterwards.

After the final presentation of the day, which was that of Rome, the members of the delegation expressed their optimism as they waited anxiously for the final decision by the IOC Members. At 18:51:50 on 5 September 1997, IOC President Juan Antonio Samaranch announced the results of the vote that would give the Games of the XXVIII Olympiad to Athens, the city where the modern Olympic Games had been revived 101 years earlier.

Athens had been highly successful in the voting that had taken place between the IOC Members; particularly if one calculates that the difference of 25 points in the final round with Rome was a record compared to all previous such votes. Already, from the first round of results, there was a significant difference in favour of Athens, that narrowly managed to miss the required majority of 54 votes in favour (from the 107 IOC Members), in the third round of voting (an additional round of voting had been held between the two cities that had originally tied - Buenos Aires and CapeTown), during which only 2 votes were lacking.

The triumph of Athens was met with enthusiasm, not only by the thousands of Greeks who had swarmed to the area surrounding the Zappeio, but also by the international Press and the Media. Many were surprised, because up to the final moment, Rome appeared to be the firm favourite, which in fact acted in favour of the discreet presence of the Athens Bid Committee throughout the preceding period.

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<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>Athens</td>
<td>32</td>
<td>38</td>
<td>52</td>
<td>66</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>16 (44)</td>
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<td>CapeTown</td>
<td>16 (62)</td>
<td>22</td>
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<td>Rome</td>
<td>23</td>
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<tr>
<td>Stockholm</td>
<td>20</td>
<td>19</td>
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</table>
Crowds gather around the Zappeio, the Bid headquarters in Athens, waiting for the announcement of the 2004 Host City.
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"...and the city... is Athens!!"
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Organisation, Legislation and Regulatory Framework
Allocating Responsibility

Greece undertook to host the 2004 Olympic Games in full compliance with the provisions of the Olympic Charter and the Host City Contract for the Games of the XXVIII Olympiad in the year 2004, signed on 5 September 1997 by the International Olympic Committee, the City of Athens and the Hellenic Olympic Committee.

Upon undertaking to host the Games, the political, economic and social system of Greece swung into action with a specific target to be implemented within a limited time period. The effectiveness of organising the Games depended, inter alia, on the regulatory and normative framework governing the Games. An effort was therefore made to determine, assess and define issues within the context of organised state structures and Greek and European Law, and to transpose into national law the rules and guidelines of the Olympic Charter and Host City Contract.

In the context of the aforementioned commitments, Athens established the necessary institutions to host the 2004 Games, in other words, a series of administrative bodies and agencies described below, which created a new, autonomous institutional system.

Inter-Ministerial Committee "2004 Olympiad"

By means of Decision No. 73/1998 (Government Gazette 19821.01.1998) by the Prime Minister, the Inter-Ministerial Committee "2004 Olympiad" was set up, comprised of the Minister of Culture (acting as chairman) and the Deputy Ministers of National Economy; Environment, Physical Planning & Public Works; and Culture, as members.

In line with the Prime Minister’s Decision the task of this Inter-Ministerial Committee was:

- To prepare the necessary legal reforms for the successful hosting and organisation of the 2004 Olympic Games in due time
- To select appropriate venues to host all sporting and other activities related to the Olympic Games
- To determine the financing method for the necessary technical works and other facilities
- To monitor the progress of works and to coordinate and supervise activities in general associated with the smooth preparation and hosting of the Games.

Members of the 2004 Olympiad Inter-Ministerial Committee (1998-2000) were as follows:

| The Minister of Culture (Chair) | Evangelos Venizelos, Elisavet Papaizos, Theodoros Pangalos |
| Deputy Minister of National Economy | Christos Pachtas |
| Deputy Minister of EPPPW | Christos Verelis |
| Deputy Minister of Culture | Andreas Fournas, Giorgos Floridis |

Law 2598 on the Organisation of the Athens 2004 Olympic Games

The first task of the Inter-Ministerial Committee was to draft a relevant bill, bring it before Parliament and have it enacted, which it did in the form of Law 2598/1998 on the Organisation of the Athens 2004 Olympic Games.

In the context of the Host City Contract, Law 2598/1998 firstly established the bodies and the
agencies which were to undertake the main burden of preparing for the Games and, secondly, laid down the procedures to be followed and the necessary transparency safeguards.

Law 2598/1998 provided for:

• The establishment and duties of the National Committee for the Olympic Games - Athens 2004 (Article 1);

• The establishment, structure and key bylaws of the Organising Committee for the Olympic Games - ATHENS 2004 which was given the legal form of a Société Anonyme (Article 2);

• The protection of Olympic Symbols and Marks (Article 3).

In line with the provisions of Law 2598/1998 certain regulations were issued pursuant thereto, as Acts of the Ministerial Council:

• The Bylaws of the National Olympic Games Committee - Athens 2004 (Ministerial Council Act 12/10.4.1998 (Government Gazette 76/A/10/4.1998));

• The Articles of Association of Organising Committee for the Olympic Games - ATHENS 2004 S.A. (Ministerial Council Act 14/10/4.1998 (Government Gazette 76/A/10/4.1998)).

The National Committee for the Olympic Games - Athens 2004

By means of Law 2598/1998 (Government Gazette 66/A/24.03.1998) this committee was established and placed under the auspices of the President of the Republic. It was intended to involve all political, social, intellectual, artistic and sports figures in Greece in the preparation, organisation and hosting of the 2004 Olympic Games.

The National Committee for the Olympic Games - Athens 2004 had two forms, the standard and the extended form.

The extended form of the National Committee was comprised of:

• The Prime Minister;
• The Speaker of the Hellenic Parliament;
• The Leader of the Opposition;
• The leaders of parties represented in Parliament or the European Parliament;
• Ministers and Deputy Ministers appointed by decision of the Prime Minister;
• Members of the standard form of the National Committee.

The standard form of the National Committee was comprised of:

• The Minister of Culture (acting as Chairman), substituted by the Deputy Minister;
• The Chairman of the Hellenic Parliament Standing Committee on Educational Affairs; four Members of Parliament or MEPs from the two largest parliamentary parties; two Members of Parliament or MEPs from other parties, represented in Parliament or the European Parliament appointed by party leaders. Parties represented only in the European Parliament were represented with one MEP.
• The Chairman of the Athens-Piraeus Prefectural Authority; the Mayor of Ancient Olympia; the Mayor of Maroussi; one representative each from the Central Union of Municipalities and Communities in Greece, the Prefecture of Attica Union of Municipalities and Communities and the Hellenic Union of Prefectural Authorities, appointed by their competent bodies; and one representative of the Church of Greece.
• The Chairman and four members of the Council for Greeks Abroad appointed by the Council Board.
• The Chairmen of the following bodies: the Economic and Social Committee, the Technical Chamber of Greece, the Athens Bar Association in his capacity as Chairman of the plenary session of Bar Association Chairmen's Association, the Panhellenic Journalists Association, the General Confederation of Greek Workers, Supreme Executive Committee of Civil Servants, Panhellenic Confederation of Unions of Agricultural Cooperatives, the Athens and Thessaloniki Chambers of Commerce and Industry, the Federation of Greek Industries, the Economic Chamber of Greece, the National Disabled Federation, the Hoteliers Chamber of Greece, the Hellenic Association of Travel and Tourist Agencies (HATTA) and the Association of Greek Tourism Enterprises.
• Five representatives of the Hellenic Olympic Committee proposed by the Committee itself, three Olympic Medalists proposed by the Association of Hellenic Olympic Medalists and three representatives of sports federations proposed by the Hellenic Olympic Committee.
• Fifteen prominent personalities from politics, society, economic, intellectual and artistic circles and sport from Greece, appointed as members by the Prime Minister.

This Committee - comprised of ministers, members of parliament, representatives of sporting, economic and social agencies, as well as prominent personalities from a variety of fields, including culture - monitored the general planning of the overall organisation, was briefed by the Inter-Ministerial Committee and ATHOC on the progress of preparation, and made comments and recommendations.

Its aim was to create a wide-ranging social and political forum to provide advice and ensure that the entire affair was related to the nation as a whole and involved all the forces within Greece in preparing and hosting the Olympic Games.

The ATHENS 2004 Organising Committee for the Olympic Games

Law 2598/1998 selected an organisational scheme considered to be the most effective for preparing for the Olympic Games. Pursuant to Article 2 of Law 2598/1998, in accordance with Article 6 of the Host City Contract, a private law body corporate was established in the form of a Société Anonyme with the name "The
ATHENS 2004 Organising Committee for the Olympic Games S.A.* This law expressly stated that ATHOC was not in the public sector; and would operate in line with private economy considerations; and would be governed by the provisions of that particular law and the Companies Acts. The objective of the company was to host the 2004 Olympic Games in Athens. ATHOC was to exercise all powers and duties reserved to it by the provisions of the Olympic Charter and the Contract dated 5 September 1997, to which it had acceded, as required.

In order to accelerate decision-making and coordination of the work between the numerous public agencies involved, wide-ranging structural and legislative reforms to the original institutional framework were adopted in order to prepare for the Olympic Games.

By means of Law 2833/2000 rules were enacted, inter alia, for the operation of the ATHOC Board of Directors with two forms: a) the plenary form, in which by the President, Vice-President, Managing Director and 14 members all participated; and b) the steering form, in which the President, Managing Director and three members participated. According to Article 2(6c) of Law 2598/1998 establishing the company, the President, Vice-President, Managing Director and members of the Board were to be appointed by decision of the Prime Minister.

In its steering form the Board of Directors was to meet regularly at least three times a month, and on an extraordinary basis as often as convened by the President; and was to exercise all powers under Law 2190/1930, as in force, and to decide on all matters relating to company management, administration of company assets, and achieving corporate objectives, with the exception of those competences expressly reserved to the plenary form of the Board of Directors.

In its plenary form, the Board of Directors met regularly once a month and on an extraordinary basis whenever convened by the President; and was responsible for designating general company policy guidelines; approving and revising the budget, the annual reports, as well as the annual financial statements; and was responsible for decisions on all matters whose financial cost was greater than 5 billion GRD; and also for approving company bylaws.

The President, Managing Director and other members of the Board of Directors (also attended by 5 ex officio members) were appointed by the Prime Minister to serve for a 7-year period on the basis of Law 2598/1998 and a 5-year period on the basis of Law 2833/2000.

In line with Decision No. 102/126.1.1998 of the Prime Minister, the Company’s first Board of Directors was comprised of the following members:

1. Efstratios Stratigis, Attorney at Law;
2. Konstantinos Balounis, Business Executive;
3. Dimitrios Avramidopoulos, Mayor of Athens;
4. Nikolaos Flaretas (ex officio), Member of the IOC and President of the IOA;
5. Haralambos Nikolau (ex officio), Member of the IOC and President of the Hellenic Olympic Committee;
6. Ioannis Papadogianakis, 1st Vice President of the HOC replacing Haralambos Nikolau;
7. Dimitrios Diathesopoulos (ex officio) Secretary-General of the Hellenic Olympic Committee;
8. Lucas Papademos, Governor of the Bank of Greece;
9. Georgios Papadimitriou, University Professor;
10. Ioannis Manos, Attorney at Law;
11. Spyridon Capralos, Banker;
12. Ioannis Pyrgiotis, Architect - Urban Planner;
13. Nikki Tasvella, Economist;
14. Ioannis Sgiouros, Secretary General for Sports;
15. Ioannis Theodorakopoulos, Journalist.

On Tuesday 14 April 1998 at 15.00 hours the ATHENS 2004 Organising Committee for the Olympic Games S.A. officially met for the first time at the Zappeio Megaro building, which was the site of the company’s first registered offices.

On 6 July 1999, the then President of ATHOC, Efstratios Stratigis, resigned and was replaced by Panagiotis Thomopoulos, Deputy Governor of the Bank of Greece, in line with Decision No. Y338/24.7.1999 of the Prime Minister.

On 23 July 1999 Lucas Papademos, Member of the Board, resigned and was replaced by Panagiotis Tzanikas, Mayor of Maroussi, in line with Decision No. Y362/2.8.1999 of the Prime Minister.

On 27 March 2000 by means of Decision Y134 of the Prime Minister, Nikki Tzavella was appointed Vice-President of the Board of ATHOC.

On 15 May 2000 by means of Decision Y185 of the Prime Minister, Gianna Angelopoulos-Daskalaki was appointed President of the ATHENS 2004 Organising Committee for the Olympic Games S.A.

On 30 June 2000, Law 2833/2000 on issues concerning preparations for the 2004 Olympic Games and other provisions (Government Gazette 150/A/30.6.2000) entered into force in order to supplement and amend Law 2598/1998 (Government Gazette 66/A/24.3.1998) and Law 2819/2000 (Government Gazette 84/A/15.3.2000); inter alia in relation to issues of how the Board of Directors would operate, as this now consisted of 17 members in two forms: the plenary form of 17 members and the steering form with 5 of the 17 members.

On 3 July 2000 by means of Decision Y290 of the Prime Minister (Government Gazette 806/B/3.7.2000) a new Board of Directors was appointed. Membership is shown in the following table:
On 18 October 2000 by means of Decision Y462 of the Prime Minister the appointment of Konstantinos Liaskas was revoked and on 30 October 2000 by means of Decision Y484 of the Prime Minister Ioannis Pyrgiotis was appointed to the post of K. Liaskas, as a member of the plenary and steering form of the Board (Government Gazette 1315/B/30.10.2000).

On 22 December 2000 by means of Decision 628 of the Prime Minister the resignation of Managing Director Petros Synadinos dated 4 December 2000 was accepted (Government Gazette 1604/B/29.12.2000).

On 19 January 2001 by means of Decision Y55 of the Prime Minister the resignation of I. Sgouros, Secretary General for Sports, dated 11 January 2001 was accepted and Nikolaos Exarchos, Secretary General for Sports, was appointed in his place as member of the plenary form (Government Gazette 39/B/19.1.2001). By means of the same decision the Prime Minister also appointed Pyrros Dimas as member of the plenary form in the place of I. Pyrgiotis, who took up the position of K. Liaskas in the plenary and steering form, but whose place had not in fact been replaced in the plenary form (Government Gazette 39/B/91.1.2001).

On 13 March 2001 by means of Decision 232/123.2001 of the Prime Minister Ioannis Spanudakis was appointed as Managing Director to replace Petros Synadinos (Government Gazette 265/B/13.1.2001).

On 3 July 2001 by means of Decision Y589 of the Prime Minister the resignation of I. Papadogiannakis was accepted and Spyridon Zannias, 1st Vice-President of the Hellenic Olympic Committee was appointed to replace him (Government Gazette 846/B/3.7.2001).

On 14 January 2003 by means of Decision Y16/9.1.2003 Dora Bakoyannis was appointed as a member of the plenary form to replace D. Avramopoulos once she assumed the post of Mayor of Athens on 1 January 2003 (Government Gazette 15/B/14.1.2003).

On 17 March 2004 by means of Decision Y80 of the Prime Minister Spyridon Capralos was appointed to the post of Secretary General for the Olympic Games, on which grounds he resigned as a member of ATHOC on 19 March 2004 (Government Gazette 75/C/18.3.2004).

On 16 April 2004 by means of Decision Y53 of the Prime Minister, Theodoras Papapetropoulos was appointed to the post of S. Capralos who had resigned, as a member of the plenary and steering form of the Board (Government Gazette 583/B/19.4.2004).

In this way the final membership of Board of the Organising Committee of the Olympic Games ATHENS 2004 was as follows:
In addition to the Organising Committee being able to operate in a flexible manner; another element involving the national and international prestige of the event was considered to be ensuring total transparency in management. To this end, it was decided that the Company would be under the supervision of the Ministerial Council and in particular the Inter-Ministerial Committee “2004 Olympiad” established by decision of the Prime Minister. A management audit of ATHOC for each accounting period and extraordinary audits, whenever requested by the Inter-Ministerial Committee, were carried out by a three-member Audit Committee comprised of judges from the Court of Auditors. The following individuals were members of the Audit Committee: Georgios Kokolakis, Panagiotis Paraskevopoulos, Efstatios Rontogiannis and, as of 2004, Georgios-Stavros Kourtis, Eleni Foti and Efstatios Rontogiannis.

The Special Audit Committee was established by Article 2 (12) and (14) of Law 2598/1998, as amended by Article 25 of Law 3254/2004; was comprised of judges from the Court of Auditors appointed by the Presiding Judge; and carried out regular fiscal audits of the management of ATHOC for each accounting period, and extraordinary audits whenever this was requested by the Inter-Ministerial Committee. Furthermore, it audited all contracts whose financial scope was above 500 million GRD or €1,476,351.43, as to their legality and concordance with the terms of the ATHOC Articles of Association and Regulations.

The Company was also audited by certified auditors in line with the provisions of the Companies Act (Articles 37 and 43a (1) and (2), of Law 2190/1920; and Article 24 of the Articles of Association). Moreover, the President, Managing Director and members of the Board, General Managers and company executives who were involved in any manner in the procedure for award or implementation of designs, work or supplies were obliged to submit an asset statement. Similar safeguards were adopted in relation to staff recruitment. Lastly the Company itself established an Internal Audit Service to carry out preventative control of all contracts and payments. By means of decision of 12 February 2001 by the Board of Directors of ATHOC (reached on its 96th (27th) meeting), on a recommendation from the President, it was decided to establish the Internal Audit Service, an internal audit procedure as part of the Company’s internal operations, which was necessary to ensure the smooth operation of the Company and audit the legitimacy of decisions taken by Senior Management. The setting up of the Internal Audit Service, a special unit reporting directly to the President, was assigned to Nikolaos Themelis, honorary President of the Court of Auditors; working with Ilias Koutrubis, the honorary Vice President of the Court of Auditors; Dimitrios Valamakis, honorary judge adjunct to the Court of Auditors; Haralambos Stathakis, certified accountant; and Dimitrios Moschonas, former judge adjunct to the Court of Auditors.

The task assigned to the Internal Audit department was to audit:
• all draft contracts for works, supplies, sponsorship, leases, etc. before these were signed by the competent officers. During this audit, the Internal Audit department expressed its views on the terms and conditions that had to be met, in order for the contracts to be in line with the provisions applicable to the Organising Committee, and other provisions of law (Civil Code, tax and insurance legislation, etc.) to ensure that the principle of legitimacy was observed.
• payment orders for all manner of expenditures before payment in order to check their legitimacy.
• the publication of circulars to all company units covering special areas of knowledge, providing instructions on how to resolve various tax and accounting issues which arose during preparation for the Olympic and Paralympic Games.
Inter-Ministerial Committee for the Coordination of Olympic Preparation

By means of Decision Y228/31.5.2000 of the Prime Minister (Government Gazette 676/B/31.5.2000) an Inter-Ministerial Committee for the Coordination of Olympic Preparation (DESOP) was established, chaired by the Prime Minister, whose members were the Ministers of Foreign Affairs; National Economy; Finance; Environment, Physical Planning & Public Works; Development; Culture; Transport & Communication; and the Deputy Ministers of Culture; and Press & Mass Media. The task of this Committee was to monitor, coordinate and supervise the works, activities and actions associated in general with the successful preparation and hosting of the Olympic Games; to prepare legislative and administrative measures; and to directly resolve financial or other problems, which arose and were directly related to the Games. The President and Managing Director of ATHOC as well as the Legal, Financial and Technical Advisors to the Prime Minister were also invited to attend these meetings.

Secretarial support was assigned to the Special Secretariat for the Olympic Games within the Ministry of Culture. The Special Secretariat for the Olympic Games supported the Committee and liaised with the services of various ministries and services in the wider public sector, whose activities were related to the preparation and hosting of the Olympic Games. The Special Secretariat also coordinated the Network of Olympic Officials (comprised of those individuals in charge of handling, dealing with and supporting issues related to the Olympic Games, appointed by the Ministries involved); ensured that regulatory acts were issued on selected topics related to the Games; and monitored the implementation of measures taken. This body was replaced by the General Secretariat for the Olympic Games by means of Law 2912/2001 (Government Gazette 94/A/29.5.2001).

In order to directly monitor the progress in implementing all projects, activities and measures relating to the preparation and hosting of the Games, and to prepare recommendations / proposals to the Inter-Ministerial Committee for the Coordination of Olympic Preparation, on all major issues that needed handling; and to coordinate ministries, public law bodies corporate and agencies, whose activities were related to the preparation and hosting of the Olympic Games; a project management team was set up chaired by the Minister or Deputy Minister of Culture. This team was comprised of the Special Secretary for the Olympic Games as special coordinator, the General Secretaries or other high-ranking officials of ministries participating in the Inter-Ministerial Committee for the Coordination of Olympic Preparation; as well as those of the Ministries of Labour & Social Security, Health & Welfare; Public Order, the Managing Director of ATHOC, and representatives of public law bodies corporate and agencies directly related to the preparation and hosting of the Olympic Games.

Working groups comprised of ministries and public law bodies corporate were also set up to plan and implement individual obligations of those ministries and public law bodies corporate, in order to successfully prepare for and host the Olympic Games. The head of these working groups was a Secretary General or other high-ranking official participating in the Project Management Team and these working groups also included officials from the relevant ministries and public law bodies corporate responsible for the specific task assigned to the working group, and the relevant ATHOC Managers.

By means of Decision No Y1071/19.12.2001 (Government Gazette 1726/B/24.12.2001) of the Prime Minister, Article 6 of Decision No. Y228/31.5.2000 was amended, and the Ministers of Defence, Education & Religious Affairs, Labour & Social Security, Public Order, and the General Secretary for the Olympic Games of the Ministry of Culture were added as members of the Inter-Ministerial Committee for the Coordination of Olympic Preparation. Its task was also modified to include the taking of decisions to support Olympic Preparation.

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Members of the Inter-Ministerial Committee for the Coordination of Olympic Preparation (June 2004 - March 2004)

<table>
<thead>
<tr>
<th>Prime Minister</th>
<th>Costas Simitis</th>
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<tr>
<td>Minister of Foreign Affairs</td>
<td>Giorgos Papandreu</td>
</tr>
<tr>
<td>Minister of National Economy &amp; Finance</td>
<td>Yannis Papantoniou, Nikos Christodoulakis</td>
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<tr>
<td>Minister of the EPPPW</td>
<td>Kostas Laliotis, Vasso Papandreu</td>
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<tr>
<td>Minister of Development</td>
<td>Nikos Christodoulakis, Akis Tsocchatzopoulos</td>
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<tr>
<td>Minister of Culture</td>
<td>Theodoros Pangalos, Evangelos Venzelos</td>
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<tr>
<td>Minister of Transport &amp; Communications</td>
<td>Christos Verelis</td>
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<tr>
<td>Deputy Minister of Culture</td>
<td>Giorgos Floridis, Nassos Alevras</td>
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<tr>
<td>Deputy Minister of Press &amp; Mass Media</td>
<td>Telemachos Hytiris</td>
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</tbody>
</table>

From 2001:

| Minister of Defence | Yannis Papantoniou |
| Minister of Education & Religious Affairs | Petros Efthymiou |
| Minister of Labour & Social Security | Dimitris Reppas |
| Minister of Public Order | Michalis Chrysohoidis, Giorgos Floridis |
| General Secretary for the Olympic Games | Kostas Kartalis |

Advisors to the Prime Minister:

| Legal Advisor to the Prime Minister | Georgios Papadimitriou |
| Financial Advisor to the Prime Minister | Gikas Hardouvelas |
| Technical Advisor to the Prime Minister | Vasilis Makryonis |

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After the elections of 7 March 2004 and the change in Government the members of this committee were as follows:

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<tr>
<th>Members of the Inter-Ministerial Committee for the Coordination of Olympic Preparation (March 2004)</th>
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<tr>
<td>Prime Minister</td>
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<tr>
<td>Minister of Foreign Affairs</td>
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<tr>
<td>Minister of National Economy &amp; Finance</td>
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<td>Minister of the EPPPV</td>
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<td>Minister of Development</td>
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<td>Alternate Minister of Culture</td>
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<td>Minister of Transport &amp; Communications</td>
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<tr>
<td>Deputy Minister of Culture</td>
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<td>Minister of State</td>
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<td>Minister of Defence</td>
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<tr>
<td>Minister of Education &amp; Religious Affairs</td>
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<tr>
<td>Ministry of Employment &amp; Social Protection</td>
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<tr>
<td>Minister of Public Order</td>
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<tr>
<td>General Secretary for the Olympic Games</td>
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**Olympic Security Coordination Council**

Finally, by means of Ministerial Council Acts Nos.3 (Government Gazette 26/A/5.2.2004) and 19/2004 (Government Gazette 131/A/15.7.2004) an Olympic Security Coordination Council (SYSOA) was set up comprised of the Minister of Public Order as Chairman; and the Ministers of the Interior; Public Administration & Decentralisation; Defence; Development; Health & Social Solidarity; Justice; Transport & Communications; Merchant Marine; State; Alternate Culture Minister; and the President of ATHOC as members, which operated between 1 July and 4 October 2004. Its task was to assess crises and decide on how to organise the crisis management system for serious criminal acts, threats or incidents, which affected or could affect the smooth, secure running of the Olympic Games, by providing guidelines to ministries and other agencies involved; to decide on intervention by the armed forces and the use of weapons in general in exceptional cases, in line with the applicable provisions; to decide to evacuate or seal off venues, accommodation facilities and areas when this directly affected the running of the Games; to make recommendations to the Governmental Council of Foreign Policy and National Defence on matters within its competence; to decide on the participation in crisis management of non-governmental volunteers and other organisations and agencies from Greece or abroad; and to cooperate with the IOC and prepare a communications strategy to handle crises. In exceptional emergencies affecting the security of the Olympic Games, the Council could issue decisions through the Minister of Public Order alone, who would then convene the Council to decide on how to handle the issue further. The Council could also invite other ministers, deputy ministers and representatives of the ministries when discussing issues within their competence, as well as experts.

<table>
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<tr>
<th>Members of the Olympic Security Coordination Council during the Games</th>
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<tbody>
<tr>
<td>Minister of Public Order (Chair)</td>
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<tr>
<td>Minister of the Interior, Public Administration &amp; Decentralisation</td>
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<tr>
<td>Minister of Foreign Affairs</td>
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<td>Minister of Defence</td>
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<td>Minister of Development</td>
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<td>Minister of Health &amp; Social Solidarity</td>
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<td>Minister of Justice</td>
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<td>Minister of Transport &amp; Communications</td>
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<td>Minister of Merchant Marine</td>
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<td>Minister of State</td>
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<tr>
<td>Alternate Minister of Culture</td>
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<tr>
<td>President of ATHOC</td>
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Legislation

Below is an indicative list of the principal provisions from the legislative and regulatory framework governing hosting of the Games.

**Ministerial Council Acts**

   Bylaws of the National Committee for the Olympic Games - Athens 2004

   Award of projects to implement the 2004 Olympic Games to ATHOC

   On approval of Regulations concerning assignment, monitoring and delivery of studies and services for award of contracts, and Regulations concerning the supply, delivery and receipt of goods, materials and products for award of contracts entered into by ATHOC

   Award to Ministry of the Environment, Planning and Public Works, Social Housing Organisation and Hellenic Horse Racing Organisation (ODIE) projects for implementation of the 2004 Olympic Games

**General Legal Precedent**

1. Law 1256/1982 (Government Gazette 65/A/31.05.1982)
   On holding several posts simultaneously and pay ceilings in the public sector, the Court of Auditors, the State Legal Council and other provisions

2. Law 1649/1986 (Government Gazette 149/A/03.10.1986)
   Amendment of the provisions of the Lawyers’ Code and other provisions

3. Law 2166/1993 (Government Gazette 137/A/24.06.1993)
   Development incentives for businesses, direct and indirect taxation reforms and other provisions

4. Law 2190/1994 (Government Gazette 28/A/03.03.1994)
   Recruitment - Re-recruitment - Dismissal - Employee Rights - Public Administration

5. Law 2227/1994 (Government Gazette 129/A/11.08.1994)
   Increase in public sector pensions and other provisions

   Amendment and supplementation of Law 1418/1984 and other provisions

7. Law 2414/1996 (Government Gazette 135/A/25.06.1996)
   Modernisation of public corporations and organisations and other provisions

8. Law 2527/1997 (Government Gazette 206/A/08.10.1997)
   Amendment and supplementation of Law 2190/1994 and other provisions

9. Law 2690/1999 (Government Gazette 206/A/08.10.1997)
45/A/09.03.1999
Approval of the Administrative Procedure Code and other provisions

10. Law 2753/1999 (Government Gazette 249/A/17.11.1999)
Amendments to income tax, capital gains tax, VAT, the accounting books and records code, documentation

11. Law 2919/2001 (Government Gazette 128/A/25.06.2001)
Linking research and technology to production and other provisions

Presidential Decrees

1. Presidential Decree 178/1999 (Government Gazette 168/A/19.08.1999)
Organisation and operation of the Olympic Video Lotto, management and distribution of revenues

2. Presidential Decree 130/2000 (Government Gazette 113/A/06.04.2000)
Articles of Association of the Association of the Olympic Committee

3. Presidential Decree 63/2001 (Government Gazette 54/A/03.07.2001)
Organisation and operation of the Olympic Games Security Division (OGSD)

Ministerial Decisions

Establishment of the Inter-Ministerial Committee "Olympiad 2004"

(Government Gazette 292/B/26.03.1998)
Establishment of the Board of Directors of ATHOC

(Government Gazette 562/B/05.06.1998)
Establishment of the National Committee for the Olympic Games - Athens 2004

4. Ministerial Decision No.338/1999
(Government Gazette 1513/B/26.07.1999)
Appointment of the Chairman of the Board (P. Thomopoulous)

5. Ministerial Decision No.362/1999
(Government Gazette 1559/B/04.08.1999)
Acceptance of resignation and appointment of members of the Board (resignation of P. Papademos, appointment of P. Tzanikos)

(Government Gazette 178/B/17.02.2000)
Engagement of up to 5% of staff for ATHOC directly by the Managing Director to cover emergencies

(Government Gazette 413/B/29.03.2000)
Appointment of Vice-President of ATHOC (N.Tzavella)

(Government Gazette 474/B/06.04.2000)
Articles of Association of the company Olympic Village 2004 S.A.

9. Ministerial Decision No.2/25001/0022
(Government Gazette 476/B/06.04.2000)
Daily remuneration for the President of the Company Board of Directors

10. Ministerial Decision No. 185/2000
(Government Gazette 632/B/15.05.2000)
Appointment of President of the Board (G. Angelopoulos-Daskalaki)

11. Ministerial Decision No.228/2000
(Government Gazette 676/B/31.05.2000)
Interministerial Committee for the Coordination of Olympic Preparation

(Government Gazette 806/B/03.07.2000)
Appointment of the Members to the Board of ATHOC

(Government Gazette 1275/B/19.10.2000)
Removal of members of the Board of ATHOC (steering and plenary form)

(Government Gazette 1315/B/30.10.2000)
Appointment of members of the Board (steering form) of ATHOC

15. Ministerial Decision No. 628/2000
(Government Gazette 1604/B/29.12.2000)
Acceptance of resignation of Managing Director (resignation of P. Synadinos)

(Government Gazette 396/B/19.01.2001)
Appointment of members of the Board of ATHOC (plenary form) (resignation of L. Sgouros - appointment of N. Exarchos)

17. Ministerial Decision No. 866/2001
(Government Gazette 123/B/07.02.2001)
Approving the Regulations of the company with the corporate name ATHENS 2004 Organising Committee for the Olympic Games S.A. a) on the award, monitoring and delivery of studies and services; and award and implementation of the relevant contracts; and b) on the supply, delivery and receipt of goods, materials and products and the award and implementation of the relevant contracts.

18. Ministerial Decision No. 30300/2001
(Government Gazette 198/B/03.02.2001)
On foreigners and exemptions for foreigners from observance of the preliminary approval or work permit procedure

(Government Gazette 265/B/13.03.2001)
Appointing the Managing Director (I. Spanudakis)

20. Ministerial Decision No.589/2001
(Government Gazette 846/B/03.07.2001)
Appointing members of the Board of Directors (plenary form) (resignation of L. Papadogiannakis - appointment of S. Zannias)

21. Ministerial Decision No.2/57432/0025
(Government Gazette 1606/B/27.10.2001)
Transfer of ownership of the moveable assets of ATHOC to the Greek State for consideration and assignment and management thereof, upon delivery to Olympic Properties S.A.

On remuneration for members of the TEE
( amendment of Joint Ministerial Decision No. 710/14.2.2000)

23. Ministerial Decision No. 1671/2001
(Government Gazette 1726/B/24.12.2001)
Interministerial Committee for the Coordination of Olympic Preparation

24. Ministerial Decision No. 16/2003
(Government Gazette 15/B/14.01.2003)
Replacement on members of the Board of Directors (appointment of Dora Bakoyannis to replace D. Avramopoulos).

25. Ministerial Decision No. 10/2004
(Government Gazette 75/C/18.03.2004)
Appointment of S. Capralos to the post of Secretary General for the Olympic Games

26. Ministerial Decision No.53/2004
(Government Gazette 583/B/19.04.2004)
Appointment of members to the Board of Directors to replace resignees (appointment of T. Papapetropoulos to replace S. Capralos)

27. Ministerial Decision No.4865/2004
(Government Gazette 636/B/30.04.2004)
Regulation of issues concerning entry, residence and work of foreign employees for the 2004 Olympic Games

(Government Gazette 886/B/5.06.2004)
Amendment of the Company’s Contract Award and Procurement Regulations

29. Ministerial Decision No. 2850/2004
(Government Gazette 1636/B/04.11.2004)
Award to the Public Works Special Service/Olympic Sports Projects and Venues of the Ministry of Culture’s General Secretariat for Sport of maintenance, operation and safeguarding of the assets of the Greek State constructed by the Special Public Works Service/2004 Olympic Projects of the Ministry of the Environment, Physical Planning and Public Works

Laws concerning ATHENS 2004

1. Law 2598/1998 (Government Gazette 66/A/24.03.1998)
Organisation of the 2004 Olympic Games

2. Law 2725/1999 (Government Gazette 121/A/17.06.1999)
Amateur and Professional Sport and other provisions

3. Law 2730/1999 (Government Gazette 130/A/24.06.1999)
Planning, integrated development and implementation of Olympic Projects and other provisions

4. Law 2741/1999 (Government Gazette 199/A/28.06.1999)
Article 24 of this law relates to ATHOC (Food Control Agency) other regulations of the competences of the Ministry of Development and other provisions

5. Law 2819/2000 (Government Gazette 84/A/15.03.2000)
Establishment of the company Olympic Village 2004 S.A., protection of Olympic Symbols and Trademarks

Issues concerning preparation for the 2004 Olympic Games and other provisions

7. Law 2947/2001 (Government Gazette 228/A/09.10.2001)
Issues concerning Olympic accommodation, Olympic infrastructure projects and other provisions

Article 82 concerns issues of Olympic preparation and other provisions (amending and supplementing Law 2725/1999, regulating issues concerning the Ministry of Culture and other provisions)

Regulation of issues of Olympic preparation and other provisions (amending and supplementing Law 2725/1999, regulating issues concerning Olympic Games and other provisions)

Regulation of issues of Olympic preparation and other provisions

Regulation of issues concerning the 2004 Olympic and Paralympic Games and other provisions
Part B
Organisation and Operations
The Organising Committee
ΑΘΗΝΑ 2004
The Organising Committee: Corporate Structure


The initial form of the Company's organisational structure, as proposed by the Managing Director at the time, Costas Bakouris, was developed after interviews with staff from Sydney, from Barcelona and of the International Olympic Committee, and was approved in the 1st Board Meeting on 14 April 1998. In full development, it envisioned 6 Divisions reporting to the Managing Director, as well as the functioning of a Council of General Managers. Specifically the following organisational units were envisioned:

• Olympic Works Division (potentially evolving into a subsidiary works construction company).

• Games Organisation Division, consisting of the Sports, Olympic Village, Games Sites, Games Services, and Paralympic Games Departments.

• Marketing, Communications and Culture Division, consisting of the corresponding Departments.

• Administration Services Division, responsible for the Finance Department, the Legal Department, and the Departments of Procurement, Logistics, and Human Resources.

• Planning Division.

• Games Support Division, consisting of the Technology, Broadcasting, and Media Departments.

• Internal Audit.

At the same time, an external organisational consultant was assigned the development of a final proposal for the organisational structure. This proposal was processed and finally elaborated by the Managing Director and the Planning General Manager and presented for review and approval by the Board of Directors in the Meeting of 9 February 1999. The final organisational chart that was approved envisioned the increase of the Divisions in the full development phase from six to eight, as follows (Chart 1):

• Olympic Works Division (potentially evolving into a subsidiary works construction company), as in the previous structure.

• Administration Services Division, as in the previous structure.
• Planning Division, as in the previous structure.
• Sports Division.
• Games Support Division, responsible for the Accommodation, Accreditation, Transport, Security, and Health Services Departments.
• Technology Division, consisting of the Information Technology, Telecommunications, Electronic Systems, and Broadcasting Departments.
• Marketing Division, responsible for the Sponsoring and Licensing Department, and the Departments of Image of the Games, Communication, and Culture and Ceremonies.
• Operational Preparation Division (at a later stage), responsible for the Operational Planning, Competition and Non-Competition Venues, Olympic Village, Press Operations, and Food Services Departments.
• Press Office.
• Internal Audit.

The Managing Director was authorised to manage the structure of the Divisions and to develop the managerial levels according to the evolution of the Company. Indicative of the Company’s priorities in the initial stage of its operation was the fact that the first positions to be staffed were those of the Legal Counsel (September 1998), of the Accommodation Manager and of the Planning General Manager (November 1998), of the Finance Manager and of the Communications Manager (December 1998), of the Olympic Works General Manager (January 1999), of the Marketing General Manager and of the Press Office Manager (April 1999), of the Image & Identity Manager (June 1999) and of the Information Technology Manager (July 1999).

In July 1999, Panagiotis Thomopoulos was appointed President of the Board of the Organising Committee of the Olympic Games, in the place of Stratis Stratigis who resigned, while Niki Tzavella was later appointed Vice-President of the Board of ATHOC. Mr Thomopoulos resigned on 9 May, and Mrs Tzavella on 25 May 2000.

2000: New Management

On 15 May 2000, by Prime Ministerial decision, Gianna Angelopoulos-Daskalaki was appointed President of the Board of the ATHENS 2004 Organising Committee of the Olympic Games.

The new Management soon realised the need for adjustments in the Company structure, due to malfunctions that had been observed. A new Law 2833/2000 envisioned the possibility to assign specific responsibilities to members of the Board of Directors, while Executive Directors were appointed and specific duties were assigned to them and to the Managing Director. Specifically:

• The Managing Director Petros Synadinos was assigned responsibility for the Administrative & Financial Services Division, and for the Planning & Monitoring Division.

• The Executive Director Marton Simitsek was assigned responsibility for the International Relations Division, the Marketing Division and the Public Relations & Culture Division.
The Executive Director Spyros Capralos was assigned responsibility for the Sports Division and the Games Services Division.

The Executive Director Kostas Liaskas (and from October 2000 his replacement Yannis Pyrgiotis) was assigned responsibility for the Olympic Works Division and the Technology Division.

Directly reporting to the Board of Directors were the Board Secretariat, the Communications, Press & Media Office, Coordination with Public Administration, Volunteers, Security (which was responsible for coordination with the newly-established Olympic Games Security Division - OGS), Paralympic Games, and Internal Audit.

The Board of Directors approved the new organisational structure on 25 July 2000. With later Board decisions, in November 2000 the Company’s organisational structure was modified and completed as follows:

The Administration & Financial Services Division was divided into the Financial Services Division and the Administration Services Division, reporting to the Managing Director.

The Transport Department of the Games Services Division was upgraded into an independent Transport Division, reporting to the Executive Director Spyros Capralos.

The Communications, Press & Media Office was defined to be organisationally equivalent to a Division, and reported directly to the President of the Board. The Departments of Image & Identity, Games Promotion, and Publications were moved to this Division from the Public Relations & Culture Division, when it was decided that a dedicated unit should operate with responsibility for preparation, promotion and communication via Internet.

It was decided that the Coordination with Public Administration unit should be supervised by the Managing Director (organisationally equivalent to a Division).

The Volunteers, Security, Paralympic Games, and Broadcasting units were to be supervised by the Managing Director until a final decision was made on their organisational structure.

Reporting directly to the President of the Board were the Legal Services (organisationally equivalent to a Division), the Board Secretariat (organisationally equivalent to a Department), and Internal Audit.

The organisational structure, as it was finally elaborated at this stage, is depicted in Chart 2.
2001: Olympic Operations

On 2 July 2001, the Board of Directors approved a significant number of organisational changes aiming to focus the Company more intensively towards Games Operations (Chart 3).

Specifically:

A Communications, Public Relations & Events Office was created (organisationally equivalent to a Division), reporting directly to the President of the Board. Under this Office was moved the Public Relations Department of the former Public Relations & Culture Division, which was re-named Culture Division.

Of the units temporarily supervised by the Managing Director until a final decision was made on their organisational structure, the Managing Director Ioannis Spanudakis (who replaced Mr Synadinos in March 2001) retained the Security Division and the Paralympic Games Department, while the Executive Director Mr Simtek took over the Volunteers Division, and the Executive Director Mr Capralos took over the Broadcasting Coordination Department.

The Ticketing Department was moved from the Games Services Division to the Marketing Division.

A new Olympic Operations Division was created, temporarily reporting to the Steering Committee of the Board of Directors until a decision was reached on the appointment to the position of the Chief Operating Officer (COO). The Olympic Operations Division included the Venue Operations Department, the Olympic Village Operations Department, the Media Villages Operations Department, the City Operations Department, the Spectator Services Department, and the Planning and Special Projects Department.

By later decisions, the following were created:
Translation Department and Interpretation Department in August 2001, under the International Relations Division; and a VIK (Value in Kind) Control Department in January 2002, under the Financial Services Division. Also in January 2002, the Paralympic Games Department, responsible for coordinating the planning for the Paralympic Games by the existing Divisions and Departments, was upgraded to a Division.

**2002: Chief Operating Officer**

In February 2002, the Board of Directors unanimously decided to assign the responsibility of the Olympic Operations Division to the Executive Director Mr Simitsek, who thus undertook the role of Chief Operating Officer (COO). This new arrangement provoked a series of redistributions of responsibilities in the ensuing months, in order for the new organisational structure to function more effectively and aiming for the gradual transition from a corporate structure to a Games Command structure:

The International Relations Division was moved from the Executive Director Mr Simitsek and came under the Executive Director Mr Capralos.

The Planning & Monitoring Division was moved from the Managing Director and came under the Executive Director Mr Capralos.

The Olympic Overlays Department was separated from the Olympic Works Division and was incorporated into the Olympic Operations Division. The other Departments of the Olympic Works Division were abolished, while a new Works Monitoring Department was created. At the same time, the City Operations Department of the Olympic Operations Division was transferred to the responsibility of the Executive Director Mr Pyrgiotis.
The Culture Division was abolished; of its Departments, the Torch Relay Department was incorporated into the Marketing Division, while the other two Departments were merged into a new Culture Department. A new Opening & Closing Ceremonies Department was created, which assembled all the related responsibilities of the former Culture Division, and came directly under the Executive Director Mr. Simitsek.

The organisational structure that had been created at the end of April 2002 is depicted in Chart 4.

The next important organisational restructuring was approved by a Board decision on 4 June 2002. It was decided that the Olympic Operations Division be abolished (as it was deemed organisationally impossible for a single General Manager to manage such a broad portfolio) and that specific Departments belonging to it be upgraded to Divisions.

Specifically:

Three new Venue Operations Divisions were created: Competition Venue Operations, Non Competition Venue Operations, and Olympic Villages & Accommodation Facilities Operations.

The Olympic Overlays Department was upgraded to Olympic Works & Overlays Division.

As a consequence of the previous change, the (practically inactive) Olympic Works Division reporting to the Executive Director Mr. Pyrgiotis was abolished, and he assumed direct responsibility for the Works Monitoring Department and for the City Operations Department, which belonged to the abolished Division.

The Spectator Services Department of the abolished Olympic Operations Division was
moved under the direct responsibility of the Executive Director Mr Simitsek.

In the following months, the organisational structure that was developed was completed by the following: the Energy Section of the Technology Division was upgraded to a Department (July 2002), the Medal Ceremonies Section was moved from the Culture Department to the Opening & Closing Ceremonies Department (September 2002), the Spectator Services Department came under the Marketing Division (October 2002), the Venue Technology Section of the Technology Division was upgraded to a Department (November 2002), an Office of Olympic Know-How and Reporting was created under the Managing Director (November 2002), the Departments of the Volunteers Division were restructured (December 2002), a Football Department and a Paralympic Sports Department were created under the Sports Division (February 2003), and the Olympic Family Bus Network Services Section of the Transport Division was upgraded to a Department (February 2003). The organisational structure in place at the end of February 2003 is depicted in Chart 5.

2003: Transition to Games Operations

In February 2003, a new executive body with limited membership was created, the Games Operations Management Executive Board (GOM-EB), in order to flank the Chief Operating Officer (COO) Mr Simitsek, who was appointed President of GOM-EB, and to support the planning, programming and decision-making related to Games Operations issues, ensuring the coordination of actions of all ATHOC Functional Areas (the Divisions and Departments with operationally critical functions at Games-time). The membership of GOM-EB included the Deputy Chief Operating Officer, G. Angelopoulos-Daskalaki and the Managing Director, I. Spanudakis.
Officer Mr Capralos (Deputy President), the Executive Director Mr Pyrgiotis and six General Managers, while later an additional two General Managers were included.

The detailed Planning of the Operations of each Competition and Non Competition Venue, the specific policies, the effective integration of all related actions and the testing in practice of the planning via test events, were deemed most critical for the success of the Games and were matters to be decided by GOM-EB.

In parallel, it was decided that emphasis should be given to the financial aspect of the Games and to the strict compliance with legal and financial processes. Therefore, the Company was re-organised around two poles:

- The “heart” of the Games, which is Operations, under the leadership of the Chief Operating Officer Mr Simitsek and with the support of GOM-EB.
- The Corporate supporting structure, under the Managing Director Mr Spanudakis, who assumed full control and overall responsibility for the management of the Company’s financial affairs.

On 22 September 2003, and based on the theretofore experiences from the test events, the Board of Directors approved the last important cluster of organisational changes aiming for the effective operation of the company in the last year of preparation for the Games. Specifically:

GOM-EB was formally authorised to function as an executive body of Games Operations Management. The decisions of this body, once approved by the President of the Board of Directors, became legal and binding Management decisions (with the exception of those decisions which were the responsibility of the Board of Directors).

It was decided that the approved Games Budget should be managed centrally by the Managing Director and the Financial Services General Manager, while for the supply of goods and the provision of services over €40,000 GOM-EB’s pre-approval as to their necessity was required.
A Venue Site Management Central Team was created, for the technical preparation and support of tenders, the elaboration of integrated timelines, the licensing, handover and delivery of Venues, the monitoring of the Works implementation progress and the management of issues related to the Project Monitoring Group (OPE). The Executive Director Mr Pyrgiotis headed this team, and assumed the role of Chief Technical Officer.

The Olympic Works & Overlays Division was abolished, given that at operational level all its staff, just as that of all other Functional Areas, had been transferred to the Venue Teams ("venuisation" process), while at an executive level its role was covered by the Venue Site Management Central Team.

For reasons of better coordination, the Sports Division and the Games Services Division were moved from the responsibility of the Executive Director Mr Capralos to the responsibility of the Chief Operating Officer and Executive Director Mr Simitsek.

At the same time, in order to relieve the Chief Operating Officer of less "operational" duties, it was decided to move the Volunteers Division under the responsibility of the Executive Director Mr Capralos, and to move the Marketing Division (only with regard to the Sponsoring Department and the Licensing Department) under the responsibility of the Managing Director Mr Spanudakis. It is worth noting that with regard to the (primarily operational) Departments of Torch Relay, Ticketing and Spectator Services, the Marketing Division remained the responsibility of the Chief Operating Officer.

Also, the Executive Director Mr Capralos assumed the responsibility of representing the Company to the Olympic Family, that is, to the International Olympic Committee, to the National Olympic Committees, to the International and Greek Sports Federations and to the Rights Holding Broadcasters.

The Press Operations Department was detached from the Games Services Division and moved under the direct responsibility of the President of the Board of Directors, to whom the Communications Office and the Press & Media Office already reported. Thus the President assumed full responsibility for all
Communications, Press and Media issues.

Shortly before the Games, in March 2004, and while the staff of the Department had already been moved to the Venue Teams (as part of ‘venuisation’), the Central Team of the Press Operations Department was incorporated into the Press & Media Office (which was renamed Information & Press Operations Office).

Due to the interrelation of responsibilities, the City Operations Department was incorporated into the Division of Coordination with Public Administration & Local Authorities.

Finally, a Contracts Administration Central Team was established to monitor the execution and the qualitative and quantitative control of the deliverables of tenders, particularly those which were decided by OPE. The Contracts Administration Central Team reported to the Managing Director and included staff from the Financial Services, the Tendering Department, the Procurement Department and from the Legal Services.

The Non Competition Venue Operations Division was responsible for the operational planning of a large number of Venues, each offering a different set of specialised Services. In November 2003, in a move to further rationalise the organisational structure, it was decided to abolish it and to incorporate the Non Competition Venues into related organisational units, so as to economise resources and improve coordination and consistency in Command. Of the Non Competition Venues:

- The International Broadcast Centre, the Main Press Centre and the Sponsor Hospitality Centre (which were physically located in the OAKA Complex area), as well as the Dekelia Olympic Complex and the other Independent Training Sites (which were directly related to the operations of the Competition Venues) were moved under the responsibility of the Competition Venue Operations Division, which was renamed Venue Operations Division.
- The Airport, the Non Competition Venue located at the Olympic Hospitality Zone of the Port of Piraeus, the Olympic Family Hotels and the Olympic Youth Camp were moved under the responsibility of the Division of Coordination with Public Administration & Local Authorities. Later, with the beginning of the operational period in May 2004, the Olympic Family Hotels and the Olympic Youth Camp were moved under the responsibility of the International Relations Division.
- The Transport Support Venues were moved under the responsibility of the Transport Division.
- The Logistics Support Venues were moved under the responsibility of the Logistics Department.

2004: Transition to Games Command

The consequent organisational changes in December 2003 and in 2004, and while at the same time the Organising Committee was entering the period of operational readiness and was fully applying Games Command (with full deployment of Venue Teams, Central Teams and Operational Centres), aimed at the most effective and coordinated operation of the organisational structure according to the requirements of Games Command: The Planning & Monitoring Division was abolished and its staff was absorbed into other operational units (December 2003).

The Games Services Division was abolished, and it was decided that the Departments formerly under its responsibility, that is Accommodation, Accreditation, Food Services and Health Services, would report directly to the Chief Operating Officer and Executive Director Mr. Simitsek, so as to supervise more
directly these operationally critical functions (December 2003).

The Opening & Closing Ceremonies Department and the Culture Department were merged into the new Opening & Closing and Culture Department, while at the same time the Sport Presentation Section was removed from the Sports Division to create a new Medal Ceremonies and Sport Presentation Department (December 2003). Later (March 2004) the Culture Department was separated again from the Opening & Closing Ceremonies Department, it was incorporated into the Communications, Public Relations & Events Office and it was renamed Culture & Public Relations Department.

Meanwhile, in March 2004, the Executive Director Mr Capralos assumed the role of General Secretary for the Olympic Games at the Ministry of Culture, and was replaced by the theretofore Finance General Manager; Mr Papapetropoulos.

Responsibility for the Transport Division, the Volunteer Division and the Broadcasting Coordination Department, until then under the Executive Director Mr Capralos, was reassigned to the Chief Operating Officer and Executive Director Mr Simitsek (March 2004). The Works Monitoring Department was abolished and its staff was transferred to the Venue Site Management Central Team (March 2004).

The Security Division was abolished, the General Manager in charge was appointed as Advisor on Security Matters to the Managing Director, and its staff was assigned to operational positions (May 2004).

The final organisational structure, as it stood in June 2004, is depicted in Chart 6.
Board of Directors
(President, Vice President, Managing Director, 3 Executive Directors, 11 Members; Total 17)

Steering Committee
(5 Members out of 17)
This page, from top to bottom:

Zappeio Megaro
First seat of ATHOC
© ATHOC/C. Cunliffe

ATHOC Headquarters
7 Kifissias Avenue
© ATHOC/Advertising Photographic Productions
The Headquarters of the Organising Committee

The first seat of the Organising Committee was in the Zappeio Megaro, in an area of 3,000 sq.m. As the number of staff increased and reached about 200 people, it was decided to move the seat to larger premises. In 1999 the move to a new building took place: 7 Kifissias Avenue had 10,000 sq.m. of office space, five floors and two underground parking levels.

At the new building, and given the gradual increase in staff numbers and in corresponding technology and office equipment requirements, the need arose for the first time to organise office support and related services at the Organising Committee’s Headquarters. For this purpose, a dedicated Office and Building Administration team was established, under the responsibility of the Administrative Services Division. With the further development of the Company, another move was carried out in February 2002 to Nea Ionia, to a complex of seven (7) buildings over 64,000 sq.m. with 750 underground parking spaces.

The Office and Building Administration Department was responsible for the smooth running of the Organising Committee’s Headquarters, including office support, post, refreshment facilities, reception, telephone centre, building maintenance and cleaning services. It was also responsible for organising the buildings’ internal security and for applying an access control system for the office and parking areas.

The Organising Committee’s premises in Nea Ionia operated as an Olympic Venue, ATHOC Headquarters, as of 19 July 2004 (“lock-down” date of the Venue) and for the entire Olympic and Paralympic Games period, as per the same policies and procedures as the other Olympic Venues. The Office and Building Administration Department staff became the Venue Operating Team, under the designated Venue Manager. The Venue accommodated all the central administrative, legal and financial services, the Functional Area Central Teams, the Command Centres and the Main Operations Centre.
Financial Resources
Games Budget

The Bid File included a provisional budget for hosting the Olympic Games. In 1996 prices, it allowed for revenues equal to USD 1.607 million and expenses amounting to USD 1.570 million. The categories included were very general, without breakdowns or assumptions, and were based on empirical data from previous Games.

First Review - May 2000

The first reappraisal of the Games budget, following the budget presented in the Bid File, began to take place in January 2000 and was completed by the following May. The responsibility for drafting the new Budget fell to the Financial Programming & Budget Department of the Organising Committee, under the supervision of the Financial Services Division. The budget was based on data, obligations and guarantees arising from the following:

- The Bid File;
- The Host City Contract;
- The first version of the Games Master Plan, which had been drafted by the Planning Division;
- The Official Report of the Atlanta Games;
- The data available at the time (planning and/or financial data) from the preparation for the Sydney Games;
- An initial Games work force development study;
- An optimal analysis, adaptation and evaluation of the aforementioned available data, on the basis of the cultural and financial conditions of Greek society and market place (e.g. attracting and retaining specialised personnel; purchasing value of goods; public awareness about volunteer matters, etc.).

The Games budget was necessarily balanced and broken down into the revenues and expenditures for each of the programmes, which essentially represented the Functional Areas involved as required for the hosting of the Games (e.g., Sports, IT, Transport, Sponsors, Medical Services, etc.).

The new Games budget presented the following:

- The main working assumptions (e.g., Euro - USD rate =1:1, annual inflation rate, etc.)
- The parameters to be factored in (e.g., number of Olympic Venues, populations of Games participants, such as athletes, media representatives, etc.) influencing the various costs.
- The anticipated evolution of personnel requirements per Functional Area;
- The basis of planning implementation impacting on the drafting of the budget (e.g., outsourcing required services as opposed to in-house development and implementation by the Organising Committee, or a combination thereof).

Given that ATHOC was at that period in the first stages of planning development, it was natural that the zero-based cost analysis of certain programmes was not possible, for which, however, the corresponding revenue and expenditure predictions nevertheless had to be carried out. In these cases, the working assumptions and upper budget limits for the
Sydney Games were retained until these programmes could be re-examined in the course of subsequent Games budget reviews.

Based on all of the above, the new balanced Olympic Games budget that was submitted and approved by the Board of Directors of the Organising Committee in May 2000 amounted to USD 176 million.

**Paralympic Games Budget**

Even though it had been customary to assign the hosting of the Paralympic Games to an Organising Committee other than the one responsible for the Olympic Games, ATHOC undertook, with the consent of the Ministry of Culture, to organise the Paralympic Games as well as the Olympics for the first time in history. The goal was to achieve economies of scale in the planning and management of the necessary steps for hosting the Paralympic Games by taking advantage of the know-how acquired, as well as the planning and management structures already developed for the requirements of the Olympic Games.

The first Paralympic Games budget was drafted and after securing the participation of the Greek State to the amount of €485 million, the corresponding Host City Contract was signed between the ATHENS 2004 Organising Committee and the International Paralympic Committee (IPC) in April 2001.

The balanced Paralympic Games budget amounted to €130 million.

**Second Review - December 2001**

Following the visit to Athens by the IOC Coordination Commission in May 2001, the process of revising the Games budget began; all representatives of Functional Areas of the Organising Committee participated, with the aim of re-examining the implementation planning of their programmes and of the required resources. The entire effort was coordinated by the Financial Programming & Budget Department with the active participation of an IOC expert. Joining this effort were the Planning Division for the purpose of updating the programming and implementation schedule, the Games Staffing Department in order to re-examine the human resources required, and the Technology Division to inventory the necessary technological equipment.

Within the framework of this endeavour to redefine the revenues and expenditures of ATHOC, the first planning and financial commitment synergies, overlaps, deficiencies and gaps emerged; both among several programmes within the Organising Committee as well as among the government agencies involved in the organisation of the state mechanism necessary for successful hosting of the Games (Olympic venue construction, transportation infrastructure, etc.).

The above review was based once again of the contractual obligations of ATHOC as arising from older or more recent commitments of the Company (Bid File, Host City Contract, Marketing Agreements, Host Broadcaster Agreement, etc.) as well as on the finalised Transfer of Knowledge (TOK) reports of the Sydney Games.

The initial consolidation of requirements per programme, as expected, far exceeded the Company’s available expenditure budget, which, being balanced, was bindingly determined by the level of expected revenues. Moreover, the revenues forecast had already been updated, given that up to that point a large part thereof had been secured. As a result, the new delimitation of the maximum revenues level (and therefore maximum level of expenses) of the Organising Committee was set at €1,962 million.

Further analysis and processing of data submitted followed in order to identify the critical points affecting budget costs, and which either constituted objects of strategic programming and therefore required the necessary executive decisions to be made or constituted the object of further negotiation and/or coordination with the government agencies involved.

During the final stage of the second review, the Board of Directors examined in detail the assumptions and costing of major budget figures, which contributed both toward increasing ATHOC internal final awareness as well as toward improved coordination in programming the Games’ Operational Planning.

The entire review process lasted six months and resulted in a substantially detailed budget which became a tool and a financial basis for evaluating the subsequent actions of ATHOC. The new balanced budget amounted to €1,962 million, was approved by the Board of Directors of ATHOC in December 2001, and subsequently also submitted to and approved by the IOC.

**Third Review - December 2002**

The third Games Budget review, which was completed in December 2002, was shorter and more straightforward, given that the Company had by this point been adequately staffed, and that more information concerning expenses and the necessity thereof as well as better costing were available. The goods and services procurement process had begun with detailed information to hand and sponsorship contracts were underway. Redistributions were carried out between programmes, and priorities were re-evaluated. Finally, a significant achievement of the whole exercise was the emergence of “gaps” vis-à-vis public agencies. The Board of Directors approved the budget without change to its total figures, which remained balanced at €1,962 million.

There followed a process of consultation and collaboration with the Government concerning the gaps that were identified through the Venue Operational Planning and concerning the responsibility of implementing these.
In order to achieve improved coordination in Games preparation between government agencies and the Organising Committee, two high-level bodies had been instituted: the Inter-ministerial Committee for Coordination of Olympic Preparation (DESOP) and the Project Monitoring Group (OPE). The responsibility to call up meetings of the two bodies lay with the deputy Minister of Culture and the General Secretary for the Olympic Games of the Ministry of Culture, with the participation of all responsible Ministers or high-ranking officials of the Ministries and agencies involved in hosting the Games.

During meetings of the above bodies, the progress of projects monitored and under the responsibility of the various government agencies was presented, matters were resolved aiming for the maximum possible effectiveness of the state mechanism, and the necessary guidelines and approval was given for the implementation of necessary actions. Moreover; these bodies, in close coordination with the Ministry of Finance, approved the corresponding financing of the various agencies.

Pursuant to law 3057/10.10.2002 and following DESOP approval, the Organising Committee would be assigned the responsibility of procuring services, goods, works or other actions that were normally in the purview of other agencies, yet were necessary for the timely and complete preparation and holding of the Games, if it was deemed that ATHOC, due to its expertise as well as its institutional partnership with the IOC, was the most suitable agency to secure signature and execution of the corresponding contracts in compliance with Olympic specifications and within the set time schedules.

In order to cover the costs of the above procurements and actions implemented by ATHOC on behalf of the State and on account of other public agencies, during its 56th session, that took place on 17 February 2004, the DESOP approved funding for the Organising Committee amounting to 241.6 million that concerned mainly equipment procurement for Olympic Venues and post-Olympic use (for example, furniture, technological equipment, sports equipment) as well as overlay work required to retrofit stadiums, bringing them up to Olympic specifications, which was in any case fundamentally guaranteed by the Greek State towards the IOC as stipulated in the Host City Contract.

Furthermore, based on decisions of the 50th and 56th meetings of DESOP (held on 26 August 2003 and 17 February 2004, respectively), funding was also approved for the Organising Committee to cover expropriation costs, study costs and specialised security consultant services as well as to promote the Olympic preparation effort, to the amount of €62.2 million.

Within the scope of costing the actions that had to be approved based on the above procedure and with the aim of safeguarding the overall budget, the following was implemented:

1. A joint committee was formed by staff of ATHOC and of Greek State agencies for the purpose of ongoing monitoring of the financial figures arising from Operational Planning, which concerned the aforementioned actions.
2. Greek State agency representatives participated in all tenders for the procurement of goods and supply of services that concerned the aforementioned actions.
3. The corresponding actions underwent continuous review and their progress was monitored, in combination with the development of ATHOC Operational Planning and the final Olympic Venue Operational Designs.
4. There was strict adherence to approval procedures from Agencies as regards the above.
Revenues

A basic element in delimiting the maximum level of the Organising Committee expenditure was the revenue budget. A large percentage of revenues originated from the IOC, through the contracts already signed with Rights Holding Broadcasters and International Sponsors, and based on which provision had been made to transfer part of these revenues to the Organising Committee. This percentage initially amounted to 50% of the revenues of the ATHENS 2004 Organising Committee.

The Greek State's commitment to the Organising Committee's budget, according to the Bid File, amounted to USD 235 million. Initially it was expected that this amount would be raised from the Video Lotto programme, which eventually was not implemented. Nonetheless, the Greek State had committed itself for this amount and this was paid to the Organising Committee from other funding sources (following DESOP decision No. 5/13.06.2000).

The national Sponsorship programme received immediate response from the Greek market and the first Grand Sponsors were announced relatively quickly, with the result that a large part of the revenues were secured early on.

Moreover, the expected Licensing revenues were secured during the contract tender process, as the competition rules stipulated that they deposit bank letters of guarantee equivalent to the minimum expected revenues.

Given that the biggest share of the revenue originated with Rights Holding Broadcasters and International Sponsors and was in US dollars, the Organising Committee took appropriate action to eliminate exchange risk, to which it was exposed due to the variation in the dollar-euro exchange rate. The net result of this management of exchange risk was a profit equal to approximately €200 million.

Thus, three years before the Games, approximately 90% of the revenues had been secured. This fact was a significant advantage during budget reviews, as the risk of not balancing the budget was reduced solely to cost breakdowns and limiting expenses.

Value In Kind

Most sponsor agreements stipulated revenues for the benefit of the Organising Committee in kind (Value in Kind -VIK). This meant that part of the ATHOC revenues from each agreement was realised through the provision of services or the supply of goods instead of cash payments. Total budgeted revenues of this category (VIK) amounted to approximately 20% of total revenues.

The following tables list Sponsors and their corresponding contribution in kind (VIK), as well as the absorption thereof:
### International Sponsors

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Budget (USD)</th>
<th>Report (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coca-Cola</td>
<td>$4,100,000</td>
<td>$4,100,000</td>
</tr>
<tr>
<td>Kodak</td>
<td>$14,000,000</td>
<td>$14,000,000</td>
</tr>
<tr>
<td>Panasonic (Matsushita)</td>
<td>$7,220,000</td>
<td>$7,220,000</td>
</tr>
<tr>
<td>McDonald’s</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Samsung</td>
<td>$6,800,000</td>
<td>$6,799,970</td>
</tr>
<tr>
<td>Sports Illustrated/Time Inc.</td>
<td>$9,061,650</td>
<td>0</td>
</tr>
<tr>
<td>Xerox</td>
<td>$17,600,000</td>
<td>$17,309,665</td>
</tr>
<tr>
<td>Atos Origin</td>
<td>$80,700,100</td>
<td>$80,700,100</td>
</tr>
<tr>
<td>Swatch</td>
<td>$44,460,000</td>
<td>$44,460,000</td>
</tr>
<tr>
<td><strong>TOTAL VIK</strong></td>
<td><strong>$186,941,750</strong></td>
<td><strong>$177,589,735</strong></td>
</tr>
</tbody>
</table>

### National Sponsors

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Budget (EUR)</th>
<th>Report (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTE</td>
<td>€29,347,029</td>
<td>€29,347,029</td>
</tr>
<tr>
<td>Alpha Bank</td>
<td>€19,691,856</td>
<td>€19,183,469</td>
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<tr>
<td>DELTA</td>
<td>€1,907,556</td>
<td>€1,907,556</td>
</tr>
<tr>
<td>FAGE</td>
<td>€1,467,351</td>
<td>€1,467,237</td>
</tr>
<tr>
<td>Hyundai</td>
<td>€11,929,567</td>
<td>€10,996,992</td>
</tr>
<tr>
<td>Shell</td>
<td>€333,966</td>
<td>€333,966</td>
</tr>
<tr>
<td>KOEP</td>
<td>€495,000</td>
<td>€495,000</td>
</tr>
<tr>
<td>ELTA (Hellenic Post)</td>
<td>€5,869,406</td>
<td>€5,369,406</td>
</tr>
<tr>
<td>ERT (Hellenic Radio &amp; Television)</td>
<td>€16,723.111</td>
<td>€9,653,236</td>
</tr>
<tr>
<td>Olympic Airways</td>
<td>€8,500,000</td>
<td>€5,704,082</td>
</tr>
<tr>
<td>Adidas</td>
<td>€9,070,337</td>
<td>€9,070,337</td>
</tr>
<tr>
<td>Ticketmaster</td>
<td>€2,800,000</td>
<td>€2,799,995</td>
</tr>
<tr>
<td>Schenker</td>
<td>€350,000</td>
<td>€350,000</td>
</tr>
<tr>
<td>Public Power Corporation</td>
<td>€30,000,000</td>
<td>€29,937,747</td>
</tr>
<tr>
<td><strong>TOTAL VIK</strong></td>
<td><strong>€138,485.179</strong></td>
<td><strong>€126,616.052</strong></td>
</tr>
</tbody>
</table>
Budget Monitoring

In January 2002, following the completion of the second budget review, the Financial Services Division, with Senior Management approval, created a monitoring and compliance framework, instituted in order to maintain expenditures within approved limits.

This framework made the following provisions:

• While controls were effected as to the necessity and level of services of requested outlay by the competent bodies of the Company (Games Operations Management, Games Operations Management Executive Board, Board of Directors), the Budget Department would evaluate the costing of the requested outlay in cooperation with the Procurement Department and the other Departments involved.

• A decision would be made concerning whether or not allocated funds existed within the approved Games budget to cover the outlay requested. In the case where the outlay in question had not been provided for, there was an obligation to use other available funds, in order to cover this within the approved budget of the programme in question, always in cooperation with the competent Department.

• Expenditures were recorded and stored in a database which was updated during the various stages of the outlay development (proposal to the decision-making body, approval of outlay, final draft contract phase, progress monitoring, absorption of signed contract).

This achieved the continuous monitoring of the overall budget of the Organising Committee, together with the evolution of individual allocated expenses, and timely identification of any delays in implementing various actions (e.g. acceleration of competition procedures).

In every instance, there was active participation by Senior Management, and by those in charge of specific programmes, in budget compliance.

Moreover, application of the monitoring framework secured the timely determination of the priorities for hosting the Games, leading to the approval, modification and/or cancellation of lesser actions, with the aim of providing the best possible level of service as a function of the available financial limits.

Budget management during the preparation period was centralised, particularly during the period 2002-2004. Management of the budget contingency funds was also centrally directed, as these funds constituted the safety valve, guaranteeing the budget would remain within approved limits during Games-time.

Final Stage of Preparation: 2003-2004

During the final preparation stage, i.e. the period 2003-2004, accounting monitoring remained at the programme level while the procedure for compliance with budget limits operated centrally, through the Games Operations Management Executive Board (GOM-EB), authorised by the Board of Directors. Specifically, based on the operational needs arising during GOM-EB meetings, a continual re-distribution of the various allocations was carried out, always within the limits of the approved budget. This procedure facilitated flexibility and improved coordination in the operational decision-making of the GOM-EB. The continuous budget re-allocation procedure coupled with budgetary constraint compliance was adhered to strictly, not only during the preparation stage, but also during Games-time.
Games-time
During Games-time, the Budget Department was responsible purely for coordinating any extraordinary outlays. In contrast to Sydney, there was no budgeting per Olympic Venue; it was not deemed necessary, since the procurement of goods and services for all Olympic venues had been programmed and quantified and incorporated into the main contracts signed with the contractors. There were, however, certain procedures instituted for extraordinary outlays, based on which a specified amount was allocated per Venue for unforeseen expenses.

<table>
<thead>
<tr>
<th>OLYMPIC GAMES BUDGET REVIEWS</th>
</tr>
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<tbody>
<tr>
<td></td>
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<tr>
<td><strong>REVENUES</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>** Bid File **</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td>I. Revenues from Broadcasting</td>
</tr>
<tr>
<td>II. Sponsorships</td>
</tr>
<tr>
<td>1 International</td>
</tr>
<tr>
<td>2 National</td>
</tr>
<tr>
<td>III. Greek State Participation</td>
</tr>
<tr>
<td>IV Ticketing</td>
</tr>
<tr>
<td>V. Licensing</td>
</tr>
<tr>
<td>VI. Coins &amp; Philately</td>
</tr>
<tr>
<td>VII. Donations</td>
</tr>
<tr>
<td>VIII. Other Revenues</td>
</tr>
<tr>
<td>1 Foreign Exchange</td>
</tr>
<tr>
<td>2 Assets Sales</td>
</tr>
<tr>
<td>3 Rate Card</td>
</tr>
<tr>
<td>4 Interest</td>
</tr>
<tr>
<td>5 Miscellaneous</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>US$ million</th>
<th>€ million</th>
<th>€ million</th>
<th>€ million</th>
</tr>
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<tbody>
<tr>
<td>I. Programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Technology</td>
<td>342.0</td>
<td>366.6</td>
<td>334.0</td>
<td></td>
</tr>
<tr>
<td>2 Olympic Overlay</td>
<td>141.9</td>
<td>218.6</td>
<td>223.3</td>
<td>179.5</td>
</tr>
<tr>
<td>3 Administrative &amp; Financial Services</td>
<td>182.0</td>
<td>191.2</td>
<td>233.8</td>
<td>256.6</td>
</tr>
<tr>
<td>4 Events</td>
<td>425.0</td>
<td>86.0</td>
<td>78.3</td>
<td>57.1</td>
</tr>
<tr>
<td>5 Games Operations</td>
<td></td>
<td>72.2</td>
<td>52.6</td>
<td>54.6</td>
</tr>
<tr>
<td>6 Volunteers</td>
<td>17.4</td>
<td>54.0</td>
<td>33.8</td>
<td></td>
</tr>
<tr>
<td>7 Hospitality</td>
<td>14.3</td>
<td>7.4</td>
<td>11.2</td>
<td></td>
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<tr>
<td>8 Food Services</td>
<td>75.0</td>
<td>41.0</td>
<td>44.2</td>
<td>57.1</td>
</tr>
<tr>
<td>9 Transportation</td>
<td>50.0</td>
<td>49.0</td>
<td>127.7</td>
<td>101.6</td>
</tr>
<tr>
<td>10 Games Support Services</td>
<td>95.0</td>
<td>63.3</td>
<td>66.8</td>
<td>135.1</td>
</tr>
<tr>
<td>11 Ticketing</td>
<td>0.0</td>
<td>20.8</td>
<td>58.0</td>
<td>45.9</td>
</tr>
<tr>
<td>12 Games Broadcasting &amp; Press Services</td>
<td>0.0</td>
<td>173.9</td>
<td>212.2</td>
<td>218.3</td>
</tr>
<tr>
<td>13 Ceremonies, Culture, Torch Relay</td>
<td>120.0</td>
<td>94.3</td>
<td>117.9</td>
<td>102.5</td>
</tr>
<tr>
<td>14 Games Promotion</td>
<td>150.0</td>
<td>48.6</td>
<td>50.7</td>
<td>120.3</td>
</tr>
<tr>
<td>15 Marketing</td>
<td>41.4</td>
<td>39.9</td>
<td>50.0</td>
<td></td>
</tr>
<tr>
<td>II. Participation in Paralympic Games Budget</td>
<td>50.0</td>
<td>50.0</td>
<td>30.0</td>
<td></td>
</tr>
<tr>
<td>III. Expenses for 1998-2000 period</td>
<td>0.0</td>
<td>0.0</td>
<td>45.0</td>
<td>45.0</td>
</tr>
<tr>
<td>IV. IOC, HOC Rights</td>
<td>0.0</td>
<td>38.4</td>
<td>44.2</td>
<td>54.2</td>
</tr>
<tr>
<td>V. Incidental</td>
<td>281.5</td>
<td>154.0</td>
<td>90.0</td>
<td>75.7</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,570.4</td>
<td>€ 1,716.4</td>
<td>€ 1,962.6</td>
<td>€ 1,962.6</td>
</tr>
</tbody>
</table>
Legal Framework
ATHOC Legal Services

The ATHOC Legal Services Division, with a Games-time staff of 37 lawyers, handled all legal issues that arose relating to tenders, contracts, court cases and personnel issues, apart from specific issues on intellectual property, marine law and technology which were handled by a limited number of external legal counsels with expertise on the aforementioned specific issues.

ATHOC also prepared and submitted to the Government various draft laws (eight in total, as well as ad hoc relative provisions in some other laws) in order to incorporate the necessary regulations with regard to the preparation and hosting of the Games, operation of the city of Athens and the four other Olympic Cities, and more specifically to tax regulations, security measures, vehicle circulation and parking control, sponsorships, cruise ships, the general prohibition of advertising in the centre of Athens and in the vicinity of Competition and Non Competition Venues and routes, with the provision of very strict penal and administrative sanctions, delivery and handover of the Olympic Venues, as well as issues of entry residence and work permits for non-EU employees and freelancers working for the Olympic and Paralympic Games.

Contracts and Tenders

The procurement and services contracts concluded by ATHOC are regulated by the Company Regulations for the procurement and the provision of services, which have been issued upon authorisation of Article 2, para. 14 of Law 2598/1998, as in force, which have been approved by Act No 72/25.10.1999 (Government Gazette A/276/13.12.1999) of the Ministerial Council and modified by the Joint Ministerial Decisions 866/31.1.2001 (Government Gazette B/123/7.2.2001) and 1128/6.11.2004 (Government Gazette B/886/15.6.2004). These Regulations on the one hand implemented in the Greek legislation the regulations of EU procurement rules as stated in Directives 93/36/EEC on public supply contracts and 92/50/EEC on public service contracts to the extent that the relevant contracts surpass the “thresholds” of the application of the aforementioned Directives (Article 7 of Directive 92/50/EEC and Article 5 of the Directive 93/36/EEC), on the other hand regulate the award and the execution of contracts with price lower than the thresholds of the aforementioned directives (i.e., in case that the contract price exceeds €249,681 Euros, VAT not included).

Apart from the national legislation applicable on the operations of ATHOC and due to the fact that Greece is a member state of the European Union, ATHOC, as a Greek entity of public law established and operating in a EU member state, could in no case act in breach of the EU procurement rules, which even prevail over the Greek national legislation and thus was obliged to abide by the European legislation as well.

It is worth noting that the Athens Olympic Games was the first Games in history with an obligation that legal regulations be consistent with European Law and where a blending of important and strict areas of the community law with those of the Olympic Movement was tested for the first time. Greece, therefore, was the first EU country which undertook the organisation of Olympic Games after the application of the strict legal framework on the assignment of public procurement contracts in the EU imposing quite strict rules.
of objectivity, transparency and competition on equal terms, in order to safeguard competition within the EU market. The said approach was confirmed by the European Commission as well, which refused to grant any derogation from the application of EU law, even in the case of the Olympic Games. ATHOC executed many tenders (open, restricted or negotiated procedures) following both the European law and its Regulations without any problem. Only a limited number of cases were taken to court and without exception, were won by ATHOC. It is also worth noting that the External Three-Member Audit Committee approved all tendering procedures within the framework of the relevant provision of Law 2598/1998 before the execution of any contract.

From 1999 until the end of the Games, ATHOC executed around 2,500 tenders and award procedures, in accordance with European law. In the framework of the aforementioned procedures, 14 applications for provisional measures have been deposited from rejected candidates, of which 10 were discussed and were rejected in total by the civil courts. For the remaining 4, the rejected candidates resigned from their applications.

In accordance with the aforementioned legal framework, ATHOC could not choose a certain number of potential contractors and directly proceed to negotiations with them as would a company of private economy, but needed to follow the specific procedures of the EU procurement rules referring to supply and service contracts (as far as public works contracts are concerned, ATHOC has not been involved in constructions and therefore it has not faced the application of Directive 93/37/EEC). Under the said rules, direct negotiations are allowed only exceptionally, in cases specifically mentioned in the relevant legislation and always on condition that the selection of the contractor is adequately justified.

It is an incontestable fact that the Olympic Games are a complex undertaking which required the involvement of all competent Ministries and public agencies, that is, an assembly of Awarding Authorities, the liability of which could reflect on the activities of others, without there being liability of the specific Awarding Authority. In addition, the Athens Olympic Games were held in a context of international insecurity, due to the series of terrorism events and the war in the Persian Gulf. It is evident that any terrorist strike could cause not only the cancellation of the Games, but could also cause international exposure of the host country. Consequently, the political circumstances alone could provide grounds for urgent and unforeseen reasons, not due to a default on the part of ATHOC, which was obliged to take all necessary measures to secure the smooth hosting of the Olympic Games.

In order to monitor contracts, and to coordinate the procedures for procurement of any new or additional goods and for provision of services, which were necessary for the smooth hosting of the Games, the Board of Directors by its decision of 4 June 2004 formed the Contracts Monitoring Central Team, composed of Contract Financial Management teams and of a Legal team, to whom the contracts to be monitored were assigned, with the following responsibilities:

- To identify the degree of implementation for each contract, to conduct a financial review and cost estimation of unforeseen/new/additional works/goods and services;
- To conduct a legal review of proposals by ATHOC competent organs for the assignment of procurement of goods and provision of services or the modification/extension of the existing contracts due to the increase/decrease of the contract scope, within ATHOC’s legal framework;
- To draft legal opinions on issues arising from the implementation of these contracts;
- To closely and directly cooperate with the following, until qualitative and quantitative delivery and full payment of the contract price:
  1. with the Supervisor of the Contract, the Site Manager and the Venue Manager, the person responsible for the Functional Area related to the object of the contract, through the Logistics Department of the Financial Services Division, the delegates for receipt, and the head of the Site Management Central Team;
  2. with the legal counsels and lawyers of ATHOC and external legal counsel with whom ATHOC cooperated on issues of their competence.

Sponsorships

In order to obtain funds for the successful organisation of the 2004 Olympic Games, and in order to satisfy the need for specific items or services required for that task, ATHOC sought and achieved collaborations with commercial entities active in various areas (beyond the International TOP Sponsors selected by the IOC) to operate as National Sponsors, contributing financial resources and/or products/services for the Games. National Sponsors were each selected for a specific category of commercial activity, in such a manner as to ensure that only one sponsor was designated per category (sponsor exclusivity). In return for the sponsorship support, sponsors obtain a series of rights from the Organising Committee, primary of which are the right to use the trademarks, logos, emblems and mascots of the Games, to advertise within the framework thereof (using the official characterisation, such as “National Sponsor”), to obtain preferential hospitality rights during the Games and to obtain a certain quota of Tickets. Indeed, it is a fact that the Olympic Games, and the Olympic Movement and the International Olympic Committee in general, rely to a great degree upon the contribution of sponsors.

The sponsorship agreements of Olympic Sponsors, the number of which are designated in conjunction with the categories stipulated by the International Olympic Committee and the rights which the sponsors obtain, are characterised as exclusive sponsorship.
agreements with respect to the category for which each sponsor has been selected. Indeed, sponsor exclusivity constitutes the sine qua non condition of the agreements in question, since the sponsors’ intent is to obtain preferential promotion within the framework of the Games, in order to benefit from a comparative advantage over their competitors. Sponsors would not conclude agreements with such contents if they did not envisage securing advertising and commercial/business advantage from those agreements.

Within this context, National Sponsorship agreements were directly executed with ATHOC and approved by the IOC, while the International Sponsorship agreements, in reality constitute agreements specifying the conditions for hospitality, within the framework of agreements already concluded between the International Sponsors and the IOC. With reference to the selection of International Sponsors by the IOC, it should be noted that the IOC is an international organisation formed under private law and domiciled in Switzerland, in accordance with rule 19 of the Olympic Charter. As a result, and in light of the territoriality of laws, there can be no issue of applying European Union law, much less the laws of the Hellenic Republic. Furthermore, the IOC acts, both de jure and de facto, independently of state authorities and organisations in accordance with International Sports Law, and therefore cannot be considered to fulfill the conditions for application of the meaning of a public law organisation, within the scope of European Union and Greek legislation governing the award of public contracts.

Although the sponsorship agreements concluded by ATHOC with National Sponsors do not fall within the applicable scope of Procurement and Services Rules of the Organising Committee and the European Union Directives which govern agreements in the public sector (due to the fact that they do not constitute agreements concluded for “onerous cause” within the meaning of European Union law), ATHOC followed the procedures stipulated by Directive 92/50/EEC in order to select and appoint its sponsors, thereby upholding the principles of transparency, objectivity and equal terms of competition. Specifically, ATHOC followed the procedure of negotiation with previous publication of an invitation to bid (publication in the Official Journal of the European Union) under the terms (deadlines, etc.) stipulated by Directive 92/50/EEC, that is to say strict and scrutinised publication procedures, notwithstanding the fact that, as indicated above, ATHOC was not obligated to observe the same (due to the non application of Directives 92/50/EEC and 93/36/EEC). By following this procedure for the appointment of National Sponsors, ATHOC succeeded in obtaining, on the one hand, the best possible terms, within the scope of negotiation, for the benefit of ATHOC (and the benefit of the celebration of the Olympic Games) and, on the other hand, ensured the greatest respect for the principles of European Union and Greek law, including the principles of impartiality, objectivity, transparency and equal terms in competition.

Olympic Symbols and Marks

An important field handled by ATHOC Legal Services was the use of Olympic Symbols and ATHENS 2004 Marks, i.e. emblem, mascots, sports pictograms and the logotype "ATHENS 2004" and their protection from ambush marketing by the laws 2239/1994, 2598/1998 as in force and 2947/2001, which have been transferred to the IOC at the end of the Games. The Greek State and then ATHOC had contractually undertaken the obligation to the IOC of the protection of the Olympic Symbols and Marks and the execution of all legal means against the infringers who used them illegally (ambush marketing) thus securing the rights of the official sponsors and ensuring that there would not be carried out in Greece any marketing, advertising or other promotional programmes which could have any impact on programmes relating to the Games.

There was a systematic civil, penal and administrative prosecution of the infringers of the Olympic and Paralympic Symbols and Marks, from 2000 to date; many judgments on relevant cases have been issued by the Civil Courts, almost all of which were won by ATHOC, with only one reasonable enough exception, in which case the term “Olympic” was being used in the corporate name of the defendant before the enforcement of Law 2598/1998.

 Licensing of Venues

A law (Law 3254/2004, Government Gazette A/137) was passed on the Licensing of Venues, in which Article 1 envisages the issuance of operation licenses for all the Olympic Venues, permanent or temporary, Competition or Non Competition, as well as supporting ones. A license is issued by the Deputy Minister of Culture, responsible for Sports, further to a proposal by five 9-member committees, constituted of representatives of the Ministries of Culture, Physical Planning, Public Works and Environment; Development; Health; Public Order; the General Secretariat of Sports and the Fire Department. ATHOC also had representation on the committees.

The committees checked whether the Venues were in accordance with the approved Operational Design Drawings, which were carried out per the specifications and special requirements of the IOC and the International Federations, and approved by the ATHOC Board of Directors, further to endorsement by the Olympic Games Security Division. Each Venue’s file contained the fire safety studies and measures, active and passive, which had been planned for the safe operation of each Venue. The committees also confirmed the possibility of unimpeded ingress and evacuation of each Venue, and of emergency vehicle access, the existence and functioning of the necessary medical and health safety equipment, the suitability of fencing and of the areas for hygiene, catering and accommodation, as well as all other elements necessary for the smooth operation of each Venue. These licenses were valid until 30 November 2004.
Non EU Employees - Work Permits

Law 3207/2003 was passed (Government Gazette A/302/24.12.2003), whereas per Article I thereof, the entry Visa to Greece functioned as a residence and work permit for the period of its validity till 15 October 2004. The law applied to the non-EU employees of the IOC, the IPC, ATHOC, international Sponsors, Athens Olympic Broadcasting (AOB), Rights-holding Broadcasters (RHBs), and the subcontractors of ATHOC and AOB.

The visa was issued further to investigation of any reasons forbidding entry to the Schengen area, upon submission of certain documents provided in the aforementioned law. This regulation facilitated the entry process for non-EU citizens who were necessary for the preparation and hosting of the Games. This procedure did not apply to non-EU citizens who were members of the Olympic Family and had received a Schengen visa as per EU Regulation No 1295/2003, i.e. holders of an Olympic Accreditation Card.

Intellectual Property Rights

ATHOC Legal Services, supported by external legal counsel, handled the intellectual property rights of the Opening and Closing Ceremonies of the Games and the cultural programme of ATHOC.

According to Section II of the Olympic Charter: "The Olympic Games are the exclusive property of the IOC, which owns all rights and data relating thereto, in particular; and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanism whatsoever whether now existing or developed in the future". This general rule leaves a broad scope of interpretation, especially in relation to intellectual property rights of participants in events, which combine athletic and cultural elements, such as the Opening and Closing Ceremonies. Close collaboration between the IOC and each Organising Committee is required in order to clarify and identify the exact rights that have to be assigned in favour of the IOC, as well as the extent of this assignment so that the right of exclusive ownership enjoyed by the IOC is meaningful and operative.

In particular for the ATHENS 2004 Olympic Games, the negotiations with the singers participating in the Opening and Closing Ceremonies were long and difficult, since on the one hand most of them had exclusive contracts with record companies, and on the other they were participating on a totally voluntary basis, therefore they were unwilling to grant any mechanical rights on their performance, but in any case they all acknowledged the exclusive rights of the IOC with regard to any commercial exploitation of the Ceremonies.

As for the composers, the negotiations on their contracts required the involvement of the intellectual property rights collective society that represented, by virtue of assignment agreements, most of the Greek composers and lyric writers. The balance of interests was hard to achieve especially in light of a potential commercial exploitation of the Opening and Closing Ceremonies in the form of a film or a sound recording by the IOC. In addition, the IOC wanted to ensure that the artists participating in the Ceremonies should not link their work with the Olympic Games or take advantage of their participation for their own promotion or promotion of third parties, therefore their contracts included all relevant terms.

It is clear from the foregoing that, apart from the necessary cooperation among the competent departments of the IOC, the Organising Committee and the Producer of the Ceremonies, the final word belongs to the IOC, which at the end of the day needs to approve all these contracts involving intellectual property rights bearing always in mind the peculiarities of each case, let alone the peculiarity of the artistic world per se.

It should be noted that ATHOC, within the existing legal framework, was obliged to pay the collective societies, which are the sole and exclusive administrative bodies of proprietary rights for the categories of right-holders of the neighbouring rights whom they represent (representing the totality of the Greek owners of neighbouring rights and foreign organisations). Therefore, ATHOC negotiated with these societies via its Legal Services the amount of their remuneration, with regard to the specific use it made, and paid in full.
A general view of the Olympic rings and spectators during the Opening Ceremony of the ATHENS 2004 Olympic Games at the Olympic Stadium in Athens. © Getty Images: Waldie
The Venues
Sports Infrastructure and Bid File

The sports infrastructure existing in Greece and, in particular, in Athens in 1997, the year Athens won the Olympic Games, was diverse. During the previous years and on different occasions, a number of sports complexes had been developed. The Athens Olympic Sports Centre (OAKA) in Maroussi was a modern complex which had already hosted major international events and world championships. The older Peace and Friendship Stadium (SEF) was another important competition venue. According to the Bid File, with regard to the required capacity, 75% of competition and 92% of training venues were available at the time of submission. However, many of the existing installations needed major overhaul and modernisation, while several others had to be constructed anew, either to host the sports less known in Greece, such as Baseball, Softball, Hockey, Canoe/Kayak Slalom, or to accommodate sports that due to the Games Competition Schedule could not be hosted in the same venue.

The main new competition venues foreseen in the Bid File included the Faliro Sports Complex, a complex of five multiuse indoor halls, to be located on the site used for the Racecourse at the time. The complex, together with the new, to be constructed venues for Baseball, Softball and Beach Volleyball would comprise the Faliro Coastal Zone Olympic pole. The development of this pole required major urban planning and technical intervention for the rehabilitation and improvement of the coastal zone, for its reintegration into the urban fabric and for the "overture" of the city to the sea. This project was a decades-old dream, and had also been included in the Bid File for the Centennial Olympic Games by the great Greek architect George Kandylis.

Additional new venues foreseen in the Bid File included the development of a marina to host the Olympic Sailing Centre in Agios Kosmas, one Rowing and one Canoe/Kayak Slalom Centre in Schinias, the Olympic Equestrian Centre in Tatoi and the Indoor Halls in Galatsi and Nikaia.

The reasoning behind the location of each Olympic Venue was outlined in the Bid File's Master Plan. The basic principles of the Master Plan were:

- the planning of an Olympic Ring Road Network;
- the development of two major sports poles (OAKA and Faliron) connected by the Olympic Ring Road;
- minimising the number of stand-alone, geographically spread competition venues;
- maximising the utilisation of existing sport venues.

Finalising Venue Locations

Competition Venues

Through the first Interministerial Committee (set up by Prime Ministerial decision in January 1998) and in parallel with the establishment of the ATHENS 2004 Organising Committee (in March 1998), the Government assumed the task of re-examining the location of certain venues, in order to eliminate potential problems that might arise during the implementation phase due to the existing zoning and town planning legislation. As a result of this approach, two
major changes in the location of Competition Venues were decided. The Equestrian Centre was relocated from Tatoi to Markopoulo, where the new Athens Racecourse was to be also located in order to free up the existing Racecourse area in the Faliro Delta. Secondly, the decision was also reached to "decongest" the Faliro Complex by reducing the extent of construction required there: the coastal zone was to host only the Beach Volleyball installations, while in the old Racecourse area only two or three (instead of five) new indoor halls were to be constructed. At the time, it had already been proposed and agreed with the respective International Federations and with the International Olympic Committee (IOC) that the Sports of Wrestling and Judo, initially proposed to be located in Faliro, would be hosted to the new, to be constructed "Sports Centre" in Ano Liosia (later named Ano Liosia Olympic Hall).

The Government’s initial intention was to relocate to Aspropyrgos the rest of the venues to be moved from Faliro, in an area which the Government designated. However, this proposal was not accepted by the respective International Federations nor by the IOC.

There were further changes in the location of Competition Venues in the following years. Most were finalised in 2001. During that period, one of the Organising Committee’s main tasks was to ensure that the basic planning principles of the Bid File mentioned above would be maintained, in order to minimise transportation needs, transport costs as well as the development cost of new venues.

It was not until two years later when, due to delays in contracting the development of the Equestrian Centre and of the Racecourse in Markopoulo, it became evident that the project for the construction of the indoor halls in the existing Racecourse area was at risk; as it could not be completed in time. It was, therefore decided that only one indoor hall, to accommodate two Sports, would be constructed in the Faliro coastal zone, next to the Olympic Beach Volleyball Centre, and that no venues would be located in the existing Racecourse area. This became the Faliro Sports Pavilion, which hosted the Sports of Handball and Taekwondo.

In order to reduce the geographic dispersion of venues, it was decided that the remaining venues would be constructed in the area of the Helliniko Airport, which would cease to operate with the inauguration of the new Athens International Airport "Eleftherios Venizelos" in 2001. Thus, the final decision was reached to locate the Baseball and Softball installations in Helliniko together with the two indoor halls that were to be located in the old Racecourse area in Faliro. The two indoor halls would be accommodated in the two existing hangars of Olympic Airways, to be redeveloped and adapted accordingly. These two indoor halls eventually hosted the Sports of Fencing and Basketball, instead of Volleyball as originally foreseen, following a respective agreement with the International Federation and with the IOC to host Volleyball in the existing Peace and Friendship Stadium (SEF).

The Sport of Hockey was eventually also located in Helliniko, using a light structure venue, instead of the Karaiskaki Stadium as formerly planned. Following initial discussions between the Greek Government and the IOC, the Karaiskaki Stadium had been favoured for the Football Preliminaries, subject to its full overhaul or reconstruction, a decision which was finalised in 2002.

The final Sport to be located in Helliniko was Canoe/Kayak Slalom, following a decision by the Greek State Court rejecting the initially selected site near the Schinias Olympic Rowing Centre.

A further change in location concerned the Sport of Boxing, finally hosted in the Peristeri.
Indoor Hall instead of Badminton as had been proposed in the Bid File. For the hosting of Badminton it was decided to construct a small indoor hall in the Goudi Olympic Complex, where Modern Pentathlon would be accommodated. This indoor hall would be also used for the Shooting Discipline of Modern Pentathlon.

Of particular importance was the Organising Committee’s initiative to propose the location of Road Event venues in areas most suitable to mark and promote the cultural and historical sites of Athens as well as the natural beauty of its landscape. The following sites were thus proposed and approved by the Government, by the International Federations and by the IOC:

- For Cycling Road Race, a course in the Historic Centre of Athens, on the Acropolis and Lycabettus Hills, making also use of the extensive pedestrian way network under construction at the time as part of the “Unification of the Archaeological Sites” scheme.
- The Coast of Vouliagmeni for Triathlon.
- For Cycling Time Trial, a course in Vouliagmeni along the Sounion Avenue.

In the same spirit, the Panathinaiko Stadium was selected to host the Archery competition (initially planned to be located in Tatoi together with the Equestrian Centre according to the Bid File), thus promoting the place where the modern Olympic Games were revived; it was also decided to hold the Marathon Race in its classical route. Of particular significance was the staging of the Shot Put discipline in the Ancient Stadium of Olympia, a decision finalised in December 2003, as it promoted the link of the Olympic Games with the place of their birth.

All Competition Venue relocations were proposed, discussed and finalised in agreement with the respective International Federations and with the IOC. This process lasted three years and was basically concluded in 2001, with the exceptions of Boxing whose location was finalised in August 2002; the Football Preliminaries in the Karaiskaki Stadium, decided also in 2002; and the location of Shot Put in Olympia, a decision reached in December 2003.

Olympic Village

The location of the Olympic Village at the foot of Mount Parnitha had already been proposed in the Bid File for the Centennial Olympic Games and was maintained in the second bid. Following the detailed re-examination of the Venue locations by the Government in 1998, three problems were identified which necessitated the move of the Olympic Village slightly to the South, which in effect did not alter the area of its location. These problems were: the existence of forestland, the location of Air Force installations and the existence of aerial high voltage lines. With the relocation of the Olympic Village, it was also decided to increase its total surface from 830,000 sq.m. proposed in the Bid File to 1,240,000 sq.m.

International Broadcast Centre and Main Press Centre

According to the Bid File, the International Broadcast Centre (IBC) was to be hosted in the building owned by the exhibition body “HELEXPO” on Kifissias Avenue next to the OAKA Complex, following the appropriate extension of the building which was then under construction. Respectively, the Main Press Centre (MPC) would be located in the existing Guest Houses of the OAKA Complex following necessary extensions and adaptations.

Further to a detailed examination of the operational needs of each of these Venues undertaken by the Organising Committee in consultation with their Olympic users, it was decided, in agreement with the Government, that the selected installations were inadequate and that their operational adaptation for the proposed uses was not feasible.
New options were explored in the same vicinity, which had the significant advantage of being centrally located in close proximity to the main pole of the Games, the OAKA Complex. Ultimately, it was decided that the HELEXPO building, with a substantial extension, would host the MPC, while the IBC would be hosted in a new building to be constructed right next to the MPC, on an existing open-air parking lot, on the crossing of Kifissias Avenue with Spyrou Loui Street. An adjacent privately owned space was offered for use as the location of the IBC Satellite Farm.

Supplementary Accommodation Facilities and Media Villages

In addition to the Olympic Village, which is used for the accommodation of Athletes and Team Officials at all Olympic Games as per the contractual obligations, and to the use of cruise ships for the accommodation of spectators, the Bid File did not make any other provisions (except for hotels) for special accommodation sites for constituent groups. The need for extra accommodation sites was identified following the detailed market research study undertaken by ATHOC’s Accommodation Department in December 1998, to assess the availability of accommodation in the wider Attica Region against the estimated demand for the accommodation of Games constituent groups, that is Olympic Family members as well as spectators. The study identified a deficit in the hotel room capacity, in particular for the required class (four and five star hotel categories).

The Organising Committee subsequently undertook further studies in close collaboration with the Government and with the Olympic Family. The studies concluded with a set of proposals for alternative means of accommodation in order to increase the overall accommodation capacity for the needs of the Olympic Games. The options finally adopted concerned the use of facilities “supplementary” to the hotels for specific Olympic Family groups: Accommodation Facilities in addition to Hotels for Technical Officials, the development of Media Villages for the accommodation of Media representatives, the use of cruise ships berthed in the Port of Piraeus as “floating hotels” to accommodate not only spectators but also Olympic Family members, and the use of privately owned residencies for the accommodation of spectators.

With regard to the Media Villages in particular this alternative was initially proposed during the IOC Coordination Commission meeting in October 1999. Following this proposal, the Organising Committee, in collaboration with the Government, started working out solutions. The initial objective was to secure one Media Village with a total capacity of 10,000 beds, while investigating the possibility of mobilising private funds. In May 2000, a call for tenders was launched for the concession of a housing complex that would comply with the quantitative and qualitative specifications of the IOC for the accommodation of Media representatives. However, this tender did not have the desired result already from the initial stages of the technical evaluation of the proposals.

Consequently, there was a change in approach, and there followed a period (until the beginning of 2001) during which the Organising Committee together with the Ministry of Environment, Physical Planning and Public Works (MEPPPW) examined the potential of using public buildings or state-owned property or property owned by benevolent institutions, as well as through the promotion of mixed public and private investment partnerships. In all cases, the emphasis was placed on the post-Olympic commercial viability of the proposed solution or its contribution to addressing specific social needs. During this thorough investigation, it was also substantiated that there were no expanses of land in the Attica Region large enough to accommodate installations for a single Media Village with a capacity of 10,000 beds.
As a result of the above actions and having applied the basic principle of working out all possibilities of private sector investment prior to turning to public funds, as well as aiming to maximise post-Olympic use, ATHOC, in cooperation with the authorities responsible concluded in 2001 the final list of seven Media Villages. These Media Villages covered a large part of Media representatives’ accommodation needs, offering a final total capacity of 8,755 beds.

Of the Media Villages developed, five were established according to the provisions of Law 2947/2001:

• “Agios Andreas” Village in northeast Attica: renovated existing resorts of the Armed Forces and of the Ministries of Health and Social Welfare, of Education and of Public Order;

• “SELETE” Village: new construction to accommodate the central administrative services of the Ministry of Education, located very close to the OAKA Complex, the IBC and the MPC;

• “Amygdaleza” Village in the Police Academy Campus, near the Olympic Village;

• “Maroussi” and “OTE Pallini” Media Villages, two new private housing developments very near the OAKA Complex, the IBC and the MPC.

The other two Media Villages were developed further to a decision by the Interministerial Committee for the Coordination of Olympic Preparation (DESOR24/18.09.2001):

• the “NTUA” Media Village, which was located in newly constructed student residence halls of the National Technical University of Athens; and

• the “University of Athens” Media Village, which comprised newly constructed as well as renovated student halls of residence.

Construction: The First Steps of Implementation

The Organising Committee’s founding law provided that ATHOC, apart from the purely organisational aspects of the Games preparation, would also be responsible for the construction of a number of Olympic Venues. In accordance with this law, the Interministerial Committee decided in July 1998 to entrust the Organising Committee with the following projects: the Equestrian Centre, the Archery Venue in Tatoi, the multipurpose Complex in Falirio, the Sailing Centre in Agios Kosmas, the Rowing Centre as well as the Canoe/Kayak Centre in Schinias and the venues to host Baseball, Softball and Beach Volleyball at the Falirio Coastal Zone. By the same decision, the Organising Committee was also assigned responsibility for the Olympic Village.

All the other venues, which were purely sports venues, were the responsibility of the General Secretariat of Sports (GSS). This Agency, belonging to the Ministry of Culture also had the responsibility for upgrading all the existing facilities. GSS was also responsible for the IBC and MPC venues.

The projects that were initially assigned to the Organising Committee were the most complex and challenging, especially with respect to the initial phases of development: in addition to securing the relevant urban and development permits (land use, building coefficients etc.), it was necessary to secure the land through expropriations, to undertake the required environmental impact studies and submit them for approval, and to undertake planning and construction studies for locations with complex and difficult problems particular to each venue. Furthermore, the funding of these projects was unclear and, as was stated in the Bid File, private funding would have to be sought; this also was the responsibility of the Organising Committee.
As soon as these projects were entrusted to the Organising Committee in July 1998, the latter focused on their implementation. A “Project Coordination Team” was set up with the following priorities: (a) to seek private funding for the projects, (b) to secure the land either by expropriation or by concession in the case of state-owned property, (c) to undertake all necessary feasibility and preliminary studies, and (d) to introduce a special legislation for securing the location of each venue and the urban and construction permits.

To investigate the possibilities of private financing the Organising Committee employed the services of a financial consultant, following a call for tender. The financial analysis concluded that there were private investment possibilities for the projects of Canoe/Kayak Slalom, Sailing Centre, Equestrian Centre (in combination with the Racecourse), and for the proposed multipurpose Centre at Faliro.

However, the thoughts to proceed with concession tenders or with mixed public/private partnerships were quickly abandoned. Senior Management’s experience on such procedures was extremely limited while the legal framework for such type of contracting was inadequate. The implementation of these projects through concession contracts would entail long delays and might even be inconclusive. This was proven in practice for one of the projects: the Hellenic Horseracing Organisation S.A. (ODIE) was assigned responsibility by Law 2833/2000 to procure the Equestrian Centre and the new Racecourse through a concession contract by conceding to the developer a part of the betting income. The call was launched but the tender was nullified.

Expropriations and Use of Public Property

The timely securing of land through expropriation or through concession of use of public property was one of the most critical problems in the implementation of the projects. This procedure required technical, legal and administrative expertise; ATHOC therefore employed an expert legal advisor to be responsible for the drafting of proposals on the special legislation that was required, for monitoring and following up all the legal procedures, and for overseeing the procedures for the concession of use of public property.

In agreement with the Government it was decided and instituted (Article 18, Law 2730/1999 “Planning, Implementation, Development and Construction of Olympic Works and Related Acts”) that all new regulations would apply to all projects of Olympic interest and that the Organising Committee with its legal advisor and its competent services would support and process all the cases for securing land for all such projects, irrespective of end user or the implementing authority.

With the expert support provided by ATHOC and with the new legal framework, the process of land expropriation was significantly accelerated. Land for all the major Olympic Works that were initially assigned to ATHOC (e.g., the Olympic Village, the Equestrian Centre and Racecourse, the Rowing Centre) as well as for the other Olympic Works, sports venues or non-competition, and also for the infrastructure projects, such as roads and rail track transport, was secured in record time. All the legal procedures for determining unit prices, implementing expropriation, evictions, transfers and concessions of use were implemented and concluded at a pace unprecedented in the Greek context. Instead of the usual two to three years, the procedures were concluded within only six to seven months in the case of the Olympic Village and slightly longer for the other projects. More difficulties were faced in cases involving the concession of use of public land that was in prior use by another public authority or private body or individual (in some cases illegally).
Preliminary Studies

During the period that the Organising Committee had the responsibility for certain Olympic projects and while investigating funding alternatives, it also proceeded with assigning all the geotechnical and topographical studies for all projects under its competence, as well as specialised environmental studies for the Agios Kosmas Sailing Centre and for the Faliro Bay. These preliminary studies were necessary for developing the first plans and for securing the environmental permits.

One of the most notable initiatives undertaken by the Organising Committee during that period concerned the implementation of the large-scale rehabilitation of the Faliro Coastal Zone and its integration into the urban fabric.
The Faliro Coastal Zone

Faliro, an extended and in earlier times sandy beach, had been for many decades the summer resort of Athenians. It was the place where the first public bathing beaches were organised, while the Faliro Bay was a place of entertainment and recreation, providing the capital’s opening to the sea. Once the urbanisation rates of the city swelled, the area was neglected and abandoned to rubble and waste, a freeway was built along and the inhabitants lost access to the waterfront. Many proposals and attempts to implement a wide rehabilitation programme were to no avail. In view of the Olympic venues to be hosted in the area, a proposal to rehabilitate and re-access the coastal zone of Faliro was included in the Bid File for the Centennial Games.

After Athens undertook the 2004 Olympic Games, the Athens Planning Organisation and the Organising Committee jointly organised an International Workshop in October 1999, with the participation of prominent architects and urban planners invited to present their ideas for the rehabilitation of the site. The workshop participants included J. Acebillo (Spain), B. Reichen (France), E. Bru (Spain), C. Macchi Cassia (Italy) and R. Koolhaas (Holland), with Peter Rowe, Dean of the Harvard Graduate School of Design, and Andreas Symeon as coordinators.

The Athens Planning Organisation selected two of the proposals on the basis of which a master plan was drawn and approved by the Government. This plan formed the base for the planning of the Olympic Works to be undertaken in the Faliro Coastal Zone. In addition to the construction of the Olympic Venues, extensive cleaning, anti-flooding and marine engineering works were implemented, a new marina was created and 770,000 sq.m. of land were landscaped from Kifissos to the Faliro Bay. An 800-metre long esplanade was built over the highway intersection, providing direct access from the residential areas to the coast.

The rehabilitation of the Faliro Coastal Zone was the largest European urban rehabilitation project to be implemented in recent years.
This page, from top to bottom:

Faliro Olympic Complex. Surrounding area. © ATHOC/A. Panayiotou

Faliro Olympic Complex. Olympic Beach Volleyball Centre. © ATHOC/G. Prinos
Statutory Regulation of Venue Locations and Permits

In order that zoning terms and conditions as well as the permits for the implementation of Olympic Works include the highest degree of safety parameters provided for by law, it was decided that the location, the uses, the terms and other urban provisions related to Olympic but also post-Olympic use would be regulated by Law in line with the most recent European Union Directives on urban development and environment. In cooperation with the Ministry of Culture that had the overall competence and responsibility the Organising Committee drafted the bill, which, for the first time in Greece, included in its preamble fully documented spatial and environmental reviews for each project, which were elaborated byATHOC. The draft bill was voted as Law 2730/1999 and became the backbone and the guiding statutory document for the urban regulation of all Olympic Works.

A special agency was instituted within the MEPPPW responsible for the issuing of construction permits for all Olympic Venues and related Works.

Construction: Implementing Agencies

Following the allocation of responsibility for specific Olympic Works to the Organising Committee and for a period during which critical problems were encountered with respect to progress in implementation, there was intense reconsideration as to whether the Organising Committee was the most appropriate body to be assigned responsibility for construction projects.

Initially, the possibility to create a subsidiary company was explored and a relevant provision was actually made in Law 2730/1999. However, given the extreme time pressure and the considerable delays in implementation, more mature thoughts prevailed; experimentation with new schemes was abandoned and the Government finally decided that projects would be implemented with standard public works procedures. Thus, by Law 2819/2000 (par Ia, article 4) it was decided that responsibility for the implementation of all projects be transferred to Public Agencies: the Equestrian Centre to the GSS (which already had the responsibility for a large number of venues) and the other projects to the MEPPPW. To this end, special services were established within each Ministry. According the same Law, the Organising Committee maintained responsibility for “monitoring and supervising the adherence to the Olympic specifications and the time-schedule of implementation of all works and installations”.

This more pragmatic approach was adopted at a time when there was evident concern on the part of the International Federations and of the IOC over the progress in implementation, a concern that was expressed in April 2000 with a “yellow card” that eventually resulted in a change of Senior Management and a restructuring of the Organising Committee.

The new regulations provided a clearer breakdown of responsibilities with the State being responsible for Olympic Works and the Organising Committee being responsible for the organisation of the Games. A new scheme was thus established based on close and intensive collaboration between ATHOC and the Public Agencies responsible for delivering the Olympic Works. Following the decision, ATHOC handed over to the Agencies all the dossiers and work material on each project that had been under its responsibility, including all the studies that had thus far been concluded as well as the Olympic specifications and requirements as they had thus far been recorded by the Olympic Works division in collaboration with the key ATHOC Functional Areas, in particular the Sports Division that was in direct contact with the International Federations.
This page, from top to bottom:

Construction works at the Ano Liosia Olympic Hall. © ATHOC/Action Images

Construction works at the Main Press Centre (MPC). © ATHOC/G. Prinos
The close on-going cooperation with the Agencies that followed focused on the refinement of Olympic requirements, on the monitoring of progress in the implementation of Olympic Works and on coordinating the activities to address issues and difficulties that emerged.

In the following years, the public agencies and their contractors worked feverishly to complete in time the construction of the venues and related infrastructure. International public opinion focused on the timely completion of Olympic Works. The times achieved in implementation were without precedent: the "maturing" period for major projects, i.e. the period between the initiation of the project and the installation of the construction crew including all the stages of approval, permits, tenders, land expropriation, appeals etc., usually takes 50 to 60 months. In the case of Olympic Works the average "maturing" period was less than 30 months. With regard to construction time, suffices to note that the Karaiskaki Stadium was reconstructed within 9 months from the signing of the construction contract, while the Calatrava projects in OAKA were implemented within a period of 15 months.

The OAKA Complex

The importance of the Olympic Sports Complex (OAKA) for hosting the Olympic Games was unequivocal not only due to the large number of spectators that would visit it daily in order to witness some of most popular Competitions, but due to the staging of the Opening and Closing Ceremonies. The decision of the Ministry of Culture to cover the Olympic Stadium was a unique opportunity for Athens to acquire an architectural landmark of international recognition. The name of Santiago Calatrava had already been discussed since the summer of 2000. It was on the occasion of the exhibition of his works in the Athens National Gallery, in March 2001 that Santiago Calatrava was approached by the Ministry of Culture and ATHOC. A month later the framework of collaboration and the architectural brief were taking shape: Calatrava would undertake the roofing of the Olympic Stadium and of the Velodrome as well as the "aesthetic unification" of the OAKA Complex that was composed of interspersed heterogeneous installations in need of major infrastructure improvements and landscaping.

OAKA was upgraded architecturally but also its infrastructure was modernised and brought to Olympic standards. The Olympic Stadium and the Velodrome were roofed with two aesthetically and functionally exceptional structures, while the central axis of circulation, the spectators' entrances, the arch-shaped Agora, the wavelike "Wall of Nations", the water element and the extensive landscaping created the proper stage for the festive atmosphere and the euphoria that characterised the Olympic Games of Athens.
This page,
from top to bottom:

The Athens Olympic Sports Complex (OAKA) before the renovation designed by Santiago Calatrava.
© ATHOC/D. Kalopis

Athens Olympic Sports Complex (OAKA).
Aerial view.
© ATHOC/Athens News Agency (ANA)/P. Saitas
This page, from top to bottom:

Athena Olympic Sports Complex (OAKA), Olympic Aquatic Centre. © ATHOC/C. Vergas

Athena Olympic Sports Complex (OAKA), Olympic Stadium. © ATHOC/C. Vergas
The Case of the Olympic Village

When the Olympic projects were first assigned to the Organising Committee, in July 1998, the first priority was to initiate all the necessary preparatory studies and the procedures for securing the development permits. Procedures for land expropriation were initiated as well as all the topographical and geotechnical surveys and flood protection studies. The disastrous earthquake of 1999 had the wider area of the Olympic Village as its epicentre. Therefore, a series of microzonics studies were conducted whose results were embodied in the structural specifications of the Village. At the same time, the first set of Olympic specifications and requirements of the two zones of the Village (International and Residential Zones) were drafted. In 1999 the Organising Committee initiated an international architectural competition for the design of the Olympic Village, which was later cancelled for procedural reasons. A second architectural competition followed, this time in order to provide design “ideas/concepts”.

In order to secure the urban development terms for the Olympic Village, the Organising Committee drafted the “environmental review” study that was annexed to Law 2730/1999, the study for the modification of the statutory plan of the Aharnes Municipality (the Village being within the Municipality’s area of jurisdiction) as well as the environmental impact study of the project. During the same period a proposal for the financing of the Village by the Social Housing Organisation (OEK) was also explored. OEK had already expressed interest in developing a social housing project in the same area. The OEK proposal had two advantages: firstly, OEK had its own earmarked funds and would thus not burden public investment funds excessively and, secondly, it disposed of a reliable and experienced mechanism for implementing the project.

OEK was assigned responsibility for developing and delivering the Olympic Village to ATHOC for Olympic use. This decision was enacted by Law 2819/2000, which provided for the establishment of a subsidiary company of OEK, the “Olympic Village S.A.”, in order that OEK dispose of a more flexible structure for the timely implementation of the project. One issue had to be addressed: although OEK was responsible for the construction of the Olympic Village, it could not allocate funds to any work other than for the Residential-Zone, as its funds were strictly earmarked for providing social housing and not for other uses. However, in addition to the Residential Zone, a large number of other installations were needed to accommodate common facilities, International Zone facilities, the Polyclinic, the Sports Centre. Also, extensive landscaping works were required as well as works for the adaptation of the Village to its post-Olympic use.

To this end, OEK was endowed with additional land, building coefficient and commercial uses through the exploitation of which it could cover the additional costs. ATHOC cooperated with OEK to procure a concession tender. However, as there were limited private interest expressed, the non-residential constructions were finally implemented with public funds. The Public Agency for School Buildings constructed two schools that would eventually serve post-Olympic needs of the community. The Ministry of Health and Welfare funded and equipped the Polyclinic. In the International Zone two public buildings were constructed to accommodate the central office of the Ministry of Employment and of the Institute for Geological and Mineral Studies. The Sports Centre was constructed with funds by the General Secretariat of Sport and the Fire Station by the Ministry of Public Order.

A number of other agencies undertook to implement the necessary infrastructure projects: the Public Power Corporation removed and relocated underground the high-voltage lines in the area, constructed the power distribution station and connected the Village to the main power supply; the Hellenic Telecommunications Organisation (OTE) installed the telecommunications network and infrastructure; the Public Gas Corporation performed the natural gas installations; the Athens Water Supply and Sewerage Company undertook all the flood protection works, water and sewerage infrastructure of the Village; and the MEPPPW constructed the access roads and the major artery connecting the Olympic Village to the National Road.

OEK was responsible for all the necessary site plan studies by adapting ideas that were submitted further to the second architectural design competition launched by the Organising Committee. ATHOC supported the design procedures by submitting to OEK and working together with its representatives through all the Olympic requirements, and by organising a number of environmental studies for improving of the environmental performance of the Village.

The Olympic Village was finally developed into a model, high standard housing estate with extensive landscaping. From a total surface of 1,240,000 sq.m., only 165,000 sq.m. were built (13%). The archaeological findings (Hadrian aqueduct) were protected and were prominently incorporated in the landscape. Elements of bioclimatic design were incorporated in the housing units, while there was extensive use of natural gas. The construction of the Residential Zone of the Olympic Village was undertaken by four consortia at an intensive pace and completed the works by the end of 2003. In post-Olympic use, the 2,292 apartment houses of the Village were allocated to beneficiaries of OEK.

Venue Olympic Overlay

Olympic overlay comprises all temporary facilities and equipment required so that each Venue meets the special technical and functional requirements of the Olympic Games. The functional requirements are derived from the particular specifications of the Olympic Games, such as Accreditation Zones, different flows and user areas for the different categories of constituent groups, contractual level of services to Athletes and Team Officials, International Federations, the Olympic Family, Media representatives, Sponsors, spectators, etc. as well as the increased needs for Security. Respectively the technical specifications,
including the provision of state-of-the-art technological infrastructures, stem from the need for providing excellent support to Competition, Broadcasting, etc.

The type and size of Olympic overlay in each Venue varies depending on the capacity, space availability, technical equipment and the extent of modifications feasible on the permanent Venue, while the use of overlay is maximal in the case of fully temporary Venues. For example, the Mountain Bike Venue in Parnitha and the Triathlon and Cycling Time Trial Venue in Vouliagmeni were temporary and were realised exclusively with overlay elements. In principle all overlay is temporary and after the Games it is completely removed.

The specifications of the overlay required for each Venue were an outcome of the Venue Operational Design process that was completed by ATHOC in December 2002. The Operational Designs were part of the Operational Planning of the Venues, a complex and intensive planning procedure that followed a common methodology for all Venues with the participation of representatives of all Functional Areas with critical operations in the organisation of the Games. The objective of Operational Planning was the definition, in every detail, of all parameters that would affect the operation and management of each Venue during Games-time.

The Operational Design was one of the two basic deliverables of the Venue Operational Planning process (the second was the Venue Operating Manual) and included all the technical aspects of the Olympic and Paralympic operation of the Venue. It defined all spaces and equipment required for Games-time operations, incorporating and combining the requirements of each Sport as specified by the respective International Federation, the contractual obligations to the IOC and to the other Olympic stakeholders, as well as the operational needs of each specialised function (e.g., Security, Transport, Food Services, Medical Services, Broadcasting, etc.).

The elaboration of the Operational Designs was the responsibility of ATHOC's Olympic Works and Overlays Department, whose staff was highly specialised, mostly architects and civil engineers. The Operational Designs were based on the planning and construction studies provided by the Agencies responsible for the construction of the Venues. Each Operational Design included site plans indicating the location of each operation and related furniture and equipment, as well as Architectural Drawings for Olympic Use, indicating the flows and spaces of each constituent group (e.g., drop-off points, Accreditation zones, Security control points, Field of Play plans, detailed plans of camera platforms, AttNets' areas, International Federation working areas, etc.). In accordance with and on the basis of these Operational Designs, the respective electromechanical studies were carried out, leading to the finalisation of the construction and outfit of the Venues and their operational readiness.

Following the completion of the Operational Designs, ATHOC initiated a close collaboration with the Agencies responsible of the delivery of the Venues, in order to identify and specify potential gaps in the construction and equipment of the Venues. The common goal of this collaboration was to ensure that the Venues would fully comply with the Olympic and Paralympic operational needs and requirements, while also specifying the exact scope of works that each party (Agencies and Organising Committee) had to undertake, in order that the Operational Design be fully implemented. In this context, the overlay scope for each Venue was finalised and agreed.

Olympic Overlay in principle comprises:

- Indoor air-conditioned spaces (tents) providing workspace for various user groups that, due to their increased number in the Olympic Games, cannot be fully accommodated in the existing Venue facilities. Indicative cases are written and photographic Press representatives, Broadcasting personnel, Security forces, as well as Venue Operations staff. These spaces include also appropriate catering and lounge areas.
- Prefabricated air-conditioned compounds (trailers), used mainly to accommodate Broadcasting equipment, Timing & Scoring equipment systems, Security systems, Ticket Offices, etc., as well as temporary WCs/shower-rooms.
- Containers for storage of equipment and consumables.
- Chemical WCs facilities to meet extra needs especially in remote locations.
- Temporary grandstands to increase the capacity of Venues.
- Additional air-conditioning units due to extra population and additional technological equipment.
- Permanent and movable fencing and barriers to serve the Security of the Venue, to isolate Accreditation zones and to facilitate spectator flows.
- Banners and flagpoles to support Look elements and national flags.
- Tabled Press and Broadcasters desks in the grandstands.
- Platforms and podiums for TV and photo cameras, wheelchairs, etc.
- Signage to facilitate the flow of vehicles and pedestrians inside and around the Venues.
- Extra lighting of the Venue surrounding areas to facilitate pedestrian movements and vehicle circulation, as well as for Security reasons.
- Special lighting systems and devices in order to meet the increased needs of Broadcasters and the specific requirements of the various Sports.
- Furniture, Fittings and Equipment (FF&E) to fulfil the extra needs of the Games.
Following the decision by the Greek Government, the Olympic overlay contracts were implemented by the Organising Committee, following the tendering procedures provided for in the Greek and European Union legislation. The selected Olympic overlay contractors were responsible for conducting the required construction studies, that were further approved by the Organising Committee, for the procurement and installation of overlay facilities, for the provision of maintenance and site management services during Games-time, and finally for the removal of all temporary facilities and for reinstatement of all sites used.

The supervision and management of the Olympic overlay contracts was the responsibility of the Organising Committee; to this end experienced technical staff were recruited in order to ensure the timely completion of the overlay installations to the required standards while keeping the projects within budget. Special efforts were made in order to keep to the absolute minimum any interventions and/or modifications to the permanent construction of Venue during the installation of the overlay.

During the implementation of the Olympic overlay contracts, ATHOC employed experienced cost controllers and quantity surveyors, who assisted, as independent consultants, in the monitoring and financial control of contract implementation.
During the period leading up to the Athens Olympic Games, over 350 projects (contracts) were implemented that were directly or indirectly related to the staging of the Games. These projects can be categorised as follows:

- **Olympic Competition Venues**, with 37 different contracts.

- **Olympic Non Competition Venues and Infrastructure**, including 70 contracts on Transport Infrastructure, 54 on upgrading and refurbishment works of Olympic Training Sites, 8 contracts for the upgrading of the Piraeus Port, 7 contracts for the Logistics Support Venues and for the Uniform Distribution & Accreditation Centres in the Olympic Cities, and about 120 urban renewal and city refurbishment projects.

- Also, a further 13 contracts at the Olympic Village, 20 at the Media Villages and 23 contracts for the supplementary means of accommodation (Technical Officials and Additional Officials Accommodation Facilities).

At the beginning of 2000, the organisational structure to be responsible for the implementation of the Olympic Works was formalised. It was based on the following Public Agencies that were responsible for the construction of the Olympic Venues and of the necessary infrastructure works to support them:

- The Ministry of Environment, Physical Planning and Public Works (MEPPPW), which, in addition to the delivery of the road infrastructure for the Olympic Games, anti-flooding measures and the extension of the metro system, was also responsible for the design and construction of some of the most critical and complex Olympic Works (the Olympic Rowing and Canoeing Centre in Schinias, the Olympic Sailing Centre in Agios Kosmas, the Olympic Canoe/Kayak Slalom Centre, the Helliniko Olympic Complex, the Olympic Beach Volleyball Centre and the Sports Pavilion at the Faliro Coastal Zone, as well as the Goudi Olympic Complex).

- The General Secretariat of Sports (GSS) of the Ministry of Culture was responsible for the construction of a large number of new Olympic Venues (the International Broadcast and Main Press Centres, the Olympic Weightlifting Hall in Nikaia, the Olympic Halls in Ano Liosia and in Galatsi, the Olympic Boxing Hall in Peristeri, the Olympic Equestrian Centre in combination with the relocation of the Racecourse to Markopoulo). It was also responsible for the refurbishment and modernisation of existing Competition Venues, including the Venues inside the OAKA Complex, the Peace & Friendship Stadium (SEF), and the Football Venues located in the four Olympic Cities (Thessaloniki, Volos, Patra, and Heraklio). The GSS was further responsible for the construction and/or refurbishment of all Training Sites.

- The Ministry of Transport and Communications was responsible for the construction of the major rail track transport projects in Attica (tram and suburban rail).

- Other Agencies had responsibilities for specific projects according to their institutional competences, such as: the Social Housing Organisation (OEK) for the Olympic Village; the Piraeus Port Authority for the upgrading of the Port; the Public Power Corporation (PPC) for all the electrical energy supply works; the Hellenic Telecommunications Organisation (OTE) for the telecommunications infrastructure; as well as numerous Municipalities and other Agencies responsible for city improvements and refurbishment projects.
The assignment of Olympic Works to the above Authorities was determined primarily on existing and institutional responsibilities and competences; however it had as a result the fragmentation of political and administrative responsibility among many Authorities. The practical consequence of this was the existence of a system of multiple decision centres on matters such as timetables, qualitative and technical requirements of projects, and application of necessary legal regulations and related controls. Furthermore, the overall public works implementation mechanism in Greece was not particularly accustomed to operating within fixed and immovable deadlines. On the other hand, the different institutional profiles and levels of know-how and experience of each Agency involved had led to a fragmented system for management and administration, different parts of which ran at different paces and with varying degrees of competence and operational readiness.

According to the Host City Contract, the Organising Committee was responsible for monitoring compliance with the requirements and the timetables of the Olympic preparation. It was, therefore, necessary that a strict and systematic mechanism be put in place to monitor the implementation of Olympic Works, so thatATHOC could access direct and accurate information on the progress of construction works, and in order that any problems be identified and resolved promptly.

The Organising Committee was also responsible for preparing and submitting to the International Olympic Committee (IOC) regular reports on the progress of Olympic Works. Throughout the period of planning and later of construction, ATHOC collaborated closely with the Agencies responsible for the implementation of Olympic Works, also undertaking regular site visits, and prepared regular progress reports on all project activities and for each phase of their development: initial planning, land expropriation, permits, tenders and construction. In parallel, it monitored tightly the adherence to the set time-schedules. The monitoring of the Works at this level began during the projects’ preparation phase, that is at the time of elaborating the construction studies and designs and of issuing the relevant planning permits, and continued through to the completion and delivery of the Venues, and their handover to the Organising Committee in order to operate them for the Games.

Project Monitoring Group

After May 2000, the coordinating mechanisms were formalised at an interministerial level with the institution of the Interministerial Committee for Coordination of Olympic Preparation (DESOP) and of the Project Management Team (ODE). These bodies functioned on a regular basis and were oriented towards a macro-coordination at top executive level. Nonetheless, there was still a shortfall in following the day-to-day issues that required coordinated, prompt and practical solutions, such as: legal appeals, lawsuits, land expropriation, evictions, technical issues, local and social demands.

At this critical phase of preparation, options for new effective mechanisms were explored. However, inflexible and pressing deadlines did not allow for organisational experimentations and for administrative reforms that would consume time and resources to mature and render results. Instead, realistic and practical solutions were opted for: based on existing structures, mechanisms and individuals that disposed of the necessary experience, know-how and wider acceptance.

The need was for a hands-on, streamlined, flexible and proactive management system that would ensure daily supervision and efficient coordination of procedures and of all parties involved, while addressing effectively all emerging issues. The Project Monitoring Group
(OPE) was thus established in September 2001. OPE was a small and flexible mechanism with tripartite representation (Ministry of Culture, MEPPPW and Organising Committee), with the support of the General Secretary for the Olympic Games and with the participation of the Technical Advisor to the Prime Minister. The task of OPE was the daily supervision and resolution of all issues related to the progress of Olympic Works, legal issues, appeals as well as practical problems that required administrative decisions.

The contribution of OPE was decisive for the timely completion of the Olympic Works projects, being the forum to which all parties resorted for the resolution of issues concerning the preparation of the Venues and related infrastructure. Cumbersome and time-consuming bureaucratic procedures were thus overcome. The follow-up of the issues that ATHOC introduced to OPE was based on special reports prepared by a dedicated team within ATHOC under the responsibility of the competent Executive Director.

Critical issues that could not be resolved or remained pending for a length of time and had, therefore, to be escalated to a higher Government level, were submitted to DESOP which met on a monthly basis. The Organising Committee also prepared special progress reports for DESOP.

**Monitoring and Reporting Systems**

For the monitoring of progress in the implementation of Olympic Works and for the preparation of the relevant regular and special reports, ATHOC developed and used a number of information technology tools for the recording of all related data as provided by the Agencies responsible for the implementation of Works. In addition, special systems were developed for the detailed planning and scheduling of all the activities that fell under the responsibility of the Organising Committee. A series of databases were also developed for the management of outstanding issues.

The key monitoring tools included Monthly and Analytical Progress Reports, Gap Analysis, an Issue Monitoring System for OPE, and the Venue Integrated Timelines. A dedicated team within ATHOC was responsible for the preparation and production of the above reports and for administering the overall monitoring system, under the direct supervision of the competent Executive Director.

**Monthly Progress Reports on Olympic Works**

The monthly progress reports to ATHOC Senior Management and to the IOC included:

- An executive summary, listing the achievements of the previous month, the outstanding issues, and outlining the expected impact on the overall schedule.
- Progress Tables for each Olympic Works project; they included the name and the identification code of each project, a summary description of the works, the responsible implementing Agency, start and end dates for the relevant studies, tendering, signing of contract and duration of works. All dates were compared to the report of the preceding month, and any deviations were identified and marked. Each table concluded with comments highlighting the critical issues for each project.
- GANTT Charts for each construction phase and activity (for example, earthworks, concrete works, masonry, electromechanical, etc.), critical issues, additional works, and the percentage of completion of each phase of work.
- S-curves identifying the percentage of actual completion of each project in time, against the initially anticipated schedule.
The GANTT Charts and S-curves were based on data provided by the Agencies responsible for the construction works and were prepared for all Competition and Non Competition Venues as well as for those Transport Infrastructure works that were identified as necessary for Olympic Transport.

The Monthly Reports formed the basic material for briefing the IOC Coordination Commission at the regular biannual meetings and during the special working visits.

Analytical Progress Reports on Olympic Works
The Analytical Progress Reports on Olympic Works were prepared for ATHOC Senior Management as background material on all critical and/or outstanding issues for presentation, discussion and decision at the regular meetings of the Interministerial Committee (DESOP). Analytical charts were included indicating the progress of all the Olympic Works projects and contracts, with detailed information on the type of the works, the various development phases, progress on each phase as well as charts indicating key milestones (signing of design contracts, completion of design, tendering of construction, tender submission, signing of construction contracts, completion of construction, and the dates of each Venue’s scheduled test event).

This was accompanied by a synopsis with the critical achievements of the past month and the shortfalls relative to the programmed time-schedule. Also, colour codes were used to identify projects according to their progress: completed, on-going and not yet begun.

Most importantly, the report highlighted critical issues that could not be resolved at a lower level and had, therefore, to be escalated by the party concerned for DESOP decision.

Issue Monitoring System for OPE
The Issue Monitoring System for OPE was designed and developed by the Organising Committee. It was a database which recorded all the issues that were escalated for resolution by OPE as well as the decision reached in each case. Each record included a detailed description of the issue, indicated its level of importance, the decision taken, the person in charge of implementing the relevant action, and the deadline. The database included the functionality to follow-up the course of action implementation until its completion.

On ATHOC’s side, the processing of issues to be escalated to OPE was done on a daily basis through the Venue Teams and through the Meetings of the Games Operations Management Executive Board. The compiled reports informed the agenda of the OPE meetings. It is noted that in December 2003 there were 200 pending issues registered in the database.

Gap Analysis
With the completion of the Venue Operational Design Drawings by the Venue Operational Planning Teams in December 2002, the Organising Committee, in collaboration with each responsible Agency, started an intensive and demanding process: the objective was to identify for each Venue any potential “gaps” in its installations that would need to be addressed by the respective Agencies, in order that each Venue be well prepared to meet the operational requirements of the Games.

Through this process, the Venue construction designs were adjusted accordingly, where and to the extent that was feasible, while the Operational Designs of the Venues were similarly adjusted and updated.

Thus, the full extent of the remaining works to be undertaken was identified, recorded and finalised. Also decided upon and finalised accordingly was the allocation of implementation responsibilities between, on the one hand, the Agencies for work related to Venue construction and completion and, on the other hand, the Organising Committee for works related to operational interventions and adaptations necessary for the Venues’ Olympic operation. This process was particularly important for allocating implementation responsibilities for the mechanical, electrical installations and networks, upon which all the temporary and back-up units and networks necessary for Olympic operations would connect.

In cases of dissent or when a higher-level decision was required to authorise public Agencies to undertake additional works, the contribution of OPE was critical in identifying appropriate cost-effective and efficient solutions or in developing respective proposals to be further submitted, as appropriate, to DESOP for final decision.

This process lasted about six months and resulted in a full series of approved minute actions and decisions per Venue, describing in detail all works to be undertaken and the responsibilities of each party. These provided the baseline for the monitoring of implementation by ATHOC, a task thereafter undertaken at Venue Team level.

Integrated Venue Timelines
The Integrated Venue Timelines were developed in the last nine months prior to the Games to assist the effective and uniform management of all activities and works required to secure the operational readiness of the Venues. They included the last stages of construction, the administrative hand-over of the Venues to the Organising Committee, and all “third party” activities such as utility networks, the installation of Olympic overlay, the delivery and installation of furniture, the installation of Technology and other equipment, the move-in of the Venue Teams, through to the “lock-down” of the Venue for Olympic operation.

The Integrated Venue Timelines were developed by a dedicated team of ATHOC with the support and participation of the Venue Teams and were updated on a weekly basis. During the period in the build-up to the Games, they formed the basic planning and monitoring tool for the final preparation and readiness of each Venue.
**Monitoring Venue Technology Installations**

One of the most crucial factors in the preparation of the Venues, especially during the last months as the Venues were handed over to the Organising Committee, was the completion, adjustment, inspection, testing and certification of all the technological parameters of Venue operations. This procedure was extremely important for the installation and operation of Broadcasting systems, for Timing & Scoring and Results transmission, for wireless and fixed telecommunications, voice and data networks, cellular telephony, as well as for the installations and networks for primary and back-up power.

This procedure was highly specialised as it involved the coordination of a multitude of actors and technical tasks, and had to be monitored centrally at the highest level. For this purpose, a committee was formed in October 2003, whose members included the Heads of the Technology and Site Management Central Teams, the President of Athens Olympic Broadcasting (AOB), representatives of the Technology Sponsors for the Information, Results, Telecommunications and Back-up Energy systems, as well as the IOC Technology Director.

Initially, at monthly meetings and during more frequent ones nearer to the Games, the committee reviewed, coordinated and updated the timetables, adjusting as necessary the time-schedule of each party involved in line with a commonly agreed framework of works. The time-schedules were monitored by all parties involved in order to crosscheck the reliability of the information.

**Special Monitoring of the Olympic Stadium**

In September 2003, the need was identified to establish a special dedicated team for closer monitoring and more efficient coordination of the activities of the numerous contractors working on the site of the Olympic Stadium. This was particularly necessary in view of ensuring the smooth integration of the technical requirements for the Opening and Closing Ceremonies to the other on-going works. The tight timeframe, the difficulties encountered in realising the complex construction of the Olympic Stadium roof, as well as all the other related works undertaken by several different contractors in the areas adjacent to and within the Stadium, the installation and testing of Technology equipment, the Opening and Closing Ceremonies, as well as the need to stage test events while having the minimum possible impact on the construction schedule, demanded a reliable and efficient coordination mechanism.

The establishment of an “Olympic Stadium Coordination Team” was agreed with the Government. The Team included representatives of all the bodies involved: ATHOC, Ministry of Culture, main contractor; Ceremonies production Company, AOB, Technology Sponsors and Sports Equipment Providers, and the architect Santiago Calatrava as Special Advisor to the Ministry of Culture.

Key responsibilities of the Olympic Stadium Coordination Team included: integration of the various requirements and related studies; developing and monitoring an integrated time-schedule; identifying immediately any instances of time-schedule deviations and developing prompt proposals to counteract their effect and make up possible time loss; the resolution of technical problems occurring usually as a result of the many interfaces between different contractors; and the escalation to a higher level of issues that could not be resolved at Team level.

The Olympic Stadium Coordination Team met on a weekly basis during eleven consecutive months. The respective discussions on the agenda items were minuted, including precise details on the actions decided, the deadlines for their implementation and the person responsible for implementation. For the review of specific issues, the Team members appointed specialist representatives who arranged separate meetings to further explore the issues and come up with proposed solutions to be submitted to the Team for final decision.

At least once a month, meetings were conducted at a higher level with the participation of the competent Minister and ATHOC Senior Management, for the resolution of critical elements which the Coordination Team had submitted for decision. The decisions and outcome of these minuted meetings were binding for all responsible parties.

The same Olympic Stadium Coordination Team was responsible for the planning and coordination of the complex activities required for the changeover of the Olympic Stadium from Opening Ceremony to Athletics and from that to the Closing Ceremony.
Access: Transport Infrastructure

During the period of Olympic preparation, the design and construction of the infrastructure for the Transport systems followed the general scheme that had been submitted in the Bid File.

Concerning the main road system, certain large scale projects were already underway, such as Attiki Odos, which connects Eleftheria with the new “Eleftherios Venizelos” Athens International Airport and the peripheral Imittos motorway. The Bid File included a main Olympic Ring - a road network to consist of the upgraded Kifissos, Possidonos, Syngrou, Vasilissis Sofias and Kifissias Avenues - as well as a number of other roads which would form the primary and secondary Olympic Road Network.

Concerning rail networks, the completion and extension of Metro Lines 2 and 3 was already underway. The upgrading and refurbishment of the existing Line 1 was also planned. The works on the tram network that would eventually connect the centre of Athens with the coastal zone were also planned, as was the creation of a suburban railway by upgrading the existing rail line from Larissis Station to Athens Rail Station (SKA) and extending it to the new Eleftherios Venizelos Airport.

Overall, at the time Athens was awarded the Games, many infrastructure projects were either in the pipeline or under construction. Thus, the greater area of the city of Athens was still experiencing problems with heavy traffic, high congestion in the road network, insufficient and low quality public transport services with severe impact on atmospheric pollution. The Bid File proposal was based on the completion of transport infrastructure projects already underway or planned, to be complemented by additional works aimed to support the Games and by the development of infrastructure for traffic regulation (the Bid File included the plan for the establishment of a Traffic Management Centre). Thus Athens would prepare in order to meet effectively the increased transport demands during the Games.

Implementation of Works

During the first phase of Olympic preparation, the Organising Committee, through its Olympic Works and Transportation Divisions collaborated, with the services of the competent Ministries, in particular the Ministry of Environment, Physical Planning and Public Works (MEPPPW), the Ministry of Transport and Communications (MTC) and the Ministry of Public Order (MPO), in order to refine and finalise the plans for the primary and secondary Olympic Road Network.

This refinement took into consideration the specific requirements of Olympic Transportation, including the changes in the location of certain Olympic Venues that had meanwhile been decided, as well as technical and financial parameters of the required construction work. Thus the following plans were finalised: the junctions of the Olympic Ring and of Possidonos Avenue; the full-scale upgrading of the Marathon route from the Marathon Start to the Stavros intersection; the Pallini diversion; the upgrading of the Varis-Koropi Avenue; improving access to the OAKA Complex by creating an exclusive ring road; new roads to enable access to the Olympic Rowing and Canoeing Centre at Schinias as well as to the Olympic Equestrian and Shooting Centres at Markopoulo; smaller scale interventions to improve access to the Olympic Weightlifting Hall in Nikaia and to the Olympic Halls in Galatsi and in Ano Liosia. Furthermore, the tram route was agreed upon and finalised.
The implementation of these projects was conducted under considerable pressure. In addition to a very tight timeframe, a number of complex technical problems were faced, such as: extra earthworks and rainwater drainage works; additional infrastructure for local rerouting of traffic; relocation of public utility networks; archaeological findings that had to be assessed and protected; environmental issues. For example, the works on Kifissos Avenue were revised shortly before the Games in order to address the flooding problems experienced further to the extreme weather conditions that occurred during 2002-2003.

In total, of the 16,000 kilometres of road network in the greater Attica Region, 2,800 kilometres were built or upgraded prior to and in view of the Olympic Games. The larger road construction works changed the image of Athens, improved the transportation system overall, and, consequently, the travel times for the public and visitors for years to come. The Olympic Games acted as a catalyst for the delivery of this transport infrastructure, which was much needed in the Greek capital city:

- 120 kilometres of new, modern road network;
- 90 kilometres of improved and upgraded road network;
- 40 new junctions.

These works were absolutely necessary and critical for the operation of the Olympic Transport System, and for meeting the contractually defined levels of service for all Olympic Games constituent groups.

The transport infrastructure development works led to the reduction of atmospheric pollution and improved road safety and travel conditions for the residents of Athens. For the safe and efficient transport of Olympic Family members, dedicated priority lanes were used. Priority access measures were applied on all the roads of the Olympic Network in order to ensure the smooth and efficient transport of Olympic Family members while minimising as much as possible the impact on the day-to-day operations of the city.

**Road Network**

The Transport Services for the Olympic and Paralympic Games were based on a modern road network covering the broader Attica Region.

**Attiki Odos:** 70 kilometres of modern motorway with 32 intersections. The motorway forms the main peripheral road connecting different areas of the greater Attica Region as well as with the new "Eleftherios Venizelos" International Airport, thus decongesting local, inter-municipal roads and the city centre. It is the main connecting route between the two National Roads, the Athens-Patra and the Athens-Thessaloniki National Roads to the south and to the north of Greece respectively. The Attiki Odos motorway was extended to the entry of Markopoulo, thus facilitating the access to the Equestrian and Shooting Competition Venues.

**Posidonas Avenue:** Posidonas Avenue is the main coastal road artery in the Athens conurbation and formed part of the Olympic Ring Road. A large number of major works were realised in order to provide access through Posidonas Avenue to the Athens-Patra National Road. The Avenue was upgraded up to Glyfada, running in parallel to the new tramline. Major improvements along the Avenue included the construction of a grade separated interchange at its junction with Alimos Avenue and the implementation of various traffic management schemes which greatly relieved the heavy traffic between the city centre and the coastal zone. As a result, access to the Competition and Non-Competition Venues that were situated at the coastal zone was easier and faster.

**Varis-Koropi Avenue:** This Avenue connects...
the coastal zone with the Attiki Odos motorway and with the "Eleftherios Venizelos" International Airport. The existing road was upgraded to an Avenue with two lanes per direction. During the Olympic Games, this route was used to connect the Airport with the Competition Venues at Markopoulo and along the coastal zone.

Kifissos Avenue: The upgrading works of Kifissos Avenue greatly improved transport conditions in the capital, by extending the National Road up to Posidonos Avenue. With the completion of this project, which included the widening of the Kifissos riverbed, the risk of flooding in the adjacent areas was alleviated. Kifissos Avenue formed the backbone of the primary Olympic Road Network, as it was the main transport axis for the Olympic Family. It connected the Olympic Village with the OAKA Complex, with the Competition Venues located in west Attica as well as with the Faliro Coastal Zone and with Piraeus.

Piraeus Access: Kifissos Avenue was extended via Andreas Papandreou Avenue, as a freeway providing direct access to the Peace & Friendship Stadium (SEF), to the Karaiskaki Football Stadium and to the Port of Piraeus. Local road improvements and modifications decongested the access routes to the Port of Piraeus, in particular to the cruise ships at the Olympic Hospitality Zone.

Olympic Village connection to the Athens-Thessaloniki National Road: This was a completely new roadway project (two by two lanes per direction) linking the Athens-Thessaloniki National Road to the Olympic Village. It provided direct access to the Olympic Village and connected the Municipalities in the northwest part of the Attica Region to the National Road.

OAKA Road Network: The project included the creation of a ring road around the OAKA Complex, through the rerouting and upgrading of Spyros Louis Street and of surrounding roads, and through the creation of three "fly-over" intersections, two along Kimis Avenue and one along Kifissias Avenue. During Games-time, the ring road operated in a single clockwise direction around the OAKA Complex, used exclusively by Olympic vehicles, to meet Olympic Transportation requirements.

Marathon Avenue - Pallini Bypass: The section of the Marathon Avenue between Marathon and Pikermi was upgraded to a major artery with two lanes per direction. Along the residential stretch of the Avenue, pedestrian pathways were created as well as paths to access the Museum and the Marathon Tomb. A new road with three lanes per direction diverted traffic around the residential area of Pallini. These roads provided access to east Attica, to the Schinias Olympic Rowing and Canoeing Centre and to the Media Villages of OTE-Pallini and of Agios Andreas.

Road Connection to the Markopoulo Olympic Equestrian Centre: A new road was constructed, with two lanes per direction, to connect the Olympic Equestrian Centre with the town of Markopoulo, with the Lavrio Avenue and, through them, with the Attiki Odos motorway.

Road Connection to the Markopoulo Olympic Shooting Centre: Two new roads were constructed, with a single lane per direction, to connect the Olympic Shooting Centre in Markopoulo with the Lavrio Avenue.

Rail Network

The Athens rail network consisted of three interconnected means of rail transport: the Metro, the Tram and the Suburban Rail. Metro Line I was the backbone of the public transport system for the Olympic Games, as it connected the two major poles of the Olympic...
Games (the OAKA Complex and the Competition Venues at the Faliro Coastal Zone). During Games-time, Line 1 carried a larger number of passengers than all other means of public transportation. To this end, the Athens Urban Transport Organisation (OASA) implemented a set of major improvements, aimed at increasing this line’s capacity from 17,000 to 26,000 passengers per hour per direction.

Specifically, the signalling system was upgraded in order to achieve a reduction in waiting time from 3.5 to 2.5 minutes. The rolling stock was replaced (20 new 6-coach trains, a total of 120 coaches). Platforms at all stations were extended in order to accommodate 6-coach trains instead of the 5-coach trains used prior to the Games.

Furthermore, crowd management measures were implemented at all metro stations, in order to optimise the level of services provided.

Metro Lines 2 and 3 provided, in combination with the OASA bus services, an alternative access to the Helliniko Olympic Complex and to other Competition Venues. Moreover, the extension of Line 3 to the northeast connected the OAKA Complex with the city centre and, through a shift to the suburban rail network, with the Athens International Airport.

The light rail system -Tram - was also a new public transport mode in the greater Athens area. It had a total length of 24 kilometres and consisted of two lines that converged at the location of Palaio Faliro. During the Olympic Games, the first line linked the centre of Athens with the coastal zone up to the Helliniko Olympic Complex (located at the former premises of the old Athens International Airport), and the second line connected Neo Faliro with Glyfada.

The Suburban Rail, yet another new public transport system, operated a line along the Attiki Odos motorway and had a total capacity of 7,000 passengers per hour. In the summer of 2004, passengers were able to use suburban trains from the Aghames Station (SKA) to the new “Eleftherios Venizelos” Athens International Airport and vice versa. In addition, stations such as Neratziolissa and Daukissis Plakentias connected the suburban rail with the Metro Lines I and 3 respectively.

**Bus Network**

In order to achieve the most efficient management of Olympic transportation, a detailed re-planning was undertaken, including mainly the re-routing of the more “flexible” bus lines, based on demand estimates produced by ATHOC’s Transportation Division and by the Athens Urban Transport Organisation (OASA). The re-planning included: new Olympic express bus lines, increased frequencies of existing bus lines serving Olympic Venues, and 24-hour operation of certain express as well as existing bus lines.

The special Olympic public bus network included 23 express routes throughout Attica, running along the dedicated Olympic Priority Lanes. Transport services for spectators as well as for ATHOC personnel and volunteers were especially designed to facilitate transport by connecting:

- Olympic Competition Venues with central locations in Athens and/or with areas normally not directly served by the metro system (8 bus lines in total).
- Olympic Competition Venues with rail/metro stations (9 express lines). These bus lines (shuttles) connected Competition Venues with the nearest Athens metro stations, rendering necessary the combined use of bus and metro by all passengers in order to access the specific Venues.
- Olympic Venues with designated Park-and-Ride sites (5 lines). The Park-and-Ride facilities were located in the broader areas surrounding...
the Competition and the Non Competition Venues, thus enabling the maximum possible reduction in traffic circulation along each Venue’s road network.

The bus fleet was completely renewed prior to the Games with the purchase of new, accessible buses that run on environmentally friendly fuels (LPG, improved diesel).

In addition to the Olympic public bus network, a large fleet of suburban buses linked areas in the broader Attica Region with the centre of Athens, providing transportation services to all spectators and residents.

Traffic Management

To improve effectiveness in traffic management, the traffic signalling system was extended and upgraded throughout the city and a Traffic Management System was developed. The “heart” of the system was the Traffic Monitoring and Control Centre (THEPEK), created specifically for the Olympic Games and co-located with the Olympic Security Command Centre (OKA) at the Headquarters (GADA).

Overall responsibility for the operation of the Traffic Monitoring and Control Centre lay with the Ministry of Public Order; with the support of the Ministry of Transport and Communications and of the MEPPPW, and with the participation of all key authorities and/or agencies involved in traffic management (including the Traffic Police, Fire Department and representatives of ATHOC Transport Services).

THEPEK collaborated with all Traffic and Transportation Agencies and was linked to their operational centres as well as with the Olympic Security Command Centre (OKA) and with the Olympic Transport Operations Centre (OTOC) of the ATHOC Main Operations Centre. THEPEK’s main responsibilities included the integrated coordination and management of transport during the Games, the implementation of all Olympic transport-related action plans, and the coordinated management of all emergency incidents.

THEPEK’s infrastructure for traffic and communications management included:

- State-of-the-art traffic signalling and control systems for the coordination of all signalised intersections along the Olympic Road Network.
- A Closed Circuit Television (CCTV) system with over 400 cameras positioned at critical locations along the Olympic Road Network.
- 24 Variable Message Signs providing drivers with real time information.
- Inductive loops and machine vision facilities collecting traffic data along the Olympic Road Network.

In addition, the Ministry of Environment, Physical Planning and Public Works (MEPPPW) undertook a series of studies aimed at identifying small-scale, low-cost local traffic measures that could maximise traffic capacity in the existing and new road infrastructure in the Attica Region. Such measures included the creation of nodes; restricting left turns on major arteries; extending exclusive bus lanes; tight control of illegal parking, etc. These improvements, with the exception of a few cases where measures applied only for the duration of the Olympic Games (such as restrictions on left turns to avoid crossing over Olympic Priority Lanes), continued to have a positive, lasting impact on the city traffic after the Games.

Furthermore, the deficient road signage of the city was improved and updated, including transport signposts with directions to all Olympic Venues. Special Olympic signposting was placed along the primary and secondary Olympic Road Network to facilitate access to the Olympic Venues and to identify and mark the exclusive Olympic Priority Lanes.
Accessibility

One of the most critical factors contributing to the success of the Olympic and Paralympic Games was ensuring accessibility to all Venues, both Competition and Non Competition, as well as in the city at large.

Athens already had a partly accessible infrastructure, though these interventions were isolated and were not nearly adequate to provide independent access by people with a disability. Based on the existing statistics of the city, the expected number of visitors with accessibility needs for the Paralympic and for the Olympic Games was larger than the existing infrastructure could accommodate. Drastic measures thus became imperative in order to enhance the accessibility of the city, bearing in mind the preparation time required, the funds available, the due processes in order to achieve this and the complex nature of the challenge.

Accessibility is an all-encompassing need, involving all sectors of our daily lives, and its success requires a chain of interventions that involve not only the habitable spaces of our homes and mode of travel but also entertainment and tourist areas, sports facilities and the public spaces within the city, communications, etc.

One major advantage in the attempt to reverse the image prevailing prior to the Games of a city “unfriendly” to the disability community, and in the effort to secure the necessary accessible infrastructure, was the existence of accessible means of public transport. All the rail-track modes of transport, such as the metro, the tram and the suburban rail, were brand new and as such had been designed with accessibility in mind. The old rail line was undergoing general upgrading and accessibility had been factored into the overall refurbishment. The upgrading of all the local buses and trolleys had already begun and the new vehicles had low platforms, including supports and ramps for users in wheelchairs.

Basic Principles

The strategy for planning all activities related to the preparation of the Games included, as a basic starting point, accessibility for users with a disability. The objective was to provide these users with services at the same level of quality and from the same points of provision as to all other users of the Venues, without discrimination, ensuring at the same time the required safety measures.

The objective of ensuring independent individual movement and equal access by users with a disability was achieved by:
(a) appropriate design of new infrastructure and effecting the appropriate alterations and modifications to existing infrastructure, and
(b) devising alternative functional solutions, in those cases where proposed interventions to existing infrastructure were either not physically feasible or economically viable. An effort was made to design all alterations and modifications as permanent features with a low maintenance cost, in order that they remain as a legacy for disabled citizens in years to come.

In order to ensure the required levels of accessibility in all Venues, ATHOC recruited accessibility specialists, who worked closely with the respective Agencies responsible for the implementation of the works. They reviewed the construction designs of every single Venue, made comments and proposed amendments as and where required, and they subsequently monitored the execution of the works. At the same time, the specialists worked closely with all the Venue Teams during the process of
Venue Accessibility

Priority was given to the Olympic Venues, Competition and Training Sites, Olympic Village, Media Villages and accommodation facilities for Olympic and Paralympic Family members, as well as to the respective means of transportation.

The need to ensure accessible sites for the Athletes’ preparation and training prior to and during the Games led to accessibility improvements in sporting facilities throughout the country, with smaller or larger scale interventions. An accessible sports infrastructure network for Greek Athletes with a disability was thus created.

For the accessibility of users with impaired movement, the main interventions that were realised included the following:

- The corridors created were flat and free of obstacles; ramps were built with a 5% incline and with platforms every 10 metres along their length, and larger lifts were installed for use by all Games constituent groups: Athletes, members of the Olympic Family, Media representatives, but also spectators and Games workforce. In existing buildings where the physical configuration rendered impossible the installation of ramps, accessible platforms with vertical motion were installed instead.

- Accessible facilities were created in zones where different constituent groups would be circulating, either on the basis of initial design in the case of newly constructed Venues, or through permanent and/or temporary interventions in the case of existing Venues. They provided for one WC facility for every 25 workforce. In existing buildings where the necessary safety handrails around their perimeter These platforms were permanent features in the newly constructed Venues and temporary structures in the existing Venues. In existing Venues they were constructed with either a timber or a steel framework spanning over the existing seating; or otherwise seats were temporarily removed to accommodate the temporary structure. It was imperative that sightlines were checked on these platforms to ensure a clear view to the Field of Play for both surrounding spectators and wheelchair users.

- Accessible seating was created for spectators and for Accredited members of the Olympic and of the Paralympic Family and for Media representatives. Every effort was made to incorporate the accessible seating into the respective Accredited seating areas, with direct access, where possible, to the common domain or to easily accessible areas by rescue teams in emergency situations. In order to create this seating, platforms accessible were actually built on the seating tribunes where they would be accessible from the common concourse. The platforms were sufficiently wide to accommodate wheelchair users’ manoeuvring requirements, and were equipped with the necessary safety handrails around their perimeter. These platforms were permanent features in the newly constructed Venues and temporary structures in the existing Venues. For persons with vision impairment, textured paving was installed in the common domains of all Venues and on the surrounding pedestrian routes, as well as in the corridors that would be used by Athletes within the Venues. Colour contrast was also used in the building materials and in the signage to enhance visual detection. By special ATHOC policy the use of guide dogs inside Venues was permitted.

- Final temporary accessible platforms were created, where required, (primarily in stops where there were no pedestrian sidewalks), to facilitate the boarding to and from public means of transport by wheelchair users.

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- The Spectator Services of each Venue Team included appropriately trained personnel to assist people with a disability inside the Venues. The target was to create an environment for Accredited members of the Olympic and Paralympic Families, as well as for Accredited members of the Olympic and Paralympic Families, providing support to athletes and spectators, and ensuring accessibility throughout the Venues.

City Infrastructure Accessibility

Achieving accessibility in urban infrastructure is an extremely complex task, involving a wide range of public agencies and local authorities. In order to coordinate efforts and achieve the most effective results, ATHOC, in close collaboration with the General Secretariat for Venues, City Infrastructure Accessibility

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...
Committee, which included representatives of all the relevant Agencies and Ministries. The Committee developed a detailed action plan on accessibility issues, by responsible Agency and Ministry. This was forwarded to the respective Secretaries-General of all Ministries for implementation.

The aim was to record, prioritise and monitor the implementation of those actions that were most necessary in order to improve accessibility within the city. The objective was to create "chains" of accessible amenities in Athens as well as in the four Olympic Cities (Thessaloniki, Patra, Heraklio and Volos). The Committee acted as consultants on accessibility issues for the Interministerial Committee for the Coordination of Olympic Preparation (DESOP). In addition to monitoring the implementation of the agreed actions, the Committee contributed to an increase of general awareness with regard to accessibility issues.

Impressive results were achieved by the Ministry of Culture in respect to access to the Acropolis archaeological site for people with a disability, as well as by the Municipality of Athens in improving the sidewalks and urban spaces within the city (building of ramps and guidance pathways, installation of accessible self-cleaning public WCs in central squares, etc).

At Games-time, the transport of persons with a disability was primarily by various modes of rail transport. This transport system was for the most part fully accessible and served most of the Olympic Competition Venues. In order to accommodate the demand for accessibility to Venues that were not served by the new or upgraded rail system, accessible mini-vans were scheduled to supplement the service (for example, to the Galatsi Olympic Hall and to the Olympic Equestrian and Shooting Centres in Markopoulo). It is widely acknowledged that the transport system worked extremely well, providing the necessary services to all users.

In order to support the Municipalities in undertaking actions relating to accessibility, ATHOC produced and distributed information packages with guidelines on the design of low cost infrastructure interventions, easy to implement and with an immediate impact on improving the urban environment and the public facilities. ATHOC also drew up proposals for accessible routes for 14 Municipalities within the greater Athens area. These were promoted for implementation through the Ministry of the Interior to the Municipalities concerned.

The aim of the design proposals was:

- to identify and record per Municipality the main routes of interest for visitors as well as for inhabitants and, where possible, to link these with available rail interchanges (tram, old and new metro, suburban rail system);
- to record accessibility problems along these routes, on pavements, squares and other public spaces, and on locations of public service providers;
- to provide proposals for enhancing accessibility in the above identified areas, including an initial cost estimate as to their implementation.

The Municipalities were thus provided with a pilot design, on the basis of which they could plan and implement, in view of the Games, a small-scale accessible infrastructure network, which following the Games could be further developed and expanded throughout other areas of each Municipality.

**ERMIS - Accessible Choice Programme**

ATHOC and the Chambers of Commerce of Athens, Thessaloniki, Patra, Heraklio and Volos developed the ERMIS - Accessible Choice Programme to promote awareness of accessibility issues to commercial operators and retailers. The basis of the programme was to inform businesses in the Olympic Cities of the benefits of addressing a customer base that comprises up to 10-12% of the total population, as well as on how to make their businesses accessible by making simple alterations at relatively low cost.

A Guide was put together upon the completion of the Programme, indicating which businesses had participated in it. The Guide was distributed to all the Paralympic Delegations, as well as to all interested parties from centrally located distribution points (e.g. at the entry points into the country). A sticker was awarded to all participating businesses certifying their awareness of and compliance with accessibility requirements.
During Games-time, it was the responsibility of the Venue Site Management Functional Area to provide the necessary technical support and to ensure the day-to-day running and maintenance of all the physical infrastructure inside the Venues, including buildings and other permanent and/or temporary installations, as well as all their utilities and their mechanical and electrical systems.

The Organising Committee assumed responsibility for the Site Management for Competition and Non Competition Venues once the Agencies that were responsible for their construction handed them over for Olympic use. The task was both demanding and complex as the Venues were geographically dispersed in the greater Athens Region, but also in the other Olympic Cities, and they varied in size and configuration depending on the use purpose they had been designed to serve. Venue Site Management required specialised personnel and equipment in each Venue and for each operating period, as the mode of use changed: operational readiness, Games Training, Olympic Games, transition to Paralympic operations (where necessary) and, lastly, removal of all additional installations and/or equipment not required for post-Olympic use.

Within this framework, one of the main tasks of Site Management through its representatives in the Venue Teams was to administer the process of handover by the Agencies of all Venues for Olympic and Paralympic operation by the Organising Committee. In this process, Venue Site Managers also contributed to the resolution of any administrative issues that would emerge (concerning mainly legal and routine administrative procedures that needed to be adhered to), and participated in the relative procedures aimed at verifying the construction aspects of Venue readiness in accordance with the terms agreed with the Agencies. Correspondingly the reinstatement and return of the Venues by the Organising Committee after the end of the Olympic and Paralympic Games involved elaborate administrative procedures, as in each case the operating agency to take over the Venue had to be specified, and procedural matters relating to the terms of handover and to the certification of possible damages and resolution of related claims had to be addressed.

**Planning**

Planning for Venue Site Management was carried out by ATHOC and had to address a number of special conditions that are outlined as follows:

The construction contracts awarded by the public and private Agencies for the construction of new Venues and for the refurbishment of or alterations to existing Venues did not provide for the technical support required for the operation and maintenance of the Venues during the final preparation and Games periods.

Most of the Venues were newly constructed. On the other hand, the existing ones were fully refurbished, with newly installed systems. Therefore, neither had been tested under real conditions or for any significant length of time.

For most of the newly constructed Venues, operating agencies had not been yet determined. In the case of existing Venues, further to their complete refurbishment, additional skills and know-how was required to run the new systems.

The timeframe for the completion and
handover of the Venues to ATHOC was very tight and did not allow for the appointment and training of technicians that were not already familiar with the Venues.

During the staging of test events, construction works generally continued to run in parallel. For the Site Management of the Venues during the test events, the contractors’ technical staff on site were employed, since they were familiar with the new installations and were the only ones that actually had specific and tested technical knowledge of each Venue. The results of this approach showed that this scheme could be also applied to meet the needs of the Games.

The tender documents for the procurement of temporary structures and utilities (overlay) at the Venues included the provision of technical support during the leasing period by the respective contractors.

The organisational structure of Venue Teams provided for a core Site Management team in each Venue, consisting of one Manager and other ATHOC staff, who would be responsible for supervising all site related technical matters and for resolving any related issues.

Based on the above considerations, a detailed list of specifications of Venue Site Management services was prepared for each Venue by (and in collaboration between) the Divisions of Venue Operations, Technology, and Olympic Works (a Division which was subsequently abolished by deploying all its staff to Venue Site Management). The list included the skill requirements of technical personnel, job descriptions, and specialised equipment requirements. It further described the specific requirements in specialist staff and equipment for each distinct period of Venue operation, as follows:

- Preparation of the Venue until its handover by the competent Agency and the move-in of the Venue Team.
- Move-in of the Venue Team, until the “lockdown” of the Venue for Olympic use further to the Security “sweeping” process.
- Games Training period.
- Olympic Games period.
- Transition/change-over to Paralympic Games (for Venues hosting Paralympic Games).
- Paralympic Games Training period.
- Paralympic Games period.
- Move-out period: de-installation, reinstatement and handover back.

Following a review of the above requirements, the Project Monitoring Group (OPG) took the decision to assign Site Management services provision to the Venue construction contractor on site in each case; each contractor supplied the required specialist personnel that already had the know-how and expertise of operating the newly installed infrastructure and related electromechanical systems. The cost of the services, was covered by Public funds.

**Organisation**

In every Venue Team, the overall responsibility for all Site Management services lay with the Venue Site Manager who was assisted by deputies and other support staff as necessary according to the size and complexity of the Venue. The Venue Site Manager reported directly to the Venue Manager. This core team consisted of ATHOC personnel who were all highly trained civil engineers or architects with extensive project management experience. The same personnel had previously participated in the Operational Planning of the Venues, being responsible for the development of the Operational Design Drawings for their Olympic use. Under the technical responsibility of the Venue Site Managers, the respective services were provided by contractors in the case of permanent installations in the Venue, by the contractor that had been responsible for their constructions; in the case of temporary structures and utilities (overlay), by the corresponding suppliers.

Horizontal monitoring and coordination of the activities, as well as specialised support to the Venue Site Management staff, were provided by a Site Management Central Team. The Central Team was based at ATHOC Headquarters and reported directly to the Executive Director and Chief Technical Officer. It was also responsible for the management and monitoring of all related Site Management contracts.

The contracts specified the provision of technical support services with regard to the operation, maintenance, inspection, repair and reinstatement of all physical infrastructure in each Venue. Specifically, these services included:

- Maintaining all technical installations in good running condition.
- Checking and evaluating the state of the technical installations through frequent measurements, visual controls and tests; immediate repair or reinstatement as required.
- Technical management of the operation of all installations; undertaking all necessary actions to ensure smooth continuous operation.
- Repair of damages and/or failures, including the replacement of any damaged or malfunctioning parts of technical installations.

To achieve the above, each contractor had the following obligations:

- To provide a specialist team of Venue Site Management staff with on-site presence, according to a predefined schedule and under the supervision of the Venue Site Manager designated.
- To have the capacity to respond on-call with additional personnel in those cases where systems did not require continuous monitoring.
- To supply all necessary operating vehicles and machinery with their respective drivers and operators.
• To supply specialist personnel and machinery for the maintenance of the Field of Play.

• To provide all tools and spare parts for the repair of damage or malfunctions as and when appropriate.

During Games-time, over 1,600 staff was employed in the Venue Site Management services, on shifts covering 24-hour operation. Apart from the Venue Site Managers and their Assistants, the majority (65%) of personnel were experienced technical operators and technicians (electricians, plumbers, etc.), while 20% were foremen and unskilled workers. A further 5% consisted of sound and light technicians on-call, as this type of specialisation was not required on a permanent basis on the site. Other specialisations included crane, digger and forklift operators.

The specific Olympic Venue Site Management project, unquestionably the largest project of its type in the country, safeguarded the seamless running and technical support of the Venues under highly demanding conditions. It is characteristic that the readiness and response time of the mechanism was such that, although the Venues were operating for the first time (after their construction and/or refurbishment) under real conditions and, in fact, under highly demanding conditions of the Olympic Games, there were no problems that resulted in malfunctioning, while small scale technical issues were dealt with immediately and effectively without further consequences.

The legacy of this project is a workforce equipped with the know-how of planning and implementing a unique, of critical importance and highly complex technical project, which serves as a model for similar projects, regardless of scale.
Security
The obligation and responsibility for the Security of the Olympic Games was assigned by Law 2833/2000 to the Hellenic Police. To this end in May 2000, the Olympic Games Security Division (OGSD), a special autonomous service, was established under the direct jurisdiction of the Chief of the Hellenic Police, the mission of which was planning the law enforcement, security and road traffic measures during the Olympic and Paralympic Games, coordinating any Services and Agencies involved in the Security of the Games, and supervising the operational implementation of the plans drafted.

The OGSD was comprised of four Police Subdivisions:

- **The Command and Control Centre** was charged with planning the Command Model for Olympic Security—the Incident Command and Crisis Management System (SYDIPEK), with developing, organising and operating the Olympic Security Operational Command Centres at all levels, their interconnection to each other and to the existing Operational Command Centres, Law Enforcement Authorities and other involved Services and agencies, so as to ensure a single Command and concerted action, as well as designing and conducting map and live Exercises assigned to a special Exercise Planning Team, which was established and undertook this project.
- **The Operational Planning Subdivision** whose scope was to draft Security Operational Plans for the Competition and Non Competition Venues, as well as the Special Action Plans (protection for members of the Olympic Family and VIPs, transportation security, border protection, urban area security etc.).
- **The Olympic Intelligence Centre**, whose mission was to gather, process, assess threats and distribute intelligence of interest for the Olympic Games, as well to coordinate the Liaisons of cooperating countries.
- **The Administrative Support Subdivision** was in charge of handling issues pertaining to personnel, equipment, media and budget, required for the security of the Games.

The OGSD had a headcount of 334 staff during the final, pre-operational, phase of the Olympic Games. A workforce of 34.737 was employed in Olympic Security Operations for purely Olympic duties. Correspondingly during the Paralympic Games a workforce of 16.374 was utilised for Security.

Security Policy was drafted following the establishment of the OGSD, in June 2000. During the period 2000 - 2001, Strategic, Master and Tactical Planning were gradually completed. In 2002 - 2003 and up to 30 June 2004, the Operational Planning was finalised.

**Milestones in Olympic Security:**
- May 2000: Establishment of OGSD
- June 2000: Elaboration of Security Policy
- 15/11/2000: Completion of Strategic Planning
- 31/05/2001: Completion of Master Planning
- 31/12/2001: Completion of Tactical Planning
- 30/06/2004: Completion of Operational Planning
- 01/07 to 10/08/2004: Operational Adaptation of Security Measures
- 17 to 28/09/2004: Paralympic Games Period
Defining the Operating Framework

The operating framework for Security Operations included the detailed information mentioned in the Command Model of Olympic Security, the Crisis Management Plan, the Venue Security Operational Plans, the Special Action Plans, the Intelligence Gathering Plan, the Personnel Selection, Management and Logistics Plans, as well as the Equipment and Media Management Plans. These Plans reflected the manner in which all incidents occurring during the Olympic and Paralympic Games would be managed, tested through inter-Agency map and live Exercises.

In particular the Command, Control, Coordination, Communications and Integration (C4I) Olympic Security Plan of the Command Model for Olympic Security, was designed for the Security of the ATHENS 2004 Olympic Games, based on data, principles and assumptions derived from the institutional framework, in effect pertaining to the Security Services and the Olympic Games; the role and the competency of the Agencies involved in Security; and the nature, character and demands of Olympic Games Security.

The Venue Security Operational Plans and Special Actions Plans through precise and analytical operational procedures, prepared in cooperation with ATHOC both centrally and at a Venue Team level, set out to designate the completely distinct roles of the Security forces, in relation to the entire operation of each Olympic Competition and Non Competition Venue, achieving the ultimate goal of creating a secure and peaceful environment for all the members of the Olympic Family, Athletes, VIPs, Technical Officials, Accredited Journalists, Sponsors, as well as visitors / spectators.

Basic Services Provided

Upon being awarded the Olympic Games, Greece guaranteed the international community that the Olympic Games would be conducted in a completely secure and peaceful environment. In line with this obligation, services were designed and provided in accordance with the guidelines of the IOC and by means of international cooperation, ensuring a safe and peaceful environment for all the participants in the Olympic and Paralympic Games regardless of their capacity, at all the Competition and Non Competition Venues, as well as accommodation, hospitality and transportation areas. Overall, beyond Attica, the Olympic Security Plan also covered the five Olympic Cities, as well as all of Greece.

The above obligations were transformed into protection - security services for infrastructure, operations, Athletes, members of the Olympic Family VIPs, Technical Officials, Journalists, Sponsors, but also for visitors / spectators, so that the environment in which they would compete, work, move around, be entertained and reside, would be completely secure and peaceful throughout their stay in Greece.

The Security Planning for the ATHENS 2004 Paralympic Games was the same as for the Olympic Games. Paralympic Security was based on the same means, equipment, and forces possessing the experience and know-how of the Olympic Games, adapted to the size and the requirements of the Paralympic Games, without any lessening of the level of security.

Special Security parameters for the Paralympic Games included:
Access control for Accredited individuals and spectators.

Waiting time at the access control points.

Special training for the Security personnel. The programme was accompanied by the preparation, drafting, publishing and distribution of special educational material to all individuals directly or indirectly involved.

Secure transportation; the entire extent of Olympic traffic regulations was not applied, but instead only a certain number of these were put into effect. Specifically, the Olympic lanes applied on only three routes and the Controlled Parking Zones did not apply.

Human Resources

The total number of personnel employed directly or indirectly in the Security of the Olympic Games by the Security Authorities and the Agencies involved, throughout Greece, numbered 70,000 staff. In the final pre-operational phase of the Games, 334 staff were employed in the OGSD, with 276 from the Hellenic Police, 34 from the Coast Guard, 17 from the Fire Department, three from the Armed Forces and four from the National Intelligence Service.

The total number of personnel employed in purely Olympic Security duties during the operational phase amounted to 34,737 staff, of whom 19,722 were from the Hellenic Police, 1,644 from the Coast Guard, 1,549 from the Fire Department, 10,550 from the Armed Forces, as well as 1,272 ATHOC volunteers dedicated to supporting the Security sector. Correspondingly, the total personnel allocation to various duties took place following vulnerability studies and systematic risk assessments, on which the Planning was based.

Command Centres and Equipment

State-of-the-art Operational Command Centres were created, staffed by 1,042 personnel from all the Agencies, as follows:

- The Olympic Strategic Security Command Centre - OSKA (with a staff of 46).
- The Olympic Security Command Centre - OKA (with a staff of 771).
- The Olympic Intelligence Centre - OKEP (with a staff of 100).
- The Traffic Monitoring and Control Centre - THEPEK (with a staff of 125).

Moreover, an Olympic Venue Security Command Centre (OKAE) was created in each Competition and Non Competition Venue, whilst Olympic Regional Security Command Centres (OPKA) were established in the Olympic Cities (Thessaloniki, Patra, Heraklio, Volos, Olympia) and in certain cases for Venue complexes.

New modern equipment and high-level security systems were utilised for the Security of the Olympic and Paralympic Games, and new infrastructure installations were put in place, including the Operational Command Centres and state-of-the-art communications and information technology systems.

Namely, this equipment included: border surveillance systems, port facility surveillance systems, port security systems, mobile crisis management centres, vehicles, airborne facilities (helicopter, aircraft, airship), speed boats, fire fighting vessels, physical security systems, traffic police equipment, weapons, information systems, equipment for CBRN threat response, TETRA and analogue communications systems, as well as encrypted communications systems.

The Security personnel disposed of:

- 963 metal gates
- 261 X-ray machines
- 690 portable metal detectors
- 496 vehicle control mirrors
- 39 explosives detection devices
- 1,470 CCTV systems (cameras), 475 for the road network and 995 for the Venues
- 21,262 trunked radios (TETRA)
- 4,205 automatic vehicle locators (AVL)
- C41 Systems
- 181 pagers and 32 identifiers (isotope detectors)
- 5 fixed chemical - radiological detection systems
- 23 mobile M-90D1 type chemical detectors
- 185 mobile CAM type chemical detectors
- 102 MK2 type radiological dosimeters
- 4 mobile GID 3 type mobile chemical detectors
- 3 telemetric stations for radiological threats
- 1,003 vehicles at the Venues
- 4,007 vehicles in the urban area

Security Personnel Allocation in Specific Duties

![Security Personnel Allocation in Specific Duties](image)

<table>
<thead>
<tr>
<th>Security Personnel Allocation in Specific Duties</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venue Security</td>
<td>21,574</td>
<td>63%</td>
</tr>
<tr>
<td>Traffic Management</td>
<td>6,414</td>
<td>18%</td>
</tr>
<tr>
<td>VIP Protection and Delegation Escorts</td>
<td>1,284</td>
<td>4%</td>
</tr>
<tr>
<td>Command Centres</td>
<td>1,042</td>
<td>3%</td>
</tr>
<tr>
<td>Security of Vital Venues</td>
<td>1,649</td>
<td>5%</td>
</tr>
<tr>
<td>Special Actions</td>
<td>2,774</td>
<td>8%</td>
</tr>
</tbody>
</table>
Truck security scanner.
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(ANA)/A. Beltas

“Mag and bag” screening procedures at the Marathon Start.
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Games Security Planning

Assumptions and Choices

The secure hosting of the Olympic Games was not simply a matter of luck or circumstances, but rather the result of systematic work, a collective project that was successful due to the coordinated action of all the competent Agencies participating in this national endeavour.

The Security Planning for the Athens Olympic Games, as regards its size and complexity, was a huge endeavour, as these were the first Summer Olympic Games since 9/11 and the appearance of "asymmetric threats". The Security Planning was based on identifying and continuously analysing and evaluating potential threats, and its primordial goal was to build preventive and deterrent measures.

In general all parameters were analysed; changes in the international security climate were taken into account, the most recent threats were assessed, and all possibilities and alternatives for countering these were anticipated. The work was undertaken methodically over four years and incorporated all international experience and expertise developed on the basis of the new events in the contemporary security environment.

Today, the Security Planning for the ATHENS 2004 Olympic Games has proved to be comprehensive and appropriate, and has at this point created a new "security model" for events of this calibre.

Main Planning Steps

Subsequent to the Security Policy, which was prepared in June 2000, the Strategic Plan was prepared, which was completed on 15 November 2000; then the Master Plan, completed in May 2001; the Tactical Plan, completed on 31 December 2001; and the Operational Plan, completed on 30 June 2004. Upon the completion of the Master Plan and during preparation for the Tactical Plan, the 9/11 terrorist strike occurred, and therefore changes were deemed necessary in the Planning.

Strategic Planning

The Strategic Plan contained the central guidelines for the effective handling of security issues, and a first estimate of the forces and resources that would be required, on the basis of the requirements of each specific event and its inherent sporting and cultural nature. The Strategic Planning was implemented at a sub-programme level and at a project level, designating the scope of action of the Security programme, which specifically included:

- designating the principles with which the overall Security Planning would comply,
- setting out the structure of the Security programme (sub-programmes and projects),
- estimating, with approximations, the forces, equipment, means and expenditures required to implement the Security programme,
- reviewing the Strategic Plan, when components thereof changed materially or completing was deemed necessary to supplement the original Plan.

Master Planning

The Master Plan involved the specialisation of the Security programme strategy at a level of security projects / security scope, by designating the general framework of the principles involved, the manner of Security Operations’ organisation and operation, the procedures and
the timetables for implementing actions, as well as the budget for the resources required in order to conduct the Security Operations.

Specifically, the Master Plan set out the scope of action for the Security programme, which included inter alia:

- Designating the principles and procedures for developing Security Operations,
- Making a general assessment of the risks that could pose a threat to the Olympic Games, and specifically to the Olympic Venues, the operations and the individuals participating in accordance with the intelligence available at the time of planning,
- A preliminary overview, in accordance with the estimated risks, to record the resources (forces, means and expenditures) required for each sub-programme and project in order to implement the Security programme,
- Defining the timelines for developing the actions and activities foreseen in the projects for the organisation and implementation of Security Operations,
- Correlating and interconnecting the sub-programmes and projects of Security Planning with the programmes and actions of ATHOC.

**Tactical Planning**

The Tactical Plan comprised a more detailed planning of the Security programme, not as regards its operational segments, but rather in recording the risks and alternative scenarios in detail and outlining, in detail, the manner in which operational command would respond, at an operational unit level. Thus the planning started to take on operational form, utilising alternative risk scenarios and designating the scope of their action. This pertained to the following, inter alia:

- Detailed analysis and record of the Olympic Venues,
- Detailed identification, record and allocation of resources generally,
- Designating sectors of responsibility and defining decision-making levels,
- Identifying risks and taking measures for their prevention and management,
- Precise definition of the role and duty of each Security Agency and Service involved in the programme, and procuring the gradual involvement thereof,
- Designating the future Venue Security Commanders, who would be handle the operational plans at the Olympic Venues during their implementation,
- Attending to the gradual training of personnel,
- Implementing Exercises on alternative risk management scenarios,
- The consistency and degree of standardisation for Command and Control procedures,
- Designating the policing model (guarding, controls, communications, etc.) as well as defining the Security requirements / specifications in detail,
- Recording the particular requirements of each Sport,
- Ensuring that the required Joint Ministerial Decisions and Presidential Decrees were issued.

**Operational Planning**

Operational Planning included determining the analytical and detailed plans for conducting the Olympic Security operations, on the basis of specific risk scenarios, and more specifically, inter alia, the following:

- Defining the level and specific involvement of the competent Security Agencies,
• the specific operational procedures, actions and activities to be undertaken in each sector, operation or item of Security, in real time,
• the specific roles and responsibilities of the members, for each functional, operational or tactical Unit and Subunit,
• the specific number of resources required for conducting each Security Operation,
• the interconnection and integration of Security operations and functions, with the functional and operational sectors of ATHOC and the other Agencies involved in Security,
• drafting standard and analytical operating procedures for managing and handling any kind of incident and/or crisis, wherever that may occur;
• determining precisely the human resources required at an organisational, functional and operational level for the execution of Security Operations,
• setting out in detail the means, equipment, technical support and budget for the cost of Security Operations,
• planning Security Exercises for the Olympic Venues,
• planning the Security Operations that took place during the test events,
• ensuring the approval of the Operational Plans by the Supervising bodies of the OGSD.

To this end, a total of 126 Venue Security Operational Plans and 85 Special Actions Security Operational Plans were developed.

Venue Operational Planning
The Venue Security Commanders participated in the Operational Planning of the ATHOC Venue Teams and contributed with the interventions required, in order for the planning of each Olympic Venue to be aligned also with Security requirements; and, additionally, for the Venue Security Operational Plan to be fully coordinated with the Venue’s other functions.

At a central level, the OGS&D cooperated closely with Venue Operations in order to elaborate the Regulations and Procedures that involved or interacted with Security Operational Plans.
Command, Coordination and Control of Operations

Command, Coordination and Control of Operations comprised the main operations exercised and utilised by the statutorily competent Agencies and the authorised Commanders, in order to carry out Security Operations, manage resources and handle incidents, to meet the Security requirements of the Olympic Games. These operations were supported by state-of-the-art communications and IT means and systems, with the application of regulations and procedures, implemented at all levels of Command, from the Strategic to the tactical level of Command, which involved the Olympic Venue Security Command Centres (OKAE).

An Incident Command and Crisis Management System was designed in order to achieve the unified, coordinated and effective handling of any incident or crisis during the Olympic Games, on the basis of the Olympic Security Command Model. This system included the organisational structure, as well as the method and procedures for communication, decision-making, management and handling of Security incidents during the Olympic Games. The Incident Command and Crisis Management System possessed common organisational structure, principles and incident management procedures for all those Agencies involved in Olympic Security. The main principles of the System were:

- use of existing Command and Control procedures,
- transfer of Command to the required level,
- authority according to competence and level of Command,
- effective communications.

The Command Model designed by the OGSD was a centralised Command and Control model, providing the possibility for decentralised decision-making at a tactical level. According to the internationally recognised Principles of Command and Control this is the most effective model for conducting complex operations.

Command of the Olympic Security Operations was exercised at four levels:

- Political Level: By the Minister of Public Order and the Olympic Security Coordination Council (SYSOA) chaired by the said Minister and whose members were the Ministers of Foreign Affairs; National Defence; Interior, Public Administration & Decentralisation; Culture; Merchant Marine; Press & Mass Media; as well as the President of ATHOC.
- Strategic Command: By the Chief of the Hellenic Police at the Olympic Strategic Security Command Centre (OSKA), to all the Olympic Security Commands. The Crisis Management Council was incorporated at this level.
- Operational Command: By the Commanders-in-Chief of the Agencies involved in Olympic Security, to their respective Commands.
- Tactical Command: By the Commanders at the Olympic Venue Security Command Centres (OKAE), to the security forces at the Olympic Venues.
Operational Command: By the Olympic Security Command Centre (OKA) to the Olympic Venues Security Commands, the existing Security Commands charged with the responsibility of Security for the urban area, as well as the Operational Command Centres of the Coast Guard and the Fire Department (OKELS and OKEPS respectively), which, however retained complete control and responsibility for their individual actions, as set out by their statutory competence in scope and locality. Operational (regional) Command was also exercised by the Olympic Regional Security Command Centres (OPKA) of the Olympic Complexes, of operationally and geographically grouped Olympic Venues and of the five Olympic Cities.

Tactical Command: The command of the Security Units within an individual Olympic Venue (OKAE) or (in specific cases) in a Complex of Olympic Venues and in an urban domain.

Operational Actions and Services

Venue Security
For each Olympic Competition or Non Competition Venue, a special Operational Plan was drafted with the aim to deter, identify and repel any possible criminal or terrorist act at the Venue or the urban area surrounding the Venue. The implementation of specific threat management measures (prevention and handling) for specific Venue Security Zones was designed in detail, step by step.

The Security Zones of atypical Competition Venue were: Control led Access and Circulation Zone, Controlled Parking Zone, Secure Perimeter Zone, Spectator Access and Spectator Area Security Zone, Support Operations Area Secure Zone, Stands Security Zone, Marine Area Security Zone (in Olympic Venues that also included marine areas).

VIP Protection
A special Operational Plan was drafted and Special Escort Security Details were provided for the protection of the Olympic Family the Chefs de Mission and members of the NOC Delegations (Athletes and Team Officials), and their Accredited Official guests, throughout the Olympic and Paralympic Games.

A special entry and exit procedure was established for the Olympic Venues, in order to ensure ease of movement for the Escort Security Details, while at the same time ensuring that their access and presence would not have a negative impact on Security Operations at the Olympic Venues.

Transport Security
Throughout the Olympic and Paralympic Games, safe and comfortable road transportation services were provided for members of the Olympic Family and VIPs, to and from the Venues, as well as to their accommodation. These services were provided on the basis of a special plan elaborated by the Transport Security Section of OGSD and coordinated with the Traffic Monitoring and Control Centre (THEPEK), which was established and operated during the Games and continued to operate after the Games.

The main actions included:

- defining the Olympic and Paralympic road network, the Olympic traffic lanes, the Controlled Access and Circulation Zones and Controlled Parking Zones surrounding the Venues and the accommodation areas;
- providing pedestrian traffic police at the main cross-roads and at other critical points, in order to facilitate vehicle and pedestrian traffic;
- Motorised Traffic Policing and special teams controlling the road network in order to prevent vehicular accidents, check for traffic violations, locate incidents on the road and
immediately free up the road network and restore the flow of traffic.

As regards the Marine area, the Coast Guard elaborated a special action plan (Marine Transport - Movement Plan) with the Operational Command Centres of the Coast Guard (OKELS) as the command and control body in charge.

**Urban Area**

Separate Operational Plans were drafted with regard to guarding vital installations, covering the Urban Transport Stations and Urban Transport itineraries, policing the areas around the Olympic Venues, but also the broader urban area. A “total security doctrine” was followed, which considered all Greek territory an “Olympic Venue”.

**Information Management**

Information management was performed by the Olympic Intelligence Centre of the OGSD, an ad hoc structure in charge of gathering, recording, evaluating, synthesising and distributing all Olympic intelligence and evaluations to the Olympic Security Command structures (Strategic, Operational, Tactical levels). The gathering process was implemented by preparing a special “Intelligence Gathering Plan”, which was distributed to the Security Services and Intelligence Services of Greece, as a main manual in the search for Olympic intelligence and as a joint guideline.

The goal of the Olympic Intelligence Centre and generally of all the Security structures was to continuously identify, evaluate and deter/handle potential risks, with a corresponding escalation of preventive and deterrent Security measures.

**Accreditation Control**

The OGSD was involved in the intermediate stage of the Olympic and Paralympic Accreditation procedure, which related to the security checks on those individuals who were to receive Accreditation. Accreditation was not provided without the approval of the OGSD. The Accreditation Card provided fulfilled the Security standards as regards control of authenticity and appropriate use.

**Marine Security**

In addition to the Operational Plans pertaining to the Olympic Venues, the Coast Guard designed the following Special Actions Operational Plans for the requirements of staging the Games: the Olympic Marine Area Security Plan; the Marine Border Protection Plan; the Marine Transport/Movement Plan; and the Search and Rescue Plan. These Plans were put into effect and operated throughout the operational period from 1 July to 4 October 2004. The entire personnel of the Coast Guard was utilised for their implementation, supported by 212 patrol vessels, seven aeroplanes and six helicopters.

**Fire Safety**

The Fire Department deployed a force of 1,549 staff for the implementation of the Fire Protection Planning within the Olympic Venues, with state-of-the-art equipment and appropriate training. Simultaneously the entire Fire Department throughout Greece was placed on alert, in order to protect against any emergency.

From the outset, within the context of cooperation with the Hellenic Police, which had the statutory responsibility for the Security of the Games, the Fire Department participated in the OGSD staff, developing a special Fire Protection Plan. In implementation of the Planning, the Fire Department provided and deployed operational fire fighting and rescue forces to all the Olympic Venues during the operational period of the Games. One of the crucial points of Planning for Fire Protection was the development of the “Natural and Technological Disaster Risk Analysis and Evaluation” for each Olympic Venue, as a special Operational Planning platform. In the context of this programme, all materials were electronically codified, resulting in an Olympic Fire Fighting Data Base, which was precise as to the threats faced within Olympic Venues, mainly caused by technological disasters.

On the basis of the Natural and Technological Risk Analysis and Evaluation, Operational Plans were developed pertaining to handling such eventualities, at an Olympic Venue level, and the actions of the Fire Department were set out in the Special Action Plans elaborated at an OGSD level.

During Operational Planning, special emphasis was placed on developing specific measures to counteract Forest Fires, as well as hazardous material accidents, because of the inherent nature and the consequences of such threat categories.

The workforce of the Fire Department within the Olympic Venues possessed state-of-the-art equipment in order to provide technical support for the operational planning. In total 205 vehicles, two fire fighting ships and a fleet of more than 70 airborne means for fire fighting, personnel transportation, search and rescue purposes, were provided for all of Greece.
Games Security: Factors of Success

In the field of Security, Greece’s efforts met with success both during the Olympic and the Paralympic Games, which was recognised by the members of the Olympic Family, the thousands of visitors and the international community.

This success was the result of correct planning, good training, utilising specialised technology, ensuring international cooperation, as well as excellent coordination between the numerous Services and Agencies involved, under a single Command, with discrete roles and responsibilities at all levels. A significant contributory factor to this success was the harmonious combination of the Security sector with the Games Operations sectors; on the basis that special procedures, cooperation and coordination with the Organising Committee, and by extension with the International Olympic Committee, were required for handling problems.

It is worth noting that the Security Planning for the ATHENS 2004 Olympic Games cannot be compared, qualitatively or quantitatively, to previous similar planning endeavours, due to the particularity of the security environment in which was built and applied. It successfully incorporated all available international expertise and know-how, appropriately tested.

The following are some of the most important factors contributing to its success:

The harmonious cooperation of the Organising Committee and the Security Services, with the success of the Games as their common goal, given that the operational planning of the Organising Committee’s Functional Areas had to tie in with that of Security in order to be functional and effective. Joint elaboration of the Regulations and Operational Procedures for Olympic Security, was of critical assistance - along with the steadfast observance of those regulations and procedures from all sides - in the final successful hosting of the Games.

Know-how was transferred from countries that staged the Olympic Games in the past, as the size and requirements of the event cannot be compared in scale and real figures with any other event, sporting or otherwise, and consequently such experience did not exist.

International cooperation was required, given that in the current international climate, events or incidents taking place in one country will directly or indirectly affect many other countries in the mid-or long-term. Monitoring / reviewing international events and assessing risks, in detail, comprised the basis for the entire Security Planning of the ATHENS 2004 Olympic and Paralympic Games.

Specific roles, as well as communications and reporting levels, were clearly distinct, both throughout the Planning period and during the Operational period (strategic, operational, tactical level), and a special legislative framework (political level) was established to handle serious incidents and / or crises.

Special importance was placed on Security Planning control and evaluation. The Security Operational Plans (of Venues and Special Actions) were checked (and adapted) through large inter-Agency and international Readiness Exercises (ten Exercises in total took place), as well as with active participation in all test events.

Finally, an important element for the successful outcome of the Security Measures was Operational Readiness: the timely posting of personnel at the Venues (as well as for Special Actions, such as VIP protection, transportation security, urban area security etc.) with sufficient time as to permit familiarisation of the Security personnel with the actual Venues and with the staff working in the Venue Teams.
Staff Selection and Recruitment

Legal Framework

The particular nature and purpose of ATHOC, in combination with the limited lifetime of the company imposed the passage of special laws that secured ATHOC the possibility to select staff as well as the ability to respond swiftly to urgent requirements, to reduce costs upon departure of staff and provide flexible work hours, especially during Games-time.

During the period 1998-2000, the hiring procedure took place in accordance with Law 2598/1998, as amended by Law 2833/2000. According to the initial text of Law 2598/1998, the paid staff of the ATHENS 2004 Organising Committee was hired by decision of the Board of Directors on a contract with fixed or indefinite duration, depending on the requirements of the Committee; and following the publishing of the position. The Interministerial Committee would approve the position announcement and the State’s Supreme Personnel Selection Council (ASEP) would verify compliance with the terms of the announcement and application of the selection procedure.

On an exceptional basis, by joint decision of the Ministers of Culture and Finance, direct hiring by the Managing Director of ATHOC was permitted to cover very urgent requirements, at a percentage not higher than 5% of the total number of employees. The percentage of extraordinary hires increased to 15% as of the end of 2000.

Pursuant to Law 2833/2000, the ASEP process was abolished as non-functional and that all hiring must be carried out on a fixed-contract basis (termination without severance pay).

Organisation

Recruitment and Staff Selection

Recruitment and staff selection were initially the responsibility of the Staff Management Section, which was set up in October 1998, with a staff of two. A separate Recruitment and Staff Selection Section was formed in August 1999, initially staffed with two, and later with four employees (November 2000). In May 2000, the two Sections were subsumed under the Human Resources Department and in November 2001 they were upgraded to Departments and included in the Administration Services Division.

During the period in question, from 1998 through 2000, the basic objective of the Recruitment and Staff Selection Section was to attract high-level executives in order to cover requirements primarily in managerial positions. This took place in close cooperation with Senior Management as well as with other ATHOC Divisions and Departments that were interested in hiring personnel. All the positions that had to be filled were programmed during drafting of the annual budget (or its half-year review) and were approved by ATHOC Senior Management. Following approval, all positions could be announced depending on the programmed date of hiring. Initially, the announcement and search procedure for suitable candidates for primarily managerial positions was carried out in cooperation with consulting companies. Subsequently, it was decided to carry out these procedures entirely in-house, which secured a significant savings of resources and moreover, improved control over
the procedures, resulting in more effective matching of candidate qualifications with the requirements of the positions to be filled.

As of 2001, the Recruitment and Staff Selection Department was staffed in gradually increasing numbers, in order to be able to meet the increasing demands of its project. During the years 2003 -2004, when staff recruitment and selection procedures peaked, the Department had a headcount of thirteen, of whom five were specialised recruiters.

**Strategy and Procedures**

As of the end of 2000 and onwards, the Recruitment and Staff Selection Department operated as the sole agent implementing and coordinating the hiring procedure, in cooperation with the ATHOC Departments/Functional Areas concerned, in each case. Due to the particular importance of recruitment, all parties involved were expected to adhere to the following basic principles:

- Full documentation of the necessity of recruitment.
- Accurate description of the position, of the candidate’s profile and level of knowledge, and of the selection criteria.
- Objective selection procedure that guaranteed equal opportunities for everyone, including actual employees of ATHOC, who might be interested in applying for another position.
- Timely and accurate information provided to all candidates.

From March 2002, as the Venue Team organisation charts and their staffing procedures started being recorded and described, a basic criterion for justifying requirements and for job descriptions was to cover Games-time operational needs per VenueTeam. This was the responsibility of the Games Staff Planning Department.

Recruitment and Staff Selection included the following operations:

- Checking proposals for job announcements prior to their approval by the Board of Directors (BoD), and subsequently, following BoD approval, publication in newspapers and on the Internet. In total, 1,190 announcements were published during the period 2000-2004, concerning 770 job descriptions.
- Collecting and filing candidate resumes, and maintaining an electronic record thereof. In total, 47,000 resumes were received, recorded and filed for the aforementioned announcements, during the period 2000-2004.
- Evaluating candidate resumes and short-listing of prevailing candidates based on formal qualifications. Conducting personal interviews with short-listed candidates, in cooperation with Functional Areas concerned, for the final selection of most suitable candidates based on actual qualifications.
- Checking hiring proposals, from a budget standpoint as well as vis-a-vis legal compliance (Laws 2598/98, 3057/2002, and 3207/2003 concerning double employment of Civil Sector Employees).
- Drafting employment contracts and project contracts, subsequent to BoD approval of proposed hirings, as well as handling contract signature procedures.
- Notifying rejected candidates in writing.

Short-listing of candidates was based on the evaluation of their resumes and those educational qualifications set as a prerequisite by each ATHOC Functional Area. Prevailing candidates, following the evaluation of their resumes and taking into account the particular expertise requirements of each ATHOC Functional Area, were called up for a personal interview, in the presence of competent Administration Services staff, and of an
authorised representative of the Functional Area concerned. In the case where candidates invited for an interview were rejected, written justification by the Manager in charge was required.

Through the selection procedure, ATHOC sought to hire - and did hire - the most suitable candidate for each position, offering equal opportunities irrespective of gender, religion or nationality.

**Human Resources Management and Payroll**

ATHOC human resources management and payroll responsibilities were organisationally distinct from the staff selection and recruitment competencies, though administratively they reported to the same General Manager. In 2001, the Personnel Department was organised into two sections: Human Resources Management and Payroll. The Human Resources Management Section initially numbered 34 employees, almost half of whom (15) were hired in 2004, the year during which needs peaked, given that ATHOC personnel numbers increased drastically. Correspondingly, the Payroll Section numbered in 2004 a total of 12 staff. The Human Resources Department managed the total number of ATHOC employees, equal to 14,056 persons, eighty-three percent (83%) of whom were hired in the period January - August 2004.

The Human Resources Department was responsible for monitoring the application of Company procedures and policies (compensation and benefits systems, personnel evaluation) as well as for compliance with labour and insurance laws in human resource matters. The Department was responsible for drafting contracts and management of paid staff, management of ordinary leave, monitoring of working hour compliance, as well as for the planning, development and monitoring operation of the human resources systems, and through these, the provision of specialised support to the other ATHOC Functional Areas. Moreover, the Department contributed at a senior level to decision-making concerning matters of strategic human resource planning, budgeting, monitoring and control. The Payroll Section, specifically, was responsible for disbursing remuneration and social security contributions for all paid staff categories, as well as to handle paid staff insurance matters.

A special responsibility was the design and management of the employee retention programme. ATHOC granted employee bonuses based on three criteria: a) Employment with ATHOC for at least twelve continuous months; b) presence at job up to and including the end of the Paralympic Games; c) Successful delivery of the Games based on statements by the IOC President. The programme concerned a total of 1,650 employees.

**Work Placement - STAGE Programme**

In the spring of 2003, following due research by ATHOC, it was ascertained that it was possible to cover Games personnel needs by hiring through the Workforce Employment Organisation (OAED). This programme concerned unemployed individuals aged 18-40, holding university or lesser degrees or graduates of high school and professional qualification schools. Based on this, ATHOC submitted a proposal to the Minister of Labour and to OAED Management for the creation of a special such programme. On 25 September 2003, the Ministries of Economy & Finance and Labour & Social Security signed a Joint Ministerial Decision on the Matter of “Institution of the STAGE Programme for the Acquisition of Work Experience by Unemployed Persons at the ATHENS 2004 Organising Committee for the Olympic Games”.

The purpose of the programme was, on the one hand, to allow ATHOC to cover its needs in terms of Games staff, and on the other, to...
provide stagiaires the opportunity to acquire work experience in highly specialised employment sectors. The programme was financed by OAED, with contributions from national and EU funds. The programme’s implementation resulted in significant resource savings over the initial budget.

The programme in question was implemented through a series of invitations published by OAED starting from 14 October 2003 through 30 July 2004. These invitations concerned 9,200 specific work positions, mainly on Venue Teams, and for specific qualifications determined by ATHOC on the basis of its requirements. The evaluation and final selection of candidates was carried out by ATHOC, based on the same candidate short-listing and interview procedures in effect for all employees, and fully complying with all terms, as listed in each OAED invitation. Through this programme 8,905 stagiaires were hired during the period December 2003 - July 2004, fully covering ATHOC needs. Stagiaires constituted 63.3% of the total number of Games paid staff. Of the selected stagiaires, 53.5% were women; 85.5% were in the 18-30 age group; 41% were university or technical institute graduates; and 50.5% had knowledge of two to three foreign languages.

Stagiaires were hired in the nine-month period preceding the Games, in order to implement the planning carried out during the preceding years by the nucleus of employees hired gradually as of ATHOCs establishment. The implementation of this programme was based on the already configured infrastructure and the readiness of existing ATHOC human resources (approximately 2,000 staff by end 2003), which made the immediate training of stagiaires in the object of employment possible, as well as their immediate placement in specific and specified positions within Venue Teams.

The Work Placement Programme was carried out with complete success and with immediate and particularly enthusiastic stagiaire response towards their duties. The programme achieved coverage for 63.3% of Games paid staff requirements, making best use of the country’s inactive, educated young workforce, while offering specialised work experience and skills allowing them to adapt their qualifications to the developments and needs of the job market. It is worth noting that for 70% of stagiaires, their participation in the Athens Olympic Games was their first professional experience.

**Games Paid Staff**

A total of 14,056 individuals were hired as ATHOC paid staff for the hosting of the Games. From 1998 up to and including December 2003, when the stagiaire programme recruitment began, 2,108 paid staff were hired overtime. Recruitment peaked in the three-month period from June through August 2004, when 68.5% of the total number of paid employees was hired, numbering 9,631 staff, of whom 7,508 were stagiaires.

Of the total number of paid staff, 49% were women, 64% were in the 18-to-30 age group and 51% were university graduates, of whom 6.3% had completed postgraduate studies and 6.5% were PhDs. The paid staff included citizens from 43 countries but the vast majority (97%) were Greek nationals.
Hiring Breakdown, ATHOC Paid Staff

Headcount, Total ATHOC Paid Staff

Age Distribution
Total ATHOC Paid Staff

Distribution per Title of Studies
Total ATHOC Paid Staff
Volunteers

From the first stages of Olympic preparation, it was clear within ATHOC that the volunteer programme was going to require special handling and emphasis. Fruitful debate ensued, pertaining mainly to the difficulties encountered in implementing such programmes in the past, and to the troubling perception (whether real or self-perpetuating) of particular attitudes towards volunteerism in Greece, compared to other countries.

The result of this was the creation of a reinforced dedicated structure (the Volunteer Division) within the framework of the Organising Committee, which undertook the planning and implementation of the programme. This structure differentiated the approach of Athens from that taken by Sydney and from the IOC model up to that point, which viewed the volunteer programme as part of a single, organisationally uniform programme indivisible from paid staff. Eventually, the Athens approach had exceptionally positive results.

ATHENS 2004 Volunteer Programme

Objective

Traditionally the Olympic Volunteer Programme’s ultimate goal is to involve and showcase a valuable human resource, possessing knowledge and skills, in order to support the Games and to promote volunteer participation.

The ATHOC Volunteer programme first had to secure its intermediate targets:

To promote the volunteer movement from a communications and ideological standpoint. With the opportunity of the Games and thanks to the efforts of ATHOC, volunteerism has now entered the public domain. In a country such as Greece, where only a few years ago the concept of systematic and conscious voluntary contribution was not widely understood or accepted, this fact has demonstrated the appropriateness of those fundamental choices.

From an organisational point of view, following detailed and in-depth planning and adaptation, the Volunteer Division proceeded to consolidate an efficient and effective structure, which undertook entirely the very serious responsibility of planning recruitment, organising interviews, selection, managing information and orientation training for volunteers, all of which was to be carried out strictly in-house.

The difficulty of the endeavour as well as the experience of previous Organising Committees with this enormous undertaking led, initially to the thought that these procedures ought to be outsourced to specialist third parties. The in-house solution that finally prevailed permitted full control over the entire procedure; responding to the sensitivity with which volunteer selection and training had to be carried out, while simultaneously achieving significant budget and time savings. At the same time, despite the growth of the programme that came to include over 165,000 applicants, it allowed for correct management through continuous communication and collaboration between the recruitment and selection procedure, and the procedure of staffing and covering specific requirements.

Strategy

By definition, the Olympic Volunteer Programme moves along two axes: its mass nature and (at least partial) specialisation. For the case of Greece, the particularities in question were significant.
The programme’s communications strategy and management were based on promoting the personality of volunteers, as a means of attracting the interest of an average Greek individual, taking into account the relative lack of volunteer or sports experience. At the same time, ATHOC proceeded with collaborations with volunteer and sporting organisations and associations, without however “borrowing” the organised volunteers of these groups. The aim, therefore, was to recruit individuals, not organised groups, and with an emphasis on their complete and detailed training, both in theory and in practice, which eventually was carried out under the responsibility of the various ATHOC Functional Areas. The result of this choice was an extensive promotional campaign that was combined with a broad spectrum of participatory and educational actions throughout the volunteers’ involvement.

In the case of the Athens Games, however, there was one further basic parameter, which influenced both the planning of the Volunteer programme as well as the structure of the volunteer corps itself: namely, the unique nature of the Games’ homecoming, which resulted in an unprecedented number of applications submitted by Greeks living abroad and foreign nationals (from 190 countries) and their correspondingly large participation in a truly international corps of volunteers.

Finally, the need to actively support the volunteer corps, not only during preparation, but also during the operational phase, for purposes of retention, welfare, and recognition of the volunteers’ contribution, led to the active participation of the Volunteer programme in the operational aspect of the Games, both during the planning of Games Operations as well as during their implementation.

All these parameters imposed a significant differentiation from the operating model of previous Games, and often led the ATHOC Volunteer Programme to make substantial modifications or to wholly redesign actions and methods: these required resources but mostly original solutions and laid the foundations for the creation of new expertise.

Communications

The promotion of the programme was one of the most important and most effective spheres of action. At the central planning and implementation level, the basic parameters of the communications policy were determined by the Communications Division and were jointly implemented with the Volunteer Division. The goals of the programme’s promotion were:

• To inform the public about the Olympic Volunteer movement;
• To heighten awareness in the general public and special groups in order to mobilise interest in submitting applications;
• To attract specific public groups by means of targeted communications;
• To retain this team up to and including Games-time;
• To recognise and provide moral reward for the team’s efforts.

In order to achieve these goals, a full-scale communications campaign was carried out through the Press, with above- and below-the-line activities. Promotion of Volunteering was sustained throughout all phases of the programme (recruitment period, selection period), with the active participation of the ATHOC Functional Areas. This aimed and succeeded in keeping the cause in the centre of public interest, and in retaining volunteer interest up to their moment of participation, by making them “the face of the Games”.

The main milestones of the communications policy regarding volunteers were:

• Presenting the programme through the media;
• Creating communications material for Greece and abroad;
• Cooperating with key individuals in order to
Volleyball competition volunteers at the Peace and Friendship Stadium (SEF). © ATHOC/C. Vergas

The Volunteer section began operating in November 2000. The Division was formed in May 2001, with further developments in its organisational structure until this was finalised at the end of 2002, while staffing continued through the summer of 2004. Fully deployed, prior to the Games, the Volunteer Division had a head count of 83 paid staff, a team of 21 recruiters, and was supported by approximately 30 volunteers on a part-time basis, mainly for communicating with volunteers and operating the call centre.

In brief, the administrative structure of the Division during the pre-Games period was comprised of three departments:

- The Volunteer Recruitment & Retention Department, which covered activities such as heightening awareness and recruitment for the general public, agencies and special volunteer categories; and volunteer retention. Moreover, in the spring of 2003, this Department also assumed the responsibilities of the Greeks Abroad Department.

- The Volunteer Selection & Orientation Training Department was charged with planning and implementing the selection (volunteer interviews and assignment) and orientation training for volunteers.

- The Department for Planning & Management of the Volunteer Programme was charged with planning and monitoring the budget, promotion of the Volunteer Programme, and the Recognition Programme.

During Games-time, the Volunteer Central Team included 34 paid staff for central activities, while 54 paid staff participated in Venue Teams as Venue Volunteer Managers and Deputies.

The Central Team was responsible for contact, retention and recognition of volunteers, the completion of volunteer assignment, and the implementation of orientation training in cooperation with the ATHOC Education & Training Department. Moreover, the Central Team was also responsible for managing a team to cover emergencies, a pool of 249 volunteers to respond to any extraordinary situations that might arise during Games-time. Contingency requirements for volunteers had been anticipated in the planning stage, and in practice the pool team was activated effectively in several Venues, mainly in Common Domains of Venues, where conditions (spectator crowds, etc.) varied from day to day.

Venue Volunteer Managers were responsible for the general overview of volunteer issues in the Venue to which they belonged, for activating the emergency volunteer coverage requirement procedure, for retention of volunteers at the Venue, and for issuing volunteer participation certificates/drafting a volunteer participant list.

Programme Evolution & Actions

The Volunteer Division was responsible for recruitment, selection, training, retention, assignment and recognition of the Volunteers for the 2004 Olympic and Paralympic Games.

Recruitment

The Volunteer Programme was launched on 30 January 2001 with events preceding the large-
scale public awareness and information campaign that culminated in 2002 and 2003 throughout Athens and the rest of Greece. At the same time the Organising Committee carried out an information campaign on a worldwide scale, focusing on countries with Greek community presence. In February 2001 the Volunteer section of the ATHENS 2004 website was created and a document for expressing interest in participation was issued (a preliminary of application in print and electronic form). A year later; 30 January 2002, the Official Volunteer Application was issued.

From that time onwards, the information campaign continued at an intensive pace, both as far as the general public was concerned as well as in cooperation with various agencies such as sports clubs, universities, associations and various governmental and non-governmental organisations, with presentations, speeches, announcements, articles, press releases and media briefings, events, interviews and other actions. In the final stretch before the Games, the campaign became more targeted, so as to cover specific needs.

Collection of applications was completed at the end of March 2004 for applicants abroad and the end of April 2004 for Greek residents. Despite the fact that application forms ceased to be available in the spring of 2004, applications continued to be received for specific positions until the Paralympic Games period.

The total number of applications finally exceeded 165,000:168,001 applications were received, which were pared down to 165,511 after due processing. About 63% of the applications were completed by Greek residents; of the remainder, 25% were sent by foreign nationals and 10% by Greeks abroad. Of Greek citizens, approximately 63% of the applications came from the Attica Region, 19.4% from residents of the other Olympic Cities (Thessaloniki, Patra, Heraklio, Volos and Ancient Olympia) and the remaining 17.6% from the rest of Greece. In terms of gender: 54.7% of applicants were female and 45.3% male.

Recruitment activities were addressed to the general public with the aim of covering all volunteer requirements of the Functional Areas in each Venue. These activities were targeted both within and beyond Greece towards the public at large, as well as towards organisations of a general or specific purpose. Already from the beginning of the programme, and increasingly, recruitment activities took place in order to attract specialised groups, also in cooperation with the Functional Area concerned in each instance (Language Services, Sports, Medical Services, Transportation, etc.). At the same time, actions for special category recruitment sub-programmes were carried out:

- Recruiting volunteers from the broader Armed Forces (conscripts due to be discharged up to May 2004, conscripts on university study deferment, civil personnel, reserves, etc.)
- Recruiting volunteers for the Opening & Closing ceremonies. This took on the status of a separate and independent programme, due to the particular target group, the distinct timeline and the increased volunteer commitment required for this specific section.

Communication with Volunteers

From the very beginning of the Volunteer Programme, the need to communicate with volunteers through a dedicated volunteer call centre was noted. The number of calls increased on a daily basis, and as of the end of May 2001, a toll-free line service was put into operation, initially supported by volunteers. In December 2001, paid staff was hired to run the centre, with volunteer assistance. The main bulk of calls was incoming calls with requests for information regarding the volunteer programme, the application procedure, requests for printed materials, and outgoing informational calls regarding volunteer programme events.

With the start of the volunteer selection programme in January 2003, the majority of calls concerned the selection programme, at
which point a selection call centre was put into operation, staffed by three paid operators, while one operator remained at the recruitment call centre. This centre also handled incoming and outgoing calls concerning appointments and any changes in interview meetings (in Athens, the other Olympic Cities, and Cyprus); special volunteer matters regarding the Armed Forces and Ceremonies volunteers; monitoring of position offers and acceptances; supplementary data; changes in personal data; changes in volunteer assignment and preferences; telephone interviews, etc.

At the same time, from the beginning of 2004, the general information call centre was put into operation within the framework of the OTE sponsorship, which would handle general questions or would forward calls to the selection centre for detailed answers. The call centres continued to operate through to the end of the Paralympic Games.

Apart from telephone communication, electronic communication via Internet proved very popular. In February 2001, the volunteers@athens2004.com email address went into effect; while as of summer 2003 the address designed specifically for foreign volunteers and Greeks abroad, volunteersabroad@athens2004.com, was put into operation. Apart from handling thousands of individual emails sent by volunteers from Greece and abroad, these two addresses were used for mass mailings to volunteers.

**Selection/Assignment**

The Volunteer Selection Programme, highly complex in its operation and very intensive in its workload, was a critical part of the Volunteer Programme and from the beginning was called upon to meet a series of challenges.

Initially, and in a very short time, an information system was designed to operate over 16 months, in order to support activities relating to planning and to creating suitable interviewing techniques and tools in full compliance with existing data processing software, up to the selection, hiring and training of specialised personnel; the design and mailing of interview invitations; and the configuration of the Interview Centre.

Moreover, the selection procedures met the requirements of a large number of ATHOC Functional Areas, each of which included a variety of positions with different needs as to qualifications. There was a broad spectrum of Functions (38 in total), from which volunteer candidates could choose to offer services, depending on their abilities and preferences, always in conjunction with ATHOC needs. At the same time, monitoring procedures for the assignment of volunteers to Venue Teams were put into effect, so as to maintain a balance between volunteer preferences and the requirements of the Games.

Perhaps the greatest challenge was carrying out, within 16 months, a number of interviews sufficient to cover the needs of the Games. At this level, the pace of work intensified, as did efforts to maintain interest at high levels. Volunteer selection interviews began on 30 January 2003 and were concluded at the end of June 2004. More than 90,000 volunteers participated in the selection process, either in person, by phone, or by questionnaire.

Interview Centres operated at ATHOC Headquarters for the entire period as well as in Olympic Cities and in Cyprus.

Specifically, the Volunteer Selection Programme for residents outside Greece comprised all planning, recording of specialised needs that could be covered by foreign volunteers (e.g., particular sports, language services), creating, mailing and processing questionnaires, creation of an email account for volunteers abroad (volunteersabroad@athens2004.com), and communications with tens of thousands of volunteers from abroad.
Retention

The Retention Programme aimed to maintain the momentum of volunteer interest and to keep morale high to the end of the Games.

Retention measures were applied in three stages: during the period from the submission of applications up to point where positions were offered; from the job offer up to participation in the Games; and finally, during Games-time.

Principal means of retention were systematic communication with and briefing of volunteers; mailings of informational material; direct and indirect promotion and organisation of innovative activities and events addressed to all prospective volunteers, both at a central level as well as the Venue Team level.

Provisions and Participation

ATHOC strove to provide every volunteer with the necessary tools for smooth and successful fulfilment of their duties. With this in mind, they were provided with the following:

- A uniform, accreditation and insurance while on duty;
- Free transport to and from Olympic venues;
- Free meals while on duty;
- Certificates of Training and Participation;
- Quotas of tickets to buy;
- Special regulatory provisions for leave of absence both for the public and the private sector as well as incentives for conscript volunteers (due for discharge in June 2004), conscripts under deferral, and permanent employees of the Ministry of Defence.

Essentially the direct relationship with each volunteer remained uninterrupted until the end of the Games, the main reference point being the Venue Volunteer Manager of each Venue, supported by the Volunteer Central Team.

Recognition

An important part of the Volunteer Programme was the recognition of the work and contribution of volunteers, both during the preparation period as well as during the hosting of the Olympic and Paralympic Games.

The Volunteer Recognition Programme was designed and implemented in three phases: during test events (2002-2004); during the Games; and following the end of the Olympic and Paralympic Games. Recognition was implemented in the Venues with the distribution of commemorative items, by means of events, by issuing certificates, as well as centrally by mailing participation certificates.

As well as the recognition of volunteer participation, due recognition was given to the contribution of agencies, organisations and personalities who supported the ATHOC Volunteer Programme, and received a commemorative diploma for their contribution to the programme.

ATHENS 2004 Volunteers

According to the initial planning, the number of volunteers necessary was estimated at 45,000 for the Olympic Games and 15,000 for the Paralympic Games. Functional Area estimates concerning the number of volunteers each
required were corrected based on experience from test event data and within the framework of the detailed Operational Planning of the Venue Teams.

Volunteers were categorised either as specialised, or as general non-specialised volunteers, who were deployed in positions without specialisation, and offered their services after suitable training by ATHOC. All volunteers were required to be at least 18 years old by 31 December 2004, with the exception of a limited number of volunteers in Sports and Ceremonies, where the participation of younger individuals was required.

Volunteer occupation time varied, depending on the sector in which services were required. Average time of occupation was 12-15 days.

The total number of accredited volunteers was 39,494 for the Olympic Games, and 11,089 for the Paralympic Games. Approximately 60% of Paralympic Games volunteers were common to both events.
Games Workforce Planning

Precise planning of requirements in human resources, aiming to cover fully all operational needs, was a determining factor for the organisational success of the Games. The key to successful planning was to systematically record and describe work positions for each Olympic Venue, per work position and service provided, and for each staff category (paid staff, volunteers, and contractor staff). This recording was carried out in cooperation with and on the basis of operational requirements defined by each Functional Area, but with a uniform planning methodology for everyone and within the framework of Venue Operational Planning, in order that all involved could plan in the same way and with a common understanding of operations.

Planning

The operation of the Games Staff Planning & Management Department began four years before the Games. Under the supervision of the Administration Services Division, it was responsible for accurately recording the Games Workforce needs for each Olympic Venue, per work position and service provided, and for each staff category (paid staff, volunteers, and contractor staff). This recording was carried out in cooperation with and on the basis of operational requirements defined by each Functional Area, but with a uniform planning methodology for everyone and within the framework of Venue Operational Planning, in order that all involved could plan in the same way and with a common understanding of operations.

During the preparation period, up to six months prior to the Games, and still within the framework of detailed Venue Operational Planning, the numbers and descriptions of work positions per Venue Team were updated according to successive planning cycles, which aimed to provide accurate distribution of positions without gaps or redundancies and with full control of the resulting costs in cooperation with Financial Services (Budget). In total, for all Venues and their Team’s Functional Areas, 529 such Games workforce review meetings took place. These successive updates constituted the basis for the programming of other related functions, such as Staff Recruitment, Volunteer Selection, Training, Uniforms, Food Services and Transportation.

In a uniform and systematic manner, a total of 2,926 job titles were created, which were recorded on the individual Accreditation Cards for paid staff and volunteers, as well as 1,713 job descriptions, which became the basis for creating the appropriate training material. Job titles were consistent with the organisational chart of each (Competition and Non Competition) Venue Team as developed by Venue Operations and approved by Games Operations Management.

In order to manage this volume of data, a Games workforce database was created, designated Staff Information System (SIS), which was furthermore the basis for the electronic Rostering System. The SIS included job titles per Functional Area, work positions per Venue, the required number of staff per shift, and personnel categories (paid staff, volunteers, and contractor staff). SIS was the main personnel management tool during the Games.

The responsibilities of the Department included the implementation of the secondment programme, from which 51 staff members of BOCOG and TOROC benefited directly.

Moreover, in order to ensure requirements in Games-time contractor staff, a relevant study was prepared in cooperation with an external consultant, reflecting the existing situation in the required specialties as well as forecasting trends for the period of the Games.
Venue Staffing

As planning was completed and finalised, the duties of Games Staff Programming & Management focused on the rostering of recorded paid staff and volunteers (rostering for contractor staff was the responsibility of each contractor) per Venue Team, as well as on the required management thereof, including monitoring compliance with Regulations and Procedures pertaining to the relations between Venue Team members. During the Games, a total of 147 paid staff were employed as Venue Staffing Managers and Deputy Managers, supported by 257 volunteers, for personnel management purposes at Competition and Non-Competition Venues, as well as two paid staff (the Head and his deputy) in the Central Team.

The daily operation of workforce shifts at each venue was based on a special software application (Staff Scheduling - SSC). This system created shifts per day and per job title for each Venue Team and subsequently, in connection with the Staff Information System (SIS), each person was allocated a shift, so that everyone would know exactly where and when they were expected to be on duty. During the Games operational period a total of 718.583 shifts were created.

The electronic rostering system was in place at every Venue, providing constant monitoring of positions staffed for each shift. One innovative feature of the system was the automated recording of shift personnel check-in and check-out by means of special wireless Accreditation Card readers, which were utilised in Venues with a large number of personnel and shifts, resulting in considerable resource savings and improved data accuracy. These wireless devices were connected to the Staff Scheduling system, which accurately recorded the time of arrival or departure of each Venue Team member.

During the Games, each Venue published a Workforce Newspaper, to inform and encourage, alleviating fatigue and creating a pleasant atmosphere. This newspaper had wide appeal, particularly among volunteers.

A significant strategic choice, in contrast to previous Games, was the separate management of paid staff and volunteers, though during Games-time they were all members of the same Venue Team. This distinction was due to the importance ATHOC placed on its volunteers and the consequent special handling and recognition this required.

During the period of operational preparation, and during the Games, the prevailing feeling was one of good cooperation and teamwork; as a result, the entire Games workforce performed to the maximum of their abilities.
Team meeting at the Parnitha Olympic Mountain Bike Venue. © ATHOC/Y. Kontos

Venue Staffing desk at the Karaiskaki Stadium, the Athens Football venue. © ATHOC/S. Tsakiris
Education and Training

Organising appropriate and effective education and training of human resources for the Games was a priority for the Organising Committee from the outset of preparations. The aim was general education in issues of management, Venue operations and general Olympic and Paralympic knowledge on the one hand, and specialised training in specific services and sectors, for ATHOC paid staff, contractor personnel as necessary, as well as for Games volunteers.

**Organisation**

ATHOC Senior Management decided that the work of designing and implementing the education and training programmes would be undertaken in-house by a special team, which was formed for this specific purpose, under the supervision of the Administration Services Division. This manner of organisation was an innovation in relation to previous Games and resulted in lower costs, better quality control of the project, more effective organisation based on needs, and improved internal coordination with ATHOC Functional Areas. Staffing of the Education & Training Department began in March 2002 and was completed by the end of 2003, with a total of eighteen paid staff.

In cooperation with Venue Operations and ATHOC Functional Areas, and depending on requirements, the Education & Training Department designed and implemented specific programmes for general and specialised training for the entire workforce of the Games. These programmes aimed to achieve a high level of professional training by using modern methods of instruction in order to prepare Olympic and Paralympic workforce appropriately to fulfil their duties. At the same time, these programmes had to comply with a tight timeframe for training.

The objectives and contents of the specific training programmes were as follows:

**Training the Trainers**

The "Training the Trainers" programme aimed to prepare paid staff to function as instructors in further specialised programmes that concerned Venue Operations and specialised work positions. Preparation included techniques of tailoring the educational materials and methods to the intended audience. The programme was implemented in three 18-hour units.

**Games Workforce Training**

Within the framework of Games workforce training, a total of seven sub-programmes were designed and implemented, aimed at all categories of Games workforce (ATHOC paid staff, contractor personnel and volunteers). These programmes aimed to achieve a high level of professional training by using modern methods of instruction in order to prepare Olympic and Paralympic workforce appropriately to fulfil their duties. At the same time, these programmes had to comply with a tight timeframe for training.

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In cooperation with Venue Operations and ATHOC Functional Areas, and depending on requirements, the Education & Training Department designed and implemented specific programmes for general and specialised training for the entire workforce of the Games. For these programmes, the Department was responsible for producing the training materials, setting up training spaces, and organising the provision of material and technical equipment. Close cooperation also took place with the Olympic Games Security Division for the organisation of training material and the implementation of educational seminars for Police, Army, Coast Guard and Fire Department personnel.

Moreover, the ATHOC Education & Training Department organised a series of programmes and actions whose purpose was to inform and raise awareness in the general public as well as specific professional groups; and the Olympic Education Programme, which was targeted to elementary and high school students.
• “Training Adults: Learning Principles and Factors”
• “Methods and Techniques for Implementing the Training Programme”
• “Presentations - Assessment/Evaluation”

Printed Instruction Materials:
• “Trainer’s Guide”
• “Specialised Training Educational Material Adaptation Guide”

Team Leader Training
The “Team Leader Training” programme was aimed at ATHOC paid staff and its purpose was to instruct in the planning, organisation, coordination and management skills required of a team leader. It comprised of three units, of five hours each:
• “Work Environment”
• “Leadership - Leader-Team”
• “Team Leader Skills”

Printed Materials:
• “Team Leader Guide”
• “Guidelines for Behaviour Towards Volunteers”

People, Relationships and Environment in the Olympic Venues
A special training programme addressed to the entire Games workforce, including volunteers, was created comprising four units, each three hours long, and its purpose was to provide information about techniques for providing service to Athletes, spectators and persons with a disability, about cultural awareness, as well as about benefits derived from protecting the environment.

Orientation Training
Specifically designed for volunteers, this programme aimed to provide information on basic Olympic and Paralympic concepts, concerning the history and the programme of the Olympic and Paralympic Games, and to provide useful information concerning the Venues and their operating procedures. The duration of this programme was 1.5 hours. For the purposes of the programme a complete manual was produced in cooperation with the Volunteer Division.

Venue Operations Training
The entire Games workforce - paid staff, contractor personnel and volunteers - participated in a training programme on Venue Operations to be briefed on the operation of the areas in which they would work, as well as on the sports and activities to be held in the Venues.

The theoretical segment of the programme included a description of the Venue areas, regulations and procedures governing its operation, basic principles of service towards Athletes and spectators, a presentation of the Sport or Sports taking place at the Venue, and finally safety and risk management policies and procedures. Upon completion of the theoretical segment, an orientation tour of the specific Venue would take place. Training lasted 4-6 hours depending on the Venue.

The basic manual, entitled “Venue Operations Training”, included all the aforementioned useful information and was accompanied by the following:
• “Pocket Guide to Venues”
• “Inserts to Pocket Guide to Venues”, customised per Venue and per Functional Area
• “Guide to Venue Operations Training”
• “Guide to Venue Tour”
Job-specific Training
For ATHOC paid staff, especially for those joining in the final months prior to the Games, and for volunteers, job-specific training programmes were created for them to acquire the special knowledge and skills required for their specific work position or the specific services they would be required to provide during Games-time.

The duration of these seminars was from 2 to 200 hours depending on the position and Functional Area, and they were implemented under the responsibility of the corresponding Functional Areas. They concerned the development of special knowledge and skills in correlation with the requirements of the specific project and work position of the trainee during the Games. The programme was accompanied by the corresponding job-specific training material.

Training for the Test Events
The aforementioned training material was used, tested and evaluated in practice during special training programmes for the test events. The evaluation took place in cooperation with Venue Operations and the Functional Areas involved.

Distance Learning
The application of distance learning methods was an innovation in the implementation of training programmes. The use of the most advanced technologies allowed trainees to follow the instruction in the "Games Workforce Training" programme through the Internet. This operated as a modern support method for the aforementioned training programmes, aiming to achieve resource savings. The special material and technical infrastructure required was created by the Applied Technologies department of the National Centre for Scientific Research ("Demokritos"). This method was used particularly by staff and volunteers in the Olympic Cities.

Awareness Programmes
Besides the training of workforce that had a Games-time role, ATHOC, in collaboration with other agencies, designed and implemented education and awareness programmes for the general public, within the framework of broader public information, mobilisation and participation.

Awareness and Education in Schools
Within the scope of awareness and training for students in primary and secondary education, ATHOC's Education & Training Department designed a special "Olympic Education Programme", which was implemented in collaboration with the Ministry of Education. The purpose of the programme was to educate young people in accordance with the values and ideals of Olympism, on the basis of the second fundamental principle of the Olympic Charter, taking into account elements of modern culture such as multiculturalism, the environment, sport, the abolition of discrimination, volunteerism, the Olympic Truce, and dealing with violence. Over 100 Greek and international scholars and researchers from various fields of knowledge collaborated (mostly on a voluntary basis) to compile the educational material for this programme, thus putting it into practice, for the first time, not only an interdisciplinary approach to education but also the connection of education and sport.

The educational material produced for the programme comprised of the following:

1. Olympic Games 2004 Notebook (for students 6-9 years old)
2. Olympic Games 2004 Notebook (for students 10-12 years old)
3. A Look at the Olympic Games (for students 13-16 years old)
4. Olympic Education: from Theory to Practice (for teachers)
5. Olympic Games: References - Approaches (for teachers)
6. Proposals - Perspectives (for primary school teachers)
7. Proposals - Perspectives (for secondary school teachers)
8. Despina and the Dove
9. Videocassette: Olympic Events
10. Game: Olympic Sports
11. Educational website, which gave students and the wider public the possibility to access this information on the Internet.

Public Awareness
The "Public Awareness" programme was created within the framework of informing, mobilising and heightening the awareness of the public and of targeted professional groups in view of the Olympic and Paralympic Games. The programme was implemented by ATHOC through specific actions, such as organising and participating in informational workshops and specialised seminars; the production and distribution of printed informational matter to libraries, public and private organisations; and by means of the production of special publications for specific target audiences. The coordination of the programme was handled on behalf of ATHOC by the Education & Training Department, while the contents of each action and the corresponding material were designed in close cooperation with Communications, with the Functional Area involved, as well as with the corresponding public agency regarding whose staff the action was targeted. A series of such actions were implemented in close cooperation with the Hellenic Industrialists Union (SEB), with the General Confederation of Greek Workers (GSEE) and with public and private hospitals.
Relationship with Olympic Stakeholders
International Olympic Committee

The International Olympic Committee (IOC) is an international non-governmental not-for-profit organisation, of unlimited duration, with its seat in Lausanne, Switzerland. It is the supreme authority of the Olympic Movement, and its role is to guide the promotion of Olympism according to the Olympic Charter. As per the Olympic Charter, the Olympic Games are the exclusive property of the IOC which owns all rights and data relating thereto.

As such, cooperation with the IOC was not limited to serving the needs of its Members as a constituent group of the Games, but had to support the close, continuous and long-term process of the IOC’s control and partnership, in its capacity as “guardian” of the Olympic Games, for the entire preparation and hosting of technically excellent Olympic Games.

Reports to the IOC

Under the Host City Contract, ATHOC was required to present a number of regular formal reports, throughout the preparation of the Games, to the various bodies of the IOC (Session, Executive Board, Coordination Commission). While most of the meetings of these bodies were held in Lausanne or other locations, a number of Olympic meetings were held in Athens throughout the period of preparation. The development of good working relationships and effective communication with the IOC and the wider Olympic Family was a critical factor of success for the Athens Games.

ATHOC Senior Management was responsible for preparing annual reports to the IOC Session, and also submitted annual progress reports to all the IOC Members.

A further reporting tool for ATHOC was the production of half-yearly written progress reports in English and French for the IOC Executive Board (IOC EB), to be distributed at the same time as the presentation by ATHOC Senior Management to the IOC EB. Specific matters needed to be approved by the IOC EB before ATHOC could proceed with their planning or implementation. Both the written and verbal reports to the Board were used as the forum for approval on these matters.

Written progress reports and presentations were also given by ATHOC to various IOC Commissions, such as the Press Commission, the Radio and Television Commission and the Sport and Environment Commission. Representatives of ATHOC attended these Commissions’ annual meetings to brief them in person.

Coordination Commission

One of the most important mechanisms of communication between the Olympic Family and ATHOC were the regular meetings of the IOC Coordination Commission. According to the Olympic Charter, in order to improve the organisation of the Olympic Games and cooperation between the IOC, the Organising Committee of the Olympic Games (OCOG), the International Federations (IFs) and the National Olympic Committees (NOCs), the IOC President shall establish an Olympic Games Coordination Commission to manage and implement the working relationship between such parties. The Coordination Commission shall include representatives of the IOC, the IFs, the NOCs and of the Athletes to monitor the progress of the OCOG, to review and examine all major aspects of the organisation of the Olympic Games, to assist the OCOG, to help liaise between the OCOG, on the one hand, and on the other hand, the IOC, the IFs and the NOCs, to help resolve any
differences which may arise between any of the parties and to exercise any additional authority or carry out any other instructions conferred upon it by the IOC Executive Board.

The Chairman of the Coordination Commission for Athens was Dr Jacques Rogge up to July 2001, when he was elected President of the IOC, at which point these duties were entrusted to Mître Denis Oswald. Both Chairmen were members of the IOC Executive Board, and Olympians.

For the duration of the preparation, the full Coordination Commission visited Athens twice annually, to observe, through site visits and organised presentations and reports, the progress of works for the Games, from Venue and infrastructure construction, to the most specialised operational details of the Games. The Commission was assisted in this work by IOC staff, under the direction of Gilbert Felli, IOC Executive Director for the Olympic Games, which also visited Athens between the official visits, to review specific issues related to the Games, so that the Chairman could monitor closely and report on the progress of Athens’ preparations to the IOC Executive Board.

**IOC Relations & Protocol Department**

Throughout the planning for the Games there was a strong interface between the IOC and ATHOC at all levels. Beyond the formal mechanisms for discussion of issues between the two organisations, informal consultation and interaction occurred on an almost daily basis over the seven-year period of preparation but particularly after 2000, when Athens became the “next” Host City. This contact was achieved through the IOC Relations & Protocol Department.

The section of IOC Relations began functioning in 1999, while the Department of IOC Relations and Protocol was created in July 2000 and reported to the General Manager of International Relations. In December 2000 the four sections of the Department were created, that is, IOC Relations, Protocol, Arrivals & Departures, and Airport Protocol Services.

Staffing was carried out with particular care, so as to fulfil the Department’s needs in terms of staff knowledge and skills and to ensure that staff members would make best use of their abilities. By end 2002, the IOC Relations and Protocol Department had a headcount of 16, by end 2003 of 22 staff, while 39 Venue Protocol Managers were hired in May 2004 and were incorporated immediately into the Venue Teams.

The IOC Relations & Protocol Department had a primary role in determining and providing services to the International Olympic Committee and members of the Olympic Family in respect of their attendance in Athens up to and including the Games of the XXVIII Olympiad. The Department was responsible for coordinating all the visits of the Olympic Family to Athens, the participation of ATHOC in Olympic meetings and the submission of reports to the IOC. Among others, it coordinated the delegations of ATHOC Observers to the Olympic Games of Sydney in 2000 and to the Salt Lake Olympic Winter Games in 2002. It was also responsible for providing a central coordination and information point for both internationally and locally hosted Olympic meetings.

Finally, it was responsible for managing the implementation and observance of Olympic Protocol in the delivery of all services to the IOC and the Olympic Family, as well as operating in a supporting capacity towards other Functional Areas of ATHOC with regard to issues of Protocol.
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Arrival of IOC President Jacques Rogge at the Athens International Airport and welcoming by ATHOC President Gianna Angelopoulos. © ATHOC/D. Kalopissis

Venue tour of HSH Prince Albert, IOC member, Denis Oswald, IOC Coordination Commission Chairman, and Martin Smitsek, ATHOC Chief Operating Officer, at the Olympic Velodrome. © ATHOC/ Athens News Agency (ANA)/O. Panayiotou
Services in the Venues

Representatives of IOC, Relations & Protocol participated in the Operational Planning of all Venues, with each Venue Protocol Manager representing the needs and requirements of the Olympic Family in relation to drop-off points, dedicated flows, accredited seating and Olympic Family Lounges in all Competition Venues, while also providing the Venue Team with all necessary protocol-related information in the Venue.

IOC Relations also contributed crucially to the Operational Planning of the Olympic Family Hotels in Athens and the Olympic Cities. During Games-time, the IOC Relations section evolved into the Venue Team of the Olympic Family Hotels in Athens, with responsibility to manage the Olympic Info Desks.

In 2003, the IOC Relations and Protocol Department participated in the Chefs de Mission Seminar, where the Secretariat and Olympic Information Desk operation was tested, providing welcome desk and information services to the Seminar participants.

At Games-time, the number of Olympic Family members visiting Athens was considerably larger than in previous Olympic Games, due to both the historical significance of the Games’ homecoming and the geographical position of Greece, and so cases of Olympic Family Lounges and tribunes being inundated by people were not unusual. Despite these occasionally challenging situations, no particular problem occurred with seating, thanks to the flexibility displayed by the Venue Protocol Managers in resolution.

Observer & Secondment Programmes

For the first time in Sydney in 2000 and then in Salt Lake City in 2002, Games Observation was organised under the authority of the IOC. The experience gained on these occasions showed that a more comprehensive and structured programme would be of benefit to the future organisers of the Olympic Games. Therefore, the IOC, in close cooperation with ATHOC, decided to set up the Observer Programme for the Athens Games.
This programme was intended for the future Organising Committees (Torino, Beijing and Vancouver) and the 2012 Candidate Cities. Observers from future Olympic Games Organising Committees and Candidate Cities had the opportunity to participate in the ATHENS 2004 Observer Programme, to gain experience and know-how and learn about Games-time operations. The IOC Relations & Protocol Department managed the detailed planning of the Programme, and handled it in cooperation with IOC Olympic Games Knowledge Services during the Games.

A team of IOC staff, led by the Olympic Games Executive Director, observed the first cluster of test events from 15 to 17 August 2003 in Athens, so as to identify the strengths and the potential difficulties encountered during operations. Furthermore, a film crew was appointed by the IOC to take this opportunity to capture visual material for the Olympic Games Knowledge Services programme. Within the framework of this observation programme for the test events, Beijing and Torino representatives were invited to participate by the IOC.

The Games-time Observation programme started on 15 August 2004, a few days after the Opening Ceremony in order not to complicate the first days of Games operations, and was concluded on 27 August.

Four types of activities were proposed: Guided Visits, Organised Visits, Roundtables and Individual Meetings. Representatives of all entities were in the same group for all activities. The number of participants per visit was limited according to the size and particularities of each Venue. Guided Visits to Olympic Venues or themed per Functional Area were organised for the Observers. These visits were either dedicated to a specific Functional Area or provided the opportunity to see the interactions between different Functional Areas at a given Venue. The Observers were accompanied by an IOC advisor specialised in the field of the visit and by an IOC staff member who coordinated the visit. The ATHOC Venue Manager or a representative of the Functional Area met them at the Venue. After a short introductory briefing, the visit started, led by the ATHOC representative and the IOC advisor. Each visit included several Competition and Non Competition Venues according to the theme of the day. Guided Visits were followed by a debriefing session.

The Observers also had the possibility to visit Competition Venues at a specific date and time. On this occasion, the Venue Manager and the IF Technical Delegate met them at the Venue. In this case, there was no assistance from an IOC advisor or representative.

The Secondment Programme of the Olympic Games involved the placement of staff of the future Organising Committees within ATHOC so as to acquire specific knowledge and practical working experience of Games-time conditions. It allowed the newer Organising Committees to train and empower their staff while gathering invaluable expertise, which is required to understand and manage the complex task of organising the Olympic Games.
National Olympic Committees (NOCs) are the only sports authorities in each country with the responsibility to select and finally enter their country’s Athletes for the Olympic Games. The organisational consequence of this relationship is that Organising Committees usually create a dedicated Department to handle this constituent group’s needs and requirements.

ATHOC adopted this practice and created the NOC Relations & Services Department, larger than in previous Games, given the following factors: the Olympic Games were being held in Europe, various functional requirements had changed significantly (and in most cases were augmented), particularly because the Organising Committee had made a strategic decision to notably enhance the services it provided to NOCs.

The Department was responsible for providing NOCs with all the necessary information and support they needed to prepare the participation of their Teams and Delegations in the Athens Olympic Games. It strove to create an environment of mutual trust and respect, to be proactive, accessible and accurate. It established an unprecedented interface that was both effective and sensitive to the specific national characteristics of each Delegation, while maintaining the image and values of ATHENS 2004 when representing the Committee with all 202 NOCs worldwide.

Organisation

The NOC Relations & Services Department, as part of the International Relations Division, was formed in August 2000, having as objective the preparation of NOCs’ participation in the Olympic Games: 202 for the first time in the history of the Games.

The Department developed a specific structure, including five sections that corresponded to the 5 continents, one section charged with NOC visits (a total of 216 visits from 91 NOCs from January 2001 to June 2004), a section for Information and Publications (issuing 14 NOC Bulletins and some 23 Progress Reports to all continents), one section to recruit and train volunteer NOC Assistants, another dedicated section to handle Delegation Registration Meetings (DRMs), and finally one section to plan the NOC Services Centre in the Olympic Village. In full operation, the Department had a headcount of 28 paid staff, many of whom with previous Olympic experience, and 660 volunteer NOC Assistants.

There is a number of statistical data that depicts the intensive activity of NOC Relations & Services: beyond the 216 visits by 91 NOCs from all continents, the Department presented Progress Reports on 23 separate occasions, including Continental General Assemblies and Seminars for Chefs de Mission and Secretaries-General, produced around 35,000 pieces of correspondence and made or received about 28,000 telephone calls in communication with the NOCs between January 2001 and August 2004. It hosted the traditional Chefs de Mission Seminar in August 2003, a year out from the Games. The Department completed some 150 pre-DRMs during May to July 2004 and finalised 202 Games-time DRMs within 20 days from 23 July to 12 August 2004.

During the Games, the NOC Relations & Services Team worked in and from the Olympic Village, fully integrated into the Olympic Village Venue Team, and managed the issues arising from the 16,650 Athletes and Team Officials, as well as from the Additional Officials who were part of the accredited NOC Delegations but resided outside the Olympic Village.
Communicating with the NOCs

ATHOC Senior Management made a strategic decision to maintain a single point of contact with the NOCs within the Organising Committee, and delegated this responsibility to the NOC Relations & Services Department. A fundamental part of cooperation with the NOCs was escalated issue resolution. NOC Relations & Services staff was specially trained to achieve issue resolution at the lowest possible level. In the case that an issue required a decision by Senior Management, there was an escalation procedure that enabled Senior Management to make the final decision.

In order to define the level of Services to NOCs and to resolve eventual issues, NOC Relations & Services cooperated closely with the other Functional Areas of ATHOC, and with Olympic Villages and Accommodation Sites Operations on issues of Accommodation, Accreditation, Sports, Transport and Security. These were the functions with the greatest impact on NOCs’ preparation for their Games-time participation.

Further to the publication of the ATHENS 2004 Pre-Games Training Guide, which was compiled by the Sports Division, NOC Relations & Services was the contact point for the NOCs for matters concerning Athletes’ training before the Games in training sites all over Greece, providing information and directing NOCs to the appropriate entity for specific issues.

The NOCs were kept systematically informed on matters related to the progress of preparations for the Athens Olympic Games; the information strategy responded to the need to inform and convince the NOCs, who in turn had to carry that message to their national constituencies, on the progress of Athens, despite the intensely critical international atmosphere. A permanent information dissemination scheme on policies and procedures and potential changes was developed, via a quarterly NOC Bulletin (in 4 languages: Greek, French, English, French and Spanish), so as to best assist the NOCs’ preparations for the Games. It was designed to manage NOC expectations as to service levels and limitations, with open and honest information and a pro-active strategy to anticipate any potential NOC concerns.

ATHOC maintained the traditional Progress Report, publishing and distributing it to the NOCs during General Assemblies and Seminars (7-10 times a year), as well as the annual progress video. Additionally, the traditional Chefs de Mission Dossier and Manual were prepared and distributed, in July 2003 and 2004, in the four aforementioned languages, in print and CD format.

Services

Support Grant

According to commitments undertaken during the Bid, the Organising Committee provided a grant to all NOCs for their travel to Athens for the Games. This was calculated on published airfares for eligible members of the NOC delegations. Eligibility to the grant was determined by a number of factors, including the fulfilment of the IOC quota system, the requirement of athletes actually competing and the exclusion of athletes who had doping infringement, disqualification or withdrawal. The calculation of the grant amount was complex and time-consuming, as was the establishment of a fair means of advancing and reconciliation, which was resolved in close cooperation with ATHOC Financial Services.

NOC Services in Venues

During the Operational Planning of the Venues, the main activity of NOC Relations and Services representatives was to contribute to the design of appropriate services to be provided to NOC Delegation members, specifically Athletes and Team Officials, as well as NOC Presidents and Secretaries-General, in cooperation with each Venue’s Competition Manager (who was responsible for services to Athletes), and IOC Relations & Protocol representative (who was responsible for Services to NOC Presidents and Secretaries-General at Games-time).

The primary Venue for NOC Relations & Services’ activation was the Olympic Village, where their Team was fully integrated into the Olympic Village Venue Team. During the period of Olympic Village operation, they were entirely responsible for the NOC Services Centre within the Village. In any case, and for all issues, there was close and direct cooperation between the Olympic Village Venue Manager and the NOC Relations & Services Manager. At Games-time, both participated in the plenary Main Operations Centre morning meetings, before attending the established meeting with the Chefs de Mission at the Olympic Village.

Additional Team Officials and Grooms resided outside the Olympic Village, but were an integral part of the Village Planning process, under the responsibility of the Olympic Villages and Accommodation Sites Operations Division. Team Officials, doctors, trainers, coaches, administrative personnel, etc. who were over and above the NOCs Village quota, resided in Accommodation Sites outside the Olympic Village, which were distinct Olympic Venues.

Additional Officials resided in two Olympic Accommodation Sites, one within the Dekeleia Olympic Centre, adjacent to the Olympic Village, and the second located at a short distance in Metohi Parnitha. The Grooms resided in a separate Grooms Village within the Markopoulo Olympic Equestrian Venue, near their place of work. They were full-right members of the NOC delegation and had to receive equal attention relating to their Games-time requirements. Therefore, NOC Relations & Services commented on each policy and procedure that directly or indirectly had impact on services to Additional Officials and Grooms, and managed all booking, allotment and payment matters.

Delegation Registration Meetings

Two hundred and two Delegation Registration Meetings had to be carried out, one for each Delegation, to finalise its composition for the Games, in the Olympic Village from 23 July to 12
August. These DRMs were carried out in cooperation with Sports Entries and Accreditation, with NOC Relations & Services being responsible to ensure consistency and compatibility of the final reports.

The successful completion of the 202 DRMs in such a limited time frame was a function of the success of the Pre-DRMs, which were organised with the same participants, with visits to all five continents. The Pre-DRM locations were selected on a regional basis (driven by the continental distribution of the NOCs), as well as the language clusters (relevant mainly to Africa and the Americas). Although the Pre-DRMs were optional for the NOCs, some 175 NOCs participated in the meetings; the Pre-DRMs eliminated some 40-60% of the pre-collected data, which significantly reduced the time required for the DRMs.

The NOC Services Centre
The NOC Services Centre in the Olympic Village was the hub for Services to Chefs de Mission. The Team operating it had staff from Transport Services, Food Services, Finance Services, Rate Card, Technology, Protocol, Team Welcome Ceremonies and Logistics. This ensured that Chefs de Mission had access to any information or assistance their Delegation might need. The Centre was adjacent to the Sports Information Centre and the Olympic Village Operations Centre, so as to provide immediate and effective service and issue resolution. Part of the NOC Services Centre were the five regional staff Offices (one per continent), operating on a 24-hour basis and run by the same specialist staff that communicated with each continent’s NOCs throughout the period of preparation for the Games.

NOC Assistants
Very careful planning was also carried out in relation to the training of the volunteer NOC Assistants. The Assistants received relatively long-term training by NOC Relations & Services, and nine additional training sessions were held from January to June 2004. Emphasis was placed on retaining this highly trained volunteer corps.

The Assistants were assigned to the NOCs (2-8 per NOC, depending on NOC size) and fully integrated into them, under the Chefs de Mission. An information mechanism was designed for the NOC Assistants, for potential changes that could impact their work or NOC operations, and a daily debriefing was held, which had to be attended by at least one representative of each NOC Assistant team.

During Games-time, the NOC Relations & Services Team at the Village remained the first point of contact for NOCs. NOCs had varying sizes and needs, and therefore had to have customised Service provision, in which language remained a critical factor. Together the staff spoke 20 languages; all spoke English; 80% also spoke French; people Spanish, 4 people Portuguese, 3 people Arabic, 2 people Russian and others Italian, German and Chinese. The quality of support and information provided was evaluated as a function of the NOCs’ (and Athletes’) experience of the Games. Feedback from NOCs has been overwhelmingly positive, confirming that NOC Relations & Services delivered at an extremely high level.
International Federations

According to the Olympic Charter, the International Federations (IFs) are responsible for the technical control and direction of their Sport at the Olympic Games. As such, during the preparation period, each International Federation must approve the operational plans of the Competition Venue (or Venues) of its Sport, as well as all the Organising Committee’s plans, actions or decisions that directly or indirectly concern the competition and the technical components of the respective Sport.

Communication with International Federations

The mode of communication and cooperation with the International Federations was, therefore, one of the first issues to be considered by ATHOC from the outset. ATHOC Senior Management took the strategic decision to maintain within the Organising Committee a single point of contact with the International Federations. This responsibility was assigned to the Sports Division, whose reporting line was initially to the competent Executive Director and later, as from September 2003, directly to the Chief Operating Officer.

The Sports Division was the single point of contact with the International Federations and was responsible for the coordination of the working meetings with each of them, for all related technical and operational matters. Depending on the agenda items, the working meetings were attended by representatives of the ATHOC Functional Areas concerned as well as by representatives of the public Agencies responsible for the construction of the Venues.

On their part, the International Federations appointed their own representatives for all technical matters, that is, at least two Technical Delegates per Sport, while the International Federation Presidents, Secretaries General or Executive Directors handled all issues related to policies and level of services.

Organisation of International Federation Visits

The working meetings with the Technical Delegates and with other International Federation representatives to present and agree on matters of their responsibility took place, as is customary, in Athens at ATHOC Headquarters, and included also on-site visits to the Venues. ATHOC’s policy was to cover the cost of two visits to Athens annually for each International Federation, while in case of additional visits the charge was borne by the International Federation.

During the initial stage of preparation, the International Federation visits were arranged exclusively by the Sports Division, which contacted directly the Managers of the other ATHOC Functional Areas that needed to participate depending on the issues of the working meeting’s agenda. From 2003 onwards, with the development and staffing of the Venue Teams (venuisation) and the appointment of their Venue Managers, the scheduling of the visits was first agreed between the Sports and the Venue Operations General Managers. The meetings were then carried out at Venue Team level with the participation of all Venue Functional Area Managers and, of course, with the participation of the Venue Manager and the respective Competition Manager. The issues were presented, examined and resolved at the level and with the full involvement of the Venue Team.

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Site visit of the International Canoe Federation (ICF) at the Olympic Canoe/Kayak Slalom Centre. © ATHOC/Athens News Agency (ANA)/S. Axiotis

Venue tour of the International Football Federation (FIFA) at the Pankritio Stadium in Heraklio, Crete. © ATHOC/Athens News Agency (ANA)/S. Rapanis

Venue Tour of the International Basketball Federation (FIBA) at the Indoor Arena in the Helliniko Olympic Complex. © ATHOC/Athens News Agency (ANA)
Only policy decisions or issues requiring senior management level decisions were escalated to the Games Operations Management and to the Chief Operating Officer.

In all cases, the visits and the working meetings were carried out per an agreed agenda, of which Senior Management was also informed. Detailed minutes were kept by ATHOC. Subsequent to their approval by the International Federation, the minutes committed both parties in their further cooperation. Overall, since ATHOC’s establishment, more than 250 visits to Athens were undertaken by representatives of the 28 Olympic Sports International Federations.

ATHOC’s policy regarding contacts with the International Federations abroad was that the Sports Division and Competition Managers would have to participate as observers in major international events under the auspices of the International Federations at least once a year in order to gain experience and know-how. Similarly, in the year prior to the Games, Venue Managers and other senior Venue Team members also participated in international events. It should be noted that for the Sports less known in Greece, additional visits to events were scheduled and realised annually.

**Issues for Approval by International Federations**

The location of each Sport’s competition, the appointment of Competition Managers, the detailed recording and analysis of each Sport’s technical requirements, including Field of Play and Training requirements, the Competition Schedule, Pre-Games and Games Training, the organisation of Sport test events and issues raised during their hosting, as well as the level of services provided to all Athletes and Team Officials Technical Officials and IF Technical Delegates, were all ATHOC priorities which were handled and finalised in close collaboration and with the approval of the respective International Federation.

**Competition Venue Locations**

In 1998, the first priority for the Organising Committee was to finalise the location of all 28 Olympic Sports. The final locations were selected on the basis of the technical and operational requirements of the International Federations, some of which requested changes in relation to the Bid File, as well as on the basis of new criteria which the Organising Committee examined in cooperation with the Government.

In total, 17 of the 28 Sports were relocated and Heraliko was added as an Olympic City to host Football. The negotiations for the locations were time-consuming, strained the already delayed Venue construction schedule, and in some cases created tensions in the relationship between the Organising Committee and the International Federations, especially during the period 1998-2000. In all cases, the final locations were agreed and approved by the respective International Federation.

**Competition Venue Operational Planning**

Since 1999 there was close and systematic collaboration with the International Federations in order to record all Sport technical requirements and specifications, aimed at achieving state-of-the-art design for the Fields of Play and optimal functionality for the Sport in the operational design of each Competition Venue, as well as in order to plan in detail all the organisational aspects of each Sport’s Competition.

The technical specifications as agreed with the International Federations were forwarded by ATHOC to the public Agencies responsible for their implementation, and during operational planning they were integrated into the Competition Venue Operational Design Drawings, which were developed by the Venue Teams and were reviewed with the Technical Delegates during their visits to Athens.

Within the framework of collaboration with the International Federations, and in line with its contractual obligations, ATHOC delivered all the Competition Venue Operational Design Drawings to the respective International Federation for “sign-off, in stages starting from November 2002 until March 2003. By April 2003, the Competition Venue Operational Design Drawings were formally agreed between ATHOC and the International Federations, including certain revisions which were made further to modification requests put forward by certain International Federations. The International Olympic Committee was kept informed at all stages of this process.

**Certification of Field of Play**

With the completion of the Competition Venues’ construction, and prior to their hand-over by the respective Agency responsible for its construction to the Organising Committee for Olympic use, each International Federation examined and certified each Field of Play (FOP) and related equipment.

The Field of Play Certification procedures were already in process since the August 2003 test events. As a first step, the Sports Division, in collaboration with the International Federations, identified and recorded all the details of the Certification procedure that each IF would follow according to its regulations. ATHOC informed the Agencies accordingly, and organised jointly with them the implementation of the FOP Certification procedure for each Competition Venue. The final inspection of the Fields of Play by the Technical Delegates or other IF authorised representatives was carried out, as is usual practice, just prior to their use for the Olympic Games (for the majority of the Venues in the week preceding the opening of the Games).

**Training Technical Requirements**

The Organising Committee was responsible for ensuring the availability of adequate and appropriate facilities for the Athletes’ training during the preparation period (Pre-Games Training), and for their Games-time training. The first step in both cases was the collaboration with the International Federations in identifying and recording the Training Technical
Requirements for each Sport. Each International Federation then had to approve the proposed Training Sites for the Disciplines of its responsibility, the overall available training capacity per Sport, and was responsible for checking and approving the technical compliance of the Games Training Sites prior to their use.

**Competition and Training Schedule**
The Games Training Schedule was elaborated in agreement with the International Federations, in order to ensure equal training opportunities for all Athletes while at the same time limiting the number of the training periods available to the strictly necessary, for operational and cost reasons. The assistance of the International Federations in this process was most valuable.

With regard to the Competition Schedule, ATHOC made a significant effort to ensure an optimal daily competition structure and finals distribution. The proposal met with the absolute satisfaction and final approval of the International Federations.

**Sport Event Reports**
After the end of each test event, the respective International Federation submitted a Post Sport Event Report to ATHOC with observations, including proposed actions to be implemented in view of achieving technically excellent hosting of the Sport during the Olympic Games.

The formal agreement of both parties, ATHOC and the respective International Federation, on a specific set of recorded actions to be implemented as a result of the Post Sport Event Report assessment, was a priority for ATHOC. The aim was to finalise the list of required actions in order to avoid issues re-emerging at a later stage or new untimely requests by the International Federations, as well as to enable ATHOC Senior Management to monitor closely the implementation of the actions until their final completion and the “closing” of all open issues.

**Services to International Federations**
It was also ATHOC’s responsibility to define the type and level of services (such as Accommodation, Food Services, Transport, Accreditation) to be provided to the International Federations Games-time (during the period from 2 to 31 August 2004). The level of services provided to the International Federation members, staff and guests and to the Technical Officials was defined according to ATHOC’s contractual commitments to the IOC and in agreement with the International Federations.

During their visits to Athens throughout the entire preparation period, the International Federations systematically received detailed updates on the planning, the scheduling and the progress in implementation of all the actions related to the provision of Games services to the level agreed.
Sponsors

The Olympic Sponsorship Programme is the cornerstone of the development of Olympic Sport, enabling the creation of stable and long-term programmes for the support of the Games. At the same time, it secures the financial independence of the Olympic Movement, limiting uncontrolled commercialisation. The mission of each Organising Committee is to find Sponsors for its own Marketing Programme, and then develop a close and constant cooperation with them, which will guarantee the best possible return on the Sponsor investment, while also protecting the Olympic values by controlling the commercial aspect of the Games.

The aims of the Sponsoring Department, as included in the ATHENS 2004 Marketing Plan and had been agreed with the IOC, were specific and clean:

• To secure financial support, products and know-how for the smooth hosting of the Olympic Games;

• To secure and protect the Olympic Symbols and Marks, and the Sponsors’ Marketing rights, by providing guidelines and approving every use of symbols by the Sponsors, ensuring that the related legislation is enforced;

• To provide highest level of Sponsor Servicing by specific account teams, who handle both sponsor sales and sponsor servicing. These teams were made up of trained staff capable of handling the particular nature of Olympic Sponsoring;

• To have a restricted number of Sponsors so as to secure unique opportunities and synergies for the Sponsors and to avoid crowding. As such, the Organising Committee decided that the maximum number of Sponsors that could be connected with the ATHENS 2004 Olympic Games would be 40;

• To control the commercial aspect of the Games, not only through a limited number of Sponsors, but also by applying extremely complex, dynamic and effective Clean Venue and Ambush Marketing programmes;

• To control outdoor advertising in Athens and the Olympic Cities during August 2004, ensuring the timely existence of relevant legislation and its strict enforcement;

• To support the Sponsors’ operational programmes, during both planning and implementation, working closely and continuously with the Sponsors’ dedicated Olympic teams, and providing them know-how and detailed information from all involved ATHOC Functional Areas.

The role of the Organising Committee’s Sponsoring Department was multi-faceted and included the sales of the Sponsoring Programme, and Sponsor servicing and operations. This involved securing the budgeted income from National Sponsors, developing and negotiating all contracts with the International (TOP) Sponsors on behalf of ATHOC, supporting Sponsor activation in the Greek and international markets before and during the Games, and protecting their contractual rights. It also developed a series of extremely successful and effective programmes, such as those for Sponsor Recognition, Clean Venues and Marks Protection, securing the Sponsors’ rights and reinforcing their association with the ATHENS 2004 Olympic Games and the ideals of the Olympic Movement.
The Sponsoring team was formed in 1999 with the hiring of the Marketing General Manager in April 1999, and of the Sponsoring Manager under him in October 1999. The ATHENS 2004 Sponsoring Programme began officially before the Sydney Games, in July 2000.

It was decided early on that the Sponsoring Department’s organisation chart would develop based on an Account Management structure. Each Account team would specialise in handling both TOP and National Sponsors with related interests and operations (e.g. VISA and Official Bank). Another strategic decision by Senior Management was to avoid depending on external consultants, and to create an in-house team of dedicated marketing professionals from the Greek market. Targeted hiring of staff with proven experience in marketing, whether local, international or Olympic, and in sponsoring, which would ensure the best service of Sponsors from various sectors of the market.

Finally, a year before the Games, the necessity arose for a specialist sponsor communications team, which handled multiple Sponsor communications requests and provided press services.

Challenges

One of the main challenges that the Sponsoring Department faced was the legal framework related to Sponsor selection, as detailed in the Legal chapter.

The relatively small size of the Greek market was an additional limitation to achieving the primary target of $200 million revenue from the National Sponsors. Nevertheless, the Organising Committee believed that this great opportunity in a strong financial environment would result in achieving the initial target.

This, also factoring in the limited know-how in the Greek market to valorise sponsorships of this level, was considered the most critical challenge of the ATHENS 2004 Sponsoring Programme.

State-of-the-art technology was applied to develop the Sponsoring Programme and resulted in dynamic and impressive presentations to the potential Sponsors, promoting the new Olympic style from the launching of the programme in the Greek market.

To limit to the greatest degree possible the commercial dimension of the Athens Games, was another conscious strategic choice that was made in the first stages of planning, and which led to the lowest number of Sponsors to be associated with the Olympic symbols. This factor was a challenge given the relatively small market, which could lead to lower sponsor investments.

Sales

Olympic Sponsorship turns a Sponsor into a key stakeholder in the greatest sporting and cultural event in the world. It provides the Sponsor the exclusive right to associate itself with the Games, the values of the Olympic Movement and the dynamism of sport.

A fundamental part of Olympic training and sales preparation was the participation of Sponsoring executives in workshops of previous OCOGs for their Games, as well as extensive market research for every possible Sponsoring category. Acquiring this level of Olympic know-how was extremely important while planning the Sponsoring Programme that included developing Sponsor rights, sales and preparations for negotiation. All this contributed to the best possible preparation for the crucial launching of the ATHENS 2004 Sponsoring Programme in July 2000 - just before the Sydney Games.
The ATHENS 2004 Sponsoring Programme offered Sponsors the opportunity to make use of the unique business opportunity to associate their brand with the Games’ homecoming. The Programme provided concrete rights and specific benefits for each Sponsor; that varied according to the Sponsorship level and the amount of the investment. The National Sponsorship Programme included three Sponsorship levels: Grand National Sponsor; Official Supporter and Official Provider.

Also, as per the Single Marketing Programme Agreement signed between the Organising Committee and the Hellenic Olympic Committee, the HOC received a specific sum and percentages on Marketing contracts, and thus the ATHENS 2004 Olympic Games Marketing Programme also supported the Greek Olympic team.

The unprecedented fact that all TOP Sponsors signed on for their 2004 term before the Sydney Olympic Games is an indicator of the faith of the international business community in the success and unique aspect of the Athens Olympic Games.

The National Sponsoring Programme was also exceptionally successful. By achieving the Programme’s targets early on, it created positive messages to be communicated on the achievements of the Organising Committee during the preparation phase, as early as 2000.

The revenues of the Sponsoring Programme were $662,652 million. In more detail: $371,309 million derived from the National Sponsoring Programme, $25,289 million from the International Torch Relay, and $266,054 million from the TOP Sponsors.

Record Revenues:

- The primary revenue target of $200 million was achieved 3 years before the Games.
- The total revenues from National Sponsorships and the Torch Relay programme ($396,598 million) were +50% higher than initially forecast. It should be noted that these revenues were achieved in a relatively limited market such as Greece.
- The revenues of the National and TOP Sponsorships were a serious financial part of the Games, covering 23% of the total. Sponsorships were thus the second largest source of revenue after the International Broadcasting Rights (37%).

**Servicing**

Each account team that handled sales and negotiated the contracts with the Sponsors during the sales phase, continued its association with the specific Sponsors, acting as a service team for the same Sponsors, ensuring continuity and implementing whatever had been agreed during sales and negotiation.

The account teams were responsible for the market activation of the TOP and National Sponsors, and functioned as the main point of contact for the Sponsors with the involved ATHOC functional areas. They also supported the planning and implementation of the Sponsors operational programmes, attending to the resolution of related operational issues before and during the Games.

There was also an approvals team, which in cooperation with the account teams monitored the Sponsors’ submissions for approval for Symbol use and the development and implementation of any related Olympic programme. The approvals team was also responsible for the approval of third-party requests to use Olympic Symbols.

The cooperation of the Sponsoring Department with the IOC Marketing Department was excellent and the IOC was
extremely keen to provide training related to Olympic Marketing and TOP Sponsor operations, as well as detailed information and guidance on Games-time operations. Especially in the last 6 months of preparation, there was close cooperation with Meridian, that handled mostly TOP Sponsor issues, and this positive cooperation led to minimising potential issues with Sponsors.

**Sponsor Operations**

**Before the Games**

During the period of preparation for the Games, the quality of the deliverables was secured by detailed planning in cooperation with the Sponsors, so as to cover all their requirements consistently.

Through the account teams, communication and cooperation with the Sponsors was on a daily basis. The duties of the account teams included the facilitation of contact for the Sponsors with the Venue Teams, which were responsible for operational planning of the Venues, as well as with the Functional Areas involved, who were responsible for specific Services, such as Accommodation, transport, Security, Food Services, Communications, etc.

During the period October 2001–June 2004, the Sponsors and their account teams met frequently with the Venue Teams in order to determine their operational requirements and for these to be incorporated into the operational planning of the Venues. Sponsoring Department staff participated in the Venue Teams from the planning phase, helping the members of each Venue Team comprehend the importance of Sponsor operations and of their presence in the Games. The aim was to secure smooth Sponsor operations at Games-time.

The test events were the environment in which the Sponsors and the Sponsoring Department tested critical Games-time operations. The Sponsoring staff acquired experience in Sponsor issue resolution at a Venue level, while the Sponsoring Central Team could intervene when necessary. At the same time, Sponsors worked closely with the Venue Teams, through the Venue Sponsoring & Ambush Marketing Manager, to test their presence and operations within the Venues. Thus the Sponsors were familiarised with the Venues, their operations and Games procedures. It was a first-class opportunity to adjust their plans for the Games in conditions similar to those of the Games.

**Games-time**

During the Games, the Venue Sponsoring & Ambush Marketing Managers of the Venue Teams secured Sponsor activities in the Venues and protected the exclusivity of their product category and their Marketing rights.

A Sponsoring Central Team, represented in the Main Operations Centre by the Marketing General Manager handled all Games-time Sponsoring issues, if these were escalated for resolution, and interfaced with the IOC/Meridian. The Directors of IOC/Meridian were physically present in the Sponsoring Central Team office, at ATHOC Headquarters, two weeks before the Games and during Games-time, providing assistance in handling TOP Sponsor issues. This proved very useful, since many Sponsor needs were based on previous Games’ needs and the IOC/Meridian could help anticipate issues related to Sponsor presence in the Venues at Games-time. The Sponsoring Central Team kept the Sponsors briefed on matters related to their Sponsor programmes as necessary.

At Games-time, resolution of day-to-day issues was achieved mainly at a Venue Team level, through the Venue Sponsoring & Ambush Marketing Managers. Sponsors could communicate directly with the Sponsoring Central Team only on wider issues, which did not concern a particular Venue. Certain Sponsors (VISA/Alpha Bank/ Hellenic Post/ Olympic Airways) communicated exclusively and directly with the Central Team.

The Sponsoring Central Team faced a limited number of issues, since all Sponsor operations were carried out without problems. The Venue Sponsoring & Ambush Marketing Managers in the Venue Teams and the account teams successfully escalated issues to each Venue’s Management, ensuring that Sponsor operations ran smoothly during Games-time.

Due to the limited number of issues that arose, the daily meeting with the IOC Marketing Department was cancelled after only 4 days, as the IOC deemed it unnecessary. This demonstrates the high degree of preparation of the Sponsoring programme and staff readiness, as well as the flawless cooperation with the Sponsors and IOC/Meridian during preparation for the Games.

The operation of the Sponsoring programme during the Games was deemed extremely successful by all involved. The issues arising were resolved immediately and satisfactorily. According to the TOP Sponsors, the Athens Games were those with the fewest problems in their experience of at least 8 years. National Sponsors were also extremely satisfied. It should be noted that this was the first time that there was no recourse to legal action with any of the Sponsors, National or TOP after the end of the Games.

**Sponsor Recognition Programme**

The Sponsor Recognition Programme was created by the Organising Committee in order to promote the connection of the Sponsors with the Games and the Olympic brand, and thus protect and safeguard the Sponsors’ Marketing rights.

During the Sponsor sales phase (2001), an awareness campaign was developed to highlight the vital importance of Sponsor support in the hosting of the Games. In 2003 a combined advertising campaign was created that included TVCs and press, in order to establish the position of the Olympic Sponsors as Official Sponsors of the ATHENS 2004 Olympic Games, and to explain why only these companies were permitted to associate themselves with the Games.
In 2004, another campaign was created to raise awareness on the substantial contribution of the Sponsors to the Games, thus gaining public respect and promoting the association of the Sponsors with the Games. In 2004 a signage programme was developed and implemented in the Olympic Venues. A number of Sponsor Recognition Stands were placed in all Olympic Venues, including the Airport. In addition, a significant number of banners with Sponsor branding were placed all over Athens, and the other Olympic Cities.

Achievements

One of the ATHENS 2004 Sponsoring programme’s main strategies was to focus on quality, not quantity, which translated into two achievements: it was the first time that fewer than 40 Sponsors were associated with the Olympic Games, 50% fewer than the previous Games. It was also the first time that the each sales team evolved into an account management team, which resulted in better service and absolute effectiveness.

A series of other “firsts” contributed to the success of the Sponsoring Programme:

TOP Sponsors signed on for Athens before the Sydney Games, while the local sales programme achieved its target more than 3 years before the Games, creating positive messages for the Organising Committee and the Greek Olympic Games.

The sales team and the service team were the same for Sponsors, which enabled the Sponsoring Department to be abreast of any issue that had arisen during negotiations, to know how it had been handled and to estimate how it might impact Sponsor services and operations after the agreements had been concluded.

The members of each Venue Team included, at all stages of the Venue Operational Planning, in the test events and at Games-time, Sponsoring representatives who had been trained to handle Clean Venue and other Sponsoring issues.

For the first time, the daily Marketing meeting with the IOC at Games-time was cancelled after 4 days, as there were no issues to resolve, as a result of the excellent work and preparation by the Sponsoring Department.

Finally, the fact that there was no recourse to legal action by the ATHENS 2004 Sponsors demonstrates the degree of effectiveness of the ATHOC Sponsoring and Marketing programmes, as well as the excellent cooperation achieved with the Sponsors and with the IOC/Meidian.
Swatch branding on Scoreboard at the Ano Liosia Olympic Hall. © ATHOC/Y. Kontos

Hyundai branded bus in the city. © ATHOC/Y. Kontos
The strength that supported the Olympic Games...
...the Official Sponsors of the ATHENS 2004 Olympic Games

The Official Sponsors of the ATHENS 2004 Olympic Games gave substance to the vision of the Games. They offered the necessary financial and technical support as well as the human resources towards the realisation of the greatest sports event in the world. Their valuable and considerable contribution to the organisation of the Games ensured that the Games became an unforgettable experience for the athletes and the public worldwide.

Official Sponsors of the ATHENS 2004 Olympic Games

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FAGE
ERT
EATA
Olympic Airways
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Shell
JetBlue Airways
ABB
AREVA
Siemens
Ticketmaster
GE

Official Providers
KOEP
Mizuno
Mondo
Schenker
Technogym
Rights Holding Broadcasters and Host Broadcaster

According to the Host City Contract, the Organising Committee undertook the obligation to designate, with the approval of the IOC, an "Olympic Broadcasting Organisation" (OBO) to be responsible for the production of the radio and television coverage of the Games and for the provision to the Rights Holding Broadcasters (RHBs) of the facilities and services necessary for the broadcast of the Games.

ATHOC took the strategic decision to outsource the broadcasting operation by establishing the "Olympic Broadcasting Organisation" (OBO) as a separate legal entity in order to ensure the flexibility required. The OBO operator was selected through an international tender. A Broadcasting Coordination Unit (BCU) within the Organising Committee was also established to administer the contract with OBO and monitor the delivery of the agreed services to the RHBs.

Establishment of the Host Broadcaster

An international tender procedure according to EU and domestic law was launched in May 2000. ATHOC, being the "awarding authority" under law, had the responsibility to draft the tender documents inviting potential candidates and had the overall responsibility for the evaluation process and the final selection.

International Sports Broadcasting LLC (ISB) was selected on the basis of its financial and technical merits, which included Olympic experience. ISB personnel had been involved in the television coverage of every Olympic Games since Los Angeles in 1984. ISB itself was also Host Broadcaster in the 1999 World Alpine Ski Championships and was the OBO that produced the radio and television signal for the 2002 Salt Lake City Winter Games.

The "Services & Shareholders Agreement" between ATHOC and ISB was signed in December 2000. It outlined the framework of cooperation with the Host Broadcaster and provided, inter alia, for the following:

A Greek company (Société Anonyme / Limited Liability Co. by shares) would be jointly established to undertake the OBO role. ISB would participate with 90% of the shares and 5 board members and ATHOC with 10% and 2 board members. The new company, "Athens Olympic Broadcasting S.A." (AOB) was established and accessed into the Agreement in April 2001. ISB had full managerial discretion on AOB. Nonetheless, ATHOC, notwithstanding the fact that it was a minority shareholder, enjoyed enhanced rights. The budgeted expense amounted to €165 million for AOB’s account and €20 million for ISB’s account. AOB and ATHOC rights and responsibilities were clearly defined. The Olympic Charter, the Host City Contract, the IOC Broadcasting Guide and the 16 RHBs agreements were binding upon AOB.

Framework of Cooperation

The Role of AOB

The primary contract relationship for broadcast implementation was between ATHOC, the IOC and the Rights Holders. AOB had no formal agreement with the IOC and all its contractual relationships with the Rights Holders were secondary and specifically service-oriented.

The role of AOB as OBO - Host Broadcaster was essentially that of a contractor to ATHOC bound by a service provision agreement.
Its obligation was to provide the International Television & Radio (ITVR) signal and those services, equipment and material to the RHBs as stipulated in the Host City Contract, in the tripartite agreements between ATHOC, the IOC and the RHBs, and in the IOC Broadcast Guide.

The AOB executive team was the principal liaison between AOB, ATHOC and the RHBs, also during Games-time, and was responsible for reporting progress and current status to ATHOC.

The role of the BCU

The need for AOB’s integration into the Organising Committee’s planning and operating procedures was of paramount importance, since Broadcasting as a function, although outsourced, was critical for Games operations.

To achieve this integration, as per the Agreement, ATHOC established a Broadcasting Coordination Unit (BCU), which reported directly to one of its Executive Directors. The BCU, comprised of a small group of people (13 staff) with overall knowledge of broadcasting obligations, assumed a coordinating—not operational—role.

The scope of the BCU was to administer the ATHOC-AOB-ISB Agreement on behalf of the Organising Committee on a day-to-day basis, coordinate the delivery of services provided by ATHOC to AOB and the RHBs, monitor AOB’s responsibilities regarding its obligations with respect to broadcasting and to ensure the fulfillment of ATHOC obligations under the Rights Holders Agreements. In particular, the financial and legal monitoring of broadcasting agreements was a primary task of the BCU, in close collaboration with the ATHOC Finance and Legal Departments, as well as with the IOC Legal Department. The BCU included in its team one full time lawyer specialised in TV rights.

Through the BCU the necessary interface and close collaboration between AOB and the other ATHOC Functions/Departments, notably Sports, Technology, Logistics, Security, Insurance & Risk, Transport was organised and ensured. Especially in the initial preparation and planning phases, the BCU facilitated communication of obligations and issue resolution. Starting in April 2002, AOB participated in the ATHOC venue planning process to present AOB’s and the RHBs’ broadcast requirements and have a common understanding on all fronts in planning for the host broadcast function.

From the beginning of its operation AOB developed a very good working relationship with ATHOC and the BCU. At a working level, AOB experienced excellent cooperation, especially in areas affecting operations. Notably with Sports, in developing the competition schedule, this close cooperation was instrumental in meeting the demands of broadcasting and the needs of the RHBs, particularly in choosing which events and/or matches would be contested on the televised courts.

The Joint Review Board

As stipulated in the "Services & Shareholders Agreement", AOB and ATHOC established a Joint Review Board (JRB), bringing together senior executives from both organisations. Throughout the three years preceding the Games, the JRB members held a total of thirteen (13) meetings to discuss and resolve a number of operationally critical issues regarding timelines, the preparation of the International Broadcast Centre (IBC), the preparation of the AOB Warehouse, Venue deliverables, and Technology issues such as lighting and power supply at the Venues.

AOB Functions

Operationally, AOB provided a range of production, technical and business functions to fulfill its role.
• Production was responsible for designing and implementing the production plan for the broadcast of the Games, planning and developing the Host Broadcast graphics look of the television coverage and producing coverage of non-competition events such as the Opening and Closing Ceremonies. Production also created and administered the videotape archives of the Games, liaised with RHBs and ATHOC regarding competition schedules and oversaw all Host Broadcast Olympic-related features.

• Technical Operations and Engineering planned, developed, designed and installed the Host Broadcast facilities, as well as oversaw the design and construction of the IBC. Staff generated and transmitted video and audio signals from the venues to the IBC and distributed these signals to RHBs with data and timing information for each sport.

• Planning was the main contact point and liaison for operational concerns with ATHOC. The department tracked all venue planning and project management issues between AOB and ATHOC–BCU. During Games-time, Planning oversaw and managed the AOB Operations Centre located at the IBC, coordinated the venue broadcasting management team, and continued liaison with ATHOC through the BCU Manager who was a full member of the Main Operations Centre (MOC).

• Venue Broadcasting Management oversaw all venue broadcast activity during Games-time and was team leader for the AOB venue personnel appointed to the Venue Teams. This department was responsible for integrating the broadcast needs of RHBs at the venues.

• Broadcast Services were responsible for the Broadcast Rate Card for RHBs and coordinated and scheduled the requests for unilateral requirements such as commentary and camera positions. During Games-time, it scheduled all bookable radio and television stand-ups and/or studios, edit suites, post-production facilities and off-tube positions at the IBC. It also distributed access devices (bibs and armbands) and supplementary devices for high-demand events.

• Broadcast Information was the primary contact for Rights Holding Broadcasters within AOB. Broadcast Information managed venue surveys and organised World Broadcaster Meetings and Briefings, while it also produced publications to ensure up-to-date and timely information flow to RHBs.

• Logistics and Human Resources coordinated AOB’s full-time and freelance personnel requirements, managing all logistical, non-technical support for transportation, accommodation, catering, accreditation and uniforms.

• Finance and Administration was responsible for preparing, analysing and monitoring the AOB budget and financial forecast. It also administered and coordinated the purchasing of broadcast equipment and oversaw contracts and payments.

AOB Planning Milestones

The AOB offices, located separately from ATHOC Headquarters, were fully operational by December 2001, at which time AOB commenced its search to locate appropriate production crews, equipment and OB van suppliers for the broadcast of the Games. By mid 2002, AOB had contracted the majority of the production crew and OB van providers, domestic as well as international, and had secured the agreements regarding the provision of equipment and technical support services.

In early February 2002, an AOB team comprising 18 television professionals and two OTE technicians participated in the 2002 Salt Lake City Olympic Winter Games and worked hands-on in almost all host broadcast operations.
From the very beginning of its operations, AOB had been conducting Venue Surveys covering most of the existing Venues and/or Venue Plans available at the time. The primary focus of the first surveys conducted in the Spring of 2001 was to identify the required broadcast space within each Venue, including broadcast compounds, commentary positions and mixed zone locations.

Following these surveys, AOB submitted to ATHOC in early July 2001 the 1st Venue Survey Report (VSR), which contained information on AOB’s approach to the organisation in each Venue, the resources it would use and a first estimation of the deliverables required from ATHOC. The 2nd, 3rd and 4th VSRs were submitted in July 2002, July 2003 and March 2004 respectively. The requirements as put forward in the Surveys were incorporated into the Venue Operational Design Drawings produced by the ATHOC Venue Teams, which were submitted to AOB for sign-off.

It was in April 2002 that NHK Television first proposed to AOB that the ITVR signal of certain sports be produced in HDTV format, and financially committed to cover the extra costs involved in this project. During the 2002 World Broadcaster Meeting in August, several Rights Holders indicated interest in the HDTV project. NHK, NBC, KBS and Seven Network agreed to a general outline and proposed level of coverage, and signed the respective agreements with AOB during the months that followed. The HDTV signal was thus produced with the same objectives as the rest of the multilateral coverage, providing a similar unbiased coverage of the selected events; the AOB production plan included four fully equipped state-of-the-art digital vans especially secured to implement the HDTV coverage.

In May 2002, AOB signed the contracts for three major projects: the internal fit-out of the IBC, whose construction under the responsibility of the General Secretariat for Sport had started in December 2001; the furniture for the IBC and for the AOB compounds at the Venues; and the Broadcast Telecommunications. During the second half of 2003, AOB had finalised almost all of the major contracts for the broadcast of the Games. These included all logistics projects and the provision of specialised equipment.

In August 2002, a major milestone was achieved with the finalisation and distribution to the RHBs of the Broadcast Rate Card. The deadline for RHBs to post their submissions regarding Part A of the Broadcast Rate Card was 1 April 2003. Since most Broadcasters met this deadline, AOB soon began confirmation of bookings.

In September 2002, ATHOC delivered to AOB the Warehouse, located in the former West Airport area at Helliniko, to be used for equipment assembly and storage of broadcast and commentary equipment. AOB’s 12,000 sq.m. field shop began operations in November 2002. In July-August 2003, AOB completed a simulation of the broadcast signal, replicating the route from the Technical Operations Centre to Contribution, Distribution, Transmission.

Finally, the distribution and design of the RHB space within the IBC was completed according to the RHBs’ confirmed requirements. AOB’s contractor reviewed all unilateral construction submissions and began construction of unilateral requests in the IBC in June 2003.
The Rights Holding Broadcasters

AOB’s role was to provide coverage of every Olympic competition for the television and radio Rights Holding Broadcasters of more than 200 countries who had purchased the Olympic broadcast rights from the IOC and ATHOC to broadcast the Games in their respective countries.

AOB production and technical staff transmitted the international signal back to the International Broadcast Centre (IBC), where RHBs could tailor the pictures and sound to fit their own unilateral requirements. The international signal included the camera and audio signals and graphics generated at each Venue, including non-competition events, such as the Opening and Closing Ceremonies. RHBs were provided with the necessary facilities and services to operate efficiently, including all unilateral requirements at the IBC, such as office space, construction, video and audio circuits, and services at Venues including commentary positions, compound space and camera positions.

Sixteen TV Rights agreements were negotiated and signed starting from January 2001. Below is the list with the RHBs agreements for the Athens Games, ranking by signature date.

The Hellenic Radio Television S.A. (ERT) was the Home Broadcaster for the Athens Games and had the rights as part of the EBU Network. Hence, it was given priority in certain services such as its position in the mixed zone. AOB cooperated with ERT on specific productions for the sports of Basketball, Football in Thessaloniki and Weightlifting, as well as creating several Olympic-related features.

In the pre-Games period, three World Broadcaster Briefings and two World Broadcaster Meetings were held to provide updates on AOB and ATHOC planning, to conduct Venue Surveys and to discuss unilateral issues. Additionally, AOB hosted more than 100 unilateral visits and Venue Surveys, in order to further assist RHBs in developing their plans for 2004.

During Games-time, members of the AOB executive team oversaw all Host Broadcast production and transmissions and acted as the primary point of contact for all RHBs regarding sports coverage. In addition, the executive team held daily briefings with the RHBs regarding concerns about coverage plans.

<table>
<thead>
<tr>
<th>Network/Union</th>
<th>Number of Accredited Games-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 National Broadcasting Company, NBC</td>
<td>3,069</td>
</tr>
<tr>
<td>2 European Broadcasting Union, EBU</td>
<td>4,620</td>
</tr>
<tr>
<td>3 The Asia-Pacific Broadcasting Union, ABU</td>
<td>534</td>
</tr>
<tr>
<td>4 The Arab States Broadcasting Union, ASBU</td>
<td>100</td>
</tr>
<tr>
<td>5 Canadian Broadcasting Corporation, CBC</td>
<td>484</td>
</tr>
<tr>
<td>6 Television New Zealand Limited, TVNZ</td>
<td>91</td>
</tr>
<tr>
<td>7 Caribbean Broadcasting Union, CBU</td>
<td>14</td>
</tr>
<tr>
<td>8 Chinese Taipei Athens Pool, CTAP</td>
<td>68</td>
</tr>
<tr>
<td>9 Supersport International Ltd, SSI</td>
<td>9</td>
</tr>
<tr>
<td>10 The Athens Olympic Japan Consortium, AOJC</td>
<td>876</td>
</tr>
<tr>
<td>11 Telemundo of Puerto Rico, TELEMUNDO</td>
<td>5</td>
</tr>
<tr>
<td>12 Organización de la Televisión Iberoamericana, OTI</td>
<td>817</td>
</tr>
<tr>
<td>13 South Africa Broadcasting Corporation, SABC</td>
<td>36</td>
</tr>
<tr>
<td>14 Union des Radiodiffusions et Télévisions Nationales d’Afrique, URTNA</td>
<td>36</td>
</tr>
<tr>
<td>15 Athens Olympic Korean Pool, AOKP</td>
<td>377</td>
</tr>
<tr>
<td>16 Seven Network Limited, SEVEN</td>
<td>157</td>
</tr>
</tbody>
</table>

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Rights Holding Broadcasters and Broadcasting

Workforce and Training

The Athens Olympic Broadcasting (AOB) began in May 2001 with a core team which quickly grew to fill all department head positions. By December 2003, AOB’s planning staff numbered 192, including personnel from more than 15 different countries. During Games-time, AOB employed 4,285 television professionals, 43% of whom were Greek nationals.

AOB also conducted the Broadcast Training Programme (BTP), which aimed to train tertiary students to work as part of the AOB broadcast team during the ATHENS 2004 Games. The BTP began as part of the OBO in the Los Angeles Games and was since used in the Barcelona, Atlanta, Sydney and Salt Lake City Games and has become one of the more rewarding tasks of Games Broadcasting. Created as an educational opportunity to provide the necessary experience for college graduates to enter the professional market, the Programme has been successful at every turn. It has established a legacy of qualified professionals that have embarked on a career in television production following their successful training and participation in the Olympic Games.

In Athens, partnerships were formed with eight leading Greek educational institutions, including Universities, Technological Institutes, and Vocational schools, with which Memoranda of Understanding were signed in 2002. Of a total of 1,400 applications received, 1,100 students were selected to participate in the BTP. A total of five training sessions were organised: the first started in October 2003 with 220 students and the last was completed in March 2004.

The training material and manuals were original, specifically developed for this Programme, thus enriching the relevant existing bibliography. They included theoretical training which was carried out by AOB professionals, as well as practical sessions which took place at AOB’s and the Home Broadcaster’s (ERT) premises.

Of the 1,100 students trained, 820 were subsequently employed by AOB. The working experience gained by the trainees with their active involvement in the operation of the Games Broadcast gave them a unique experience for their future professional life.

<table>
<thead>
<tr>
<th>AOB Games-time Workforce</th>
<th>Non local</th>
<th>Local</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>73</td>
<td>378</td>
<td>451</td>
</tr>
<tr>
<td>Planning</td>
<td>6</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>TV Production</td>
<td>291</td>
<td>217</td>
<td>508</td>
</tr>
<tr>
<td>Engineering &amp; TV Technicians</td>
<td>208</td>
<td>1,034</td>
<td>3,052</td>
</tr>
<tr>
<td>Communications</td>
<td>51</td>
<td>200</td>
<td>251</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,442</strong></td>
<td><strong>1,843</strong></td>
<td><strong>4,285</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Non local</th>
<th>Local</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non local</td>
<td>3</td>
<td>73</td>
<td>76</td>
<td>3%</td>
</tr>
<tr>
<td>Local</td>
<td>3</td>
<td>378</td>
<td>381</td>
<td>39%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6</strong></td>
<td><strong>451</strong></td>
<td><strong>457</strong></td>
<td><strong>57%</strong></td>
</tr>
</tbody>
</table>

For the first time in Olympic Games preparation, the Host Broadcaster initiated two meeting programmes for its Games-time crew: the Production Planning Meetings (PPMs) and the Technical Operations Training (TOT) sessions. They aimed to promote staff integration and their understanding of AOB’s mission, to implement the AOB production plan, and to communicate specialised technical knowledge. Also, in 2004, AOB conducted two training seminars for its key Venue personnel and for AITHOC Venue management personnel, to familiarise them with potential broadcasting venue and compound issues, including accreditation, supplementary devices, bookings, etc.
Testing and Broadcasting of Test Events

In line with the overall ATHOC strategy for test events, AOB, like all other ATHOC Functional Areas, participated in all the test events, testing many of its Olympic operations, such as graphics and the interface with Technology. Thus, any malfunctions were recognised well in advance and were duly rectified.

In addition to testing, there were activities related to the broadcasting of the test events. For the invitational -as opposed to the existing- events, for which ATHOC owned the TV rights, the policy was that Rights Holding Broadcasters (RHBs) would be given priority, by being notified in advance of the schedule and rights status of the events. The RHBs had 30 days to respond on their intention to participate. In case of a negative reply, ATHOC had the right to explore the market for another interested broadcaster. For the existing events, to which the respective National Federation owned the rights, interested RHBs had to negotiate directly with the Federation.

The Organising Committee’s strategy was to promote the broadcast of the test events in Greece, although no income was to be expected from the TV rights. The Home Broadcaster (ERT) broadcast all test events in Greece. Following the August 2003 cluster of test events, interest for ENG coverage increased significantly from other countries as well. This resulted in significant coordination work of the “host broadcasting” type. Hence, following the first cluster of test events, an agreement was reached with AOB, which undertook to coordinate RHBs presence in the invitational test events.

Innovations and Enhancements

In the ATHENS 2004 Olympic Games there were several innovations and enhancements, which are listed below:

Digital Coverage

AOB set an example as to the way the Games will be broadcast in the future: for the first time in Olympic television history, the Athens coverage was 100% digital. This is very important, especially when compared to the Sydney Games, where a large proportion of the systems used was analogue.

High Definition Television

Some of the most popular and spectacular events in the Olympic Summer Games, such as Aquatics, Athletics, Basketball, Gymnastics, as well as the Opening and Closing Ceremonies, were covered by High Definition Television (HDTV), as a special multilateral service for participating RHBs. The AOB production plan included four fully equipped state-of-the-art digital vans especially secured to implement the HDTV coverage. The HDTV project also produced HDTV signals of several sports by up-converting the digital output from OB vans, which were secured by AOB for the production of the international signal.

Increased Coverage

AOB upgraded its production plan to offer broadcasters enhanced coverage of Badminton, Table Tennis, Fencing preliminaries and Modern Pentathlon.

Searchable Archives

AOB introduced a new online feature for Broadcasters to search AOB archives whereby RHBs were able to use a secure connection to search AOB live transmission logs.

Mixed Zone Innovations

In an effort to improve the efficiency and operation of the mixed zones, several new developments were applied to three Venues: the Olympic Stadium (Athletics), the Olympic Aquatic Centre (Swimming) and the Olympic Indoor Hall (Artistic Gymnastics and Basketball finals). CATV monitors were mounted throughout the mixed zone. AOB took the flash quotes from athletes and displayed them on the
CATV monitors at the Venue. In addition, AOB personnel in the mixed zone were equipped with a small digital video camera to capture interviews between broadcasters and athletes. This was also broadcast on the CATV. These enhancements improved the working environment for members of the Press and RHBs who could not always access the mixed zones.

Production in Panathinaiko and in Olympia
In these Games, the Marathon was run on its historic course, starting outside the Stadium, in the town of Marathonas, and finishing in the Panathinaiko Stadium, where the first modern Olympic Games were held in 1896. AOB used 4 helicopters, 28 cameras and a number of motorbikes to cover this unique course. The Shot Put event was held in the Stadium of Ancient Olympia. In terms of broadcasting, Olympia was a significant—but most welcome—challenge for AOB. Viewers around the world witnessed a unique event worthy of this historic site.

Data and timing graphic elements, designed by AOB staff, provided a consistent source of event information, enabling commentators to perform their tasks accurately and in-depth. All results-based graphics (start lists, competitor identifications, results) were directly interfaced with the on-venue results system.

Animated course descriptions of the road race events and of the equestrian cross-country event were incorporated into the run-up to the international signal. Also, a number of feature packages were produced to assist RHBs promote their coverage of the Games in their home countries.

Several “beauty cameras” were positioned at strategic points in Athens and various venues to take advantage of panoramic scenes and to enhance coverage of specific events. Twelve such dedicated cameras produced live individual feeds of scenes such as the Olympic Cauldron, Acropolis, Ancient Olympia, the Olympic Sports Complex, Panathinaiko, Syntagma Square and others. Eight of these cameras were available on a 24 hour basis.

All event finals were broadcast live. Venue coverage for certain sports was presented over multiple feeds and certain sports were broadcast from multiple venues. A total of 85 international signal feeds were required for all sports during the Games. AOB used more than 1,000 cameras and produced 1,900 hours of live Olympic coverage. With 12,000 accredited broadcasters, there were more than 200 countries televising the Games, and the Olympic broadcast reached an unprecedented 3.9 billion people.

Venue Facilities & Services
At each Venue, a venue broadcasting management team was appointed by AOB and fully integrated into the Venue Team. This team was responsible for the successful implementation of the AOB venue production and technical plan as well as for overseeing...
broadcast activity at the Venue and ensuring that the needs of the RHBs were met throughout the Games. A Venue Broadcast Manager was responsible for managing four distinct areas of operations: production, engineering & operations (including technical production, transmission and commentary), information, and logistics.

Production and technical operations stemmed from the broadcast compound at each Venue. Located as close as possible to the Field of Play, the broadcast compound housed the production mobile units for both AOB and the RHBs. Also located in the compound was the Technical Operations Centre together with the broadcast management, production and logistics offices. This Centre acted as the interface point for all multilateral and unilateral audio/video signals. It was the final point of signal quality control before transmission from the venue to the International Broadcast Centre (IBC). It served as the distribution point for the international signal, clean feeds, camera splits, microphone splits, and public address and reference signals to all unilateral production facilities.

Each Venue had a Commentary Control Room (CCR) built as close to the commentary position area as possible to give CCR operators and technicians easy access for installation, maintenance and repair of commentary units. Commentary units were connected to and monitored by the Commentary Control Unit (CCU) located in the CCR. Each CCU controlled up to 10 commentary units and was monitored by a CCR operator. The CCR was the main hub for all 4-wire circuits.

A commentary manager was responsible for all operations related to commentary systems and 4-wire circuitry at the venue.

To assist broadcasters with their unilateral coverage of the Games, AOB provided them with a number of services and facilities.

Designated spaces for unilateral camera coverage were provided at various locations within a Venue. They were available to RHBs on a permanent basis, whilst ENG camera positions were available on a "first-come, first-served" basis.

Mixed zones were located adjacent to the Field of Play and were enhanced with a flash quote camera and feed, feeds from RHB mixed zone positions and CATV monitors.

AOB designed and operated a total of 1,464 commentary positions. At each Competition Venue they were equipped to provide commentators with excellent view of events and a perspective similar to that of the viewing audience. Pre- and post-unilateral facilities for the broadcasters to conduct commentary stand-ups before and after competition were also available.

Commentators had the possibility to access real-time data before, during and after sports competition through the Commentator Information System (CIS) displayed on a colour monitor featuring a touch-sensitive screen. The CIS was available for eight additional sports compared to previous Games. To supplement the CIS, a Real Time Display System (RTDS) was available which included standings, results, split times and timepoints behind leader in a non-interactive format. This was available for the first time in the Olympic Games competition for Badminton, Judo, Sailing, Table Tennis, Tennis, Weightlifting and Wrestling, on the venue commentary CATV system. The CIS and the RTDS systems worked quite well and were well received by the RHBs.

IBC Technical Operations

The centre for broadcasting operations during the 2004 Olympic Games was the International Broadcast Centre (IBC), through which all television and radio signals for the coverage passed.
At the heart of the IBC was the Contribution, Distribution and Transmission (CDT) Centre. Video and audio signals were sent from Venues to the IBC via the contribution network, which was constructed with excellent signal quality and security for uninterrupted transmission. Multilateral circuits were synchronised and processed to provide serial digital (SDI) signals for distribution to RHBs. Unilateral signals were passed on to RHBs and multilateral signals were identified, synchronised and the format converted. Outbound signals to RHBs home countries and return video circuits to Venues from the IBC passed through the transmission centre.

AOB had the end-to-end responsibility for the contribution network used during the Games. To this end, an agreement was reached in May 2002 with the national telecommunications provider in Greece, OTE (Hellenic Telecommunications Organisation S.A.), for the provision of the contribution network from the Venues to the IBC and of the transmission network from the IBC to international carriers. OTE and AOB provided metropolitan and long distance optical networking that interconnected all Venues and the IBC, except OAKA where AOB installed and operated a separate optical network. OTE provided the optical circuits that carry video and associated audio (VandA). The VandA circuits used during the Games were designed for telecom grade reliability and resilience.

The Commentary Switching Centre (CSC) at the IBC was the 4-wire audio network main hub for all Olympic Venues. All RHB and AOB 4-wire circuits terminated there. From the CSC, the 4-wire circuits were extended to the RHBs’ spaces in the IBC.

The CATV system, a closed-circuit cable television network, broadcast television signals throughout the IBC. CATV carried the entire international signal generated by AOB at the Venues, several unilateral RHB signals, some commercial signals, three mosaic channels that provided a fast search facility for desired channels and two INFO channels.

AOB archive services recorded all live venue feeds, including the IOC press conferences at the Main Press Centre. Each feed was allocated a recording station where the feed was logged, labelled and archived in the IBC. Each video and audio signal was digitally recorded in DVC PRO 50 format. The video signal included AOB graphics. For audio, AOB used TV international sound. Detailed logs, referencing Athens time of day (GMT +3) time code were kept for every recording. All or part of any recorded programme was available for purchase by RHBs at the Booking Office. An additional backup recording for each event was made at Competition Venues. At the end of each competition day the backup recordings were shipped to the IBC for storage in the AOB tape library.

At the Quality Control Centre, a video and audio monitoring facility at the IBC, the senior production staff monitored the execution of the overall production plan by the venue production teams. Instantaneous communication between each Venue and this Centre ensured compliance with on- and off-air procedures, replay sequencing, graphic presentation and overall coverage philosophy as determined by AOB.

To cover radio frequency spectrum usage during the Games, the Greek National Telecommunications and Post Commission (EETT) upgraded and expanded the infrastructure of their spectrum management and monitoring stations. EETT provided very active monitoring of the radio frequency spectrum, helping greatly in the planning and elimination of interference.

IBC power was continuous and uninterrupted with implementation of two separate medium voltage loops. Each loop consisted of three
Camera platform at the Schinias Olympic Rowing and Canoeing Centre. © ATHOC/Y. Kontos

Broadcast commentators at the Schinias Olympic Rowing and Canoeing Centre. © ATHOC/Y. Kontos
interconnected substations. Each substation had three transformers, each rated at 2,000 kVA - two online and one standing by. The total 24 MVA capacity was backed up 100% by generators.

The location of the satellite farm was opposite the IBC and had a separate technical power distribution from the IBC. Fibre connectivity was sometimes required depending on the exact location of the Broadcaster space within the IBC and the position within the satellite farm.

Concluding Remarks

The broadcast of the 2004 Olympic Games was by general consensus very successful; based on the statistical information available the 2004 Olympic Games are considered the best Games in broadcasting history.

This is clearly depicted in the global TV audience of the Games. As announced by the IOC, the global broadcast of the Games broke all records: 3.9 billion people (unduplicated) had access to the coverage of the ATHENS 2004 Games, compared with 3.6 billion for Sydney 2000, while 35,000 hours were dedicated to the Athens Games coverage, compared with 20,000 hours for Barcelona 1992, 25,000 hours for Atlanta 1996 and 29,600 hours for Sydney 2000, representing an increase of 27%.

### Host Broadcasting by Numbers

- **4,285 Games-time staff**
- **12,000 accredited broadcasters**
- **AOB used more than 1,000 cameras**
- **Production efforts required 490 videotape machines**
- **AOB produced 3,800 hours of live Olympic coverage**
- **Coverage increased from past Games in: Table Tennis, Modern Pentathlon, Badminton, Fencing**
- **350 Broadcast trailers used**
- **AOB used 56 outside broadcast (OB) vans**
- **AOB designed and operated 1,464 commentary positions**
- **2,580 observer seats were available**
- **Approximately 220 countries televised the Games**
- **The Olympic broadcast reached 3.9 billion people**
The representatives of written and photographic Press that participate in the Olympic and Paralympic Games have a critical Games-time role, that of informing the global public. This specific constituent group performs the important function of covering the athletes' efforts, but it is also an "opinion maker" regarding the Games, the Host City and the Olympic Movement. For this reason, securing satisfactory working and living conditions for them, beyond being a contractually defined obligation, was a priority for ATHOC.

The Athens Olympic Games were covered by a total of 5,231 Accredited Media representatives, of which about 1,100 were photographers, from 1,932 press organisations from around the world. Similarly, for the Paralympic Games, 1,202 Media representatives were accredited.

A special Accreditation category (Es and Eps) covered the Sport-specific journalists and photographers, whose positions were defined by the 28 International Federations. Given the expected high demand for Accreditations from Greek press, the IOC agreed to the Organising Committee’s request to re-introduce the Ex (national and/or regional press) Accreditation category, which would provide Greek journalists and photographers the possibility to participate, without this impacting the services provided as per contractual obligations, such as Accommodation, Transport and high-demand events.

**Written and Photographic Press**

Press Operations was staffed as a separate Department of ATHOC in September 2000, with responsibility for planning, organising, and providing at Game-time the related services to the Accredited written and photographic Press, as per the contractual obligations and policies of the Organising Committee.

For better planning and given the complex nature of the actions which had to be implemented, the Press Operations Department was organised into five sections, each of which was responsible for a specific part of the total services provided: Main Press Centre, Venue Press Operations, Photo Operations, general Press Operations and Olympic News Service.

The Main Press Centre (MPC) section was responsible for planning and coordinating the organisation of all services provided in the MPC Non Competition Venue, which at Games-time was the operational base of Accredited written and photographic Press, and the hub of all their activities. From 2002 onwards, as the Venue Teams gradually developed, this section's staff was appointed to the key management positions of the MPC Venue Team, completing the Venue’s Operational Planning and the preparation of its operational readiness, under the administrative responsibility of the Venue Operations Division.

The Venue Press Operations and Photo Operations sections were responsible for...
planning, organising and providing the related facilities and services necessary for the work of written and photographic Press respectively, in all Competition and specific Non Competition Venues. This work was implemented within the framework of the Venues’ Operational Planning, and then by fully integrating the sections’ staff into each Venue Team, under the responsibility of a single Venue Press Operations Manager reporting to the Venue Manager Photo Operations in particular were responsible for the photographers’ positions in the Competition Venues, for cooperation with Technology regarding the specifications of the necessary lighting, and for the couriering system for film and digital material from the Competition Venues to the MPC (a service provided by the Grand National Sponsor Hellenic Post - ELTA).

Equally important to the services relating to the working conditions, facilities and environment provided to the representatives of written and photographic Press, were the broader services provided to them, such as Accreditation, Transport System, and Accommodation. During the planning phase, the coordination of these issues was handled by the Department’s Press Operations section, in cooperation with the competent Functional Areas responsible for providing the specific services, and in communication with the participating press organisations. At Games-time, the section’s staff was incorporated into the corresponding Venue Teams (in the Media Villages to run the Media Work Rooms, at the Airport for arrivals, at the Media Accreditation Centre, while they also supervised services and facilities provided at the Hotels accommodating media representatives).

The Olympic News Service, which handled the electronic system recording all Games-related news and information (Olympic Information System INFO 2004), involved a significant number of the Department’s staff. These services effectively comprised the internal “news agency” of the Games, and were provided in the Competition Venues as well as by a central team of writers in the Main Press Centre.

At Games-time, Press Operations were run by 580 paid staff and 1,914 volunteers. All paid staff were specialised in the Media sector; while a large percentage of specialist volunteers were graduates of media schools and universities. The workforce staffing the Olympic News Service in particular included specialist journalists, sports writers and editors, many with previous Olympic experience.

The Main Press Centre was the hub for all services to written and photographic Press at Games-time, while a Press Operations Central Team, the Head of which was a member of the Main Operations Centre, was responsible for supporting all specialised work.

Communication and Cooperation

Throughout the preparation of the Games, communication with the press agencies was systematic and continuous, via the Press Operations Department.

The main objective from the beginning was the systematic cooperation with media representatives to record their needs, so as to achieve optimum planning of the services in a manner that would secure the best possible working and hospitality conditions for them. Throughout the preparation period, a systematic effort was made to create an atmosphere of mutual trust based on the exchange of information, ideas and suggestions, and to create a close professional relationship, particularly with the large agencies.

Beyond continuous communication, four annual World Press Operations Briefings were hosted in Athens, which provided an excellent
opportunity for detailed information and collaboration with the representatives of the media, and contributed significantly to better understanding and recording their needs. The first Briefing was held in 2001, and the last in March 2004 in the Main Press Conference Room of the MPC, which was already functional. This last Briefing was combined with a tour of the rented agency office spaces in the MPC, demonstrating the MPC's readiness to welcome and respond in the best possible way to the requirements of the written and photographic Press. This also provided an opportunity for the MPC staff to test part of the MPC operations and to train in practice.

For the press organisations, ATHOC produced and distributed (through the NOCs) in April 2003 the documents relating to the allocation of representatives per organisation and per Accreditation category as well as the following informational material: a Media Guide with general information on provisions and services, a special Media Accreditation Guide, a Media Accommodation Guide, a Rate Card Guide and a Freight and Shipping Guide.

In particular, the Media Accommodation Guide, which was produced in three languages (Greek, English and French) provided unprecedented detail. It included analytical descriptions and information on each Media Village and each available Hotel, with floor plans and photographs, a description of facilities and comforts, operating hours, and prices per room category, so that the clients could have as full information as possible and to facilitate them in their selection of accommodation. This Guide also included the routes of the Olympic Transport System, so that in selecting their accommodation, they could factor in available transport routes.

Also, in July 2004, with the opening of the MPC (13 July 2004), 5,200 copies of the Press Operations Media Guide and 3,000 copies of the MPC Media Guide were distributed to Accredited representatives of the written and photographic Press.

Throughout preparation, ATHOC also cooperated closely with the IOC Press Commission.

Games Press Operations

Press Operations Services were provided in all Competition Venues, in specific Non Competition Venues (in the Olympic Family Hotels, in the International Zone of the Olympic Village, as well as in the Media Work Rooms in the Media Villages), and in the dedicated work area of the Accredited written and photographic Press representatives, the Main Press Centre.

In order to serve the Press representatives, the objective was to provide a high standard of services and to create suitable and duly equipped areas, to ensure that they could fulfill their work obligations smoothly and cover the homecoming of the Games in the best possible way.

Venue Media Centres

The Venue Media Centres provided Accredited representatives of the written and photographic Press the possibility to cover the Games from the Competition Venues. They were designed so as to provide facilities and services to a high standard. Media Centres also operated in two Non Competition Venues: the Olympic Family Hotels and the Olympic Village (International Zone).

The key areas in each Competition Venue Media Centre included a Media Workroom, Press Tribunes, a Mixed Zone, Photo Positions and a Press Conference Room. These areas functioned smoothly in the majority of the Competition Venues at Games-time, beginning operations 48 hours before each Venue’s start of operations and closing 48 hours after the end of Competition.
Each Competition Venue had a dedicated entry for Press and Rights Holding Broadcasters (RHBs), which was located as near as possible to both the transport drop-off zones and the Venue’s Press Centre.

**Media Work Rooms**

Well-organised and fully equipped Media Work Rooms were created, taking into account the needs and working particularities of both written and photographic Press. The Media Work Rooms of the Competition Venues were located near the Press Tribunes, the Mixed Zones and the Press Conference Rooms. They were designed so as to facilitate the journalists in drafting and filing their copy, and similarly the photographers in processing and sending photographic material, directly from each Venue.

Each Media Work Room provided workstations exclusively for use by written Press and photographers. All had access to coin-operated desktop telephones, with ports to connect computers, as well as to card-phones. In the Media Work Rooms there operated:

- A Help Desk with language services and technology support,
- INFO 2004 terminals with access to Results and Olympic News Service reports from all Competition Venues,
- Pigeonholes for print Results distribution, start lists and Event Reports for that Venue,
- CATV monitors providing live sporting action from the Athens Olympic Broadcasting (AOB) feed.

**Press Tribunes**

The Press Tribunes were designed so as to provide representatives of the Press with an excellent view of the Field of Play, from either a finish line or centre field position, and were located as close as possible to the Media Work Rooms, the Mixed Zones, and the Press Conference Rooms. Seats in the Press Tribunes were dedicated for use by written Press representatives holding E Accreditations. The tribunes were managed by a supervisor belonging to the Venue Press Operations Team, to secure quick and easy access to those entitled.

Each Press Tribune had both tabled and non-tabled seating. The tabled positions had power to each seat and CATV monitors carrying Competition feed from the Venue. Press organisations could order Rate Card telecommunications to the Tribunes. Hard copy start lists, Results and flash quotes were also distributed to tabled positions during Competition by Olympic News Service staff.

**Mixed Zones**

The Mixed Zones provided Press representatives and Rights Holding Broadcasters (RHBs) crews access to the Athletes as they left the Field of Play. The “flash quote reporters” of the Olympic News Service also worked in this area, to relay Athletes’ comments quickly and accurately to the Media Work Rooms and to the Press Tribunes. Access to the Mixed Zone area was monitored constantly by Press Operations paid staff, in order to give priority to journalists and prevent crowding.

**Press Conference Rooms**

During the Press Conferences held in the Venues after each Final event, Press representatives and the Rights Holding Broadcasters’ crews could talk to medallists, record-breaking Athletes and Team Officials.

**Photographers**

Particular emphasis was placed on the services provided to photographers, given that the photographic coverage of the Games is the most direct and vivid record of the Athletes’ achievements and of unique Olympic moments.
The services provided in the Competition Venues and in the MPC by the TOP (International) Sponsor Kodak took into account the technological developments of digital photography. Photo positions were determined in order to secure a clear view of the Field of Play and of the Athletes. In defining these positions, previous Games’ practice was followed, but new positions were also designed so as to provide photographers with better angles in every Field of Play. The photo positions met with acclaim from photographic Press due to their variety and innovation.

The adequate number and variety of photo positions facilitated the work of a large number of photographers without posing particular difficulties. The only high-demand events for which a ticketed events policy was followed were the Aquatics finals, as well as the Opening and Closing Ceremonies. The policy applied also allowed photographers to use empty spectator seats to take photos, provided they did not block the other spectators’ view.

Already in the planning phase, in collaboration with Technology and AOB, emphasis had been placed on the lighting specifications for photographers. According to comments by the photographers themselves, the lighting in the Competition Venues was better than ever before in the Olympic Games, ensuring light levels between 1600 and 2300 lux measured on the vertical scale, particularly for the “fast-moving” Disciplines.

Main Press Centre
The operation of the Main Press Centre at Games-time was praised by journalists, photographers, and representatives of National Olympic Committees (NOCs) and of the IOC. Its success lay in the fact that it implemented all objectives set, successfully covering all Press representatives’ needs, while at the same time creating a hospitable working environment for all users without exception.

In general, the very good working conditions organised and provided to all written and photographic Press representatives contributed to the message of the successful hosting of the Games being relayed throughout the world.
Collaboration with Institutional Stakeholders and Social Partners
Memoranda of Understanding

The Coordination with Public Administration and Local Authorities Division (CPALA Division) was formed in June 2001, its purpose being to organise and enact the cooperation and coordination framework between the Organising Committee and the public sector, with local authorities, agencies from the broader public sector and the private sector involved, the social partners.

In every instance, the framework and the objective of collaboration was determined in consultation with ATHOC Divisions and Departments involved, in their particular areas of responsibility, after approval by Senior Management, which was responsible for signing each agreement with the corresponding agency. The object of the agreement determined each party’s scope of responsibility as well as the methods of joint effort coordination.

In September 2003, the CPALA Division also assumed the responsibilities of the City Operations Department for all actions involving the configuration of the Olympic environment and in order to guarantee smooth urban operations during the Games for the City of Athens, for the wider Attica region (42 Olympic Municipalities), throughout which the Olympic Venues were scattered; for the four Olympic Cities where the Olympic Football Tournament was to be held (Thessaloniki, Volos, Patra, Heraklio); and, as of December 2003, also for the town of Ancient Olympia, after it was decided to host the Shot Put competition there.

Signing of Memoranda and Contracts

Collaboration with the competent Ministries, Public Organisations and other agencies, and with Olympic Municipalities for assistance with the organisation and hosting of the Olympic and Paralympic Games was continuous following the establishment of the Organising Committee.

Systematic collaboration began as of February 2000, under the coordinating efforts of the Coordination with Public Administration Department (which was to become the CPALA Division) through Memoranda of Understanding (MoUs), which were signed between ATHOC and the corresponding agency. Special committees with representatives of both parties were responsible for drafting each MoU. The object of the Memoranda was to describe the areas of cooperation, based on the responsibilities of each agency, on the one hand, and the Organising Committee Master Plan on the other; always in accordance with contractual obligations undertaken towards the IOC and the IPC.

In most instances, the signing of a Memorandum of Understanding (especially with regard to collaboration with Ministries) was followed by the signing of a corresponding Contract, which along with the allocation of responsibilities between the two parties also included one or more action plans describing the projects and actions undertaken by the two sides for the preparation of the Olympic Games hosting effort. The drafting of each Contract was carried out by a working group formed by representatives of both parties, which studied the contents of the existing Memorandum and all the data in detail, and subsequently developed the collaborative actions, according to the existing responsibilities of each contracting party. For example, the concession of spaces for Olympic use, necessary infrastructure works and the resulting financial obligations were determined by the contract.
The contract would also determine the implementation schedule for the actions as well as methods for monitoring their implementation by working groups in which authorised representatives from both contracting parties were members.

As a result of this collaboration, the Organising Committee signed 17 Memoranda of Understanding and their concomitant Contracts with Ministries; as well as 20 Memoranda and/or Contracts with agencies from the broader public sector and social partners; and with 48 Olympic Municipalities from August 2000 through March 2004.

Public Administration
The Ministry of Culture, as materially responsible for Sports matters, and the General Secretariat for Sports reporting thereto, cooperated closely with the Organising Committee. The Ministry acted as an Olympic Works implementation agency and as coordinator, on the Government’s behalf, for the institutional administrative bodies involved in the Olympic preparation effort (Interministerial Committee for Coordination of Olympic Preparation - DESOP; Project Monitoring Group - OPE). Furthermore, within the same scope, a Memorandum and Contract were signed (2 August and 2 November 2000) for specific actions.

A contract with the Ministry of Foreign Affairs was signed on 2 January 2001 for collaboration on matters of protocol and international relations, as well as for actions relating to Greeks Abroad.

A contract was signed with the Ministry of Health and Welfare on 20 March 2001. The areas of cooperation in Health Section matters were numerous. Indicatively, these included Olympic Hospitals, primary health care, the Olympic Village Polyclinic, emergency medicine, public health and hygiene and related services, Medical Services volunteers, Medical Interpretation, etc. Apart from the Health Section, an agreement was made for use of the Ministry’s summer resort at Agios Andreas as part of the corresponding Media Village.

A contract was signed with the Ministry of Development on 18 June 2001, which specified three basic areas of cooperation: hospitality (in order to ensure the availability of the required number and specifications for beds for Olympic Family members and visiting spectators accommodation, special berths at marinas within the Prefecture of Attica), for energy (to cover increased electricity requirements during the Olympic Games, especially in newly built Olympic Venues), as well as for food market and hygiene monitoring matters (special collaboration with the Hellenic Food Safety Authority-EFET).

A contract with the Ministry of Defence was signed on 25 September 2001. The areas of cooperation were numerous and varied. By way of example, some of the main collaborative action plans are mentioned for the use of the military installations in the Goudi area of Athens (where the Goudi Olympic Complex was constructed as well as an Olympic Depot; the use of Dekelia locations (where an Olympic Complex was constructed featuring Training Sites and other types of Venues); the Military Academy and the Naval Academy (which were used as accommodation for Technical Officials); for Olympic use of military airfields in Olympic Cities; for meteorological support for the Games through the Hellenic National Meteorological Service (HNMS); and finally for medical and health personnel during the Games.

With the Ministry of the Merchant Marine and the Piraeus Port Authority (OLP), a trilateral contract was signed on 25 September 2001. Based on a study carried out by the Organising Committee regarding the Port’s operability, the responsibilities of each of the three parties concerning the development and configuration of the Port were defined, in order to render the
Port capable of covering the berthing requirements of large cruise ships that were to function as "floating hotels".

On 14 December 2001, a contract with the Ministry of Agriculture was signed, specifying action plans for sectors of cooperation such as competition horses entering and staying in Greece; "Olympic greening" at Olympic Venues; nutrition matters; and the management of stray animals.

With the Ministry of National Education and Religious Affairs, a contract was signed on 17 December 2001. The basic areas of cooperation included implementation of the Olympic Education programme, matters of education and training, the National Youth Institute, and the granting of the use of the Ministry’s summer resort at Agios Andreas as part of the corresponding Media Village.

With the Ministry of the Aegean, a contract was signed on 15 January 2002. Indicatively the areas of cooperation included the use of sports facilities for Pre-Olympic Training, the Torch Relay, and events during the course of the Olympic Flame, and the Volunteer programme.

Two contracts were signed with the Ministry of Public Order: the first concerned Olympic Games security matters; and the second (16 April 2002) concerned the granting of the use of the Ministry’s summer resort at Agios Andreas as part of the corresponding Media Village and the Police Academy facilities at Amygdaleza, also for the corresponding Media Village.

On 23 July 2002, a contract was entered into with the Ministry of Economy and Finance concerning mainly matters of customs formalities regarding the importation of goods required for the preparation and hosting of the Olympic and the Paralympic Games, including the importation of freight for the members of the Olympic and Paralympic Families.

With the Ministry of Transport and Communications, a contract was signed on 27 August 2002 for various actions relating to matters of hosting the Olympic Games that came under the responsibility of the Ministry. Three basic action plans were agreed upon: for Transport (for infrastructures and public transport); for Communications (radio frequency spectrum management, equipment, personnel training, etc.); and for Olympic use of Airports in the four Olympic Cities.

With the Ministry of the Interior, Public Administration and Decentralisation, a contract was signed on 4 September 2002 for an action plan that concerned special development actions, actions for the promotion of the Olympic Games through the central Regional administration, of Prefectural and Local Administration, and the activation of the human resources of the broader Public sector.

With the Ministry of Labour and Social Security, a contract was signed on 26 February 2003 for various areas of collaboration, such as volunteer matters, and training and instruction means and programs for various groups.

With the Ministry of the Environment, Physical Planning and Public Works a contract was signed on 13 March 2003. Collaboration was close and systematic through established institutional bodies for matters concerning the completion of Olympic Works under its responsibility. The contract in question concerned two specific actions for projects at Agios Andreas and the Olympic Venue and Depot at Goudi.

With the Ministry of Press and Mass Media a contract was signed on 10 March 2004, based on which it was agreed to carry out a series of actions concerning the Ministry’s coordination of several activities abroad to promote the Olympic preparation effort as well as for briefing non-accredited journalists during the Games.
Public Organisations and Social Partners

In addition, contracts were signed with agencies of the broader Public Sector as well as with social partners, for various actions that ranged from conceding use of real estate, to promotional initiatives and agreements aimed at achieving social consensus.

A contract was signed with the National Technical University of Athens (NTUA) on 24 January 2002 for the use of student dormitories as a Media Village.

With the Scouts of Greece, a contract was signed on 13 March 2002 for the use of its children’s camps at Agios Andreas as part of the corresponding Media Village as well as required refurbishment works.

The contract signed with the Bank of Greece dealt with the concession of the use of the camping sites at Mount Parnitha to cover accommodation requirements for Additional Team Officials.

A contract was signed with the Church of Greece on 15 January 2003 concerning the lease of the Apostolic Deaconship building in Agia Varvara for Olympic use as accommodation for Technical Officials.

The contract signed with the University of Athens on 31 June 2003 concerned the use of student dormitories as a Media Village.

A contract signed with Hellenic Tourist Estates on 21 June 2004 allowed for the use of space within the former Helliniko Airport.

Moreover, Memoranda of Understanding were signed with the following agencies for Games preparation matters and Games-time City Operations: the General Confederation of Greek Workers (08/03/2001); the Commercial & Industrial Chamber of Athens (16/03/2001); the Commercial & Industrial Chamber of Thessalonica (29/05/2001); the Industrial Union of Thessaly (02/11/2001); the Chamber of the Achaia Prefecture (29/11/2000); the Chamber of the City of Héraklion (19/01/2002); the Local Union of Municipalities and Communities of Attica (29/01/2002); the Union of Prefectural Administrations of Greece (24/04/2002); the Central Union of Municipalities and Communities of Greece (24/04/2002); the Greek Girl Guides (05/09/2002); the Athens News Agency (04/11/2002). In addition, a Memorandum (14/09/2001) and a contract were signed with the Athens International Airport SA, regarding the airport’s operation as an Olympic Venue for and during the Games.

Olympic Municipalities

Memorands of Understanding were signed with Olympic Municipalities of the greater Attica region, within whose administrative boundaries Olympic Venues were located, with the Municipal authorities of the Olympic Cities where the Olympic Football Tournament was held; as well as with the Municipality of Ancient Olympia, where the Shot Put event was held in the Ancient Stadium.

Through the activities of the Coordination with Public Administration and Local Authorities Division (CPALA Division), the collaboration of ATHOC with 42 Olympic Municipalities of the greater Attica region and of the local authorities of the four Olympic Cities during the entire preparation period of the Olympic Games was close and systematic. The following list details the Olympic Municipalities and the date of signing of each Memorandum:

In the broader Attica region: Agia Paraskevi (20/09/2001); Agioi Anargyroi (11/05/2001); Agios Ioannis Rendis (19/06/2001); Maroussi (20/03/2001); Aharnes (23/01/2002); Vari (17/04/2002); Vouliagmeni (05/06/2001); Vrilissia (15/03/2002); Galatsi (07/11/2002); Gerakas (27/03/2002); Glyfada (09/10/2001); Helliniko (09/07/2001); Zografou (27/02/2002); Héraklion in Attica (30/01/2003); Ilion (03/04/2002); Kallithea (25/05/2001); Kamarote (11/09/2002),...
Kifissia (27/06/2001), Koropi (13/03/2002), Lavrio (06/09/2002), Marathon (15/06/2001), Markopoulo (18/06/2001), Moschato (15/05/2002), Nea Erythraia (12/11/2001), Nea Ionia (04/07/2001), Nea Makri (16/04/2002), Nea Philadelphia (28/05/2001), Niokia (11/06/2001), Pallini (31/03/2002), Pireaus (03/07/2001), Peristeri (25/10/2001), Pelki (15/09/2002), Papagou (23/12/2004), Rafina (15/07/2002), Filothei (26/11/2003), Haidari (01/08/2002), Halandri (17/12/2001), Holargos (29/01/2002). Moreover, though memoranda were not signed with the municipalities of Ano Liosia, Drapetsona and Paleó Faliró, their cooperation with ATHOC classified them as Olympic Municipalities. Finally, the City of Athens had contractual obligations (as a signatory of the Host City Contract) regarding hosting the Games, by the Mayor’s ex officio participation in the plenary session of the ATHOC Board of Directors. A special contract was signed with the City of Athens for the use of its swimming pool facilities within the Goudi Olympic Complex.

Finally, memoranda of understanding were signed with the Olympic Cities of Thessaloniki (30/5/2001), Volos (1/1/2001) and Nea Ionia, Magnesia Prefecture (5/4/2002), Pátra (29/1/2001), Héraklia, Crete (19/1/2002), and Ancient Olympia (27/7/2002).

A series of visits to the Olympic Cities took place, in April and May 2003, by an ATHOC delegation coordinated by the CPALA Division. The purpose was to plan and coordinate Olympic preparations for the best possible operation of Competition and Non-Competition Venues within these cities during the Games, including preparation for their test events. In the course of these visits, extensive meetings were held with the participation of representatives from local authorities (Municipal, Prefectural, regional) and agencies (Chambers, Hotel Associations, Urban and Regional Transport, National Health System, National Centre for Emergency Care, etc.).

Furthermore, in order to ensure the good look of the city during the Games as well as a high level of service for all guests, ATHOC submitted proposals to the Ministry of the Interior and the General Secretariat for the Olympic Games for urban improvement projects deemed necessary, including accessibility improvements for persons with a disability. These proposals resulted from systematically exploring and recording requirements through communication and cooperation with the Municipalities involved. Subsequently, the responsible state agencies approved financing for improvement projects for 22 Olympic Municipalities and 65 other Municipalities (59 in Athens and 6 in the rest of Greece) in order to reinforce cleaning and sanitation activities during Games-time.

These funds were in addition to the Municipalities’ own allocations provided in the effort to support the Games. Additional funding was granted to the Municipality of Athens as Host City from the Government (through the Ministry of Finance). The Municipality of Athens also undertook on its own budget to implement a large number of technical projects (improvements, road works, sidewalks, accessibility, lighting, urban equipment) as well as upgrading sanitation equipment and services.

Collaboration with Local and Regional Authorities for Olympic Preparation

Collaborative efforts by ATHOC on matters pertaining to the preparation and hosting of the Olympic and Paralympic Games were not limited to the Olympic Municipalities. Organising Committee representatives collaborated with 125 Local Government organisations in Attica. Each such organisation appointed as of January 2003 one “Olympic Official” to act as liaison between the Municipality and the Organising Committee for all matters concerning Olympic Games preparations. In February 2003, ATHOC held an informational and educational seminar attended by 85 Mayors from Attica and their corresponding Olympic liaisons. During 2003, collaboration for Olympic preparation was intensified, mainly on City Operations matters.

Outside Attica and the other Olympic Cities, 43 Olympic Support Offices went into operation in an equal number of Prefectural capitals, aiming to inform inhabitants and visitors on matters pertaining to the Olympic and Paralympic Games. The configuration, operation and equipment of these offices were funded by the Central Union of Municipalities and Communities of Greece and by the prefectures’ Local Unions of Municipalities and Communities.

In May 2003, the Organising Committee forwarded guidelines on the rules governing the use of Olympic symbols, marks and terms to all Attica-region Municipalities, Olympic Cities, Prefectural capitals, the main tourist Municipalities of Greece, and all Prefectural administrations. A two-day workshop was held in April 2004 at ATHOC Headquarters, attended by 64 representatives of Olympic Support Offices, with the purpose of providing further information on Volunteers, Torch Relay, Ticketing, use of symbols and communications matters.

Finally, in the operational sector; beginning in August 2003, collaboration and coordination with local administration was implemented in every test event, to evaluate, adjust and agree on the final system of cooperation on operational and functional matters.
Collaboration for City Operations

The success of the Olympic Games depends not only on what goes on inside the Competition Venues but also on the overall look and operations of the Host City. Preparation for the Games includes the effective preparation of the city in order to welcome hundreds of thousands of visitors, providing them with high-level services. Moreover apart from serving spectators, the way in which the city operates during the Games ought not only to adapt to but also to support the requirements of Games Operations, taking into account that any dysfunctions in the wider environment of the Olympic Venues will directly influence the competition component of the Games. Thus, Games and City Operations are intimately connected. Achieving a smooth connection between the two is a critical and catalytic undertaking in hosting the Games.

For the Athens Games, identifying and securing the necessary conditions for timely and effective preparation of the city for Olympic operation concerned a broad spectrum of applications, since due to the location of venues, the Games involved, apart from the city of Athens, another five Olympic Cities (Thessaloniki, Volos, Patra, Heraklio and Ancient Olympia) and 42 Olympic Municipalities in the Attica Region in the wider Athens area. On the Organising Committee side, this project was assigned to the Coordination with Public Administration and Local Authorities Division (CPALA Division).

The perspective from which the Organising Committee handled City Operations matters was based on the fundamental assumption that a city is a unified entity that is governed by its own internal rules. Therefore, the argument goes, any intervention carried out in view of its Olympic operation must take into account this internal, often fragile, cohesion, otherwise it risks creating a domino effect of dysfunction and disorganisation with all the negative consequences this implies both for the operation of the city proper as well as for Games Operations.

In essence, this meant that any planning for the City’s Olympic Operations had to be based on the existing operating institutions and procedures, securing their full involvement and necessary adaptation to create the new city environment to Olympic standards.

On the basis of this assumption, the Coordination with Public Administration and Local Authorities Division undertook, on behalf of the Organising Committee, the responsibility for the following actions:

• To determine the new necessary rules for the City’s Olympic Operation.
• To achieve the necessary high level of close collaboration and mutual understanding with all public agencies and organisations, local government, institutional stakeholders and social partners, and the private sector, for the creation of the new Olympic environment.
• In collaboration with the aforementioned entities, to secure the highest degree of acceptance by residents of these new rules that were a consequence of the need that the city operate in a manner that gave precedence to the requirements of the Games.
• In collaboration with the aforementioned entities, to create a distinct mechanism for managing City Operations during the Games that would be flexible and effective in providing solutions to any dysfunction that might arise.
The objective was to synthesise and adapt all of the parameters of the city’s operation into an environment of high Olympic standard, which on the one hand would guarantee the rapid, comfortable and safe transit of athletes, spectators and workforce to and from the Venues, while on the other hand it would allow everyone - local residents and visitors - to experience a modern and secure aspect of Athens, within an atmosphere of high-quality service, celebration and participation.

**Strategic Choices**

Initially, the manner in which the given factors of Games would influence the functioning of the city was analysed in detail. Tens of thousands of Olympic Family members were to congregate in Athens - among them Heads of State and delegations from 202 nations, thousands of accredited media representatives for press and broadcast coverage of the Games, and thousands of visitors from abroad as well as from within Greece. All these constituent groups had to be able to move around quickly and safely to and from the Competition and Non Competition Olympic Venues, while enjoying a high level of services, based on specified contractual obligations, within a clean, secure and festive city environment. For visitors and spectators it was expected, on the basis of experience gained from previous Games, that they would be moving around in ways other than those of the usual tourist or traveller: mainly they would go to and from Competition Venues, the areas surrounding the Venues, and then on to the usual poles of attraction of the city, in the centre of Athens, Piraeus, and the southern coastal front of Attica. Finally, for 17 days, 4 billion people around the globe would watch televised images of Athens and Greece; consequently, these images had to be the best possible.

Similarly, the city’s everyday reality was analysed and the critical sectors that might affect the Games’ operations were identified. These included problems and deficiencies in the look and infrastructures of the urban grid; sanitation and cleanliness; and traffic that was massively burdened by private cars.

Existing institutional responsibilities were analysed for all required interventions and planning, given that in the case of Athens and the broader Attica region these are distributed among numerous agencies. In matters of city management and operations, government agencies, ministries, local and prefectural authorities were all involved. Naturally, such an organisational structure rendered the unified management of the city during the Olympic Games an extremely complex affair for political, organisational and legal reasons. At the same time, while deadlines approaching at an accelerated pace, the state apparatus and local administration in its own areas of responsibility were focused on the need to complete the Olympic construction projects.

Given these factors, the approach regarding City Operations during Games-time, that began to take shape as of early 2003, aimed to avoid the legal imposition of a new mechanism. Instead, it chose to achieve consensus through public debate, thus ensuring the acceptance of the new rules by means of broad-based agreements with partners: local administration, the private sector, market representatives, institutional, trade-union and social agencies.

**Planning and Social Consensus**

Within this framework, and with the principal objective being social consensuses of early 2003, ATHOC specified the following parameters for the planning of the necessary actions:

- The city was to operate based on rules that were clear and make known beforehand, in an atmosphere of celebration.
• The new rules to be established and enforced were to be limited to those absolutely necessary.

• The sectors where these rules were to be applied were carefully and specifically selected: market provisioning, shop opening hours, traffic decongestion of the road network and around the Venues, sanitation and improvement of urban landscape image through improvement projects, and removal of uses causing nuisances.

• While the Olympic environment was to meet the increased security and service requirements of hosting the Games, it was not to create an oppressive ambience for the normal operation of the city. Moreover, it was not to undermine the festive image and feeling of the city - an impression that was to be reinforced by an extended programme involving decoration, design interventions and cultural events.

• A beginning and an end were delimited for the Olympic Operation of the city (from 2 August through 4 September 2004); thus specifying an effective start and end date for the measures, and the areas of their enforcement was geographically determined.

• Every effort was made to let residents become active participants in the Olympic Operation of the city, not just passive recipients of the measures.

The entire approach and preliminary planning proposals underwent an exhaustive debate over an entire year (2003) among all interested parties and agencies involved, with institutional stakeholders and social partners. In daily communications with them and in more than 300 official meetings, the new Olympic environment of the city was born. This dialogue took place overall with 194 agencies pertaining to various social areas:

• Parliament and political parties;

• Departments of the public and broader public sector;

• Prefectural and local administrations and unions thereof;

• Social partners;

• Representatives of associations and trade unions (including the tourist, transport and communications, and press distribution sectors);

• Market representatives (representatives of associations, federations, large commercial chains, central and neighbourhood markets, street vendor unions, restaurants, the pharmaceutical sector, and all forces involved in market transportation and provisioning);

• Representatives of societies and associations (such as immigrants, persons with special health and care needs, as well as societies for the protection of stray animals);

• Non-Governmental Organisations.

Collaborations were built day by day, tested in practice and reinforced through the hosting of test events, ensuring timely information and effectiveness in dealing with issues mainly at the local level. In this prevailing atmosphere, agreements arose as natural consequences of relationships based on trust, a feeling built gradually but steadily, as well as on the concept that everyone had their share in the responsibility of hosting exceptional Games.

At the same time, through this collaboration, all citizens and partners were informed of the rules of the Olympic environment explicitly and on time, as well as the reasons that these rules were necessary, thus allowing them to become familiar with these rules and, if necessary, to adapt to them.
In this manner, the fundamental objective, which was to achieve the broadest possible social consensus, was attained. Everyone was pleasantly surprised by the degree to which Athenians far and wide showed respect for the Olympic measures from the moment they went into effect. What the city’s inhabitants recognised was the need for their city to function in a different way, about which they had been briefed in a timely manner. By consciously modifying their everyday behaviour, they recognised that any changes were justified, that they had been planned with respect towards the city residents and workers, and thus they rose to the occasion happily.

Measures and Agreements

Through the intensive and systematic dialogue that started in January 2003 and with the consent of all agencies involved, the Organising Committee documented its proposals for measures that would have to go into effect for improved City Operations management and the improvement of the city’s look. Most of these measures were implemented as a product of broad-based consensus and common understanding; for a few measures legislative, ministerial or regulatory action was required, always in consultation with the parties involved.

The first basic measures were approved by the Interministerial Committee for the Coordination of Olympic Preparation (DESOP) on 11 November 2003 and were announced on the same day in a joint press conference by the Ministry of Culture and the President of the Organising Committee.

It was stipulated that period of validity of the measures would be from 2 August to 4 September 2004. The general measures (market provisioning, waste removal, security, traffic, street vendor; open-air market, and financial activity) concerned geographically specific areas and circulatory axes in Attica of particular Olympic focus: the Primary Olympic Road Network, the centre of Athens, the Port of Piraeus and the coastal zone from Piraeus to Glyfada, Controlled Parking Zones and Controlled Access and Circulation Zones (CPZ and CACZ) around the Competition and main Non Competition Venues. These basic rules were listed on a chart, which was distributed to all interested parties.

From November 2003 to April 2004, the dialogue with institutional stakeholders and social partners concerning City Operations focused on the plans to implement measures and on a series of specialised matters.

Continuous shop hours were established (Monday through Friday from 09:00 to 21:00, Saturday from 09:00 to 18:00). Market provisioning by means of large vehicles was moved to night hours (from 24:00 to 07:00), with exceptions allowed for particularly sensitive issues such as transport of blood and biopsy materials. Exceptions were made for special services or actions and the coverage of special needs (e.g. press distribution). Finally, rules were adjusted for areas of Olympic interest, such as the centre of Athens, which is a magnet for attracting for crowds.

It was specified that waste removal would be carried out at night (22:00 - 07:00), with adjustments depending on location. For integrated sanitation services at the agreed level in areas of Olympic use or focus it was decided to form a Sanitation Management Coordination Agency in Athens, with the participation of the Ministry of the Environment, the Municipality of Athens, the Local Union of Municipalities and Communities of the Prefecture of Attica, the Unified Association of Municipalities and Communities of the Prefecture of Attica, the Pan-Hellenic Federation of Local Government Organisation Employees and the Organising Committee.
In order for the Olympic Family to have rapid and secure access to the Olympic Venues and in order to facilitate daily transportation of residents and visitors, a policy for traffic measures and management was agreed upon, in cooperation with the Ministries responsible. This policy was established by means of a Joint Ministerial Decision (28/07/2004) and it specified, among other things, the Primary and Secondary Olympic Road Network for organised transportation of the Olympic Family; the formation of Olympic Priority lanes for exclusive use by Olympic transportation vehicles; round-the-clock operation of specified mass transit lines; the operation of Controlled Parking Zones and Controlled Access and Circulation Zones (CPZ and CACZ) around Competition and certain Non Competition Venues.

The manner of operation of Controlled Parking Zones and Controlled Access and Circulation Zones (CPZ and CACZ) was agreed following their boundary demarcation and the issuance of special Access Passes for Zone residents, and was organised in cooperation with the Municipalities involved (vehicle stickers). Residents entitled to passes were catalogued from May through June 2004 by the corresponding Municipalities. ATHOC subsequently issued approximately 100,000 Access Passes, which were forwarded to the Municipalities for distribution during June-July 2004. A hotline operated during this period at ATHOC Headquarters providing information concerning Access Passes and traffic measures.

Apart from the aforementioned, numerous other measures were agreed upon with institutional stakeholders and social partners, and where necessary, they were supported by the requisite administrative and regulatory decisions. Indicatively, some of the main issues for which special measures were established during the Games were as follows:

- Control of illegal trade (street vendors).
- Control of illegal use of public space, control of abandoned houses and land, removal of abandoned vehicles.
- Organising and intensifying sanitation controls.
- Suspension of construction operations (or curtailment thereof within actual construction sites) in areas of Olympic focus; suspension of quarry operations in eastern Attica; suspension of open-air markets in areas surrounding Olympic Venues.
- Participation of Local Government Organisations in the implementation of the pedestrian management planning from the public transport stations up to spectator entry in Olympic Venues and securing access for people with a disability via ramps.
- Integration of a specific number of “Olympic taxis” in the Olympic Transportation System, by marking their approach routes to Olympic Venues and the pickup/drop off points inside Controlled Parking Zones.
- Permissons for the placement of Olympic City Look elements; securing permits for temporary structures, projections and electro-mechanical support of these elements in public spaces and on building fronts; permits for public sanitation facilities and information and service kiosks.
- Municipal cultural events.
- Stray animal management during Games-time (collection, vaccination, sterilisation and release back into their natural habitat for 2,500 stray animals in Attica).

On 30 April 2004 the framework of measures and the agreements on matters described above were presented, finalised and approved by DESOP. The signing of agreements or the issuing of regulatory decisions followed, where necessary. For example, the official agreement for the change of open-air market venues was signed on 13 May 2004; the official agreement on shop hours was signed on 25 May; that concerning nocturnal transportation of fuel on 18 May; increased numbers of extended-hour pharmacies on 26 May; and nocturnal market provisioning on 3 June 2004.
Region and City Operations Management

The mechanism for integrated management of Olympic City Operations during Games-time was constructed on the basis of the social consensus attained for Olympic City Operations and the special measures established. In the case of the Athens Olympic Games, due to the location of the Olympic Venues, the Olympic City Operations involved, besides the city of Athens, 42 Municipalities in the broader region of Attica, and the cities hosting the Olympic Football Tournament.

The Attica Region and Olympic Cities Operations Management system for the Games-time period, in accordance with the general approach toward City Operations and for political, administrative, organisational and legal reasons, was based on the existing responsibilities of each agency involved: the Attica Region was under the joint command of central and regional state administration and autonomous agencies of local and prefectural government. De facto, these institutional stakeholders could not have a global overview of the needs generated by the Games during their actual hosting. At the same time, the management system would have to allow for flexibility and effectiveness in finding and implementing prompt solutions to any dysfunction that might arise, in utter concord and synergy between the government, agencies involved and the Organising Committee.

Thus, the management system designed and submitted to the Government for approval by the Organising Committee included both a communication and cooperation network with all the agencies responsible for the implementation of actions in their purview, and a mechanism to activate this network and to coordinate actions, which had the necessary global overview of the needs that arose and the matters requiring resolution. In its preliminary form, this system was developed during the 8 test events of August 2003, with positive results as to the immediacy and efficacy of issue resolution, generally at a local level.

Within this framework, further to a proposal by the Coordination with Public Administration and Local Authorities Division, in September 2003 the President of the Organising Committee submitted to the Prime Minister a proposal for the Region Operations Management system, which was subsequently submitted to DESOP during its meeting on 11 November 2003. This proposal was based on the notion that the structure of the system had to reflect a) political representation at the top; b) technical support and knowledge of the needs generated by the Olympic Games, through the Organising Committee; and c) collaboration and coordination with institutional stakeholders and the agencies of the broader public and private sector involved in the operations of the city.

On the basis of this proposal, and as the Organising Committee was already as of November 2003 gradually entering the Games Command mode, with Venue Teams being fully staffed and Central Teams and Operations Centres being created, the CPALA Division formed the Region Operations Centre (ROMC). This Operations Centre, as established and fully integrated into the Main Operations Centre, guaranteed a global overview of the needs and priorities of the Games, and a strong intermediary relationship with the state apparatus, with local government, and with agencies of the broader public and private sector, with which it was already in close cooperation regarding Olympic City Operations.
The ROMC was responsible for communication, cooperation, mobilisation and coordination with all agencies involved in the broader Attica region and the Olympic Cities for all matters relating to Olympic City Operations. These matters concerned the Olympic preparation effort as well as the hosting of test events (October 2003 - June 2004), during which the communication network and the mechanism for collaboration and issue resolution continued to be tested and refined. At the same time, through this system, public dialogue with the agencies involved in the Olympic Operation of the Attica Region continued and the atmosphere of mutual understanding and consensus with institutional stakeholders and social partners was fostered.

The proposal for a system for Region Operations Management was expressed anew on 11 March 2004 by the President of ATHOC to the newly elected Prime Minister (elections of 7 March 2004). The proposal was subsequently presented to DESOP on 30 April 2004 and submitted to the Alternate Culture Minister on 10 June 2004.

On 2 July 2004, the Government announced the assignment of daily monitoring of Region Operations Management to the General Secretary for the Olympic Games, with two deputies; the ATHOC CPALA Division General Manager at the Main Operations Centre (also Head of the ROMC); and the Deputy Mayor of Athens. During Games-time, a representative of the General Secretary for the Olympic Games and of the Municipality of Athens were present on a daily basis at the Region Operations Management Centre, which was fully integrated into the Main Operations Centre, thus achieving the necessary osmosis and synergy of all three sides involved.

In July 2004, as a result of the months-long collaboration of the ROMC and the state, broader public and private sector agencies involved in City Operations, all readiness mechanisms of these agencies had been established and defined for Games-time, as agreed. Fully staffed and equipped, these mechanisms went into round-the-clock operational readiness in constant communication with the ROMC for the resolution of any issues and dysfunctions.

During Games-time, the ROMC operated on a 24-hour basis with 29 ATHOC paid staff from the CPALA Division. At a local level, again on a round-the-clock basis, the communication and cooperation network with all agencies involved, public and private, was run by 68 paid staff (including four Olympic City Managers) and 270 volunteers placed in the general area of Competition Venues and main Non-Competition Venues as well as predetermined points in the centre of Athens and areas of Olympic focus. This personnel was under the supervision of a City Operations Manager, who reported to the ROMC and was in direct, ongoing communication with all agencies (local, state, public and social organisations, private sector) involved in the specific area.

The Region and Olympic Cities Operations Management system was based on the principle that each issue arising had to be handled at the lowest possible administrative level, if possible at the local level, so as to prevent central command bottlenecks and subsequent delays in issue resolution. The communication network that was implemented during the Games for Region Operations Management was a natural result of the many years of collaboration that had preceded it during the entire preparation effort between the Organising Committee and institutional stakeholders and social partners.

Any issue not resolved locally was referred to the ROMC and thence to the Main Operations Centre. Wherever necessary, the ROMC would enter direct communication with the appointed representatives, the "Olympic Officials", of the respective competent agencies involved and the issue was either resolved or was further referred to the Project Monitoring Group (OPE). The organisation of this management system allowed immediate resolution at local level of the overwhelming majority of the wide variety of issues that arose during the Games.

**Olympic Cities**

For City Operations management in the four Cities hosting the Football Tournament (Thessaloniki, Volos, Patra and Heraklio), the Organising Committee appointed a City Manager for each as of June 2003. The City Manager’s responsibilities included the coordination of all local agencies for the implementation of Olympic preparation activities and the City’s Operation during Games-time. The City Manager was also overall responsible for the smooth operation of that city’s Competition and Non-Competition Venues and the provision of services at the contracted and specified level to the members of the Olympic Family.

City Managers were physically present at the Olympic Cities as of their date of appointment (June 2003), based in the City’s Olympic Offices, which were set up by the local municipal authorities, housed in municipal facilities and staffed by municipal personnel, with appropriate modifications by ATHOC to achieve a consistent Olympic Look. Throughout the entire preparation period, the Offices served the informational needs of local residents and visitors, as well as volunteer and citizen awareness activities.

Through the City Managers, ATHOC validated agreements at the local level for the cities’ operating framework during Games-time (nocturnal market provisioning, shop hours, nocturnal waste removal, operation of Controlled Parking Zones and Controlled Access and Circulation Zones, Olympic Transportation), as in the case of the Attica Region. These agreements were completed and presented at the end of February 2004, in consultation and collaboration with local authorities, locally involved agencies and government representatives.

During the period of operational readiness and subsequently during Games-time, City Managers reported directly to the ROMC, and issue resolution followed the same procedure as for Attica Region Operations issues.
Cycling road race in the centre of Athens. © ATHOC/G. Prinos
Environment
ATHENS 2004

Environmental Programme

The Environment as the Third Pillar of Olympism

Pursuant to the 1999 adoption of the Olympic Movement’s Agenda 21 on “Sport for Sustainable Development”, the International Olympic Committee has identified the Environment as the Third Pillar of Olympism, together with the fundamental values of Sport and Culture. The IOC is convinced that the Olympic Games may act as a catalyst for the implementation of environmentally friendly activities.

For example, the enormous project of constructing new Olympic Venues could provide an opportunity to implement innovative “clean technologies” and environmental planning, to minimise the resulting environmental impact, or even to assist the transformation of the environment in areas lacking the necessary infrastructure.

Additionally, since Sport has particular access to young people and the Olympic Games are connected to ecological recommendations, the Games provide an awareness opportunity for a large number of people, who may in turn act as “multipliers” of these values in the future.

Athens, as the Host City for the 2004 Olympic Games, was in a position to improve its infrastructure, its image and its collective practices, so as to make a significant step towards sustainable development. The Olympic Games represented at the same time a means and an opportunity. A means to facilitate interventions for the transformation of the city in critical areas, and an opportunity, since the Games could provide a focus for environmentally friendly expression, creativity and business activity for a significant part of the community. The Bid File commitment anticipated the legacy of the Athens Games.

ATHENS 2004

Environmental Strategy

In March 2000, ATHENS 2004 adopted the Basic Principles for its Environmental Policy for the Olympic Games. Its strategic goals were:

• To organise and host the Olympic Games in a healthy environment.

• To develop environmental awareness.

The principles for achieving these goals were:

• To comply with (and even go beyond) Greek and European legislation in force.

• To develop a comprehensive programme of environmental activities.

• To achieve cooperation of Government agencies, local authorities and the private sector.

Thus, the “Olympic Environmental Alliance” was established to promote productive cooperation and communication between public agencies, the private sector, local authorities, the Sponsors, and Non-Governmental Organisations, in order to actively participate in the hosting of successful Olympic Games with outstanding sport performances, while minimising the impact on the environment.

Within this framework, and in compliance with relevant national and European legislation, the obligations for the adoption of environmentally friendly measures during Olympic activities may be summed up as follows:

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• Commitment within the framework of the Host City Contract to implement Olympic activities in a way that embraces the notion of sustainable development and, where possible, to serve the promotion of environment protection.

• To ensure citizens’ awareness of the environmental aspect of the Olympic Games, with state and local authority assistance.

• To use solid and liquid waste rationally, to recycle, to preserve natural resources, and to conserve the natural and cultural environment.

• To make special provisions for the use and removal of used chemical products and metal elements in an effort to protect the environment, in line with national and European legislation in force.

• To identify Waste Management as the keystone of ATHOCs environmental strategy and to include environmental parameters in the operational development of the Cleaning Services and Environmentally Sustainable Waste Management Programme in the Olympic Venues.

A staff member responsible for environmental issues joined the Organising Committee in 1999, while ATHOC’s Environmental Programme began officially in March 2000. The Environment Department was established in 2001 with two distinct areas of responsibility and axes of operation: (a) the Environmental Operations programme, which was also exclusively responsible for Cleaning Services and Environmentally Sustainable Waste Management in the Olympic Venues, and (b) the Environmental Awareness programme.

The Environmental Operations Section started staffing gradually in the beginning of 2002. This particular section was responsible for the preparation of various operational plans for service provision, per Venue, for the test events and the Olympic and Paralympic Games, always within the framework of the Venue Team.

The Environmental Awareness Section evolved in parallel, but developed further with the appointment of a second Manager in March 2003.

The Cleaning Services and Environmentally Sustainable Waste Management Programme in the Venues for the Olympic and Paralympic Games was implemented through a sponsoring tender (Games Supporter tier), which designated the consortium "Cleaning and Waste Services (CWS)".

During Games-time, the Venue Environmental Operations deployed 52 paid staff in the Venue and Assistant Venue Cleaning and Waste Manager positions, all specialised and experienced in environmental issues, as well as 45 volunteers and 2,800 contractor staff. Three people staffed the Environmental Operations Central Team, the Head of which was a member of the Main Operations Centre (MOC), responsible for all relevant operational issues of services provided in the Venues, while, at the same time, a representative for environmental issues participated in the Region Operations Management Centre, which was part of the MOC and was responsible for broader environmental awareness issues.

ATHOC’s Environmental Operations Structure

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Environmental Awareness

Environment Mark

The design of the Environment mark was completed in March 2002. The mark depicts a pair of hands extending through the tree’s green foliage towards the sky, symbolically embracing the world, representing human beings and nature becoming one.

Through this mark ATHOC wanted to emphasise that “all appropriate measures and care will be taken for the celebration of humanity to become the celebration of the environment. In this bilateral relationship, nature provides for humanity and humanity takes care of nature”.

Additionally, the Organising Committee launched a range of licensed products (t-shirts, backpacks, lapel pins, plates, mugs, bags, posters and stickers) which carried the environment mark and environmental messages such as “The Environment is Us” and “green my day”. Thus, the mark was communicated to the wider public and ATHOCs Environment Programme was promoted further.

Sponsors used the same mark in some of their advertising campaigns for environmentally friendly products, such as the communication campaigns of Coca Cola, McDonald’s, Hyundai, Shell, Cleaning and Waste Services (CWS).

Informative Leaflets for Spectators

A leaflet entitled “Environmental Code of Conduct” (in Greek and English) was specifically created for spectator environmental conduct during the Games, which described what spectators should do in order to reduce impact on the environment, such as using public transportation to and from the Olympic Venues, refraining from micro-littering, minimising the volume and production of waste, recycling plastic bottles by disposing of them in the appropriate bin, etc.

Two separate leaflets for “Integrated Cleaning and Environmentally Sustainable Waste Management Programme in the Olympic and Paralympic Venues”, which were distributed to Games spectators and workforce respectively, described in detail the materials that were recycled during the Olympic Games, the waste bins used in order to promote their systematic use, and the steps followed from the moment the material is thrown into a waste bin until it is disposed of at the respective sites. These leaflets were prepared in cooperation with Cleaning and Waste Services (CWS), and 500,000 copies were printed for spectators and 60,000 copies for Games staff, in Greek and English. The leaflet prepared for spectators was co-signed by the United Nations Environmental Programme (UNEP).

Among the informative leaflets for spectators, there were some that described environmental projects carried out in certain Venues, as well as the particular relationship specific sports have with the environment. Such leaflets were published for Equestrian, Modern Pentathlon and Beach Volleyball, and were distributed before and during the Games.

Environmental Publications

Before and during the Games, ATHOC published several informative leaflets in order to raise public awareness. These leaflets covered issues such as the importance of recycling, spectator environmental behaviour in the Venues, use of public transportation.

They were distributed to spectators and staff during the test events and the Olympic and Paralympic Games.

Sponsors used the same mark in some of their advertising campaigns for environmentally friendly products, such as the communication campaigns of Coca Cola, McDonald’s, Hyundai, Shell, Cleaning and Waste Services (CWS).
during those test events and during the Olympic and Paralympic Games, at the Venues where these specific sports were held.

Informing the Wider Public
The publication "The Environment is Us" (in Greek and English) described the environmental challenges that were to be addressed by ATHOC, as well as the respective environmental aims. It targeted young men and women of primary and secondary education.

Specific activities that were realised, such as the promotion of environmentally friendly modes of transport and the Olympic Environmental Alliance, are described in the leaflet entitled "Olympic and Paralympic Games of Athens 2004 & Environment".

In addition, there were systematic briefings regarding activities of the Environmental Programme in other ATHOC informative publications (e.g. Newsletter).

Environmental Training
ATHOC carried out environmental training for the entire staff of the Venue Teams. At the same time, ATHOC cooperated with external agencies to carry out educational activities on environmental issues, as initiatives held within the context of the Olympic Games.

Games Workforce Environmental Training
A training programme was organised for the Venue Teams staff which included the presentation of ATHOC's policies and procedures for the environment, as well as a detailed explanation of the Recycling Programme of the Olympic and Paralympic Games. The training programme was carried out for every Venue Team by the respective Venue Environmental Operations Manager. Training began in the summer of 2003 for the staff participating in the August 2003 test events and was completed in July 2004, when all the Venue Teams were fully developed and staffed.

Regarding volunteers in particular, special print and electronic material was prepared, promoting the Recycling Programme of the ATHENS 2004 Olympic and Paralympic Games and requesting their active support.

Environmental Awareness for Teachers and Students
Within the framework of cooperation between ATHOC, the Ministry of Education and the Goulandris Museum of Natural History which began in 1999, organised educational visits for a total of 170,000 elementary and high school students took place at "Gaia", the Museum's Environmental Research Centre.

Additionally, as part of the "Olympic Education Programme" in cooperation with the Ministry of Education, several special seminars on environmental issues were organised for teachers of primary and secondary education. Educational material developed by the Museum entitled "Earth, humans and the challenges for a sustainable future" was re-issued by ATHOC, including the informational-educational publication "The Environment is Us".

Awareness Activities
As part of the Environmental Awareness Programme, ATHOC undertook a series of activities which had immediate effects on the protection and improvement of the environment in specific areas, and also functioned "symbolically" to raise public awareness on environmental issues, while promoting the Games.

Cleaning Mount Parnitha
In 2002, on the occasion of the World Environment Day on 5 June, the Environment Department organised an excursion to Mount Parnitha to clean the area where the Olympic
Tree planting at the Garden of Nations in the Olympic Village by volunteer NOC Assistants.

© ATHOC/Athens News Agency (ANA)/P. Saitas

Mountain Bike Venue would be located. This initiative intended to demonstrate the importance of maintaining a healthy natural environment and of public participation in this effort. Staff from ATHOC, the Acharnes Municipality, the Parnitha Forest Service, the Fire Department, members of sporting and mountaineering clubs, as well as local students participated in the cleaning of the area. On this day out, 100 cubic metres of waste and a large volume of debris was collected.

Olive Tree Transplanting Programme
ATHOC’s Environment Department implemented an unusual operation for Greek standards: transplanting 600 large olive trees from the site of the Markopoulo Equestrian Centre before the beginning of construction works there in 2003. Following their removal, the olive trees were transferred to a nursery where they were maintained until the spring of 2004. They were then transplanted to their new location with the cooperation of the public agencies responsible for construction of the Venues to the Faliriko Coastal Zone, the OAKA and Helliniko Complexes and the Schinias Rowing and Canoeing Centre, thus actively participating in the “greening” of these Venues.

Tree Planting in the Olympic Village
In May 2004 a tree-planting event was organised as a symbolic gesture in one of the gardens of the Olympic Village, the Garden of Nations. National Olympic Committee Assistants, volunteers who had already been selected and were in the process of being trained, planted a total of 100 trees, representative of the flora of countries participating in the Games.

Marine Area Clean-Up in Piraeus
Additionally, on the occasion of the World Environment Day on 5 June, ATHOC organised a “Sparkling Greek Seas” event, primarily with student participation, at “Votsalakia” (the “little pebbles” beach) in Piraeus, in collaboration with the Municipality of Piraeus and the Athens Environmental Foundation (AEF). The event included various activities, such as the demonstration of a marine area clean-up by divers led by Jean Michel Cousteau, and a display by the Greek National Synchronised Swimming Team.

Cooperation with UNEP
In June 2004, the Environment Department cooperated with the United Nations Environment Programme (UNEP) to organise a series of activities to raise public awareness on environmental issues during the hosting of the Olympic Games.

The promotion of the Recycling Programme at the Olympic Cities of Thessaloniki and Patra and the Municipality of Maroussi (which included the OAKA Complex and some Media Villages) was among these activities, with the cooperation of the relevant Municipalities.

Another important function which was supported by UNEP was the creation of an informative leaflet on the “Integrated Programme for the Provision of Cleaning and Environmentally Sustainable Waste Management in Olympic and Paralympic Venues” for the spectators of the Games, in English and Greek, which aimed to promote recycling in all the Olympic Venues. The leaflet was distributed in the Venues and was also inset in high-circulation newspapers.

Also, closer to the Olympic and Paralympic Games, the educational material “The Environment is Us” was translated into English and, upon signing the Memorandum of Understanding with UNEP was sent to educational institutions abroad.

Special Synergies with Sponsors

The Olympic Games represented an opportunity for world-wide promotion of new
Bottle recycling containers used during the test event at the Markopoulo Olympic Equestrian Centre.

© ATHOC/C. Voulgaris

Hyundai Santa Fe, hybrid electric car.

© ATHOC/V. Tsiloboukou
environmentally friendly technologies either at research and development level or not yet commercially distributed. Within this framework, ATHOC cooperated closely with Organisations internationally for the promotion of products and innovative methods, which demonstrate the evolution of global technology towards more viable solutions.

Indicative examples that concern Sponsors of the Games and constitute the model are the model hybrid (electrical) car “Santa Fe” by Hyundai, and the autonomous hybrid lighting units using solar and wind energy created by Panasonic.

Additionally two Sponsors developed projects especially for the Olympic and Paralympic Games through which the environmental goals of ATHENS 2004 were promoted: Coca Cola supported the creation of a TV and radio spot which endorsed ATHOC’s Recycling Programme and was aired during the Olympic and Paralympic Games. This initiative was endorsed by UNEP Heineken designed, developed and used in all the Olympic Venues beer cups made of recyclable plastic (PET), which bore designs promoting waste separation and recycling.

Finally, ATHOC, in cooperation with KODAK, organised an innovative programme for recycling used batteries, which was a fundamental part of the Environmentally Sustainable Waste Management Programme. Custom designed containers were placed in all Olympic Venues for the collection of used batteries. This programme was extended further to the greater Athens area, through the KODAK Express Stores.

**Environmental Information Desks**

At Games-time, Environmental Information Desks operated in most of the Olympic Venues for spectators and members of the Olympic Family, located in areas of concentrated population movement. In the Olympic Village, the Environmental Information Desk was situated at a central junction of the International Zone. The Desks were operated by Environmental Operations volunteers, who distributed the relevant information leaflets and briefed people on environmental issues and the Recycling Programme.

In addition, there was special environmental bilingual signage in all the Olympic Venues, for example: “Help save water”, “Please keep the Venue clean”, “Recycle”. Similar messages were announced on the Public Address System and were displayed on the Videoboards and Scoreboards of the Competition Venues.
Special Environmental Activities

The environmental activities within Venues concerned mainly the ATHOC Functional Area of Environmental Operations, Cleaning and Environmentally Sustainable Waste Management Services. These services were provided consistently across all Venues. However, there were certain Venues that had particularities requiring either special measures and services or consideration of specific environmental parameters during planning or construction. These special projects were realised either by ATHOC or by other Agencies in cooperation with ATHOC.

Greening the Olympic Venues

In 2000, ATHOC began briefing the Public Agencies responsible for the construction of Olympic Venues about the importance of "greening" them, as part of the environmental dimension of the Games. Within this framework, and in cooperation with the Ministry for the Environment, Physical Planning and Public Works (MEPPPW) and the Organisation of Urban Planning and Environmental Protection of Athens (ORSA), a study on "General Guidelines for Planting" was developed. This study provided guidance on eco-systems and microclimatically appropriate planting in Olympic Venues, with specifications focusing on compatibility with the Greek and especially the Attic landscape, and specified issues of quality, quantity, maintenance, environmentally friendly irrigation and protection of the existing plant life (through replanting).

Additionally, within the framework of cooperation provided by the Memorandum of Understanding with the Ministry of Agriculture, more than 350,000 plants, bushes and trees typical of Greek flora were donated by ATHOC to 26 Municipalities of the Attica area, in order to reinforce their increased landscaping needs and to increase greenery in view of the Olympic Games.

Schinias Olympic Rowing and Canoeing Centre

The Schinias Olympic Rowing and Canoeing Centre represented a special case for the environmental performance of the Olympic Games, since certain environmental organisations, such as WWF (Worldwide Fund for Nature), the Hellenic Ornithology Society, the Hellenic Society for the Protection of Greek Environmental and Cultural Heritage, the Hellenic Society for the Protection of Nature, were opposed to the selection of that particular site as a prospective Olympic Competition Venue. The ensuing dialogue led to a biotope management plan that significantly improved on initial planning, and also accelerated the statutory measures for the protection of the biotope.

The Olympic project of Schinias, though controversial, functioned as a catalyst and a working tool for the rehabilitation of the biotope.

The ecological features of the area had been degraded and the landscape had been significantly altered, due to inappropriate and noisome usage, uncontrolled residential development, installation and operation of an airstrip, an abandoned military base, as well as illegal waste dumping. The Olympic project provided the opportunity to accelerate planned rehabilitation works, and implement new works, such as removing the airstrip, diverting the Makaria natural spring water into the lake of the Rowing Centre, restoring the

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‘Natural’ function of the wetland from the water overflow of the Schinias Olympic Rowing and Canoeing Centre (which had ceased in the previous 80 years due to draining works), and constructing a state-of-the-art fire detection and extinguishing system to protect the coastal pine forest of Schinias. At the same time, it contributed to the protection and sustainable management of the wider area, through appropriate statutory regulation: a Presidential Decree which declared the biotope area a National Park in June 2000. Government decisions for a management plan and operating policy of the Schinias National Park, also founding a management agency for it, and incorporation of the specific area in the NATURA 2000 European Protected Areas Catalogue, as a protected natural ecosystem.

The case of Schinias was an environmental challenge that was achieved through the systematic effort and persistence of ATHOC and the State, with continuous monitoring by the European Commission, the Council of Europe and the Non-Governmental Organisations for the protection of the Environment.

ATHOC actively participated in the establishment and realisation of the Schinias National Park, not only through the temporary management committee, but also through the Board of Directors of the Schinias National Park Management Committee. ATHOC made continuous efforts to improve the operational designs of the Olympic Rowing and Canoeing Centre towards a more environmentally friendly direction. In cooperation with the competent services of the Ministry for the Environment, Physical Planning and Public Works (MEPPPW), which was responsible for the construction works of this Olympic project, a large part of the actions and interventions were envisaged in the administrative study for the National Park and the relevant Government decisions. Additionally, in cooperation with the MEPPPW department responsible for this particular project, briefings were carried out for the competent services of the European Commission and the International Agencies/Organisations, such as the Berne Convention and the Council of Europe, among others.

Within the framework of ATHOC’s Environmental Programme, a series of parameters were monitored at the field of play of the Olympic Rowing Centre, such as temperature, salinity, BOODS, COD, total bacilli, residual bacilli. Throughout the implementation of the Water Quality Monitoring Programme, between July and September 2003 and between June and September 2004, the quality of the water was excellent, almost equivalent to the water in most monitored beaches. The implementation of such a pioneering Water Quality Monitoring Programme occurred in the framework of cooperation with the Environment Committee of the International Rowing Federation (FISA).

Within the same framework of cooperation, in June 2004, ATHENS 2004 contributed to the development of the “FISA Environmental Policies and Guidelines”, which determined the environmental specifications for the organisation of environmentally friendly test events. This action was part of the Olympic Environmental Alliance activities.

Insect Control Programme at the Venues

The safe hosting of the Olympic Games required the implementation of an integrated Insect Control Programme, for mosquitoes in particular, which were both a nuisance and a public health concern. An appropriate method had to be found, which would be both effective and environmentally friendly.

According to the decision by the Project Monitoring Group (OPE), this was assigned by ATHOC, following an international tender, to a specialised contractor. The work started in the beginning of May 2004 and continued for the duration of the Olympic and Paralympic Games. The aim of the project was the absolute protection against insects in all the open-air spaces of Olympic Venues, including the Schinias Rowing and Canoeing Centre, the Markopoulo Equestrian Centre, the Agios Kosmas Sailing Centre and the Olympic Village.

The wetland of Schinias, in particular, covering an area of 10,000,000 sq.m., represented the largest mosquito-breeding site in the Attica Basin. Due to the ecological particularities of the area (protected natural ecosystem NATURA 2000), all spraying applications were conducted with extreme precision, and only biological products were used, always following samplings at the potential mosquito breeding sites, which had been located after the ecological mapping of the wetland. The same procedure was implemented for other flying and crawling insects. In total, 70 man-months were required for samplings, inspections, spraying and baiting applications and 20,000 mosquito larvae samplings were conducted at 4,000 mosquito breeding spot-sites.

In contrast to other Host Cities, such as Sydney, where mosquito control projects were implemented prior to the Olympic Games, Attica had no such precedent, much less in a natural and protected systems like that of Schinias. The Programme was evaluated by the users of the Venues and by the local community and was found to be very effective according to the results of a questionnaire survey. Indicatively, before the implementation of the Programme, 500 insect bites per hour were registered, whereas, after its implementation, the nuisance was minimised, attaining practically zero levels.

Preventive Measures for Marine Pollution Incidents

Within the framework of implementation of contingency plans for coping with incidents of marine pollution by petroleum products and chemical substances in the Agios Kosmas Olympic Sailing Centre and the Vouliagmeni Olympic Centre (Triathlon), ATHOC developed, in cooperation with a specialised contractor for environmental protection issues, the “Oil Spill Contingency Plan”. This Plan
concerned the provision of exclusive marine cleaning services, in the form of a donation to ATHOC, and readiness in case of pollution incidents during the Training Period and the Olympic and Paralympic Games.

Additionally, the Teams of these Venues were provided with Hellenic Coast Guard emergency response staff and equipment, in order to handle more challenging potential incidents of exogenous pollution. In June 2004, a special Readiness Exercise was held for combating marine pollution in the area around the Agios Kosmas Olympic Sailing Centre, in order to confirm optimum operational readiness of the protection mechanism. At the same time, all members of these Venue Teams received special training.

**Piraeus Port**

The Port of Piraeus, as an entry point to the country and as an Olympic Accommodation Zone had particular importance in terms of its environmental aspect. The Piraeus Port Authority S.A. (OLP), which owns and manages the Port, particularly following the formalisation of its cooperation with ATHOC through a Memorandum of Understanding, and in recognition of ATHOC’s Environmental Programme, demonstrated significant environmental awareness.

Within this framework, OLP monitored the quality of seawater for a prolonged period of time, in cooperation with expert laboratories of the Universities of Piraeus and of Cardiff. It also managed to achieve PERS (Port Environmental Review System) certification, achieved by only two ports in Greece and thirteen in Europe.

Additionally, the Piraeus Port Authority organised and implemented the on-board generated waste disposal service, while upgrading and expanding the existing water and sewage system. During the period of operation of the Port’s Olympic Accommodation Zone, OLP offered enhanced environmental operations, supplementary to the Cleaning and Environmentally Sustainable Waste Management Services of ATHOC’s Piraeus Port Venue Team. These were realised through the use of the new large waste bins and the waste streams separation bins, as well as by increased frequency of cleaning services.

**Airport**

The environmental aspect of the "Eleftherios Venizelos" Athens International Airport as the main entry point for the Members of the Olympic and Paralympic Families and for other visitors:

The Athens International Airport always implemented systematic and environmentally viable waste management. During the months of August and September 2004, waste management and environmental inspections increased since there was a waste increase of 78% and 33% per month respectively, while during the same months, recycling also increased significantly by 235% and 122% respectively.

At the same time, Athens International Airport staff conducted inspections on a daily basis, for the existence of birds in sensitive areas of the Airport. Additionally, in order to manage noise pollution, the Athens International Airport conducted noise measurements with a portable unit, while beginning in July 2004 meetings were held in cooperation with the Civil Aviation Authority, representatives of local government and local associations, in order to brief the area’s community on noise issues during the Olympic Games.
Planning Services Provided

In 2000 the needs for Cleaning and Environmentally Sustainable Waste Management Services in the Olympic Venues were depicted for the first time, in line with developments in environmental legislation and the priorities of the environmental strategy adopted by ATHOC in March of the same year. The main goals were: (a) to attain a high percentage of material recycling, (b) to control the waste streams by using recyclable packaging material, and (c) to inform all parties involved about the waste management programme and create an example to be followed in all areas of operations.

During the development of the operational plans for service provision, operational discrepancies of Venues were examined, especially between Competition and Non-Competition Venues, differences relating mainly to the existence or not of spectators and of a Field of Play on the one hand, and hotel-type facilities on the other.

For Cleaning Services in particular, beyond the operational particularities of each Venue, the variety of uses and resulting needs of the diverse areas within a single Venue, as well as the variety of needs of the different constituent groups, needed to be taken into account. Therefore, a matrix was created which correlated constituent groups with the space they were to use and the respective level of cleaning that should be provided. This ensured that all areas within the Venues would be maintained to an adequate and agreed level of cleanliness.

In addition, the use of environmentally friendly materials was emphasised. For example, in cases of Olympic Venues requiring the collection of food from the dining areas, this was accomplished with the use of paper bags. Heineken, a Sponsor of the Games, offered beer mugs made of recyclable plastic. The use of wooden cutlery was promoted in the Olympic Village and the Media Villages. Olympic Village suppliers were obliged to comply with established practices, compatible with the goals of ATHOC’s Environment Programme, thus reducing the amount of generated waste and participating in the Recycling Programme.

During the operational planning phase of Waste Management Services inside a Venue, it was important to determine those areas within a Venue where waste was generated, and to facilitate those areas by transporting the waste to temporary storage areas, as discreetly as possible, until their permanent removal. Outside the Venue, having determined the final waste disposal sites, it was necessary to determine the optimum waste truck route, in order not to burden the Olympic road network with large waste trucks and reduce the environmental cost of transport, disposal and treatment of waste.

Basic parameters that influenced the planning and implementation of this particular operation were the following:

- Available waste disposal sites.
- Available means of waste storage and transport.
- Security measures and procedures governing the operation of the Olympic Venues.
- Timetables, as these were determined by the Master Delivery Schedule.
A critical aspect of the planning of Cleaning Services and Waste Management was operational readiness to respond to emergency incidents: the response time to these incidents was from the earliest planning phase one of the most crucial indexes in terms of quality of service provided. Response time was checked and adjusted during the test events so as to ensure adequate and satisfactory (in terms of time) service during the Olympic and Paralympic Games.

**Sustainable Waste Management - Recycling**

**Recycling at ATHOC Headquarters**

Within the framework of an integrated Environmentally Sustainable Waste Management Programme and aiming to familiarise and prepare ATHOC staff regarding recycling practices and alternative management of large quantities of paper, a recycling programme was implemented in 2002. Waste bins in three different colours (blue for white paper; green for cardboard boxes and red for soft drink containers and bottles) were placed in various easily accessible points within the building. Moreover, each desk was equipped with a white cardboard bin for the disposal of white printed paper; which proved very successful since, apart from both container and contents being recyclable, allowed immediate separation at the source.

As a result of this effort at ATHOC Headquarters more than 200 tons of paper were recycled, thus saving 2,550 trees. In addition, the amount of water needed for paper pulp treatment was reduced by 4,725,000 litres and energy consumption was reduced by 615,000 kW. This freed up 378 cubic metres of landfill space in the final waste disposal sites.

**Test Events**

During test events, full scale Cleaning Services and Environmentally Sustainable Waste Management Services were provided and the Environmental Awareness Programme was promoted through leaflets and questionnaires distributed to staff and spectators.

Beyond operational issues, the experience gained from the test events was considerable in terms of the Recycling Programme. During the August 2003 test events, there was extensive separation and recycling of materials (plastic bottles, paper and cardboard) carried out simultaneously in several Venues.

Due to the high summer temperatures, there was an increase in water consumption and disposal of a large number of plastic bottles. In cooperation with the Coca Cola Company, Worldwide Olympic Partner; special bins were installed in all the Venues for the disposal of plastic bottles, thus achieving the main goal of minimising the burden of the city’s Main Waste Disposal Dump in the area of Ana Liossia with plastic bags and bottles, since a large part of these materials were separated and recycled. An “Olympic Recycling Tower” was formed from recycled plastic bottles of soft drinks and water, cardboard and paper used in all the test events of August 2003, 5 metres tall and weighing 3 tons.

The message of how feasible recycling is was adopted by Venue Team staff and volunteers, through training on environmental issues and via the everyday practice of test events. During the test events, also for the first time in Competition Venues in Greece, messages addressed to spectators were displayed on the Scoreboards and announced on the Public Address System, regarding the cleanliness of the Venue and recycling of waste, inciting them to participate actively in this effort. These visual and audio messages, which had been used during the test events, were also applied during the Olympic and Paralympic Games, with similar success.
Games-time

During Games-time, Cleaning Services and Environmentally Sustainable Waste Management Services were provided in all Olympic Venues.

Within the Venues, waste was separated in waste streams. Depending on the category of constituent group circulating in a particular space, different waste streams applied. Hence, in areas of spectator circulation, such as spectator seating and open public spaces, the waste was separated into two waste streams: residuals and recyclables. The remaining operational areas had additional waste streams, such as paper/cardboard and medical waste. In Venues where cooking took place, cooking oils were also collected. In order to facilitate the waste separation programme at the source, different colour bins were used per stream, bearing appropriate signage.

Waste Management used specialised equipment (240 and 1,100 litre waste bins, compression containers, open skips, bins of various types, etc.) in specified areas in the Venues, where waste was stored for a limited period of time prior to being collected and transferred to areas especially designated for this purpose. The waste collection took place with waste trucks or hook lifts for the compression containers.

The waste disposal sites per stream were the following:

- Recyclables (plastic) at sites holding a permit for plastic recovery.
- Paper/Cardboard at sites holding a permit for paper recycling.
- Residuals at licensed landfills.
- Medical Waste at the Central incinerator for medical waste of the Ano Liossia landfill.
- Used cooking oils at sites holding a permit for hazardous waste treatment.

In total, 2,152 trips were carried out between August and 20 September 2004 for the transfer for plastic recovery.

Environmental Operations Manager Through this List, all issues were monitored and all necessary adjustments were made for matters such as unnecessary use of power and energy, maintenance of green areas, quality of air and levels of noise, pollution control and protection of the environment and, of course, levels of cleanliness and adherence to waste management policies and procedures.

The Cleaning Services provided were generally acknowledged to be particularly satisfactory and the level of cleanliness in the Venues high. An important contributing factor was the training of the Venue Team (paid staff, volunteers and staff of the Cleaning Services and Environmentally Sustainable Waste Management Supporter) on their responsibilities, the level of services to be provided, and the operational particularities of each Venue.

During the test events, as well as during the Olympic Games, questionnaires on “environmental satisfaction” were distributed to the spectators in order to record their views on the Cleaning Programme and the Environmentally Sustainable Waste Management Services implemented in the Venues. Analysis of the results of this questionnaire showed the following:

- 74% of the people asked deemed ATHOC’s recycling activities in the Venues positive or very positive.
- 73% of the people asked believe that ATHOC’s Recycling Programme would contribute to minimising waste volume and to promoting recycling practices.
- 95% of the people asked believe it is necessary to have a sustainable waste management programme in sporting events.
- 76% of the people asked found the level of cleanliness in the Venue to be “Very Good”.

The Environmentally Sustainable Waste Management Programme for the Olympic and Paralympic Games operated in a manner exceeding expectations, leaving a significant experience for the operational contributors, as well as a great environmental legacy for Greece.

However, the greatest success was that of the Recycling Programme, which was the result not only of the effective management of the system and the adequacy of recycling equipment in all the Venues, but also to the public awareness campaign carried out before and during the Games. The active participation of spectators, of the members of the Olympic Family and of the Venue Teams’ staff had impressive results in recycling of paper/cardboard and plastic.

In total, 970 tons of recyclable plastic, 675 tons of paper and 9.8 tons of used cooking oils were recycled, while 2.7 tons of medical waste were disposed of appropriately.

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Image and Messages of Athens
ATHOC’s Communications Division was responsible for defining, preparing and implementing all communications strategies and activities of ATHOC towards various target audiences, for managing all operational campaigns pertaining to the Games, for producing copy for all ATHOC outreach to the public, media and Olympic Family, for Crisis Communications, for Event Management and Culture.

ATHOC’s Communications Strategy

ATHOC’s Communications Strategy was based on the ATHENS 2004 Vision: Unique Games on a Human Scale. This was developed as follows:

The Olympic Games are returning to Greece, their ancient birthplace and to Athens, the city of their revival. In 2004, athletes from all nations will unite in Greece to engage in noble competition. The Athens Olympics will combine history, culture and peace, with sports and Olympism. The people of Greece shall host a Unique Games on a human scale, inspiring the world to celebrate Olympic Values.

The Mission of the ATHENS 2004 Olympic Games was:

• To organise technically excellent Olympic Games and provide the best possible conditions for the athletes to compete.
• To provide to the Athletes, spectators and viewers a unique Olympic Experience and a legacy for Olympism.
• To present and promote the Olympic Ideals in a contemporary manner through their traditional Greek symbols.
• To promote and implement the Olympic Truce through the Torch Relay.
• To control the commercial aspect of the Olympic Games.
• To leave a lasting legacy for the people of Greece.
• To re-position and promote the cultural and historical heritage of Greece to the eyes of the world.
• To showcase the achievements of modern Greece and its potential for the future.
• To protect and enhance the natural environment and promote environmental awareness.
• To spread the benefits of hosting the Games throughout the country.

Implementing ATHOC’s Communications Strategy

Four “building blocks” were developed to implement ATHOC’s Communications Strategy:

2001 Inform
2002 Inform & Inspire
2003 Inform, Inspire & Motivate
2004 Inform, Inspire, Motivate & Involve

In 2001, the year to INFORM, actions were focused:

• To raise awareness and generate positive perceptions of the ATHENS 2004 Olympic Games among Greeks - individuals, professionals, community groups, industry leaders.
• To achieve more positive feedback and favourable media coverage.

• To manage issues and minimise adverse reactions in the lead up to and during the Games.

In 2002, ATHOC worked to INFORM & INSPIRE:

• To start generating support for the Games among all audiences.

• To start promoting the spirit and ideals of Olympism (with the first set of messages about the intangible assets of Athens and the Olympic Games).

• To portray ATHOC as a responsible corporate citizen and an organisation that will raise standards and promote quality of life in the country.

• To manage issues and minimise adverse reactions in the lead up to and during the Games.

Throughout 2003, ATHOC continued to INFORM, INSPIRE & MOTIVATE:

• To continue building upon and generate support for the Games among all audiences.

• To actively promote the spirit and ideals of Olympism and ensure those ideals are expressed through concrete actions that can be embodied in the everyday life of the third millennium.

• To establish ATHOC as a responsible corporate citizen and a determining factor towards raising standards and promoting quality of life.

• To manage issues and minimise adverse reactions in the lead up to and during the Games.

In 2004, the year of the Games, ATHOC’s activities and messages were developed to INFORM, INSPIRE, MOTIVATE & INVOLVE:

• To prepare the induction of all audiences into the ATHENS 2004 "Olympic Games Experience" (staff, volunteers, spectators, TV audience, etc.).

• To inspire all Greeks to embrace the spirit and ideals of Olympism and to embrace, support and take ownership of the 2004 Games.

• To leave a legacy of pride among the Greeks and an actual legacy of public works, enhanced infrastructure and a dramatically improved lifestyle for the city of Athens and the whole country.

• To establish the principle of the Olympic Truce as a legacy for all future organisations.

• To manage and minimise adverse reactions in the lead up to and during the Games.

• To operationally involve all audiences which are key to the success of the Games.

Brand Values

The following are the primary words that were promoted throughout the communications campaigns of the 2004 Games. These keywords captured the essence and substance of the Athens Olympic Games and formed the basis of building the image and identity of the Games: celebration, human scale, participation, heritage.

Celebration

For the ancient Olympic Games, a truce was declared so that what is good and ennobling in humankind would prevail.

The Games today are the greatest celebration of humanity; an event of joy and optimism to which the whole world is invited to compete
peacefully. Every four years, humanity celebrates, embraces and honours sport, and the world realizes the Olympic Ideals of culture and peace.

In 2004, Athens offered the world a unique and festive experience that will remain with us for life, a point of reference for future generations.

Human Scale
Throughout its history, Greek civilisation has made man the measure of all things.

For the homecoming to Greece, the centre of our attention and the measure of comparison focused on the athlete, the individual, the team. Noble competition inspired the athletes to excel in each of their endeavours, and thus to oppose their human abilities to the massive dimensions of the Games. The Olympic Games are the arena where human abilities are demonstrated and acknowledged; an inspiration that encourages and empowers each of us to pursue our ideals, high as they might be.

In 2004, Greece gave the world an opportunity to determine the measure of human greatness.

Participation
People of various backgrounds, different cultural roots, and different ideas come to the Olympics to participate in a gathering that showcases what makes us alike, not what makes us different.

The athletes, spectators, organisers, volunteers and the people who shared in the 2004 Games through new technologies, participated in a homecoming to the birthplace of the Olympic Games that enhances Olympism.

In the Olympics, what matters most is to share the common vision of promoting peace and friendship among all the people of the world, through the noble competition of sport.

Heritage
The Olympic Games were born in Greece more than two and a half thousand years ago. The Games of the modern era were revived in Athens, in 1896.

Today, the Olympics belong to the world - every host city and country adds its own cultural character to the Games. The universality and uniqueness of the Games can be found in the Olympic ideals, understood in all languages of the world. The Olympic symbols of Ancient Olympia, the Olympic Flame and the Marathon race are the bridge between the ancient and the modern Olympic Games. They conveyed the Olympic Ideals and, combined with the homecoming of the Games in 2004, renewed the Olympic Spirit and celebrated the ancient “Ethos” of the noble competition of sport.

Key Audiences
The Olympic Games are one of the very few events in the world that are truly universal. They therefore attract a multitude of target audiences that need to be informed, inspired, motivated and involved with the Games. The following were ATHOC’s key audiences:

• National audiences (Greek public)
  This is a broad category that included the Athens public in general, but also reached particular Athens public audiences such as Olympic Venue communities and “points of entry” communities. This category also included the rest of the Greek public, especially involving interest groups (environmental, disabled, religious, ethnic groups, schools and universities) as well as the public of the four Olympic Cities - Thessaloniki, Volos, Patra and Heraklio. National audiences also included the business, hotel, transport and tourist industry.

• The Government and political audiences
  (including Olympic city municipalities)
• Greek media (print, electronic, regional, national)
• International media
• Rights Holding Broadcasters
• National and international Sponsors
• Olympic Family (IOC, NOCs, IFs, NFs)
• Other international audiences (tourists, Greeks Abroad, international public)
• Non Governmental Organisations, and
• Athletes

The Communications Office continuously worked towards designing and implementing tailor-made messages and tactics for each one of these audiences and assisted all ATHOC Departments with particular communications activities in their endeavours to reach their audiences.

Main Messages
Pre-Games: Unique Games on a Human Scale; Athens for the Athletes.
Games-time: Unique Games on a Human Scale; Welcome Home; In the True Spirit of the Games.

Main Activities
ATHOCs Communications Division, with a Games-time workforce of 202 paid staff and 111 volunteers, developed all copy needed for ATHOC pre-Games and Games-Time. Its Communications Office designed, implemented and monitored the Strategic Communications Plan and activities for ATHOC and the Games. It created and disseminated tailor-made messages for all key audiences (General Public in Greece and abroad, Media, Olympic Family and Stakeholders such as Sponsors and Broadcasters). A dedicated Games Promotion Department oversaw all programme-specific campaigns, media buying and coordinated communications activities with external agencies (Government, Local Government, NGOs, etc.). Through the Image & Identity Department, it created and applied Visual Identity Elements (Main Marks, Mascots, Medals, Secondary Graphics, Publications, Look of the Games). A dedicated Internet and Interactive Media Department promoted the Games online, and a Culture, Public Relations & Events Department developed Special Events.

Public Relations and Events
The Public Relations and Events Department was responsible for managing all events and public relations activities of ATHOC. Staff members were assigned to specific activities such as supporting the visits of the IOC Coordination Commission (in collaboration with ATHOCs IOC Relations & Protocol Department), hosting and/or attending Congresses and Workshops, preparing Press Conferences (pre-Games, in collaboration with a dedicated team from the Press Office), organising Events and Exhibitions, preparing the visits of Olympic-related delegations to Athens and abroad and organising cultural events. In total, over the period 2000-2004 the Culture, Public Relations and Events Department organised 1,222 events (out of which 198 cultural events).

Internet and Interactive Media
The Internet and Interactive Media Department was responsible for managing all aspects pertaining to hosting and developing content for the Pre-Games and Games-time website of ATHENS 2004 (www.athens2004.com) and also developing other means of interactive media (CD-ROMs, electronic editions of ATHOC Publications). The ATHENS 2004 website was the second largest communications platform after television. It was the first time that an
Organising Committee presented a website in three languages (Greek, English and French) and presented during Games-time all Competition Results live. The ATHOC website had a W3C standard certificate which made it accessible to people with a disability.

The architecture of the website was based on the four communications "building blocks":


Participate: Volunteers Application Form, Torch Bearer Application Form, Ticket sales and information, Youth 2004, Live Results, Athletes Quotes.


Communications Objectives
Games-time
During Games-time the Communications Office managed overall Communications, with 73 paid staff and 107 volunteers deployed at 42 Venues (Venue Communications Managers and teams) for immediate recording of all incidents that occurred within each Venue, to ensure the proper and swift communication efforts and responses.

This information was relayed to the Communications Centre (CC), which was part of the Main Operations Centre at ATHOC Headquarters. The CC's scope of work was to ensure that all messages conveyed to the Public, Media and Stakeholders were coherent, consistent and in accordance with the overall Communications Strategy of ATHOC and of Partners. As such, it collected and processed all significant Communications facts and figures from all Venues in order to prepare ATHOC leadership, spokespeople and others. It thus monitored the Games activities from a Communications perspective, and liaised with external Partners and Agencies: the IOC, Government Press Offices, Sponsors, etc.

Crisis Communications
Crisis Communications were the responsibility of the Communications Division. In close cooperation with the President, the Chief Operating Officer, and all ATHOC Functional Areas - and over a period of 18 months - all possible scenarios and issues that could affect the Games were analysed, processed and corresponding lines of actions (operationally and in terms of communications) were decided. More than 2,500 different scenarios were examined and responses, holding statements and press releases were prepared prior to the Games.

Crisis were defined as anything reported negatively in print and/or electronic Media that could affect the normal operations of the Games, or the image and reputation of the Games, Greece and the Sponsors; they were ranked by impact.

Crisis Manuals were developed, including process (reporting, coding and responding), "One Voice" messaging, contacts list of all Stakeholders, Crisis scenarios and background information on all issues per Functional Area, holding statements per possible scenario, and scenarios for external agencies.

Crisis Manuals were developed for the following ATHOC Functional Areas: Accommodation, Accreditation, Ceremonies, City Operations, Doping, Energy, International Relations, Medical Services, Olympic Village, Press Operations, Security, Spectator Services, Sponsors, Sport, Technology, Torch Relay, Transport and Venue Operations.
Image and Identity

The Background

At the world's greatest sports event, design is essential for the creation of a visual identity that will visually connect the values of the Olympic ideal with the values of the Host City. In Athens, the effort to create a unified visual identity that would clearly communicate the distinct vision and values of the Athens Games started early. In November 1998, the IOC organised a Design Conference in Athens. Designers, advertising and design agencies were invited and presented with the mission and the history of Olympic design. The next step was the announcement of an international tender for the design of the emblem of the ATHENS 2004 Olympic Games. After the selection of the emblem, ATHOC set up the Image & Identity Department. The Image & Identity team’s mission was to develop the remaining elements of the visual identity and to take all necessary actions in order to protect, promote and reinforce this identity. The team worked very closely with all Departments of the Organising Committee, offering design services and consultation. A quality control and approvals procedure was established early on to ensure that all design applications were aligned.

The Visual Identity Elements

Emblem

The emblem of the 2004 Olympic Games was selected after an international design tender with 690 entries by 242 candidates in 14 countries. It was unveiled to the public on 30 September 1999. The emblem of the ATHENS 2004 Olympic Games was a wreath made from an olive tree branch. It is a symbol directly related to the four primary values of the 2004 Games - heritage, participation, celebration, human scale - in a uniquely Greek design. It is a reference to heritage, since the olive wreath or "kotinos" was the prize of the Olympic Games from classical antiquity. Also, the olive tree was the sacred tree and symbol of the ancient city-state of Athens. Finally, an olive branch represents the classical Olympic ideal of peace. The wreath has the shape of an open circle; it is an open invitation to humanity to participate in a common endeavour, the Olympic way of life, through the greatest peaceful competition of the world. Its open, dynamic shape is a pledge for a universal festival that transcends boundaries and distinctions. The ATHENS 2004 Olympic Games would be a celebration full of energy and excitement in which everyone was invited to participate. The design is rendered by hand in a free and unrestricted manner that highlights the human element. The palette of white and blue reflects the Greek sea and sky, suggesting the fluidity and transparency of water and the brightness of the Aegean light.

Colours

The colour palette of the ATHENS 2004 Olympic Games consisted of twenty distinctive colours, which brought to mind glimpses of Greece; the blue shades of the sea and the sky, the intense yellows and oranges of summertime, the reds and fuchsia of the flowers, the tones of green of the Greek landscape, the greys of the stone. The selection of the colours also took into consideration two functional needs. Colours had to work well on television, since they would be used for the Look of the Games elements. Image & Identity and Athens Olympic Broadcasting (AOB) worked together to test on camera colour samples on various materials before finalising the colour codes. Another...
Panorama Graphic
Panorama graphic was the secondary graphic pattern created to visually connect all the elements of the visual identity of the ATHENS 2004 Olympic Games. It was combined with the emblem, the Sport pictograms, the mascot and the main marks.

The composition conveys a panorama of images of the culture and the environment of Greece. The natural elements of Greek landscape such as the sun, the sea and its waves are combined with elements from ancient inscriptions and patterns from ancient vases. The Sport spirit is communicated through the ancient inscriptions that refer to sport events and Olympic champions, as well as by the energy deriving from the irregular shapes which imply the dynamism of athletic endeavour. The blue colours of the Greek sea and sky, the green tones of the olive trees and orchards, the intense fuchsia of bougainvillea, the grey shades of stone and marble and the warm orange colours brighten up the graphic pattern in a unique way. The Panorama graphic uses the environment, the forms, the colours and the language of the country, to create a unique picture of Greece.

Typeface
Gill Sans Hellenic, a sanserif letter, was selected to be the typeface of the 2004 Olympic Games. The linear forms of the monoline sanserif capitals that were used for the stone-cut inscriptions of Greece until the 4th century BC have a clear structural logic that evokes the geometrical theorems of Euclid and a simplicity that is elemental. Less formal versions of similar letters appear in the painted inscriptions of Greek vases. The sanserif letter has been rediscovered several times by sculptors during the Italian Renaissance in the 15th century, by neo-classical architects and sculptors towards the end of the 18th century, and by modernist designers in the 20th century. The typeface Gill Sans was first made in 1928 from designs by Eric Gill. The severe geometry of its capitals is relieved by Renaissance features like the subtle curve to the tail of Rand small letters that derive from the calligraphic forms of humanistic script Gill Sans Hellenic adds Greek characters to the font.

Mascots
In the beginning of 2001, an international design tender was announced for the creation of the mascot. A total of 196 companies and individual designers from around the world responded to the mascot tender. 127 entries eventually qualified providing the Evaluation Committee a wide variety of proposals. The winning proposal was submitted by the Greek design agency Paragraph Design Ltd. and the creator was S.Gogos.

Athena and Phevos were presented to the public on 4 April 2002 and made an impact from the very beginning. Athena and Phevos were two children, a sister and a brother; related to ancient Greece. The source of their inspiration was an ancient Greek doll from the 7th century BC. The bell-shaped terracotta doll has movable limbs and is dressed in a tunic. In ancient times, these dolls were known as “daidala”. Their names were inspired by two Olympian Gods: Athena, goddess of wisdom and patron of the city of Athens. Phevos, the Olympian god of light and music, known as Apollo.

Athena and Phevos quickly became part of Greek everyday life and impressed everyone with their presence during the Games. Different poses were created to show them engaging in carefree, spontaneous play, reminding us all that participation is worth more than victory. While playing they did not miss a single Olympic Sport. They explored every discipline
with playfulness and team spirit. With a wide smile on their face, Athena and Phevos never ceased to find new ways to meet their challenges. The two children symbolised the Olympic ideal, noble competition and equality through creativity and sports. They reminded everyone that humanity is, and will always remain, at the centre of the Olympic Games.

The mascots were very important for the success of the Licensing programme. Flexibility and variety became a key consideration for the licensing applications. A special typeface was created and a procedure was set in place so that licensees were able to work with the mascots’ creator under the direction and supervision of the Organising Committee. Sponsors also benefited from these provisions and had the opportunity to incorporate Athena and Phevos in their corporate or product communication.

More than 100 poses were created until the end of the Games to accommodate the needs for design applications using Athena and Phevos.

**Sport Pictograms**

Sport pictograms are used as the essential visual reference for any information related to the Competition Schedule and the Venues. Each is a separate image showing the Sports and Disciplines’ special features and enabling the viewer to recognise them immediately.

The Image & Identity Department directed the design of 35 pictograms representing the 28 Olympic Sports and certain Disciplines. The ATHENS 2004 Sport pictograms were inspired by three elements of ancient Greek civilisation. The simplicity of the human form is inspired by the Cycladic figurines. The artistic expression of the pictogram derives from the black-figure vases, where solid black shapes represent the human body and a single line defines the detailing of the form. The figures of the pictograms are solid and clearly drawn on a background similar to a fragment of an ancient vase.

While their inspiration was very artistic and cultural, the ATHENS 2004 Sport pictograms were very accurate in depicting the most recognisable movement of each individual Sport and Discipline and were approved by all International Federations and by the IOC.

**Functional Pictograms**

Another set of pictograms was created to accommodate the needs of the wayfinding system used during the Athens Games. Functional pictograms are images indicating services, facilities, actions, directions, Venues, etc. They are used on signs, maps and publications, and are easily recognisable by the viewer.

Image & Identity decided not to use an existing set of functional pictograms but to redesign them, in order to bring up to date the objects shown on most of them and, hence, make them more visible and recognisable. Although the artistic rendering relates to Sport pictograms, it is more “authoritative” and functional.

**Main Marks**

Four additional marks were designed to promote the important programmes of Culture, Volunteers, Environment and Torch Relay. They were called main marks to reflect their special importance. The main marks of the Athens Games share their inspiration with the Sport pictograms. The simplicity of the shape of human form is taken from the Cycladic figurines, while the artistic expression of the human silhouette is taken from the black-figure vases. The figures of the main marks are robust and clearly outlined, and convey a clear and distinct message relevant to the programme for which they were created.

**Culture**

The culture mark was used on promotional material produced for cultural events organised by ATHOC. The nine Muses featured on the culture mark, represent an archetypal and universal symbol for the inspiration of human creation. Calliope, Polyhymnia, Euterpe,
The greatest celebration of humanity. The world and invited everyone to participate in the Torch Relay. In the mark, a human form is symbolically depicted running on the globe conveying the warmth, cooperation and unity among volunteers in this unique celebration.

The red colour was chosen for all design applications for volunteers. The main mark was combined with Panorama graphic always in red hues.

The environment mark depicted mankind at one with nature to symbolise that respect for the environment is one of the focal points of the ATHENS 2004 Olympic Games. The environment is considered the third pillar of Olympism along with sports and culture. Therefore people, sport and the environment are closely linked. A clean and healthy natural environment is essential for Athletes.

The illustration of the main mark was in green colour; which was then used as the main colour for all environment design applications. The Panorama graphic was always used in green shades for these applications.

Torch Relay
The Torch Relay mark of the Athens Olympic Games was designed with the intention to promote the uniqueness of the 2004 Olympic Torch Relay. In the mark, a human form is symbolically depicted running on the globe passing on the spirit of the Games. The 2004 Olympic Torch Relay went around the world to spread the message of Olympism to all continents. The flame became an ambassador of human ideals, peace, and the Athens vision. Greece travelled along with the flame all over the world and invited everyone to participate in the greatest celebration of humanity.

Image Management
Usage guidelines
Detailed guidelines were developed for every single element of the visual identity of the Athens Games. These documents included clear directions for the correct usage of each element in conjunction with all other elements of the identity. Users were guided with visual examples. A separate set of guidelines was developed for the special needs of Sponsors after close collaboration with the Sponsoring Department. Additional information was included to indicate ways to combine Sponsors’ elements with the Athens visual identity.

All guidelines were produced in PDF format to make it easier to distribute to hundreds of designers and agencies that developed design applications using these elements.

Manuals
Pythia
All guidelines regarding elements of visual identity, along with the presentation of each element were put together to create the visual identity manual of the ATHENS 2004 Olympic Games. Every Organising Committee is obliged to develop such a manual and the ATHENS 2004 Organising Committee was the first to develop an electronic interactive manual in the form of a DVD. ATHOC’s manual was named Pythia, after the priestesses at the ancient oracle of Apollo in Delphi, Greece. Like the oracles, this DVD intended to provide answers to any questions relating to the visual identity of the Athens Games.

Apart from Pythia, various others manuals were developed to cover needs of constituent groups and to make sure that every design application related to the Athens Games would be aligned. All manuals were produced in an electronic format (PDF files accompanied with supporting .eps files when necessary) to make it easy to pass the information quickly and cost-free.

Publications Design Guidelines
Publications Design guidelines were prepared to assist designers to implement the style and tone developed by the Image & Identity Department. It was important that a consistent look and feel was maintained for all publications. These guidelines were used when publications were produced either internally or with external partners. All layout grids (style sheets and libraries) were provided in QuarkXpress™. Also provided were Adobe Illustrator® .eps files to be used for covers as well as certain inner pages. The guidelines explained in detail the process of using all files, with design examples provided in the last section. All users were provided with two CDs, which included all the relevant material along with the PDF document of the guidelines. The heaviest user was the ATHOC Sports Publications Department, which produced a vast amount of publications and managed to maintain a consistent look by using the Publications guidelines.

Wayfinding Manual
A major part of the Olympic experience for all visitors is the many journeys that they need to undertake to fulfill their commitments at the Games. While the Host City is in Olympic mode, a temporary overlay creates new pathways and restrictions on the existing patterns of movement. Easy and efficient movement in and around Venues and public areas is critical for all Games participants, namely: local and international spectators, Athletes, officials, Media, Olympic Family members, VIPs, Sponsors and staff.
The aim of the wayfinding signage system is to provide consistent and seamless information standards across all environments for all journeys, which is immediately recognisable and universally understood by all visitors. The Olympic signage must be present and consistent for the full Olympic experience from arrival to the departure from the Host City.

The ATHENS 2004 Olympic Games Wayfinding Manual was developed by Image & Identity and was intended to provide comprehensive guidelines for the design and planning of all wayfinding signs for the Athens Games. The 330-page manual comprised of three sections:

- **Wayfinding strategy**: identified all the issues that needed to be addressed for wayfinding.
- **Signage design**: contained detailed design drawings of the signage design and graphic standards.
- **Signage application**: provided guidance and instructions for the signage plans of a range of Venue types.

**Map Design Guidelines**

One of the most challenging design projects for an Organising Committee is the maps that need to be developed and used in the wayfinding system of the Games. Maps are mostly used on signs and in publications. They need to be informative, consistent, clear and legible, aligned with the rest of the design elements. They contain different information depending on the user they target: Athletes, spectators, Olympic Family, Media, drivers of vehicles of each constituent group. The development of all maps required is an enormous project and very often underestimated.

ATHOC’s Image & Identity Department started the development of the design guidelines for the map creation as soon as enough information was available to decide which elements were necessary and what provisions needed to be made. The guidelines were created by an external contractor under the direction of Image & Identity.

The manual included a comprehensive set of guidelines describing the design and layout of all maps as deemed necessary by ATHOC. The manual was divided into relevant sections, starting from the general rules and followed by a set of examples. The final section was the actual set of instructions in serial order, resembling the steps to be followed in the creation of a map.

**Design Ideas for Broadcasters**

In an effort to provide all Rights Holding Broadcasters (RHBs) with as much design input as possible while addressing their special needs, Image & Identity developed some ideas that could work as a source of inspiration when RHBs were developing Games-time design applications. While they were encouraged to create their own visuals according to their specific needs, they were provided with ideas and examples for screen applications, studio and equipment branding.

Rights Holding Broadcasters were already supplied with Pythia, which offered them all necessary assistance regarding the use of the visual identity elements. This additional manual invited them to make an extensive use of these elements, thus further enhancing the Look of the Athens Games.

**Design Ideas for Press**

Using a similar rationale, Image & Identity developed design ideas for the Press as well. The objective was to encourage Press to use elements from the visual identity of the Games when covering events. Although Press had limited rights when using these elements, due to the protection of the ATHENS 2004 Symbols and Marks, this manual provided Design Ideas for Print Media that would allow them to be in
This page,
from top to bottom:

Athens Olympic Sports Complex (OAKA), Olympic Stadium. Gold medallists V. Campbell, A. Bailey, S. Simpson and T. Lawrence of Jamaica display their medals on the podium after winning the women’s 4x100 metre relay event. © Getty Images/D. Miralle

The ATHENS 2004 Olympic Games medals. © ATHOC/Y. Prinos
An aerial view of the podium at the Olympic Stadium, Athens Olympic Sports Complex (OAKA). Gold medallist S. Baldini of Italy, silver medallist M. Keflezighi of USA (L) and bronze medallist V. Lima of Brazil celebrate during the medal ceremony of the men’s marathon.

© Getty Images/S. Franklin

the spirit without infringing upon legally protected rights. Design examples for branding on title pages or sport presentation in inside pages, in black and white, using the emblem, Sport pictograms, mascots, and Panorama graphic were offered to the Press along with brief presentation of these elements.

**Culture Design Applications**

Another manual developed by Image & Identity covered the special design applications required for the ATHENS 2004 Culture Programme. The core theme was the culture main mark with the ancient nine muses and the guidelines indicated not only the correct use of the mark, but also offered directions for the creation of publications, posters, tickets, CD cases, advertisements, banners and media backdrops.

**Major Olympic Design Applications**

**Olympic Medals**

The Olympic medals for the Athens Games were presented on 2 July 2003. This presentation was the final step in a long process that involved nine Greek artists who kindly accepted the invitation to participate in a design tender for the creation of the Athens medals. Elena Votsi submitted the winning entry.

Since the Amsterdam Olympic Games in 1928, the medals’ main side had kept more or less the same design. ATHOC’s aim was to modify this main side in order to include Greek elements that would highlight the close bonds between Greece and the Olympic movement. Therefore, candidates were asked to include the goddess "Nike" of Paeanios and the Panathinaiko Stadium in their design for the main side of the medal.

"Nike" of Paeanios is a statue exhibited in the museum of Ancient Olympia and is a direct reference to the Greek origin of the Games. The statue, created in 421 BC by the well-known sculptor Paeanios, depicts the goddess "Nike" who was worshipped in ancient times as the personification of victory, in the stadium as in the battlefield. Historical research showed that the goddess "Nike" was always presented as "winged", descending from the gods to sing praises and crown a winner.

The Panathinaiko Stadium, also presented on the main side of the medal, highlights the revival of the Olympic Games which took place in 1896 in this venue.

On the reverse side, three elements are depicted. The eternal flame that is lit in Olympia for every Olympic Games, the opening lines of Pindar’s Olympic Ode composed in 460 BC to honour an Olympic wrestling winner, and the Athens Games emblem.

After the presentation of the Athens medals, the IOC approved their new design and decided to adopt it for the Games to come.

The look of the Olympic medals was completed with the multicoloured ribbon which was designed bearing patterns from the Panorama graphic and the ATHENS 2004 logotype.

**Olympic Torch**

The invitation for the design of the Olympic torch was dispatched in the beginning of 2002. Thirteen proposals by Greek sculptors and industrial designers were submitted, aiming to provide design and engineering answers to a rather demanding brief. Much background research was conducted and contacts with previous Organising Committees and torch manufacturers were made, in order to put together the final brief and come up with the functional and artistic criteria to be used for the selection of the torch design. Also, all candidates were invited to study the torches from almost all previous Olympic Games. The selection process ended on 15 January 2003 with the presentation of the winning entry, submitted by...
Andreas Varotsos – a Greek industrial designer
An olive leaf served as the inspiration for the first Olympic torch that would travel to all five continents; an inspiration highlighting the heritage of the Games and linking the torch design with the main element of the visual identity of the Athens Games, the emblem.

The torch was designed to resemble an olive leaf, its form is drawn from the leaf’s lines and harmonious shape with the two-toned sides. Its ergonomic design, dominated by curves - yet very simple, establishes the torch as the continuation of the Olympic flame. It is made of metal and wood.

Olympic Torch Relay Look
The Torch Relay of the Athens Olympic Games was to be unique. The Relay would go around the world and would spread the message of Olympism to all continents. The torchbearers would carry the flame across the world, an ambassador of human ideals, peace, and the Athens vision.

This immense venture required a series of important design applications that would reflect the spirit of the Athens Relay on every occasion. Image & Identity developed most of these applications. The Department also developed a manual presenting the overall look and separate applications, along with guidance for the correct implementation.

The overall look was created by a combination of distinct colours and patterns from the Panorama graphic. Seven colours from the Games colour palette were selected for the Torch Relay Look. The orange was the dominant colour, a reflection of the Olympic flame and the Torch Relay celebration. Three blues - a reference to Greece - and two warm greys completed the Relay colour palette. Two patterns from the Panorama graphic were chosen for the Torch Relay design applications. The pattern with the concentric circles evokes the sun, a dominant element in the ceremony taking place in ancient Olympia to light the flame for every Olympic Games. The other pattern included ancient script with the word Olympia, creating an immediate link to the location from which the Relay originated.

The look was completed by the Torch Relay main mark in any of its official forms:
• Original mark: used by ATHOC.
• Composite logo: The main mark was combined with the logos of the two Torch Relay Sponsors. ATHOC used this form, while each Sponsor had the right to create an exclusive composite logo including their own logo, and use it for their applications.

One of the most important applications developed for Torch Relay was the uniforms that were designed for the torchbearers, support runners and staff. Since the flame would visit cities in winter or summer different uniforms were designed to fit both seasons. The torchbearer uniform was white according to Olympic tradition with elements in blue, the olive wreath being the dominant one. The main mark was used on this uniform. The other uniforms were more colourful, always within the palette limits, and bore the composite logo.

Another important application was the design of the branding on the aircraft that carried the flame around the world. It was the first impression for the audiences welcoming the flame in their country. The look was completed by the diplomas, stage backdrops, street banners, branding on the vehicles and all the promotional material.

Other Important Design Applications
Image & Identity developed more than a thousand applications in order to cover ATHOC’s design needs. Some of them were
considered more important due to the exposure they received or their innovativeness.

Tickets
Four different templates for tickets were designed for the Olympic Games. Two templates were to be used for the Opening and Closing Ceremonies’ tickets. The third template was for the souvenir tickets (pre-booked and dispatched to spectators in advance). Finally, the fourth template was intended for the thermal tickets (sold through ticket kiosks Games-time).

Accreditation Cards and Vehicle Access Parking Permits
An assortment of Accreditation Cards and Vehicle Access Parking Permits (VAPPs) were required to cover the different needs of various people or vehicles during the Games. All of them were designed by Image & Identity and used elements of the Panorama graphic in various colour combinations. The look of the various Accreditation Cards was enhanced by the multicoloured lanyards especially designed for this purpose bearing Panorama graphic patterns and the ATHENS 2004 logo.

Uniforms
The look of the casual Games staff uniforms was developed in-house based on the apparel design provided by the Official Supporter. The emblem and the patterns of the Panorama graphic were the dominant elements of the design and contributed to the joyful look of the staff during the Games. A strategic decision for cost purposes was made early on that uniforms would be the same for both paid staff and volunteers and that there would be no colour coding for the different Functional Area staff. For the Functional Areas which required a distinction, elastic armbands of different colours were designed and manufactured.

Sport Posters
Image & Identity designed 28 posters which presented the respective Olympic Sports. The theme of the posters was the Sport pictograms. Each poster could function independently. All 28 combined together produced a giant composition. They were printed in two sizes: normal and mini poster size. The mini posters were presented all together as a collection.

Artistic Posters
Ever since the revival of the Games in 1896, posters were designed by painters and graphic artists to promote the Games and demonstrate the artistic level of the host country. The Organising Committee created a panel formed by personalities of the art world and asked them to identify a list of 28 Greek artists. These artists were then invited to create a work of art especially for the Athens Games, which would be used to develop 28 posters (a direct reference to the number of the Games).

Medal Ceremonies Podiums
The development of the medal ceremonies
Equestrian Show Jumps

The show jumps designed for Equestrian traditionally reflect the history, the landscape and the culture of the Host City. The challenge was to come up with designs that respected the Sport tradition and at the same time were integrated with the overall Look of the Games.

An external designer was invited to work on the project under the direction of the Image & Identity Department. Inspiration was provided by various sources: the contribution of the Greek spirit in the arts and sciences, such as the Pythagorean Theorem, the Archimedes atom, the fragments of ancient vases depicting horses, the amphitheatre, the horses on the Parthenon friezes; Greek landscape and architecture, such as the doors of the house all over Greece, the Cycladic houses, the wooden boats; the Greek history and mythology with references to the Minoan maze and the symbols of the ancient Games; the Games visual identity elements were also used - the Sport pictogram, the emblem, the Olympic rings.

The collaboration and input of many specialists was required to achieve the end result that was presented during the Games - a result that did justice to the Sport and the desired Olympic image for the Sport.

Web Design

For the first time, the official website was designed taking into consideration the overall look and feel of the Games. Technical issues were overcome and the elements of the visual identity were successfully integrated into the website design, making each web page an integral part of the Athens Olympic image.

The Look of the Games

The most challenging project for the Image & Identity team was the planning and implementation of the Look of the Games sub-programme. The challenge lay in the complexity, the size and the tight timeframe of the whole project. Namely, it was required to:

- Develop a Kit of Parts (KOP) comprising of a standard set of graphic decorative applications.
- Apply, produce, install and decommission decorative KOP or custom made elements across all Olympic Venues to ensure that a consistent and integrated image is achieved.
- Ensure elements are strategically positioned in such a way that the Olympic rings and the ATHENS 2004 visual identity are reinforced and viewed by Athletes, spectators, television viewers, Media, Olympic Family members.

In terms of design, the Panorama graphic, the emblem, the ATHENS 2004 logotype or the Olympic rings.

Kit of Parts

The Kit of Parts (KOP) included a standard set of graphic applications that would be used in all Venues. These applications were all developed using the elements of the visual identity. Different patterns from the Panorama graphic served as the background for all applications and made the Athens Look of the Games so vibrant and joyful. The applications included in the KOP were the banners, the jeggings, the corrals, the barricades, the fence fabric, the table skirt, the media backdrops, the computer cover and commentary position treatments, the paper posters and the paper stands.

Venue Designs

After the completion of the KOR the Image & Identity team proceeded with the design of the elements to be placed in Olympic Venues. In addition to the use of the KOP elements, custom-made items were designed to accommodate the special needs in each Venue. Based on the Operational Design Drawing of each Venue, which was produced during the Venue Operational Planning cycles; after numerous visits to the construction site for measurements, and in collaboration with the rest of the Venue Team, it was possible to develop the first Image & Identity Venue designs. For each Venue, the location of each element was indicated by a special symbol and code on the technical drawing and its illustration was presented separately, accompanied by the unique code which linked it back to the technical drawing of the specific Venue. The Field of Play and the Sport Equipment were the first priorities, since in order to be finalised the approvals of the Competition Manager, the International Federation, the IOC and the aOB were required. It took 10 revisions before the Image & Identity Venue designs were finalised and minor modifications took place even during the Games.

Measuring and Quantifying

The next big step was to review the whole project and make sure that a balance was maintained between standard and custom made elements. The result should be neither baring due to repetition nor expensive due to vast variety. Once this balance was achieved and agreed, each and every element depicted on the technical drawings was entered in a specially designed Look database. The entry provided the code that allowed counter-referencing of each element with the drawings and contained information regarding the type, dimensions, Venue location, material, required finishing, cost, etc. Through the database it was possible to quantify the Look needs and, hence, move to the next level: prepare the tenders for the procurement of all these elements, in line with Greek and European legislation.
Chinese archer X. Haifeng competes beside opponent D. Hrachov of Ukraine during the elimination round of the men's archery individual event in Panathinaiko Stadium. © AFP PHOTO/R. Gacad

R. Kunkel of USA competes in the women's diving 3 metre springboard semifinal event at the Olympic Aquatic Centre. © Getty Images for FINA/ D. Berehulak

K. Babington of Ireland rides Carling King over a jump during the individual show jumping event at the Markopoulo Olympic Equestrian Centre. © Getty Images/J. Squire

Aerial view of the Olympic Beach Volleyball Centre. © ATHOC/Athens News Agency (ANA)/P. Saitas

Athletes compete in heat one of the women's heptathlon 100m hurdles at the Olympic Stadium in Athens. © AFP PHOTO/DDP/J. Eisele
The Image & Identity team carried out a technical study, so that correct and adequate technical information could be included in the tender documents to enable potential suppliers to bid for the production and/or installation of the Look elements. This exercise was particularly important for the custom made elements to be installed in the Venues. The fact that most Venues were not completed when this process was carried out added to the difficulty and complexity of the process.

The tender process lasted more than a year and led to the appointment of nine major contractors who contributed significantly to the success of the Look project.

**Project Delivery**

The Image & Identity team included 51 staff who made sure that all Olympic Venues were dressed for the Games. They were assisted by the contractors’ staff, approximately 350 people, in delivering the Look of the Games:

- Artworks: 2,000 pieces
- Fence fabric: 60,000 metres
- Barricade covers: 7,000 pieces
- Banners: 6,700 pieces
- Paper banners: 16,000 pieces
- Corrals: 1,700 pieces
- Media backdrops: 50 pieces
- Paper stands: 500 pieces
- Small decals: 18,000 pieces
- Table skirts: 1,000 pieces
- Fascias: 15,000 square metres
- Vomitories: 1,200 square metres
- Ground graphics: 130 pieces
- Custom elements: More than 1,200 locations

**Look of the City**

The Image & Identity Department worked very closely with the City Operations Department for the development of a KOP that would address the City’s special needs. The KOP and the guidelines for the correct application were put together in a manual, which was then handed to City Operations to be used for the delivery of their programme. The manual included designs of street banners, local councils’ banners, fence fabric, bridge treatments, decorative ribbons, and city entrances treatments.

**Critical Interactions**

There are certain groups who contributed greatly to the success of the Image & Identity programme.

**Sponsors**

In their effort to capitalise on and promote their sponsorship, Sponsors develop numerous design applications using elements of the visual identity of the Games. They have the power to enhance the Games communication through their promotions and products. Therefore, it was deemed critical that they understand the ATHENS 2004 visual identity and be able to embrace it. Meetings with the Sponsors and their ad agencies, concrete design guidelines and an Image & Identity team member always at hand to offer solutions and consultation made it possible for most Sponsors to develop an Olympic Games identity for their brands, promoting their uniqueness whilst also integrated with the overall Look of the Games.

**Licensees**

The licensing products were the first “vehicles” communicating the intended image of the Athens Games. The importance of a licensing programme integrated with the Athens visual identity was identified early on, and the close collaboration with the Licensing Department led to the development of four Style Guides that guaranteed the design consistency and the inclusion of Image & Identity in the approvals loop. A close relationship with the licensees was another key to success: meetings with their designers, design solutions, guidelines for the
packaging design, consultation and a dedicated Image & Identity team member.

**Athens Olympic Broadcasting**

The Host Broadcaster, Athens Olympic Broadcasting (AOB), was a major partner in the endeavour for a unique and successful Athens Look of the Games. They were always ready to offer consultation on the performance of the proposed designs on television and to test colours and materials on camera. They educated and assisted the Image & Identity team by indicating branding opportunities in the Field of Play and on Sport Equipment.
A. Bessonova from Ukraine performs with a ribbon at the Galatsi Olympic Hall.
© AFP PHOTO/K. Nogi

USA’s Venus Williams serves at the Olympic Tennis Centre.
© AFP PHOTO/J. Demarthon

Puerto Rico’s P. Papaleo dives for a return in his men’s preliminary beach volleyball match at the Olympic Beach Volleyball Centre.
© AFP PHOTO/P. Desmazes
Press and Media

Besides Press Operations, that aimed to provide services to facilitate the work of Accredited members of the Press during the Games, it was a priority for ATHOC to communicate with the domestic and international press and to inform public opinion at home and abroad on all topics surrounding Olympic preparations and the Games themselves. This responsibility fell to a special Press and Media Office, under the competency of the Information and Press Operations Division.

The Press and Media Office was responsible for a wide range of services, including the specialised actions of producing informational materials, both print and electronic, organising interviews and supervising publications. At the same time, the Press Office was responsible for immediately advancing the positions and initiatives taken by ATHOC to the centres that formed public opinion, which was accomplished by keeping open lines of communication with Greek and foreign journalists.

However, besides being a transmitter, the Press Office also simultaneously operated as a receiver, absorbing developments and trends that could affect Olympic preparations or the running of the Games. Keeping abreast of domestic and international news, became a tool that permitted ATHOC Senior Management to weigh the impact various factors might have on the Games. As a corollary, data analysis and the formulation of possible scenarios that would require special handling became part of the daily operation of the Press Office.

Organisation

Administratively the Information and Press Operations Division came under the direct supervision of the ATHOC President. This decision clearly indicates the importance placed by the Organising Committee on the role of the Press and on handling issues relating to publicity surrounding the Games.

The Division was formed to include the following Departments:

- Greek Media Department
- International Media Department
- Publications Department
- Olympic Information Cycles and Organisational Support Department
- Audiovisual Material and Archive Department

At full growth, the Office operated with a paid staff of 115, with a wide range of expertise, while during the Olympic Games, was also assisted by 25 volunteers (6 for the Paralympic Games). The effectiveness of the services provided and work produced were a function of the quality of the people employed, and overall the final result was considered to be accomplished and effective.

Besides the human resources, the smooth and efficient operation of the Press Office was based, as expected, on the use of current technology and the advantages this provided. The specialised technological requirements of the office were satisfied with the use of publishing software and software for data capture from the international press agencies and the media. Infrastructure was also in place to monitor domestic and international television channels. Another system utilised was the sending of mass SMS text messages to groups of journalists. However, the use of
At the same time, specialised communications commenced with the media, as did the preparation of the materials to feed reporting and extensive coverage of the plans presented by Athens.

Three years before the Games, strategy on the final structure of the Press Office was formulated, and a substantial framework of guidelines had been drawn up for its Games-time operations. During this period, the operation of the individual departments and sectors acquired momentum. Particular importance was placed in informing Greek public opinion and international press regarding the plans for Athens and the status of its preparation. Obviously, all initiatives and efforts became increasingly intense and wide-ranging as preparations progressed. Certain initiatives undertaken included producing print, electronic and television information material, invitations to international press representatives, promoting the positive effects that the Games would have on the Greek domestic infrastructure, organising interviews with senior ATHOC staff, etc.

**Communication with International Media**

The operational goal of the International Media Department was to promote Olympic preparation as well as the main communications message of ATHENS 2004. In order to achieve this goal, a strategy was designed for handling requests from representatives of international Media; an extensive list was created for recipients of informative material (over 7,000 entries); to institute a more effective and direct means of communication with the representatives of the Media; while the “News Room” section of the official ATHENS 2004 website was redesigned to form a more user-friendly interface with representatives of the Media.
In order to attract the interest of the International Media, a series of feature stories was developed, providing in-depth coverage of the Olympic preparations, while Press Office representatives participated in major international events in order to provide information to representatives of the International Media in attendance.

The methods utilised included the consistent use of central messages and themes in each contact with Media representatives, as well as responding directly to all journalist requests in less than 24 hours. Language-specific desks were set up in order to deal efficiently with all International Media requests (English, French, German, Italian, Spanish, Japanese), and all the Press Releases (over 3,000) and other information materials sent to the mailing list of the International Media Department were published in English and French, as well as being placed on the official ATHENS 2004 website.

In order to keep the Organising Committee up-to-date, issues that could impinge on the image and the success of the Games were researched and monitored, and were processed in cooperation with liaisons that the Press Office set up with all ATHOC Departments. An International Media Review Team was set up, which prepared a daily media analysis (covering, on a daily basis, over 200 Media sources from around the world in nine languages - English, French, German, Danish, Spanish, Italian, Norwegian, Portuguese and Russian).

The daily International Media Review was organised into three segments:

1. Publications and reports regarding the 2004 Games: this included articles relating to the Olympic preparation, the changing image of Athens in view of the Games, and topics which were directly linked to the Games (e.g. the Cultural Olympiad, the Olympic Truce), as well as topics which, though unrelated to the preparation for the Olympic Games, at times affected the attitude of the International Media vis-a-vis the Games.

2. Publications and reports regarding the Olympic Movement: this contained articles concerning the IOC and the International Federations, as well as Doping issues. Coverage of sporting events was limited.


**Communication with Greek Media**

The main objective of the Greek Media Department was to provide a flow of information to the Greek news media and communication with its representatives. It was the recipient of requests from journalists of the Greek News Media and cooperated with them throughout the Olympic preparation and at Games-time. The Department created a permanent flow of communication to the domestic national and regional media. Department staff also handled journalists’ requests. For this reason they were required to maintain a two-way flow of information with each Department and Functional Area of the Organising Committee, and during the Games, via the Communications Centre, with the Central Teams and the Venue Teams, in order to process topics to be promoted to the Press or to seek answers to questions by journalists.

The activities concerning the Greek Media concentrated on the following:

**Monitoring the Media and Corporate Briefing**

The Greek news media (print and electronic) were monitored, in order to record data and note topics concerning Olympic preparation and to channel these to the competent ATHOC Departments. Simultaneously, these...
Left and top:
Issues of ATHOC's Official magazine ATHENS.04
responsibilities grew to include the dispatch of electronic information publications to the journalists covering ATHENS 2004.

The Greek Press "industry" is notable for its disproportionately large number of publications per capita. Consequently, the Organising Committee had to retain a dedicated team to scan the print and periodical Press for articles. The newspapers in question were 32 and there were an almost equal number of magazines. Topics of interest were publications regarding ATHENS 2004, Olympic preparations and infrastructure, and potential consequences that political developments might have on the Committee’s work.

Every day a staff of 12 gathered the news from all publications and drew up reports, providing a Press overview. At the same time, the team kept ATHOC staff and Departments informed regarding publications that concerned their area of interest, or which needed a response. On a daily basis, ATHOC Senior Management received a volume with the press clippings and a qualitative analysis thereof. Furthermore, the Department also monitored two public and six private television channels. Necessary recordings took place in collaboration with companies providing such services.

The "press e-mail" was a publication sent electronically on a daily basis. The bulletin contained a general overview of the Greek and International Press, updating the material the Organising Committee had available for the Press and providing concise news that could form the seed for a story. Additionally, a system was adopted of sending SMS text messages to inform journalists covering ATHOC. During the Games, the "press e-mail" was renamed "Games Time" and provided information regarding the daily competition schedule, tickets, cultural events, the weather, etc.

Local Media

Besides the Media with nationwide distribution, the Press Office placed particular importance on the local Media of the four Olympic Cities and the remaining provinces of Greece. The Press Office distributed weekly (on average) text and photographic material concerning the preparations for the Olympic Games, the events, the works, volunteering, as well as on issues which at times were requested by the local media and interested their local public. At the same time, there were telephone communications and regular meetings with journalists’ unions, the editors of local Media and the journalists on local newspapers and broadcast stations. Furthermore, the Office also took part in every event organised regionally by other ATHOC Departments (Cooperation with Local Authorities, Volunteers, etc), in order to help promote these.

Informational Programming

The Information and Press Operations Division also produced and organised broadcasting of hour-long weekly informational television programmes that promoted specific facets of the Olympic preparation, the benefits of hosting the Games to the country, as well as interviews, reports, news items that occurred throughout the gradual completion of Olympic preparation. This quality production was prepared through collaboration with the Ministry of Culture and became an important means of promotion and communication, shaping Greek public opinion, placing emphasis on the regions that were directly involved.

Covering the International and Greek Torch Relay

Before and during the Torch Relay, the Press Office kept the Media informed about its progress, with up to two media advisories a day, which included the route, the history of the region, the events planned by the local authorities and short interviews with Torchbearers. At the same time, it kept the local Media informed with maps about the day's itinerary and was available to provide updates to journalists by phone.
School Coordination Commission, in collaboration with the Conference Centre or other locations with the IOC Press and Media Office, was also important during the actual Olympic Games. A dedicated Organisational Support team was responsible for the overall work of the Press Office, to promote the Olympic Movement, the history of the Olympic Games, Olympic preparation in general, etc., and to inform the general public. These publications included:

- The Organising Committee's official magazine "Athens 04"
- The official magazine of the Paralympic Games
- An album celebrating 40 years of the International Olympic Academy
- A collection of 11 short stories inspired by the Olympic Games
- A Collector's Edition dedicated to Olympic victors
- A publication regarding the Olympic events and great Olympians
- A historical publication, The Olympia
- A historical publication, Olympic Games, Grand Celebration

Olympic Information Cycles and Organisational Support

A sector that contributed substantially to the overall work of the Press Office was the Organisational Support Department, whose main goal was the preparation and organisation of events concerning the Press. In the first phase of preparation, these were limited, but along the way, they acquired particular importance, as its duties were manifold and daily. Its contribution was also important during the actual Olympic and Paralympic Games.

A dedicated Organisational Support team was responsible for organising all the details of Press Conferences by the ATHOC President, Executive Directors and General Managers at the Conference Centre or other locations outside ATHOC Headquarters. The spectrum of its duties also extended to various cities other than Athens, and in some instances even abroad. The team contributed to the assistance offered to the Media during the proceedings of the Coordination Commission, in collaboration with the IOC Press and Media Office.

During the preparatory period, "Olympic Information Cycles" were also organised for representatives of the Press, for the first time and with exceptional success. Their focus was to present the events of the Competition Schedule and particularly those that were less well known in Greece. There were a total of 16 such educational events in Athens and in the other four Olympic cities, as well as in Cyprus, and they were attended by hundreds of journalists - mostly from the Sports Press - from all over Greece. Within the same framework, Olympic Information symposiums were organised with distinguished speakers and ATHENS 2004 staff, as was an annual journalists' convention, and presentations of the Olympic publications by authors and journalists.

Audiovisual Material

Photo Productions and Archive

ATHOC’s photographic archive was mainly comprised of original material produced from the time of the Bid up to and including the Games. The archive numbered approximately 750,000 photographs, divided into 5,343 themed categories. A select portion of the aforementioned photographs (approximately 9,500) was filed electronically, in high resolution, in a Data Base. These filed photographs were searchable by many criteria, including date, photographer, location, topic, people, title, category, etc. The analogue materials (film, photographs) were stored in archives, while the digital material on hard drives and optical media (CDs and DVDs), with a total capacity of 2,400 GB, select portion of the analogue materials was scanned and also stored digitally.

The staff of the Audiovisual Material and Archive Department recorded the history of preparations for television, following all the events and the stages of Olympic preparation. Simultaneously, they offered full support to the domestic and international networks, feeding them audiovisual material. The television material was filed electronically in a Data Base. The filed recordings of television material were also searchable by multiple criteria, including date, title, location, subject, people, description (key words), theme category, etc.

In line with promoting the idea of Volunteering, and also to educate the public about less well-known sports, the Press Office contributed to the production of a series of short documentaries, which were shown throughout Greece on the major television stations.

During the preparation for the Games, the Press Office:

Responded to 10,400 requests from 7,618 representatives of the Media

Communicated with 100 senior writers of the international Media on a daily basis

Coordinated over 1,500 interviews with the Organising Committee’s Senior Management and staff

Organised 730 background briefings at ATHOC Headquarters

Organised 254 tours to all the Olympic Venues

Organised 28 mass tours of the Olympic Venues that attracted over 1,180 representatives of international Media

Dispatched 1,100 publications of electronic and print information material and 800 cassettes with pre-edited materials regarding the preparations for the Games (B-rolls)

The One Year to Go Info Pack was also dispatched to 2,000 international organisations
The Greek Community abroad is an international community with a worldwide network of more than 3,500 organisations; throughout its 130-year history it has maintained close and unbreakable bonds with Greece, promoting the Greek language and culture abroad and continuing to play a significant part today in many Greek-related matters.

The homecoming of the Olympic Games to their birthplace was a matter of national importance, one with which the Greek Community had already been involved during the first bid effort. The successful outcome of the second bid generated the anticipated enthusiasm but also enormous expectations within Diaspora circles. For Greeks Abroad, hosting the Games meant that their children, second-, third-, or even fourth-generation Greeks born in foreign countries, would have the opportunity to live the history of their origins through the Olympic Games.

Not only did the fact that Athens would be the Host City for the 2004 Games create a feeling of euphoria for all Greeks Abroad, it also gave birth to the desire for more direct involvement in this in this great issue of national importance. This desire to participate took on an aspect of national duty by the Greeks of the Diaspora towards the homeland. For the communities of seven million Greeks and Cypriots abroad, scattered in 144 countries, where they live and excel, a new period in their own relationship to their country of origin had begun. The worldwide Greek community expressed an immediate interest in hands-on participation and contribution to the Athens Games.

Organisation
The Organising Committee created a special administrative structure (Greeks Abroad Department, within the International Relations Division) in order to inform and mobilise Greeks abroad with the aim of boosting its efforts to organise unique Olympic Games in Athens.

Partnerships were set up with existing institutions supporting the Greek Community abroad. A Memorandum of Understanding signed between the Organising Committee and the Ministry of Foreign Affairs (General Secretariat for Greeks Abroad), initiating the institutional and practical support of the organisational efforts, defining the manner of cooperation in two basic sectors: informing and mobilising the Greek Community abroad and drawing volunteers from the Community. This collaborative effort with the Ministry of Foreign Affairs laid the foundations for improved cooperation between the Organising Committee and Greek diplomatic authorities abroad, a relationship which was to prove particularly constructive and often instrumental in providing solutions for handling special matters vis-a-vis the Greek Community abroad and its involvement in the hosting of the Games.

A special partnership was developed with representative institutions of the Diaspora, such as the World Council of Hellenes Abroad, the World Hellenic Inter-parliamentary Union, and the Hellenic Parliament Permanent Inter-party Committee for Greeks Abroad. A special memorandum of cooperation was entered into with the Presidential Delegate of Cyprus for Cypriots Abroad in order to ensure direct contact with worldwide Cypriot organisations. Finally, direct and regular cooperation was developed with the Diaspora organisations as well as with individuals in every country where Greeks reside abroad.
Communication with Greeks Abroad

The strategy for approaching the Greeks of the Diaspora aimed to establish ongoing and regular bilateral communication, in order to develop initiatives and activities from inside the Greek Community abroad, within specified frameworks. This project was complex, given the variety of communication conditions with the diverse Greek communities and due to the geographical scattering of the Diaspora.

A worldwide communication network was set up, supported by a corresponding database with contact data pertaining to the Greek Community abroad (structured organisations, representative agencies, communications networks and individuals), to organisations serving repatriated Greeks and national/local organisations that operate from Greece in cooperation with the corresponding organisations abroad. The Organising Committee also set up a dedicated email address and a special volunteer hotline for communicating with Greeks Abroad.

Long-distance communication took place also by means of regular mailings of ATHOC press releases, providing informational and promotional material to Greek communities abroad, as well as by means of interviews and press conferences with Greek media abroad.

The collaborative effort was further supported by the presence of Organising Committee representatives in Greek communities abroad. The immediacy of this contact was a basic factor in the close and continuous support these communities provided to the Games. These informational campaigns brought to life, in a concrete manner, the vision of Games on a Human Scale, not only for large concentrations of Greeks abroad, but also for small but historically important cradles of Hellenism, such as Istanbul and Alexandria.

From 2001 through 2003 campaigns were carried out on all five continents, aiming toward the widest possible diffusion of information concerning the message of the Athens Games. Within the framework of these campaigns, the members of the Diaspora organised events on their own initiative, by educational institutions and Greek schools abroad, and even by business associations. These events were constantly supported and assisted by Greek Consular Authorities and often involved the participation of a broad non-Greek public. The visits that took place included Australia (Melbourne, Brisbane, Canberra); Egypt (Alexandria, Cairo); South Africa (Johannesburg, Cape Town, Durban); the United States of America (New York, Boston, Los Angeles, San Jose, Atlanta, Chicago, Saint Louis, Puerto Rico, Florida); Canada (Montreal, Toronto, Ottawa); and Europe (Southern Italy, London, Berlin, Cologne, Düsseldorf, Munich, Stuttgart, Frankfurt and Istanbul).

The direct briefing of the worldwide Greek community continued in Athens, in the course of local visits during the preparation period, especially in the summer months. These visits included ATHOC Headquarters, for briefing and distribution of promotional materials. The visits received great public attention and response from the local Greek communities upon these representatives’ return to their various countries of residence.

The Contribution of Greeks Abroad

Given the distance factor, the Greek Community abroad was in a position to function in a supportive manner towards central Organising Committee programmes, and participated and contributed most actively in Communications, the Volunteer Movement, Olympic Education and the international segment of the Olympic Torch Relay.

Communications

The worldwide Greek Community Media historically have played a significant role not only in preserving the Greek language and culture abroad, but also in preserving close ties within the Community. This role came to be amplified by the return of the Olympic Games to Greece, a matter of great national importance, which the Greek media abroad undertook on their own initiative to showcase and promote. The Greek Community media were a lively and constant bridge of communication regarding the hosting of the Games, a role facilitated by the Organising Committee and supported by Greek Press representatives abroad. The Diaspora media were a channel that diffused information towards international media, significantly contributing toward the shaping of an accurate picture of the progress of the Host City and of Greece.

Volunteers

The ATHENS 2004 Volunteer Programme took on a very special aspect when its message was received by the worldwide Greek Community, which responded early on assiduously and enthusiastically to the call for action. From an organisational perspective, the participation of Greeks Abroad meant that valuable human resources, skilled in foreign languages, in the organisation of sporting and other large scale events, and other expertise, would be able to cover specific needs of the effort to host the Games.

The response of Greeks Abroad was unstinting, and this was made absolutely clear in their determination to overcome the particular difficulties of their participation due to the distance factor. One of the biggest challenges was combining the Volunteer Programme phases as implemented at Athens (selection and mainly training of volunteers) with the specific obstacles caused by distance. Another factor that could have limited the participation of Greeks residing abroad was the extended duration of the Volunteer Programme, which lasted approximately two-and-a-half years. Both factors were dealt with successfully by means of special planning. Thanks to the continuous and unremitting contact between ATHOC and the Greek Community abroad, volunteer enthusiasm for the event was maintained at high levels up to their arrival in Athens and the other Olympic Cities.
Applications for participation in the Volunteer Programme from Greeks abroad were among the first received. The final participation figure amounted to 9.5% of the total number of applications, which exceeded 160,000 in total. As is true for the entire Volunteer corps in general, volunteers from the Greek Community abroad were for the most part young, fluent in more than one language and well educated.

**Olympic Education**

Outstanding results were obtained by the promotion of the Olympic Education programme to Greek schools abroad. The idea of Olympism, indissolubly tied to Hellenism, travelled around the world through the Olympic Education programme, and was promoted to 80,000 students of Greek origin at 1,900 separate Greek Community schools abroad.

In addition to a student website, the Olympic Education Programme was supported by a select series of publications (books and videocassettes) issued by the ATHOC Education & Training Department in cooperation with the Ministry of Education. This publication programme, which was welcomed with enthusiasm by Greeks abroad and in many cases was incorporated into the teaching material, was promoted also in cooperation with Educational Counsellors abroad, and brought the Olympic Games closer to the Greek children of the Diaspora. The Olympic Education programme contributed to increased awareness of students and was especially effective in achieving mass participation in Torch Relay events that followed in their cities later on.

**Olympic Torch Relay**

This undertaking, unique in the history of the Olympic Games, brought the Greek Community abroad to the forefront in a decisive and definitive manner, as it was called upon to play a key part in this unprecedented event. The Community responded with spontaneous and untiring enthusiasm to the requirements of the event and generously provided anything that was asked. The highly complex and many-faceted task of the international Torch Relay required, from the organisational viewpoint, the coordination and efforts of numerous factors. The Greek Community abroad fully enlisted its services to the specific requirements of the mission; its contribution was critical, achieving strong Greek presence at each local venue. The already active, full network of contacts and the prior collaboration with the Greek Community abroad proved an exceptional base, fertile soil for the strategic implementation of an organised and dynamic participation of Hellenism, moreover one that had to be carried out within a strict framework of specifications, regulations, contractual obligations and Olympic Protocol, all of which were observed to the letter.

This Hellenic contribution created a particularly festive atmosphere with strong Greek colours in local communities. Greeks abroad celebrated this unique event with particular brilliance and with many side events held on the occasion of the visit of the Olympic Flame to their Cities, promoting simultaneously the Olympic Games and Greek culture.

The initial preparation of the Greek Community abroad took place by means of frequent communications and subsequently with local visits by ATHOC representatives as of April 2004. Preparation focused on cities located along the route of the Flame with larger or lesser Greek presence; coordinating on-site activities and simultaneously publicising the event in order to mobilise neighbouring Greek communities, aiming to maximise the presence of the Greek element. Naturally, the strongest presence was to be found at large concentrations of populations of Greek origin, yet it was particularly moving to see the Greek flag flying over events at Tokyo, New Delhi, Beijing, Rio de Janeiro, and to witness the expressions of friendship of these people toward Greece and Greeks.

Torch Relay activities, from preparation to implementation, brought Greeks living abroad closer to their local societies, with beneficial results. The Community’s active involvement in yet another programme managed to maintain high levels of enthusiasm for the Olympic Games until their actual hosting. The result generated strong feelings of anticipation for the Games and eventually higher attendance and participation as spectators in the Games.

**Assessment**

The Greeks Abroad programme was implemented successfully, reaching and mobilising the Greek Community abroad, but its consequences are even greater. The legacy bequeathed by the Olympic Games to the Greek Community abroad is deeper and cannot be measured simply in numbers of participating Greeks from abroad, whether as volunteers or as spectators.

For the first time in the Olympic Games, a special programme was created for Greeks Abroad and an official structure within the Organising Committee was constituted, as a clear recognition of the Greek Community abroad. Hence, the role it was asked to play in view of the homecoming of the Games was equally significant. Greeks abroad participated in the hosting with a feeling of responsibility and patriotism, realising that a decades-old vision was about to become reality.

The Greeks Abroad programme managed to bring Greeks living abroad even closer to their country of origin, and brought the Community together for the hosting of the Games. The success of the various programmes and the ultimate success of the Olympic Games will forever be an inexhaustible source of pride for Greeks Abroad, with the global acknowledgement of their country of origin. Finally, the reassessment of Greece in the eyes of the world thanks to the successful hosting of the Olympic Games certainly resounds greatly and positively in the societies abroad where Greeks reside.
The ATHENS 2004 Licensing programme was a source of revenue for the Organising Committee, but also a way to promote the Games throughout the world. The ATHENS 2004 Official Licensed Products promoted the homecoming of the Games and conveyed the timeless values of the Games: Friendship, Ethos, Competition, Participation, became a philosophy and an expression of life before, during and after the Games.

The Organising Committee, through its Licensing programme, ceded the right to use the logos and marks of ATHENS 2004 for the manufacture and distribution of products, receiving a specific percentage of the sales. The revenue received supported the Olympic Games and the Greek Olympic Team. The purpose of the Licensing programme was to maximise sales of official products bearing the Olympic marks and the mascots, in Greece and internationally.

The ATHENS 2004 Product Licensing Programme implemented:

- A brand-driven licensing programme that promoted the symbols of the Games, with quality licensees, seeking high quality products and controlled commercial growth.
- A retail sales policy that included the "Olympic Stores" and the Olympic Venue Concessions.
- An anti-piracy programme whose aim was to protect the market from counterfeit products.

ATHOC also developed Numismatic and Philately programmes in association with the Bank of Greece and the Hellenic Post, to strike coins, publish stamps and promote both for the ATHENS 2004 Olympic Games.
• Sportswear
• Hats
• Polo shirts
• Casual wear
• Children’s clothing
• Pins
• Jewellery
• Household Porcelain - Ceramics
• Household Glassware
• Key rings and Decorative Magnets
• Leather Goods
• Toys
• Towels and Bathrobes
• Pyjamas and Underwear
• Shoes
• Bags and Travel Goods
• Stationery
• Beachwear
• Perfume
• Posters and Greeting Cards
• Socks
• Sunglasses
• Puzzles and Board Games
• Outdoor Toys
• Frames and Photographic Albums
• Computer Accessories
• Umbrellas
• Linens
• Publications
• Music CDs
• Videogames

Each category was exclusive, i.e. was produced and distributed solely by a single company or a single joint venture of companies chosen through the tender process. Opportunities were also offered to the Licensees to produce special promotional products for National and International Sponsors (sponsor premiums), creating synergy.

Special importance was placed on selecting companies that were reliable and experienced: projected sales (which were secured through bank guarantees), distribution and anticipated points of sale, previous experience in licensing, manufacturing capabilities and financial situation, were all taken into consideration in the process of selecting Licensees.

The ATHENS 2004 Licensing programme generated retail sales of over €530.2 million. Over 120 per cent of the forecast wholesale and the corresponding revenue was achieved in the first phase of the programme. The programme ultimately yielded royalty revenues totalling €88.7 million, 30 per cent above the initial revenue target, and provided substantial support for the Greek Olympic Team and the hosting of the Games. In total over 5,000 SKUs were produced in 39 product categories, by 19 local Licensees, 2 international Licensees and 2 Licensee-Sponsors, and were sold at over 10,000 points of sale throughout Greece.
Beyond the financial results, the presence of the Official Licensed Products on the market promoted the Games for four years before they actually took place. They also offered consumers the opportunity to feel that they supported the Games, increasing their enthusiasm.

Memorabilia

All ATHENS 2004 Official Licensed Products commemorated the Games’ return to Greece, and celebrated the unique history and values of the Olympic Games. Each Product was a collector’s item, which ceased to be produced after the end of the Olympic and Paralympic Games.

Other Products were released as a series, either all at once or in stages. A complete set of the limited edition Products had enhanced collector value after the Games.

Pins and Countdown Series

Pins are the most popular collectable items of all Olympic Games, and pin trading is considered to be the sport of the spectators.

The Athens Pins drew their themes from a variety of artistic applications, including emblems, mascots, Olympic values, Sports, Greek landscapes and a wide variety of other topics. Each Pin had a unique code on the reverse side, as well as a number indicating the total number of pins produced of that specific design. Pins that circulated in numbers less than 35,000 units had particular value as a collector’s item, while those with fewer than 7,000; 4,000; or 1,000 units had even higher value.

The most popular series of pins were the Countdown Series. These circulated on landmark dates for the Olympic and Paralympic Calendar e.g. “1,000 days before the Olympic Games”. Besides being highly popular, they were also highly collectable, as they were issued in only very limited numbers. There were four countdown series issued for the Olympic Games: years, months, weeks and days, while there were two series for the Paralympic Games: years and days.

Numismatic

ATHOC cooperated with the competent agencies in order to develop and implement programmes of circulating coins and commemorative coins. The assistance of the Grand National Sponsors, Hellenic Post and Alpha Bank, was necessary in order to achieve national distribution of the coins. They were also available in 23 countries worldwide, including Belgium, Germany, Italy, Switzerland, Japan, Canada, China, Hong Kong, etc.

The first phase of the numismatic programme began in December 2000, in close collaboration with the Greek Ministry of Economy and Finance and the Bank of Greece. A series of six 500-drachma Olympic coins, the last drachma coin circulated before the currency was replaced by the euro, circulated in 24 million pieces and generated significant revenue for the programme.

In May 2004, a commemorative 2-euro coin circulated on the occasion of the Athens Olympic Games. As all euro coins, it was sold at all the branches of the Bank of Greece and at commercial banks. Its value was the same as that of the 2-euro coins of the Eurozone and was legal tender. The first Olympic euro coin ever to circulate bore a commemorative design on its national face, where besides the perimeter of twelve stars, there was a depiction of Myron’s Discobolus (discus thrower), based on the Roman copy of the fifth century statue. The same face showed the Olympic rings, the ATHENS 2004 logo in English and the face value of the coin in Greek. The depiction was designed by painter and sculptor P. Gravvalos and the die was cut by sculptor K. Kazakos, while the other face of the coin is the common European 2-euro coin face.
The second phase of the numismatic programme began in March 2003, with the circulation of the first series of collectable Olympic coins. It comprised six series, each made up of a single gold coin and two silver coins. The topics for the gold coin were drawn from themes of Greek civilisation, while the themes on the silver coins were drawn from sport. The complete set of 18 coins (six gold, twelve silver) were issued quarterly up to May 2004.

The reverse face of the coins showed the twelve stars characteristic of European coins around its circumference, encircling the emblem of the Games, the olive crown, the ATHENS 2004 logo, and the Olympic rings, and bore the symbol of the Greek Mint, the "anthemion" or honeysuckle palmette. They were the first Olympic euros, with a nominal value of 100 euros for the gold coins and 10 euros for the silver. The collection was issued to proof standard (the highest numismatic quality) and was accompanied by a numbered certificate issued by the Bank of Greece. There were fewer coin designs circulated in comparison to previous Games and the number of series was limited. Fewer than 160,000 gold coins and 800,000 silver coins were placed into circulation.

To commemorate the Olympic Torch Relay, a limited number of 10,000 numbered collections were circulated. The Olympic Torch Relay Commemorative Coin Collection consisted of two gold and four silver coins. The gold coin themes were drawn from the lighting of the Flame at Olympia and the delivery of the Flame at the central altar while the silver coins showed the route of the Flame from Europe to the other four continents, with artwork created by P. Gravvalos and K. Kazakos.

A numbered certificate issued by the Bank of Greece accompanied each coin collection and the revenue generated was utilised to support the Games and the Greek Olympic Team.

The coins were available for sale at Olympic Stores, branches of Alpha Bank and of the Hellenic Post, as well as at a limited number of authorised sale points throughout Greece.

**Philately**

The connection between the Olympic Games and philately dates back to the first modern Games in Athens in 1896. A year before the Games, the Organising Committee of those Games faced funding difficulties to complete the venues. Two Greek philatelists proposed that the Greek state issue a series of commemorative postage stamps, and part of the revenue they generated was utilised for the venues.

The series of 12 stamps circulated on 25 March 1896, the first day of the Games, now of inestimable artistic and collectable value, as they were the first Olympic stamps in the world and contributed to the organisation of the Games, marking the start of an important institution for the Olympic Games.

The Hellenic Post as a Grand National Sponsor of the ATHENS 2004 Olympic Games supported the national effort to organise Unique Games on a Human Scale. The Hellenic Post designed and implemented an innovative and ambitious programme of issuing Olympic postage stamps, in order to promote Olympic values and the global ideals of the Olympic Games, to promote Greek culture and contemporary Greek art, honour the Olympic spirit and mobilise the international community to move in harmony to the rhythms of Athens. The Greek Olympic postage stamps were goodwill ambassadors, travelling to every corner of the globe, carrying the message of the homecoming of the Olympic Games.

At the same time, Hellenic Post created collectable items of great artistic value, with particularly innovative characteristics, through the 15 series of collectable Olympic postage.
stamps issued from November 2000 up to 2004. Major contemporary artists contributed to this effort, including Alekos Fasianos, Mina Valyraki, Costas Tsoklis, Pavlos and many other renowned artists.

The programme included commemorative series of Olympic postage stamps, Olympic sheets, as well as special editions of the Mascots, Olympic Moments, etc. Through this programme, Hellenic Post sought to offer everyone an opportunity to capture unique Olympic experiences for all time, impressed in miniature works of art of timeless value: the postage stamps of the ATHENS 2004 Olympic Games.

Supporting Services

Style Guide
A basic factor of the success of the ATHENS 2004 Official Licensed Products was the product design. The designs included the emblems, the mascots, the Look of the Games, and other themes relevant to the Athens Games. Great attention was paid to developing the four Style Guides, with the proposed designs. They were developed by a company with great experience in this sector, in collaboration with the ATHOC Image & Identity Department, and were provided to Licensees. This ensured use of common themes and the integrated look of all product categories, and reduced approval times.

Anti-Piracy Protection
The authenticity of ATHENS 2004 Olympic Products was ensured by the use of nine Olympic logos. The pictured logos, whole or a portion thereof, as well as the terms "Olympic", "Olympiad", "Olympic Games - Greece", "Olympic Games 2004" and any related terms either in Greek or in any other foreign language belonged to ATHOC, along with the sole right of their use, and were strictly protected in accordance with current legislation, with violations resulting in civil action and criminal prosecution. The Organising Committee granted the right to use the logos to ATHENS 2004 Olympic Games Sponsors, as well as to Official Licensees for commercial use.

In order to protect all its products and symbols, ATHOC developed and implemented a system for locating illegal counterfeit products. All ATHENS 2004 Official Licensed Products had to bear advanced anti-counterfeiting systems (holograms), as well as clearly marked logos, allowing consumers to discern immediately whether the products were genuine. The retail points of sale for the official licensed products were approved in accordance with the specifications laid down by the Organising Committee and the authorised points of retail sale were marked with a self-adhesive authentic licensee sign that was supplied only by ATHOC.

For the anti-counterfeiting protection programme, a group from the Organising Committee, including lawyers, cooperated with the Hellenic Police, the Financial Crime Prosecution Service and the Customs Authorities. Their aim was to prevent the entry of any counterfeit products into the country, to deal with instances of counterfeit products and, with regular and strict market controls, to avoid such occurrences. Over 200 instances of piracy throughout Greece were taken to court, and over 20,000 counterfeit products were confiscated (90% of these were imported).

Olympic Product Sales

The Olympic Stores
The Olympic Stores, which sold exclusively Olympic products, offered visitors their first glimpse of the enthusiasm for the ATHENS 2004 Olympic and Paralympic Games. A total of six Olympic Stores and one Store in ATHOC Headquarters opened in Athens leading up to the Olympic Games. The first opened at the Athens International Airport in
The Olympic Stores were run by Nuance, exclusive contractor of the "Olympic Stores". The Nuance Group is the largest retail sales organisation in airport sales, managing 350 shops in 16 countries. The goal of the Olympic Stores was to promote the Olympic Games to Greeks and foreign visitors, to create and maintain the consumers' interest in order to generate additional revenue, and to support the Look of the Games and the ATHENS 2004 values.

Additionally, eight retail chains and 600 outlets throughout Greece participated in the Preferred Retailer programme. The programme commenced early in high-end stores and mass-market retail; despite the fact that there was no contractual relationship between these stores and the Organising Committee, a partnership mentality developed between them. Retailers supported the development of the programmes, selling the products, while they were being positioned as preferred retailers, which were allowed to carry exclusive product lines and conduct promotions.

Venue Concessions

The objective was to offer Ticketed spectators or Accreditation holders the opportunity to purchase Official Licensed Products at Competition and Non Competition Venues. Almost all Venues had concessions, and besides certain selected products from the general range, every Venue also offered an exclusive range of products, part of the "Olympic Venue Collection" for the Events that took place at that specific Venue. The collection was particularly successful and demand quickly outstripped stock reserves.

Venue concessions were easily identifiable, as they were placed near spectator entry/exit points and at central locations in the Venues. Additionally, venue concessions were marked and noted on Venue maps. Competition Venues operated a total of 84 Venue Concessions. Non Competition Venues operated three outlets selling Official Licensed Products exclusively, while another eleven outlets sold other convenience items as well as the Official Licensed Products. The majority of Venue Concessions were 50 or 36 square metre tents, while in the indoor Venues build-outs were constructed, built at the expense of the Licensing Concessionaire, with the exception of the OAKA Superstore (covering an area of 3,000 sq. m.) and the Olympic Village Store (600 sq. m.). The opening hours were agreed with the Concessionaire, Spectator Services and Venue Operations. A single company managed all outlets, in order to ensure a consistent level of service and full harmonisation with the policies and procedures of the Organising Committee.

In recognition of VISA as International Sponsor of the Olympic Games, only VISA credit or debit cards, VISA travellers’ cheques, or cash were accepted for purchases made within the Venues.

International Licensing Programme

In order to further enhance its Licensing programme, ATHOC implemented an international Licensing programme, with great success. Consumers the world over supported the Athens Games by purchasing ATHENS 2004 Official Licensed Products. In order to meet increased demand, stores operated in the United States, in Asia and in Europe. During the Games, consumers all over the world purchased Official Licensed Products from the electronic shop hosted at the official ATHENS 2004 website.

Achievements of the Licensing Programme

In a relatively small market of 11 million residents, the ATHENS 2004 Licensing Programme generated retail sales exceeding €530,2 million.

More than 120 percent over forecast wholesale and the corresponding revenues were achieved in the first phase of the programme. The programme was ultimately expected to return royalty revenues of €88,7 million, 30 per cent above the initial target revenue, and supplied substantial support to the Greek Olympic Team and to the organisation of the Games. The numbers are higher than previous Games, up 40 per cent in comparison to the corresponding programme in 2000, and even more impressive given the limited size of the market.

According to the IOC Marketing Report, "the ATHENS 2004 Olympic Games Licensing programme demonstrated the power and profitability of a fully integrated design programme. ATHENS 2004 created a merchandise retail experience that incorporated the image and Look of the Games more consistently than any programme in Olympic history."
Sports
Organisation of Sports

With the slogan "Athens for the Athletes", Athens bid for the Olympic Games of 2004. ATHENS 2004 welcomed the Athletes from all over the world, on whose efforts the Games were focused. All Olympic hospitality, training and competition services and infrastructure facilities were designed to offer Athletes from 202 nations the best possible environment in order for them to pursue their best possible performance. A total of 10,862 Athletes competed during the 16 days of Olympic Games and the two additional days of the Olympic Football Tournament, and 3,837 Athletes competed during the Paralympic Games respectively.

The positive comments of participants, mainly of the Athletes and their Coaches, justified ATHOC's long-term planning of Sports and confirmed the successful achievement of the targets set during the operational period.

Responsibilities

The Sports Division was responsible for the planning and implementation of all Sports technical requirements, in close collaboration with and under the direction of the International Federations, which according to the Olympic Charter are responsible for the technical control and direction of their Sport at the Games. It was also the designated single point of contact with the International Federations for all matters related to policy and level of service concerning members of the International Federations, the Athletes and the Technical Officials.

Sports Division responsibilities included the following projects:
• Development of the Competition Schedule.
• Development and management of the Games Training Schedulers as well as development of the Pre-Games Training Guide which identified suitable sport facilities available for the Athletes’ training during the Pre-Games period.
• Sport Entries, eligibility and qualification control of Athletes.
• Determining, in collaboration with the International Federations, the number of Technical Officials per Sport and securing the necessary number of National Technical Officials.
• Drafting, in cooperation with the International Federations, the Field of Play and Training Site technical requirements, and coordinating the procedures of their certification by the International Federations.
• Production of Sports Technical Publications and Forms (e.g. Athletes’ Entry and Eligibility Conditions Forms, Competition Forms) and related guides (e.g. Athletes’ Guide, Athletes’ Sports Entries and Qualification Manual).
• Participation in the Olympic Results & Information Services (ORIS) programme for the specification of system requirements for the Timing & Scoring and Games Results.
• Training of volunteers in specialised tasks of Competition Management.
• Collaboration with the competent agencies for securing specialised Games Meteorological Support Services.

The main objective in the process of staffing the Sports Division was to meet each Sport’s organisational needs by employing experienced
and technically skilled staff, who subsequently participated in an integrated programme of continuing training. On the other hand, it was deemed necessary to organise the Division into Departments, each of which was responsible for a set of interrelated sub-programmes with “horizontal” application to all Sports (e.g., Competition Schedule, Training Schedule, Sports Publications). This mode of organisation was accompanied by a strict system of task coordination and quality control, based on a weekly work and reporting programme, in order to ensure the completion of deliverables to the required level of quality and within the set deadlines.

**Operating Structure**

Provision for the formation of a Sports Division within ATHOC was made already in the first corporate organisational chart issued with the establishment of the Organising Committee in 1998. Staff recruitment for the Sports Division started in the beginning of 1999, when the 28 Olympic Sports were divided into three “groups” with one section manager appointed to head each group. They had a direct reporting line to the ATHOC Managing Director. The Sports Division General Manager was appointed at the beginning of 2000, and as from 2001 the staff recruitment process was accelerated.

During the period 2001-2002, the Sports Division was restructured and the following five Departments were established:

- **Sports Planning**, with special responsibility for Pre-Games and Games Training, Sports Publications, organizing and staffing the Sports Information Centre and the Sports Complex at the Olympic Village, coordinating all service provisions to the Technical Officials, and collaborating with the Hellenic National Meteorological Service for the provision of Games Meteorological Support Services.
- **Sports Services**, which was responsible for the development of the Competition Schedule, for the Sports Entries and for Games Results.
- **Competition**, which was responsible for the organisation of each Sport’s Competition Management and for the coordination of all Competition-related technical tasks. The Competition Managers were under the responsibility of the Sports Division until their transfer and integration into the respective Competition Venue Teams.
- **Football**, which was responsible for the planning and organisation of the Olympic Football Tournament. The Football Competition Managers reported to this Department until, also in this case, their transfer and integration into the respective Competition Venue Teams.
- **Paralympic Sports**, with responsibility for the coordination and supervision of all planning concerning Paralympic Sports. Implementation responsibility for Paralympic Sports lay with the same staff in the same Venue Teams as with the Olympic Sports (with the exception of the Sports of Boccia, Goalball, Wheelchair Rugby and 5-a-side Football, which had dedicated Competition Managers).

Furthermore, following a change in the corporate organisational chart in 2001, the Sports Division’s reporting line changed from the Managing Director to the competent Executive Director, while in September 2003, with the transition to Games Operations mode, the Sports Division reported directly to the Chief Operating Officer (COO).

The Sports Division functioned with the above organisational structure until November 2003, when the transfer of all staff to the respective Competition - or Non Competition (e.g., Training Sites, Olympic Village Sports Information Centre, etc.) - Venue Teams was completed. Following the transition to the Games Operations mode and the transfer of staff to the Venue Teams, the Division evolved into the Sports Central Team, maintaining responsibility for exclusive contact with the International Federations, for the selection and specialised training of Competition Management staff, and for all central Sports functions (e.g., Competition and Training Schedule, Sports Publications).

During the Olympic Games, the Sports Central Team, 22 people in total, was deployed in the Sports Command Centre, which was fully integrated into the Main Operations Centre (MOC), in a 24-hour operation. In August 2004, at the peak of operations, the total number of human resources deployed in Sport specific positions included 1,276 paid staff and 6,478 volunteers. Throughout the years, the number of paid staff occupied in Sports evolved as follows: 44 in 2000, 70 in 2001, 120 in 2002, 281 in 2003, and 1,276 during the Olympic Games in August 2004. 93% of the paid staff and 97% of volunteers engaged in Sports were deployed in Competition Venues and Training Sites.

**Communication and Cooperation with Hellenic Federations**

The Hellenic National Sports Federations, though they do not have a formal role in the organisation of the Olympic Games, supported the work of the Organising Committee and collaborated with it on important matters, such as the recruitment of specialist technical staff in Sports, the selection and preparation of the National Technical Officials, the recruitment of Sports volunteers, the selection of Training facilities, and for the test events.

ATHOC’s interface with the National Federations was consistent with its relationship with the International Federations: regular contact was maintained; frequent briefings were organised; and National Federation representatives attended all meetings with the International Federations.
Venue tour of the International Football Federation (FIFA) at the Pantheaokiko Stadium in Volos.
© ATHOC/ATHOC News Agency (ANA)

Official measurement of the Marathon course by representatives of International Association of Athletics Federations (IAAF).
The IAAF representatives measure the Finish in the Panathinaiko Stadium.
© ATHOCIA. Panayiotou
Recruiting the best qualified professionals for the Competition Management of each Sport was from the beginning a main priority of the Organising Committee. For this purpose, ATHOC set and applied strict selection criteria. ATHOC also cooperated closely with the Hellenic National Sports Federations, as they had the specialist knowledge of each Sport, for the recruitment of staff with the necessary technical aptitude and experience in each Sport. Difficulties in recruitment were faced only with regard to the Sports less well-known in Greece, but they were addressed through intense and continuous training, and with the support of experienced professionals from abroad.

The Sport Competition Managers, in particular, further to a public advertisement of the positions, were selected in mid-2000 by a recruitment Committee, which included members from the ATHOC Board of Directors as well as National Federation representatives. The main selection criteria applied included: expert knowledge of each Sport’s technical rules and requirements; event organisation experience; management experience; very good working knowledge of the English language; and computer skills.

The Competition Managers were the “Link”, the main daily point of contact and collaboration between ATHOC and the International Federations. Their appointment had to have the approval of the International Federations, there were on-going reviews and evaluations of their performance, and their Games-time position was not confirmed until after and conditional to the successful performance of their duties during the respective test events.

Staff Training

For the Competition Managers who participated in the ATHOC Delegation to Sydney, eleven of whom had actually been seconded there for a period of at least two months, the experience gained was most valuable, as they had the opportunity to improve their knowledge and transfer back valuable know-how in the area of their responsibility.

For the training of the Competition Managers and of other Competition Management staff on the specific organisational requirements of the Olympic Games, ATHOC developed an education and training programme for improving English language skills, for upgrading computer skills, and in state-of-the-art project, people, time and relationships management methods.

With regard to Sport specific training, in addition to the experience from the Sydney Games, an extensive programme of active participation and observation of major international sport events was developed and implemented, in order to add experience to knowledge.

Responsibilities

During the Games preparation period, Sport Competition Management responsibilities included: provision of technical information on the specific Sport; definition of the technical requirements for Competition and Training facilities in collaboration with the International Federation Technical Delegates; an initial proposal for the hosting of a test event for the specific Sport; identifying the weather-forecast requirements for the specific Sport;
participation in the Olympic Results & Information Services (ORIS) programme for the development of the Games Results Systems; development of the staffing plan for Competition Management; and recording Sport Equipment needs and requirements.

Within the framework of Venue Teams, during the Venue Operational Planning process, Competition Management responsibilities included: input to the development of Competition Venue and Training Site Operational Designs (in particular with regard to the specifications of Field of Play and Training facilities); on-going collaboration with the other Venue Team Functional Areas for the planning of services to Athletes and Team Officials, Technical Officials and International Federation members (especially with regard to Transport, Food and Medical Services); checking the technical compliance of Sports Equipment; and developing the Detailed Competition Activity Schedule (DCAS).

Competition Management personnel was fully integrated into the Venue Team of the Sport of their responsibility, participated in the staging of the respective test event, and were responsible for the Sport specific training of all Venue Team paid staff and volunteers.

At Games-time, the Competition Manager of each Sport and/or Discipline, under the supervision of the respective Venue Manager, was responsible for the on-going communication with the International Federation Technical Delegate on all Competition-related issues. In addition, the Competition Manager was responsible for monitoring implementation of the specific Venue Detailed Competition Activity Schedule and for the smooth operation and compliance to all policies and procedures related to the Field of Play.

The Competition Management administrative structure was basically the same for all Sports, with only small adjustments as necessary to address each Sport’s specificities. Under the Competition Manager, whose reporting line was to the Venue Manager, the Sport-specific operations were organised as follows:

- Technical Operations, with specialist paid staff and volunteers, responsible for the operation of the Field of Play, of the Training facilities and of Sports Equipment.
- Sports Results, a team which included one professional and one volunteer responsible for monitoring the Results printing and distribution process, and one volunteer for coordinating with Timing & Scoring.
- Sports Administration, including mainly volunteers, was organised in five sections: Athletes Services, Technical Officials Services, Staff Support Services, Secretariat, and Sports Information.
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Reading the Start List at Schinias Olympic Rowing and Canoeing Centre. © ATHOC/Y. Kontos

Parnitha Olympic Mountain Bike Venue. © ATHOC/Y. Kontos
Training

Athletes' Training within the framework of Olympic and Paralympic Games organisation entails two aspects: offering Training possibilities during the Pre-Games preparation period in facilities and conditions similar to those of the Games, and providing integrated Training services in Olympic Competition Venues as well as Independent Training Sites during Game-time. In both cases, the aim is to enable Athletes' best possible preparation for their participation in Games Competition.

Pre-Games Training

For the Athletes' Pre-Games Training, the Organising Committee does not have operating responsibility of the Training facilities, as it does at Games-time. However, it is responsible for identifying the most suitable facilities that comply with the each Sport's technical requirements as defined by the respective International Federation, and for developing and distributing to the National Olympic and Paralympic Committees (NOCs and NPCs) a Pre-Games Training Guide, with the details of the available Training facilities conforming to the relative specifications.

ATHOC started preparing the Pre-Games Training Guide in 2000. For its preparation, ATHOC first collaborated with the International Federations in order to list each Discipline's specific training technical requirements. A Report on Training Technical Requirements was then submitted to the General Secretariat of Sport (GSS), which was the agency responsible for their implementation. In collaboration with the GSS, and with the agreement of the owners of the facilities and the approval of the International Federations, the final list of available Training Sites was compiled, based on the list initially included in the Bid File. Given that ATHOC had no further responsibility beyond publishing and distributing the Guide, the owners of the Training Sites had the possibility to promote their facilities as they best deemed appropriate.

Two Pre-Games Training Guides were published for the Olympic Games in 2000 and in 2003 respectively, and one for the Paralympic Games in 2003. The first Guide was distributed to the NOCs during the Sydney Olympic Games. It listed and provided information on sports facilities throughout Greece offering training opportunities to Athletes. The second publication of the Guide provided detailed information on 588 available Training Sites that met the specifications of the 37 Olympic Disciplines, and on 110 Training Sites for the 20 Paralympic Disciplines respectively.

In order to compile the Guide, the Organising Committee developed a database, which included details on all services available at the locality of each Training facility, such as accommodation, food services, transportation and health services - information which was eventually included in the Guide.

The information was compiled in collaboration with the General Secretariat of Sports as well as with the respective local authorities. The database registered details on almost 70% of the country's sport facilities. It should be noted that the Greek State invested significantly in upgrading and equipping these Training Sites, which remained as part of the post-Olympic legacy.

Games Training Schedule

Games Training services for the Olympic Games were provided from 30 July to 29 August 2004 in the Competition Venues, in 43
This page, from top to bottom:

Athena Olympic Sports Complex (OAKA).
Warm up area.
© ATHOC/C. Vergas

Nikaia Olympic Weightlifting Hall.
Viktor Mitrou in the warm up area.
© ATHOC/S. Tsakiris
Independent Training Sites and in the Training Centre (11 Training Sites) inside the Dekelia Olympic Complex. Respectively, for the Paralympic Games equivalent services were provided from 10 to 28 September 2004 in the Competition Venues, in 5 Independent Training Sites and in the Dekelia Training Centre.

For the development of the Training Schedule, further to reviewing the data available from previous Olympic Games, it was necessary to identify Athletes' needs through an extensive, close and systematic consultation with all the International Federations and with the respective Competition Managers. Subsequently, and always in agreement with the International Federations, the available Training Sessions were defined and reduced to those absolutely necessary, given that Delegations do not arrive all together and that the training needs once Competition starts are reduced. In this effort, care was taken to ensure that the Athletes and Teams of all NOCs and NPCs were offered equal training opportunities in all cases.

The definition of Training Sessions early on during the preparation period also facilitated the planning process for the other Functional Areas, in particular Transport Services, Food Services and Security. Data on the number of Athletes and Team Officials per Training Session, in combination with data on specific requirements per Sport (for food services or for the transportation of certain sport equipment), was essential for the planning and scheduling of the services being offered to Athletes during their training, services whose provision lay within the responsibility of other Functional Areas.

Following the approval of the final list of Olympic Training Sites by the International Federations in September 2001, the development of the Games Training Schedule began. The first draft was available by December 2002, while the final Schedule was issued in March 2004. In May 2004, the respective Schedule for the Athletes' and Team Officials' Transport from the Olympic Village to the Training facilities was also finalised.

The planning of the Athletes' Training in the Athens Olympic Games was most thorough. In total, 19,000 Training Sessions were made available during the Olympic Games, while their smooth operation and management was ensured through the formulation and diligent application of 11 customised policies and 29 specific procedures.

Details on the Games Training Schedule were included in the Olympic News Service INFO 2004. In addition, a special Training Office which operated in the Sports Information Centre at the Olympic Village provided Athletes, Team Officials, Team Leaders and Chefs de Missions with detailed information on Training, managed bookings or eventual changes in the scheduling, and updated all the relevant information available on INFO 2004. The Training Office of the Sports Information Centre managed in total 3,362 booking applications, 812 cancellation applications and 1,073 requests for schedule confirmation.
Competition Schedule

The number of Sports (28) included in the ATHENS 2004 Olympic Games Programme remained the same as in the previous Olympic Summer Games. Several International Federations submitted their requests for inclusion in the Olympic Games; however, further to a proposal by the Hellenic Olympic Committee, only the Sport of Water Ski was proposed by ATHOC to the IOC. Eventually, in 2001, the IOC decided not to include any additional Sports in the Athens Olympic Games Programme.

With regard to the Disciplines, following a proposal by the International Federations and further to the IOC’s approval, there were two additions: Women’s Freestyle Wrestling and Women’s Sabre in Fencing.

Developing the Competition Schedule

ATHOC, in cooperation with the International Federations, made a significant effort to improve the structure of the Competition Schedule with respect to the daily distribution of Sports competition and the scheduling of Finals. In conformity with the rules and tradition of each Olympic Sport, an effort was made to allocate Disciplines, especially the 301 Finals, in a way that would facilitate the work of Broadcasters in all five continents and maximise spectator attendance, whilst also taking into consideration the operational requirements. A significant improvement was the “decongestion” of the last weekend of the Games, as a number of Finals were scheduled earlier, certain during the weekend halfway through the Games.

The first draft of the Competition Schedule was produced in December 2000. It formed the baseline for further work and collaboration between all Functional Areas and Olympic stakeholders involved. Specifically, during 2001 there was close cooperation with the International Federations and with the Rights Holding Broadcasters through the Host Broadcast (Athens Olympic Broadcasting S.A. - AOB), as well as close “internal” collaboration between Competition Management, Ticketing, Sport Presentation, Medal Ceremonies, Technology and Transport.

The new Competition Schedule by Day and by Session was first agreed with the International Federations, to their full satisfaction, and was subsequently approved by the Rights Holding Broadcasters and, last, by the IOC in December 2001. Thereafter, the Competition Schedule was developed in stages to a greater level of detail (per Phase, per Discipline, analytical), always in collaboration with the Functional Areas concerned and with the Olympic stakeholders involved, and always through central management of all reviews and changes.

Releasing the Competition Schedule

Between 2001 and 2004, the following official reports for the Competition Schedule had to be produced and distributed to all parties concerned:

- Olympic Daily Competition Schedule (Greek, English, French).
- Olympic Daily Session Competition Schedule (Greek, English, French), which was approved by the IOC in December 2001.
- Olympic Competition Schedule - Phase Level (Greek, English, French), first released in April 2002.
• Olympic Competition Schedule - Event/Unit Level (Greek, English, French), first released in September 2002.

• Olympic Competition Schedule Analysis Report (English).

• Proposal for Olympic Games Draws and Qualifications (Greek, English).

Respectively, for the Paralympic Games:

• Paralympic Daily Competition Schedule (Greek, English).

• Paralympic Daily Session Competition Schedule (Greek, English), which was approved by the IPC in April 2002.

• Paralympic Competition Schedule - Phase Level (Greek, English), first released in March 2004.

• Paralympic Competition Schedule - Event/Unit Level (Greek, English), first released in August 2004.

• Paralympic Competition Schedule Analysis Report (English).

• Proposal for Paralympic Games Draws and Qualifications (Greek, English).

The final analytical Competition Schedules of the Olympic and Paralympic Games were released in July 2004 and in August 2004 respectively.

For the development of the Competition Schedule and in order to facilitate the registering and monitoring of updates, approved changes, and different editions, a customised database was developed and administered under the Sports Division’s responsibility. The updated and approved Competition Schedule releases were available on ATHOC’s Intranet for internal use, and also on the ATHENS 2004 Website.
A spectator follows the Cycling competition, noting results on the Official Daily Programme.
Olympic Velodrome, Athens Olympic Sports Complex (OAKA)
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Sports Publications

The Sports Division had under its responsibility a distinct Section responsible for the production of all Sports technical as well as certain informative Publications, concerning the 28 Olympic and the 19 Paralympic Sports.

The Sports Publications Section began its operations in January 2001. Its responsibilities included: text composition (or editing in the cases when the original composition required input from other ATHOC Functional Areas); design (look & graphics) in line with the specifications provided by and in collaboration with Image & Identity; and desktop publishing (DTP). With the exception of printing, the publication was realised in-house, enabling more efficient quality control of the content and resulting in cost savings.

In total, more than 500 different publications were produced, and for the first time the Explanatory Books for all Sports were published in electronic form. Also, for the first time in Olympic Summer Games, an Athletes’ Guide was published.

The main Sports Publications with technical content, whose principal recipients included Athletes, Team Officials, Technical Officials, the International and National Federations and the National Olympic and Paralympic Committees (NOCs and NPCs), were the following:

- Pre-Games Training Guide for the Olympic and Paralympic Games (for 37 Olympic and 20 Paralympic Disciplines), first and second edition. It was also issued in CD-ROM format.
- Explanatory Books for 35 Olympic Disciplines and 19 Paralympic Disciplines. They were also produced and sent to the NOCs and NPCs in CD-ROM format, with PDF files for printing.
- Eligibility Conditions Forms and Entry Forms for the Olympic and the Paralympic Games.
- Sports Entries Qualification Manual for the Olympic and for the Paralympic Games.
- Classification Manual for the Paralympic Games.
- Competition Forms for Olympic and Paralympic Games: 360 and 200 forms respectively.
- Olympic and Paralympic Athletes’ Guides, 28 Olympic and 19 Paralympic Technical Officials’ Guides, 35 Olympic and 19 Paralympic Team Leaders’ Guides.

The Sports Publications Section was also responsible for the production of technical documents for the test events, such as Entry Forms and Competition Forms.

Sports Publications included also a series of Bulletins, 12 editions in total, as well as 35 Olympic and 19 Paralympic Sports Leaflets. These informative booklets were published in two languages, Greek and English.

Last but not least, during the period 2002-2004, Annual Progress Reports were produced and forwarded to the 28 International Olympic Sports Federations and to the 19 Paralympic Federations (IPSFs), as well as Progress Reports for the Association of Summer Olympic International Federations (ASOIF) and for the General Association of International Sports Federations (GAISF).
One of the most crucial programmes for the successful organisation of Games Competition is Sports Entries, responsible for the control of Athletes’ qualifications and entries. Its significance lies in its direct impact on the other Functional Areas’ planning, notably on Competition Management, Results, Accreditation, Olympic Village Operations and National Olympic Committee (NOC) Services. The Sports Entries Section of the Sports Division was responsible for collecting, entering and verifying data on Athletes that had qualified for the Olympic Games, and also for dispatching the final entries data list for use by all systems necessary for the smooth operation of Competition.

The Sports Entries Section managed data processing and entry for all Athletes participating in the Olympic Games, the latest information on whom was compiled only 48 hours prior to the opening of the Olympic Village. The same staff undertook the respective work for the Paralympic Games, in combined operation with the Section responsible for the Athletes’ Classification.

The final data was transferred to the Sports Entries Qualification System (SEQ) that was provided by the Sponsor Atos Origin. In collaboration with the Sponsor, the specific system was upgraded from the previous Olympic Games and operated most efficiently.

Another factor contributing to improved efficiency was the decision to subcontract the task of initial data entry. The contractor’s personnel were extensively trained on every detailed aspect of the Sports Entries Section’s working methods and procedures and were fully integrated into the team. ATHOC staff maintained full responsibility for quality control and change management.

Conversely, no major adjustments to the electronic systems proved necessary.

For the management of information on the Athletes’ qualification, it was decided to develop in-house a dedicated database. This tool proved very useful and critical to the success of the project. The database was available on the ATHOC Intranet and accessible by all Functional Area Managers (e.g. Olympic Village Operations for room allocation and the planning of services provision to the NOCs), thus allowing continuous access to the most recent data necessary for their planning updates. The database also provided the possibility to produce reports per NOC and per Sport. Since January 2004, monthly reports per NOC were communicated to the IOC and posted on a secure site on the IOC Extranet.

The Olympic systems and procedures for Sports Entries were tested in combination with those of Accreditation in six test events. The results of these tests proved extremely useful particularly with regard to the finalisation and refinement of the procedures, considering that the organisation of many Functional Area operations depended heavily on the data provided through Sports Entries. Conversely, no major adjustments to the electronic systems proved necessary.

Overall, during the period from July 2003 to July 2004, the Sports Entries Section managed data for more than 40,000 Athletes, analytical qualification data for 20,000 Athletes, and 13,000 Eligibility Conditions Forms and Entry Forms. The collection of data on qualifications was carried out in constant communication.
with the International Federations, and also through researching and monitoring all related information on the Internet.

During May to July 2004, the Sports Entries Section was on a 24-hour operation for 64 consecutive days. During this period, its staff participated in the official Pre-Delegation Registration Meetings (Pre-DRMs) with all the National Olympic Committees, in the five continents. The Pre-DRMs were organised by the NOC Relations & Services Department to finalise Entries.

During Games-time, the Sports Entries Section operated in the Olympic Village Accreditation Centre as well as in the Sports Information Centre, also located in the Olympic Village. Its staff was in direct ongoing interface with the Accreditation services, with Olympic Village Operations for room allocation, and with NOC Services. For the finalisation of Sports Entries, from 23 July to 12 August 2004, Sports Entries’ staff participated in all NOC Delegation Registration Meetings (DRMs). During the DRMs, each Delegation’s composition and accommodation allocation within the Olympic Village were validated and finalised.

Overall, the operation of the ATHENS 2004 Olympic Games Sports Entries Section was extremely successful, as per the comments of National Olympic Committee and International Federation members.
Technical Officials

A total of 2,652 Technical Officials offered their services during the Olympic Games; 1,685 International Technical Officials (ITOs) and 967 National Technical Officials (NTOs). Respectively, 1,014 Technical Officials worked in the Paralympic Games, 460 International TOs and 554 National TOs.

The level of Services to be provided to the Technical Officials of the Games, in particular as regards their Accreditation, their Accommodation, Food and Transport Services, the Games Uniforms which the Organising Committee is obliged to provide, as well as the per diem to which they are entitled, was defined according to ATHOC’s contractual obligations to the International Olympic Committee and in consultation and agreement with the International Federations. The coordination of the interaction with the International Federations was the responsibility of the Sports Division. The collaboration for the definition of the level of the Services began in 2001. It was concluded in 2003 further to a total of 250 meetings with the International Federations in Athens and further to the practical testing of the Services as provided also during the test events.

For the accommodation of Technical Officials, 15 Facilities were operated as Olympic Venues under the responsibility of the Olympic Villages and Accommodation Facilities Operations Division. For three of these Accommodation Facilities, the guest houses available within certain Competition Venues were used (in the Markopoulo Olympic Equestrian Centre, the Nikaia Olympic Weightlifting Hall and the Peristeri Olympic Boxing Hall); four were hotels (turn-key operation), and the others were located in guest houses owned by public and/or social institutions, which were renovated for this purpose.

The need for securing the required number of National Technical Officials, initially estimated at 1,000, led to the development of a Technical Officials Education and Training Programme in a joint effort with the National Sports Federations and the General Secretariat of Sport. The key aim was to provide training in those Sports less well known in Greece and in those where a deficit in the required number of Technical Officials had been identified. Specifically, in the year 2000, the recorded deficit in the number of Technical Officials in seven Sports was 500 (Archery, Badminton, Baseball, Canoe/Kayak Slalom, Equestrian, Softball, Tennis). The training programme achieved its objective, since the requirements were met to a large extent (83%), while a legacy of skilled personnel was created for Greek Sport.
A specialised Section of the Sport Division was responsible for the interface with Technology and its Sponsors for the development of the Games Timing & Scoring and Results systems, in order to ensure compliance with each Discipline’s requirements, always in cooperation with the responsible International Federation.

The work on the specifications of system requirements was mainly implemented through the Olympic Results & Information Services (ORIS) programme, which is managed by the International Olympic Committee and requires the involvement of all parties concerned. During the preparation period, Results Section representatives participated in 74 official ORIS meetings (each taking place over four days). The meetings were also attended by representatives of the IOC, the International Federations Technology Sponsors, as well as by representatives of ATHOC’s Technology and Press Operations Functional Areas.

An additional 37 meetings with similar participation were subsequently held for the Homologation of the Results System. The official tests were realised initially in a Laboratory environment and subsequently in general Rehearsals which took place in the respective Competition Venues six months and again two months prior to the Olympic Games.

For the Paralympic Games, respectively, more than 50 official and unofficial meetings with all parties involved were realised in order to comprehend each Discipline’s procedures, to finalise the format of the Results Reports, and to undertake the necessary verifications of the Results System operations.

During Venue Operational Planning, an additional responsibility of the Results Section staff was to identify all Field of Play specifications and equipment relating to Results, such as, for example, Scoreboard location and requirements, Timing and Scoring Sport-specific items, etc.

During Games-time, staff responsible for the monitoring and verification of the printing and distribution of Results was assigned to the Venue Team’s Competition Management, under the responsibility of the Competition Manager. The verification of the Results issued was also carried out at central level by the Sports Command Centre, via the Olympic News Service INFO 2004 and in tandem with the Technology Operations Centre.

Efficient communication with the International Federation Technical Delegates, who were responsible for the technical control of Competition, as well as the formulation of explicit and thorough procedures, reduced significantly the margin of error in the issuing of Results or of other general information concerning Competition.
Meteorological Support

Given the potential impact of weather conditions on the Competition Schedule of certain Sport Disciplines, notably those conducted in open-air spaces, and also considering their overall impact on Games Operations, highly specialised and sophisticated Meteorological Support Services are essential for Games Operations Management.

Hellenic National Meteorological Service

The Hellenic National Meteorological Service, being the competent Agency, was assigned responsibility for the provision of Meteorological Support Services for the test events and for the duration of the Olympic and Paralympic Games.

Systematic collaboration with the Hellenic National Meteorological Service (HNMS) began in September 2001, when the relevant Operational Plan was signed within the framework of a Memorandum of Understanding between ATHOC and the Ministry of National Defence (under whose jurisdiction the HNMS falls). Furthermore, in cooperation with the HNMS and with the General Secretariat of Sport, ATHOC reached an agreement on the provision of specialist services, under HNMS coordination, by the Meteorological Laboratory of the University of Athens, the Hellenic Centre for Marine Research and the National Observatory of Athens.

The main objective was to address the special requirements of each specific Discipline through timely, reliable and precise meteorological information (forecasts and statistics) to all those involved in Competition Management, including the International Federation Technical Delegates and the Athletes. To this end, the responsibility for the day-to-day collaboration with HNMS on behalf of ATHOC was assigned to the Sports Division, in order to plan and implement the specialist services required for the staging of each Sport, according to its prerequisites and regulations.

In addition to the support provided to Competition Management, during Games-time it was also necessary to provide forecasts and regular briefings on weather conditions that might generally impact on Venue operations, in order to inform the necessary decisions for the implementation of proactive measures. Particularly in cases of extreme weather conditions, it was necessary to inform spectators accordingly and in advance, as well as to activate the emergency response measures and procedures at Venue level. In all cases the Main Operations Centre (MOC) was also the recipient of the meteorological information, in order to control all operational activities and/or take the necessary executive decisions.

Services Provided

For the Meteorological Support of the Olympic and Paralympic Games, the Hellenic National Meteorological Service established within its structure an Olympic Meteorological Centre. Furthermore, HNMS also organised and equipped technologically: a Meteorological Office at the Agios Kosmas Olympic Sailing Centre, one at the Schinias Olympic Rowing and Canoeing Centre, and a third Meteorological Office located inside the Sports Command Centre at ATHOC Headquarters, for 24-hour support to the Main Operations Centre during the Games operational period.

The HNMS provided all specialist operating
equipment as well as expert staff for the operation of the Olympic Meteorological Centre and of its three Offices located at Olympic Venues. The HNMS personnel dedicated to Games Meteorological Support Services included 37 meteorologists, 6 coordinators and 13 operators/technicians for network and technological equipment support.

Games Meteorological Support Services started to be provided during the test events, initially only to the Competition Venues and progressively also to and as part of the Main Operations Centre (MOC), until they were fully integrated into the MOC and weather-forecast briefings became a daily routine of the Centre’s operations. The procedures and systems of the MOC’s briefing on meteorological information were thoroughly tested during the March 2004 cluster of test events.

For MOC briefings, the HNMS developed, in consultation with Games Operations Management and with the Chief Operating Officer, special software aimed at providing timely, user-friendly, streamlined and easy to comprehend information on weather conditions. The system included an electronic meteorological map of the Attica Region, which was projected on a permanent basis in the Main Operations Room of the MOC. The map depicted the three-hour weather forecasts, updated and projected real-time, through colour-coded symbols drawing immediate attention to potential extreme weather conditions.

During Games-time, the Meteorological Office central operations were fully integrated into the Main Operations Centre. HNMS provided daily and three-hour forecasts, specialised wind forecasts, warnings for extreme weather conditions, and also specialised weather statistics for each Competition Venue. The information was forwarded to the Competition and Non Competition Venues (to their Operations Centres), to the Olympic Village Sports Information Centre, and to the Olympic News Service INFO 2004.

Overall, during the Olympic and Paralympic Games, in August and September 2004, 1,818 weather forecasts and 108 wind forecasts were issued.
Schinias Olympic Rowing and Canoeing Centre.

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Technology
Technology is a very important factor for the success of the Olympic Games, as it supports not only the conduct of Competition perse, but also the operations of all other Functional Areas that are essential for the hosting of the Games, as well as of the Organising Committee overall, throughout the preparation period as well as during Games-time. Between each Athlete’s effort and the moment it is perceived by billions of viewers on their television screens, thousands of kilometres of optical fibres and cables, satellites and perfectly synchronised systems, databases and presentation graphics ensure the accuracy of the image and of the information. All of these operate due to the efforts of thousands of people who have laboured for years on their design, installation, testing and accuracy of performance.

ATHOC's Technology Division was established in February 1999. The initial organisational planning provided for the Division being in charge of the supervision and coordination of the Information Technology and Telecommunications Departments. The Division’s responsibilities were extended to include Energy planning, given its importance in ensuring the smooth running of Competition. Energy was set up as a separate Department in September 2002, in charge also of the lighting systems for the Games. At that time, Venue Technology was also established as a fourth, distinct Department in view of coordinating Technology planning and operation at a Venue Team level.

During Games-time, the management of all Technology-related matters was carried out centrally by the Technology Operations Centre (TOC), which also incorporated the central operations of the individual Departments. At Venue level, a Venue Technology Manager was appointed to each Venue Team, being responsible for the overall management of the Technology Services in the specific Venue, and coordinating under his/her command the various specialised Technology, Information Technology, Energy and Technology Sponsor sub-teams.

During the Paralympic Games, the provision of Technology services was of the same level and through the same means, with the appropriate necessary adjustments to meet the requirements of the Paralympic Games. Overall, the modifications from the Olympic to the Paralympic Games focused mainly on small-scale necessary changes to the infrastructure and equipment of certain Venues. In cooperation with all the Venue Team Functions involved, all the technology modifications to be undertaken during the transition period were specified for each Venue, with detailed information as to the type, mode and time of implementation of the modifications, and were implemented efficiently and to the letter.

Technology Sponsors

Technology services, equipment and specialised operations were provided by the following International Sponsors of the Games (from the International Olympic Committee’s TOP V programme):

• Atos Origin was the International Sponsor Information Technology of the Games.

• The International Sponsor Kodak provided photographic material and related services.

• Panasonic (Matsushita Electrical Industrial Co.), International Sponsor in the Audio/TV/Video Equipment category, provided with state-of-the-art television and audiovisual equipment for the Games.

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• In the Wireless Communications Devices category the International Sponsor Samsung provided all related equipment.

• The International Sponsor Swatch provided the Timing and Scoring Systems and Services for the Games.

• Xerox, International Sponsor in the category Document Publishing, Processing and Supplies, provided the equipment and related services for photocopying, fax, publishing and laser printing.

The Hellenic Telecommunications Organisation (OTE) was designated Grand National Sponsor in the Telecommunications category in November 2000 (OTE - COSMOTE - OTENET Consortium). It provided all telecommunications services and was furthermore assigned responsibility for structured cabling and cable television (CATV) infrastructure works. In addition, OTE undertook investments to upgrade its infrastructure services in order to meet successfully the requirements of the Athens Olympic Games.

The Public Power Corporation (PPC) was designated Grand National Sponsor in the Electricity Energy category in March 2004. The PPC also invested in new infrastructure and network reinforcement projects in view of the Athens Olympic Games.

For auxiliary electrical power; in the category of Supply of Services for Back-up Power with the Necessary Studies, General Electric International Inc. was designated Official Supporter in November 2003.

Furthermore, in April 2003 the Consortium Altec, Info-Quest, Intracom and PC Systems (KOEP) was designated Official Supplier for the ATHENS 2004 Olympic and Paralympic Games in the Workstations, Computers, Servers and Digital Storage Area category.

Human Resources

In total, the workforce deployed in Games Technology Services numbered 6,859 people, of whom 704 were ATHOC paid staff, 2,355 were volunteers, 3,231 were Technology Sponsors’ personnel, and 569 were contractors’ personnel.

The workforce breakdown between the individual Technology services is as follows:

• in Telecommunications: 50 paid staff, 180 volunteers, 2,610 Technology Sponsors’ personnel and 350 contractors’ personnel;

• in Information Technology services: 488 paid staff, 2,175 volunteers, 621 Technology Sponsors’ personnel and 219 contractors’ personnel;

• in Energy services: 44 ATHOC paid staff;

• as Venue Technology Managers and Assistant Managers: 122 ATHOC paid staff.

The Technology Sponsors’ personnel was from the onset fully integrated into the Technology Division, with full active participation in their domains of responsibility both as part of the Venue Teams, during the test events and subsequently during Games-time, as well as in the Technology Operations Centre (TOC). During Games-time, the staff deployed in Technology Services included: 252 employees of Atos Origin; 200 Panasonic employees; 93 Samsung employees (60 in Telecommunications and 33 in Information Technology); 310 employees of Swatch; 26 of Xerox; and 2,350 employees of OTE.

Technology Testing

All Technology sectors participated in all test events without exception, taking the opportunity to test all Olympic Games support systems. The aim was to depict systematically
any deficiencies or omissions in planning, organisational structure, human resources and skills, as well as to install the maximum degree possible of the cabling infrastructure required for Olympic Games operations. Achieving the installation of the technological infrastructure to a large degree during the preparation and staging of the test events contributed significantly in overcoming delays in the construction works of the Games infrastructure.

In addition to the test events, the Technology Division also tested its infrastructure and organisational structure during two specialised Technical Rehearsals (TR1 and TR2), which were carried out in March and June 2004 respectively. In addition to testing the systems, the staff was also trained through "operational scenarios" that simulated real Venue incidents that might occur during Games-time. In the course of both Technical Rehearsals, the functioning of the Technology Operations Centre (TOC) was also tested.

**Venue Technology**

Within the framework of Venue Teams, one Technology Manager was responsible for planning, monitoring of implementation and, during Games-time, managing the provision of the ensemble of Technology Services in each Venue. The Telecommunications, Information Technology and Energy as well as the Technology Sponsors sub-teams operated under the Venue Technology Manager’s responsibility.

In order to achieve optimal planning of Technology Services in the Venues, and to further ensure a consistent and uniform level of service in accordance with the contractual obligations, the Venue Technology Department was established in September 2002 in charge of coordinating and supporting the work of the Venue Technology Managers.

The Venue Technology Department, in cooperation with the other Technology Departments, elaborated the operational roles in each Venue as well as the interface between them, the communications and control channels. The Department was also in charge of developing the operational regulations and procedures of Technology sectors, within the framework of Venue Teams and under the coordination of the Venue Operations Division.

The Venue Technology Managers were responsible for cooperating with Technology Sponsors and for coordinating the applications of their planning to each Venue operation, ensuring that all necessary infrastructure is depicted in the Venue Operational Design Drawings. Eventually, they were also responsible for monitoring the timely implementation of all technological infrastructure works, such as cabling, installations of scoreboards, technology area configurations in each Venue (TER/CER/OVR), etc.

Within the framework of Venue Operational Planning there was close cooperation with all Functional Area representatives in each Venue Team, in order to identify their requirements for technology equipment to properly plan the related services. Functional Areas that made high use of specialised Technology Services included: Competition Management for Timing & Scoring and Results; Press Operations, Broadcasting. There was also close collaboration with Site Management, which was responsible for the implementation of the necessary Technology infrastructure; and with the Rate Card Services, since Technology was the biggest provider of services through the Rate Card.

In order to record users’ requirements, Technology created a special database. It also established a central procedure, the Technology Equipment Allocation Requirements (TEAR) procedure, to plan, rationalise and finalise, further to Senior Management approval, all the technology equipment quantities for...
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Technology Operations Centre.
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Information Technology, Telecommunications and Venue Lighting, on the basis of the requirements inventoried within the framework of Venue Team Operational Planning.

Throughout the entire preparation period, Venue Technology Managers were required to submit a monthly report to the General Manager of the Division and to the other Technology Department Managers. The aim was to ensure tight control of planning and, later, of implementation on the basis of a detailed schedule of works per Venue.

Starting in 2002 and by December 2003 a total of 122 Venue Technology Managers and Assistant Managers were appointed to all Competition and key Non Competition Venues. The Venue Technology Managers, all ATHOC paid staff, in addition to expertise in technology sectors, also had extensive experience in engineering and in the management of big projects. Many of them were appointed through internal transfer from the Telecommunications and Information Technology Departments, once the planning phase had ended and the implementation phase began at Venue level.

Under the coordination of each Venue Technology Manager; specialised technology sub-teams were organised for each Technology sector, each staffed accordingly by ATHOC personnel, volunteers, Sponsors’ and contractors’ personnel. The organisational structure included: the Information Technology Services team, including the team of the International Sponsor Atos Origin; a Telecommunications team, including the team of the Grand National Sponsor OTE; the Energy team; the team of the International Sponsor Xerox; a Timing & Scoring team of the International Sponsor Swatch; a dedicated manager for the Admin Network services; and an audiovisual media supervisor.

The appointment to each Venue Team of a Technology Manager who was responsible for coordinating overall Technology operations in the specific Venue, both during the planning phase and also during Games-time, was a strategic decision by ATHOC. The aim was to organisationally streamline the various interlinked and interdependent Technology services under a single managerial responsibility and with a single reporting line, in order to achieve fast response to and resolution of any problems that might arise. The successful provision of Technology services in all Venues during the Olympic and Paralympic Games proved the appropriateness of this choice.

Central Technology Operations

During Games-time, all Technology sectors were integrated at central level through the Technology Operations Centre (TOC). The TOC coordinated all the Technology systems, acted promptly to prevent critical situations, and effectively and efficiently addressed problems that arose in the hardware and software that supported the Results, the Olympic Information System INFO 2004, and the Commentator Information System (CIS).

Furthermore, in order to restore any malfunctions and prevent saturation points, the TOC monitored the performance of the entire telecommunications infrastructure as well as of the critical nodes of electrical power flows and of the uninterrupted power supply systems, through the Telecommunications Control Centre (TCC) and the System Control and Data Accumulation (SCADA).

The co-location in the same area of all systems necessary for the monitoring and control of the Games Technology systems enabled the exemplary for Olympic Games performance of services with respect to its key parameters: the Competition Schedule, Broadcasting and Results.
Telecommunications

The Telecommunications Functional Area, within the wider responsibility framework of the Technology Division, supported the operations of the Olympic and Paralympic Games at all Competition and Non Competition Venues, with the responsibility for the provision of modern and reliable Telecommunication services at the level required for the smooth hosting of the Games and to cover the needs of the users. To this end, the Telecommunications Department had close collaboration with the Technology Partners, public and private agencies, suppliers and contractors, throughout the entire preparation and planning period as well as during Games-time.

The Telecommunications services provided included the following: fixed telephony, mobile telephony, data services, Internet access, cable TV and special services.

Users of the Telecommunications services within ATHOC were the Functional Areas at Venues and Central Teams as well as the Games Command. Users' needs were recorded, analysed and finalised based on formal processes and time schedules and within the approved budget. Telecommunications Services were also used by the members of the Olympic Family based on contractual obligations and/or via the Rate Card process, particularly the Rights Holding Broadcasters, the Accredited Press Agencies, NOCs, IFs, Sponsors, IOC members and respectively Paralympic Family members during the Paralympic Games.

The human resources for the Telecommunications services evolved from 15 staff in 2001, to 48 in 2002, 87 in 2003 and 1,190 during the Games. At Games-time a total of 50 ATHOC paid staff, 180 volunteers, 2,610 sponsor staff (2,350 from the OTE-COSMOTE-OTENET consortium, 60 from Samsung and 200 from Panasonic) and 350 contractor staff were deployed.

Strategic Planning

The planning of Telecommunications services was based on the following strategic decisions and directions:

ATHOC paid staff filled the positions with management responsibility as well as the positions of project monitoring and control, while the staff of sponsors and contractors implemented the technical works (installation and testing). The Sponsors' participation and support in the telecommunications activities was distributed as follows:

- Grand National Sponsor OTE (consortium OTE - COSMOTE - OTENET) for the networks of fixed telephony, mobile telephony and TETRA-type trunk radio, access to the Internet and cabling (voice network, data network and cable TV).
- TOP Sponsor Samsung for the mobile phones and Wireless Olympic Works (WOW) service.
- TOP Sponsor Panasonic for the TV sets, video walls and audio systems.

Only "mature" and reliable technologies were used for fixed, mobile and wireless communications, which were chosen and agreed in cooperation with the Sponsors two years before the Games and did not change from that point. The Olympic Games technology was "frozen" on 31 December 2002 upon the completion of the Venue Operational Planning.
Telecommunication services were provided at all test events in order to test the systems, infrastructure, procedures and levels of service. Furthermore, Telecommunications participated in the central procedure (Technology Equipment Allocation Requirements -TEAR Procedure) of the Technology Division for the evaluation and finalisation of users’ needs. The Telecommunications Functional Area was organised as follows:

(1) Fixed Telecommunications team, responsible for the fixed voice and data services.

(2) Radio Systems team, responsible for the wireless services such as mobile telephony, TETRA and radio frequency management.

(3) Electronics Systems team, responsible for the cabling and audio-visual systems.

(4) Planning team, responsible for programming and monitoring implementation of the progress of the above projects.

Telecommunications Systems and Services

Admin Network
The corporate data (Admin) Network was implemented in cooperation with the Sponsor OTE. This network supported all corporate applications from the start of ATHOC operations and evolved so as to support all the Olympic Venues. This process commenced before the Games and the staff was transferred to the Venues in May 2004. For the needs of the Games, a specific policy was applied for the users of Admin Network in order to minimise the number of connection points.

The Admin Network served more than 4,000 end users. There was support on core routers and network security devices, on venue routers which were “backed-up” with ISDN connections and a redundant Remote Access Server, for all venues connected with the Primary Data Centre (PDC) via 2 Mbps leased lines and the channelled 155 Mbps (STM-1) leased line which was connected with the PDC.

Games Data Network
The Games Data Network supported all applications for the Olympic and Paralympic Games such as the Olympic Information System INFO 2004, systems for the Printing and Distribution of Results, administrative applications and “Help-Desk” services. This network was implemented in cooperation with OTE.

The Network architecture was based on three primary nodes (Primary Data Centre, International Broadcast Centre, Secondary Data Centre) and included: 10 channelled STM-1 which connected all primary nodes, 4 Olympic Venues with 16MB connections, 8 Venues with 10MB connections, 8 Venues with 8MB connections and 43 Venues with connections <=4MB (depending on the size and operational needs of each Venue).

The prime equipment and software used were as follows:

- WAN (7 core routers, 6 Cisco high-end routers, 202 Cisco access routers).
- LAN (10 Cisco LAN core switches, 180 Cisco distribution switches, 1,550 access switches).
- Network security (30 Cisco “firewalls”, network applications and integrated systems, 45 IDS).

Fixed Telephony
The Fixed Telephony Services were developed and provided in cooperation with OTE at the Olympic Venues with the use of a stand-alone
5-digit numbering plan, with 10-digit numbering plan services, and ISDN and ADSL services. In addition, in order to facilitate users at Venues card-phones were installed. For the needs of ATHOC at its Headquarters an advanced PBX was installed and was set into operation.

Amongst the services provided were the following: call waiting, call forwarding, three-party conference call, speed dial, call transfer, caller ID, call barring, voicemail, hotline, call tracing.

The transmission network was based on multiple Synchronous Digital Hierarchy (SDH) rings, which covered all Olympic Venues. The connection of each Venue with the transmission network was implemented with two physically independent routes and associated equipment and cabling. Finally, each Olympic Venue was served by two central autonomous Service Switching Points (SSP).

An Intelligent Network platform was used that included 14 Service Switching Points (SSPs) and 2 Service Control Points (SCPs). Every network element from the Olympic Venues was connected with two SSPs with contention ratio 1:4, which was increased to 1:2 at the most critical Venues (International Broadcast Centre and Main Press Centre).

Call Centre Services
In order to support all incoming and outgoing calls, the Telecommunications Department cooperated with OTE for the implementation of a Call Centre with 200 workstations, which also supported the operations of Volunteers, Ticketing and Communications. For the implementation and operation of the Call Centre OTE provided the space and IT infrastructure and ATHOC provided the staff and all the information databases.

Mobile Telephony
The Mobile Telephony services were developed and provided in collaboration with COSMOTE, member of the Sponsor Consortium of OTE - COSMOTE - OTENET and the TOP Sponsor Samsung, with the necessary infrastructure. The services were based on GSM 2.5G technology and included voice mail, call forwarding and caller ID, WAP-over-GPRS, and Virtual Private Network (VPN) services for users belonging to the ATHOC staff. Voice services were used primarily, and data services to a lesser degree.

COSMOTE extended their existing commercial GSM network (900/1800 MHz) by installing extra base stations and control/transfer centres inside and outside the Olympic Venues, in order to ensure the required radio coverage, capacity and quality of services.

Three types of "dual" and "triple band" Samsung mobile telephones were mainly used to meet the Olympic Games needs. In total 13,960 Samsung mobile telephones were utilised, of which 1,500 were issued via Rate Card Services.

Samsung in collaboration with COSMOTE and the TOP Sponsor Atos Origin, developed a specialised application, Wireless Olympic Works (WOW), and corresponding terminal appliances. In total 2,000 such appliances were distributed (on the basis of a policy approved by the IOC) with which selected teams of users, Olympic Family members, had access to the Games Competition Schedule, Results and statistics.

Trunked Radio
A trunked radio system and specifically TETRA, provided by the Hellenic Telecommunications Organisation (OTE), was used in order to provide communication services between groups of users. Based on the communication model (fleet maps) that was developed by the Venue Teams in collaboration with all the ATHOC Functional Areas, about 700 talk groups were created (roughly 15 per Venue) and based on them a total of 7,920 TETRA terminal appliances were programmed.
OTE extended its existing TETRA commercial network (410-430 MHz), upgrading the base stations already in operation and installing extra stations and transponders in order to ensure the required capacity and radio coverage.

The TETRA system was used by all the Venue Teams as well as by the Main Operations Centre. It provided communication with all the Olympic Venues throughout the Attica Region and in the other Olympic Cities, and contributed to the effective communication and co-ordination between the user groups.

**Radio Spectrum Management**

The objective of radio spectrum management was to guarantee sufficient and clean radio spectrum for the smooth operation of wireless communications during the Olympic and Paralympic Games. In order to achieve this task ATHOC collaborated with the responsible independent regulatory authority EETT (National Telecommunications & Post Commission), the Ministry of Transport and Communications, Athens Olympic Broadcasting (AOB) which represented the Rights Holding Broadcasters, as well as with local major users of radio spectrum like OTE, the Hellenic Broadcasting Corporation (ERT), and the Security Agencies.

A process was developed that included the recording of needs, the provisional cession of frequencies, the control and certification of radio equipment, the monitoring of radio spectrum, and the identification and repression of interference. For the automation of this process an electronic application, called “e-Spectrum”, was developed by ATHOC.

In total 7,500 applications were processed and 1,825 frequencies for various services were granted, such as wireless microphones, portable radios, fixed and portable microwave satellite links, as well as wireless local data networks (WLANs).

**Cable Television**

The cable television (CATV) network was developed to meet the needs of the Olympic users and it included 55 channels (37 sports and 18 commercial) that functioned in the 45-900 MHz frequency zone. The optical fibres backbone and the internal cable network of each Olympic Venue with the corresponding active and passive equipment constituted the cable television network. The backbone and the internal networks of the Venues communicated using fibre optic converters and headends. The International Radio-television Signal (ITVR) was trafficked and distributed through the same network from the International Broadcast Centre (IBC) to the Venues.

The network included 13,129 endings, of which 1,139 were allocated via Rate Card, and corresponding number of televisions monitors of the TOP Sponsor Panasonic.

The development of the network included the phases of planning, installation, control/certification and tuning of television receptors.

**Audiovisual Systems**

In the Audiovisual Systems category were included:

- The Public Announcement systems and the Results Presentation systems, which were required in the Venues for the reproduction of announcements, music, but also by Sport Presentation during Competition.

- 12 video boards and 8 projection systems for the information and entertainment of spectators during Competition.
Cabling

Telecommunications Services in Numbers

- 17,504 5-digit Olympic network fixed telephony connections
- 9,692 10-digit fixed telephony connections
- 3 PBXs connected to the Olympic Network
- 1,501 ISDN BRA and 40 ISDN PRA connections
- 815 ADSL connections
- 3,954 installed payphones
- 7,800 items of active equipment
- 13,960 mobile telephones
- 2,000 PDAs for WOW service
- 7,920 TETRA terminal appliances
- 13,129 cable television (CATV) connections
- 13,085 installed televisions
- 12 video boards
- 8 projection systems

During this project there was close collaboration within the framework of the Venue Teams with all the Functional Areas representatives, both for the determination of needs and for the planning of the infrastructure implementation. Particularly close collaboration was required with the coordinators of Timing and Scoring and with the Functional Area of Information Technology, so that the specifications of wiring for the corresponding systems could be defined.

Assessment

An important factor in the successful provision of all Telecommunication systems and services was the timely completion of telecommunication infrastructure and the precise estimate of the number of Telecommunications users, particularly for fixed and mobile telephony, so that networks of suitable capacity could be created. An important success of the ATHOC Telecommunications Functional Area was the effective management of user needs in order to rationalise equipment needs while remaining within the approved budget, and to plan similarly rationalised infrastructure works (to avoid constructing oversized networks). The planning of telecommunication systems (such as alternative routing and backup systems) as well as the planning of related actions in case of a malfunction proved to be sufficient and successful.

During the Olympic and Paralympic Games of Athens, modern Telecommunication services with high reliability were provided to all users.

The recording of specialised needs in Audiovisual Systems was done during the Operational Planning of the Venue Teams. The Sponsor Panasonic provided all television units and part of the audio systems, as well as the video boards. The planning, installation, operation and support of Audiovisual Systems was carried out in collaboration with the Agencies responsible for construction of Olympic Venues, and Panasonic.

Cabling

The cabling infrastructure concerned many and different Telecommunications and Information Technology systems that were developed for the needs of Olympic Games. Specifically, it concerned voice and data networks as well as cable television (CATV) implemented by Sponsor OTE, and the Timing and Scoring systems, Public Address systems, video boards and wired intercommunication systems that were implemented by a contractor. In order to achieve the infrastructure needed for the Olympic Games, many different types of hardware and cables (CAT5e, optical fibres and coaxial cables) were used extending over hundreds of kilometres. Moreover existing Olympic Venue cable infrastructures were used.

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Information Technology

The Information Technology (IT) Functional Area, under the responsibility of the Technology Division, supported with all the necessary information systems all Olympic and Paralympic Games operations in all Competition and Non-Competition Venues and for all user categories. The users of the Information-Technology services included all ATHOC Functional Areas centrally and at a Venue Team level, Games Command, as well as the members of the Olympic and Paralympic Family for their work requirements during the Games.

The objective of the Information Technology Functional Area was the provision of integrated services with the maximum possible cost optimisation. Specific Information Technology applications, particularly those pertaining to the Games Management Systems, for example Timing & Scoring, Results, Accreditation, were implemented by the Technology Sponsors, whose personnel was integrated from the beginning into the ATHOC Information Technology Department and, later, into each Venue Team under the supervision of the Venue Technology Manager.

The human resources dedicated to Information Technology increased gradually from 51 employees in 2001 to 144 in 2002, to 547 in 2003, and to 3,503 in August 2004. During the Olympic Games, Information Technology services were delivered by 488 ATHOC paid staff, 2,175 volunteers, 621 Sponsor staff (252 from Atos Origin, 310 from Swatch, 26 from Xerox and 33 from Samsung), and 219 contractor staff.

Planning

The strategic decisions upon which the planning of Information Technology services was based were in line with the overall strategy of the other Technology Departments.

ATHOC paid staff were appointed to the managerial, project management, coordination and control positions, while the TOP (International) Sponsors were responsible for the implementation and Games-time operation of specific services as follows:

- Atos Origin was responsible for developing the applications for the Games Management Systems, for the Information Diffusion Systems and for the Results Distribution. Additionally, Atos Origin had the overall responsibility for the integration of different sub-systems as well as for the overall security of the services provided.

- Swatch was responsible for Timing & Scoring and Results, capturing the basic information in the Competition Venues and feeding it into the Games Systems. In addition, Swatch was driving the Public Scoreboards displaying result information and general announcements.

- Kodak was responsible for the printing of the Accreditation Cards.

The technology solutions implemented were state-of-the-art and also tested and proven on a worldwide scale.

Left page:
A volunteer assists an athlete with the IT facilities provided at the Olympic Village. © ATHOC/Y. Kontos
During the planning phases, great care was taken to understand the users’ exact requirements in order to support them with the best possible, secure and reliable solutions, while at the same time optimising the cost/ functionality ratio.

**Testing**

Information Technology services supported all Sport Events in order to test the information systems, the infrastructure and the relative procedures. Additionally, in order to guarantee the correct and smooth functioning of the systems and services supporting Games Operations, a number of specialised tests were designed and implemented:

- The Interface Tests were undertaken to verify that the software was properly implemented to comply with the user specifications given.
- End-to-End Tests were used to verify the correct flow of information to the entire network.
- The Homologation Tests were used to verify that the software complied with the rules set for each Sport and Discipline.

During the Technical Rehearsals, it was verified that the software not only complied with the rules and regulations according to the design, but also complied with the predetermined response timeframes as defined in the relative IOC documents. The personnel readiness was also tested with regard to the relative procedures.

At the last stage of the software engineering cycle, Final Tests were performed for the approval of patches delivered to the Integration Laboratory in response to bugs identified during previous testing.

“Software Freeze” was planned to take place nine months prior to the Games, where practical. A change management procedure was also established to authorise at a senior level final changes to software.

**Information Technology Systems and Services**

**Games Management Systems**

The Games Management Systems (GMS) was a set of specific software systems usually interfaced between them, which were used in the preparation of the Games and were extended to operate at Games-time, providing a reliable and effective framework of operations. The development of these systems was undertaken by the TOP Sponsor Atos Origin, in close collaboration with other Technology Sponsors as well as with all Functional Areas concerned. This work, which included data gathering, user requirements and specifications testing, was supervised and coordinated by a team formed in early 2001 within the Information Technology Department.

The software systems supported the following areas:

- Accreditation, in capturing all data from electronic (e-Accreditation) or paper forms and in due processing in order to authorise and print the corresponding Accreditation Cards,
- Games staffing, through the development of a Staff Information System (SIS) used to record staff details and positions, including staff scheduling to roster the positions Games-time,
- Sports Entries and Qualifications (SEQ), used for capturing Athletes data,
- Olympic Transportation, in scheduling transport for all Games constituent groups,
- an Arrivals & Departures System (ADS)
which assisted the scheduling of the services required for the arriving and departing Olympic Family members,

- Health Services, for logging and processing information on medical encounters,
- a system for Protocol Services.

**Information Diffusion Systems**

The Information Diffusion Systems (IDS) which were developed by Atos Origin processed in a central repository all data stored during the preparation phase and all data generated Games-time from the On Venue Results (OVR). They then distributed the processed Results as well as other Games-related information (e.g., Athletes bio) to predefined recipients and thus to the wider public.

The IDS included the Olympic Information System INFO 2004 used to provide Games-related information to the Press and other Olympic Family groups, the Commentator Information System (CIS) used by the Commentators, and the Real Time Feed Systems used for interfacing data to the Internet sites of ATHOC, of the IOC, and of the International Federations.

**Timing & Scoring and Results System**

The Timing & Scoring and Results Systems managed the primary information generated during Competition in the Venues, providing this information to the Games Systems. They were developed by the TOP Sponsor Swatch in cooperation with a team of Atos Origin and ATHOC Information Technology staff, who were responsible for user requirements and for the provision of expert support services.

The systems were comprised of the following parts:

- Timing and Scoring,
- On Venue Results,
- Scoreboards,
- TV Graphics.

**Reprographic Services**

The Information Technology Functional Area, through its Sponsor Xerox, supplied printing, copying and faxing services both “internally” to the ATHOC Functional Areas as well as to the members of the Olympic Family as per ATHOC’s contractual obligations. During the Games these services concerned mainly the production of Results, by printing and distributing the information so as to ensure the flow to the recipients according to the specifications.

**Printing and Distribution of Results**

One of the responsibilities of the Information Technology Functional Area was the management of timely distribution of all printed Results to the predetermined recipients. The Printed Results Distribution (PRD) team in each Venue produced reports on Games Results as well as on statistical or other critical information about the Competition taking place in the specific Venue.

The predetermined recipients of these reports (the “clients”) included Press Operations, Rights Holding Broadcasters, Technical Delegates of the International Federations, Athletes and Organisers. The PRD team was responsible for the distribution of the printed material to the “clients” within predetermined time frames as defined by the Olympic Results and Information Services (ORIS) specifications. This service was implemented by Atos Origin as far as the relative software was concerned; the equipment was supplied by Xerox, while the PRD teams included a significant number of volunteers.

**Administrative Services Support**

The Admin Network was a network of computers dedicated to supporting all ATHOC administrative services prior to and...
during the Games. The support services on the Admin Network included the following:

- Internet access, Intranet and e-mail services,
- central data storage system (Storage Area Network),
- the Enterprise Resource Planning System (ERP),
- the Document Management System (DMS),
- specialised applications for the support of specific Functional Areas, such as Geographic Information System (GIS), Computer Aided Design (CAD), Venue Equipment Planning (VEP) and the Venue Incident Tracking System (ITS),
- first level support (Help Desk) and second level support at ATHOC Headquarters and at all Olympic Venues,
- remote access of authorised users to Information Technology services and related support,
- connectivity with Sponsors and other involved parties.

**Network Security**

The objective with regard to Network Security was to provide a secure and easily manageable set of services in the Games and Admin Networks. For this purpose, a specialist team developed a closely supervised system for the servers and active network equipment, and developed and applied underlying procedures and policies for their protection. The responsibility for the provision of security services for the Games Network lay with Atos Origin, while for the Admin Network this work was undertaken by ATHOC staff. The services were certified by a group of external auditors.

**Technology Logistics**

Technology Logistics was a special service that coordinated ATHOC Logistics and Technology, in order to achieve the successful application of the logistics processes (processing of orders, warehouse management and transport of goods) for the prompt delivery of all Technology equipment to the prescribed locations.

**Admin Services**

For the provision of its services, the Information Technology Functional Area developed and operated a series of "internal" services for its own use. These services included:

- The PC Factory: all the PCs were checked, software was installed and were repacked for dispatching to the Venues.
- Integration Laboratory: a small scale replica of each Venue was developed in order to test the Admin and Games applications to be used Games-time.
- The Technology Operations Centre (TOC) was responsible for the remote supervision and management of all Technology services delivered during the Games.
- Primary Data Centre (PDC): the location of the central systems used to support all Technology services.
- Secondary Data Centre (SDC) was the alternative location of the PDC to host services in case of a major disaster in the PDC.

**Assessment**

During the Olympic and Paralympic Games, Information Technology secured a smooth operation of the services provided. The key factors contributing to this achievement were: the decision to use proven state-of-the-art technology and user-friendly systems, the provision of adequate training to all users (paid staff, contractors and volunteers), and the strict application of the procedures and policies developed. The Technology Operations Centre (TOC) contributed positively in handling critical situations successfully and in rectifying technical problems without impacting on the overall Games Operations.

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**Information Technology Services in Numbers**

- 10,222 Desktop PCs, of which 3,034 for the Admin Network and 7,188 for the Games Network.
- 519 Laptops, of which 202 for the Admin Network and 317 for the Games Network.
- 880 Servers, of which 85 for the Admin Network and 795 for the Games Network.
- 2,071 active network devices and 55 additional servers for specialised applications (GIS, CAD).
- 3,410 Xerox printers, copiers and faxes.
- 153 Kodak printers (used for Accreditation Cards).
This page, from top to bottom:

Olympic Village
© ATHOC/Y. Kontos

Integration Laboratory for the Olympic Games Information Systems.
© ATHOC/C. Prinos
The Energy Functional Area was responsible for determining the electrical power requirements needed for the smooth hosting of the Olympic and Paralympic Games, as well as for the programming and monitoring of the related implementation activities in cooperation with the Ministry of Development; the Public Power Corporation, which in March 2004 was declared Grand National Sponsor in the Electrical Energy Provision Category; and the Hellenic Transmission Operator SA (DESMIE), which were responsible for guaranteeing the supply of electrical power and the timely completion of the necessary works.

In order to secure the goal of uninterrupted power supply during the Games, energy programming and the implementation of related activities and services began early and was incorporated into the first planning stages, in close cooperation with the responsible Agencies, the Technology Partners, the Host Broadcaster (Athens Olympic Broadcasting S.A.), and the ATHOC Functional Areas involved. The timely, integrated planning for the Olympic and Paralympic Games was an important factor in achieving an accurate estimate of the energy requirements and consequently the prevention of subsequent modifications that would result in increased costs.

During the Games, the Energy Functional Area was responsible for the operation and coordination of all electrical systems and lighting, its principal goal being to ensure the uninterrupted continuous operation of all Venues and of Competition in particular. Specifically, these systems concerned the supply of Medium Voltage (internal loops and substations); permanent and temporary Low Voltage installations; temporary back-up generators; isolation transformers; Uninterrupted Power Supply systems (UPS); and Broadcasting lighting.

Defining Energy Requirements

The following basic parameters for strategic planning, which defined the scope of the Energy Functional Area, were analysed in detail:

- The degree of participation of the existing power supply network;
- The existing or planned infrastructures in the Olympic Venue construction works;
- The requirements of temporary structures;
- The breadth of services that were to be provided to the Rights Holding Broadcasters;
- The lighting requirements for Games Broadcasting purposes.

The detailed determination of electrical energy requirements was a complex effort that was set into motion early on, as of 2001, under the responsibility of the Technology Division, quite sometime before the separate Energy Department was actually set up (in September 2002). The initial approach was based on data from previous Olympic Games and contributed to the design of power supply lines to the Olympic Venues. Moreover, the particular characteristics of the energy to be supplied to various users were specified and the Olympic Venue Energy Policy was drafted, with approval by Senior Management, specifying in detail all energy supply categories for the Venues.

Electricity Supply Networks

The electrical power supply for the Games is secured from the existing national infrastructure, with particular emphasis, however, placed on the distribution networks in order to guarantee and, where necessary, to improve the reliability of power supply to Olympic Venues. The extent of the upgrading
projects necessary was specified in cooperation with the Public Power Corporation. This collaborative effort was extended in order to cover also the maintenance and monitoring of the power supply systems (up to the Venues’ fences) that were utilised during the Games.

**Temporary Sub-Stations**
Moreover, in association with the PPC, the Energy Functional Area secured the delivery of temporary substations (compact type) that covered the additional temporary requirements of the Venues for Olympic operation (mainly loads for Broadcasting and for additional temporary structures).

**Low Voltage Installation Works**
Low Voltage installation works outside the Olympic Venues, including back-up requirements and Uninterrupted Power Supply (UPS) requirements, were determined on the basis of the Energy Policy and on Operational Planning for Venues, following precise determination of Olympic loads in cooperation with all anticipated users, especially with Technology Partners and AOB, which represented the requirements of Rights Holding Broadcasters. Particular consideration was given to correlating calculations between permanent and temporary installations, load coincidence factors and available margins for design flexibility.

**System Control and Data Accumulation**
Based on the corresponding study carried out by the Energy Department, ATHOC decided to acquire an independent System Control And Data Accumulation (SCADA) System, in order to control and to monitor the internal Medium Voltage networks at the OAKA and Helliniko Complexes, the coastal zone Competition Venues and at the International Broadcast Centre (IBC), a measure that proved highly effective. For UPS unit control and monitoring, a corresponding monitoring system was designed and implemented through the Admin Network (ATHOC WEB).

**Lighting**
Finally, lighting issues were evaluated on a per Venue and per Competition basis, taking into account the requirements of Broadcasters, International Federations and Photographic Press, in correlation with the lighting studies for the permanent installations. Permanent and, where necessary, temporary lighting structures were designed and installed in a timely manner at each Olympic Venue.

Following tender procedures carried out in accordance with Greek and EU Law, contractors undertook to secure the temporary energy requirements (i.e. installation and dismantling of temporary networks; auxiliary power supply services, including temporary distribution services) as well as temporary lighting and UPS system installation services. In each case, advanced but proven technology was put into use. The projects were implemented in close cooperation with Technology Partners and AOB, as well as with the Technical Delegates of each International Federation, in order to ensure that the projects would be fully compliant with the technical specifications for each Sport.

The design of basic infrastructure and equipment was essentially tested during the hosting of test events in 2003 and early 2004. The design of basic infrastructures and services for the specific events was carried out with the aim of simulating the actual Games, so as to minimise additional works and/or re-installation. Thus, the final installation of the Games basic infrastructures at each Venue took place with each test event.

In early 2004, all applications of the Energy services that related to the Games were finalised. During the Games, the Energy Department personnel (totalling 44 paid staff) participated in Venue Teams under the management responsibility of the Venue Technology Manager of each Venue Team, and in systematic cooperation with the personnel.
The provision of electrical power to all Olympic Venues took place through city networks without interruption during the entire Olympic and Paralympic Games. This was achieved thanks to the following factors:

- Distribution networks reliability through new distribution centre and supply line designs as well as appropriate maintenance and supervision of all system components.
- Venues were supplied through two separate lines, each originating from a different substation or distribution transformer.
- The existence of a loop-type internal Medium Voltage network, fed by the two separate supply lines.
- Remote monitoring and operation of the Medium Voltage networks by means of a SCADA system.
- Installation of 83 temporary substations rated at 630 kVA each.

The maximum total load demand during the Games did not exceed 90% of the contracted load for a single Olympic Venue; most Venues did not exceed 60% of installed capacity. The maximum power demand taken up at the IBC for Broadcasting needs also did not exceed 60% of the installed capacity.

The optimal operational behaviour of all internal Medium Voltage networks was achieved through the best possible balance between the extent of permanent and temporary structures, and was based on the following considerations:

- The requirements of Rights Holding Broadcasters were met with temporary structures to the maximum degree possible.
- The flexibility of available power lines within the Venues was secured.
- There was a strict review and control of energy requirements of the various users.
- Flexibility in the application of temporary auxiliary systems.
- Quality assurance throughout all segments of the project.

In total, 307 temporary generators (covering also the Opening and Closing Ceremonies), 2,100 panels, 500 kilometres of cabling protected by 2,500 metres of yellow jackets, and 21 isolation transformers rated at 300 kVA each and equipped with special harmonic cutoff filters were employed.

The successful uninterrupted supply of electrical power was secured by feeding all main users (e.g., Field of Play, Broadcasting) by means of remotely monitored, double-conversion 2X100% UPS units, and all other users by means of same technology stand-alone units. In total, 1,719 devices rated from 700VA to 60 kVA units were employed, while 7X120 kVA UPS units supported ATHOC Headquarters where the Main Operations Centre (MOC) and the related Operations Centres were installed.

As regards lighting, the requirements of AOB, of Rights Holding Broadcasters and International Federations were fully satisfied; with additional temporary lighting installations or modifications to the existing ones.

Additional external support was provided by the Public Power Corporation with the appointment of dedicated assistance teams installed on the perimeter of Olympic Venues on a 24-hr basis, ready to provide assistance in the case of central power supply substation faults.
The aim of the Accommodation programme, in line with the contractual obligations to the IOC, was to ensure accommodation for all members of the Olympic Family as well as to make every possible effort, in cooperation with the competent public and private sector agencies, to accommodate visiting spectators.

The duties of the Accommodation Department (which was established with the appointment of a dedicated Manager in November 1998) during the pre-Games period and the services it provided during the Olympic and Paralympic Games included:

- Room reservations for Olympic Family members during their working visits to Athens in the pre-Games period and for hospitality services during the test events.
- Reservations of function facilities for conferences and other events organised by ATHOC, particularly during the pre-Games period (e.g. for meetings of the IOC Coordination Commission, Sponsor Workshops, World Broadcaster Meetings, Chefs de Mission Seminars).
- Reservations of hotel-rooms and of cruise ship cabins for the accommodation during Games-time of Members, staff and guests of the IOC, the National Olympic Committees (NOCs) and the International Federations, as well as for the accommodation of Sponsors’ representatives, of a number of Technical Officials and of a number of Accredited Media representatives.
- Room reservations in Technical Officials’ and Additional Officials’ Accommodation Facilities and in the Media Villages, all of which operated as Olympic Venues under ATHOC’s management responsibility during Games-time.
- Provision of all possible assistance and support to ensure good quality and reasonably priced accommodation for visiting spectators.

Planning

During the initial planning phase during 1998-2000, the main tasks assigned to the Accommodation Department were the following:

(a) to assess the current and anticipated (at Games-time) supply of accommodation facilities in the broader area of the Attica Region,
(b) to assess the demand for facilities to accommodate Olympic Family members,
(c) to assess the supply-demand ratio and provide recommendations on supplementary and alternative means of accommodation in order to meet the needs during the Olympic Games through optimum solutions.

To this end, the first concern (in December 1998) was to prepare a detailed study on hotel supply in the Attica Region, and to create a database of all available hotels and other accommodation in the Attica Prefecture as well as in the neighbouring Prefectures within a 1½ hour radius from the city of Athens.

At the same time, research commenced in order to assess demand by spectators and visitors, and to record specific accommodation requirements of the Olympic Family members. Specifically, the following sources were used in recording these requirements:

- Guest arrivals at previous Olympic Games: although the numbers were indicative, they
provided a fairly good estimate of the size of the Olympic Family to be accommodated during the Games.

- ATHOC’s contractual obligations towards International Federations, Rights Holding Broadcasters and written and photographic Press, as well as towards the International and National Sponsors of the Games.

- Bilateral meetings were held in Athens with representatives of all constituent groups of the Games.

In order to achieve optimum allocation of available accommodation, both the expected demand by “customers” and the recorded availability of accommodation in the greater Athens area, including neighbouring Prefectures, was taken into account. Moreover, demand for rooms in the four Olympic Cities where the Olympic Football Tournament was to be held was also recorded.

Based on this assessment, in May 1999, the first contacts were initiated with tourism authorities and hotel owners. Negotiations with the Athens Hoteliers Association Board started with the intermediation of the Greek National Tourism Organisation.

In February 2000, the Accommodation Department ran a pilot market research study (covering both the retail and wholesale market). The results of this survey provided valuable information for evaluating the various alternative solutions for accommodation (such as cruise ships and private residences) and the degree to which these would be acceptable by potential customers. The database of existing accommodation in Attica and neighbouring Prefectures showed a total of 110,000 available beds, excluding those reserved for the requirements of the Olympic Family. In Attica in particular; a shortage in four and five star hotel beds was ascertained.

In order to increase accommodation capacity/supply, in addition to the 2,000 new hotel rooms which were scheduled to be built for the Games (most in top class hotels), the following alternative solutions were examined, in view of increasing accommodation capacity for the requirements of the Olympic Games:

- The use of supplementary means of accommodation (using guesthouses and/or residence halls of public and/or private institutions, such as military academies, student residences, training centres, camping facilities) as Olympic Accommodation Facilities, primarily to accommodate Technical Officials and Additional Officials.

- The use of "Media Villages" as Olympic Venues to accommodate Media representatives.

- The use of cruise ships as "floating hotels" berthed at the Port of Piraeus to accommodate Olympic Family members and visitors/spectators, mainly from abroad.

- The use of private residences to accommodate visitors.

These alternative solutions were not included in the Bid File, with the exception of the use of cruise ships which had been planned only for accommodating visitors/spectators.

**Accommodation Facilities**

**Hotels**

It was clear that the main supply of accommodation services in the city would be by hotels. For this reason, the first strategic priority was to negotiate a framework agreement with the Hoteliers Association. In June 2000 the framework agreement was concluded and approved by the IOC. Subsequent to the signing of the Olympic Hotel Agreement in July 2000, 7,500 rooms mainly in large hotels were secured within the first 45 days.
Signing the contract with the Athens HILTON hotel to serve as the IOC Official Hotel during the Olympic Games of 2004.

The total number of hotel rooms finally used was 15,180 of which 53% were in four and five star hotels.

The main terms of the Olympic Hotel Agreement (OHA) were as follows:

- Each hotel signing the Agreement had the obligation to concede at least 80% of its capacity to ATHOC.
- Prices during Games-time were based on published prices of 2001 and 2002 plus the estimated rate of inflation (based on official assessments by public authorities) for the period January 2003 - August 2004.
- Payments began upon signature of the Agreement (around 5% of the total sum), and were effected in instalments with the final payment being made prior to the Games.
- A 10% withholding was made for each payment as a guarantee of room availability and of the overall proper implementation of the Agreement during the Games; it was released upon settlement after the end of the Games (30 September 2004).
- Release dates and cancellation fees were included in the Agreement.
- There was provision for the consumption of extras, for bookings of function facilities and for Marketing and Security issues.
- Finally, there was also provision for severe penalties in cases of breach of Agreement.

The main challenges faced by the Organising Committee were: (a) the supply-demand ratio since, based on data from previous Games, demand was expected to be higher than supply, in particular for four and five star hotels where the available capacity was limited; and (b) the majority of hotels in Athens required extensive renovation to align with international standards.

Furthermore, at the beginning of 2001, a plan for the accommodation of Olympic Family members in hotels in Athens and in the Olympic Cities during the Football Tournament was elaborated. The relevant agreements with hoteliers were signed further to detailed research and extensive negotiations.

The following hotels were selected as Olympic Family Hotels: Athens Hilton, Divani Caravel, Holiday Inn and Illisia. The total number of rooms used in these four central, neighbouring hotels was 1,070. The Athens Hilton Hotel was chosen as the IOC headquarters. In addition, the Hotel Grande Bretagne, which had been recently overhauled and was very centrally located, was used for the accommodation of Heads of State and International Dignitaries. These agreements were all signed by mid-2003.

In the Olympic Cities where the Football Tournament was to be held, five hotels were chosen to accommodate members of the Olympic Family. In Thessaloniki, Patra and Heraklion one hotel was used in each case (Hyatt Regency, Porto-Rio and Sofitel Capsis Resort respectively), while in Volos two hotels were used (Volos Palace and Park). The agreements were signed in 2002, except in the case of Volos, where the agreements were signed in 2004.

**Supplementary Means of Accommodation**

Supplementary means of accommodation were selected to increase the available accommodation capacity for certain constituent groups. They were used as Olympic Accommodation Facilities for Technical Officials and Additional Officials. Media Villages were also developed (new constructions or fully refurbished existing buildings) in order to meet the accommodation requirements of Accredited Media representatives.

In addition to four hotels, Technical Officials were accommodated in the guesthouses of three Competition Venues (at the Markopoulo
Olympic Shooting Centre, the Peristeri Olympic Boxing Hall, and the Nikaia Olympic Weightlifting Hall), as well as in the guesthouses or halls of residence of the following institutions: Hellenic Army Academy; Hellenic Navy Academy; Agricultural Bank of Greece Training Centre; National Bank of Greece Training Centre; Agios Kosmas Sports Centre; the Apostolic Deaconry in Agia Varvara Egalée; Amaliasion Foundation; Baron Totsitas Student Residences. By mid-2002 all agreements with the owners of the above Accommodation Facilities were signed.

The Hellenic Air Force Academy, located within the Dekelia Olympic Complex, was used to accommodate Additional Officials, as was the Bank of Greece Camping Resort at Metochi on Mount Parnitha; they were both located very near to the Olympic Village. The total capacity of the above facilities (hotels excluded) was 2,152 beds.

In order to accommodate representatives of the written and photographic Press and of Rights Holding Broadcasters, seven Media Villages were developed with a total capacity of 8,755 beds. They were located in Agios Andreas (summer resort); in Amygdaleza (Police Academy Campus); at the Campus of the National Technical University of Athens (NTUA); at the University of Athens Student Residences; at the newly constructed "SELETE" Offices of the Ministry of Education, located next to the OAKA Complex; in Maroussi and in Pallini (newly constructed luxury private residences).

Cruise Ships
Based on the Memorandum of Understanding between ATHOC, the Ministry of Merchant Marine and the Piraeus Port Authority that was signed in September 2001, an area of 3 kilometres length along the Port of Piraeus was designated as an Olympic Hospitality Zone for the berthing of cruise ships that would be used as "floating hotels" offering top class (four or five star) accommodation.

An international market research was also undertaken in order to record whether companies owning cruise ships were interested in participating in the programme and to identify booking price thresholds. The aim was to secure the necessary number of top quality cruise ships and guarantee the best possible allocation of cabins to Olympic Family members.

The ships were very carefully selected through an International Call for Interest, in compliance with the relevant legal provisions and procedures. Overall, 21 cruise ships expressed interest in berthing at the Olympic Hospitality Zone in Piraeus. The ships that actually berthed during Games-time were: the Queen Mary 2, fully chartered by ATHOC; the Westerdam, the Rotterdam and the Aida Aura, used by ATHOC in part, with 30% of their cabins booked to accommodate the Olympic Family; and the Silver Wind, the Silver Whisper, the Ocean Countess and the World Renaissance. Overall 4,500 cabins were made available for 9,000 passengers. Also berthed at the Olympic Hospitality Zone was the Clelia I I, where the French National Sports Federations were accommodated. Adequate space for yachts was also provided in three marinas in the greater Athens area.

Spectator Accommodation
Taking into account that the majority of leading hotels in the city were used for the Olympic Family’s accommodation arrangements, ATHOC undertook to examine the anticipated demand from visitors/spectators, and subsequently to propose alternative solutions to increase available accommodation capacity to the extent considered necessary.

Based on the results of research, a Residential Accommodation Programme for Visitors was elaborated under the care of the Accommodation Department. In particular, during 2002 a Call for Interest was published in line with the relevant legal provisions and procedures and, following this, two contractors were selected (two real estate companies, subsidiaries of private banks, in collaboration with travel agencies) to implement the Residential Accommodation Programme. The Accommodation Department limited itself to supervising overall its execution and of the programme through which approximately 600 residences were rented. The programme was particularly successful and the services provided to customers were of very high quality.

Bookings
With regard to bookings in all available types of accommodation facilities (hotel rooms, cruise ship cabins, supplementary means of accommodation), every effort was made, in cooperation with all ATHOC Functional Areas involved, to satisfy every customer and to ensure a fair allocation of rooms. In particular, the procedures followed to implement the largest accommodation reservation programme in Greek history (with 320,000 entries in the booking system) were as follows:

• Three different accommodation allocation scenarios were developed to ensure flexibility in adjusting to the special requirements of the various Games constituent groups.

• Supply was fully matched with demand.

• The quality of accommodation facilities and related services, in relation to the number of rooms to which each Olympic Family member category was entitled, was also taken into consideration.

• Several meetings were held, in particular with the Transport Functional Area, to select hotels which also served transportation needs for each Olympic Family member category.

Once the Accommodation Allotment Plan was completed, the internal room allocation per hotel or other Accommodation Facility began. Based on customer requirements, rooms were listed as single, double, twin, suites, etc., and they were submitted to interested parties for approval. Following this, some changes and adjustments were made to maximise the utilisation rate per customers group.
In collaboration with the IOC, a policy for payments and cancellations was formulated, which was dispatched to all customer groups together with a full breakdown of pricing for all types of rooms per accommodation facility.

Representatives of the organisations of the various Olympic Family member categories visited and inspected the accommodation facilities. After their final approval, the relevant Accommodation Allocation Agreements were signed by each organisation. Accommodation Department staff were responsible for monitoring the terms of the Agreements in detail, in particular those relating to receipt of payments and any cancellations or changes to room types. At the start of 2004, the list of Olympic Family members to be accommodated in each hotel, cruise ship, Olympic Accommodation Facility or Village were finalised. The lists of customers’ names and vouchers per room type were dispatched.

During Games-time, an Accommodation Central Team at ATHOC Headquarters was responsible for room bookings at hotels, the Media Villages, the Technical Officials and Additional Officials Accommodation Facilities, as well as for the booking of cabins in the cruise ships of the Olympic Hospitality Zone at the Port of Piraeus.

**Assessment of Games-time Operation**

The Accommodation programme of the Athens Olympic Games was considered successful by the members of the Olympic Family, by visitors and spectators, and by the Media.

The Accommodation network consisted of 195 hotels in the greater Athens area, and operated without problems. The workforce deployed in Accommodation services included 48 paid staff and 150 volunteers (110 placed at the largest hotels and the rest at the call centre). Regular inspections for quality control of service levels were carried out by personnel of the Accommodation Central Team at hotels. The Accommodation Central Team, whose Head was a member of the Games Main Operations Centre, operated round-the-clock and was responsible for the general coordination and prompt resolution of any issues arising, in direct contact with hotel owners.

All hoteliers were exceptionally cooperative during Games-time and met their obligations in line with the Olympic Hotel Agreement (OHA) in all due detail. The result was that customers (members of the Olympic Family) commented very positively about their accommodation services, also in writing.

In particular, the reservations section of the Accommodation Central Team operated flawlessly and made every possible effort to meet any last minute customer demands. The call centre was operated round-the-clock by paid staff and volunteers as from 15 July 2004 and throughout the entire Games period, providing prompt resolutions to any emerging issues.

At the Piraeus Olympic Hospitality Zone, the arrivals procedures for guests as per cabin reservation lists were implemented smoothly and every effort was made to meet last minute demands and customer requests for changes in cabin types. Customers expressed their satisfaction with the quality of the cruise ships, the overall operation of the Olympic Hospitality Zone and the assistance provided by staff and volunteers.
Apart from ticket-holding spectators, access to all Olympic Venues for participants in the Games, regardless of their capacity, is only permitted after displaying their Olympic Accreditation. Olympic Accreditation is one of the key prerequisites for ensuring the secure, smooth hosting of the Games. It is issued by the Organising Committee and is granted to those entitled after a background check by the competent state authorities or international authorities charged with this jurisdiction.

Those entitled to Olympic Accreditation are members of the Olympic Family described in detail in the IOC Accreditation Guide, as well as all Games workforce. The ATHOC Accreditation Department was responsible for:

• Developing and implementing systems, procedures and methods for recording the necessary data of all entitled.

• Issuing and providing them with suitable Accreditation Cards to ensure their required, unimpeded access to areas of Olympic Venues they were entitled to enter.

• Producing the necessary Supplementary Accreditation Means for special categories of participants as well as for special categories of equipment such as: distinctive bibs for Photographers and Rights Holding Broadcasters to allow them entry to the Field of Play, distinctive armbands and stickers for exclusive access to the Opening and Closing Ceremonies, stickers for cameras and television cameras, vehicle access and parking permits (VAPPs).

• Coordinating all access entitlements for Games staff - issues such as "who is entitled to enter which areas, zones, venues" - in cooperation with the relevant section managers in charge of running those areas.

For the Athens Olympic Games 256,126 applications were entered, 176,714 Accreditation Cards were issued, 2,381,244 Supplementary Accreditation Means were produced including special bump-in passes for Venues during the pre- and post-Olympic period, and 195 paid staff and 1,732 volunteers were employed at the Accreditation Centres and Desks in operation at Olympic Venues.

**Systems and Procedures**

**Major Milestones**

The Accreditation Department was set up in July 2000 and was gradually staffed with 35 individuals during the preparation period up to September 2003. Strategic planning focused initially on analysing difficulties and normal problems in implementing the Accreditation scheme that had been identified based on past Games experience, in order to adopt those systems, methods and procedures which would limit, to the greatest extent possible, any problems or would permit them to be effectively dealt with.

During 2001 emphasis was placed on the operational requirements of technology systems, a key parameter for precise and timely data input. During the initial planning stage, close collaboration with the Olympic Games Security Division (OGSD) became necessary to coordinate the Accreditation procedure with the Security background check of applicants, which was the responsibility of OGSD.

By November 2002 the design of the Accreditation Cards, as well as application and issuing procedures for these was completed and agreed with the IOC. Following this, members of the Olympic Family and other institutional participants in the Games began

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Familiarisation with Accreditation: Coast Guard personnel being photographed for Accreditation for the Athens 2002 Regatta Sailing Test Event.
© ATHOC/C. Voulgari

Between January 2002 and September 2003, with the participation of Accreditation representatives in the operational planning of Venue Teams, venue zoning was completed for each Olympic Venue and an outline of access entitlement for workforce per job position was prepared. During the same period the operational planning of Accreditation Centres was completed by the corresponding Venue Teams, assisted by representatives of the Accreditation Department.

During the August 2003 test events the Olympic Accreditation system and procedures were implemented and tested for the first time, including the application data entry and Card issue systems, while at the Venues the zone access control procedures were tested. Immediately after the test events in August 2003, the technological system applications were finalised and application form production commenced, as did the dispatch of manuals on how to complete these.

Provision of Accreditation services commenced in October 2003, nine months before the start of the Olympic period, with the dispatch and data entry of Accreditation applications. At the same time, by June 2004, when the Main Uniform Distribution and Accreditation Centre (UDAC) began operations, all the required staff for 9 Accreditation Centres and 30 Accreditation Desks in operation at the Olympic Venues were recruited and given specialised training.

Accreditation Procedure

The Olympic Accreditation application form contained the particulars of each candidate requiring input in the Organising Committee’s online Accreditation system. The necessary data required to issue accreditation were personal particulars of the candidate (name, date of birth, nationality, passport number, etc.), their Olympic capacity, or in the case of Games workforce, job title, and the name of the organisation to which the candidate belonged. The application for the issuing of Olympic Accreditation was not submitted by the interested party in person, but via the agency they represent. In the case of members of the Olympic Family, responsibility for completing and submitting the application lay with the organisation to which the candidate belonged, such as the IOC, IFs, NOCs, Rights Holding Broadcasters, etc. In the case of Games workforce, ATHOC staff, volunteers and contractors, the particulars were sent online via the Staff Information System (SIS) operated by ATHOC.

For each accredited individual, the Venues and Venue Zones they were entitled to enter, in their capacity in the hosting of the Games, was also designated and recorded. For most members of the Olympic Family, access entitlements were specified in the IOC Accreditation Guide. For Games workforce, access entitlements were specified by job title, in the context of Venue Operational Planning, which were then submitted to Senior Management (Games Operations Management Executive Board) for approval and subsequently implemented and adapted for each job title at each Venue under the responsibility of the corresponding Venue Manager.

Responsibility for collecting and entering data in the system lay with the staff of the Accreditation Department. Data could be collected in two ways: either by submitting hard copies of applications and photographs or by sending applications online with digital photographs. No Accreditation Card could be activated for use before approval by the security background check, which was connected online to the Accreditation System. Activation, production and distribution of...
Accreditation Cards was accomplished at 9 Accreditation Centres at Olympic Venues. In the case of paid staff, volunteers and certain subcontractors, Cards were distributed at the same time as uniforms.

E-Accreditation
Processing Accreditation applications in hard copy is a time-consuming and laborious task, particularly for organisations that need to complete a large number of applications and for Organising Committee Accreditation services involved in data entry. Many organisations had proposed looking into the possibility of submitting data in electronic form, but given that this experience of e-accreditation use in previous Summer Olympic Games had not been particularly successful, there was serious scepticism at the outset. Following a special feasibility study, also presented to the IOC, it was decided to develop a special application which would permit: (a) online submission of applications with automatic data checks based on online excel lists sent by various organisations, and (b) online submission in real time and dispatch of digital photographs.

The results were exceptional and exceeded all expectations, since 128,941 applications (50% of all applications) were submitted in this way. Combined with the special software used, which permitted online transfer of data from the SIS to the Accreditation System, of the 256,126 applications in total more than 192,000 (75%) were input online, confirming excellent planning and showing the way in which the Accreditation procedure will be run in the future.

Digital Photography
In particular, the decision on the capacity to submit digital photographs was taken after an analysis of the data from previous Games, where it was ascertained that the process of photographing applicants alone accounted for 50% of the entire time required to issue Accreditation Cards. Pre-printing the cards was the primary way to reduce customer handling times and simplify the Card production process in real time. This, of course, presupposes that applicants’ photographs were collected in due time.

Candidates were given the opportunity, and asked to submit digital photographs via the e-accreditation system. Moreover, a remote access system was developed through which applicants could send photographs online using a network of sponsor KODAK outlets (more than 100 outlets) throughout Greece. This measure facilitated matters, primarily for subcontractor staff and Security (OGSD). Finally, volunteer photography points were set up and operated when volunteers arrived for interview. 60% of volunteer photographs were collected digitally in this way.

Mass Printing
Submission of “last minute” applications is a reality that Organising Committees are called upon to handle, given that it exerts great pressure on the Accreditation Card production system. In Athens, the existence of this problem was anticipated, particularly for staff from specific categories of contractors such as Venue Site Management. The way chosen to handle this was to collect and post staff data on time and then to mass print Cards off line. Special printers were utilised for this purpose. 50% of Accreditation Cards were produced in this way and mass printing of cards was a definitive factor in the success of the programme.

Accreditation and Visas

Visas
The Olympic Charter, the Host City Contract and the Bid commitments undertaken obliged ATHOC and the Greek Government to permit entry for the duration of the Games to members of the Olympic Family who presented their Olympic Accreditation and a valid travel document (passport).
However, Greece, as a Member State of the European Union and signatory of the Schengen Treaty, is subject to specific regulations and procedures relating to the common borders, movement across internal borders and the issuing of visas. In particular, among signatories of the Schengen Treaty there are no internal borders and movement is unrestricted. Greece was the first country to organise Olympic Games under this new border regime based on the Schengen Treaty, and provided a solution by adopting rules and procedures, which related to Europe’s single external border.

ATHOC and the Ministry of Foreign Affairs worked together to design a single procedure and methodology, and submitted a joint request to the European Union for a temporary derogation from the specific provisions of the Schengen acquis on visa application and issuance procedures. Following this, a temporary derogation from the Schengen rules was granted during the Olympic and Paralympic Games for members of the Olympic Family who were residents of non-Member States, subject to visa requirements in line with Council Regulation (EC) No 539/2001 of 15 March 2001, on the list of non-Member States whose nationals are subject to visa requirements for crossing the national borders of Member States and the list of non-Member States whose nationals are exempt from this obligation.

The European Union approved Regulation (EC) No 1295/2003 in the summer of that year. Under its terms, members of the Olympic Family were entitled to enter Greece and, consequently, the signatories of the Schengen Agreement, by showing their pre-validated Accreditation Card and a valid travel document (passport) during the three-month period the EU accepted, namely 13 July to 29 September 2004 for the Olympic Games and 18 August to 29 October 2004 for the Paralympic Games. Note that visas for members of the Olympic Family were issued free of charge in line with Article 7 of the aforementioned Regulation.

Using Passport Technology to Issue Accreditation

The procedure and technology decided on and adopted by ATHOC combined two documents used in previous Games in one card: the pre-accreditation or Olympic visa issued before the Games, in line with specifications laid down by each Organising Committee, based on which entry to the host country is permitted; and the Olympic Accreditation Card, which is issued by the Organising Committee and is validated in person by the accredited person at an Accreditation Centre.

The Pre-validated Accreditation Card was issued and sent by ATHOC to the applicant following submission of an application for a member of the Olympic Family and its approval, after the necessary security background check. This, when used in conjunction with a passport, operated as an entry visa for that individual to Greece or other Schengen countries. Upon arrival in Greece the Pre-validated Accreditation Card was activated and used thereafter as an Accreditation Card for the Games. In order for this single card to be used as a visa, it was decided early in the process to produce these cards utilising the same technology used to produce passports. This technology removed the need to laminate cards, reducing the waiting time during the validation stage by 50%.

All measures and the technology utilised had to be acceptable to all Member States of the European Union. After negotiations and consultations with the European Commission, which lasted two years; and after inspections by the laboratories of the Ministries of Public Order of every Member State; and a due diligence audit of the procedure planned had been performed; the proposal was adopted as a European Union Regulation without any objection from Member States. In this way the Accreditation Card could be lawfully used as a visa. This was the first time in the European Union that a private sector body (ATHOC)
was entitled to produce a travel document operating as a visa with the approval of 25 states. Of course, this was made possible because the procedure planned had no security gaps and the technology utilised to produce the cards was the most advanced in the world.

Visa Control
All participants in the Games, regardless of their capacity, were background checked in depth and the Accreditation System did not permit a Card to be issued until a positive online response was received from the Ministry of Foreign Affairs and the OGSO. ATHOC Accreditation Services operated a round-the-clock call line one month before the date set as the last day for receiving applications, to make it easier for organisations to properly dispatch their data. Moreover, three months before the Games, the Olympic Consulate of the Ministry of Foreign Affairs opened at ATHOC Headquarters, as a liaison between the Organising Committee and the Schengen Bureau to handle and resolve on-site any problems, such as erroneous data entries, or delayed submission of applications, or approval thereof.

Given that the Pre-validated Accreditation Card operated as a visa for entry to the European Union for the first time under the Schengen regime, all border guards in Member States and all airports had to be fully briefed. To this end ATHOC prepared pamphlets on this issue in 6 languages, which were included in the International Air Transport Association (IATA) guidelines sent to all airlines, coupled with a long-term briefing campaign for airports. Although there were 100 points of entry to the European Union, the problems were minimised with the assistance of these measures.

Accreditation Centres and Service Stations
The operational phase of Accreditation began in October 2003, nine months before the Games, with the dispatch of Accreditation applications and the start of data entry into the system. Accreditation services set up nine specially laid out Centres, cleverly positioned next to accommodation or work facilities for various categories of Games participants at the following Olympic Venues:

- The Main Uniform Distribution and Accreditation Centre began operation on 16 June 2004 and issued and distributed Accreditation Cards to Games workforce, volunteers, paid staff and contractors, as well as Technical Officials for the Games, in combination with distribution of their uniforms. The Centre was housed in part of the ATHOC Headquarters but was a separate Olympic Venue. 125,629 people were accredited there, including Security staff.

- The Olympic Village Accreditation Centre primarily served Athlete Delegations, starting operations on 23 July 2004, with the soft opening of the Village. More than 11,000 members of Athlete Delegations were accredited there.

- The Accreditation Centre at the Olympic Family Hotel (Hilton) served more than 5,000 people starting on 29 July 2004 and throughout the entire Games period.

- The Media Accreditation Centre was located next to the Main Press Centre (MPC) and the International Broadcast Centre (IBC) and served more than 9,000 people from the date it opened on 12 July 2004.

- At the Olympic Venue of the "Eleftherios Venizelos" Athens International Airport, an Accreditation Validation Centre was in operation from 12 July 2004 and served around 27,600 people from all participant categories.

- In each of the Olympic Cities, other than Athens, there were also a Uniform Distribution and Accreditation Centre, which commenced operations on 19 July 2004.

At Accreditation Centres, specially trained staff and volunteers were responsible for processing and handling data, activating and producing cards, and issue resolution. In order to determine the number and location of work stations, a custom-designed software (PLATO) was used so that facilities and work flows could be designed bearing in mind customer arrival estimates so that queues could be kept down to satisfactory levels. Apart from these Centres, during the Games 30 Accreditation Desks dealing with Accreditation issues were also in operation at an equal number of Competition Venues. Using the methods and systems adopted, the Accreditation procedure was smooth for all categories of participants in the Athens Games.
Ticketing

The Ticketing Functional Area contributed to the success of the Athens Olympic Games, offering all client groups the possibility to watch the Games. The programme's objectives were to maximise Games attendance and to achieve the budget revenue target by means of full, effective and fair planning and implementation of the Ticketing service in order to ensure the highest degree of customer satisfaction.

Experience from previous Olympic Games demonstrated that the Ticketing programme is a complicated and long-term procedure, whose technical management requires a contractor with the relevant infrastructure, expertise and staff. The Ticketing programme is vital for the image of every Organising Committee, since it is a point of interface with the public. As a result, a well-planned and credible sales policy was necessary so that the programme of sales to the general public could be managed in a manner anticipating demand while ensuring total transparency. Every Organising Committee also has to ensure that the public and the key stakeholders are informed beforehand about what will be allocated to whom and when.

In order to achieve the objectives of the Ticketing programme, the following steps were necessary:

- Creating policies, price models and ticket packages;
- Setting ticket quotas and allocation to all client groups;
- Planning and implementation of the ticketing commercial policy;
- Producing, distributing and selling tickets to all client groups;
- Coordinating Accredited seating allocation;
- Selecting, developing and managing effective, reliable and user-friendly support systems and sales methods (Ticketing Systems, Call Centre, Points of Sale, Ticket Box Offices, Internet, Brochures);
- Planning and operating all Ticketing Points of Sale for before and during the Games (Ticket Distribution Centre, Box Offices at Venues and in public areas, Alpha Bank branches, Internet).

Ticketing Policy

Basic Principles
A basic principle of the ATHOC Ticketing programme was that there were no free tickets. In order to enter the seating area at a Venue, every person had to have a ticket or Accreditation; while in certain cases both were required.

Complete harmonisation with European Union legislation meant that Greeks and other European Union citizens had equal rights in respect to the purchase of tickets, which could be ordered under the same terms, including the time of purchase. All citizens of the European Economic Area (Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Italy, Ireland, Liechtenstein, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, and the United Kingdom) had access to tickets for each session.

The fundamental principles underlying the programme were full compliance with the guidelines of the IOC, and reliability and complete transparency in the planning and implementation of the programme.
This commitment of ATHOC to ensure unbiased sales and fair distribution also by using random selection (lottery) software in cases where demand exceeded available tickets, ensured that the procedure was reliable and incontestably transparent, which was confirmed following a request by ATHOC, by means of an audit conducted by independent Auditors.

European Legislation

According to European Union legislation, the Organising Committee of a major sporting event is considered to undertake all financial activities related to organising that event and is therefore obliged to act in line with articles 81 and 82 of the Treaty on European Union (regulating competition rules). As a result, ATHOC was obliged to inform the European Commission (Directorate General for Competition) concerning the measures proposed in order to receive approval, before ticket sales began. ATHOC complied in time and applied for the issuance of a "Negative Clearance". The final notification document was submitted in July 2002. Following up on oral confirmation from the European Commission, the "Negative Clearance" for the rules governing the issuing of the Athens Olympic Games tickets was also provided in writing in May 2003.

During the entire procedure, the European Commission raised three issues:

- The simultaneous commencement of ticket sales throughout the European Economic Area, on 12 May 2003, by ATHOC as well as the General Sales Agents of the National Olympic Committees of Europe.

The European Commission examined all the issues above. Detailed explanations were provided and all issues were successfully resolved.

The European Commission continued monitoring the Ticketing programme even after granting the "Negative Clearance". ATHOC regularly provided the information requested regarding the progress of ticket sales, not only through its website, but also through European General Sales Agents. The IOC requested that Official Ticket Agents include the information required by the European Commission concerning ticket sales on their websites.

It should be noted that ATHOC was the first Organising Committee for the Olympic Games that started the whole procedure this early - 31 months before the Games - and submitted the final notification 25 months before their opening. In addition, after the notification was submitted, due to enlargement of the European Union, the relevant articles of the European Treaty were amended and a new Regulation was issued, according to which a more precautionary approach was adopted, with the aim of highlighting and prohibiting limitations to competition.

Ticket Pricing Policy

Planning the ticket pricing policy required demand estimations, a consideration of comparative prices and setting prices that would allow the programme’s objectives to be achieved.

The demand estimate was based on the popularity of the competition session, the geographical location and capacity of each Venue, its potential to attract the public, the
likelihood of a medal being won by the Greek team, and the Competition Schedule. As far as price levels were concerned, given the international character of the event, this was based on the ticket prices of previous Games (Sydney, Atlanta) and the comparative prices of other sport events (e.g., World Cup).

In order to achieve the main objective of the programme, that is to maximise attendance, the great majority of ticket prices took into consideration the purchasing power of the Greek public, while other costs included were factored in (e.g., free transport by all Public Means of Transport was included in the ticket price).

At the same time, the programme had to achieve its budget revenue target of €183 million (VAT included). A total number of 5,300,000 tickets could be issued, whose prices were as follows:

- €3,600,000 tickets, 68% of total number cost up to €30
- €2,900,000 tickets, 55% of total number cost up to €20
- €2,000,000 tickets, 38% of total number cost up to €10 or €15.

The ticket prices for sporting events ranged from €10 to €300, for the Ceremonies from €50 to €950 and it was the first time that ticket prices for the Closing Ceremony were 32% cheaper than those for the Opening Ceremony while only 38% of net capacity could be considered “expensive” as opposed to 74% at Sydney.

Clients
There were 4 main client groups for the Ticketing programme:

1. The General Public: included sales to all citizens of the European Economic Area.
3. Other Groups / Special Sales: included ticket packages and other pre-defined client groups (e.g., State Agencies).
4. Accredited Groups (do not generate revenue): were clients for whom, according to the Olympic Charter; seating or an area should be reserved (Olympic Family Tribune, Press Tribune, Broadcasting positions).

The first three categories purchased tickets according to defined rules and policies, while the last group, according to the Olympic Charter; had special requirements for seating allocation within Venues, but did not generate any revenues for the Ticketing programme.

Every client category was further divided into groups, i.e., groups such as Sponsors, National Olympic Committees etc., each of which had specific requirements and rights. The clients of each group belonging to the first three categories were considered to be ticket end users. Each of the groups had a number of tickets available (quotas); ticket sales were conducted in the context of the quota set for the group and were governed by specific rules and policies.

Main Milestones

- Receipt of the final Competition Schedule (showing start times for competition sessions): June 2002.
• Prices and sales strategy approved by the IOC Executive Board: November 2002.
• First Phase of Sales to the public: 12 May -12 June 2003.
• Accredited areas and detailed seating plan finalised: April 2004.
• Seat assignment procedure completed: April - May 2004.
• Third Phase of Sales to the public: 1 June - 29 August 2004.

Organisation
In order to achieve its objectives, the Ticketing programme was divided into five separate sub-pro grammes:

• Strategic Planning: This sub-programme was responsible for creating price and revenue models, acted as the main liaison with Financial Services and was responsible for spectator seating plans at Venues and the accredited seating areas; while also supervising all Ticketing-related functions at Venues and sales through box offices in Athens and in the four Olympic Cities.
• Sales: Sales managed all sales to various contractual client groups (Sponsors, Rights Holding Broadcasters, National Olympic Committees etc.).
• Commercial Activities and Special Sales: This managed all issues of ticket marketing and sales (packages, brochures, advertising etc.), as well as other Special Sales programmes.
• Systems and Operations: This was the main liaison with Ticketing System suppliers (Ticketing System software, Call Centre, Internet, Box Offices, printing, etc.) and Alpha Bank. It also was responsible for setting specific standards for all detailed System requirements, as well as for supervising all their operations.
• Ticketing System
The planning and implementation of the Ticketing programme required a Ticketing System with the ability to support the operation of a Call centre, sales via the Internet and via conventional box offices / points of sale, as well as the specialised Olympic Ticketing programmes. These specialised programmes, among others, included: quota management work, the ability to monitor and sell Sponsor and special group tickets, loading of document files (tickets for the public), mass seat assignment, preparation of documents for printing, connectivity with delivery system and financial monitoring system, and the ability to manage and sell tickets for more than 640 competition sessions.

The Ticketing System was assigned to Ticketmaster, a specialised company which was declared an Official Supporter of the Olympic and Paralympic Games for Ticketing Services, and was responsible for supplying the necessary technological equipment and software for operating Box Offices and Points of Sale. The Company provided and trained staff, in cooperation with the Ticketing Department, for the Call Centre, for Box Offices, for the Customer Service Offices, for supporting the Ticketing System, as well as the trainers to provide the training required to use the system.

Technological support for the Ticketing System (servers, data communication connections, Internet connections etc.) was installed at ATHOC Headquarters. The technological equipment covered the requirements of 46 Box Offices, 33 Customer Service Offices and 110 branches of Alpha Bank/ Points of Sale operating during the Games.

Alpha Bank provided support for the Ticketing programme: as a Grand National Sponsor of the Olympic Games, with 420 branches in Greece, it had the appropriate technological infrastructure and could handle all the required financial transactions.

Planning
The participation of Venue Ticketing Managers during Venue Operational Planning was of critical importance. They had to estimate the net capacity (number of tickets available for the public) for every Venue and update this information with any changes. Net capacities were a basic factor for planning various operations (e.g. Transport, Food Services, etc.). This presupposed that all decisions concerning the gross or net capacities of the Venues and every ticket-related commitment had to be communicated to and signed off beforehand by Ticketing.

In addition, once seat assignment was completed and printing had commenced, no change in spectator seating plans was possible. This responsibility, given the fact that most of the Venues were under construction during the Operational Planning phase or even during the ticket sales phase, meant ensuring faithful implementation of the final seating plans and achieving the seat assignment with the minimum possible deviations between the seating plans and their actual arrangement.

Another important activity was determining the seat marking method at all Competition Venues, and then developing and finalising all seat marking plans in direct and ongoing cooperation with Site Management at every Venue.

During the test events, the Ticketing section participated by issuing Free Entrance Passes to ensure controlled entry by the public. Ticketing operations were tested during the Olympic Games Synchronised Swimming Qualification Tournament held from 15 to 18 April 2004 at the Olympic Aquatics Centre. Despite the fact that the number of tickets issued (at a nominal price) for the specific test event were not comparable to that of the Games, it was a good opportunity to test Ticketing procedures and operations at a competitive event with a predetermined number of seats.
This page, from top to bottom:

Ticket Box Office at the Panathinaiko Stadium
© ATHOC/Athens News Agency (ANA)/O. Panayiotou

Ticket control at the Markopoulo Olympic Equestrian Centre
© ATHOC/N. Christodoulou
**Games-time**

At Games-time, 46 Box Offices were in operation, twelve of which had begun operations before the opening of the Games. Ticketing personnel on Venue Teams and in the Central Team totalled 46 paid staff, 243 volunteers and 650 contractor staff. In every Venue Team, the Venue Ticketing Manager was ATHOC paid staff, while those reporting to him (Venue Box Office Supervisor and Coordinator, Ticket Sellers and Customer Service Staff) came from the Official Supporter, Ticketmaster. The daily operation of the Venue Box Office was the responsibility of the Ticketing staff in each Venue. This entailed managing ticket stock, selling tickets, monitoring the status and availability of all seats sold and the accounts for the respective sessions.

Every Venue Ticketing Coordinator, and the Ticketing Central Team as a whole, was responsible for the management of day-to-day sales, for statements of accounts and for depositing box office revenues daily, as well as for coordinating the final reconciliation of data for all sessions at the Venues. Apart from the Box Offices, the Ticketing Central Team was also responsible for the operation of a Main Ticketing Operations and Distribution Centre, and a System support office.

**Sales**

**Public Ticket Sales**

During the first phase (12 May to 12 June 2003), the public placed orders through various selling mechanisms (Internet, Alpha Bank). The first phase was complete after a lottery procedure for the price categories and the competition sessions where demand had exceeded the number of seats available. In order to inform and encourage the public to buy tickets during the first phase, from April 2003 onwards, three million free copies of the "Official Ticket Ordering Guide" were mass distributed to the public. This Guide included the Order form, the Detailed Competition Schedule, prices and all the information necessary for ticket orders. The same information was also available via the Ticketing website.

The second phase (from 15 September 2003 to 15 April 2004) included additional sales to clients already registered in September, and then sales were opened up to the public for the remaining tickets. During both sales phases, the clients purchased "space" in a certain price class and not specific seats.

The third phase began in June 2004 and lasted until the closing of the Games. During this phase specific seats were sold, and the Box Offices were fully operational. During the second and third phase a "on-line" system was used and sales were based on real-time availability.

Ticket sales were supported by a Communications Programme by means of television and radio spots, as well as with Team Sports Brochures available at the Alpha Bank branches with highest ticket sales during the third phase.

The following methods were designed and used to carry out and support ticket sales:

- **Ticketing Call Centre during Public Ticket Sales**, a Ticketing Call Centre operated. Initially, during the first phase of sales, the Call Centre played a supporting role, answering questions of the public concerning the ordering procedure and how to obtain, fill out and submit the relevant forms. In the next phases, the Call Centre provided information concerning the progress of sales, how and where tickets could be collected, selling points, as well as providing customer service for any difficulties or complaints.

- **Internet sales**: the Internet was used as a source of information and as a ticket sales mechanism. The ATHENS 2004 website provided information concerning the detailed Competition Schedule, prices and purchasing procedures. It gave interested spectators guidelines as to how they could purchase tickets, when, where and at what price, while also providing information about every Sport. During the first phase of ticket sales, clients could submit their applications on the Internet. During the last phases, clients could place their ticket orders in real time.

- **Alpha Bank Sales**: a network of 140 branches of Alpha Bank was utilised to receive applications during the first phase and for the public sale of tickets through the second, "on-line", sales phase. During the third phase, when the sales were "on-line", 110 Alpha Bank branches conducted sales and the client received the tickets on the spot.

- **Box Offices**: Sales through Box Offices included designated points of sale at all Olympic Venues, central points in 4 Olympic Cities and 6 points in the city of Athens. 46 Box Offices operated in total, providing "on-line" sales and on-the-spot ticket printing. The Booking Offices sold tickets for all sessions according to availability, and handled any ticket-related issues for clients. Based on their geographical location and existing Venues, various sizes of Booking Offices were designed and used.

- **Ticket Customer Service Offices**: In order to resolve any possible problems concerning seating or spectator tickets that might arise during the Games, it was decided to operate Ticket Customer Service Offices. In total, there were 33 such Offices operating, and planning provided for at least one such office at each Competition Venue. In certain cases the Offices were co-located with the Box Offices.

**Contractual Ticket Sales**

Ticket sales to contractual client groups included services such as:

- Contracts / agreements between ATHOC and the National Olympic Committees and General Sales Agents who were in charge of sales in their territories.
- Mailing Information Packages / Sales Packages, which included the Competition Schedule, prices, order forms and guidelines on how to place orders.
- Ticket distribution to all client groups, according to the specific quotas for every group. In order to achieve a fair distribution
between contractual clients and the public, the contractual client groups were obliged to purchase at least one ticket for a low-demand Sport or session for every ticket for a high-demand session they purchased.

- Specific seat assignment procedures based on the orders of every client.
- Printing tickets and establishing a distribution centre from which clients could collect their tickets.

**Ticket Printing & Distribution**

An important operation that contributed to the success of the Games was the printing and distribution of tickets. Some five months before the Games, the printing and distribution contractor began receiving files from ATHOC with account and ticket ordering information.

Souvenir Tickets were offered to clients who had purchased their tickets during the first two ticket sales phases. The size of these tickets was larger than conventional ones, and this allowed the inclusion of additional information on the ticket (e.g. pictogram). At the same time, the size of the date was larger and more distinct. These tickets had eleven security features, which rendered them difficult to counterfeit. Souvenir Tickets contained all the information that concerned clients and sessions and all tickets were prepared for distribution.

The Sponsors` tickets and those of other special sales were delivered to ATHOC to be picked up by various groups. Tickets for the public were packed and prepared for various methods of delivery, which were delivery by courier for citizens of the European Economic Area or for Greek citizens and collection by the client from a designated Alpha Bank branch of his choice.

Tickets ordered during the third phase were printed using thermal printers at various points of sale and box offices, and were handed to the client on the spot. The appearance of all tickets remained secret until the day the third phase began (1 June 2004) in order to minimise the possibility of counterfeit tickets and "black market" sales.

**Accredited Groups**

The Accredited Groups category had special seating requirements. In assigning these, such categories had to closely cooperate with the Ticketing Functional Area. It offered the clients a graphic representation (CAD drawing) of the seating area of every Venue, with the Accredited Seating area marked.

Apart from the final assignment procedure for Accredited Seating, which was a complex task, Ticketing also had to manage the Prime Event Limitation (PEL) sessions. The Prime Event Limitation Policy for PEL sessions was a process that ATHOC was obliged to implement in line with the Olympic Charter. Its aim was to manage a limited number of seats at high demand sessions, as well as at the Opening and Closing Ceremonies, as far as Accredited Seating was concerned. In cooperation with Accreditation and Ticketing, each Accredited Group designated a list of sessions that it considered as PEL, during which access to the respective Venues required Accreditation in combination with an "accredited" ticket. At a later stage, "accredited" tickets were printed for all sessions that had been designated as PEL.

These tickets were marked "Accreditation Required - Not for Sale", while the name of each Accredited Group was printed on the tickets, in order to ensure that the tickets were destined for the groups authorised to use them. Management of these tickets (distribution to constituents) was the responsibility of each Accredited Group.

**Achieving the Revenue Target**

The €183 million revenue target was achieved and exceeded by 10% (€202.49 million, VAT included). After the end of the first phase (14 September 2003) 1,309,380 tickets had been sold, during the second phase (from 15 September 2003 to 31 May 2004) 517,584 tickets were sold and during the remaining three-month period, up to 29 August 2004, another 1,771,480 tickets were sold.
Experience from recent summer and winter Olympic Games had shown the need for an integrated, well-structured Spectator Services programme, fully coordinated with other operations, which would focus on complete spectator service, since spectators constitute the largest group of participants in the Games.

In the context of ATHOC’s general vision of Unique Games on a Human Scale, the mission of the specific programme was to ensure that spectators would feel welcome, that they would have all the necessary information and support, and that they would enjoy both the sporting spectacle and Greek hospitality.

Previous practice at major sporting and cultural events in terms of Spectator Services only related to checking tickets, usher services and observance of basic security measures. They were provided by staff of the event organiser, by the police or by specialised security firms. In other words, there was no experience in integrated service provision in the sense of unified coordination of various spectator services.

Given these parameters and taking into account the extent and complexity of the venture, the provision of integrated Spectator Services was a challenge for the Organising Committee.

Ticketing and Torch Relay Division in order to ensure a close cooperation at planning level with the Ticketing programme, which generated key information about spectator numbers and seating. Following this, in January 2003, upon specific instruction by the IOC, implementation of the programme was undertaken by a subsidiary of an international company with guaranteed Olympic experience from similar Olympic Games programmes in Sydney and Salt Lake City. The company combined the necessary Olympic and international experience with knowledge of the distinctive features of the domestic environment.

Contractor staff, numbering 190 in total, was fully integrated into the ATHOC organisational chart under the Spectator Services Manager, who was ATHOC paid staff, who was appointed in February 2003. The scheme was completed in July 2004 with the engagement of 2,100 paid staff to cover Venue Supervisor and Team Leader positions, responsible for managing 10,000 volunteers during the Games who provided the bulk of these specific services.

Organisation

Recognising the tremendous importance of the Spectator Services programme, ATHOC Senior Management took two strategic decisions on how it was to be organised: in October 2002, the Spectator Services Department was placed under the organisational control of the Marketing,
Spectators Services

coordination meeting at Ano Liossia Olympic Hall.

The main services provided to spectators and other participants were as follows:

- Managing pedestrian traffic flow. This activity included, inter alia, preparation before security control at entry points, guidance and control of pedestrian traffic flows, queue management and adjusting the movement of flow at points where traffic flows intersected.
- Pre-checking tickets and ticket rip.
- Ushering spectators to seats within stadiums.
- Supervising that Venue regulations were respected, such as the Clean Venue policy and the no smoking policy, for example. Resolving possible incidents where rules were broken, with the support of Venue Management and/or Security, where necessary.
- Timely and organised provision of information to the public on matters of transport, preventative measures for weather conditions, reminders about objects not permitted in Venues.
- Integrated services for lost and found items.
- Support for spectators with mobility difficulties.

Spectator Services were also responsible for checking the Accreditation of all groups of participants in the Games, including Athletes, the Olympic Family, Rights Holding Broadcasters, Media representatives as well as staff and volunteers at Venue work areas.

Official Spectator Guide

In order to ensure that spectators were provided with information that was as complete and clear as possible, an ATHENS 2004 Official Spectator Guide entitled "Stadion" was prepared and published. This consisted of 136 A5 pages including a range of information about transport, facilities at Venues, useful tips and FAQs. One million copies were printed in mid-June 2004 in three languages (Greek, English and French) and were immediately distributed to contractual partners (such as National Olympic Committees, International Federations and Sponsors) and dispatched by post, along with tickets, and to all spectators who had pre-purchased tickets. Remaining copies were distributed via ticketing offices and points of sale in Athens and the other Olympic cities.

Planning Milestones

During the period 2001-2 Spectator Services were represented by two ATHOC executives who, working in close collaboration with Venue Operations, prepared an outline record of access and traffic flows for all participant groups at all Venues. This resulted in a substantive framework for further detailed development of planning per Venue.

In 2003 with the gradual recruitment of specialised, experienced staff from the contractor; Spectator Services were fully integrated into detailed Venue Operational Planning under the responsibility of the Venue Operations Division. At each Venue where they had a presence, Spectator Services were responsible for determining pedestrian flows for each group of participants, both for spectator zones and for internal zones, to which certain categories of accredited individuals had access. Moreover, Spectator Services made a substantial contribution to developing plans for the locations of standardised services such as security and ticket control and for determining wayfinding signage for spectators.

In order to resolve operational issues which arose during planning, both at central level and
Monitoring movement of spectators at a crossing point in the Eventing course, Markopoulo Olympic Equestrian Centre. © ATHOC/N. Christodoulou

Planning, staffing and training were key activities up to August 2003 when the test events were held, providing an opportunity to test out planning in practice for the first time. The conclusions from the test events were then incorporated into operational plans for each Venue by the end of 2003 and planning of Spectator Services was considered complete with only a few small adjustments, which were completed within 2004.

With the start of the Olympic year 2004, the main aim was to ensure that the necessary number of temporary staff and volunteers required for Games-time was available and to train them, a procedure which was completed in July 2004.

### Operating Structure

The Spectator Services programme required Olympic experience, skill in planning and implementing operations, knowledge of requirements in terms of equipment and infrastructure, and the ability to manage human resources, particularly in terms of selecting, recruiting, training and managing staff.

In order to support Venue Teams in specialised Spectator Services planning sectors and operations, a Central Team was set up, which offered specialised support on project monitoring and management issues: staff recruitment and training, determination and control of pedestrian traffic flows, preparation of special studies, public information methods, inventory of necessary technological infrastructure and equipment. The Central Team consisted of 65 individuals, 25 of whom had international and Olympic experience and were responsible for training and transferring know-how to other staff members. The Team was coordinated by a Project Manager appointed by the contractor, who reported to the ATHOC Spectator Services Manager at weekly scheduled meetings.

During 2003, the Central Team under took the responsibility of appointing 125 staff members to fill Venue Spectator Services Manager and Deputy Manager posts on 39 Venue teams, where the relevant services were provided. These staff members were responsible for planning and implementing service provision at the Venue where they worked. Under their management, during July 2004, 2,100 salaried supervisors and team leaders drawn from specially trained temporary staff were put in place, who were responsible for the management and support of Spectator Services volunteers at each Venue. Responsibility for selecting, recruiting and organising training for Venue personnel lay with 8 executives from the Central Team, each of whom was in charge of a set of Venues.

A Mobile Operations Support Team (MOST) was also set up, which was designed to handle Spectator Services at those Venues where the competition programme lasted one or two days successively such as the Triathlon or Cycling (Road Racing), which it did. This team could also support other Venues on days when large spectator numbers were expected or in the case of unexpected difficulties.
Human Resources

Spectator Services employed a total of 2,300 paid staff and the services of 10,000 volunteers were used.

Responsibility for staffing the Spectator Services Central Team and Venue Spectator Services Manager and Deputy Manager positions on Venue Teams (a total of 190 individuals) with specialised staff lay with the contractor The 2,100 Supervisor and Team Leader positions at Venue teams were recruited via the ATHOC Stage Programme, which was implemented in collaboration with the Workforce Employment Organisation (OAED). Due to its know-how, the contractor was responsible for final selection of the staff required, who signed contracts with ATHOC for these 2,100 posts. Selection was made by short-listing from 5,000 CVs provided by ATHOC and was completed in July 2004 after a large number of telephone calls and personal interviews.

Spectator Services provision during the Games was primarily volunteer-based, as is traditional. The 10,000 volunteers provided all first-line services to the public, showcasing the welcoming face of Greek hospitality to visitors. Since there were numerous service provision posts within Venues, it was decided to rotate volunteers between various posts, so that all could acquire the same experience, and their interest and enthusiasm for their work would remain undiminished.

The required number of suitable volunteers was ensured after coordinated efforts of the Spectator Services Department and the Volunteer Division. The very low attrition level noted did not generate problems for Venue operations, since it was dealt with by staff reallocation in key positions as provided in the contingency plan for such cases.

Staffing procedures were supported by a call centre which operated daily between 8 and 50 lines, sometimes even during weekends, depending on the fluctuation of requirements, particularly during the last 6 months of preparation.

Staff Training

Specialist training was undoubtedly the core of the Spectator Services programme. Given the large number of both paid staff and volunteers, major organisational and support efforts were required.

In order to convey valuable Olympic experience and know-how, it was necessary to set up a well-structured and managed system in which specific executives from the Central Team with international and Olympic experience had responsibility for teaching and training the workforce staff that were to work on Venue teams. This procedure was known as mentoring. During the planning and preparation period, trainees received guidance in the following ways: through standard teaching practices, by working together on the specific plans for each Venue and lastly by providing consultation and support before and after coordination meetings with other members of the Venue Team, Managers of other Venue Functional Areas.

Moreover in May 2004 an intensive 5-day training seminar entitled “Developing Management Skills” was held at Ancient Olympia for all Spectator Services executives who were to hold administrative posts (approximately 170 people). Final guidelines and advice were provided there to future Venue Spectator Services Managers.

Training for volunteers who had direct contact with the public as “hosts” was, on its own, a major organisational challenge given the large number of volunteers who had to be trained in groups no larger than 250 individuals. Specialised training materials were produced at the beginning of 2004 in cooperation with the Education and Training Department, namely: 5 A4 books and a DVD. Using an indicative Olympic Venue the operations and services that Spectator Services had to provide were demonstrated. The DVD proved to be a very effective training tool for successfully training thousands of volunteers.

Games-time Operations

The overall assessment was that the Spectator Services programme was successful since there were no critical incidents overshadowing its implementation. In all cases, plans for possible crisis scenarios had been prepared but thankfully did not need to be activated.

First impressions were provided by the valuable services and information supplied at Info Points, by support for people with a disability, by the Official Spectator Guide “Stadion” and by spectator lost and found item management (via a Lost & Found Centre at a central location in Athens opposite the Panathinaiko Stadium).

Inside the Venues, Accreditation and entry control passed off without particular problems. The Mobile Operations Support Team (MOST) was used effectively to cover possible gaps or last minute emergencies, according to plan.

Spectator Services was the Functional Area that used the largest number of volunteers. Spectator Services volunteers were the front liners who generated an exceptional positive image about all Greek volunteers. These volunteers as “hosts”, who were mostly young, helpful, educated, fluent in quite a few foreign languages, enthusiastic, seated in raised chairs, impressed and entertained spectators and the Media with their ingenuity and humour from the first moment and quite a few articles and reports were dedicated to them throughout the Games.
Thank you for coming. Please follow staff directions to the exit.
Transport

Transport is always one of the most complex, critical and sensitive sectors in the hosting of Olympic Games, regardless of the size and level of development of the Host City. Furthermore, in the case of Athens, Transport was considered one of the major challenges for the Games: on the one hand, because for many years Athens faced a severe traffic problem, with inefficient traffic management and an undisciplined and untrained public; and, on the other hand, because the numerous new infrastructure projects, concerning new roads and new rail track systems, were scheduled to be delivered shortly prior to the opening of the Olympic Games, leaving only a very short period of time for testing.

In spite of these, albeit justified, concerns, Athens achieved widely acknowledged exceptional performance in Transport. This performance was on several occasions praised by the IOC, as well by all Games constituent groups, and by the public. It was acknowledged as, on the whole, the best Transport performance in comparison to previous Olympic Games, and this was one of the most pleasant surprises for the visitors and guests of Athens.

This success was the result of detailed, tight planning, of close collaboration between all Agencies involved, as well as of the public’s cooperation in the use of public means of transport and in respecting the exclusive use of Olympic Priority Lanes.

Organisation and Planning

The ATHOC Transportation Division, established in November 1999, was responsible for the provision of the required Transport Services to Olympic Family members at the level predefined and agreed for each member category, in line with the contractual obligations. It was also responsible for: the coordination with Public Transport Agencies concerning the transport of spectators and of the Games workforce (both paid staff and volunteers); for supervising and guiding traffic management as per the Games requirements, in cooperation with the Traffic Monitoring and Control Centre (THEPEK); and for providing information to the general public on matters relating to its transport.

It was ATHOC’s strategic decision to implement the Olympic Transport programme in-house, in order to ensure direct quality control over operational planning and implementation in correlation with the other Organising Committee programmes. The aims were to achieve the best possible Transport Services for the various constituent groups; to ensure the unhindered operation of the Olympic Venues through enabling efficient access by all constituent groups as per the predefined level of service; to keep to the lowest degree possible any negative impact on the city’s broader operating environment and on the residents’ activities.

During the planning phase, the Transportation Division was organised as follows:

- The Strategic Planning Department was responsible for coordinating and auditing the Transport Services planning and organisation. At Games-time, the Department evolved into the Transport Central Team, with 23 staff ensuring the 24-hour operation of the Olympic Transport Operations Centre (OTOCC), which was fully integrated into the Main Operations Centre.

- The Department for Coordination with Traffic & Transport Authorities was responsible for the

Left page: Doulissos Plakentias junction at Akele Odos (Ring Road). © ATHOC/C. Vergas
The required number of buses and drivers for the Olympic Transport Bus Network was procured through the appropriate tendering procedures, fully in line with Greek and European Union Legislation.

The Transportation Division followed a well-designed planning procedure, in close cooperation with all the Agencies involved, that started in the first years of preparation and was completed with the Detailed Operational Plans of the Public Transport Agencies and for each Olympic Transport System, some months prior to the opening of the Games. At the same time, Transport representatives participated in the process of Venue Operational Planning, as well as in specialised training programmes.

In addition to all test events, Transport staff also participated in special tests of each Transport System which were conducted in the period between May and June 2004. The results of the test events as well as of the additional specialised tests were used to further refine planning and to train staff and volunteers. In the period just prior to the start of the Games, drivers were trained on-site at Olympic Venues and on the Olympic Road Network.

**Cooperation and Coordination with Public Agencies**

Throughout the preparation period, a distinct team within the Transportation Division, the Coordination with Traffic & Transportation Authorities Department, was responsible for cooperating with the Ministry for the Environment, Physical Planning and Public Works (MEPPPW), the Ministry of Transportation and Communications (MTC), the Ministry of Public Order (MPO) and with other Public Transport Agencies, in order to achieve uniform planning of the traffic system and its management during Games-time. This cooperation led to the implementation of innovative measures and policies in public transportation and traffic management in the city. The result was a high level of service for users of the road networks as well as of the public transportation system.

**Public Transportation**

Given that spectators as well as Games staff and volunteers only used public means of transport and that parking at Olympic Venues was prohibited for all non-accredited vehicles, priority was given to coordination with the Public Transport Agencies so that supply could match the increased Games-time demand. Public Transport in Athens covered 90% of the transport requirements for spectator and Games workforce.
Collaboration between ATHOC and the Public Transport Agencies, all of which were under the purview of the Ministry of Transportation, was intensive since the first years of preparation (2000), in order to plan an Olympic Public Transport Network that would cover the increased transport needs, based on the estimates of a demand model updated on an on-going basis. In the period prior to the Games, detailed daily operational plans were developed and agreed with the Public Transport Agencies. These were implemented to the letter during Games-time and were fully adhered to by the public, which was offered a new, extended and punctual public transport network.

The Public Transport Agencies included:

• The Athens Urban Transport Organisation (OASA), responsible for bus and trolleybus services in the Athens area, and for supervising the operations of other Agencies such as the Thermal Buses Company (ETHEL), the Athens-Piraeus Trolley Buses (ILPAP) and the Athens Piraeus Electric Railways (ISAP).

• The Attico Metro Operation Company (AMEL), responsible for the operation of Metro Lines 2 and 3.

• Proastiakos SA., which operated all lines of the suburban railway.

• TRAM S.A., responsible for the operation of the new tram system.

• The Association of Bus Operators (KTEL), which was the organisation responsible for providing intercity bus transport in the greater Attica Region and in the areas not covered by OASA.

The Public Transport fleet comprised 1,850 buses, 500 of which were exclusively used on 23 new Olympic lines. In addition, 20 lines were reinforced in order to meet Olympic Transport needs during Games-time. The objective was full coverage through bus lines and round-the-clock operation of selected public means of transport, in order to minimise the use of private vehicles. The use of public means of transport was free for Games volunteers and for all Accredited members of the Olympic Family as per the contractual obligations.

Traffic Management

The main priority in traffic management was the unhindered movement of Olympic vehicles. The most important and innovative measure to this end was the implementation of an extensive network of Olympic Priority Lanes (160 km), which were properly signposted and intended for exclusive use by vehicles equipped with a special access permit. This measure ensured satisfactory, reliable and precise travel times to Olympic Family members.

In addition, Controlled Parking Zones (CPZ) and Controlled Access and Circulation Zones (CACZ) were designated in the areas surrounding the Olympic Venues, in order to facilitate Transport and for Security purposes. The Zones were defined in the context of Venue Operational Planning; they were approved by the competent Ministries, implemented in cooperation with the respective Municipalities and controlled by the Traffic Police.

Traffic management during the Games was implemented in coordination with all involved organisations through the Traffic Monitoring and Control Centre (THEPEK), which operated for the first time. THEPEK was co-located with the Olympic Security Command Centre (OKA), under its command and as part of the Olympic Security Command System. Overall responsibility lay with the Ministry of Public Order.

The Transportation Division had a presence in THEPEK with six traffic experts who were liaising with the Olympic Transport Operations Centre (OTOCC) and, through it, with the Main
Operations Centre at ATHOC Headquarters. This mechanism ensured the implementation of Olympic operational planning, of special traffic measures during Road Events and for the Opening and Closing Ceremonies, as well as the adequate response to emergency situations that affected the Olympic transportation systems.

Vehicle Access and Parking Permits

The Vehicle Access & Parking Permits (VAPPs) system for Olympic Venues was elaborated within the framework of Venue Operational Planning. The specific VAPPs functioned as “accreditation” for Olympic vehicles with access and/or parking rights at Olympic Venues. This system facilitated access and parking control at Venues, as well as the overall traffic management by the Traffic Police.

The VAPP that was designed and implemented was simple and easily recognisable. Its printing method aimed at preventing attempts at forgery. The permit included all the necessary information and guidelines as to the level of service to be granted to the vehicle bearing it (specific Venue access entitlements, parking or pick up/drop off rights, access point(s), etc.); it also specified its period of validity.

In addition, a number of guides were produced for VAPP holders as well as for the staff responsible for controlling them at the vehicle access control points; special signposting was also produced. During Games-time a VAPP Central Desk operated at ATHOC Headquarters.

Olympic Car Fleet Services

The Olympic Car Fleet services included the following transport services to Olympic Family members as per ATHOC’s contractual obligations to the IOC: the provision of a dedicated car and driver to each Olympic Family member with T1 Accreditation; a dedicated car and driver for every two Olympic Family members with T2 Accreditation; transport services by booking for members with T3 Accreditation; and a predefined and agreed number of vehicles with volunteer drivers to the National Olympic Committees (NOCs). The number of NOC dedicated vehicles was determined according to the size of each NOC, while responsibility for their allocation to or use by NOC members lay with the Chef de Mission of each NOC. Equivalent services were also provided during the Paralympic Games.

The provision of the services entailed a total of 2,442 cars, 250 paid staff for the management of the fleet, 2,000 professional drivers and 2,500 volunteer drivers. An additional category of Olympic Car Fleet vehicles included the ATHOC “operational” vehicles: 1,198 cars in total covering the operational needs of Olympic Venues.

The entire Olympic Car Fleet stock (3,640 cars and mini-vans) was supplied by the National Sponsor Hyundai. Of these, 3,210 fully equipped vehicles were delivered to the Organising Committee in 2004. The vehicle models used were: H1 Cargo, Mini Bus 9-seater, Sonata, Elantra, Matrix, Accent, Centennial, XG, Terracan and Santa Fe. Each vehicle was equipped with maps, a traffic guide and an incident logbook. Each driver on each shift received a SHELL coded fuel card (SHELL being the Official Supporter in the Petroleum Based Products category), car keys, a mobile phone and a toll e-pass. Refuelling would take place at SHELL petrol stations set up for this purpose in certain Venues and at the Depots.

The Olympic Car Fleet services were operated through three Depots and through a series of Park and Ride and T3 pick-up/drop-off zones, with the exception of those vehicles allocated to NOCs, which were parked at the Olympic Village. The services were provided to those entitled, for their transport from and to

This page:
Transport Mall at the Olympic Village.
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Competition and Non Competition Venues, official events and other predefined destinations within the Attica Region and the Olympic Cities. A call-centre for the T3 booking system operated at ATHOC Headquarters on a 24-hour basis. The T3 booking system received more than 20,000 calls and recorded 15,000 bookings.

All Olympic Car Fleet operations were administered by a Coordination Team, under the supervision of the Manager in charge who reported to the Olympic Transport Operations Centre. In order to achieve a consistent approach in traffic management and transport services, special communication and control protocols were established and followed.

**Olympic Transport Bus Network**

The Olympic Transport Bus Network system was responsible for providing direct, safe and reliable transport services to Athletes and Team Officials, Technical Officials, Accredited Media representatives (Written and Photographic Press and Rights Holding Broadcasters) and Sponsors.

A different Transport System was planned and implemented for each "client" group. Each Transport System was independent in terms of resources (vehicles, drivers and staff), it was run from a dedicated Transport Support Venue and had a dedicated Manager who reported to the Olympic Transport Operations Centre. The routing and scheduling tasks were undertaken centrally for reasons of economies of scale and reliability.

Overall, for the Olympic Transport Bus Network system 1,200 buses were used, 2,170 professional drivers offered their services, while 530 paid staff and 1,500 volunteers at the Depots administered and supported the system.

**Athletes' and Team Officials' Transport System**

During the Olympic Games the Athletes' and Team Officials' Transport System numbered a total of 95 bus lines and provided the following services:

- transport to and from the Airport for arrivals and departures to and from Athens,
- transport to and from Training Sites and Competition Venues,
- transport of spectating Athletes to and from Competition Venues,
- additional Transport Services for Team Officials to and from the Olympic Village,
- internal shuttle bus service at the Olympic Village,
- transport to and from the centre of Athens.

For the provision of Athletes' and Team Officials' Transport Services a total of 340 buses and 510 professional drivers were employed, and an additional 40 buses and 40 professional drivers for the corresponding transport services in the Olympic Cities. Furthermore, 20 buses and 40 drivers were employed for the internal shuttle bus service at the Olympic Village.

Athletes and Team Officials were offered transportation services between the Airport and the Olympic Village upon their arrival to Athens and again upon their departure, including transport of their luggage, during the entire period of Olympic Village operation.

The Olympic Village Transport Mall provided transport services to the Competition Venues and to the Independent Training Sites throughout the Training and Competition periods, on the basis of schedules planned in view of addressing adequately each Sport's requirements. With respect to Team Sports, the same buses remained at the Venues until Athletes completed their Training or Competition session. Individual Sports were also provided with adequate and regular return routes. Athletes and Team Officials wishing to access Venues as spectators were served by separate special bus lines. In order to serve the needs of the Opening and Closing Ceremonies, a special operational plan was implemented, which proved highly successful.

The Olympic Village Transport Mall, situated in the northern section of the Village, had 46 embarkation platforms and 8 disembarkation platforms along with 9 auxiliary bus parking areas. Each platform served specific Disciplines and had the appropriate distinctive signposting.

In order to serve the transport needs of residents within the Olympic Village, an exclusive round-the-clock shuttle bus service was planned and implemented. It included regular stops at all central points in the Village, such as the Transport Mall, restaurants, the Polyclinic, etc. A full "drive" around the Olympic Village by bus lasted 12 minutes.

Overall, the operation of the Athletes' Transport System proved to be highly successful. The buses used were of the latest technology, air-conditioned, providing a high degree of safety and convenience. Timetables were strictly followed; the very few cases where deviations occurred concerned mostly training sessions at remote Venues. Shortage in bus capacity was noted only in a few isolated cases: on certain morning routes for Rowing and Swimming, and on the last return route from Artistic Gymnastics on the spectating Athletes' bus line. Such incidents were rare and were promptly and efficiently addressed through contingency resources.

**Media Transport System**

A fleet of new or recently renovated air-conditioned buses were used for the Media Transport System (Written and Photographic Press and Rights Holding Broadcasters), with special low-floored buses for transport inside Competition Venues. The fleet operated on a 24-hour basis through 134 dedicated lines, which connected the Airport, the Accommodation Sites (Media Villages and Hotels), the Competition Venues, the International Broadcast Centre (IBC) and the Main Press Centre (MPC).
The Accredited Media Transport System employed a total of 690 buses with 1,035 professional drivers for transportation between the Olympic Venues, and an additional 40 buses and the respective number of professional drivers for transportation in the four Olympic Cities. Furthermore, 14 shuttle buses and 21 professional drivers were employed for shuttle bus services inside the OAKA and the Helliniko Olympic Complexes.

The Media Transport System was based on three Hubs and connected all Competition Venues with the seven Media Villages and with the Hotels that accommodated Media representatives. The MPC/IBC Hub was the “heart” of the System, providing a connection with all Media Villages, most Hotels and Competition Venues. The specific Hub accommodated 150 arrivals per hour during the morning peak. Two supplementary Hubs were also developed, one next to the Helliniko Olympic Complex and one in the Faliro Coastal Zone. The three Hubs were inter-connected with regular “circular” routes scheduled every 10 minutes, while their connections with the Competition Venues ran every 30 minutes.

In the OAKA and Helliniko Olympic Complexes, at the Faliro Coastal Zone, as well as in the Media Villages, additional shuttle bus services were running every 5 or 10 minutes to facilitate Media representatives access as close as possible to the Venue entrance points.

Upon their arrival in Athens, Media representatives were transported directly from the Airport to their Hotel or Village. During the Games, the Airport connection was conducted through the MPC/IBC Hubs. At their departure, Media representatives were again transported via special scheduled routes.

Technical Officials’ Transport System
An exclusive fleet consisting of buses and minivans, serving 119 dedicated lines, was used to transport T4 Accredited Technical Officials to and from Competition and certain Training Venues. The operational period for T4 Accredited Olympic Family members began three days prior to the start of the Competition period of each Sport and ended a day after the end of the Games. The Technical Officials’ Transport Services included 110 buses with 165 professional drivers and 45 minivans with 70 professional drivers.

As in the case of other Olympic Family member categories, the Technical Officials were transported between the Airport and their Accommodation Facilities upon their arrival in Athens as well as upon their departure, by means of scheduled routes. Upon their arrival, to the extent that this was before 20:00 hours, they were transported from the Airport first to the Main Uniform Distribution and Accreditation Centre (UDAC) in order to receive the Games Uniform and their Accreditation, and subsequently to their Accommodation Facility or to their Hotel. In the case of arrivals after 20:00, they were directly transported to their Accommodation Facility or Hotel and were transported to UDAC the following day.

The transport services provided from and to the Competition Venues and Training Sites were scheduled according to the Competition and Training Schedules. In special cases, when certain Technical Officials had to remain at Venues after the end of a session for specific work reasons, for example in order to examine appeals, supplementary transport services were scheduled and provided.

Technical Officials wishing to attend Competition Sessions as spectators, provided they were Accredited for the specific Sport, could use the scheduled bus routes from the Technical Officials’ Accommodation Facilities and Hotels to the specific Competition Venues. Those not Accredited for the Sports in question had to use Public Transport, which was provided free of charge to all members of the Olympic Family.
Sponsors’ Transport System
Sponsors resided either in hotels or in cruise ships at the Olympic Hospitality Zone at the Port of Piraeus. These accommodation sites were connected with the Competition Venues and with the Sponsor Hospitality Centre at the OAKA Complex. The Sponsors/Transport System provided them with safe, reliable and comfortable transport services.

The Sponsors’ Transport System was planned through close collaboration between Sponsor and ATHOC representatives in order to address all needs in the most efficient way. ATHOC had the following obligations: to provide a total of 192 buses with their respective drivers at a daily charge; to manage traffic and dedicated parking spaces at the Olympic Venues; and to provide Vehicle Access & Parking Permits (VAPPs). The Sponsors had the responsibility to register their requirements in terms of vehicles, shifts, drivers’ training, and to prepare a schedule of routes in cooperation with the bus owners (contractors). The contractors were obliged to provide extra staff and technical support if and when necessary, depot facilities, vehicle maintenance, and a contingency fleet.

Bus Network and Car Fleet.

• Providing information on all issues related to Transport Services.

Transport Services at each Olympic Venue were provided by a team of paid staff and volunteers under the responsibility of the Venue Transport Manager of each Venue Team, who had a reporting line to the Venue Manager. The recruitment of Venue Transport Managers took place relatively early so that they participate in the process of Operational Planning of the respective Venue of their responsibility, and so that they be able to participate in the respective test event. Overall, the workforce deployed in Venue Transport Services included 250 paid staff and 1,250 volunteers during the Olympic Games.

Transport Support Venues
In total, four Depots operated to serve the Olympic Car and Bus Fleets. These were located in Goudi, Helliniko, Vari, and at the Dekelia Olympic Complex next to the Olympic Village. Their location was determined on the basis of two main criteria: relatively short distance from key Competition and Non Competition Venues; and ensuring overall efficient support to all Olympic Transport Systems. Each Depot supported a specific Transport System (that is, for a specific “client” group) and/or a specific geographical area. The Depots were considered Olympic Venues, under the Transport Support Venues category, and operated on a 24-hour basis throughout the Games.

The Depot at Goudi was situated next to the Goudi Olympic Complex, near the centre of Athens, and provided exclusively T1-T2-T3 type of transport services to the Olympic Family members that were entitled to these services.

The Depot at Helliniko was near the Helliniko
The correct approach in using the newly operated T1-T2-T3 Transport System was determinant to the success of the Olympic Family. The Transport Support Venues included three transit parking and waiting areas: the Depot at Vari, situated within the Olympic Village, mainly providing services to athletes and team officials; the Depot at Kallithea Olympic Complex, adjacent to the Olympic Village, mainly providing services to athletes and team officials; and the Depot at Dekelia Olympic Complex, adjacent to the Olympic Village, mainly providing services to residents of the Olympic Village.

The Olympic Transport Communications Programme had the key role in informing passengers about all the new services available through public means of transport (electric railway, suburban railway, metro, Olympic bus lines) and about the way to use them both for their everyday movements as well as for travelling to the Olympic Venues. Public and private enterprises were also kept constantly informed on traffic management measures, especially those applied during Road Events. Public information was provided through various means (advertisements, leaflets, posters, maps, web-sites) and was promoted by the media (television, radio, magazines, newspapers).

The communications campaign was implemented in two phases. During the first phase, from May to June 2004, it aimed to provide the public with general information on Olympic transport (Olympic family, spectators and games workforce transport requirements) and on the necessary traffic and transport system adjustments to be implemented in Athens. The public was encouraged to play an active part in Olympic transport operations.

During the second phase, from July to August 2004, the Olympic Transport Map was presented, and the public was informed about the new public transport system while being encouraged to use public means of transport and minimize the use of private vehicles. In addition, enterprises and the public were informed on the traffic management measures to be implemented in the greater Athens area, and in particular around Olympic Venues, during Games-time.

In addition to television, radio, newspapers and magazines, the communications means used included: 1,500,000 leaflets with information on traffic measures in the Attica region; 6,000 leaflets mailed to companies; special leaflets and announcements for traffic measures during the Road Events; 2,000,000 pocket maps of the Olympic Transport System. Moreover, the Spectator Guide (Stadion), produced and distributed to all ticket holders, included detailed information on access to and departure from Competition Venues.

Informing the Olympic family members
All member categories of the Olympic Family were provided with copies of “Transport Guides” explaining how to use transport services. All Guides contained detailed maps, timetables and specialised information for each “client” category.

- At the Olympic Village, 7,500 copies of Athlete Transport Guides containing general information in two languages (French, English) were distributed, as well as 34,490 copies of 29 specialised Guides (in English) with information on Transport Services for individual Sports.
- For Media representatives, 33,500 copies of Media Transport Guides in three languages (Greek, English and French) were produced and distributed at the IBC and the MPC, while an additional 4,000 copies of Transport Guides

Olympic Transport Communications Programme

The correct and timely provision of information on Games-time transportation to residents of Athens and to visitors and Olympic family members was determinant to the success of the whole venture. The Transportation Division, in collaboration with the Communications Division, had the key role in providing accurate and timely information regarding traffic adjustments and their impact on the daily routine of Athenians, as well as on the correct approach in using the newly available Public Transport services to access Competition Venues.

Informing the Public

A special Olympic Transport Communications Programme targeting the general public as well as private enterprise was planned and implemented. It aimed to achieve a significant reduction in the volume of private vehicle circulation, so that the capacity for Olympic transport could be maximised, and also to convey the message that the success of the Olympic Games required everybody’s contribution and effort.

The specific Communications programme informed passengers about all the new services available through public means of transport (electric railway, suburban railway, metro, Olympic bus lines) and about the way to use them both for their everyday movements as well as for travelling to the Olympic Venues. Public and private enterprises were also kept constantly informed on traffic management measures, especially those applied during Road Events. Public information was provided through various means (advertisements, leaflets, posters, maps, web-sites) and was promoted by the Media (television, radio, magazines, newspapers).

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(in English) were produced especially for the Games Commentators and distributed at the IBC.

* At the Technical Officials Accommodation Facilities and Hotels, 4,500 copies of Transport Guides (in English and French) on their respective dedicated Transport System were distributed.

* Through the Sponsor Hospitality Centre, 400 Transport Guides in English were distributed to Sponsors.

* Detailed information on the special Transport System in effect on the day of the Opening Ceremony was included in 44,000 special leaflets that were distributed to all Olympic Family members.

Finally, all drivers of vehicles transporting Olympic Family members were provided with detailed guides on each distinct Transport System, containing maps of all routes to and from the Competition and the Non Competition Venues.

**Assessment of Transport Operations**

Transport services for the Olympic Family were successfully delivered. The pick-up/drop-off zones at Olympic Venues were properly designed and operated without problems; the parking areas were sufficient, as was the user-friendly Venue signage (in Greek and English). The Transport Desks operated effectively and provided a high level of service to all "client" groups. The workforce deployed in Venue Transport Services was adequate, the personnel was well trained and the volunteers showed great willingness to offer their services in all cases.

The Venue vehicle access and parking system also worked very well. Certain minor problems occurred during the first days of the Games, mainly concerning the correct use of car and bus drop-off points, but they were soon overcome once the pick-up/drop-off zone operating staff and the drivers became familiar with the operating environment at the Venues.

Compliance with scheduled arrivals and departures for the Bus Network and Car Fleet was satisfactory. On traffic measures and management no problems occurred or were reported. The traffic measures applied to the Venue peripheral road network were well designed and enforced. Only accredited vehicles with the respective VAPP could approach the Venues.

Overall performance of the Olympic Transport System was successful. Timetables were strictly adhered to, with the exception of extremely few deviations that had no significant impact and which mainly occurred during the first days of operation. Of the 130,000 scheduled bus routes, during the 17 days of the Games, there were extremely few and isolated cases of schedule deviations. Transportation vehicles were sufficient in number and any additional requirements or needs for changes were immediately addressed through contingency resources. The special plan produced for the needs of the Opening and Closing Ceremonies proved highly effective.

The objective of using public transportation and minimising the use of private vehicles was achieved, as demonstrated by the fact that illegal parking was reduced to practically zero, that all public means of transport had very high levels of passenger use, and instances of Olympic Lane violations were minimal. This success was the result of great awareness, participation and cooperation by the public.
Medical Services

The main responsibility of ATHOC’s Medical Services Programme was to plan and attend to the implementation of a broad spectrum of services to cover all health care needs of the Games participants. In accordance with contractual obligations towards the International Olympic Committee (IOC), all categories of Games participants, including spectators and Games workforce, are entitled to health care services free of charge within Olympic Venues, as well as to coverage for all emergency incidents free of charge. During the Paralympic Games, the same constituent groups had corresponding rights.

Medical Services were provided during the Olympic Games under the supervision of the IOC Medical Commission at all Competition and Non Competition Venues in Athens and the Olympic Cities, for the duration of the period between 30 July and 30 August 2004.

Corresponding services, based on the same planning, were provided during the Paralympic Games, under the supervision of the respective Medical Commission of the International Paralympic Committee (IPC), between 10 and 30 September 2004. Medical Services within the Olympic Venues were provided by volunteer specialist doctors and health care providers, as well as contract health care professionals of the National Centre of Emergency Care (EKAB).

The State’s contribution, especially that of the Ministry of Health and Welfare, was instrumental to the implementation of ATHOC’s Health Services Programme for the Olympic and Paralympic Games. As early as 2000, on the occasion of the Games, it set up and financed a special programme for the improvement of various sectors that came under its responsibility.

These improvements were designed to remain as a legacy to the National Health System. At the same time, all Health Sector agencies were activated for the provision of the relevant services inside and outside the Olympic Venues (such as the National Centre of Emergency Care (EKAB), the Hellenic Centre for Infectious Diseases Control (HCIDC), the "Olympic Hospitals" Network of the National Health Care System). The contribution of the Ministry of National Defence was also instrumental, providing ambulances and Armed Forces staff.

Operating Framework

Planning

The recorded experience of previous Organising Committees constitutes the basis for the planning of Medical Services to be provided. In particular, all statistical data regarding types and numbers of medical incidents of illnesses or injuries, for emergency, chronic or urgent cases, is necessary as an accurate initial estimation on which the operational planning will be based. The undertaking of Medical Services for the Athens Olympic Games was considered successful since all estimates, based on previous data and with the appropriate differentiations and adjustments, proved accurate and were addressed effectively.

It should be noted that basic parameters in the planning of the Medical Services Programme, in cooperation with the Ministry of Health, were:
(a) the need for uninterrupted provision of Health Care Services from the respective Agencies and health care bodies to the citizens and visitors of Greece,
(b) the post-Games use of the infrastructure, equipment, works etc.
Organisation-ATHOC’s Responsibilities

ATHOC’s Medical Services Department was established in July 2000, and by 2004 had a total of 20 staff, 6 of whom were specialised doctors. As regards the organisation of the particular Department, the basic differentiation in relation to previous Olympic Games was the separation of the Medical Services Programme and the Doping Control Programme, which constituted a separate Department.

The Medical Services Department was responsible for planning and organising the provision of services corresponding to each constituent group, as well as specifying the necessary resources. Within the Olympic Venues, its responsibility was the development of specially designed medical facilities, which were essentially first aid stations with an examination room, a waiting area and a physiotherapy area. 223 such medical facilities operated during the Olympic Games.

These medical facilities were staffed by volunteer doctors, nursing personnel and physiotherapists, and were appropriately equipped with the necessary medical instruments, equipment and consumables. Equipment and consumables were obtained either through tenders or through sponsorships and donations. It was arranged that unused supplies (surgical, pharmaceutical, bandages, etc.) were to be delivered for use by the Ministry of Health after the Games. Additionally, ATHOC organised the staffing and operation of the Olympic Village Polyclinic, with volunteers of the Medical and Dental School of the University of Athens. The Radiology Department of the Polyclinic in particular was supported by Sponsor KODAK’s equipment and consumables.

During the Games, the Medical Services Department operated as a Central Coordination Team at ATHOC Headquarters. The Head of the Central Team participated as a full member of the Main Operations Centre, and as a representative of ATHOC at the daily Meetings of the IOC Medical Commission, as well as the Meetings of the Medical Command Centre of the Ministry of Health.

Health Sector Activation - Cooperation with Agencies

Both the Memorandum of Understanding signed in September 2000 between ATHOC and the Ministry of Health, and the Operational Plan signed in the beginning of 2001, outlined the services to be provided by each party and the subsequent responsibilities for the Olympic and Paralympic Games, as well as for the test events.

The Operational Plan set the priorities, measures and intervention actions aiming to organise a system providing integrated Health Services, according to the needs of the Olympic Games and corresponding to potential requirements for handling emergency needs or situations.

The Ministry of Health, as the chief Health Care agency, improved and organised the Services by providing:

- A Network of "Olympic Hospitals" in the Athens area and the other Olympic Cities for general and specialised health care of the Accredited Games participants. The Olympic Hospitals were enriched with technical and material equipment, the functionality of their departments was upgraded, renovations in terms of construction took place, and dedicated Emergency Departments were developed for the Olympic patients.

- Construction and equipment of the Olympic Village Polyclinic as per contractual obligations, to cover the needs of its residents (Athletes and Team Officials). Medical Interpretation in the Olympic Village Polyclinic (French, English, Spanish, Russian, Arabic and Chinese).

- Pre-Hospital Medical Care (emergency medicine system) through the services of the
National Centre of Emergency Care (EKAB), which were upgraded with the purchase of new ambulances and recruitment of specially trained new staff.

- Public Health and Hygiene: network of services for epidemiological surveillance and for the control of adherence to hygiene rules on food, water, in public places and where services are provided to the public, in cooperation with the National School for Public Health, the Hellenic Centre for Infectious Disease Control, as well as the Health Authorities of the Prefectures of Athens and the other Olympic Cities.

- Contingency plan and system to deal with mass emergency medical needs resulting from epidemic outbreaks, disasters or other causes, in cooperation with the Ministry of Public Order

The Medical Services of the Olympic and Paralympic Games were based on the network of “Olympic Hospitals” of the National Health System in Athens and the Olympic Cities. The selection of the Olympic Hospitals was based on their location, their function and their operational role for general and specialised medical provision, at the required level of quality and capacity, as well as to deal with the consequences of emergency climatic and atmospheric conditions, epidemic outbreaks, toxic, biological or chemical incidents, etc.

*KAT* Hospital covered the needs of Athletes, “Evangelismos” Hospital covered the need of the Olympic Family and the other Olympic Hospitals (mainly the University Hospitals “G. Gennimatas” in Athens, “Agios Pantaleimon” Nikes, “Asclepio” in Voula, “Tzania”, “Sismanoglio”, “Korgialeneio-Benakes” and “Onasio Cardiac Surgery Centre” in Piraeus) covered the needs of the Accredited media representatives, Games workforce and spectators. Transfers to these Hospitals and hospitalisations was effected with the coordinated actions of the respective Hospital’s “Olympic Liaison”, the EKAB Centre, the ATHOC Central Medical Coordination Team and the Medical Command Centre (of the Ministry of Health).

Special reference should be made to the allocation of the Ministry of National Defence, per Memorandum, of 622 Armed Forces health professionals (doctors, nursing personnel and support staff) and 25 Armed Forces ambulances, for a two-month period, for the coverage of the Olympic and, particularly, Paralympic needs. This contribution was critical for the staffing of the Polyclinic, particularly during the Paralympic Games, as well as for the medical coverage of the Torch Relay on Greek territory, especially in the islands of the Ionian and Aegean Sea.

Also critical was contribution of the National Centre of Emergency Care (EKAB), which constituted the link between the Medical Facilities of the Olympic Venues and the Olympic Hospitals Network, responsible for the transfer of ill/injured persons. Ambulances and crew were present and available in all Competition Venues and several pre-determined Non Competition Venues, and wherever necessary, special air and sea evacuation means could be used.

Additionally, a comprehensive and integrated Public Health Programme operated during the Games at all Venues. Officials from the Ministry of Health and other Public Health Organisations were accredited so to enter the Venues in order to perform public health inspections. The Ministry monitored the environment of all Venues through handling of appropriate sanitation issues (air conditioning, water coolers, drinking water) and waste issues (medical waste, waste storage and disposal).

The National School for Public Health drafted a programme of health controls, inside and outside the Olympic Venues, and coordinated these controls, which were conducted by scientific teams, in cooperation with the
Prefecture Health Departments and the Hellenic Food Safety Organisation.

The Hellenic Centre for Infectious Diseases Control (HCIDC) provided epidemiological monitoring on a national and countrywide level with specialist staff in place at all Olympic Hospitals and at the Olympic Village Polyclinic.

Test Events
Medical Services were provided in all ATHOC test events, with specialised volunteer personnel, under the coordination of the Medical Services Central Team, covering all Accredited groups. The primary goal for each test event was the recruitment of the volunteer Venue Medical Services Manager and the corresponding health care staff, as well as their training in the environment and the operational procedures of the particular Venue and the specific Sport, for which would offer their services during the Olympic Games. This process facilitated the complete integration of the Medical Services staff in each Venue Team.

The actual testing of the Medical Services operational planning within the Venue and of the handling of urgent and emergency incidents was also of vital importance, particularly the coordination with EKAB and training of the staff assigned to the ambulances.

In addition, the following was tested, evaluated and, wherever necessary, adjusted:

- the supply and re-supply procedure of medical facilities in terms of pharmaceuticals, other consumables and equipment,
- the volunteer training manuals, the procedures and the medical encounters farms, as well as all other medical documentation,
- the system of communication with public Agencies and the Health Sector authorities, including the monitoring agencies for Public Health and Hygiene issues,
- the coordination system and the line of communication between the Venues and the Medical Services Central Team, the Head of which was a member of the Main Operations Centre.

Services Provided

Medical Services Staff
2,566 Health Care volunteers worked with enthusiasm and discipline to cover these services in the Olympic Venues, including the 622 Armed Forces health professionals. The distribution of Health Care staff was as follows: 781 doctors, 370 nurses, 386 physiotherapists, 530 first aid officers, and 499 other health care professionals (management, technicians, etc.).

In addition, the programme was supported by EKAB contract health care professionals (doctors and crews).

Olympic Village Polyclinic
The Olympic Village Polyclinic (4,980 sq.m.) received approximately 500 visits per day at its Games-time peak when was the main medical facility, providing services to all Olympic Village residents and all members of the Olympic Family who had access to the OLV Residential Zone.

The Emergency Department was designed to have 24-hour operation and service provision (staffed by a general surgeon, an internist and an orthopaedic doctor). Two ambulances and an EKAB mobile care unit were planned to be available within the Olympic Village on a 24-hour basis.

At the Outpatient Departments, the Polyclinic offered daily, from 08.00 to 22.00 and by appointment, a wide range of services:

- Specialist Clinics (Cardiology, General Surgery, Gynaecology, Dermatology, Respiratory, ENT, Psychiatry, Ophthalmology, etc.).
• Dentistry Services (for acute cases only),
• Medical Imaging (MRI, CT Ultrasound),
• Laboratory Services,
• Pharmacy.

In terms of musculoskeletal injuries in particular the following services were provided:
• Sports injuries,
• Orthopaedics,
• Foot and Ankle services - including Podiatry,
• Spinal cord injuries,
• Physiotherapy (electrotherapy, hydrotherapy and therapeutic massage).

The offices of the IOC Medical Commission, the Hellenic Centre for Infectious Disease Control and the Doping Control Station for blood and urine sample collection were all included in the Polyclinic. During the Paralympic Games, a repair centre for orthoses, prosthesis, and wheelchairs was also included.

Olympic Venue Medical Stations
Medical Services were provided in each Olympic Venue hosting competition or training, creating in total 223 primary care medical facilities, all with resuscitation capabilities. There were 120 dedicated medical facilities for Athletes, located adjacent to the Field of Play or training grounds (where possible), and 76 medical facilities for spectators near-ticketed seating or public areas. Each Competition or Training Venue had at least one medical facility for Athletes, one for every 10,000 spectators and at least one ambulance with the necessary staff for every 20,000 spectators, as well as one on stand-by, depending on the Venue’s location and the Sport requirements as determined by the respective International Federation.

The medical facilities of Athletes, Team Officials, and Technical Delegates were staffed by a doctor, a physiotherapist, a nurse and were supported by ambulance officers. This Medical Services team had sports medicine knowledge, and was familiar with the International Federation’s medical requirements for the specific Sport. The Olympic Village Polyclinic, where Athletes could be transferred for more comprehensive medical assessment and care, supported these facilities. The Olympic Hospitals Network supported these services, when necessary.

Spectator Care Stations were staffed by a doctor, a nurse, first aid and ambulance officers for the transport to the appropriate Olympic Hospital, when necessary. The rescuers were especially trained volunteers, two per team, and roamed the spectator stands.

In Non Competition Venues (such as the Olympic Family Hotels, the Olympic Youth Camp, the International Broadcast Centre, the Main Press Centre, the Media Villages) 27 medical facilities were created. Additionally, special planning was required to cover the medical requirements of the Opening and Closing Ceremonies, the Torch Relay on Greek territory and the Marathon Race.

National Olympic Committee Medical Facilities
Under ATHOC’s responsibility, and in line with contractual commitments, appropriately equipped spaces for medical and physiotherapy purposes were developed within the residential zone of the Olympic Village, at the working areas of each National Olympic Committee (NOC), to be used by its own health care staff. 202 such spaces were created, one for each NOC, varying in size according to the size of each delegation.

A Medical Care Guide, containing all relevant information, and a Pharmacy Guide with information on the operating procedures of the
Polyclinic Pharmacy and the free medications available to NOCs and the importation restrictions under legislation in force, were distributed to the NOCs and the International Federations.

**Data Processing Centre**

In order to coordinate the recording of all medical encounters that occurred at Competition and Non Competition Venues during the Games, a Data Medical Encounters Database, under the responsibility of the Medical Services Central Team, was developed to manage and process the medical encounters forms forwarded from the Polyclinic and the Venues. This Centre could assess and track medical incidents, illness trends, infectious diseases, public health issues and act accordingly. It also generated medical encounter reports on the progress and resolution of medical issues, daily and cumulatively, for the IOC Medical Commission, while maintaining required confidentiality.

**Assessment**

During the period of Medical Services provision at the Olympic Games, between 30 July and 30 August 2004, 9,760 incidents were registered and handled at the Medical Facilities of the Competition and Non Competition Venues, including the Olympic Village Polyclinic.

87.1% of these incidents concerned Accredited participants (44% Athletes in particular), while 12.9% concerned spectators. Of all the incidents, 7,211 (74.9%) concerned visits to the Olympic Village Polyclinic. 51.8% of the incidents were orthopaedic/musculoskeletal cases, followed by dental (9.9%), ophthalmology (8.1%) and dermatology (7.5%).

This sequence is the same both for the sum of all incidents and for those at the Polyclinic. It should be noted that only 0.5% of the incidents were heat-related, which reflects not only the temperate weather conditions that prevailed in Athens during the Games, but also the success of the special prevention and information programme for spectators.

There were 229 cases of referral to Olympic Hospitals, either from the medical facilities of the Olympic Venues or from the Olympic Village Polyclinic, 95 of which concerned Games workforce, 60 Accredited Media Representatives, 32 Athletes, and the remaining 42 other categories of Olympic Family members.

The medical needs of the hosting of the Athens Olympic and Paralympic Games were covered completely, leaving a substantial legacy to the National Health System of Greece. The emergency pre-hospital care in particular, which was successfully provided through EKAB, was organised and operated flawlessly, since the response time was minimized by the appropriately trained rescuers. The Venue medical facilities, as well as the Olympic Village Polyclinic, which constituted the main medical services facility during the Games, also operated faultlessly. Finally, the improvement of Public Health services network for epidemiological surveillance and the coordination of services and authorities responsible for inspecting compliance with hygiene rules for food, water, public places and in spaces where services are provided to the public, proved to be most effective.
Left page,
from top to bottom:

Medical Services exercise at
Galatsi Olympic Hall
© ATHOC/C. Voulgeri

Providing Medical Services at the
Olympic Village Polyclinic.
© ATHOC/Y. Kontos
ATHOC provided Food Services, per contractual obligations, throughout the entire period of the Olympic and Paralympic Games. These services were offered to all categories of Games participants - Athletes and Team Officials, International Federations, Technical Officials, Accredited Media representatives, and other members of the wider Olympic and Paralympic Family - in specific service areas within Olympic Venues. At the same time, Food Services were offered to Games workforce (both paid staff and volunteers), while on duty.

The IOC guidelines and experience from previous Games defined the basic level of Food Services for every category of participants. In addition, the level and manner of services were determined by considering financial, technical and operational factors for every category of participants, in accordance with the policy approved by ATHOC Senior Management and the IOC. Factors such as the different nutritional habits of 202 countries, the special dietary needs of Athletes and the high temperatures prevailing in the Attica Region during August were also taken under consideration. The planning of Food Services and the policies and procedures followed were the same for the Olympic and the Paralympic Games.

**Organisation**

The Food Services Department was established in December 2000 upon hiring the Manager and five staff. The rest of the staff were hired gradually, after having completed basic planning of the programme and after defining, through Venue Operational Planning, the operational needs of Food Services per Venue Team.

**Food Services Contractors**

The very provision of Food Services at all Venues, due to its size, complexity and due to the level of specialisation required, was assigned to contractors, in compliance with the relative legal provisions and procedures of Greek and European Legislation. Among the criteria taken into consideration for technical evaluation of candidates were employment of staff experienced in food service provision at sporting or other major events, experience in selection, hiring and management of a large number of employees for a short period, experience in food service provision to many people on a round-the-clock basis, knowledge of the special nutritional needs of Athletes and the ability to create appropriate menus and install and operate the specialised cooking and food production equipment.

In order to ensure optimal planning, management of operations and that requirements were met, the Venues were divided in six groups in terms of Food Services, mainly taking into consideration geographical criteria (the grouped Venues had a relatively small distance between them), or operational criteria (certain Venues with very similar operations, e.g. Media Villages were grouped together in a manner independent of their geographical location).

The total number of Food Services contractors at Venues was 15. The first tender procedure conducted concerned the Olympic Village, since it was the most complex Venue due to the level of services provided. Contractor selection was completed at the beginning of 2003 and the contract was signed in July 2003. Gradually, remaining contractor selections were made up to May 2004.
Sponsors
All Food Services contractors were obliged to use Sponsor products exclusively. The variety of the products available, as well as the necessary equipment, were determined in cooperation with every Sponsor, depending on the level of the services provided in each Venue.

The nutritional product Sponsors were:

- Coca Cola, the International Sponsor for Non-alcoholic Beverages, provided soft drinks, water and fruit juices. It was present at all areas where Food Services were provided.
- McDonald’s, the International Sponsor in Retail Food Services, provided food services at the Olympic Village (free of charge), in the OAKA Common Domain and at the Main Press Centre (MPC).
- Heineken, a Grand National Sponsor in the Brewery category, was present at all Competition Venues and at certain Non-Competition Venues, apart from the Olympic Village (where the consumption of alcoholic beverages was not permitted).
- DELTA and FAGE, Grand National Sponsors in the Dairy Products category, were present at all Venues providing milk and ice cream (DELTA), yoghurt and individual desserts (FAGE).

Games Workforce
In each Venue, responsibility for planning Food Services, organising operations depending on the designated level of services, and monitoring the provision of Services at the agreed level lay with the Venue Food Services Manager (ATHOC paid staff) who was a full member of the Venue Team. Depending on the size of each Venue and the complexity of its operations, he/she was supported by one to three more specialised ATHOC paid staff. A special case was that of the Olympic Village where, due to its size and the complexity of its operations, the Food Services coordinating team was comprised of nine persons.

During the Games, 83 ATHOC paid staff, recruited and trained for this work at least four months before the Olympic Games, were employed to manage Food Services as part of the Venue Teams. In most cases, the Venue Food Services Manager, who had been assigned to a Venue Team during the respective test event, remained at the same Venue during the Olympic Games. The Food Services Central Team was comprised of three persons, whose Head was a member of the Main Operations Centre, and reported directly thereto.

The Food Services coordinating team of every Venue Team was responsible for monitoring and controlling (in terms of technical, qualitative and financial issues) the provision of all services undertaken by the Venue contractor, and for managing the respective contracts. In addition, they prepared all the necessary documents recording the number of meals per participant category, a procedure of great importance for monitoring the work of each contractor.

Contractor paid staff employed at Venues amounted to a total of 1,800 persons.

Hygiene and Food Safety Control
Responsibility for hygiene and food safety control and for the relevant storage and distribution infrastructures lay with the Hellenic Food Safety Authority (EFET), which is the competent state agency for such matters. ATHOC worked in close cooperation with EFET in all stages of planning, during the test events and during the Games, informing EFET in full about Food Service contractors and providing unimpeded access to all points where Food Services were provided at Olympic Venues. The authorised representatives of the EFET made numerous visits to Olympic Venues before and during the Games, in order to certify the extent to which the hygiene standards were being observed.

The hygiene and food safety factor was vital for the provision of Food Services. It did not focus only on control issues, but also on implementing
a series of precautionary measures. For example, given the high temperature, perishable foods in particular (such as dairy products) were not allowed to be removed from the Venue dining areas for safety reasons. For the same reason, in contrast to previous Olympic Games, the Athletes and Team Officials could not take packaged food from the Olympic Village to the Competition Venues - nevertheless, cold or hot meals were offered at certain Competition Venues that were at particular distance from the Olympic Village.

Planning

Representatives of Food Services participated in the Venue Operational Planning Teams, being responsible for ensuring a certain level of provision of services for every participant category, programming operations and designating needs in terms of space and infrastructure.

The Food Services needs of every Games participant category were identified and recorded per Venue on a database. This included the number of persons to be served, the demand in terms of food and drinks of every category depending on the level of service and the days and times for which service was required. Throughout the entire planning process, the database was constantly updated as new information became available, and whenever time changes occurred in the Competition Schedule. By the time detailed Venue Operational Planning and the relevant regulations and procedures were complete, the data was finalised and the detailed programmes and schedules of Food Services per day and per Venue were created.

Planning was affected by the special characteristics of every Venue and the specialised demands of every Sport. In all cases the determining planning parameters for Food Services were:

- the space available, in relation to the number of individuals served and the level of services provided;
- the provision of infrastructure for the delivery of goods (truck entry, unloading ramps);
- the demand for storage facilities, including refrigerators, in relation to the number of individuals served and the level of services provided;
- Venue opening hours and the duration of the services provided (e.g. on a round-the-clock basis, on depending on the Competition Schedule, for part of the day);
- the requirements of EFET concerning the specifications of distribution and storage areas;
- the necessary infrastructure, such as electricity supply, potable water and sewage systems.

At Competition Venues, Food Services were provided in the lounges of every participant category (Athletes, Technical Officials, Media representatives, in the Olympic Family Lounge, as well as in the Staff break area), in the offices of the International Federations and at the spectator food concessions. Kitchens or food preparation areas were necessary to support Food Services at the Olympic Family Lounge, for Media representatives, staff, as well as Athletes at the Competition Venues where meals were served. As far as the spectator food concessions were concerned, the number per Venue and their specific location (in all cases located near spectator entrance and exit points) was affected by the expected number of spectators and their waiting time. Kitchens or food preparation areas were located in the Technical Officials’ accommodation to provide breakfast, while restaurants operated at the Olympic Village, at the Media Villages, at the International Broadcast Centre (IBC) and at the Main Press Centre (MPC).
Athletes and Team Officials were provided with free food services on a round-the-clock basis at the Olympic Village. The Village also had several catering facilities: 2 restaurants, 4 cafeterias, and free vending machines for the residents (using a special card) in all Resident Service Centres. The daily menu of the largest restaurant at the Village, named “Filoxenos” (covering 19,000 sq.m. with a 13,650 sq.m. dining area), included over 500 foods covering all ethnic, religious, and nutritional habits of the residents. Greek cuisine accounted for some 30% of the overall menu, and it proved especially popular.

In addition, refreshments and snacks (fruits and ‘power bars’) were offered at the Competition Venue Athlete Lounges, with slight variations depending on the requirements of each Sport and the distance between the Competition Venue and the Olympic Village. At certain Competition Venues (and only for qualified Athletes) meals were provided (cold or hot) for the sports of Beach Volleyball, Equestrian, Judo, Modern Pentathlon, Rowing, Sailing, Taekwondo, Tennis, Triathlon and Weightlifting. In addition, the Athletes and Team Officials were provided with refreshments and ice in the locker rooms, in the training and warm-up areas and on the Field of Play, throughout the entire Competition Schedule. Similar services (refreshments, snacks) were provided at the Training Sites during their official operation.

Games Technical Officials were offered refreshments, coffee/tea, light snacks at their Venue lounges, commencing three days before the opening of the official Competition Schedule and ending on its closure. Similar services over a comparable period were provided at the offices of the International Federations for their staff and members. Breakfast was served at Technical Official accommodation facilities on a daily basis.

Accredited Media representatives (Journalists, Photographers and Rights Holding Broadcasters) received service at various points of the Competition Venues: in the cabins of Commentators, at the Press Tribunes and at the Photographers’ positions, refreshments were served free of charge on daily basis, while snack bars operated in the lounges at a charge. At the Media Villages breakfast was served, while there were restaurants that sold hot and cold dishes and drinks. The restaurants at the International Broadcast Centre (IBC) and at the Main Press Centre (MPC) also sold cold and hot meals of international cuisine, the snackbars sold light meals and drinks, on a round-the-clock basis.

In the Olympic Family lounges at Competition Venues a variety of light savoury and sweet dishes and Sponsor products were served during the Competition Schedule. When the duration of an event exceeded four hours, a cold meal was also provided.

ATHOC Games workforce at all Olympic Venues, both paid staff and volunteers, were offered one free meal per person, with a voucher, during predefined periods. In addition, at Venues where this was possible, a canteen that sold food was placed in the staff break area. The provision of services commenced three days before the official opening of the Venue and ended one day after its official closing. Similar treatment to that for paid staff and volunteers was provided for contractor personnel, in all Venues on a paid basis.
Spectators were served by concessions, which sold a great variety of products (dishes, refreshments, drinks) depending on the infrastructure and the capacity of the area.

In general, the response to the Food Services programme was very positive, especially in the Olympic Village where Greek cuisine and traditional Greek products were promoted and featured largely on the overall menu.

<table>
<thead>
<tr>
<th>Food Services:</th>
<th>Indicative Consumption Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Olympic Village:</strong></td>
<td></td>
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<tr>
<td>Up to 6,000 meals per hour could be prepared</td>
<td></td>
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<tr>
<td>500 meals in the daily menu</td>
<td></td>
</tr>
<tr>
<td>900,000 bottles of water, 1,000,000 beverages</td>
<td></td>
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<tr>
<td>140 tons of fruit, 120 tons of vegetables</td>
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<tr>
<td>15 tons of pasta, 17 tons of rice</td>
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<tr>
<td>120 tons of poultry, 143 tons of meat</td>
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<tr>
<td><strong>Media Villages:</strong></td>
<td></td>
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<tr>
<td>315,000 breakfasts</td>
<td></td>
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<tr>
<td>4.4 tons of coffee</td>
<td></td>
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<tr>
<td>33,150 litres of milk</td>
<td></td>
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<tr>
<td>2.2 tons of cereal</td>
<td></td>
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<tr>
<td>207,520 omelettes</td>
<td></td>
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<tr>
<td>388,040 croissants</td>
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<tr>
<td><strong>Indicative Competition Venue - Daily Consumption Figures:</strong></td>
<td></td>
</tr>
<tr>
<td>87,253 bottles of water</td>
<td></td>
</tr>
<tr>
<td>36,566 refreshments</td>
<td></td>
</tr>
<tr>
<td>35,100 “power bars”</td>
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<tr>
<td>22,394 yoghurts</td>
<td></td>
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<tr>
<td>30,344 biscuits</td>
<td></td>
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<tr>
<td>3,400 sandwiches</td>
<td></td>
</tr>
<tr>
<td>9,000 hot meals</td>
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</tbody>
</table>
Language Services

Language Services were one of the key Games Services not only due to the multilingual nature of National Olympic Committees participating in the Games but also due to the diversity of languages used.

The official languages of the Olympic Movement are French and English. Given that the Athens Olympic Games were being hosted in a country with a native language other than English, as opposed to previous Games, ATHOC Language Services had a completely different mission compared to those of previous Organising Committees.

The structure and modus operandi chosen by ATHOC was thus different from those of previous Games. In particular:

1. The Language Services Department (Interpretation) and the Translation Department were set up as independent units, reporting to the International Relations Division. The Language Services Department covered all matters relating to oral communication and the Translation Department was involved exclusively with translations of written texts. Both Departments were in full operation much earlier than in previous Organising Committees, starting up three years before the Games.

2. A centrally organised approach - rather than outsourcing - was preferred both for training of staff, volunteers and interpreters and for all Language Services compared to previous Games, a fact which ensured consistency and a high level of quality in the services provided.

Translation Services

The Translation Department was responsible for implementing the obligation requirement that ATHOC provide full and equal coverage in the two official languages of the IOC and of course in Greek. Before and during the Games, the Translation Department provided translations to and from French, English and Spanish for official publications, press releases, reports, presentations, technical documentation, etc.; supporting the work of all Organising Committee Functional Areas. It provided translations for the tri-lingual ATHENS 2004 website, for the INFO 2004 system, the minutes of Chefs de Mission Meetings and the Olympic Village Newspaper.

For the first time in the history of the Games all Organising Committee and Games materials (including the official ATHENS 2004 website) were presented in three languages, fully covering the Greek language as well. This required particular effort in terms of specifying and checking terminology and texts, as well as coordinating and checking quality and consistency. Integrated document management tools developed in-house contributed significantly to improving the coverage of Games activities by the media, particularly during Games-time.

In order to develop and maintain a high level of standards, full-time translators were recruited and grouped in language-specific sections; it was they who undertook the main bulk of translation work. In order to cover extra requirements at peak times, a network of external associates was also set up as a backup service.

Major emphasis was placed by ATHOC on covering the French language during the Games. To this end translators were recruited with excellent qualifications from abroad and whose native language was French.
In order to further develop the profile of the French language, the French Government-assisted by the French Embassy in Athens - would be a valuable partner. In February 2003 ATHOC signed an agreement with the French Government relating to a series of measures to support the Organising Committee in promoting the French language in view of the Athens Olympic Games.

The main points of the Agreement signed by ATHOC and the French Government related to sponsorship for trainee translators (stagiaires) from three large translation schools (ESIT, ISTI, ITI-Ri) through the relevant French Government agencies, the development and updating of the tri-lingual ATHENS 2004 website (in Greek, French and English), and cooperation between ATHOC and INSEP (the National Institute for Sports and Physical Education) to develop a trilingual Olympic Sports Dictionary (Greek, French, English) published jointly in November 2003 on CD-ROM and in March 2004 in hard copy to be distributed to members of the Olympic Movement.

Given that the Olympic Movement uses its own rich, highly specialised communication code, Translation Services adopted a systematic approach and developed a terminology tool. One and a half years before the Games, a trilingual database was developed, which included 15,000 terms relating to Olympic administrative language, and was published before the Olympic Games on CD-ROM.

As far as technology is concerned, a translation memory system was used, which operated fully in the three languages (Greek, French and English), to contribute to more rapid processing of translations in cases of texts with partial repetitions.

The following achievements in numbers are also of interest to understand fully the level of service provided: in addition to special publications, in 2002 9,500 pages were translated; in 2003 15,500 pages and in 2004 103,000 pages, of which 76,000 pages were for INFO 2004 (100% of the INFO 2004 database content was translated into French and Greek).

Nineteen paid staff worked to achieve these results in 2002 and 2003, a head count that reached 117 paid staff during the Games, including 9 stagiaires from the French Support Scheme.

**Interpretation Services**

During the pre-Olympic period, Interpretation Services were used for all Organising Committee activities which required interpretation, such as in-house meetings, Press Conferences, regular meetings of the IOC Coordination Commission, Security (OGSD), Planning meetings, special events, World Press Operations and Broadcaster Briefings and Chefs de Mission Seminars, meetings between senior government and IOC officials, etc.

During the test events full support was provided to all Venue Team Functional Areas and thus the needs of functional areas were identified, such as Press Operations in the Mixed Zone and during Press Conferences, Medical Services, Doping Control Services, Sports Presentation, etc.

After the first test events the focus of Interpretation Services shifted from initial planning, which had focused on serving only the official Games languages, in other words French and English. The test events showed that this choice was restrictive compared to actual needs. The majority of ATHOC staff already spoke good English while in contrast the need for Spanish, Portuguese, Russian, Arabic, Chinese and other languages was evident. New languages were thus added and a shift of focus occurred to identify volunteers, staff and interpreters to cover these language needs. In order to cover the needs that a forecast 65% of Interpretation Services personnel would be volunteers, an intensive campaign was organised to recruit volunteers who spoke foreign languages who would offer their services as Language Services specialists. This campaign lasted 18 months and involved large cultural and educational organisations as well as foreign Associations and Embassies in Greece.

The profile of Language Services volunteers included: total fluency in at least two languages, one of which had to be English or Greek, combined with a good educational background, IT skills, and a pleasant personality with experience in dealing with people from different nationalities.

Once the main bulk of volunteers had been recruited through meetings with Schools, Graduate Associations, Universities, Foreign Language Institutes and Cultural Organisations and their skills in various languages confirmed, the campaign shifted focus to identifying individuals who could cover “less common” languages. During this phase the first step taken was contact with Embassies, which contacted their citizens living in Greece. National events organised by these Embassies were utilised as well as their own network of contacts to attract interested parties.

In addition to this critical group of volunteers, 198 professional interpreters were employed as planned based on the language combinations necessary and their experience from previous Olympic Games and major sports events. Of the 198 professional interpreters who worked during the Games, 49 were Greek, 114 were citizens of European countries including Russia, and 1 each were citizens of the USA, Canada, Japan, Egypt and Lebanon.

The Language Services Central Team provided extensive training to staff, volunteers and professional interpreters. The results of this training were first tested during the test events and during routine checks. Training then followed per language group, in other words for English speaking, French speaking, German speaking volunteers, etc. In cooperation with the largest Foreign Language Institutes and Educational Institutes, a joint training plan was prepared under which ATHOC Language Services staff provided training on Olympic and sports issues, while professional teachers assisted volunteers to perfect their knowledge.
of the relevant language in specific fields of interest. Special training events were organised for volunteers from abroad who came to Athens a few days before the Games.

The interpreters from Greece and from abroad received extensive information about sports terminology, Greek and Olympic issues, dictionaries and a special interpretation manual with full, detailed instructions on every issue or problem that might arise during the Games.

Language Services were provided to all members of the Venue Teams and to all groups of Games participants, namely to the IOC and International Federation officials, Media representatives, etc. The Language Services operations commenced on 25 July 2004 with the soft opening of the Olympic Village and the Main Press Centre (MPC).

Language Services Centres were organised at all Competition Venues, at the Olympic Village, at the MPC and Olympic Family hotels. They were mostly staffed by volunteers, under the guidance of paid staff, a total of 61 Venue Language Services Managers and Deputy Managers. The centres with the most staff were at the Olympic Stadium (28 volunteers and 8 interpreters per shift) and at the MPC (8 volunteers and 16 interpreters per shift). The MPC had two press conference halls equipped for simultaneous interpretation, one covering 5 languages and the other 3 languages. There were also three smaller meeting rooms, where simultaneous interpretation was available upon request.

At the Olympic Village the daily Chefs de Mission meetings had simultaneous interpretation in 5 languages - Arabic was added for the first time on a request from the Arabic-speaking National Olympic Committees. Moreover, the Ministry of Health provided 20 interpreters specialised in medical terminology, who offered their services at the Olympic Village Polyclinic, covering 6 languages and working over two shifts.

Overall Language Services volunteers covered 24 languages. During the Games no functional or operational problems arose, and a mobile emergency unit consisting of 9 vehicles and 23 drivers, which operated round the clock, contributed to this success. This unit was designed to transport interpreters and volunteers to respond to requests for "less common" languages at various Venues. There were even days when a single interpreter was used in more than four venues. This mobile unit assisted in handling emergencies directly and effectively.

A multilingual call centre provided call-based interpretation - not information - in 12 languages (French, English, Arabic, Chinese, German, Italian, Japanese, Korean, Portuguese, Russian, Serbian and Spanish) round-the-clock, seven days a week from the opening to the closing of the Olympic Village (30 July to 1 September 2004). There were a number of interpreters dedicated for each language, with 78 interpreters in total. A specially designed leaflet with instructions and telephone numbers per language was distributed to all NOCs, the Media and Security (OGSD) and to all groups of Games participants. The multilingual call centre operated with great success and handled more than 1,800 calls during the Games. Security made extensive use of the centre, as did Medical Services, Doping Control Services and the Olympic Village Venue Team. The languages with the greatest demand were Russian, Chinese, Spanish, Portuguese, Arabic, Japanese and Korean.

Thirty staff based at ATHOC Headquarters supervised the scheduled daily work of interpreters and volunteers, coordinated the movements of the mobile emergency unit and visited Venues every day ensuring that operations were problem-free.

Eighteen stagiaires from French University interpretation schools were employed during the Paralympic Games to interpret French.

The particular importance of the Language Services depends on the language native to the country hosting each Olympic Games. In Athens these services were part of the overall services provided to members of the Olympic Family, operationally significant towards the smooth hosting of the Games, but also of psychological value, since they contributed successfully to the sense of warm hospitality being extended.
Protocol Services

The Olympic Games are hosted according to the Olympic Protocol, which is defined clearly by the International Olympic Committee and prevails over the national protocol during the Games. The responsibility of its application on the part of ATHOC was delegated to the IOC Relations & Services Department, which provided specific Protocol Services in the Venues, and handled domestic protocol and the International Dignitaries Programme.

Protocol Services in the Venues

Protocol Volunteers

The IOC Relations and Protocol Department was responsible for the recruitment and management of the Protocol volunteers. Ultimately 1,212 Protocol volunteers were deployed in Games-time roles, 410 of whom assisting members and honorary members of the IOC and Presidents and Secretaries-General of National Olympic Committees (NOCs) and International Federations (IFs).

This programme began in 2003 with the first reports on volunteers with the required qualifications, as these appeared in the Staff Information System (SIS), which were sent by the Volunteer Division in mid-April 2003. The interview and selection process was the responsibility of the IOC Relations section. Allocation of each Protocol Attendant to a specific Competition or Non Competition Venue, according to his qualifications, availability and preferences, began in mid-December 2003.

The “locking” of the Protocol Assistants began in mid-March 2004, when all the surveys of the IOC Members, and the Presidents and Secretaries-General of the NOCs and IFs had been collected, and the final number of Protocol Assistants and Drivers-Protocol Assistants was established. As soon as all Protocol Assistants were “locked”, telephone interviews were conducted and all the remaining volunteers were assigned as Protocol Attendants based on their skills, availability, preferences and residence area, to Competition and Non Competition Venues.

Overall, from mid-May until mid-December 2003, more than 500 volunteers participated in group meetings, out of whom about 230 were selected for the Protocol Attendant role and about 200 were selected as Protocol Assistants. By the end of 2003, the first draft of the training manual for Protocol Assistants and for Protocol Attendants was completed, and the training sessions’ schedule was finalized as far as dates, hours, logistics and number of trainees and trainers were concerned.

For the Protocol Assistants, 4 training sessions were held between mid-April and early June 2004. A final session (overall review) took place in mid-July as well as a tour of some of the Competition and Non Competition Venues. Protocol Attendants attended 4 training sessions, participated in a Venue Tour of their allocated Venue and received job specific training by the Venue Team.

Flag Protocol

Protocol Services had a dedicated team responsible for Flag Protocol, which involved the procurement and verification, in cooperation with NOCs, of flags of all participating nations, as well as the display of Protocol flags at all Competition and Non Competition Venues and the drafting and production of a Flag Manual for use in all Venues where national flags or protocol flags were flown.
A specific framework was set up to monitor the flag verification process in terms of their correct design, colour and orientation through the preparation of a flag sign-off form. The process of verification and adjustment of flag samples was completed around mid-2003. The remaining NOCs verified their flags during the Chefs de Mission Seminar in August 2003. After the 2003 test events, Flag Protocol evaluated its lessons learned during the test events and the two Chefs de Mission Seminars (Olympic and Paralympic), and cooperated with the Functional Areas involved (Sport, Venue Operations, Site Management and Logistics) in order to resolve the issues that arose concerning flag management. Flag Protocol also cooperated with Logistics in order to organise an effective asset-tracking system of delivery and reception of flags during Games-time.

The flags for the Protocol Sets were the following, in order of precedence:

<table>
<thead>
<tr>
<th>NOC</th>
<th>UN</th>
<th>EF</th>
<th>ATHENS 2004</th>
<th>EU</th>
<th>GRECE</th>
</tr>
</thead>
</table>

The National Olympic Committees’ flags in Hellenic alphabetical order then followed these Protocol flags.

A total of 205 different flags were present during the Olympic Games, 139 in the Paralympic Games. The tender process for a Flag Supplier started in June 2003 and was concluded in August 2003, in cooperation with the Procurement Department. Overall, more than 6,000 flags were produced for Protocol and Medal Ceremonies use.

The production of the Flag Manual, using the IOC Protocol Guide, International Paralympic Committee Protocol Handbook, previous Olympic Games’ manuals, online references and the Flag Suppliers’ input concerning flag-designs, was finalised two months before the Games due to alterations and additions to the NOC roster. The Manual was bilingual - Greek and English - and was used mostly by Venue Protocol Managers and Venue Medal Ceremonies Managers, but also by various Functional Areas that needed a handy flag reference manual - such as Broadcasting, Internet Services, Publications and Accreditation.

Protocol in the Olympic Village

An important responsibility of Protocol Services at the Olympic Village during Games-time was the scheduling and coordination of the Team Welcome Ceremonies, the official welcoming of the teams to the Olympic Village. During the Team Welcome Ceremony, the teams gathered at the Amphitheatre in the International Zone of the Village. The Mayor of the Village welcomed each NOC Delegation, called upon the Chef de Mission and offered him the NOC gift while the National Anthem of his country played and the National Flag was raised. Following the Ceremony, a small reception was hosted for the teams and their guests at an area near the Amphitheatre. Protocol Services were also responsible for distributing Commemorative Medals and Diplomas to participants in the Olympic Games. The distribution of the 21,000 Commemorative Medals and Diplomas, which had been designed in cooperation with Image & Identity, began at the Olympic Village on 27 August and was completed on 1 September 2004.

Protocol in the Olympic Cities

Matters of Protocol in the Olympic Cities, including meet-and-greet processes at domestic airports, help-desk functions in each of the Olympic Family hotels and accredited seating and Olympic Family lounges in Competition Venues were handled by Protocol Managers appointed in each football city to manage Games-time Protocol operations. The Football International Federation (FIFA) formed the majority of the constituent group, as IOC travel to the football cities was limited. All the logistical arrangements regarding their air tickets or transfers there were made through the Protocol Coordination Centre at the Olympic Family Hotel.

Test Events

During the ATHENS 2004 test events organised in 2003 and 2004, the IOC Relations Department provided Protocol Services, facilitating the attendance of the Prime Minister; Ministers and other officials at these events by coordination with their offices, and supplying information and assistance for Accredited and unaccredited distinguished officials.

Participation in all test events provided Protocol Services the opportunity to test Flag Protocol Management (procurement and establishment of all flags, national and protocol, by protocol order as determined), issue resolution of Protocol issues arising regarding International VIPs, participation in Medal Ceremonies, and accredited seating management.

Domestic Protocol

The IOC Relations Department was also responsible for Domestic Protocol, within the framework of the Olympic Protocol, and according to IOC Guidelines. The policy for Greek Accredited officials was prepared one year prior to the Games and discussed thoroughly during several meetings with representatives of the Greek Government, the City of Athens and other governmental and public agencies, while it was also approved by the Organising Committee’s Board of Directors.

The process was carried out as follows: people entitled to Accreditation received written information, followed by detailed instructions on completing and submitting the Accreditation forms and a description of the entitlements provided by their Accreditation. IOC Relations was the point of contact with all the accredited Greek Dignitaries, in order to explain to them all the relevant procedures, their obligations and their rights. During Games-time, IOC Relations also provided assistance in the Olympic Family Accreditation Centre in the Hilton Hotel regarding the accreditation details of Greek officials.
In September 2002, a Protocol Working Group was established in cooperation with the Ministry of Foreign Affairs, which was responsible for drafting protocol policies, with special reference to the International Dignitaries in Competition and Non-Competition Venues.

The aim of the meetings was to further strengthen the working relationship between both parties and to brief the Ministry of Foreign Affairs on all issues pertaining to the International Dignitary Programme, such as the invitations to Foreign Dignitaries, Olympic Protocol in relation to State Protocol, basic differentiation between Accredited and non-accredited visitors, Accreditation, Ticketing, Transport, Security, accommodation, cultural and other events, the role and involvement of foreign Embassies, secondment of staff from the Ministry of Foreign Affairs to ATHOC and Diplomatic Attaches as Visit Officers. Further Protocol Working Meetings took place on a regular basis in 2004 for the implementation of the International Dignitary Programme.

Another part of the International Dignitaries Programme was the Briefings to the Diplomatic and Consular Corps, on those organisational matters that would affect them directly during the preparation and hosting of the Games. In the first Briefing introductory information was provided on the IOC, its structure and mission and of the key principles of Olympic Protocol. The main objective was to raise awareness on volunteerism and to prepare the Embassies on the support they could provide. Following this, and in an effort to further strengthen working relationships between the Embassies and ATHOC, the Organising Committee launched a programme of individual Embassy visits, during the second semester of 2002 and all of 2003, while a follow-up Briefing was hosted in November 2003, focusing specifically on the interests and needs of the Ambassadors and Diplomatic Representatives and the matters that would concern them during the Games.

The Games-time operations of the International Dignitaries Programme included regular communication with Diplomatic Missions (e.g. Embassies), the Ministry of Foreign Affairs, the NOCs, and supported the Protocol office in the Port of Piraeus and the Olympic Information Desk in the Grande Bretagne Hotel for issue resolution regarding all related aspects of the International Dignitary Programme, such as accommodation, Transport, Security, Visit Officers, distribution of complimentary VIP Tribune tickets to those entitled, and Accreditation.

The Protocol office in the Port of Piraeus and the Olympic Information Desk in the Grande Bretagne Hotel, functioned as the liaison between the Dignitaries residing in the Grande Bretagne Hotel and on the Queen Mary 2 cruise-ship and the Protocol Coordination Centre in the Olympic Family Hotel (Hilton) which operated as the sole point of reference for all issues pertaining to the management of the International Dignitaries Programme and for service provision.

All three Protocol offices coordinated and ensured service provision to the International Dignitaries and cooperated with the Ministry of Foreign Affairs to coordinate the Visit Officers assigned to International Dignitaries.

A record number of 63 International Dignitaries attended the ATHENS 2004 Olympic Games, of whom 26 were Heads of State, 23 Heads of Government, and 14 Members of Royal Families.

During the ATHENS 2004 Paralympic Games, a total number of 16 International Dignitaries were in attendance, of whom 2 were Heads of State, 4 Heads of Government, and 10 Members of Royal Families.

International Dignitaries Programme

In September 2002, a Protocol Working Group was established in cooperation with the Ministry of Foreign Affairs, which was responsible for drafting protocol policies, with special reference to the International Dignitaries in Competition and Non-Competition Venues.
Games Support Services
Logistics

The organisation and provision of integrated Logistics Services to the Venue Teams and the Games constituent groups, in accordance with the contractual obligations of the Organising Committee, is crucial for the operational readiness and smooth running of the Games. ATHOC’s Logistics Services were incorporated into a separate Department, under the administrative supervision of the Financial Services Division, with the hiring of a Manager in charge, in October 2001. Its focus was the distribution and management of all materials and equipment for the Olympic Venues, in accordance with the specified operational needs. The Department also served the contractual partners, including the Olympic and Paralympic Committees, the Rights Holding Broadcasters, the media, Sponsors and suppliers; for whom the Department coordinated procedures for forwarding freight and equipment from the main customs offices and transporting it to the corresponding Olympic Venues.

Organisation

The most important services provided by the ATHOC Logistics Department, before, during and after the Olympic and Paralympic Games were the following:

- Forwarding incoming and outgoing freight, goods and equipment, to and from Athens and the Olympic Cities.
- Customs services (customs clearing, temporary import and re-export of goods and equipment, importing sports and broadcasting equipment without duties) on freight for the Olympic and Paralympic Family.
- Storage (receipt, inspection and quality control, temporary storage in the main warehouses, collecting materials, gathering and dispatching).
- Asset control and monitoring within the Olympic Venues with the Asset Tracking System.
- Transport and distribution of goods and equipment to the Competition and Non Competition Venues.
- Logistics services in every single Venue (receiving, managing and ordering the Venue Logistics Compound).
- Games-time deliveries (coordinating and preparing suppliers, scheduling deliveries, delivery procedures) utilising the Master Delivery Schedule system.
- Decommissioning: removing goods and equipment from the Venues after the end of the Games.

The freight forwarding and customs clearance services were provided by an Official Provider, Schenker AG. Furthermore, a specialist company was assigned part of the Third Party Logistics (“Logistics 3PL”) activities, including warehouse management, provision of warehouse personnel and transport vehicles, and support for the management of materials and distribution of goods.

The Logistics Department, under the supervision of and with the collaboration of Venue Operations, was also responsible for the planning of the Olympic Logistics Support Venues: the Olympic Logistics Centre at Magoula and the auxiliary Marshalling Yard at Aspropyrgos.

Logistics Services were provided at every Competition and Non Competition Venue, involving during the Olympic and Paralympic Games 748 ATHOC paid staff and 145 contractor staff. The Venue Teams employed 200 Venue Logistics Managers and Assistant
Venue Logistics Managers, 458 staff in the Venue Logistics Compounds and 40 specialist forklift operators. The remaining personnel (contractor staff and 50 paid staff) were deployed at the Olympic Logistics Centres.

During Games-time, a Logistics Central Team operated at the Olympic Logistics Centre and was responsible for coordinating operations. The Head of the Central Team was a member of the Main Operations Centre, reporting directly to it, and was in charge of the operation and management of the Olympic Logistics Venues. The Central Team was responsible for planning and monitoring the project, utilising information technology systems, and in particular the Asset Tracking System and the Master Delivery Schedule.

**Services and Systems**

**Freight Forwarding**

ATHOC had a contractual obligation to support the Games constituent groups in importing their freight from abroad and transporting it to pre-established delivery points, as well as re-exporting the freight, wherever necessary. A major portion of this freight concerned the Athletes’ Delegations and the Sponsors/suppliers.

International freight forwarding and customs clearance was undertaken by Schenker AG, an experienced international freight carrier. The Logistics Department was responsible for planning, coordination between clients and the carrier providing the relevant guidelines to the constituent groups, inspecting deliveries, and contingency planning. These services were provided in close and systematic collaboration with the Greek Customs Authorities.

In total 5,383,000 tons of freight were transported for the Olympic and Paralympic Family, and this involved 1,497,000 SKUs.

**Storage, Distribution and Decommissioning**

All the actions and resources necessary for the secure storage of materials and equipment at the main warehouses of the Olympic Logistics Centre, their transport from the Centre to the Olympic Venues via the Marshalling Yards, and between Venues, where necessary; and finally their decommissioning after the end of the Games; were specified and scheduled in detail. Specialised warehouse and distribution operating plans were developed for every warehouse facility whether located at the Olympic Logistics Centre (e.g. the Technology, Image & Identity Sports Equipment warehouses), or whether they were located at the Olympic Venues (e.g. OAKA and Helliniko Complex Logistics Compounds, Uniform Distribution and Accreditation Centre Logistics Compound, Marshalling Yards).

Specifically for the decommissioning, a separate programme was developed to reclaim materials and equipment from the Venues. The assiduous scheduling of the corresponding decommissioning activities was completed by every Venue Team, as part of the overall Venue Activity Timeline, before the start of Games operations. This allowed the procedures and needs to be specified and taken into consideration in programming, in conjunction with the objective complicating factors of the end of the Games (staff reduction as contracts ended, fatigue, increased guard and inspection needs).

**Venue Logistics Services**

Each Competition and Non Competition Venue had support Logistics Services for its ongoing operations, under the corresponding Venue Logistics Manager. These services focused on a daily basis on; the concept, storage, maintenance and distribution of materials and equipment within the Venue, in complete coordination with the Master Delivery Schedule, and on the basis of the Asset Tracking System. On receipt of deliveries particularly, procedures for the inspection of trucks and freight - both on entry and exit from the Venue - were designed and implemented in complete coordination with Security (Olympic Games Security Division).

To specify the needs, projections and schedule of demand for materials and equipment at the Olympic Venues (sports and technology equipment, furniture and fittings, consumables for each Functional Area, household supplies for the residential Olympic Venues), Logistics Services collaborated closely with Venue Operations, Financial Services and the Procurement Department, both centrally and on a Venue Team level.

The Room Data Sheet (RDS) application was created in order to monitor and manage the Venue equipment, by recording the spatial arrangement of materials and equipment for each functional "room", for all the areas of each Olympic Venue. The RDS system operated as an in-house application of the Asset Tracking System, in order to charge and credit the materials and equipment of each "room" to the corresponding user, member of the Venue Team.

**Master Delivery Schedule**

The Master Delivery Schedule (MDS) was the scheduling procedure for deliveries to Venues, on the basis of instructions and orders given to the suppliers, including the Sponsors / suppliers. Master Delivery Schedule implementation at the Venues was supported by the corresponding information technology system. When data related to supplier instructions and orders was inputted, the system calculated and automatically provided information about the time of arrival to the Marshalling Yards and, subsequently, to the Venues. In this manner it was easier to maintain the flow of information to suppliers, Sponsors, as well as to the Functional Area Managers of each Venue Team, who were responsible for the initial instruction / order. Mainly, MDS significantly facilitated the inspection work for Security, as it provided all relevant information regarding the vehicles and freight expected, both at the Venues themselves, and at the Marshalling Yards.

**Asset Tracking**

The Asset Tracking System was designed by the Logistics Department in close collaboration with Financial Services and the Procurement Department. The Asset Tracking System was
mainly utilised to issue order instructions from the central warehouses, as well as to retrieve equipment and materials after the end of the Olympic and Paralympic Games.

This sub-system of the central Enterprise Resource Planning system permitted the creation of a list of material and equipment assets on a central data base, as well as monitoring the transport of these goods from the Olympic Logistics Centre to the Venues, between the Venues, where necessary, and back to the Olympic Logistics Centre. In total the system was used to track 28,081,000 different coded goods, materials and equipment.

**Systems Testing**

Logistics Services were provided to all the ATHENS 2004 test events, on the basis of the systems that were designed for the Games. This tested the systems’ performance in action, the overall implementation of the operational plans was appraised, and the resources necessary were re-evaluated. The experience gained greatly improved ATHOC’s readiness as regards the provision of Logistics Services for the Games.

**Procedures**

The Logistics Department designed the five following procedures manuals, in order to supply all the agencies involved with the necessary information regarding ATHOC policies and procedures.

- The Customs Procedures and Transport Manual was written in close cooperation with Greek Customs Authorities, on the basis of the procedures of Greek and European Customs Authorities, in order to facilitate effectively the import and re-export of Olympic and Paralympic Freight.
- The Master Delivery Schedule Manual concerned the coordination of deliveries to Competition and Non Competition Venues and to the Olympic Logistics Centre, from the beginning of supplies to each Venue, to the time of decommissioning.
- The Access to Venues Manual described to suppliers the operating framework and regulations that applied to everyone involved in Venue Logistics.
- The Vendor Certification Programme Manual allowed authorised and accredited suppliers to inspect and seal their freight at their own facilities (under the supervision of the Olympic Games Security Division) before transporting their loads to the Olympic Venues.
- The Equine Transport Manual included all the procedures for the services of transporting horse loads.

**Olympic Logistics Venues**

In order to meet Logistics needs, 100,000 sq.m. of warehouse space was utilised in two complexes: the Olympic Logistics Centre at Magoula and the auxiliary Olympics Logistics Centre at Aspropyrgos, which also operated as a Marshalling Yard. The selection of these sites aimed to cover fully the storage needs for materials and equipment, based on specifications designated by the Logistics Department, and was accomplished by a tender procedure. At the Olympic Logistics Centre at Magoula, all the materials and equipment necessary to cover the Venue needs were gathered and stored. The Centre was suitably organised and equipped with the Material Handling Equipment necessary, forklifts and pallet-lifts. Its operation officially commenced in August 2003, to provide support for the test events taking place at that time, and lasted up to September 2004. The Olympic Logistics Centre employed 50 ATHOC paid staff exclusively for Logistics Services, 42 paid staff from other ATHOC Functional Areas utilising the Centre as their base of operations (e.g. Image & Identity) and 145 subcontractor employees, who undertook Third Party Organisation and Logistics services and served ad hoc needs of the Venues.

An auxiliary Logistics Centre operated at Aspropyrgos from March 2004, initially for the Opening and Closing Ceremony production requirements (storage and rehearsal).

It continued to operate throughout the preparation and hosting of the Games as a central Marshalling Yard, and from September 2004 it began to operate also as a warehouse complex for materials and equipment that was being withdrawn from the Olympic Venues.

Besides Aspropyrgos, there were also Marshalling Yards in the region of the Helliniko Complex as well as in Kifissia. The Stations carried out Security inspections on freight and trucks before they proceeded to the Venues. These points utilised four truck scanners, x-ray scanners of suitable size to inspect trucks without unloading them. Four pallet scanners were also used to cover unforeseen inspection needs.

**Games-time Operations**

Games-time deliveries to all Olympic Venues, Competition and Non Competition, supplier coordination and preparation, delivery scheduling and procedures proved to be very successful. What was definitive for the success of the Logistics Services was the direct response and precise coordination in the transport of an exceptionally large volume of freight and daily deliveries to the Olympic Venues, even to cover extraordinary needs during Competition. On a daily basis there were on average 1,000 seven- and three-ton truck trips to and from the Olympic Logistics Centre—besides the direct deliveries of freight from Certified suppliers. A crucial factor in this success was the close collaboration throughout the planning and scheduling period, between all the ATHOC Functional Areas and particularly with Security (OGSD), both centrally and on a Venue Team level.

Another challenge was decommissioning all the equipment from the Venues following the end of the Games and transporting it to the Olympic Logistics Centre at Aspropyrgos without loss. The timelines implemented for decommissioning and the policy of inspection that was strictly respected in complete collaboration with Security (OGSD), ensured minimal losses in comparison to previous Games.
Procurement

Procurement is part of the supply chain and is one of the first sectors of each Organising Committee to commence operations, as it correlates directly with a wide range of the Company’s requirements even during the pre-Olympic period.

The purpose of the ATHOC Procurement programme was to procure all goods (materials and products) on time and to assign all the services required for the smooth operation of the Organising Committee, for carrying out all test events and for the proper preparation and successful hosting of the Olympic and Paralympic Games, in accordance to and within the approved Budget and in full compliance with Greek and European Law.

Organisation and Services

The ATHOC Procurement Department was established in January 2000, under the administrative control of the Financial Services Division. By January 2002, there was a total of 36 staff, including 13 with exclusive responsibility for the planning, organisation and implementation of the Rate Card Services. During the Games, in Procurement Services proper (apart from the Rate Card Services) 23 staff remained in the ATHOC Headquarters under the direct administrative control of the Financial Services Central Team.

During the pre-Olympic period, the Procurement Department was organised along four main sections: Tenders, Procurement (Purchasing - Contracts), Rate Card, and Asset Tracking, which at a later stage was implemented jointly with the Logistics Department.

The Procurement Department was responsible for the planning and management of the procurement procedure for the goods and services supplied, in close collaboration with:

- the ATHOC Functional Areas responsible for planning and specifying requirements in goods and services,
- ATHOC Internal Audit and Legal Services to ensure legal compliance,
- the Financial Planning and Budget Department under Financial Services, in order to remain within approved cost, as well as the Value-in-Kind Management Department (VIK) in order to maximise absorption of VIK contributions by Sponsors,
- Logistics, for operations and in order to monitor the movement of goods.

Corresponding services were provided during the pre-Olympic period to all Functional Areas of the Organising Committee, in order to cover operational requirements during the period of preparation, requirements for running the test events and, of course, requirements for hosting the Games, as specified by the Organising Committee’s contractual obligations and policies.

The quantities and specifications of goods and services were designated by the Functional Areas within the framework of Venue Operational Planning, as well as centrally for all corresponding central functions. Each Division and Department was responsible for sending requests for the provision of goods and services to the Procurement Department, in accordance with the approved recorded needs of the sectors and activities of their responsibility.
The Procurement Department was responsible for gathering and grouping these individual needs and sending them to the Budget Department in order to validate that they concerned amounts and actions approved by Senior Management. On the basis of the grouping, the Procurement Department prepared an overall timeline for tenders, in combination with and taking into consideration all the critical operational milestones, as those were set out on the basis of the Functional planning.

The implementation of the tender timeline was monitored centrally by the Procurement Department, utilising special software; it was monitored additionally by all ATHOC Functional Areas and Venue Teams, who were the recipients of the goods and services. The central timeline was utilised as a basic tool to integrate scheduling and communication among the Functional Areas, also providing the data necessary to Senior Management, as regards the progress of work and, where necessary, permitting timely preventive and/or corrective measures.

During the Games, Procurement was incorporated into the Financial Services Central Team, while a Department representative participated in the Contracts Administration Central Team. Procurement also remained in close collaboration with Logistics, especially on Asset Trading issues. The Rate Card Services operated the corresponding Centres at selected Olympic Venues.

During the post-Olympic period, the Procurement Department, in coordination with the Logistics Department, took part in decommissioning the equipment and materials utilised in the Olympic Venues during the Games; and in the procedure of returning these to the suppliers (in instances where these were leased) or delivering them to the Greek State, which by virtue of special legislation, put them at the disposal of State agencies and non-profit social agencies.

The basic responsibility of the Procurement Department was to optimise cost control, in order to minimise the cost of all procurement, while retaining the best possible quality. This was achieved through the timely preparation of all tenders and the corresponding timelines, by ensuring maximum possible absorption of VIK, as well as by timely and assiduous market research. Market research was utilised for price comparison and for procuring the best quality goods and services at the lowest prices; and was based on the evaluation of a host of offers, in order to satisfy specialised Olympic specifications.

Another cost-cutting factor in negotiations, where possible, was to place Just-in-Time and Direct-to-Site orders (with the order being delivered on specific dates to the Olympic Venues) with Sponsors and other suppliers, in order to minimise requirements for storage facilities and the corresponding management costs.

Procedures
Procedures for the procurement of goods and the assigning of services by the Organising Committee were subject to its Regulations (a) for assigning, monitoring and accepting delivery of studies and services; and drawing-up and executing the relevant contracts; and (b) for the procurement, delivery and receipt of goods, materials and products; and for the drawing-up and execution of the relevant contracts (JMD 866/31.01.2001, G.G.B 123/07.02.2001, and amended by JMD 112/11.05.05 G.G.B/15.06.2004), as well as the European Union Directives (Directives 92/50/EEC and 93/36/EEC, as amended by Directive 97/52/EC).

Notices of the relevant procedures (open, closed, summary) were published in two Athenian newspapers distributed nationwide, as well as on the official ATHENS 2004 website. Where required by European Legislation, these same notices were also published in the Official Journal of the European Communities.
Subsequent to the completion of those procedures set out by the legal framework, contract preparation and approval would follow, with the said contract specifying the contracting parties, the object, duration, delivery times, amount and terms of payment, penalty clauses and governing law.

Various electronic and information technology systems were developed in order to support the procurement procedures and, generally, to support the working of the "supply chain".

The capacity was provided to submit requests electronically that were forwarded by the Divisions and Departments for the procurement of goods and/or materials to the Procurement Department, on a daily basis, through special forms which were available on the ATHENS 2004 Intranet.

A unified Asset Tracking system was created, through which both Procurement and the other Functional Areas involved, such as Logistics, were able to monitor, manage and control the sum of goods procured by the Organising Committee - goods that belonged to ATHOC, or were leased, or were assets of the Sponsors in the Venues, etc. This was connected to the company’s Enterprise Resource Planning, which was also connected to Accounts, and which provided a swift and accurate image of the overall procurement status of the Organising Committee, as well as the corresponding costs.

The tender processes were monitored through the dynamic registration of detailed data on each completed, current or imminent tender, in order to correctly schedule and assign the suppliers required on time.

**Assessment**

The fact that all requests for the procurement of goods and services, and consequently all tenders were centrally coordinated through the Procurement Department, had the benefit of more effective and direct procedure management, more effective coordination of the overall supply chain, on-time scheduling, as well as achieving economies of scale.

Contributing factors to the success of the Procurement programme were direct communication, understanding and grouping of the company’s requirements; the formulation of regulations and procedures that conformed absolutely to legal requirements; strict adherence to those regulations and procedures; as well as strict adherence to the Budget approved; the tight management and adherence to tender timelines; and finally, the tight monitoring of assets and regular inventory control.

Throughout the preparation period and up to the end of the Games, approximately 2,500 tender assignment procedures were undertaken. Furthermore, 6,000 purchase orders were issued, on the basis of 3,000 market research procedures. The central criterion for success of the Procurement programme was to satisfy all the requirements so the Games could be well organised as regards the quantity and the quality of goods and services provided to all contractual partners and constituent groups, on time, in the most cost-effective manner, and in full compliance with the approved Budget and with Greek and European Legislation.
Rate Card

Rate Card Services is the programme through which specific constituent groups of the Games lease or purchase goods or services necessary for their Games-time activities, in addition to those goods and services that the Organising Committee is required to provide free of charge as per its contractual obligations.

ATHOC's Rate Card Services were organised as a distinct team within the Procurement Department, and the programme's planning began in December 2001. The team's responsibility was to manage the provision of end-to-end Services, from the initial stages of identifying the needs, developing and publishing the Rate Card, that is the catalogues of available goods and services and their pricing, through to the final stage of payment and of decommissioning all leased products.

The objective was to best serve all customers by meeting their needs most effectively during their participation in the Games.

Description of Services

The right to place an order for goods and services through the Rate Card belongs only to the Accredited Olympic Family members strictly through the organisations that represent them, specifically to the following constituent groups: International Olympic Committee (IOC), National Olympic Committees (NOCs), International Federations (IFs), Technical Officials, Rights Holding Broadcasters (RHBs), Accredited Press agencies, Sponsors, and for the Paralympic Games respectively, the International Paralympic Committee (IPC) and the National Paralympic Committees (NPCs).

Specifically, the responsibilities of Rate Card Services included the following:

• Developing the Rate Card for each constituent group, according to the instructions and with the approval of the IOC (and of the IPC respectively), and in line with ATHOC policies.

• Distributing the Rate Card to the constituent groups and collecting all the orders.

• Delivering/ providing the ordered goods and services to the customers during Games-time, in cooperation with the suppliers as well as with those ATHOC Functional Areas responsible for the communication (single points of contact) with the respective constituent group.

• Recovering the leased goods at the end of the Games, always in cooperation with the suppliers and with the respective Functional Areas.

• Checking and authorising invoices.

• Reconciling suppliers’ and customers’ accounts.

The Rate Card included a wide range of items in order to meet the needs of the various constituent groups. The items were categorised as follows:

1. Telecommunication services - a total of 12,000 orders were placed under this category.

2. Information Technology - a total of 700 terminals were delivered.

3. Audio Visual - 2,500 cable feeds and 1,200 TV sets.

4. Reprographic services - 650 Xerox machines.
5. Furniture, Fittings and Equipment - a total of 7,500 items were delivered.

6. Medical equipment.

7. Office space - a total of 22,000 sq.m. were leased.

8. Vehicles - 450 were leased.

9. Venue access and parking permits - 2,100 permits were purchased.

In addition, it was possible to satisfy some "special requests", such as complex telecommunication services, customised power supply and cabling requirements. Also, Athens Olympic Broadcasting (AOB) ran a Rate Card Services programme exclusively in order to service highly specialised needs of the Rights Holding Broadcasters.

The Sponsors supplied most of the goods and services that were made available through the Rate Card. Those items not covered by the Sponsor categories were furnished by other suppliers, identified through and in compliance with the relevant legal provisions and procedures. The Rate Card Services, through agreements with the Sponsors and with other suppliers, ensured Just-in-Time (JIT) and Direct-to-Site (DTS) deliveries, in order to minimise storage space and time requirements and related handling costs.

Pre-Games Period

During the pre-Games period, Rate Card Services were responsible for identifying the needs of each constituent group in collaboration with those ATHOC Functional Areas that were responsible for the communication and daily cooperation with the respective constituent groups (IOC, NOCs, IFs, Sponsors, Accredited Press agencies, Rights Holding Broadcasters, IPC, NPCs). Rate Card Services representatives participated in all the briefings and working meetings with the contractual stakeholders (such as National Olympic and Paralympic Committee Meetings, World Broadcaster Meetings and Briefings, World Press Operations Briefings, Sponsor Workshops), in order to present the goods and services, the leasing terms, and to clarify any queries or operational issues. Also, they attended meetings with the organisations representing large client groups (such as EBU, NBC, Associated Press, the United States Olympic Committee, etc.) to explore potential special needs that they might have. In all cases, the aim was to offer the best possible service to all the constituent groups and to ensure their smooth operation during Games-time.

A Rate Card catalogue was produced for each constituent group, that is an extensive list with the description of the various goods and services and their pricing, corresponding to the needs of the respective client group. The items, their prices and the terms of use were fixed and agreed with the IOC, prior to the publication of the Rate Card catalogues, their distribution to the client groups and their availability through the Internet.

The key milestones in Rate Card Services provision during the pre-Games period included:

• IOC approval of Rate Card catalogues, in December 2002.
• Mail-out of Rate Card catalogues to the constituent groups, in April 2003.
• Availability of Web-based Ordering System, in May 2003.
• End of Late Ordering Period: 31 May 2004.

The Web-based Ordering System was particularly effective, enabling the customers to place their orders and to check on-line their account balance, print reports and/or amend their orders.

For the elaboration of the Rate Card and for the programming and implementation of the Services, it was necessary to collaborate closely with the Functional Areas of Procurement, Sponsoring, Logistics and Technology (Technology in particular, since its Sponsors supplied the majority of the goods and services available through the Rate Card).

Rate Card Services Games-time

During the Olympic Games, fully-fledged Rate Card Services Centres operated at three Venues: at the Olympic Village, at the International Broadcast Centre (IBC) and at the Main Press Centre (MPC); also at the respective Venues during the Paralympic Games. The specific Venues were selected because of the very high number of Rate Card item deliveries scheduled at their premises, given that these Venues provided the working facilities for the largest constituent groups (NOCs, Rights Holding Broadcasters, Accredited Press agencies). All three Centres offered the possibility to purchase or lease supplementary goods and services (in addition to the orders that had already been placed).

Furthermore, a Rate Card Services Desk operated at the Sponsor Hospitality Centre to provide support to the Sponsors having a presence there, while a support team for the other Sponsors and for the International Federations was based at ATHOC Headquarters. In the other Olympic Venues, issues relating to Rate Card Services were handled by the Venue Logistics Managers on site.

During Games-time, a total of 13 paid staff and 40 volunteers operated the Rate Card Services Centres and Desks.

Rate Card Services staff was responsible for coordinating the timely delivery and installation of Rate Card items as per the orders, in cooperation with the other Venue Team Functional Area Managers involved, with the Sponsors and with the other suppliers. Furthermore, an effort was made to accommodate as many new orders as possible.
during Games-time, depending on goods and services availability. The timeframe for the delivery of a new order was 24 to 72 hours.

Staff at the Rate Card Services Centres and Desks monitored customer arrivals and contacted each client in order to verify the items that had been received; any discrepancies between orders and deliveries were registered, and customers co-signed the respective check-in form.

In cases of verified discrepancies, the Rate Card Services staff was responsible for contacting the respective supplier or the Logistics Services in charge of the deliveries at the Venues, in order to arrange the specific delivery within a predetermined timeframe.

During customers’ departure from the respective Venue, an appointment with the responsible Rate Card Services Centre or Desk was arranged in order to certify and register the return of all leased items. Any loss or damage was registered on the check-out form and the corresponding cost was added to the relevant client Rate Card account. After the Games, Rate Card Services recovered all leased items and charged accordingly for any losses or damages.

After the end of the Games, the key task was to reconcile suppliers’ and customers’ accounts further to checking and certifying all invoices. The reconciliation of accounts was completed within 30 days after the closing of the Games. Subsequently the clients were invoiced and/or their deposits were released.

Overall, during the Olympic and Paralympic Games, 350 different types of goods and services were made available through the Rate Card and 2,000 orders were delivered to a total of 516 customers. Indicative data is as follows:

- 416 customers for the Olympic Games and 100 for the Paralympic Games.
- During the Olympic Games, 53% of the customers came from the Accredited Press agencies, while the National Olympic Committees constituted the second largest client group, 25%.
- During the Paralympic Games, the largest client group were the National Paralympic Committees, 43%, while the Rights Holding Broadcasters accounted for 25%, followed by the Press agencies at 17%.
- The leasing of premises accounted for 45% of the total cost of the orders placed.
- 95% of the new orders were placed within the first 10 days of the opening of the Rate Card Services Centres; 60% of these orders were delivered within 48 hours.

A critical factor for the successful provision of Rate Card Services was timely planning, focusing on the provision of the best possible services at the lowest possible cost. Following detailed market research and in cooperation with the Sponsors, goods and services were selected that could be easily dispatched and that entailed a low technological risk. As a result, the catalogues of available items, as elaborated, addressed the needs of the constituent groups in the most optimal way.
Risk Management

Risk Management was established as a Section of the Financial Services Division in May 2000 with the appointment of the responsible Manager; who had a direct reporting line to the Financial Services General Manager. The specific Section was responsible for three main programmes: Insurance, Health and Safety at Work, and Coordination of Contingency Planning within the framework of Venue Teams.

Considering the need to have a prompt and practical response to the various Risk Management related issues preoccupying Functional Areas, in particular within the framework of Venue Teams, ATHOC Senior Management took the decision to assign operational responsibility for Risk Management to a competent Section within ATHOC. Only highly specialised, mainly consulting, services were outsourced through and in compliance with the relative legal provisions and procedures, while ATHOC's Risk Management Section maintained ultimate responsibility and control.

The Risk Management Section was from the onset actively involved in the Operational Planning of all the Olympic Venues, coordinating all issues falling within its competences in cooperation with the other Functional Areas. During test events, and subsequently during Games-time, Risk Management personnel were fully integrated into the Venue Teams.

The Risk Management Section numbered nine employees up until six months prior to the Games. At that time the number of paid staff increased to 31, while during Games-time 76 highly trained volunteers also offered their services in order to cover operations across all Olympic Venues.

Insurance

The Insurance programme entailed mainly three aspects: insurance policies, reviewing all ATHOC’s contracts with respect to contractors’ insurance obligations, and administering third party insurance claims.

The procurement of the following ATHOC insurance policies duly complied with all requirements of Greek and European Union Legislation:

• Life and personal accident insurance policy, for paid staff as well as for volunteers.
• Terrorist coverage for the ATHOC Headquarters.
• Property coverage for all ATHOC assets in all Olympic Venues.
• Third Party Liability coverage.
• Motor Vehicle insurance policy for ATHOC's Olympic Transport car fleet.
• Insurance policy for the boats purchased by ATHOC as per Sports requirements (it concerned the Sports of Sailing, Rowing and Canoe/Kayak).

It should be noted that the insurance policies procurement process faced a rather conservative trend in the reinsurance markets as a result of certain “particularly projected” risks, subsequent to the terrorist attacks of 9/11.

The Risk Management Section was also responsible for the review and annotation, if and as required, of all contracts that ATHOC concluded with the Sponsors and with other suppliers, in order to ensure that all these
contracts included the appropriate insurance coverage against potential identified risks. All contractors’ insurance liabilities were registered on an electronic database, which was used to monitor and verify accordingly that each contracting party had met its insurance obligations.

The responsibilities of the Risk Management Section as regards insurance matters, particularly during Games-time, included the processing of all insurance claims and the administration of all related financial demands, notably third party claims on incidents occurring at the Olympic Venues. These tasks were handled by the Risk Management representatives that were appointed to each Venue Team. In the case of an incident (property loss or damage or accident), the Venue Risk Manager would immediately go to the site of the incident in order to collect and record all necessary data and information on the specific incident. Furthermore, depending on the case, the Risk Manager would identify any measures to be implemented that could potentially prevent the recurrence of similar incidents, and would instruct the responsible Venue Team members accordingly.

Overall responsibility lay with the Risk Management Central Team (4 paid staff) at ATHOC Headquarters. The Central Team was responsible for the overall coordination and for the supervision of all administrative tasks; the Head of the Central Team was a member of the Main Operations Centre (MOC). The Team had at its disposal a Loss & Accident Tracking System, which facilitated the thorough and effective monitoring of all issues to their final resolution.

Health and Safety at Work

The implementation of health and safety policies, procedures and measures in all Olympic Venues and Games constituent groups was of utmost priority for ATHOC. The responsibility for monitoring and ensuring compliance with the health and safety policies and procedures lay with the Risk Management Section, whose representatives were involved in all phases of Venue Operational Planning.

Firstly, a risk assessment of potential hazards that might impede normal operations during Games-time was undertaken. Subsequently, health and safety plans were elaborated for each Venue, in order to identify and include in the Venue Operational Planning, in particular in order to integrate into the Venue Operational Design Drawings, all necessary and appropriate precautionary measures. The aim was to avoid completely or reduce to the absolute minimum the likelihood and/or the degree of severity of damaging incidents. Furthermore, all Venue Risk Managers underwent extensive specialised training on addressing and managing health and safety issues.

During the test events as well as during the Games, the Venue Risk Managers’ duties included daily inspections at the Venues in view of monitoring compliance with health and safety policies and procedures. The inspections were realised on the basis of formal checklists that had been elaborated; they included all the items/points pertaining to each area/section inside the Venue, which needed to be checked on a daily basis. The inspection was performed in close cooperation with all the Venue Team Functional Area Managers, and especially with the Venue Site Manager.

Contingency Planning

The Venue Teams had to develop three types of Action Plans in order to handle emergency situations or needs in the Olympic Venues during the Games:

1. Contingency Plans for each Function operating within the Venue (for example, Competition Management, Transportation, Technology, etc.);
2. Venue Emergency Response Plans;

The work for developing the above Plans and the corresponding operating Manuals was collective, and involved all the members of the Venue Team under the overall supervision of the Venue Operations Central Team. The Risk Management Section, through its representatives in the Venue Team, was responsible for defining the methodology to be applied and for coordinating the work at Venue level.

During the period 2002-2003, the Contingency Plans were drafted for all the Functional Areas with an operational capacity at Venue level. These Plans were applied during the test events, and were adjusted or amended accordingly.

Approximately one year before the start of the Games, the Venue Teams drafted the Emergency Response Plans and the respective Emergency Response Manuals, customised per Venue. They prescribed in detail all the actions to be implemented and all the procedures to be followed by each individual Venue Team member, from the instant that an emergency situation occurred through to the time until the Venue was reinstated to a normal mode of operation. Throughout the process of developing the Venue Emergency Response Plans, close collaboration with Security (OGSD) was critical in order to fully align Security emergency response procedures with other Venue operating procedures, and to streamline the entire process. An Emergency Response Team was appointed within each Competition and Non Competition Venue Team. All Emergency Response Team members underwent 400 hours of specialised training.

Furthermore, an integrated Evacuation Plan was developed for each Olympic Venue. The Plan integrated the Passive Fire Fighting Plan that had been developed for each Venue and approved by the Fire Department as per Legislation. In total consistency with the Emergency Response Plan of each Venue, the integrated Evacuation Plan prescribed the actions to be taken, the emergency exits and exit routes for each Venue building and/or area,
identified the wardens appointed to supervise the evacuation procedure (Evacuation Team) and specified the assembly points. Risk Managers at each Venue were responsible for ensuring that the Evacuation Team was properly trained, adequately equipped and constantly in full readiness.

The Venue Evacuation Plans were developed with the help of specialised software and with expert input from a specialist contractor. They were subsequently refined and adjusted following the results of a series of evacuation drills, 100 in total, which were performed in all Competition and in the largest Non Competition Venues (Olympic Village, International Broadcast Centre, Main Press Centre, Uniform Distribution and Accreditation Centre).

Risk Management operations were tested and evaluated further to each test event that took place from August 2002 to June 2004, in order to ensure the efficiency of the service at Games-time. This type of preparation allowed for improvements and refinements in the planning and made it possible to identify the resource requirements for Games-time with a high level of precision. Other elements also assessed on the occasion of test events included the adequacy of appropriate signage for potentially hazardous areas inside the Venues, the losses and accidents tracking system and the reporting mechanism to the Central Team, the communication system with the insurance companies providing coverage to ATHOC. Of particular importance was also the testing of the implementation of Venue Evacuation Plans, although fortunately it did not become necessary to activate them during the Games.
ATHOC was responsible for producing Games uniforms for its paid staff, the volunteers, the Games Technical Officials and the members of the Greek Olympic Team. The responsibility of procuring and distributing the Games uniforms was assigned to a dedicated Uniforms Section. Initially under the administrative responsibility of the Venue Staffing Department, in order to plan requirements more effectively, the Uniforms Section functioned operationally as part of the Main Uniform Distribution and Accreditation Centre (UDAC) and four smaller corresponding Centres operating in the Olympic Cities hosting the Football tournament.

At the Athens Olympic Games, two types of uniforms were utilised: a casual uniform, for ATHOC paid staff and volunteers, and for Technical Officials; and a formal uniform for additional use by ATHOC executives and by Technical Officials.

The basic design philosophy for the casual uniform was to simplify its form and to minimise production and management costs. Therefore, in collaboration with ATHOC's Image & Identity Department, a single type of casual uniform was designed, which was identical for everybody. It was worn in combination with armbands identifying the Functional Area in which each member of staff was deployed.

Five different armbands were designed, one for each Functional Area where identification was crucial: Spectator Services, Transport, Security, Medical Services and Doping Control. This provided great economy in stock and increased flexibility in duty changes between staff, as the uniform no longer posed an obstacle. Additionally, the casual uniform trousers were designed so that part of the trouser-leg could be detached, transforming the trousers into bermuda shorts, simplifying matters for all those offering their services in open-air spaces in Venues. The casual uniforms were sponsored by Adidas, Official Supporter of the Olympic and Paralympic Games in the Sport Clothing for Uniforms Category.

Uniform distribution was monitored by recording each person entitled to a uniform in the Staff Information System (SIS), and in all cases it was combined with the distribution of the Accreditation Card. Stock was monitored on the Enterprise Resources Planning (ERP) system, which formed part of the overall ATHOC Inventory Management system. With this system it was possible to monitor on a daily basis the stocks of uniforms and to create corresponding forecasts.

The following table indicates the uniform categories, the recipients and the items constituting each uniform.
Official presentation of the Games-time workforce uniforms during a recognition event for volunteers who had participated in Test Events.
© ATHOC/Athens News Agency (ANA)/S. Axiotis
Uniform Distribution and Accreditation Centre.
© ATHOC/G. Prinos
### Uniform Details

<table>
<thead>
<tr>
<th>Recipients</th>
<th>Category</th>
<th>Items</th>
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<tbody>
<tr>
<td><strong>Paid Staff/Volunteers</strong></td>
<td><strong>Casual Uniform</strong></td>
<td></td>
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<tr>
<td></td>
<td>Polo Shirt</td>
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<td>Trousers</td>
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<td></td>
<td>Water Canteen</td>
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<tr>
<td><strong>Executives</strong></td>
<td><strong>Formal Uniform</strong></td>
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<td></td>
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<td>Socks</td>
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<td><strong>Technical Officials</strong></td>
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Venue Operations
Operational Planning

The Athens Olympic Games involved more than 16,500 Athletes and Team Officials, 16,000 accredited Media representatives and broadcasting personnel, three-and-a-half million ticketed spectators, had four billion television viewers, and were served by a workforce of 130,000 people responsible for operating the Olympic Venues.

Most of the action took place in the 36 Competition and the ten largest Non-Competition Venues, while the ensemble of operations involved a total of 105 Olympic Venues and an additional 43 Independent Training Sites. In each of these Venues a wide range of services, such as Security, Transport, Food Services, Health Services, Accreditation, etc., were provided at the required level to all constituent groups, in line with the contractual obligations towards the IOC and according to the policies adopted by ATHOC. Thirty-five (35) different Functional Areas of the Organising Committee were responsible for the provision and operation of these services at the Venues. It was critical that each of these Functions was thoroughly planned, well prepared, implemented at the same agreed level consistently across Venues, and fully integrated within the broader operating framework of each Venue.

Planning responsibility for the integrated and streamlined Operation of each Olympic Venue lay with the Divisions of Venue (Competition and Non Competition) Operations and of Olympic Villages and Accommodation Facilities Operations, in short Venue Operations, under the direct responsibility of the Chief Operating Officer (COO).

Staffing of Venue Operations started in 2001, after all ATHOCs Functional Areas had already been established as Divisions or Departments and with each Functional Area’s planning well underway. In the following years, Venue Operations were assigned the responsibility to drive the Organising Committee’s shift in planning from a strictly Functional level to Venue-based planning. This applied to all Olympic Venues, so that planning would respond to the actual operating requirements of each Venue and in order to streamline the Games-time operations. Venue Operations competences and responsibilities included:

- Leading the venueisation process, that is organising and integrating all ATHOC Functional Areas on the basis of Venue Teams, under the direction of Games Operations Management (GOM) and of the COO. Forming and developing the Venue Teams through the appointment of Functional Area personnel to the positions provided for in each Venue Teams organisational chart.

- Staffing the top management positions of each Venue Team (appointment of Venue Managers and Deputies), under the direction and with the approval of Senior Management.

- Organising and supervising the Venue Teams’ work programmes and deliverables throughout all planning and preparation phases until the attainment of full Venue operational readiness prior to the start of the Games.

- Coordinating the planning, preparation and staging of test events, aimed at testing operations for the Olympic Games.

- Monitoring the timely delivery of all Functional Areas’ operationally critical milestones as per the Venue Integrated Timelines formulated for this purpose.
All of the above activities were pursued on the basis of one uniform methodology and process defined early on, a “road-map” of Venue Operational Planning. It was applied without exception and without deviation to all Olympic Competition and Non Competition Venues, starting in 2001 through to the period of Games operational readiness.

Venue Operations were responsible not just for interfacing with all ATHOC Functional Areas but for coordinating the interface between all Functional Areas at Venue Team level, and for the full integration of each individual Function within the unified Operation of each Venue.

There were five key stages in the Venue Operational Planning & Integration process, a process implemented in conjunction with and contributing to the progressive transition of the Organising Committee from a "vertical" corporate structure based on Functions (Divisions and Departments) to a Venue-based organisational structure, which is the mode required for Games Operations.

This process allowed for the systematic review of all types of interfaces and interdependencies between Functional Areas, and potential overlaps or gaps in planning were identified and addressed. This was the first step in Operational Integration, by establishing the links between the individual operations as planned until then by each Functional Area separately.

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March - September 2001: Concepts of Operations

A Venue Operations Project Team was formed in March 2001 with the objective of initiating the evolution into operational planning; the first step was the elaboration by each Functional Area of a Concept of its Operations. The aim in producing this document was to provide a first record of each Functional Area’s scope of operations - the type and level of services it was responsible to provide in line with the contractual obligations, as well as the means and mode of their provision. Each Concept of Operations was circulated for comments by the other Functional Area Managers and was tabled for discussion and review in working meetings attended by representatives from all Functional Areas.

The next step was to apply each Functional Area’s planning, as described at Concept level, onto the actual Operation of a specific Venue. This process aimed to develop the Operational Design of the Venue, that is its spatial planning in a way that could accommodate all operating spaces and equipment necessary for the provision of services to the required predefined level. It further aimed to produce the Venue’s Operating Manual, which describes all of its operating regulations and procedures, the organisational structure of the Team that actually operates it, and all Venue operating parameters (in terms of spaces -time schedules - constituent groups).
October 2001 - March 2002: Model Venue Exercise

For the first Venue operational planning, a Team was formed under the direction and coordination of Venue Operations. The Team included one representative from each ATHOC Functional Area. For the period October 2001 to March 2002, the specific Team undertook the planning of the Games-time operation of an existing Competition Venue through a process termed “Model Venue Exercise”. In addition to the actual Operational Design of the specific Venue, the objective was to develop through this process a uniform Operational Planning methodology which could be applied to all other Venues by other such Teams, in shorter planning cycles, thus achieving the required consistency of level of service provision across Venues.

This was the first time that all Functional Areas were involved in a process that not merely required but actually imposed working together as one Team with a common concrete objective and with common deliverables. This was also the first process where joint operational planning assumed priority over individual functional planning.

The existing Peace & Friendship Stadium (SEF), an Olympic Venue where it was planned to host the Sport of Volleyball, was selected as an appropriate Model Venue.

The Model Venue Exercise depicted and recorded the totality of a Venue’s Games-time Operations and consolidated the basic Regulations and Procedures of each Function, in order that they subsequently be applied to and customised for all Olympic Venues. At the same time, it promoted team spirit and maximised the cooperation between, on the one hand, the specialists responsible for “translating” each Operation onto Venue architectural designs (specialists of the Olympic Works and Overlays Division) and, on the other hand, the Functional Area representatives within the Venue Team who were actually responsible for the specific Operation, for the provision of the corresponding Service and were, therefore, familiar with the needs and requirements.

The deliverables of the Exercise included the Operational Designs of the Venue as well as a pilot Venue Operating Manual. These deliverables included detailed definitions of staff requirements and other resources (such as furniture, equipment, technology, etc), design drawings of access zones and flow diagrams for all constituent groups, identified user-specific areas for each constituent group as well as “back-of-house” operational support areas, described the basic regulations and procedures of each Venue Function and overall for Venue Operations, specified the Venue Team organisational chart. All of these deliverables provided the “blueprint” for the planning of the other Venues. Nonetheless, the Model Venue Exercise process itself and the experience gained thereupon were as valuable as the actual material outputs.

The Exercise provided education and training on all the elements that are really essential and necessary to operate an Olympic Competition Venue, which is in fact a highly complex process due to the many interfaces and interdependences between distinct Functions and given the need to conform to the actual Venue construction plans (on which operational planning was based), but also because the contractual obligations and operations of the Olympic Games differ from other sport events, even world championship events.

Furthermore, the Model Venue Exercise required that Functional Areas, through their representatives in the Model Venue Team and through interactive workshops, determine and substantiate their operational requirements through the Operational Planning process.
The overall outcome was the formulation of a "Venue Operational Planning Methodology", which prescribed the key planning principles for the elaboration of the deliverables; the Venue "Operational Design" and the drafting of the Venue "Operating Manual". The objective of establishing a uniform methodology was that it be applicable to all Competition and Non Competition Venues (including the Olympic Village, Media Villages and other Accommodation Facilities) through tighter planning cycles, while ensuring consistency in levels of service.

In March 2002, the Model Venue deliverables were presented for approval to the Games Operations Management, which had been established just recently, and to its Head, the Chief Operating Officer (COO) who had been appointed the previous month. After a systematic and thorough review of the deliverables, the Games Operations Management gave its approval, also to the further application of the planning methodology to all Venues. The Games Operations Management thus provided the necessary momentum by consolidating Venue Operational Planning as the first priority in the Organising Committee’s further planning, to be complied with by all Functional Areas without exception.

April - December 2002: Basic Venue Planning

Further to the approval of the Model Venue Exercise deliverables, Games Operations Management (GOM) authorised the work schedule for all Olympic Venues' basic planning by the end of the year GOM set as a priority for the entire Organising Committee the completion by 31 December 2002 of the following planning deliverables for each Venue: (a) the Venue Operational Design, (b) the preliminary Venue Operating Manual.

The Operational Design specified in detail and depicted onto drawings all space, furniture and equipment requirements for each function and service necessary for the smooth operation of the Venue at Games-time. These specifications combined and complied with the Sport requirements as defined by the respective International Federation, the contractual obligations to the IOC with respect to level of services for all constituent groups, and the specialised requirements of each Functional Area. For example, it defined space uses, dedicated entrances and Accreditation control points, all constituent group flows, Security check points, passenger drop-off and pick-up zones, etc. They were accompanied by the architectural drawings for Olympic use (based on the construction plans provided by the Agencies) which included site plans, Field of Play drawings, Accredited seating diagrams, drawings of the necessary Olympic adaptations (overlay), lay outs for the location of equipment and furniture, as well as the corresponding electromechanical studies. The work completed by the end of the year 2002 included a total of 4,522 design drawings for the Olympic use of Venues (1,932 architectural and 1,260 electromechanical), 840 pages of space definition tables, 670 pages listing furniture and equipment requirements, and 1,650 pages of technical specifications for the Competition Venues.
The Venue Operating Manual defined the key regulations and procedures for the Venue’s operation at Games-time, its organisational chart, the paid staff and volunteer positions with detailed job and task descriptions, the integrated timelines for all necessary preparatory works, the operating periods (Venue Team move-in, bump-in, exclusive Olympic use, Games period, transition period for Paralympic operations, etc), and the detailed schedule of operations during Games-time. In the next planning phase (in 2003), all of these parameters were further specified in greater detail for each Venue.

From April to December 2002, Operational Planning was carried out through a series of distinct Venue-specific planning cycles, each lasting 13 weeks. It was initially carried out by 11 Venue Operational Planning Teams, which increased to 18 in October 2002. One representative from each Functional Area participated in each Team, while each Team was in charge of the Operational Planning of a number of Venues. This distribution was necessitated by the limitations in the size of the workforce available at that particular stage of the Organising Committee’s evolution. Those who had participated in the Model Venue Exercise were in charge of the training of the staff newly appointed to the Planning Teams. At the end of each Venue planning cycle, the deliverables were submitted to the Games Operations Management for review and approval.

The deadline of 31 December 2002 for the above deliverables was met. The Venue Operational Design Drawings were subsequently forwarded to all partners and stakeholders (IOC, International Federations, AOB, Agencies responsible for construction) and formed the basis for all further cooperation in the preparation of the Games. At that stage, the level of accuracy in that first edition of planning deliverables was 60% to 70%. The detailed work undertaken over the following year increased the degree of in-depth planning until the attainment of utmost precision in the programming of the particulars of all Venue operating parameters.

Meanwhile, the first test event, the Athens 2002 Regatta, was held in the Olympic Sailing Centre at Agios Kosmas. The test event offered for the first time the opportunity to apply and test in real conditions the planning thus far undertaken. The test event Venue Team was formed exclusively of ATHOC staff. The fact that staff started to recognise its Games-time position and role improved day-to-day collaboration at Venue Team level.

January - December 2003: Detailed Venue Planning

During 2003 Venue Operational Planning focused on the details of each and every aspect of preparation. The planning deliverables for each Venue were reviewed in detail and adjusted to address the particularities of each Venue’s operation. They were consolidated, improved and refined on the basis of a more thorough knowledge by that stage of the anticipated result and of real conditions. All Venue Team efforts, but also the efforts of the Games Operations Management and of its COO, focused on the resolution of operational issues in view of perfecting and finalising all planning.

The detailed planning work was by that stage undertaken by one dedicated Team for each Venue. Functional Area staff was appointed to the Venue Teams not simply as “representatives” but to the actual positions they would occupy also during Games-time. In tandem, Venue Managers started being appointed to head each Team - Venue Team members’ reporting line was to the Venue Manager and no longer to the Functional Area from which they originated.
Top: Shot Put at the Stadium of Ancient Olympia.
© ATHOC/C. Vargas

All Venue Team staff was undergoing continuous on-the-job training in the resolution of Venue Operations related issues at the lowest possible level, as well as in identifying those issues that should be escalated for decision by Senior Management. For those cases, the reporting line was from the Venue Manager through the respective Venue Operations General Manager to the Games Operations Management and to the COO.

The Venue Teams’ activities were organised, coordinated and monitored by a joint Venue Operations Central Team. The Central Team was responsible for defining the work programme of each Venue Team, for monitoring the Team’s adherence to this work programme, for the collection and quality control of the deliverables. The objective was to ensure the homogeneity of deliverables in order to achieve consistency in the level of service across Venues and for all Games constituent groups.

The planning units that were developed and followed by all Venue Teams entailed the assessment, review and definition in greater detail and with greater precision of all elements of Venue Operational Designs and Operating Manuals. Indicatively: staffing plan reviews, finalising number of positions and job descriptions, reviews of technological and other equipment, Accreditation zoning, Accredited seating, ticketed spectators seating, operations outside the “fence”, crowd management, daily run sheets, signage, Field of Play reviews, trunk radio communications (talk groups), specialised plans for Paralympic operations, etc.

The methodology applied though each planning unit was clearly defined and the results of the Venue Team working sessions were closely monitored by the Venue Operations Central Team which was also responsible for the quality control of the outputs. Nonetheless, the implementation of the work programme was the responsibility of each Venue Manager.

To facilitate the work, a wide range of administrative support tools were developed and used, such as a central database for monitoring issue resolution, a Venue fact sheet database, templates for monitoring the work schedule, an electronic registry of regulations and procedures, as well as electronic registries for all Venue deliverables.

During the same period, the staging of test events in the actual Olympic Venues operated by the same Teams assigned to operate them at Games-time, provided a unique opportunity to test plans, programmes and workforce, and further strengthened the Team spirit.

Therefore, as an increasing number of planning elements were identified and as the Venue Teams acquired more staff, the plans and programmes were elaborated to a greater level of detail. With the completion of the respective test event at each Venue, the Operational Planning deliverables were further refined and finalised. In the second edition of Operating Manuals issued in December 2003, a level of at least 90% was achieved in the degree of accuracy, while pending work pertained mainly to the finalisation of Contingency and Emergency Response Plans through testing and simulation exercises.

January - July 2004: Venue Operational Readiness

By January 2004 the managerial and key work posts in each Venue Team had been filled. By then, the members of each Venue Team worked together in a common working area at ATHOC Headquarters until their move to the Venue of their responsibility. Planning had been completed and the Venue Team work programme focused on monitoring the activities schedule for the completion of each Venue and on the staging of those test events that had not yet been held.
To achieve the required level of operational readiness, a wide range of table top exercises were performed aimed at attesting Venue Teams in the implementation of operating regulations and procedures within a normal operating environment as well as in emergency situations, in order to test the modes of response. The contingency plans were thus finalised for each Function, as was the emergency response planning at Venue level. In this way the state of operational readiness of each Team was gradually built up.

The Olympic Village Team was the first Venue Team to move out of ATHOC Headquarters and into its premises at the Olympic Village, in March 2004. During May 2004 all other Venue Teams moved gradually to the Venues (with few exceptions as regards deployment to Hotels and Technical Officials Accommodation Facilities). Following move-in, the work of the Venue Teams focused exclusively on the completion of all scheduled activities aimed to achieve Venue readiness. The Games-time reporting line was already strictly followed, and all emerging issues were entered into the Venue Incident Tracking System (ITS) by each Venue Team. One month prior to the Games, in July 2004, the Main Operations Centre (MOC) fully activated its command role.

**Paralympic Venue Operational Planning**

At the time when the Venue Operational Planning principles were defined for the Olympic Games (March 2002), Games Operations Management issued the strategic direction that during Olympic Operational Planning all elements pertaining to the Paralympic Operations of Venues should be examined in tandem (it concerned a total of 43 Competition and Non-Competition Venues). It was a fact that the task of Olympic planning was enormous, and so was the pressure to complete the deliverables within the set deadlines. Nonetheless, ATHOC Senior Management passed the clear message to all Venue Operational Planning Teams and to all Functional Areas that their responsibility was dual: the concomitant planning of both Olympic and Paralympic Games.

With the Olympic Games planning requirements given, there was need to train Venue (Operational Planning) Team staff on the specificities and requirements of Paralympic Games. Emphasis was placed on specific operational differences between Olympic and Paralympic Games, but also on their similarities, on the characteristics of the Venues’ Transition Period from Olympic to Paralympic operations, on the differences of Accredited constituent groups. The aim of this training was to increase awareness so as to avoid underestimating or misjudging Paralympic Games planning requirements.

Furthermore, it was well communicated from the very beginning that accessibility planning was a prerequisite of the Olympic as much as of the Paralympic Games, and the necessary directions were provided to the Venue Team specialists for the respective applications in Venue Operational Designs. At the same time, a number of workshops on Paralympic Games were organised, with the participation of all Venue Managers and Venue Team Functional Area Managers.

Paralympic Games Division representatives supported all Venue Teams in their work and were responsible for verifying that all Operational Planning deliverables addressed the specific Paralympic Venue operational requirements. The planning in tandem of Olympic and Paralympic Games proved effective, without draining resources or time, and achieved the appropriate quality level of service in both events.
Venue Teams

The first Venue-based organisational mode entailed the formation of 11 Venue Operational Planning Teams in April 2002, by decision of the Games Operations Management (GOM), in order to implement the Venue Operational Planning cycles. Each Team was responsible for the planning of a number of Venues (the distribution of Venues between Teams was based on geographic and Operational Planning criteria). One representative from each Functional Area participated in each Team, having the responsibility for contributing to the planning of all Venues assigned to the specific Team. Each Team had a Planning Coordinator appointed by the Venue Operations Divisions (Competition, Non Competition, Olympic Villages and Accommodation Facilities). This mode of organisation reflected limitations in the size of the workforce at that particular stage of the Organising Committee’s evolution, two years prior to the Games.

With increased staff recruitment, in October 2002 the number of Operational Planning Teams rose to 18. At the same time, at the same GOM Meeting on 11 October 2002, in the President’s presence, GOM set the targets for the formation and development of Venue Teams, which in effect meant the gradual transition of the Organising Committee to Games Operations mode. The targets set concerned the transfer of staff from the Functional Areas (Divisions and Departments) to the Venue Teams, appointed to Function-specific management positions (for example, Competition Manager, Venue Transport Manager, Venue Technology Manager, etc.). Given that already since October 2002 the ratio was 1 Functional Area member of staff per 3 Olympic Venues (with the exception of certain Functional Areas that already had a better ratio, for example Sports which had already hired almost all Competition Managers), the target was set for the achievement of a 1 to 2 ratio by 30 June 2003 and 1 to 1 ratio by 20 December 2003.

The objective was thus to fill as early on as possible all managerial positions provided for by the Venue Team organisational structure, that is the posts of Functional Area Managers, with priority being placed on the Venue Teams of the forthcoming test events. The first priority was the Venue Teams of the first cluster of test events staged in August 2003, and progressively and eventually of the other test events.

It was made clear that the appointment of a Functional Area representative to a Venue (Operational Planning) Team effectively meant a transfer under the responsibility of the Venue Manager and of the respective Venue Operations General Manager. This transfer was progressive and was defined in terms of the amount of time allocated by Team members to Venue-specific work: 25% of their time up to 30 December 2002 (the remaining time was still allocated to working for the central activities of their Functional Area/ Department), 50% of their working time by 30 June 2003, and progressively, by 30 December 2003, 100% of their time was dedicated to the Venue Team to which they were assigned.

The key principle was also established that members of staff would “lock” into their Venue Team positions only further to the respective test event and conditional to their performance in that position during the event. Along the same lines, the Venue Managers were initially nominated as Acting Venue Managers until their final appointment (until they were “locked”) to the Manager’s position after the completion of each test event.
At Games Operations Management level, the first extensive review as to the progress towards the above targets took place in March 2003. At that time, a further principle was presented concerning the physical transfer of each Venue Team’s members to a common working area, especially designed for this purpose (at ATHOC Headquarters), in order to maximise interaction and intensify Team work. The first physical plan of these dedicated working areas, depicting the configuration of all working posts along these lines, was also presented.

The actual physical transfer of the first Venue Teams (for the August 2003 cluster of test events) in the specially developed common working areas started in June 2003. On 13 June 2003 the Games Command structure was presented to all Organising Committee staff, in the mode it would be applied during the forthcoming test events. This organisation chart depicted all Olympic Venues without exception, as in the meantime they had all been determined, as well as the number of corresponding Venue Team formations that needed to be developed.

The Games Command structure defined the reporting lines and the issue resolution (decision) levels to be applied: from Venue Team members towards the Venue Manager, and from the Venue Manager to Games Operations Management. The Functional Areas were restructured (transferring the vast majority of their staff to the Venue Teams) into Central Teams for Horizontal Specialised Support and Monitoring. Venue Team members no longer had a reporting line to the General Manager or Manager of the Functional Area of their specialisation but rather they were supported by them (that is, by the Central Team) on the strictly Function-specific issues, while they continued their training on Function-specific tasks as necessary.

The appointment of staff to each Venue was the responsibility of the respective Functional Area General Managers or Managers, as they had the specialist knowledge of each Function-specific position and qualification requirements. The appointment was nonetheless made in consultation with the respective Venue Operations General Manager and had to be validated by the Games Operations Management Executive Board. The participation of staff in the Venue Teams as responsible representatives of the Functional Areas from which they had originated, was in the capacity of being in charge of the operational implementation of the Function-specific services in which they were specialised.

At the same time, Venue Teams started being trained in issue resolution at the lowest possible level. In the case that an issue could not be resolved or should not (according to procedures) be decided upon by the Venue Team, it was escalated by the Venue Manager to the Venue Operations General Manager and through him to the Games Operations Management and its Executive Board. Respectively, at Games-time, it would be escalated to the Main Operations Centre.

The objective was to identify and process all outstanding issues at Venue level, in order to achieve each Venue’s total functionality and full readiness for Games-time operations. This could be achieved only through the implementation and monitoring of activities by the same Team expected to operate the Venue at Games-time, and only through the empowerment of Venue Team management and staff and the reinforcement of their competences. It was also judged to be the most effective way to familiarise Venue Team staff with its Games-time role; by asking them to assume those same duties as early on as possible.

By the end of December 2003 the target of completing all appointments to the Venue Team management positions (in particular with regard to the critical operations, such as...
Competition Management, Technology, Transport, Site Management) had been attained. Similarly, the physical transfer of Venue Team staff to the common working areas, which effectively meant the reconfiguration of the ATHOC Headquarters, was also completed. In May 2004, three months prior to the Games, the Venue Teams were deployed to the respective Venues. The Olympic Village Team had already moved to the Village in March 2004. In few cases the move-in took place later - in the beginning of June for the Competition Venues in the four Olympic Cities, and in July for the Olympic Family Hotels and for the Technical Officials Accommodation Facilities. The aim was again to attain complete operational readiness of Venues and of their Teams, by working in the actual environment and under the real conditions.

Just prior to the deployment of Venue Teams, in April 2004, the Venue Operations Division as an intermediate decision level was abolished, and the Venue Managers’ reporting line passed directly to the Main Operations Centre through “District Managers”. The District Managers were members of the Main Operations Centre (MOC) and were assigned on its behalf the responsibility of supervising a group of Venues within the same geographical district, as well as supervising the totality of Olympic operations within that same district. They attended all MOC plenary meetings, however their working post was at the Venues of their responsibility. Their key task was to coordinate the resolution of issues, in the cases exceeding the Venue Team level, facilitating the communication between the Venue Managers and the Main Operations Centre.

On 1 July 2004, the Main Operations Centre became fully operational and the Games Command system was fully activated. The communication and reporting tools used by the Venue Teams during the past two years (the electronic Incident Tracking System, reporting formats and procedures) were reorganised into a single reporting mode to the Main Operations Centre and were managed centrally by the MOC Administration.
The hosting of test events prior to the Olympic Games is a standard practice of all Organising Committees, thus enabling testing not only of the Competition Management but also of all other organisational and operational parameters in an environment similar to that of the Olympic Games. In line with this practice and following the trend from previous Olympic Games of investing ever increasing resources in staging such tests, ATHOC scheduled and staged, for the first time in the history of the Games, at least one test event (designated Sport Event) for each and every Olympic Sport (and also for two Paralympic Sports) in its respective Olympic Venue.

The objective of this core strategy adopted by ATHOC was to test the Games workforce as well as Games Operations and the Games Command structure in real conditions.

Already since the preparation of the first Sailing Sport Event hosted in August 2002, the Athens 2002 Regatta, it became clear that the organisation and successful staging of each Sport Event was for the Organising Committee a collective affair and responsibility and did not just concern individual departments or areas of responsibility. The objectives set for the Sport Events were the following:

• Full testing in all cases of the Competition Management and Field of Play, in competition conditions similar to those of the Olympic Games.

• Correspondingly, full Technology testing in all cases, in particular with regard to its Sport Competition applications.

• Participation of all ATHOC Functional Areas in the planning and staging of each Event to ensure the provision of services in their areas of responsibility therefore testing of all Venue Operations services.

• Testing the performance of Games staff in their Venue Team and Central Team Games positions.

A basic prerequisite was the staging of the test events in the corresponding Olympic Venues, in order to test in practice all technical operating parameters of the Venue, in particular the full compliance of the Fields of Play construction to the Sport technical requirements.

Furthermore, in addition to the participation of all Functional Areas in all test events without exception, each Functional Area had to identify one or more Sport Events to fully test its operations at Olympic level, and specified the operating parameters and procedures to be tested.

Given the objectives set and the large number of test events scheduled, the challenges faced were primarily two: Firstly, the preparation and hosting of the test events in a way that, on the one hand, would ensure full participation and success, on the other hand, would not absorb resources and effort to a degree that would deviate the Organising Committee from its primary target which was the preparation of the Olympic Games. The second big challenge, considering that each test event had to take place in the Olympic Venue of the respective Sport, was the absolute necessity to avoid overburdening the already heavy Venue construction schedule.

Both challenges were dealt with successfully through tight programming, efficient planning, and close collaboration and coordination of activities between the Organising Committee and all Agencies involved. On the other hand,
the specific ATHOC strategy and practice proved to render distinctly positive results: the momentum in the preparation of the Games was kept high, staff motivation was boosted, the degree of precision in the planning of operations was tested in practice. The successful, without exception, completion of all 47 Sport Events equipped staff with the necessary confidence and kept their morale high throughout the preparation period.

**Test Events Schedule**

For the scheduling of test events, work started as early as 2000 by the Sports Division in collaboration with the respective International and National Sport Federation, in order to select the most suitable test event. Each selected test event had to have the same competition format as the corresponding event of the Olympic Games.

The international sport calendar, which defines certain periods of time for the hosting of existing national or international events, inevitably determined the suitability of the staging period for the Sport Events. The susceptibility of certain Sports to weather conditions was an additional factor to be considered in scheduling the relevant test event at a period when weather conditions would be similar to those that would tend to prevail during the Athens Olympic Games. The third “sport” parameter to be added to the equation was the broader assessment of the experience in staging the specific event in Greece.

However, in addition to the “sport” criteria, the fundamental parameter that had to be taken into consideration in deciding on the period for staging the most suitable test event, in each case, was the readiness of the corresponding Olympic Venue in terms of construction works. As a result, some events which had been proposed to and preliminarily agreed with the International Federations and with the International Olympic Committee, had to be rescheduled several times following changes in the construction schedules of the Venues.

Nonetheless, the initial objective of scheduling a cluster of Sport Events in August 2003, in order to create an organisational “tension” one year prior to the Olympic Games and to thus enable also the testing of the Games Command structure, was achieved with the simultaneous hosting of seven test events. A second cluster of Sport Events was scheduled in March 2004, with the concomitant staging of a total of thirteen events (including one Sport Event for the Paralympic Sport of Goalball). The scheduling during this period provided the opportunity to also fully test the Games operating mode of the Main Operations Centre.

The Sport Event calendar was finalised in 2002 for the test events of the year 2003 and for the majority of the test events of the year 2004, always in close collaboration with the International and National Sport Federations. The work programme activities for the scheduling and finalisation of the test event calendar were supervised by and subject to the approval of ATHOC Games Operations Management. The final calendar was agreed with the International Olympic Committee and with the Agencies responsible for the implementation of Olympic Works (through the Interministerial Committee for Coordination of Olympic Preparation and the Project Monitoring Group - DESOP and OPE respectively).
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Media Work Room operations during the Sailing Test Event in Agios Kosmas Olympic Sailing Centre, 20-28 August 2003. © ATHOC/C. Cunliffe

Preparations in the Field of Play before the Modern Pentathlon Test Event, UIPM World Cup Final 2003, 13-14 December 2003. Goudi Olympic Complex. © ATHOC/C. Cunliffe
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Volleyball Test Event at the Peace & Friendship Stadium, National Cup Final - Women, 6-8 February 2004.
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Test Events Planning and Management

The first Sailing Sport Event, the Athens 2002 Regatta, in August 2002 provided the Organising Committee with the opportunity to apply and test, for the first time on the actual site, in a real timeframe and in conditions similar to those of the Olympic Games, the planning, the regulations, the procedures, the human resources and the organisational structure of a Venue in Operation. It is worth noting that during that particular period of time, the construction of the specific Venue had not been completed and it was, therefore, necessary to undertake a distinct and customised planning based on those parts of the Venue construction which were completed and available. The successful staging of the test event was praised by the International Olympic Committee, by the International Federation and by the 600 participants, and formed the basis for the hosting of a further 46 Sport Events in the following two years. The Venue Team was formed exclusively from ATHOC staff, and the specific test event became their first basic training in Games positions. The Chief Operating Officer personally supervised the Athens 2002 Regatta Venue Team Management.

Following this event, a Central Planning Team for Sport Events was formed, under the direction of the Venue Operations Division. The Central Team included one representative from each Functional Area of the Organising Committee. The responsibility for this appointment lay with the respective General Manager or Manager. The Central Team was assigned the task of coordinating the planning of each future test event on the basis of the experience and knowledge gained in the first one. The main reasons for establishing a Central Team were that, on the one hand, there was still need for central administration of the test event calendar until its finalisation, on the other hand, at the time, that is autumn 2002, the work programme of the Venue Operational Planning Teams was very intense focusing on the completion of the Operational Design of the Venues and the first drafts of the Venue Operating Manuals by the end of 2002. Therefore, the Central Team assumed the responsibility to carry out all the preliminary steps in test event planning and to coordinate the work programme of their preparation.

In 2003 begun the progressive development and formation of all the Venue Teams, the priority being the Teams (management positions) of the Venues where the forthcoming Sport Events of August 2003 would be staged. From March 2003 onwards, the exclusive responsibility for the detailed planning and preparation of the August 2003 test events was assigned to the respective Venue Teams which would run them. The Central Planning Team continued its coordinating role for the preliminary planning of the following Sport Events, in each case until the progressive formation of the respective Venue Team, at which point full responsibility for the test event would pass to the Venue Team that would actually run it. By November 2003 the key management positions of all Venue Teams were filled, and the responsibility for the detailed planning and staging of the Sport Events passed wholly and exclusively to the Venue Team level.

In all cases, each Sport Event was run and managed by the respective Olympic Venue Team and with the corresponding management and command structure. In the initial test events, certain members of staff were assigned to more than one Sport Event Venue Team, given the limitations in the Organising Committee’s human resources availability at this early point in time. Nonetheless, in all cases, each member of staff was deployed in a position which was the same or similar to the one expected to occupy at Games-time. Each member of staff was thus tested, “locked” in this position or reassigned to another position, depending on performance during the test event. The Sport Events were, therefore, particularly important for the development and formation of Games Venue Teams, as well as for the understanding of the tasks and functions within the Venue of and by each Venue Team member.

Sport Events provided also the International Olympic Committee and the International Federations with the opportunity to contribute with their observations on specific event operations, thus assisting the Organising Committee to improve planning and implementation. In particular, each International Federation, at the end of each test event concerning the Sport of its responsibility, produced and submitted to ATHOC a formal Post Sport Event Report with its full assessment. On the basis of this Report, the two parties, ATHOC and the International Federation, compiled, agreed and undersigned the final list of actions to be implemented in order to complete preparation for the Games. This agreement was binding for both parties and was not subject to further modifications or additions.

An Assessment Report for each Sport Event was also compiled by the Venue Team itself, including an assessment of each Venue function and of the operation overall. The conclusions and recommendations of these Assessment Reports were used to improve planning but also for the further training of the Venue Teams.
Games Operations
Sport Events
Αθλητικές Διοργανώσεις
Games Operations Management

With the appointment of the Chef Operating Officer (COO) in February 2002, and while the Venue Operational Planning was in its pilot phase, the first Games Operations Management structure was established. This was the first step in the gradual transition (venuisation) of the Organising Committee from a “vertical” corporate structure based on independent Divisions and Departments to the “horizontal” structure of Games Command with primary objectives the establishment of Venue Teams, the completion of Functional and Operational Planning, its application and improvement through test events, and finally the achievement of full operational readiness for Games-time.

During its initial phase of operation, Games Operations Management (GOM) was primarily a mechanism to expedite operational priorities and to address operational issues as escalated by the Venue Teams in development at the time (at that point, Venue Operational Planning Teams). However, already at its first meeting (5 March 2002), the basic principle was established, that is the evolution of this structure, with the necessary changes and adjustments, into a Games Command structure and the consequent evolution of its meeting and decision-making procedures into the Main Operations Centre of the Games Command.

Initial Structure

Games Operations Management (GOM) began its schedule of works in March 2002, with the following organisational structure:

Under the COO (Head of GOM), an “Operations Group” was established including those General Managers and Managers in charge of the operationally critical Functional Areas of ATHOC. At that stage, the General Managers that were appointed were responsible for the following Functional Areas deemed critical already in that phase of preparation: Sports, Security with the participation from the onset of a representative of the Olympic Games Security Division (OGSD), Volunteers, Marketing (with responsibility also for the Ticketing Functional Area), Transport, Olympic Family, Olympic Overlay, Technology, Games Services.

Under the COO and the Operations Group, the preliminary Venue Management structure was put into place with the development and staffing first of 11 Teams (and as from October 2002, 18 Teams), each being responsible for the Operational Planning of a number of Venues. The distribution of Competition and Non-Competition Venues among the Teams was done on the basis of geographic criteria and according to Venue Operational Planning needs.

A “Support Team” for the work of GOM was also formed, including representatives of the Financial Services (budget), Games Workforce Planning, Procurement and Logistics Functional Areas. The Support Team also included the competent Executive Director in charge of the Olympic Works monitoring system, who was also the liaison with the Project Monitoring Group (OPG). Additionally, a three-member “Olympic Experience Team”, whose members (one of whom was the Executive Director at the time in charge of Sports) had participated in Delegations of previous Olympic Games, had the task to assist GOM in comprehending the particularities of Olympic Games organisation as opposed to the organisational requirements of other sports events.
This initial structure and composition of GOM reflected the priorities of the corresponding preparation phase at the time that GOM was formed, two and a half years before the Games. It evolved in stages and in line with the progressive evolution of the operational needs of Games' preparation, always in view of establishing the most effective Command structure for the staging of technically excellent Games.

Meetings

In order to expedite decisions and actions and to resolve issues related to Games Operations, GOM Meetings were scheduled on a weekly basis and with a set agenda. The agenda items were determined according to the operational priorities and the timelines for their implementation as decided by GOM itself.

Permanent participants in these Meetings were all the members of the Operations, Support and Olympic Experience Groups, the General Managers of Venue Operations (Competition and Non-Competition) and of Olympic Villages & Accommodation Facilities Operations (since their appointment in June 2002), as well as the General Manager of Planning and Monitoring. Depending on the agenda items, other ATHOC General Managers and Managers who were not permanent members of the Operations Group would participate at the Meetings as observers or to introduce subjects under their competence; Venue Operational Planning Team Coordinators and members would also attend as appropriate. GOM decisions pertaining to matters under the competence of the Board of Directors, were further submitted as proposals to the Board in accordance with company regulations.

The GOM Meetings were supported by a dedicated Secretariat. This Secretariat was responsible for drafting each Meeting agenda on the basis of issues identified and submitted by GOM members. The agenda was submitted to the COO for approval prior to its distribution to all members. The Secretariat was also responsible for preparing the minutes of the Meetings and distributing them to all members for approval and signature.

In addition, the Secretariat maintained a GOM Actions Registry, where all the actions decided at the GOM Meetings were recorded, each assigned a dedicated entry number. For each Action, the deadline, the person responsible, and the status of implementation were specified. Based on this Actions Registry, the Secretariat applied a system of ongoing monitoring and follow-up of the progress on the implementation of each action through to its final completion, and was responsible for regular progress reports to the COO and to the other GOM members during their Meetings.

Games Operations Management, in its initial form as presented above, carried out a total of 40 Meetings: 32 during 2002, 7 in the period January to March 2003, and one last Meeting on 13 June 2003 shortly before it was reorganised to meet as Main Operations Centre in view of the test events of August 2003.

During the GOM Meetings, more than 900 decisions were reached on matters pertaining to Games Operations, and a total of 146 actions were recorded and monitored throughout all stages of their implementation until their completion.

Work Programme 2002-2003

During the period that GOM was meeting in its initial form (from March 2002 until June 2003), the overwhelming majority of its decisions and actions concerned the Venue Operational Designs. They were all presented in detail at the Meetings, reviewed, revised as per comments, and approved as final designs to be submitted to the IOC, the International Federations and the public agencies responsible for Olympic Works.

Another important aspect on which the GOM work programme focused during this period was the monitoring of the critical milestones of all Functional Area timelines. The critical milestones were presented to the GOM Meetings on a weekly basis; they were reviewed and updated accordingly, and priorities were redefined according to Games operational requirements.

A key priority of GOM, under the direct supervision of the COO, was the staffing of all Venue Team management positions, through the appointment of one Functional Area representative to the corresponding Function Manager position within each Venue Team, as well as the appointment of the overall Managers of the Venue Teams (i.e. Venue Managers). The plan for the Venue Teams' staffing and development (ratio of staff per Venue and timeline until full-scale development) was defined by GOM. It was reviewed regularly and monitored centrally by the GOM Secretariat which accordingly reported progress directly to the COO.

For the period up to the end of 2002, the operational priorities that GOM set and completed were the following:

- The completion and approval of the Venue Operational Design and related Drawings, through pre-set Operational Planning Cycles and strict adherence to their time-schedule.
- The preliminary drafting of Venue Operating Manuals, which recorded the basic regulations and procedures for each Venue Function, as well as all staffing requirements. The Manuals were all deliverables of the Venue Operational Planning process by the corresponding Teams.
- The formation of Venue Operational Planning Teams through the appointment of a Functional Area representative, first to each of the 11 Operational Planning Teams, later (as from October 2002) to 18 Teams, and ultimately aiming to fully staff all Venue Team management positions by November 2003.
- The successful staging of the first Sailing test event (Athens 2002 Regatta) in August 2002, which provided the first opportunity to apply the Operational Planning deliverables, the Operating Manual and the first organisational chart of the Venue Team.
• The planning of test events for all Sport Disciplines and in all Olympic Competition Venues.

For all the above priorities, all the interim and final deliverables were submitted, reviewed, commented on and approved by GOM members at their plenary Meetings.

The COO and GOM members were also responsible for educating and training Venue Team staff in Games command issues, in discipline, punctuality, strict adherence to time-schedules, the importance of teamwork and accurate communication, issue resolution as per policies, regulations and procedures, and strict adherence to the predefined reporting lines. On the above, training directions were provided during the GOM Meetings by the COO, whereas briefing meetings were also held with the Venue Teams in development and with their Coordinators most of whom were eventually appointed as Venue Managers.

Further to achieving the planning objectives that had been set for the year 2002, the operational priorities were redefined on a more practical basis for the rest of the preparation period. Planning had been completed by all Functional Areas, as had the basic planning at Venue Team level, and at this point began the actions for its practical application on every detailed aspect of the operation of each Venue and for Games Operations overall. The operational requirements for the preparation stage during the year 2003 focused on two axes:

On the one hand, there was need for a mechanism to decide on and resolve the issues identified further to and through the application of planning at the practical level, no longer by providing guiding directions but by processing the details of each specific issue. This mechanism had to be part of Games Operations Management. At the same time, however, considering the volume of issues to be addressed and the limited time available, this mechanism, in order to be effective, had also to be flexible and to hold more regular meetings according to needs as and when these arose. Therefore, it had to involve a relatively small number of members and its composition had to be such as to ensure swift senior-level decision-making and the consideration and evaluation of all the factors and parameters of Games Operations. This need was addressed in February 2003 with the establishment of the Executive Board of the Games Operations Management (GOM-EB), as its senior and executive body.

On the other hand, there was the need to evolve the GOM structure into a Games Command structure, aiming for its first testing during the hosting of the August 2003 cluster of test events; and thereafter to continue testing it, with any consequent adjustments, during the remaining test events. Additional tests and simulations were, of course, also organised until the progressive achievement, during 2004, of full operational readiness for the Olympic Games. Thus, at the GOM Meeting of 13 June 2003, the Chief Operating Officer presented the new Games Operations Management (Command) structure and Venue Staffing plan, as these had already been approved by GOM-EB (Meeting of 11 June 2003, also attended by the President).

Starting from 31 July 2003, when the operational period of the August 2003 test events began, Games Operations Management met thereafter as the Main Operations Centre in the special Operations Room that had been designed and fitted for this purpose at ATHOC Headquarters. The new Games Command organisational chart was applied during this first cluster of test events.

**Games Operations Management Executive Board**

The Games Operations Management Executive Board (GOM-EB) was established as a senior executive body of Games Operations Management in February 2003. Presided over by the Chief Operating Officer GOM-EB included the Organising Committee’s Executive Directors, and the General Managers of Sports, Venue Operations, Technology, Administration Services, Marketing, Financial Services (from May 2003), Coordination with Public Administration and Local Authorities (from October 2003, with responsibility also for City Operations), as well as a representative of the President’s Office.

GOM-EB was responsible for the detailed processing of issues and for operations-related decision-making in such a manner as to ensure the coordination of all ATHOC Functional Areas and the operational readiness of the Venues. These concerned primarily issues of (a) strategy, (b) policy and level of services, (c) Venue issues that objectively could not be resolved at a Venue Team level, and (d) any issues relating to Games Operations planning. As from September 2003, GOM-EB was also assigned responsibility for pre-approval as to the necessity of the planned supply of goods and provision of services, always on the basis of Games operational requirements.

The first GOM-EB Meeting was held on 25 February 2003. GOM-EB met at least weekly, with additional Meetings called by the COO as and when necessary. The Games Operations related issues that were submitted for decision at the GOM-EB Meetings were brought forward not only by GOM-EB members, but also by other ATHOC General Managers, Managers and Venue Managers. For each issue, effectively agenda item, a GOM-EB member was nominated to examine all parameters of the specific issue, to coordinate the work of all Functional Areas involved in its resolution, and to prepare a final proposal on the most optimal resolution and/or alternative options for decision by the GOM-EB assembly.

As with the GOM Meetings, the GOM-EB was supported by a dedicated Secretariat responsible for drafting the agenda of each Meeting based on the related submissions, finalising it with the COO’s approval and copying it to the members. Decisions and actions were minuted, and the Meeting minutes were circulated for approval and signature. By decision of the ATHOC Board of Directors (Meeting of 22 September 2003), the minutes...
were signed by the GOM-EB members, approved by the President of the Board of Directors, and "became legal and binding Management decisions, with the exception of those decisions that were the responsibility of the Board of Directors, which were valid after their approval by the Board".

Again as with GOM Meetings, the Secretariat was responsible for maintaining a GOM-EB Actions Registry, with descriptions of all the actions decisions (each under a unique entry number), the GOM-EB member responsible for their implementation, deadline, and the progress status. It was further responsible for the on-going monitoring and follow-up of action implementation until its final completion, with regular reports to the COO and to the GOM-EB.

The GOM-EB carried out a total of 71 Meetings during the period 25 February 2003 to 16 June 2004, on which date it met for the last time prior to the start of Games-time operations (from 1 July 2004, with the full activation of the Main Operations Centre). Throughout the period of its operation, the GOM-EB processed more than 1,500 Games Operations issues with the corresponding approvals and/or decisions, while a total of 442 actions decisions were recorded and followed-up through to status "closed" before the beginning of Games-time operations.

**Transition to Games Command Structure**

Games Operations require a management structure based on Venue Teams; therefore a shift from the corporate "vertical" form of organisation to a "horizontal" structure of Games Command that can achieve the maximum collaboration between Functions.

The new Games Command structure, approved by Senior Management for first activation during the August 2003 test events, was initially presented to the members of Games Operations Management and then to all ATHOC staff on 13 June 2003. Its enforcement thereafter, one full year prior to the Games, aimed to familiarise the entire Organising Committee workforce with the Games-time Command structure as early as possible.

The aim was to test everyone in their roles and positions (identical or similar to those of the Games), to train everyone in issue resolution at the lowest possible level, and to apply in practice what had up to then been plans.

With the new Command Structure, the Organising Committee's staff was assigned (a) to Venue Teams, and (b) to Central Teams.

The new organisational chart depicted the totality of Olympic Competition and Non Competition Venues whose Games-time operation came under ATHOCs management responsibility; at this point in time, they had all been identified and finalised. Venue Management no longer included "Venue Operational Planning Teams" but all the Olympic Venue Teams that were required to be formed, and defined the time-schedule for their development under the management responsibility of the Venue Operations General Managers.

From this point onward, the information and briefing of all staff appointed to Venue Teams was carried out at a Venue level by the Venue Manager, and no longer at a programme/Functional Area level. Each Venue Team was fully accountable for identifying and resolving issues and problems through teamwork and at Venue level, and for escalating these only as and when necessary through strict adherence to the reporting line defined by the Games Command organisation chart. Each Venue Team Function Manager was tested in his/her work position in the Team on a daily basis and in real conditions during the corresponding test event; they were "locked" in that position only after and on condition of successful performance of their duties during the test event and further to final validation by GOM-EB.

For the central Games Operations, each Functional Area maintained a Central Team responsible for the Horizontal Specialised Monitoring and Support of its Function's operations in each Venue. The Heads of the Central Teams (General Managers and Managers) were responsible for appointing their staff (existing staff and new recruits) to the corresponding Venue Team positions, in consultation with the Venue Operations General Managers and further to validation by GOM-EB. They were also responsible for the staff's specialised training in their area of responsibility. With the exception of certain central corporate functions, all Central Teams were part of Games Operations Management (i.e. of the Main Operations Centre), including some "supporting" Central Teams, such as Legal and Administration Services.

The Operations Group was reorganised and its participation was extended in a manner that responded more directly to the Games Operations requirements. The Operations Group reflected in its composition the need for participation of the Heads of those Central Teams whose Games-time operations, by their nature, would be coordinated and controlled by Command Centres forming part of the Main Operations Centre:

- Sports, for the Sports Command Centre;
- Transport, for the Olympic Transport Operations Centre (OTOC), envisioning its link to the Traffic Management and Control Centre (THEPEK) which would operate under the responsibility of the competent agencies;
- Technology, for the Technology Operations Centre (TOC);
- Communications, for the Communications and Crisis Management Centre, with the participation of the Head of Communications and the Head of the Press & Media Office;
- It provided for the participation of the OGSD Director in the Operations Group as Liaison with the Olympic Security Command Centre (OKA);
• There was participation of the General Manager of Coordination with Public Administration and Local Authorities, as liaison for City Operations issues.

The broad composition of GOM Meetings (plenaries) was extended to include, in addition to Senior Management and to Operations Group members, all the Heads of Central Teams who, thus, represented at a central level all Venue Functions. The Central Teams were responsible for the horizontal specialised monitoring and support of these functions in each Venue, however without the right to intervene in Venue Management.

The reporting line of each Venue Team was to its Venue Manager; and from him/her to the Operations Group of the Main Operations Centre via the Venue Operations General Managers, who were responsible for issue resolution in cooperation with the Operations Group and the Heads of Central Teams. Where necessary the Operations Group would escalate the issues for resolution by the COO, who was flanked by the two Executive Directors. It was the responsibility of all Operations Group members to train the Venue Team staff in issue resolution at the lowest possible level based on the Venue’s operating policies, regulations and procedures, and to escalate these to the Main Operations Centre (MOC) only as prescribed by the regulations or in case of inability to resolve at lower level.

This structure achieved the successful Command of the simultaneous staging of seven test events in August 2003. In terms of fundamental principles, this Games Operations Management structure did not change, although there were adjustments over the following year; as the transition of the entire Organising Committee to Games Operations mode was intensified, and as a result of a series of other tests and simulations. In practice, this meant:

• Appointment of the Venue Managers;
• Full staffing of the Venue Teams by Functional Area staff;
• Evolution of the Functional Areas (Divisions and Departments) into Central Teams (and in specific cases into Command Centres), the Heads of which were MOC members reporting to the COO;
• Full configuration, staffing and equipping of the MOC and all its Command Centres;
• Full adherence, without exception, to the reporting and issue resolution lines through the Games Command hierarchy.
Main Operations Centre: Tests and Simulations

The operating mode of the Main Operations Centre (MOC) was developed in practice and in stages, through a series of tests and simulations. Each time, a specific target was set as to which aspects of the MOC’s operations and of the Games Command structure would be tested, and were subsequently adjusted accordingly and finalised. Apart from specific simulation exercises, the MOC’s operations and the Games Command structure were also tested in practice during all the test events.

August 2003

The MOC operated for the first time in a custom-configured space in the ATHOC Headquarters during the test events of August 2003. This was the first time that the Games Operations Management members assembled as Heads of Central Teams with the corresponding responsibilities and competencies. The purpose of this first test was to apply the Games Command structure in practice as to the reporting and issue resolution line, both at Venue Team level with respect to the Venue Management (organisational chart of each Venue Team), and centrally with respect to the organisational chart of Games Operations Management.

In addition to this primary objective, the operating mode of the MOC proper was tested only preliminarily, notably the format of its plenary meetings, issues management, and the functioning of the Main Operations Room. It was also the first time that the Venue Incident Tracking System (ITS) was applied, connected to and projected in the MOC Main Operations Room and monitored in real time. Given that at that time, a year before the Games, the training of Venue Team staff remained the first priority, the Heads of the Central Teams were still responsible for monitoring closely and for controlling the decisions and actions of the Venue Team Function Managers whom they had appointed by their responsibility. For this reason, they themselves had a significant on-site presence at the Venues. In all cases, the reporting and issue resolution lines were applied successfully with few exceptions, and 84% of issues were resolved at a Venue Team level, without further escalation to Games Command.

September 2003 - January 2004

After the end of the August 2003 test events, the Games Operations Management (GOM) members continued to meet in the MOC location for the preparation and during the staging of subsequent test events and in order to process the conclusions drawn from their assessment.

The next basic step in the GOM work programme was to define the Games-time responsibilities of each Central Team and its link to the Main Operations Centre. Within this framework, the Central Teams necessary for Games Operations were identified and each Team’s representative to the MOC (General Manager or Manager, depending on the Function) was nominated and appointed as its Head. The Head of each Central Team was a “full member of the MOC”, that is, participated in all plenary Games Operations Management meetings, and reported directly to the Chief Operating Officer (COO).

The working positions in each Central Team and its operational organisational chart were presented to and approved by the COO and the Games Operations Management Executive Board (GOM-EB). The organisation of the
Central Teams was carried out in parallel to the allocation of remaining Functional Area staff to the Venue Teams, the full staffing of which (management positions) had been set for November 2003.

By refining the responsibilities and staffing of each Central Team, the structure and composition was defined for those Central Teams that would at Games-time function as Command Centres, fully integrated into the MOC, with a permanent position for their representatives in the Main Operations Room of the MOC: Sports, Transport, Region Operations Management (Functional Area of Coordination with Public Administration and Local Authorities), Technology and Communications.

**February - March 2004**

In February 2004, the Main Operations Centre participated in a 60-hour Security Exercise (6-8 February 2004), which had been planned and organised by the Olympic Games Security Division (OGSD). By participating in this Exercise, the MOC tested extensively for the first time its link to the Olympic Security Command Centre (OKA), both as to its Security liaison positions in the MOC (with permanent physical presence in the Operations Room) and the MOC liaisons at OKA (with permanent physical presence at OKA), as well as to the communication systems between the two Centres. This Exercise led to the recording and finalisation of the corresponding liaison positions and communication protocols.

At the same time, the MOC used this Security Exercise to simulate its own operation on a 24-hour basis and with the full participation without exception of all Heads of Central Teams who had been appointed “MOC members”. That is, it simulated for the first time the operation of all Central Teams as well as their communication with the MOC, based on crisis management scenarios. Particular emphasis was placed on testing the methods of cooperation between the ATHOC Communications Central Team and those of the other involved Agencies for the joint communications management of incidents and crises.

Further to this simulation, in March 2004, given the opportunity of the cluster of test events being hosted at the time, the first full-scale testing in real conditions of the operating mode of the Main Operations Centre, its Command Centres and Central Teams took place (from 24 to 28 March 2004). In this test, a representative of the IOC Games Coordination Office participated as an observer. Specific testing included the following:

- The MOC was fully tested as to the organisation of its operation, its administrative work positions (MOC Operating Team), the systems and means of communication with the Venue Teams, with the Command Centres, and with the Heads of Central Teams for issues management and resolution.
- Special testing for the first time was carried out on the application of the Games meteorological support system, with full participation of the Hellenic National Meteorological Service team at the Sports Command Centre, as well as on the system of meteorological briefing of the MOC.

- Throughout the period of MOC operation, the system of daily MOC Plenary Meetings was applied (all Heads of Operations Centres and Central Teams); the Plenary Meetings ensured the monitoring of test events and the resolution of issues as reported by the Venue Teams.
- The Venue Incident Tracking System (Venue ITS) was tested fully.
- The emergency issue resolution system was applied for issues escalated by the Venue Teams to the MOC for immediate resolution, with the MOC Operating Team being responsible for managing the flow of information, notifying and escalating issues to the predefined appropriate decision-making levels, to GOM members or to the COO accordingly, as well as communicating the decisions to those responsible for implementation.

During the March 2004 test events, the percentage of issue resolution achieved at the Venue Team level was 98%.

The MOC’s operating period for the March 2004 cluster of test events coincided for a period with the second Security Exercise in which the MOC participated (16-23 March 2004). The MOC participated with 12-hour daily operation of its administrative support (MOC Operating Team), and with full readiness of its members. The purpose of this Exercise was to test the integrated command for crisis management at a high level, with the activation and participation of the Crisis Management Council and of the interministerial Olympic Security Coordination Council (SYSOA).

**April-June 2004**

The conclusions drawn from the March 2004 testing, in combination with the Security Exercise, led to the final elaboration of the MOC operating procedures, including those of the Command Centres and of the Central Teams. During the months that followed:

- The membership of the “MOC Plenary” was finalised (Heads of Central Teams and of Command Centres).
- The competent authorities designated (further to a proposal by ATHOC) the OGSD Director as Security Liaison at the MOC, with corresponding administrative support in the Operations Room.
- The membership of the “Games Operations Group” was finalised with the participation of the Chief Operating Officer, the Chief Technical Officer, the Chief Financial Officer, the OGSD Director the Heads of the five Command Centres and the Venue Operations General Manager.
- It was decided to extend and re-configure the MOC area so as to locate exactly adjacent to it (with direct access to the Operations Room) all
the Command Centres incorporated in it: Sports Command Centre, Region and Olympic Cities Operations Management Centre (ROMC), Olympic Transport Operations Centre (OTOC) and Communications Centre. The Technology Operations Centre (TOC) had already been developed and located near the MOC.

- It was decided that the Heads of the five Command Centres and the Director of OGSD would have representatives with a permanent physical presence (work stations) in the MOC Main Operations Room on a 24-hour basis throughout the operational period of the Games.

- To achieve faster and more effective coordination of issue resolution between Venue Managers and MOC members, District Managers were appointed with responsibility to oversee a grouping of Venues in the same geographical area and to oversee all Olympic operations in that area. The District Managers were MOC members that attended the Plenary Meetings, but with work positions within the Venues of their responsibility. They were responsible for communication and cooperation with the MOC members (Heads of Central Teams and Command Centres) for the resolution of issues that were escalated to the MOC from the Venues of their responsibility.

- The reporting line of the Venue Managers directly to the MOC, through the District Managers, was finalised. The only exceptions were the Transport Support Venues, which reported first to OTOC, and the Airport, Piraeus Port, Olympic Family Hotels and Olympic Youth Camp Venues, which, due to the interrelation of their operations with Region Operations issues, reported first to ROMC.

During April - May 2004, the MOC was physically re-configured in order to serve the above operational parameters. In tandem, the COO and the GOM-EB reviewed, finalised and approved the membership, organisational chart and operating procedures of each Central Team and of each Command Centre.

At the same time, it was agreed with the IOC to hold a joint Simulation Exercise of the Main Operations Centre and of the IOC Games Coordination Office for Crisis Management, during 22-23 June 2004. The hosting of the Exercise was an IOC request, and was implemented by an independent specialist consultant company appointed by the IOC. Prior to this, ATHOC had closely collaborated with the IOC to determine the procedures and decision-making levels for (a) normal operations, (b) incidents, (c) crisis situations.

To plan the IOC-ATHOC Joint Simulation Exercise for Crisis Management, the IOC's consultant company cooperated for several weeks with all MOC members and with the MOC Operating Team, in order to elaborate the simulation scenarios and to organise the participation in the Simulation. During this Exercise, the MOC operating mode was fully simulated, including the Communications, Sports and Region Operations Centres, as well as the operations of the IOC Games Coordination Office, which had participation of all its planned Games-time members. The Exercise focused on the "internal" functioning of the command mechanisms of each side, ATHOC and IOC, but also on their interface and coordination, testing intensively the protocols and levels of communication between MOC and IOC Games Coordination Office, and simulating the protocols and procedures of communication with all Olympic stakeholders and involved parties.

The results of the Exercise were evaluated by the independent consultants in consultation with the Senior Management of ATHOC and of the IOC. The Simulation was deemed successful, validating the Games Command structure and the communication, management and issue resolution procedures and protocols, as well as the decision levels. Consequently to this Simulation Exercise, certain modifications were made to the MOC administrative systems and procedures, and the procedures, modes and levels of communication with the IOC Games Coordination Office were finalised and agreed.

The last test of the MOC was specialised, held on 12 July 2004 and concerned exclusively the Olympic Transport Operations Centre (OTOC) and the Traffic Management and Control Centre (THEPEK). This Olympic Transport Exercise was designed by the OGSD in collaboration with an ATHOC Transport representative, and was carried out with the full involvement of all competent Agencies and with the participation of the MOC. The aim was primarily to test the collaboration and communication protocols between all Agencies involved in THEPEK, as well as the connection of THEPEK (subsumed within OKA) with OTOC (integrated into the MOC).

With the full configuration and equipment of operating spaces of the MOC, of the Command Centres and of the Central Teams at ATHOC Headquarters, and with the Venue Teams already fully in place at the Olympic Venues, from 1 July 2004 ATHOC entered operational readiness for the hosting of the Olympic Games.
Games Command Structure

IOC President
J. Rogge

International Olympic Committee
Games Coordination Office

Chief Financial Officer
T. Papapetropoulos

6
COMMAND CENTRES

Security
OGSD

Sports

Transportation
Technology

Region Operations
Management Centre

Communications

29
VENUE OPERATIONS -

Non - Competition Venues

Competition Venues

105

Official Report of the XXVIII Olympiad
The period of operational readiness for the Olympic Games of Athens began on 1 July 2004 and was signalled by the activation of the Main Operations Centre (MOC) and its related Command Centres. The progressive move-in of the Venue Teams to their work positions at the Venues had already been completed.

From 1 July 2004, the MOC began its daily morning 45-minute Plenary Meetings that were presided by the Chief Operating Officer (COO), with the same working system it would use during Games-time. During the Plenary Meetings there was systematic review of all reports forwarded by the Venue Teams through the Venue Incident Tracking System (ITS), of the issues reported by the Heads of the Central Teams and of Command Centres (that is, by the MOC members themselves), and necessary decisions were made to resolve issues and “close” pending matters.

Similarly, the Venue Teams began to apply fully the Games reporting system, with daily completion of their reports by the end of the day, so that the MOC Operating Team could process them and brief accordingly the COO before the morning MOC Plenary Meeting. The MOC Operating Team, as at Games-time, monitored the closure of pending issues, both at Venue Team level (through the Venue ITS) and at central level, through a separate MOC incident tracking system. In July 2004, a total of 297 issues were recorded in the incident tracking system, all of which concerned actions to achieve full operational readiness of the Venues.

During the first week of July 2004, the full relocation of the MOC Operating Team staff to the Main Operations Room was completed, and progressively by 13 July that of the related Command Centres: Sports Command Centre (including the Games Meteorological Support Office of the Hellenic National Meteorological Service); Region and Olympic Cities Operations Management Centre; Olympic Transport Operations Centre; Communications Centre; while the Technology Operations Centre was already in full operational mode. The positions of the Olympic Games Security Division (OGSD) were also activated in the Main Operations Room of the MOC.

On the corresponding dates, the full functionality of all the technology systems in the Main Operations Room and in the Command Centres was effected. Also, during the first week of July, the MOC liaisons took up their work positions at the “external” agencies’ centres, as per plan: in the Olympic Security Command Centre (OKA); in the Crisis Management Support Body (YODK) at the General Secretariat for Civil Protection (GGPP) headquarters; in the Medical Coordination Centre of the Ministry of Health (SOTY); and following the completion of the Olympic Transport Exercise on 12 July 2004, in the Traffic Management and Control Centre (THEPEK).

At the same time, telephone communication between the MOC and the IOC Games Coordination Office was established, based on the predefined and agreed communication protocols, at first every two days, from mid-July 2004 daily, and twice daily from early August 2004 when the GCO began operations at its headquarters in the Olympic Family Hotel.

The MOC Operating Team administrators began operation at first on a 10-hour basis and from 20 July 2004 on 16-hour basis, while for the remaining hours the posts were covered via telephone communication with the duty administrator for urgent issues.
As from 20 July, the staff of the MOC Operating Team, of the Command Centres and of all Central Teams was in full readiness, able to move into 24-hour operating mode at any moment should the need arise.

The "soft opening" of the Olympic Village on 23 July 2004, the first Chefs de Mission Meeting on 25 July 2004, and the beginning of 24-hour operating mode of the Main Press Centre on 27 July 2004 (the MPC had actually opened on 13 July), marked the beginning of the Olympic period for MOC operations. At the end of July 2004, the process of "lock-down" of Olympic Venues for Olympic operations was at its final stage.

On 29 July 2004, the entire Games workforce in all Olympic Venues arrived at work in their Games Uniforms. On the same day, at 16:00, the incident reports were erased in the Venue ITS and in the MOC incident tracking system, and the few remaining open issues were re-numbered, beginning at this point the tracking of issues pertaining to Olympic Games-time Operations.

On 13 August 2004, the morning of the Opening Ceremony, the President and the Chief Operating Officer of ATHOC participated in the first Daily Coordination Meeting with the IOC Executive Board, and on the same day, the Main Operations Centre entered into 24-hour operating mode.
This page,
from top to bottom:

Prime Minister of the Hellenic Republic Kostas Karamanlis, accompanied by ATHOC President Gianna Angelopoulos, visits the Olympic Village for the Welcome Ceremony of the Greek Olympic Team, 11 August 2004. © ATHOC/Athanas News Agency (ANA)/P. Saitas

Keeping the surprise a secret: preparations for the dress rehearsal of the Opening Ceremony at the Olympic Stadium, 10 August 2004. © AFP/J. Longari
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The Golden Section

Connected to the understanding of the conceptions of ratio and proportion to geometry as developed by Plato and the Pythagoreans, but also to an overall philosophy of balance found in nature, the golden section offers a mathematical formula that can be used to enhance the meaning and beauty of an art object or architectural work. It can be found in the Parthenon of Athens, Leonardo da Vinci's Mona Lisa and other renowned works of art. The shape and size of the Official Report of the XXVIII Olympiad are based on this formula.

The digital version of the Official Report of the XXVIII Olympiad was created with the intention of producing the closest possible replica of the original printed document. These technical notes describe the differences between the digital and printed documents and the technical details of the digital document.

The original document

The original paper version of the 2004 Official Report of the XXVIII Olympiad has dimensions of 10" x 15.75" (25.5 cm x 40 cm).

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