



**Functional Area: Delegation Service**

Author: International Relation Department, Chunmi Jeon

Date: 2013. 1. 20

Form # 1

# **GOC Functional Area After-Action Report**

# Functional Area Overview

Number of venues where function operated: 2 venues

Number of days of operation: 1. 29 ~ 2. 5 (8days)

Number of full or part-time paid staff: 6people (3people each)

Number of volunteers: 211people

## Functional Area planning & Management

	Comments	Recommendations
<b>Scope</b>	Operated Delegation Information Center - received HOD Meeting agenda, lost and found, complaints and any other issues	Location - Needs to be located near the Delegations (closed to Information center)
<b>Preparation</b>	Volunteer training  Collected SOWWG information overview  Q&A paper	
<b>Resources</b>	Registered DAL target volunteers and operated  Arranged DAL by number of Delegations and lack of DAL	Need DAL depends on Delegations' participating events
<b>Communication</b>	Need overall information of all events, cultural events, transportation and accommodation, when it changes, need information desk who can contact to Delegations	Need functional team who can able to spread any changes and notice to Delegations - Call center

## Own Functional Area Operations

Elements	Successes	Areas for Improvement	Recommendations
Identify topic here	Delegation Information Center	Need to be Located around Delegation and easy to find for them	Information Center/ Delegation Information Center/ Family Center  operate in the same places
Identify topic here	Operated Volunteers	Need to be located near Delegation and DAL accommodation for emergency reason	Accommodation of Delegations and DAL need to be in the same places

## Feedback on other Functional Area Operations

Functional Areas	Successes	Areas for Improvement	Recommendations
Medical	if emergency patient happens medical aid and evacuated well		Need to operated 24 hours regularly
Food & Beverage		Need to share the information between GOC and SOI for halal and vegan food - share the information with SO Programs either	. SOI needs to confirm any allergy before the GMS registration  . Need to share the information between SOI and GOC to SO Programs
Transport		Lack of transportation of DAL due to long distance of their accommodation	Require to stay nearby athletes' accommodation
Delegation Service	share the information with DAL to operate Delegation Service	Each department should share information of any events with DAL during the training and games	Need DAL's duties and importance



**Functional Area: Delegation Welcome Center**

Author: International Relation Department, Chunmi Jeon

Date: 2013. 1. 20

Form # 1

# **GOC Functional Area**

# Functional Area Overview

Number of venues where function operated: 1 venue

Number of days of operation: 1.25 ~ 1.27

Number of full or part-time paid staff: 88people (incl. Volunteers)

Number of Volunteers: 33people

## Functional Area Plan & Operation

	Comments	Recommendations
<b>Scope:</b>	Operate Delegation lounge - rest and food and beverage area  distributed mobile phone, HOD manual, athletes' GPS, credential cards issues, medical room, media center and promotion materials	need cultural experience area at the delegation lounge  require to use Special Olympics mascots and be more time with Mascots
<b>Preparation:</b>	required each department person who is in charge of for setting before the day operate  need connected education for welcome centre operate staffs	require to have update delegation quarter and flight schedule before the due date - there were many flight schedules has been changed and the delegation numbers therefore, programs and other events schedules has been changed many times
<b>Communication:</b>	required accommodation for early morning and late night arrival delegations' DAL (accommodation-welcome centre-airport)	welcome centre needs to operate with accommodation and other convention instead of conference rooms

## Own Functional Area Operations

Element	Successes	Areas for Improvement	Recommendations
Identify topic here	Delegation lounge	Provided only beverages and fruits and lack of experienced programs	Need to operate some other experience event at the DWC
Identify topic here	Individual freight, equipment pick up service :  Airport-DWC-Host Town  problem with different buses (transportation)	Used different transportation(bus) from Airport to DWC then personal belonging and equipments need to unloaded then, when Delegation moved to Host Town, personal belonging and equipments need to unload to other buses	Need to take a same bus as they travel to other (Airport-DWC- Host Town) for save time and easy to unload personnel belonging



**Functional Area: Youth Activation**

Author: Jongsun Kim

Date: 2013. 2. 25

Form # 1

# **GOC Functional Area After-Action Report**

# Functional Area Overview

Number of venues where function operated: 2(Accommodation, event venue)

Games participants served by functional area: 25team 99people (22 countries)

Number of days of operation: 10days (1.27~2.5)

Number of full or part-time paid staff: 3people (SOI 1, GOC 2)

Number of volunteers: 6people (Translator 2, staff 4)

## Functional Area Planning & Management

	Comments	Recommendations
<b>Scope:</b> clarity of what the functional area was responsible for	Spent a lot of time for discussion with SOI, GOC and participants due to characteristics of programs	Require to provide active comments and apply decision from GOC when it choose the venue
<b>Preparation:</b> Pre-Games planning and training	Due to hosted by SOI and supported by GOC programs, it took a lot of time to negotiate with SOI and GOC SOI's operation plan and management	Require to use past games scenario
<b>Resources:</b> available for FA Operations	Good work for role sharing with GOC supported volunteers and common supplies, SOI provided all other materials	
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	Due to hosted by SOI and supported by GOC programs, it took a lot of time to negotiate with SOI and GOC SOI's operation plan and management	Require to use past games scenario



## Own Functional Area Operations

Elements	Successes	Areas for Improvement	Recommendations
Accommodation (Kensington Flora Hotel)	Contributed to hotel service for efficient event schedules	late to chose accommodations	Require to choose accommodations as soon as possible to set up the schedules
Event Venue (Sightseeing around area)	N/A		



**Functional Area: Food and Beverage**

Author: \*\*\*

Date: 2013. 2. 25

Form # 1

# **GOC Functional Area After-Action Report**

# Functional Area Overview

Number of venues where function operated: 35 Venues

Games participants served by functional area: 6,700 people

Number of days of operation: 17 days

Number of full or part-time paid staff: 28 staffs

Number of volunteers: 129 volunteers

## Functional Area Planning & Management

	Comment	Recommendation
<b>Scope:</b> venue facilities, Food quality	Accommodation and SO Village restaurant were satisfied, however, Athletes Lounge and volunteers' waiting room provided a lunch box and it crowded. Breakfast and dinner were satisfied, however, lunch box became cold and not enough foods in the box when it delivered. Lack of vegetarian lunch boxes.	Required to secure extra vegetarian food lunch boxes. Applied enough Korean lunch boxes.
<b>Preparation:</b> Pre-Games planning and training	Selected catering agency, operated restaurant effectively with volunteers.	
<b>Resources:</b> available for FA Operations	Assigned to food and beverage agency's manager. Each restaurant assigned to volunteers and checks the target who can able to have lunch boxes. Operated translator, provided heater, table and chairs.	
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	established detailed implementation plan and operated	
from GOC, SOI, external agencies	provided meals after consultation	

## Own Functional Area Operations

Elements	Successes	Areas for improvement	Recommendation
Food safety	Inspected foods with Ministry of Food and Drug Safety and Gangwondo Food and health department professional. prevented food accidents		
Arrange menu	Organized with food and beverage committee from National food professionals and provided standard food menu after 5 times of revise and complementation.		
Signed 6 languages of ingredients	singed ingredients for divers countries, typical foods cultures		
Provided lunch boxes	Distributed 16 venues after survey of demand	secured warm Korean lunch boxes  lack of vegetarian lunch box (inadequate SOI information of vegetarian)  Required to provide extra lunch boxes	
Sponsor goods and etc.	Provided varieties of snacks due to Food Sponsoring	Avoid oversupply of foods (sponsor).  if extended meal time, foods might get cold easily.	



**Functional Area: Family Service**

Author: YoonJung Kook

Date: 2013.02.14

Form # 1

# **Functional Area**

# **After-Action Report**

# Functional Area Overview

Number of venues where function operated: 11 venues

Number of days of operation: 9 days

## Functional Area Planning & Management

	Comments	Recommendations
Preparation : Pre-Games planning and training	Main Family Center, Family Lounge- Effective and realistic management as a general information center or rest area for the athletes' families.	As an international event, it is necessary to reinforce the job training and realize language proficiency of the volunteers and support crew members
Resources: available for FA operation	Human Resources: Need people with good language skills.  Supplies: Office supplies including, laptop, printer, telephone, etc.	It is required to recruit and train the staffs with language skills for the family service  Set up the supplies needed before the event.
Communication: with Ops Centre, Venues and other FAHQ	Well planned	Need field training experience for the support crew members.  Should place the volunteers in the right position.
Support: from GOC, SOI, external agencies	Provide the most valuable family service (tour program) with cooperation of the Korea Tourist Service, Inc.	Need more promotion before the game.

## Own Functional Area Operations

Elements	Successes	Areas for Improvement	Recommendation
Opening and Closing ceremony	Provided two tickets per athlete for the Opening Ceremony. Entrance for families was restricted. The Opening Ceremony was delivered by satellite at the concert hall for the people who could not go into the Opening Ceremony. For the Closing Ceremony, however, every family could get the tickets to join the event.	The way of handing out the tickets for Opening-Closing ceremonies  Transportation problem after the ceremonies for families who did not make a reservation by official agency, Hanjin Travel	Providing the tickets for the opening and closing ceremony in advance.  It is necessary to secure the place for the people, including spectators and unregistered families, to watch the Opening and Closing ceremony on a screen.
Family Reception	The family reception was held in two areas, Gangneung and Pyeongchang at a time. Almost 800 families were satisfied by having high quality dinner (buffet) and enjoying Korean traditional performance.	Finding out the number of families around the reception area is very important to plan the reception.	Finding out the number of families around the reception area was needed.
Tour Program (Sponsored by the Korea Tourist Service, Inc.)	There were 245 participants who joined the tour program without any cost; traveled Gangneung and Pyeongchang area, experienced Korean traditional food (bibimbap), and watched Korean cultural properties. The program gave the families trust for taking care of their safety by having insurance for the trip.	Insufficient promotion	It is necessary to inform the athlete's game schedule in advance so that families can make a plan such as the tour program.
Main Family Center	As a general information center for athletes' families, it could be a systematic approach in solving the problems the families had.	Required to have fluent English speaking volunteers.	It is necessary to separate the general information center and the main family center.
Family Lounge	It was required to show ADcard to get into the family lounge. It was used as a meeting place and/ or rest area for	Need job training for volunteers	It is good to put VIP and families to watch the game together.

	families. With appropriate snacks and beverages, families could have their comfortable and safe place to watch the game and/or have a meeting.		
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### Feedback on other Functional Area Operations

Functional Areas	Successes	Areas for Improvement	Recommendations
Medical	Great opportunity to promote the Korean (oriental) medicine	Inadequate way to deal with family who got injured.	It is essential to inform the range of insurance for the game participants (families in advance)
Security	No big accident		
Event Services	Families could fully participated in the event	Insufficient promotion. Need to be various.	Need to promote more various events for spectators.
Catering	-	Improvement lunch box. The confusion of the lunchbox pickup place (for the delegation who does not have game)	Need to have the food menu for the international event. Inform the place to pick up the lunchbox in advance.
IT	-	Complaint : hard to get wireless internet access	Revitalization of the wireless internet
Transportation	-	Operate in a flexible manner in accordance with competition schedules. Transportation service for families.	Need fixed bus schedule and route
Operational Communications	-		It is required to have the number which is available while the game.
Volunteers	Many volunteers were applied for this event.	Fluent English speaking volunteers were needed	Need more training for the volunteers.
Delegation Services	-	DAL's poor behavior	Need to train DALs for good manners.
Guest Services	-	Easy contact	It is necessary to construct the contact system to prevent ASFs and/or MVPs from confusion.



Family Services	Got the satisfied feedback from most of the families	Need more detailed service	There might be some challenges for families, so it is necessary to prepare the transportation and/or accommodation service in advance.
Media Ops	People could watch the Opening Ceremony on a broadcast relayed from the stage.	It would be better if the closing ceremony was broadcast by relay.	-
Merchandising	-	Need to have various types of souvenirs.	Prepare a countermeasure for the people who want to buy the Olympic uniform (warm-up clothing).

### Additional Comments

Topic	Comments	Recommendations
Accommodation	high price, low service, and location of the accommodation that the official agency provided were significant problem for families.	Need to have at least two travel agencies to make the companies compete with each other and innovate and offer good prices to consumers.
Transportation	Need transportation service for families.	provide the transportation service



**Functional Area: Young Athletes Program**

Author: Se Ho, Oh

Date: 2013.02.20.

Form # 1

# **GOC Functional Area After-Action Report**

# Functional Area Overview

Number of venues where function operated: 1 venue

Games participants served by functional area: 17 young athletes

Number of days of operation: 1 day

Number of full or part-time paid staff: 25 staffs

Number of volunteers: 10 volunteers

## Functional Area Planning & Management

	Comments	Recommendations
<b>Preparation:</b> Pre-Games planning and training	The program was supposed to be supervised by SOI · SOK and supported by GOC; however, SOK did not participate in this program at all, and SOI selected the agency (Soonchunhyang University) too late (conclusion of a contract in December). The time was too tight to prepare the program and confirm the operating plan.	It is important to prepare the program in advance with the main agent for a smooth operation.



## **FA : Torch Run**

Author: \*\*\*

Date: 2013. 2. 25

Form # 1

# GOC Functional Area After-Action Report

# Functional Area Overview

Number of venues where function operated: 6 venues

Number of days of operation: 11days

Number of full or part-time paid staff: 130 staffs

## Functional Area Planning & Management

	Comments	Recommendation
<b>Scope:</b> clarity of what the functional area was responsible for	Torch Run was held on a national scale for 7 days before the game.	It is recommended to hold an event before the sunset because it is uncomfortable to have the event at night in the winter time.
<b>Preparation:</b> Pre-Games planning and training	For better understanding of the Special Olympics, direct consultation with the local government (40 sites) of the route of the torch relay was progressed.	Need to have intimate cooperation with the relevant local government when the Torch Run is on a national scale.
<b>Resources:</b> available for FA Operations	Even though it was the first time to perform the LETR in Korea, it made smooth progress with polices' positive cooperation.	LETR organization can be the primary base.
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	Since the LETR was held on a national scale before the game, it progressed by minimizing the connection with other department and getting support from the on-site.	Establish the coordination scheme with the local government and the National Police Agency.
<b>Support:</b> from GOC, SOI, external agencies	Had an agency for the operation, including the arrival ceremony of the Olympic flame, Torch Relay event, accommodation, catering, etc.	Need to secure the enough budget for the game

## Own Functional Area Operations

Elements	Successes	Areas for improvement	Recommendation
Torch Run Cultural events	Cultural events were held at the 39 local governments.	It was difficult to prepare the event at the local government because of not enough funding.	Need intimate cooperation and support fund from the local government for the event.
Polar Plunge	Participated all the Torch Run staffs with having characteristic dress and performance.	It was inconvenienced to allow only Torch Run team to be participated.	Encourage the athletes and/or families to participate.

## Feedback on other Functional Area Operations

Functional Areas	Successes	Areas for improvement	Recommendation
Medical	Got support of ambulance by the local government.	SOI requested very unreasonable insurance coverage by GOC	Need to have a clear division in the insurance.
Security	12 Korean policemen worked with Torch Run team.	-	-
Catering	Handling by Torch Run team due to moving every day.	Provided buffet to consider the foreigners, but need to introduce Korean food culture.	Provide the traditional food of the hosting country.
Transportation	Operated 10 exclusive vehicles. Escorted by the police while transferring the route of Torch Run.	-	Establish the coordination scheme with police
Volunteers	Aggressive participation of volunteers.	-	-
Media	Aggressively promoted for the Torch Run which brightened up the atmosphere of the game.	-	Need to provide enough media release copies before the event



**FA: Safety Service**

Author: \*\*\*

Date: 2013. 2. 6

Form # 1

# **GOC Functional Area After-Action Report**

# Functional Area Overview

Number of venues where function operated: 12 venues (General security situation room, Pyeongchang Alpensia security situation room, Gangneung Gwandong University security situation room, Gangneung Wonjoo University athlete's village CP, Alpine venue CP, Cross country venue CP, Snow shoeing venue CP, Yongpyong Dome CP, Gangneung ice rink CP, Gangneung indoor stadium CP, Gangneung sports center CP, Gwandong University Gym CP)

Games participants served by functional area: 1,748 participants

Number of days of operation: 10 days

Number of full or part-time paid staff: Full time: 748, Part-time 1,000

Number of volunteers: 12 volunteers

## Functional Area Planning & Management

	Comments	Recommendations
<b>Scope:</b> clarity of what the functional area was responsible for	For extra safety for the participants, the access control (inspection) was enforced on each venue, village, and event hall. Also, it was fully equipped with resources for security, fire, rescue, and first-aid.	SOI should have included the clear indication of level and scope for safety services that GOC must perform for the safety of the participants.
<b>Preparation:</b> Pre-Games planning and training	SOI did not state clear indication about security; therefore, GOC made a plan for safety service, including access control. Performed a training program for participating staffs.	
<b>Resources:</b> available for FA Operations	1,748 human resources and 250 professional equipments like rescue helicopter were used for the safety services.	



<p><b>Communication:</b> with Ops Centre, Venues and other FA HQs</p>	<p>Communication between the operation department and planning department was great and emergency situation was properly managed.</p>	
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### Own Functional Area Operations

Elements	Successes	Areas for improvement	Recommendations
<p>Inspection on entry and exit</p>	<p>It was the first time for Special Olympics to confirm the access authorization by AD card scanning. Established the system to find missing athlete immediately by tracing the final location.</p>	<p>SOI credential guide only shows venue access zone C,A,O and coach cannot able to access SO Village according to the guide. Inadequate to provide the venue from SOI credential guide book. It had a problem with access zone due to credential cards issued under the inadequate guidelines to check the access zone meaningless had a problem with access zone.</p>	<p>If SOI will held the hosting country responsible about safety services, such as inspection on entry and exit -Need to fix the guideline about access authorization each venue, village, operational area with detailed categorization.</p>

### Feedback on other Functional Area Operations

Functional Areas	Successes	Areas for Improvement	Recommendations
<p>venues</p>	<p>o Provided a world class venue to the athletes as SOI required</p>	<p>Competition venues' facility standards were too strict to applied, however, Snowboarding venue has been changed to Yongpyong instead of Alpensia. -extra charge needed due to competition venue preparation, transportation, athletes and safety activities which directly connected to materials and replacement . During the</p>	<p>Need to adjust the facility standard regarding the levels of athletes and the characters of the game. For the games such as floor hockey, divisioning should be done before the game. The game schedule and location should not be changed as planned.</p>

		games, divisioning occurred to delay competition times, therefore, Snow sports athletes waited to cold winter and they got sick and cold. Due to competition date and venue changes, safety activities occurred serious problem.	
Event Services		Performance and other events venues opened to public with delegations which may occur to have any accidents increasingly. Therefore, it may not guarantee of any safety and entail to have expenses.	Event should be strictly classified by the presence subjects.

### Additional Opinion

Topic	Comments	Recommendations
Early confirmation for list of delegations participating in the game	<p>Delayed the deadline for registration.</p> <p>It was impossible to provide high quality delegation services, including insurance, accommodation, catering, and/or transportation because unregistered athletes and/or staffs entered a hosting country.</p>	It is mandatory to register by due date. Delegations that did not registered should not be allowed to participate game, and it should be stated clearly that GOC does not have any responsibility to provide the delegation service such as transpiration, accommodation, and/or catering.



**Functional Area: Snow Shoeing Games**

Author : Soojun Kwon

Date: 2013. 2

Form # 1

# **GOC Functional Area After-Action Report**

## Venue overview

Number of venues where function operated: 1

Games participants served by functional area: 245

Number of days of operation: 7days

Number of full or part-time paid staff: 133

Number of volunteers: 112

### Functional Area Planning & Management

	Comment	Recommendation
<b>Scope:</b> clarity of what the functional area was responsible for	Snow shoeing TD evaluated the venue as the best place for the sport games compared to previous Games.	People in working group for games need to visit previous and next games in advance for preparing.
<b>Preparation:</b> Pre-Games planning and training	Advance preparation planning and job training before the Games had done well, but placement of course or chief games officials was not done in advance.	Increased officials' job training and pre-arrangement of chief officials before game.
<b>Resources:</b> available for FA Operations	Human resources and goods supplied quite properly, but had it supplied earlier, it would have been better for more smooth games. Change and modification in planning of human resources and goods by Games Operation Department due to budget problem lead to qualitative depreciation of Games operation.	Early support of human resources and goods.
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	It is really important to communicate well and to update changes in plan among departments	Games should be the placed main part for planning and communication for the Games preparation.

## Own Functional Area Operations

Elements	Successes	Areas for improvement	Recommendation
Games support	Games support had done well.	Earlier placement of support personnel for effective job understanding and communication.	Early placement of games supports personnel.
Games officials	It has show that well trained professional officials are important for the effective Games running.	Early arrangement of importantly positioned officials.	Early arrangement of importantly positioned officials.
Volunteer	Role of volunteers was very important for the Games operation.	Insincerity of a few volunteers who participated in the game only for their career development should be considered.	Interview in advance is needed for recruiting volunteers who will take charge of important work.
Sports venue	TD approved that facility arrangement, such as track (mainly course) and warm up district, were the best among previous Games		
Comprehension on the game		Comprehension on the games information center, function of first-second registration, and rule among participating coaches and DAL. Continuous guidance is required	

## Feedback on other Functional Area Operations

Functional	Successes	Areas for improvement	Eecommendation
Medical	Medical team allocation in each games venue was efficient for the Games.		Manual for prompt emergency management
Security	Proper support from military force was helpful for athletes' safety		
Food & Beverage	Lunch on time	Quality and quantity of lunch meal was not sufficient. It was very crowded as athletes take and has lunch at the same place.	Required amount of and qualified food and beverage with enough consideration for the Games.

IT		It was too focused on the main center.	Required at sports venue and on the road to move as well.
Transportation	It worked well from the middle phase of the Games.	Transportation in early stage was not worked well, and its route and time were not properly informed causing confusion.	Required thorough pre-training and planning.
Logistics	No certain problems in the games.	Lack of the experienced and the professionals in each sector.	Required the experienced professionals for each sectors.
Operational Communication		Lack of communication for operation. Lack of understanding on sports competition games.	Required early arrangement of professionals in the Games Organizing Committee composition.
Volunteers	Huge help from volunteers' devotion for the games operation.	Choosing more active candidates to avoid some of insincere volunteers.	Need to have interview important personnel in advance.
Media Ops		Only focused on Main Center. Media operation in other sports venue didn't work properly.	

### Additional Comments

Topic	Comments	Recommendations
Need for operation based on advance planning from GOC	It had a lot of difficulties due to frequent change in GOC's advance planning by SOI's demand. (ex: cancel and delay of coach meeting)	Need operation more suitable for situation and state of GOC which is actual operator of the Games.



**Functional Area: Global Development Summit**

Author: Mina Kim

Date: February 2013

Form # 1

# **Global Development Summit**

## **After-Action Report**

# Functional Area Overview

Date & Time: 2013. 1. 30.(Wed) 08:30 ~ 17:00

Venue: Alpensia Convention Center, Pyeongchang Hall

Participants: 386 (GOC 86, SOI 296)

Main Substance: Opening Ceremony, Keynote speech, Session Discussions (4 Sessions), Media Conference, Joint Declaration

## Global Development Summit Planning & Management

	Comment	Recommendation
<b>Scope:</b> clarity of what the functional area was responsible for	GOC & SOI Joint Cooperation Management . SOI : Program Planning, Agency Selection, Event operation logistics (responsible for Agency production cost) . GOC: Program planning and event operation support - Opening ceremony, Keynote speech, Session Discussions (4 sessions), Media Conference, Joint Declaration Adoption	- Defining clear job coverage in joint cooperation, frequent mutual communication for preparation
<b>Preparation:</b> Pre-Games planning and training	- Establishing steering committees, office for preparation, and advisory committees in each parties	
<b>Resources:</b> available for FA Operations	- human resource : 8 (GOC 6, Agency 2) ※ the day of event : 15 people from agency - supplies : from agency	
<b>Support:</b> from GOC, SOI, external agencies	- Production company support (SOI chose the company)	- Required early agency selection and active reflection of GOC's opinion



## Global Development Summit

Elements	Successes	Areas for Improvement	Recommendations
Program Planning & Operation	- Making development opportunities and practical benefit for people with intellectual disabilities	- Participation from professionals of academic field for establishing advisory groups in both parties	
Invitees	- Drawing international attention on people with intellectual disabilities by inviting internationally prominent people	- Active participation of advisory group in related field in order to make ultimate goal of summit adopted for policies	
Agency	- Suitable agency for event production and venue preparation	- Review on timing of agency's participation (recommend to adopt from the early preparation stage)	



Functional Area: **Volunteers**

Author: Gil Won, Choi

Date: 2013. 2. 15

# GOC Functional Area After-Action Report

# Functional Area Overview

Number of venues where function operated: 5 headquarters 37 departments

Number of days of operation: 10 ~ 15 days

Number of volunteers: 2,519 volunteers

## Recruitment and Operation of Volunteers

	Successes	Recommendations
Demand of Volunteers	<ul style="list-style-type: none"> <li>- Survey the demand for volunteers was calculated by each function and department</li> <li>- Continually modified and reflected the human resources by staff conference (3times) until the event</li> </ul>	
Recruitment of Volunteers	<ul style="list-style-type: none"> <li>- Target recruitment: special fields, including games operating department</li> <li>- Open recruitment (online): intended for unspecified individuals of 18 and above who speak Korean</li> <li>- DALs and escorts, language support volunteers, were selected by in-depth interview; general volunteers open call.</li> </ul>	
Training and Arrangement of Volunteers	<ul style="list-style-type: none"> <li>- Developed and operated the cyber training programs since the volunteers were selected nationwide.</li> <li>- Each department carried out the job training and the field adaptation ability for volunteers before participating in the event.</li> </ul>	
Follow up service of Volunteers	<ul style="list-style-type: none"> <li>- Provide warm-up clothing (top), accommodation, transportation expenses, and participatory certification to the volunteers.</li> </ul>	

## Recruitment and Operation of Volunteers

Elements	Successes	Areas for Improvement	Recommendations
Volunteers Demand Survey	Calculating the demand for volunteers could minimize the idle manpower	Surveying the demand for volunteers by each department caused overlapping human resources	Should consider the host city to figure out the demand for volunteers Each department should reflect the manpower required.



**Functional Area: SOI Operation Center**

Author: \*\*\*

Date: 2013.02.19

Form # 1

# **GOC Functional Area**

# **After-Action Report**

# Functional Area Overview

Number of venues where function operated: 1

Number of SOI Operation Center staffs: maximum 160~180

Number of days of operation: 1.26~2.6 (12 days)

Number of full or part-time paid staff: 6 ~12

Number of volunteers: 3~5

## Functional Area Planning & Management

	Comments	Recommendation
<b>Scope:</b> clarity of what the functional area was responsible for	Main office of SOI working group. Operating staffs from planning, general affair and financial team stayed at the office so that they could support the staffs in the field.	Distance between SOI Operation Center and GOC headquarters should be closer.
<b>Preparation:</b> Pre-Games planning and training	Mutual discussion and mediation between person in charge of SOI Operation Center and GOC's supporting manager.	It is very important to draw agreement between relevant manager and decision maker in advance through conference call during preparatory period.
<b>Resources:</b> available for FA Operations	HR : Manager 1(GOC) Volunteer 3~6 Supplies: office equipment (PC, multi copy machine, printer) office supplies (table, chair etc) insurance, food & beverage, transportation, uniform	It is recommended to make a mutual agreement in early time especially on insurance issue.
<b>Communication:</b>	One of team member of international relations team mediated between SOI and GOC.	

## SOI Operation Center

Elements	Successes	Areas for Improvement	Recommendations
location and office arrangement	It was sufficient regarding office size and office equipment support for convenient work.	It was not so close to GOC's headquarters which was inconvenient for integrated work. Dividing into two rooms of one office led to weakness in working concentration and security.	Recommended to establish a independent one office in a close distance with GOC's headquarter for smooth and convenient operation of the Games.

## Feedback on other Functional Area Operations

Functional Areas	Successes	Areas for Improvements	Recommendations
Transportation	Making good use of allocated official vehicles from local government was really helpful for working.	Insufficient understanding of foreign language and local geography of the Drivers caused inconvenient. Required enough pre-education.	It would be more effective to allocate general motor pool rather than official vehicles
Food & Beverage	Lunch boxes were provided. Lunch box offering place were at the same place with SOI operation center so that it made receipt of lunch box convenient.		It is recommended voucher or meal coupon rather than lunchbox for convenience in having meal at the field.
IT	SOI IT manager's handling of IT related matters in a lump made the work of GOC's related team more convenient		
Operating Communication	Communicated well between SOI's person in charge of GOC and GOC's person in charge of SOI.	Staff members dispatched from headquarters for the Games operation should be more closely integrated with operation center.	
Volunteers	Support for SOI staffs through language support.	It would have been more effective for HR operation if GOC with SOI had searched the demand and role of volunteers in advance.	
Supplies	Goods SOI requested supplied well	It seems that it was not fully prepared for the goods from abroad by SOI	
Insurance	Adequate number of SOI staffs covered by insurance	Need early consent between two parties on the number and the subject of the insurance	



**Functional Area: Yongpyong Dome (FS)**

Author: Ho Young, Seo

Date: 2013. 2. 25

Form # 2

# GOC Functional Area After-Action Report

# Functional Area Overview

Games served by functional area: Figure Skating

Number of participating athletes: 151 athletes

Number of days of operation: 3 days (2013.2.1~2.3)

## Functional Area Planning & Management

	Comments	Recommendations
Venue: quality, suitability	Ice slide occurred due to the establishment of the structure for the Opening Ceremony on the ice. There is an opinion that the surface of the ice is uneven.	Early secure of the venue fitting to the characteristics of the event and the management of a skilled expert for the ice surfacing are required.
<b>Preparation:</b> Pre-Games planning and training	On-site training for the sports staff was not able to be done in order to prepare the Opening Ceremony.	A venue exclusively for the figure skating is needed.
<b>Resources:</b> available for FA Operations	Venue preparation was really hard because of the dismantlement of the supplies, lost of secured supplies for the operation of the Opening Ceremony and the arrangement of the sports supplies after the dismantlement of the Opening Ceremony venue.	“
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	There was no problem for the operation of the venue because the sports department dealt with the planning and the execution together. However, there was little connection among PR, media, security, and entrance management.	Other functional areas such as PR, media, security, entrance management need to set a plan after consultation with the department managing the venue and the competition management in advance. Organically cooperating system needs to be established through the arrangement of the managing staff and sending the information on the arranged staff.
<b>Support:</b> from GOC, SOI, external agencies	The coca cola company, SOI main sponsor, arranged the supplies without consultation with the venue manager.	The supplies should be arranged after consultation with the venue manager, and the requirement should be taken when the supplies are arranged.



## Sports

Functional Areas	Successses	Areas for Imporvement	Recommendations
Staging	Additional supporting staff have been dispatched so that the departments could be divided and operated in detail	Supporting staff had difficulty grasping what their roles should be due to the short period of time (20 days). 2 months is required to obtain preparation time and to get information on the Games.	2 months is required for the supporting staff to obtain preparation time and to get information on the Games.
Officials	For the figure skating, the working hours were arranged for the officials not to work too much dividing into panels, and there was no objection from any delegation for the judgment by the officials since scores were recorded smoothly.	All the officials showed their regrets over their cancellation to attend the Opening Ceremony, and they just spent the evening without doing anything after the Officials' reception. There were difficulties for the transportation because officials' Games participating schedules were different per panel. Officials were very curious to know their transportation schedules since the transportation plans were not notified in advance according to their flight information.	Officials need to attend the Opening and Closing Ceremonies together. Shuttle bus services should be operated according to their competition schedules and the transportation plans according to the arrivals and departures of the officials' flights.
GMS	There was a problem that the thing that doesn't match to the characteristics of the event was needed to be adjusted manually..	SOI reflected the unsatisfying aspects on the GMS program.	SOI will adjust and reflect unsatisfying items on the GMS on the chance of the 2013 Games. The staff in charge of the GMS needs to educate people in advance not just on the GMS but other events, too.
Equipment	The 6.0 system was used which is not used for the national and ISU Games to record scores and problems occurred for the compatibility with the previous equipment.	There should be an improvement from the manual record to the automatic record, and SOI needs to secure and provide score record program like ISU.	The score record program for the figure skating should be developed and secured by SOI in advance.
Field of Play	The spectators' seats were secured enough, and facilities needed for competitions were able to be secured because of the spacious venue.	Because of the creation of the competition venue, ice slide phenomenon occurred after the venue was used as the Opening Ceremony. Because the status of the ice was not good, the venue exclusively for a certain event needs to be secured.	The venue should be obtained that matches the international standard, and the venue needs to be exclusive.
Awards	No problems were mentioned since experts for the broadcasting and music were dispatched.	Only delegations participated in the award ceremonies because they were no spectators.	Enough competition time needs to be secured for the award ceremonies to take place between the competitions



**Venue: Gangneung Indoor Icelink(FS)**

Author: Hoyoung Seo

Date: 2013. 2. 25

Form # 2

# **GOC Sport Venue**

# **After-Action Report**

# Venue Overview

Sports at venue: Figure Skating

Number of athletes at venue: 151

Number of days of operation: 2 days (2013.1.30~1.31)

Other events/functions at venue:

## Venue Planning & Management

	Comments	Recommendations
<b>Venue:</b> Quality, suitability	Lack of seats(314) compared to spectators, Difficulty in admission control of spectators, Indoor was not fully bright compared to 1st floor. Athletes and spectators shared some part of place because the venue was used divided into half due to the games schedule	Figure skating requires one independent sport venue.
<b>Preparation:</b> Pre-Games planning and training	Person in charge of games alone carried out the education of target volunteers (1.27), general volunteers, part-time payed staff (1.28) and human resources (101people)	Required to allocate more than 3 people who are responsible for the education of the games' human resources.
<b>Resources:</b> available for FA Operations	For HR management, 1 personnel came to Sports dept. as a supportive staff from the regional government. No problem with HR management. Some loss of supplies problems. Goods supplies from supplies support team were not fully prompt and rapid.	Loss of goods is on responsibility of supplies manager, which will give him stronger sense of responsibility with close cooperation.
<b>Communication:</b> with Ops Centre and FA HQs	Venue operation from planning to running which is own work of the games operating dept. had no problem , but integration with PR, media, security, admission management was insufficient.	Other departments of PR, media, security, admission management need to discuss with venue and games operating department before they set plan, and should assign volunteers manager making whose information shared with venue and games operating department in order to cooperate well between the departments
<b>Support:</b> from GOC, SOI, external agencies	Coca Cola, the official sponsor of SOI, placed goods randomly without discussion with venue manager of GOC.	For placing goods, sponsors need to discuss with venue manager beforehand, and accept his request.

## Sports

Functional Areas	Successes	Areas for improvement	Recommendations
<b>Staging</b>	More number of supportive staffs than pre-Olympics enables the responsible department to operate the game specifically.	Difficulties due to very short period supportive staffs dispatched (20 days). Required to expand the supporting period more than 2 months, so as to new staffs have enough time to fully understand and prepare the games.	Need orientation for the Games' information with more than 2 months of supporting duration.
<b>Officials</b>	Figure skating operated by each panels separately, so that made it more convenient for the officials to work. Grading process went well without any complaint from delegation about officials' evaluation,	Opening ceremony participation of officials was cancelled making them have no schedule but officials' reception. Difficulties in officials transportation because of difference among each panels' games schedule. No announcement about transporting plans in advance leads to lots of inquiry from officials	All participation of officials at Opening-Closing ceremonies. Running shuttle bus according to official's games schedule. Early notice of transportation plan for officials' entry-departure.
<b>GMS</b>	Problems to modify manually if the parts were not suitable for the event	SOI needs to improve inadequate point of GMS program	SOI need to modify the problem of GMS that showed in this Game. For GMS manager's understanding of event, it requires pre-education of the event as well as GMS education
<b>Equipment</b>	Incompatible problem with existing equipments of 6.0 system for evaluating method which are not used by international and ISU games anymore	Need to improve from manual to automatic evaluation. Need SOI's provision of evaluating program and equipment like ISU.	SOI's developing evaluation program of figure skating and early providing of secured equipment.
<b>Field of Play</b>	Suffered difficulties in management and flow planning due to confined venue of the game,	Securing proper exclusive games venue with the level of Yongpyeong dome	Securing exclusive venue suitable for international level

## Safety

Functional Areas	Successes	Areas for improvement	Recommendations
Medical	Good cooperation with related organization. A lot of people could get medical service from athletes, delegation to GOC staffs.	Necessity of stationed staffs for the games venue besides medical room staffs	Full time arrangement of emergency medical staffs at the nearest place from the venue.

## Operations

Functional Areas	Successes	Areas for improvement	Recommendations
<b>Catering</b>		Cold lunch box. No vegetarian lunch before the opening date of the Games. Difficulties in receipt of the lunch box due to technical problem of bar cord reading. Too cold meal place.	Using regional business to make lunch distribution and waste collect easier.
IT	No specific problem in the entire installed place.	Required flexible operation for the necessary change on demand before installation.	
<b>Transport</b>		Required flexible operation according to the Games schedule. Providing specific transportation plan and following punctual transportation schedule.	Prompt counter-action with unifying the connection of transportation manager.
<b>Logistics</b>		Arranging just volunteer without responsible manager for admission caused problems in spectators management.	Required volunteers managing regarding their placement by responsible manager. Administration management team takes charge of audience control.
<b>Sound Production</b>	Favorable sound facilities running through discussion with sound production company in advance.	Howling in basement games venue	Taking proper measure to avoid howling sound through beforehand check up.
<b>Family Services</b>		Insufficient education on volunteers about families' meal.	Require adequate education for volunteers to give proper information about meal place.
<b>Media Ops</b>		No pre designation of Media Zone caused crowdedness near the venue and hindered games running.	Need to decide Media Zone discussing with the games department in early stage. Media control through appointing responsible manager.
<b>Merchandising</b>		There was no souvenir booth in the games venue, even though it should promote sales of souvenir for convenience of athletes, board members, and spectators	Souvenir booth setting up in every games venue.



**Venue: Snow Shoeing**

Author: Snow Shoeing Soojun Kwon

Date: 2013. 2.

Form # 2

# **GOC Sport Venue**

# **After-Action Report**

# Venue Overview

Sports at venue: Snow Shoeing

Number of athletes at venue: 301

Number of days of operation: 7days

Other events/functions at venue:

## Venue Planning & Management

Functional Areas	Comments	Recommendations
<b>Venue:</b> Quality, suitability	Snow shoeing TD evaluated the venue as the best place for the sport games compared to previous Games.	People in working group for games need to visit previous and next games in advance for preparing.
<b>Preparation:</b> Pre-Games planning and training	Advance preparation planning and job training before the Games had done well, but placement of course or chief games officials was not done in advance.	Increased officials' job training and pre-arrangement of chief officials before game.
<b>Resources:</b> available for FA Operations	Human resources and goods supplied quite properly, but had it supplied earlier, it would have been better for more smooth games.	Early support of human resources and goods.
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	It is really important to communicate well and to update changes in plan among departments	Games should be the placed main part for planning and communication for the Games preparation.

## Sports

Functional Areas	Successes	Areas for improvement	Recommendations
<b>Staging</b>	Games Preparation through establishing Venue Operation Plan and Manual. Target recruitment of physical education students for games operation.	Need to hire the professionals earlier.	Well-connected HR arrangement and plan establishment.
<b>Officials</b>	Smooth games operation through officials' effort.	Required to enhance officials' sense of responsibility and professionalism.	Expansion of job training.
<b>GMS</b>	Smooth progress through clear work scope between SOI personnel and GOC support members.		Placement of experienced people.
<b>Equipment</b>	Reconsideration on securing games supplies and importance of management.	Understanding on importance of games supplies and securing budget.	Enough supply and early providing of goods.
<b>Field of Play</b>	Through this Game, primary manual for venue operation has set.		Gathering opinions from experts and field workers.
<b>Awards</b>	Award ceremonies for everyone who participated in the events made athletes and spectators amused together.	Quality of medal and ribbon as award goods should be improved.	

## Safety

Functional Areas	Successes	Areas for improvement	Recommendations
<b>Medical</b>	Recognizing the importance of medical manual.	Planning and HR placement suitable for each sports venues.	Planning and HR placement suitable for each sports venues.
<b>Security</b>			
<b>Event Services</b>		Avoid bad effect on delegation and the Games operation because of event service.	required coherence of event service.



## Operations

Functional Areas	Successes	Areas for improvement	Recommendations
Catering		Regarding quality and amount of food and beverage, more budget support and planning are needed.	Required coherent planning and putting it into action
IT		IT should be composed of various parties such as department of the Games operation, athletes, families, officials, and volunteers	Required plan on IT
Transportation			General plan of transportation should be related to those of the Games operation
volunteers	Huge help from volunteers' devotion for the games operation		Need to have interview important personnel in advance
Media Ops		Only focused on Main Center. Media operation in other sports venue didn't work properly.	

## Additional Comments

Functional Areas	Successes	Areas for improvement
Frequent change in the Games operation plan by SOI's operation lead, which affected on difficulties in the Games operation. Required consistent operation by GOC		
Difficulties in security of required supplies and goods due to short of budget		
Required continuous information on rules of games for delegation from each countries		
(Exchange of play's number vest, objection, complaint, procedure of athlete registration etc)		
It is recommended that SOI informs them at the registration in advance.		



**Venue:** Alpensia Convention Center MATP

**Author:** \*\*\*

**Date:** 2013. 2. 20

**Form #** 2

# **GOC Games Sports Venue After-Action Report**

# Venue Overview

Number of venues where function operated: 1

Games participants served by functional area: participated delegation 71(Athletes 40, Coach 31)

Number of days of operation: 4days

- Games operation : 2013. 2. 3(Sun) 1day,

- Events operation: 2013. 2. 2(Sat) ~ 2. 5(Tue) 3days (excluding the day of games operation)

Number of full or part-time paid staff: 60(GOC 2, TD 1, supporting staffs 2, Committee members 10, volunteers 45)

Number of volunteers: 45

# Venue Planning & Management

	Comment	Recommendation
<b>Scope:</b>	Venue for MATP operation was so narrow that it was very crowded by games participants and spectators.	It would be more effective to set MATP operation scale first, and then to operate the program suitable for the scale
<b>Preparation:</b>	For the specialty of MATP operation, there were 2days of education for related TD. Required detailed preparation for special training. (The subjects of the training are mainly special education majored students who were selected as volunteers)	According to thorough advance review on MATP operation HR, make sure that related major students have priority to be placed for integration with special education.

<b>Resources:</b> available for FA Operations	Operation HR were decreased from original 74 to 60 people.  Regarding peculiarity of MATP operation, related department need to cooperate to place required HR properly.	Need to draw active support with a lot more attention and cooperation from HR, supplies department for successful MATP operation
<b>Communication:</b> with Ops Centre, Venues and other FA HQs	Firstly adopted exhibition games should be thoroughly prepared in advance (minimize the case of sudden change in the process of the events)	Required thorough advance check and preparation with close discussion with TD in responsibility.
<b>Support:</b> from GOC, SOI, external agencies	For in case, GOC and SOI needed to draw an agreement in early pace.	Need to collect the case of MATP operation in early time to help settlement on what is required at preparation stage.

### Own Functional Area Operations

elements	successes	Areas for Improvement	Recommendations
recruiting volunteers	HR team recruited and placed volunteers (74 people→ 45 people), which drew the problem of lack of target recruitment and securing volunteers.	Required proper HR recruitment and adjustment of number of people based on the judgment of manager in responsibility (overall adjustment is not effective)	Required distinguishing specified HR and general HR. Person in charge should decide the subject and number of it.
volunteers education	Operated once of general education and twice of specific education (2days).	The text book contents of volunteer education were not fully prepared for it was not developed in early time.	Required enough communication on the schedule including the number of TD's visit.

## Feedback on other Functional Area Operations

elements	successes	Areas for Improvement	Recommendations
medical service	When medical center couldn't give a volunteer proper treatment, they sent him/her to the hospital in Gangneung area promptly.	Required fully prepared protocol such as patient transfer method to cope with the situation of accident occurrence.	For in case of unable treatment at the medical center, transfer method to the nearest hospital should be prepared.
food & beverage	Connected operation of F&B and accommodations of volunteers.	Although sometimes volunteers needed to have the meals in the field because of their work, they had to go back to the lodge despite the long distance from the field. More flexible F&B distribution method should be considered.	Required more flexible F&B distribution plan based on the volunteers' working schedule.
transportation	Except transportation operating plan, handling of specific situation was not so smooth.	Follow basic transportation operating plan, and try to minimize inconveniency through securing plan of back up vehicles in advance for in case of change.	Required back up vehicles to cope with the change of transportation plan and route.

## Additional Comments

Topic	Comments	Recommendations
use of venue	Cross-use with other event led to difficulties in MATP preparation.  (It took very long time to prepare until 21:00~24:00 of D-1)	Required enough time for preparation and rehearsal in separated single venue.
shuttle bus operations	Change in shuttle operation was occurred due to the change of games' schedule and number of people. Notice of change was not enough.	Try to follow noticed operating plan and time of shuttle. Required early and enough time to inform the change.



**Venue : GwanDong Univ., Gangneung Wonju Univ. and Kensington Flora Hotel**

Author : Chunmi Jeon

Date : 2013. 2. 26

Form #3

# **GOC Accommodation After-Action Report**

## Venue Planning & Management

	Comments	Recommendations
<b>Venue:</b> Quality, Suitability	Inconvenience of stayed with over people per room for long periods	Require to assign the maximum number of people per room
<b>Communication:</b> with Ops Centre and FA HQs	Needed to share the information of assigned Delegation and Volunteers' accommodation for each department	Need update every day for Delegation and Volunteers' assign the accommodation

## Accommodation

Functional Areas	Successes	Areas of Improvements	Recommendations
Laundry		Need coin laundry service or reasonable price of laundry for each accommodation (contract with laundry service agency)	Require to contract with the cheapest price of laundry service agency or operate coin laundry

## Operations

Functional Areas	Successes	Areas of Improvements	Recommendations
Delegation Service	Provided accommodations of Delegation Assistant Liaison (DAL)	Need assign with nearby Delegation or same accommodation and decide capacity of people	Require to assign with Delegation and limited capacity of people at accommodation



**Venue : SO Village 3 venues (Alpensia, GwanDong Univ., Gangneung Wonju Univ.) and Staffs  
Accommodation (Condominium and Youth Hostel etc.)**

Author : Seungwook Lee

Date :

Form #3

# **GOC Accommodation Venues After-Action Report**



## Venue Planning & Management

	Comments	Recommendations
<b>Venue:</b> Quality, Suitability	Operated by closed event venues and exclusive rights of accommodations	
<b>Preparation:</b> Pre-Games planning and training	Selected external agencies and allocated volunteers to operate accommodation Set each accommodation supplies and staffs before	
<b>Resources:</b> available for FA Operations	placed at least 2 staffs from GOC and external agency placed extra linen, housekeeping and other supplies and operated information desk	
<b>Communication:</b> with Ops Centre and FA HQs	Contracted GOC and external accommodation agency pre-operation plan and managed to operate	
<b>Support:</b> from GOC, SOI, external agencies	Selected external agency and progressed	

## Accommodation

Functional Areas	Successes	Areas for Improvements	Recommendations
Room Assignments	Assigned depends on Delegations and gender		
Front Desk	Operated front desk for double shifts, provided check in/out, any events and games information		
House Keeping	selected specialty external agency to provide and followed SOI accommodation guideline		
Laundry	provided cheaper laundry service to consult with each accommodation		

## Safety

Functional Areas	Successes	Areas for Improvements	Recommendations
Medical	Medical service placed at each accommodation of Delegation and provided medical service when emergency		
Security	designated restricted area and used security agency for Delegation and VIP safety		
Incidents/ Emergencies	N/A		

## Operations

Functional Areas	Successes	Areas for Improvements	Recommendations
Catering	Provided catering service by each Delegation and target. Hold F&B Advisory Committee to prepare the catering service	Need more hot foods due to winter events	
IT	Managed accommodation system efficiently for guests	Require to prepare IT system due to any changes of number of guests	
Transport	Provided transportation for hotel guests	Provide more specific time schedules of shuttle buses between event venues and accommodation. Provide right duties of Transportation team staffs and volunteers	
Volunteers	Operated front desk for each accommodation from staffs and volunteers		
Delegation Services	Operated prayer room, lounge service and laundry service for connivance for Delegation		



**Venue : Kensington Flora Hotel**

Author : Jongsun Kim

Date : 2013. 2. 25

Form #3

# **GOC Accommodation Venue After-Action Report**

Sports at venue: Youth Activation

Number of athletes at venue: 108people (each Delegation 99people, Staff 9people)

Number of days of operation: 10days (1. 27~2.5)

Other events/functions at venue:

### Venue Planning & Management

	Comments	Recommendations
Venue : Quality, Suitability	Accommodation was average but, it was far from event venues	Need to located nearby event venues for atmosphere of games

### Accommodation

Functional Areas	Successes	Areas for Improvement	Recommendations
Room Assignments	Assigned rooms for each Delegation and depends on quality of rooms		
Laundry	Save service fee to use outsourcing	Laundry service is too expensive in Hotel	

### Safety

Functional Areas	Successes	Areas for Improvements	Recommendations
Medical			required to cooperate with medical centre near the accommodations and events areas

## Operations

Functional Areas	Successes	Areas for Improvements	Recommendations
Catering		Required vegetarian foods	Need to consult with Hotel
IT		each room did not have Internet access and only specific area have Internet access, therefore there are some problem with it	
Transport			

## Additional Comments

Topic	Comments	Recommendations
Event Organizer	took a long time to negotiate with SOI(organizer) and GOC(support)	required to cooperate with SOI and GOC either organized by GOC