

SpecialOlympics.org



2013 World Winter Games Evaluation Report

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Special Olympics



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1. Executive Summary

Introduction

Between January 26 and February 5, 2013, the Republic of Korea hosted the tenth Special Olympics World Winter Games. With a true focus on athlete experience and recognition, the Games Organizing Committee (GOC) of the Special Olympics World Winter Games 2013 PyeongChang hosted a tremendously successful World Games.

The GOC provided world-class competitions for the athletes and a true focus on increasing the awareness of the capabilities of individuals with intellectual disabilities (ID) through hosting the first Special Olympics Global Development Summit, and incorporating inclusive performances, entertainment and non-sport activities throughout the duration of the Games.

The Games achieved the ambitious goals envisioned by both the Games Organizing Committee and Special Olympics International to offer a world class experience for the athletes, coaches, families, guests and all who were involved, and resulted in advancing the priorities of the Special Olympics movement both in Korea and around the world.

Highlights

Through providing high quality competitions in world-class facilities, the Games showcased the extraordinary abilities of people with ID on the slopes and on the rinks. Contributing to the sense of excitement around the Games, an innovative campaign by the GOC drew 190,110 spectators, a record attendance for a Special Olympics World Winter Games.

Outside of the sports arenas, many of the acts on the performance stages showcased the extraordinary talents of people with ID. Non-sport programs were also a great success, as exemplified in the record number of athletes who received health screenings.

The first-ever Special Olympics Global Development Summit included the participation of recognized world leaders – DAW Aung San Suu Kyi (Burma), President Joyce Banda (Malawi), Prime Minister Kim Hwang-sik (Republic of Korea), and President Petar Stoyanov (former President, Bulgaria) – and truly focused on highlighting and correcting the disparity of services for people with intellectual disabilities in the developing world. At the same time, it demonstrated the enormous potential for Special Olympics to be a powerful change agent in the developing world.

The Summit was one of the factors that helped drive strong media interest in the Games. Coverage reached every continent, with athlete stories featured among media in 66 nations.

Some additional highlights include:

- 39,000,000 KRW (34,800,000 USD) was raised (50% public and 50% private);
- The 'Special Hands' initiative brought 7 nations to the Special Olympics World Winter Games for the first time, of which two were first time nations in Special Olympics;
- A record number of 2,089 Special Olympics athletes represented 106 nations participating which is a 4% increase over the number of athletes (2,011 athletes) who participated in 2009 World Games and 14% (1,829 athletes) over the 2005 World Games

in Nagano. Including the Special Hands nations, a total of 10 nations participated in Winter Games for the first time.

GAMES	Alpine	Cross Country	Figure Skating	Floorball	Floor Hockey	Snow-boarding	Snow-shoeing	Speed Skating	TOTAL
2005	308	296	119		731	38	159	178	1829
2009	282	284	153		788	64	266	174	2011
2013	328	300	155	64	666	68	308	200	2089

- 1,019 families representing 35 nations attended the Games. Korea, US, Canada and Japan all had at least 100 families at the 2013 Games. Other nations with family members included: Australia, Austria, Belgium, Bharat (India), Chinese Taipei, Denmark, Finland, France, Germany, Gibraltar, Great Britain, Greece, Hong Kong, Iceland, Ireland, Isle of Man, Italy, Jamaica, Kenya, Kyrgyz Republic, Liechtenstein, Mexico, Netherlands, New Zealand, Norway, Romania, Sweden, Switzerland, Uganda, Ukraine, and Venezuela. Although there was a record 35 nations who had family representatives attending the Games, it was an almost 40% drop in total family members attending the Games as compared to 2009 in Idaho.
- As the first ever Special Olympics World Games to precede the Olympic Games in the same location, the 2013 Games showcased the venues and offered the athletes competition venues that are on a par with world championship events for each sport.
- Healthy Athletes screenings were extended to 254 local Special Olympics athletes during the Games.
- Cultural events for the athletes and families including musical concerts and performances, exhibitions and a participatory program were the most extensive ever staged at a World Winter Games. Some of the highlights included MBC Mighty Debut TV Show with live audition; Dance & Indie Band Festival; Special Ballet; Heart to Heart Orchestra; Contemporary Folklore Jam; Philos Dance Company; and SBS Power Cult2's radio show with live audience.
- Special Olympics Korea greatly benefited from Korea hosting the Games as they now have built a robust winter sports program in all sports.

Overview of Evaluation Process

In assessing the experience and impact of the 2013 World Winter Games, Special Olympics took additional steps to ensure that feedback was received not only from the GOC and staff, but was also received from key constituent groups participating at the Games. For the first time, an on-site Constituent Satisfaction Survey was conducted through a collaboration with Hanyang University's Sports Marketing Research Institute. This relationship allowed the overall evaluation of the Games to be more timely, accurate and unbiased.

The evaluation of the 2013 Special Olympics World Winter Games PyeongChang was led by the Strategic Properties Division. The overall feedback as documented within this report is a compilation of data from the aforementioned Hanyang University Survey and analysis, GOC and SOI After-Action Reports and a small on-site evaluation team involving Denis Doolan, Christian Guiralt, and Marie Merritt.

Each section of the Report is broken out to address three elements:

SUCCESES	The level and type of services offered was excellent and may be considered a model for duplication at future Games.
LESSONS LEARNED AND RECOMMENDATIONS	The level and type of services offered was lower than acceptable, and there are clear steps that must be taken to address the shortfall at future Games.
MOA IMPLICATIONS (GAMES AGREEMENT)	The key areas of the agreement which need to be changed to embed a successful model and avoid the recurrence of an unacceptably low level or type of service.

Summary Report on Games Measures of Success

Building on lessons learned from previous World Games, from the outset a number of clear, measurable success factors were identified and established for the World Winter Games 2013 PyeongChang. As outlined in the table below, the vast majority of these success measures were achieved or partially achieved – explanatory comments are provided in each case.

Measures	Narrative	Comments
REALIZING OPERATIONAL EXCELLENCE		
Achieve 90% registration deadline adherence by all constituents.	Deadlines were not met across all constituent groups. This needs to be addressed for future Games.	<ul style="list-style-type: none"> • GYAS was in by deadline • Athlete and family registrations were in close to deadlines • Media, MVPs were in late due to late registration portal availability
Deliver 90% satisfaction in accommodations, transportation, and food services for all constituents.	Plans were implemented to deliver high quality and consistent services to all constituents.	<ul style="list-style-type: none"> • Satisfaction was measured for 12 constituent groups • Satisfaction was above 80% among all groups except for volunteers
Attain top tier media coverage for 40% of participating national programs.	Approximately 160 international media representing 37 nations attended the Games and SNTV provided daily feeds to broadcasters around the world with a pick-up of an additional 31 broadcasters.	<ul style="list-style-type: none"> • Of the 106 participating countries, 66 (62%) secured key local media coverage • Over 40% of Programs in each Region attained top tier media coverage, ranging up to 75% for SONA, 80% for SOEA and 100% for SO Africa
Produce athlete centered and high impact Opening and Closing Ceremonies with a 90% approval rating by all constituents.	Ceremonies were condensed and athlete focused.	<ul style="list-style-type: none"> • Both Opening and Closing Ceremonies scored high satisfaction ratings, some delegations saying they were the “best ever” • A majority of constituents said Opening was their most memorable moment of the Games
Succeed in effective integration among all functional areas through implementation of successful venue development system for all sports and non-sports activities	Venue development sessions and run-throughs and staff meetings with bureau leads were conducted in the lead up to the Games.	<ul style="list-style-type: none"> • Although the process was followed, there were still many instances of less than adequate cross functional collaboration, communication and implementation

Measures	Narrative	Comments
BUILDING COMMUNITIES		
Identify and confirm attendance of 5-6 government leaders with global development responsibility and 7-10 congressional leaders from different countries as champions within their country and globally, with a focus on international development.	<p>Key government leaders from Australia, Austria, Burma, Indonesia, Japan, Korea, Malawi, Pakistan, Russia, Singapore, and the United States were in attendance.</p> <p>The participants in the GDS reflect significant involvement from stakeholders such as INGO's, aid agencies, government, UN entities, etc.</p>	<ul style="list-style-type: none"> • Salim Segaf Aljufri • Marina Tomilova • Junji Kimijima • Jan McLucas • Hermann Krist • Lee Heui Chern • Pho Zeya Thaw • Charles James Kambauwa • Even when invitees chose not to attend, the Summit provided an opportunity for contact with them (e.g. SO Nigeria invited a key government leader and SO Kenya invited a key private sector sponsor)
Identify and partner with 3-5 government, multilateral (quasi-government), non-profit organizations linked to international development	Several new potential partner organizations attended Games and the Global Summit	<ul style="list-style-type: none"> • Catholic Relief Services • WHO • IFRCRC • AusAid • One
Create a center of excellence around youth and athlete leadership in Korea.	Nationwide activation among schools was implemented and several Youth Summits were conducted in Korea leading into the Games	<ul style="list-style-type: none"> • April 16th 2013 convening was held by Chairwoman Na to discuss continued engagement among schools and universities. Plans to implement SO College and Project Unify are underway
Identify 5-6 future Board or Global Ambassador prospects.	Several notable opinion leaders and luminaries attended the Games.	<ul style="list-style-type: none"> • Aung San Suu Kyi • Joyce Banda • Cindy McCain • Petar Stoyanov • Cherie Blair • Anne Costello • Dr. Tam • Michael Elliott
Identify 3-5 foundations to support youth and/or global development work at \$100K	Four new candidates for funding Special Olympics work in youth and global development attended the Games. Engaged AusAid as a Summit sponsor, setting the stage for future support.	<ul style="list-style-type: none"> • AusAid • CGDC • IFRCRC • Catholic Relief Services

Measures	Narrative	Comments
ACHIEVING SPORTS EXCELLENCE		
Raise Special Olympics sports profile by establishing collaborative operational and marketing relationship with the 2018 Olympics LOC.	Jacques Rogge of the IOC and President Kim of the 2018 GOC toured the venues. As a lead in event to the Olympic Games, there was enhanced promotion of the Special Olympics Winter Games.	<ul style="list-style-type: none"> • Strong media coverage of IOC and 2018 GOC visit • President Kim of 2018 GOC attended additional functions of the Games • Beyond attendance at the Games there was not as much collaboration between the two GOCs as hoped.
Confirm 2-3 sports partnerships with international sports federations.	International Floorball Federation and FISU were in attendance.	<ul style="list-style-type: none"> • International Floorball relationship strengthened • SOLA and SOAP began discussions with the Floorball Federation about developing the sport in those Regions • FISU follow-up plan in place and already started • SO Bolivia signed an agreement with the Bolivian Snow Sports Federation • SO Chile used the Games to develop a relationship with their National Ski Federation
Identify 5 opinion shapers from the world of sports as future Board/Global Ambassador prospects.	15 Olympic and International sports champions and several opinion leaders in area of sports attended.	<ul style="list-style-type: none"> • Yang Yang. Her foundation is in discussion with SOEA to renew volunteer talent funding for 2013 • Hannah Teter • Dikembe Mutombo • Olympic Champions from Korea
Introduce online SO Global Sports Academy.	Special Olympics new online athlete training app was introduced at the Games.	<ul style="list-style-type: none"> • Video of App was shown and positively received at Stakeholder Meeting • Interest from 6 SO Programs to pilot test App
Identify 3 funders at \$100K+ to support the Real Sports Experience pillar.	Five potential funders for sports platform attended the Games.	<ul style="list-style-type: none"> • Tommie Copper • John Manley • PSD • Ion Torrent • MP Foundation

Measures	Narrative	Comments
BUILDING FANS AND FUNDS		
Utilize the Games to commercialize the Special Olympics brand by maximizing messaging opportunities and reinforcing the new brand identity when applicable (LETR Final Leg).	New branding guidelines were incorporated into much of the look of the Games.	<ul style="list-style-type: none"> • More than 4,500 banners were displayed in the Gangwon area • New branding guidelines were used during highly visible Opening and Closing Ceremonies
Implement a social and digital media strategy that involves 25% of SOI Board, GAs and Celebrity Supporters and delivers (250,000) new fans.	The online Happy Matching Program provided online engagement leading up to Games. Comprehensive plans using SNS were implemented at Games. Increase in fans impacted by disconnect in management plans for guests and not having a clear call to action.	<ul style="list-style-type: none"> • 82,470 unique visitors to SOI website leading up to the Games • 55,924 unique visitors to SOI website during Games • 26,640 blogs; 21,256 Facebook likes; and 116,480 twitter followers • More than 150,000 hits on USTREAM to watch Ceremonies • Great Twitter activation from our Celebs/VIPs including Apolo Ohno, Lauren Alaina, Hanna Teter, Malike Parent, Catriona Le May Doan
Engage 8 existing donors in meaningful activities around their area of interest.	Major individual and corporate donors were in attendance at the Games.	<ul style="list-style-type: none"> • 9 existing donors attended • 11 organizational/ corporate relationships attended
Deliver 95% 'exceed expectation' satisfaction levels among All-Star and MVP fans.	Satisfaction surveys were implemented through Hanyang Sports Marketing Institute while constituents were at the Games.	<ul style="list-style-type: none"> • Accommodations, registration, facilities, and meals scored in the 90 percentile • Accessibility and transportation scored in the 75-80 percentile
Recruit and involve 3-5 new major donor and/or sponsor prospects from Korea.	A few Korean leaders of conglomerates attended the Games. Follow-up plans need to be created with the GOC for those where there is hope of continued support.	<ul style="list-style-type: none"> • Most follow-up will be internal to Korea for SOK • Targeting a select 2-3 for follow-up as potential supporters beyond Korea

Summary of Major Successes, Lessons and Recommendations

Key Successes

Overall the Games were successful from a Delegation perspective, particularly in relation to key operational areas such as accommodation, transport and food services. Innovations such as the Special Hands project and low-price advance ticketing, which drove spectator attendance, also stood out as successes that should be strongly considered for any future World Games. Venue set-up and the 'Look of the Games' were truly world-class, and set great examples of excellence for future GOCs to follow. Ceremonies also, through their reduced length and strong athlete focus, contained a number of best practices that should be repeated at major Games.

Despite timeline challenges and logistical issues in coordinating with the GOC, the idea of leveraging the Games to announce Special Olympics as a global development player through the vehicle of a Summit was clearly successful. Attendance from target audiences – world leaders, major INGOs, partners, funders – was exceptional. Explicitly setting out operational measures of success was also a very fruitful exercise. As an example, despite not achieving 90% registration of all constituents on time, an issue which requires attention, the target was achieved for delegations, which is a major step forward in comparison to previous World Games.

Key Lessons

Despite attempts to rectify the situation, Delegation Services was not prioritized as a functional area and communications with Delegations suffered as a result. While accommodation was generally satisfactory, there was overcrowding in delegation accommodation in Alpensia. Again, despite strong efforts to avoid the situation, pork was included in many meal options, causing a significant issue for Muslim participants. Volunteers lacked consistent and detailed training, thus operations were impacted – lack of access control, for example, was an issue in most venues.

While media outreach was good, we are still not achieving major international coverage for Games. Opening Ceremony capacity constraints caused some important constituents, such as media, to miss out on attending the event, and clearly future Games must have a venue that meets our needs as a minimum requirement. GOC issues, such as delays in issuing credentials, caused challenges with Honored Guest services during the initial days of the Games. SOI and the GOC made efforts to alleviate these issues, but changes are required to ensure greater control of and responsibility for this area by SOI, before and during Games, to guarantee success.

Competitions generally ran well, but there were important issues in relation to awards protocol, which was not always followed, and sports equipment brought by delegations, which was unsatisfactory in quite a few cases. Worryingly, surveys of athletes suggest that not all athletes had trained adequately or competed in advance of the Games, which must be addressed. On a similar note, delegations were unable to train in Host Towns; their feedback is that this should be a core focus in the Host Town brief to ensure that time for training and suitable facilities are provided.

Summary

Each of the above points – and many others – is elaborated on in the sections which follow. For each section, we begin with successes that should be replicated in future, and then highlight lessons learned and recommendations.

In all cases, every effort has been made to fairly and objectively reflect the feedback received from constituent groups that experienced or helped to organize the Games.

PLANNING PROCESS

- Operational Plans: The GOC met all deadlines for submission of Operational Plans.
- Venue Development: The GOC conducted venue development exercises which greatly helped identify key issues within venues and helped drive cross-functional integration.
- Host Town workshops: The GOC hosted two of these workshops, focused on host companies and organizations. The workshops were helpful to help them gain an understanding of Special Olympics and people with ID.
- Weekly calls between the leadership of the GOC and SOI helped address key issues and advance planning efforts.

LESSONS LEARNED	RECOMMENDATIONS
A dedicated planning expert on the GOC staff would have been greatly beneficial.	→ Ensure all GOCs identify a qualified planner to manage workflow and monitor critical deadlines.
There was no Delegation Services functional area for a long time, which had a detrimental effect on planning because it provides services critical to the success of the Games.	→ Any future GOCs should have a Delegation services / International relations department established early in the process.
Venue Management was inconsistent throughout the various venues. SOI feedback was provided and plans with changes were approved, however many of the changes were not incorporated or implemented.	→ Clarify that SOI has final sign-off on all venue plans and that the GOC has a duty to implement any changes required by SOI.
Dedicated people with functional area focus needed to be enhanced.	→ SOI to identify individuals to be Technical Delegates in operational areas outside of Sport.

COMPETITION MANAGEMENT

- Special Hands Project: The model of introducing developing Programs to World Winter Games was tremendously successful and well received by delegations, media and other constituents. This model should be retained to increase World Games attendance by non-traditional countries.
- Alpine Skiing: Engagement of English-speaking International Officials was critical, and the games would not have been successful without their knowledge and prior experience.
- Cross Country: The daily schedule for the cross-country skiing was accommodating and allowed for freedom to make up for weather-based cancellation of competition as well as allowing for adequate rest and recovery between events. It is recommended that future GOCs use this daily schedule as a model for future events.
- Floorball: A Special Player Award was presented after each match to a player who made a great effort. They received a small present (T-shirt and wrist bands). This was very much

appreciated by all teams, and the players were proud to receive the awards. Special Player Awards should be considered for other sports.

- Unified Sports Experiences: In addition to generating media and fan interest, these events are an excellent opportunity for engaging Honored Guests and Board and Global Ambassador prospects.

LESSONS LEARNED	RECOMMENDATIONS
Athletes were tired after the Host Town experience and the Opening Ceremony.	→ There should be no competition the morning after Opening Ceremony.
Host Town arrivals the day of Opening Ceremony made for a long day and did not allow sufficient time for scheduled activities (e.g. Head Coaches meetings).	Host Town arrivals should be the day before Opening Ceremony.
Coaches want time to get athletes on the course prior to the start of competition. Time was set aside for this, but there was no transportation available to get delegations to the venue before Opening Ceremonies.	→ Ensure that the GOC has an integrated plan to provide for course inspections, incorporating scheduling, transport, venue access, etc.
Technical Delegates found it hard to concentrate on running competitions because they had to oversee Coaches Clinics, Athlete Clinics, Sports Demonstrations, Unified Sports Experiences and other venue-related matters.	→ Implement volunteer position entitled SRT Sport Liaisons, or an additional TD position, to oversee these duties, check preparation status of athletes and coaches, and capture competition management best practices for future Games.
There were problems with Awards protocol at some venues, e.g. medals presented in random order, athletes having national flag on podium.	→ Ensure that intensive Awards-specific training, including walk-throughs, is conducted by the GOC prior to Games and through a review of protocol (i.e. flags).
The timing of the first Coaches Meeting, which is an integral part to the success of the entire competition as it sets the tone for the Games, was required to be moved, or in some cases cancelled, due to last minute changes in Opening Ceremony scheduling.	→ The first Head Coaches meetings must be properly scheduled, allowing for known factors such as Opening Ceremony logistics. This meeting should be held the day before the first practice will take place, as it is integral to the success of the competitions.
ALPINE SKIING	
The Awards staging area lacked access control and organization, and was very crowded inside. Despite a number of efforts to resolve the issue, awards took 3-4 hours per day.	→ Undertake a complete review of Alpine Skiing awards design and operations to ensure that the situation is not repeated at future Games.
FIGURE SKATING	
The Figure Skating competition schedule was too tight given the number of skaters and the fact that two venues were being used.	→ There should be a maximum of 180 skaters and the number of competition days should be increased from 5 to 7 days. One dedicated venue for figure skating is far preferable from a sports perspective.
In YongPyong Dome rubber mats on the way to the ice and on the way from Kiss and Cry	→ Clarify with GOCs that maintenance and repair work should take place outside of

Corner were removed for a period of time, leaving electricity cables unprotected while athletes were wearing skates.		competition hours. If an exception is required, the work should be done during a break in competition.
FLOOR HOCKEY		
Some of the teams attending the Games had very little experience and very poor coaching. It was obvious that they had only been practicing for a short time prior to coming to the Games. Some teams also arrived without the proper equipment.	→	Undertake a review of Programs that took part in floor hockey at the Games to implement a plan for improving floor hockey standards in these Programs over the next few years.
The limited number of teams of high and low abilities as well as female teams attending the Games made proper divisioning difficult. There were several instances where teams did not fall into a proper division and had to be seeded in a division that was either too easy or too difficult for them. There was only one female team who played only once.	→	Review the number of floor hockey teams allocated in the quota for World Games, in particular female teams, to ensure high quality competition for all teams participating. A minimum of three female floor hockey teams is required.
The GOC did not implement many of the recommendations that were made by the TD in advance of and during the Games. They also left much of the problem-solving to the TD.	→	Clarify that TD guidance must be followed, although responsibility for a successful event still lies with the GOC. A new structure should be implemented for divisioning that allows TDs to detect and address issues during the competition.
SNOWSHOEING		
The TD role proved very onerous to the point of impacting on the TDs health. One of the major issues was a high volume of protests and complaints from coaches, some of which were frivolous.	→	Review provision of support and subsistence for TDs to ensure it is adequate given the workload. Consider how to deal with coaches who persist in making trivial protests/ complaints.
YOUNG ATHLETES		
The amount of space available to properly demonstrate each of the Young Athlete activities was insufficient.	→	A large demonstration space is required for Young Athletes at future Games due to the increasing popularity of this program.
MATP		
More than half of the participants in Korea were actually able to participate in low level ability competitive sports and did not qualify for MATP.	→	Clear guidelines for potential MATP athletes need to be shared in advance with the GOC and adherence needs to be reviewed prior to Games.
UNIFIED SPORTS EXPERIENCES		
USE events put a lot of additional pressure on TDs who were trying to ensure quality competition management and sports experiences.	→	Review how USE events will be staffed during Games-time.

VENUE MANAGEMENT

- Venue Development & Set-Up: Most of the venues were world class and very well suited to the running of a World Games, not just from a sporting perspective but also because there was adequate space and facilities which were modern and fit for purpose.

LESSONS LEARNED	RECOMMENDATIONS
For some venues, communication with the GOC and amongst themselves was challenging and created issues both in the lead up to and during Games. The main difficulty seemed to be that managers did not talk to or coordinate with each other.	→ Ensure that a cross-functional venue team culture is planned and built from the outset through GOC structures, an integration program and a dedicated training program.
Access control was either poorly implemented or not at all. This caused extensive problems, e.g. for competition management and media operations.	→ A distinct functional area, which has been referred to as Event or Spectator Services in the past, must be put in place by a GOC to plan and implement access control.

INTERNATIONAL SERVICES

- Delegations: SOI's special emphasis on delegation registration, as a key measure of success, paid off. 90% of delegation registration was submitted by deadline.
- GMS consultants: The approach of collecting all registrations in SOI was instrumental in an effective registration process. Sending registrations direct to SOI, with Regions responsible for monitoring delays or missing information and documents, is an approach that should be repeated at future Games.

LESSONS LEARNED	RECOMMENDATIONS
The GOC decided after the Registration material was sent out that they needed copies of individual passports. This caused a lot of additional work.	→ GOCs need to establish up front what supporting documents they need, such as passport scans, and should not be allowed to change requirements after the materials have been sent out.
Media registration opened late and this caused significant challenges to securing media.	→ Media registration must be open at least 6-9 months prior to Games. SOI should manage international media registration.
DELEGATION SERVICES	
Lack of cross-functional communication impacted the services and information provided to Delegations as they prepared their team. Delegations had to provide information several times.	→ The Delegation Services department needs to be positioned as a critical functional area within a GOC, responsible for coordination of information to and from Delegations participating in Games.
Only Korean and English languages were supported at the HOD meetings. The plan was to provide all five official languages. The impact was that HODs did not understand the discussions – and DALs had to speak on behalf of HODs.	→ Provide simultaneous translation in the agreed upon official languages to ensure HODs understand proceedings at HOD meetings.
DELEGATION WELCOME CENTER	
Cross functional coordination and	→ In keeping with positioning Delegation

<p>communication did not take place. The result was that Delegations were sent to the Host Town without confirming and signing off the final GMS report (i.e.no official headcount was taken).</p>	<p>Services as a critical functional area, review the set-up and operations of a Delegation Welcome Centre to ensure it delivers on key operational goals at future Games.</p>
<p>LANGUAGE SERVICES</p>	
<p>Translation support did not meet all requirements at all times, in particular during the planning stages and the Test Event, as well as during the Games.</p>	<p>→ Enhanced levels of translation and interpretation support are required for future Games in countries where English is not the first language.</p>

GAMES SERVICES

- Accommodation: Delegations were generally pleased with the standard of facilities, which were clean and modern. This standard should be maintained for future Games.
- Liquids: There was a plentiful supply of liquids for Delegations in both accommodation and sports venues. Feedback on this was very positive and it set a standard that should be maintained for future Games.
- Food Services: The quality of meals for the delegations was very high
- Advance credentials: Delegations generally liked receiving credentials in advance because it allowed them to check for errors and have requests for changes ready on arrival. This should continue for future Games.
- Expense management: A hotel management professional and dedicated finance staff brought necessary supervision to SOI hotel expenses. SOI should continue to dedicate finance staff to this role and engage professional accommodation management companies to help control costs, manage room changes and negotiate changes.

LESSONS LEARNED	RECOMMENDATIONS
<p>ACCOMMODATIONS</p>	
<p>Some Delegation accommodations were overcrowded (e.g. 7-10 athletes in apartments, so some ended up staying in sitting rooms).</p>	<p>→ SOI must ensure and enforce appropriate bed to athlete ratio as stated in the World Games Accommodation Guide.</p>
<p>The scope of Accommodations planning was not well defined or consolidated to one department or division. Strategic Properties and Sports collaborated to pull together all of the relevant information, with Strategic Properties taking the lead for non-delegation accommodations.</p>	<p>→ There needs to be one contact at SOI who has the functional responsibility for accommodation, working in conjunction with other functional area leads, but consolidating needs, contracts, etc. for consistency and ease of information sharing with future GOCs.</p>
<p>For constituents who were booking accommodation through the Games Travel Agent with Hanjin Travel, the portal did not go live until late October making it impossible for those constituents to register by the deadline or to find accommodation close to competition.</p>	<p>→ Accommodation portals and full registration must be available to constituents at least one year prior to Games to allow for best response results.</p>
<p>FOOD SERVICES</p>	
<p>Despite instructions to the contrary, many of</p>	<p>→ Work with Regions to identify a global</p>

<p>the meals included pork. In addition, provision of Halal meals did not meet demand. These were significant issues for a number of Delegations at the Games.</p>	
<p>TRANSPORTATION</p>	
<p>Dedicated Officials transport did not always run on time, sometimes resulting in arrival just before competition start, and the Officials accommodation resort was not included on the Games shuttle route so no alternatives were available.</p>	<p>→ Clarify with GOCs that venues housing critical constituent groups such as Officials must be included on the Games shuttle route so they have an alternative to their dedicated transportation services.</p>
<p>The MVP experience was negatively impacted because they did not have a dedicated transportation system.</p>	<p>→ Consider providing dedicated transportation for all honored guests, including MVPs, to ensure a better experience for this group.</p>
<p>MEDICAL SERVICES</p>	
<p>Many Delegations want to bring a Medical person with their group, but not as an 'As' accreditation because they do not want to pay an extra fee to do this.</p>	<p>→ Consider Delegation requests for addition of one Medical specialist as a standard member of each Delegation quota.</p>
<p>The absence of a formalized Medical Committee can impact on decisions that must be processed and then communicated.</p>	<p>→ Need to establish a medical committee and protocols for various contingencies should be developed by SOI including illness, accident, death, mass torts, and athlete or coach disappearance.</p>
<p>CREDENTIALING & UNIFORMS</p>	
<p>The GOC was very late in developing its Credentialing system and missed several deadlines.</p>	<p>→ SOI has to provide a credentialing system to ensure timeliness and integration with other systems.</p>
<p>It was clear that the GOC did not understand the full scope of the Credentialing functional area and key concepts of access rights and access control. Major operational and safety issues resulted – for example it was possible to go to the credentialing centers and change credentials with no approval process.</p>	<p>→ Time and resources need to be invested on the SOI side to educate and work with the GOC to follow the Games credentialing guide in full for future Games. Education materials and information have to be distributed to all Games constituencies.</p>
<p>Other than athletes' accommodation, there was a failure to implement one of the key functions of a credentialing system which is to help control access and manage operational space in venues.</p>	<p>→ The GOC needs to get approval from SOI for the access zones at all venues, and a functional area needs to be explicitly designated responsibility for checking passes.</p>
<p>Despite on time submission of their registration, the credentials of many SOI Staff and Honored Guests were delivered very late and people had to return two or three times before they received their pass.</p>	<p>→ There must be an onsite facility for immediate production of credentials at the Honored Guest and Media Centers for future Games.</p>
<p>TECHNOLOGY & TELECOMMUNICATIONS</p>	
<p>The GOC did not provide any documentation of IT plans (networking, venue connectivity, etc.). SOI attempted to implement a</p>	<p>→ GOC must be required to provide adequate documentation of IT infrastructure plans well in advance of Games-time.</p>

contingency plan but due to customs delays equipment had to be purchased or rented locally at extra cost.	
The GOC did not honor many aspects of the contract – namely office supplies, IT equipment, editing stations for the Media Center, etc.	→ Clarify that failure to provide specified equipment or services is a breach of contract and that resulting costs will need to be covered by the GOC.
STAFF OPERATIONS	
The lead for 'staff operations' was identified too late, thus resulting in delayed planning of facilities and services for staff at Games-time.	→ Include Staff Operations as a functional area in budgeting for World Games and appoint a lead to coordinate the planning of this area.
STAFF SERVICES	
There was a lack of clarity about who constitutes staff, and who would travel to Games, and this ambiguity resulted in extra expenses related to food, uniforms, transportation and accommodations.	→ Clearly define who will be regarded as 'staff' for future World Games and agree who will travel to Games at least 3 months in advance.
Staff accommodation was confirmed very late, leading to problems with food, transport, etc.	→ Staff accommodations should be secured no less than 6 months prior to Games.

NON-DELEGATION CONSTITUENT SERVICES

- Families: Receptions were fantastic and exceeded expectations of families. Families were extremely happy with the inclusion of groups with ID outside the constituency of the athletes such as the Musicians & Dance performers.
- Honored Guests: Guest Coordinators were well matched with Relationship Managers and according to “buckets” of types of guests. This resulted in a more fluid and efficient program. Continue the Guest Coordinator process and have them assigned by type of guest. The GOC should similarly have Guest Coordinators in place.
- Honored Guests: SOEA took all ASFs on a tour of the city to give them a sense of belonging and get them oriented to the local culture on the first day. It was very well received by the guests. This idea could work well across all ASFs because it buys time to iron out any first day glitches while they are on the tour.
- Honored Guests: Having one central point of contact for guests in some Regions was very helpful both pre-Games and on-site. This approach should be taken for every Region, rather than assigning the responsibility to several people within the same Region, and assigned people should then be fully dedicated to Guest management on-site at the Games.
- Accommodations: Having a dedicated on-site person for accommodation was extremely effective. Most importantly this person spoke the local language and was the primary liaison with all things related to the hotel (beyond just sleeping rooms).
- Opening & Closing Ceremony: Live Streaming and special screenings were a best practice. Continue this at the next Games but allow greater lead time in the announcement and promotion so that Programs can prepare events around the screening (e.g. SO Greece organized a viewing party and in Gibraltar the Ministry of Sport watched the Ceremony online). However, English language commentary must be part of the plans.
- Media Operations: The Main Media Center was centrally located and provided essential services to accommodate media.

LESSONS LEARNED	RECOMMENDATIONS
FAMILIES PROGRAM	
GOC Staff changeover created frequent inconsistencies and changes in policy.	→ Staffing up to the Games must remain consistent, or at a minimum not exchanging an entire programmatic support staff with no knowledge base.
HONORED GUESTS	
Guests that were designated ASFs did not receive some of the benefits of being an ASF (e.g. some had to arrange their own transportation from the airport). This issue was raised across a number of constituencies who were required to register as ASFs including Research, Healthy Athletes, Scholars, etc.	→ Whatever exceptions are being made for certain guests need to be clearly communicated before Games-time. This would enable staff who arrange these ASFs to assist them with transportation support, folders, schedules, etc.
Some MVPs were disappointed in the treatment they received. Most of the members of this group are Presidents of Accredited Programs, members of National Boards, sponsors or potential national donors, and have made a great effort to bring their delegations to the Games.	→ Re-examine the definition and purpose of two distinct Honored Guest Programs and consider either combining into one program or refining each one so that the quality and integrity of each program is preserved. If two programs persist, there need to be much more rigid guidelines around who is invited as an ASF. In addition, we need to clarify for MVP Fans, as well as to the Programs and Regions, what the distinction means, what they'll be getting with their registration fee, the events they can attend, their accommodation and transportation provisions. More staff should be dedicated to making this experience a good one for the MVPs.
The process of producing schedules for Honored Guests was extremely time-consuming and many guests didn't follow them.	→ Provide guests with an outline schedule prior to the Games to get them engaged and share the vision of their overall Games experience, but consider a 'schedule on-site' option that is more refined, flexible, and easier to produce. Relationship Managers should be in a lead role working with their guests at events, side meetings and overall activities to help the guests get out and see more competition. A simplified, up-to-date sports schedule should be available daily for each guest.
MEDIA OPERATIONS	
Domestic media had much more access to information and events than the foreign press. For example domestic press were allowed 70 seats at Opening Ceremony, while foreign press had 27 -- and of that only	→ There must be a clear statement during the planning process and in the Games Guide that all Press must be treated with equal information and access regardless of the language barriers.

9 of those seats were provided for press who had paid their way to Korea.		
Media zones were neither established nor enforced. The media had free roam of the venues, creating safety issues and impeding competition. Lack of zones meant it was difficult for media to work in some venues.	→	Adequate zoned space, and venue access control, must be incorporated into GOC Operational Plans and reinforced with support staff.
VOLUNTEER SERVICES		
Many volunteers did not receive job specific training or information about their duties, as well as general education about SO, which impacted their ability to be successful and to best represent the Games.	→	SOI needs to be far more specific about required volunteer training, review plans for job and venue-specific training, and even participate in training if necessary.

NON-SPORTS PROGRAMS

- Global Development Summit: The Summit worked very well as a convening vehicle for positioning Special Olympics in the global development world.
- Opening Ceremony: The emphasis on an athlete focused ceremony proved successful and should be the number one rule for future ceremonies.
- LETR Final Leg: Having two sets of advance teams for each leg was very beneficial. The practice of leap-frogging the advance teams to ceremony sites proved to be efficient.
- SO Festival & Athlete Entertainment: Introduction of such a wide array of inclusive performances, through partnering with other ID organizations, was a first for World Games and a resounding success. Duplication of this model is highly recommended.
- Pro Bono Entertainment: There was great outreach to secure pro bono arts tours and entertainment via Korea tourism board and other agencies. All World Games should take this approach, again with emphasis on inclusive performances.
- Healthy Athletes: The GOC welcomed several local groups, including approximately 200 people with ID from Gangneung, for screening. This was a success and was welcomed by the Healthy Athlete team.
- SOI Receptions, Dinners and Events: These were well managed from a financial perspective, with estimates approved prior to execution of the event and folios reviewed immediately afterwards. Continue to have a finance person dedicated to supporting this work.

LESSONS LEARNED		RECOMMENDATIONS
HOST TOWN PROGRAM		
The majority of Host Town services and scheduling did not provide for athlete training.	→	Emphasize in the Host Town guidelines that one of the main requirements of a Host Town is to provide time and suitable facilities for athlete training.
TORCH RUN		
Final Leg LETR officers were not highlighted in the Opening Ceremony in a visible way. This should be required as it is an integral part of the ceremonies. Athlete Torch Bearers required support during the Ceremony to undertake the role, and there were no alternates selected.	→	Require GOCs to involve all Final Leg LETR officers in bringing the Flame of Hope into the arena. Provide advance preparation or training for the GOC on the protocol of lighting the cauldron. SO athletes must be trained and be comfortable to carry the flame independently and safely.

<p>GLOBAL DEVELOPMENT SUMMIT</p> <p>The amount of internal resources dedicated to supporting the Summit and the involvement of major international Summit guests was insufficient.</p>	<p>→ More internal people are needed to help manage these relationships both at the Games and more importantly in an ongoing way so that the Games are the catalyst for continued involvement in the movement.</p>
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MARKETING & COMMUNICATIONS

- Fans in the Stands: The GOC delivered 190,110 spectators to the Games through their marketing plan. They organized for busloads of people to arrive from different organizations and institutions and charged \$10/person creating a revenue stream which has not previously been successfully implemented at a Games. This should be a model for future Games.
- Look of the Games: Overall this was the best signage we have seen at Games. These Games should be an example of best practice for future GOCs.
- Sponsor Activation: Excellent sponsor activation by Coca-Cola and Shinhan Card.
- Broadcast: The engagement of SNTV helped drive coverage globally reaching 32 nations and several pan-Regional broadcasters.

LESSONS LEARNED	RECOMMENDATIONS
<p>PUBLIC RELATIONS</p>	
<p>The Games did not attract large-scale, high profile international media coverage.</p>	<p>→ Review our approach to Games marketing and publicity to identify strategies for achieving large scale interest and coverage.</p>
<p>It still causes confusion when Program Communications staff are registered and receive credentials as media.</p>	<p>→ SOI needs to clearly define staff and media, and implement a solution such as having communications staff as part of the delegation quota.</p>
<p>The working relationship between the GOC and SOI needs to be more clearly defined and more collaborative.</p>	<p>→ SOI needs to have greater control over GOC deliverables and communications expectations from the outset. SOI staff must develop one-on-one relationships with their counterparts at least 1 year prior to the event to enhance collaboration.</p>
<p>SOI Communications staff were not able to operate with maximum efficiency and impact due to lack of familiarity with the venues and with GOC staff and operating procedures.</p>	<p>→ Plan for Communications staff to be on the ground at least 10 days prior to Games. Arrange for regional communications directors to attend the advance HOD conference for initial familiarization.</p>
<p>With the volume of information about the Games, and changes to schedules during Games, it was difficult to cover all key activities that could have PR value.</p>	<p>→ Create one master schedule system which includes competition, awards and non-sports event schedules such as ASF visits to venues. This schedule would be updated daily and released at a predictable time each day.</p>

KEY IMPLICATIONS FOR FUTURE GAMES GUIDES AND/OR AGREEMENTS

Based on the various successes and lessons learned, there are a number potential changes to the Games Agreement and/or functional area Games Guides suggested throughout the main report. Some of the more significant proposed changes are:

- Specifically emphasize that changes agreed during final reviews of Functional Area and Venue Operation Plans must be implemented.
- Stipulate that GMS and other systems must be used for the Test Games.
- Stipulate that athlete access to the competition venues for inspection and training prior to competition needs to be scheduled and facilitated by the GOC.
- Clarify that advice from Technical Delegates must be adhered to.
- Clarify that SOI must have an active role in reviewing the MATP in the host country to ensure that it is keeping with the spirit and rules of the program.
- Unified Sports Experiences need to be given a level of importance and significance in order to receive the necessary support to maximize USE events and opportunities at Games.
- Stipulate that adequate provision for physical disabilities is a requirement and that existing venue shortfalls in this regard must be addressed with temporary structures or measures.
- Clarify that crowd management and access control require specific planning and implementation to meet acceptable safety and operational standards for a World Games.
- Clearly state that once the registration materials have been distributed, requirements cannot be changed without prior consent from SOI.
- Properly reflect the importance of Delegation Services as a functional area that is critical to the successful delivery of a Games.
- Clarify GOC responsibilities in respect to provision of translation/interpretation services for the full Games planning cycle, as well as for critical functions such as HOD meetings at Games-time.
- Specify that a bed and adequate bedroom space are minimum accommodation requirements.
- Add a requirement for provision of contractor hire schedules, and for SOI to have a more direct role in selecting the travel agency used for non-delegation constituent groups.
- Add dates by which contracts must be fully negotiated and signed with the accommodation venues, as well as dates that booking portals must go live for Families, Media, Guests, etc.
- Specify that any accommodation venue being used to house Games constituent groups must be included on the dedicated Games transportation network.
- State more clearly the need for GOC Medical Services operations to cover athletes at all times, including arrival at airports, Host Towns and departure.
- Amend the contract to state that SOI will provide the GOC with a credentialing system that is integrated with our databases and stipulate that they must use it.
- Stipulate that the GOC must make available a location for the SOI Operations Center that is central, easily accessible and easy to set-up.
- Specify that all I.T. plans be delivered to SOI at least 45 days before Games begin. Add a penalty clause or specifically state that if the GOC does not provide the equipment, supplies, etc. it was required to provide, that SOI will be reimbursed for any costs incurred to purchase these items.
- Address ambiguities around Honored Guest definitions and services (e.g. define rules around use of transportation by ASFs and the capacity of vehicles with hosts).
- Stipulate that all athletes, families, guests and media must have access to the Opening and Closing Ceremonies, and that the venues must have capacity for them.
- State that the Festival should feature inclusive performances.
- Clarify ultimate authority in decision making on major events such as the Global Development Summit.
- Update host broadcaster obligations and I.T./infrastructure requirements. Clarify that immediate copies of Opening and Closing Ceremony footage, including full Parade of Athletes, are required.
- Require GOCs to produce a detailed risk management plan at least 1 year in advance of Games.
- At the outset, the Games Agreement needs to specify division of responsibilities for insurance coverage and when each form of coverage must be in place.

2. Special Olympics World Winter Games PyeongChang 2013 Overview

Overview by the Numbers

QUOTA	HOD	AHOD	Head Coach	Coach	AS Staff	Athletes	Unified Partner	Total
SOA	4	4	2	12	1	64	5	92
SOAP	9	3	12	47	9	186	0	266
SOEA	2	4	11	86	31	398	22	554
SOEE	41	35	120	211	93	1197	55	1752
SOLA	9	6	22	24	5	162	8	236
SOMENA	12	6	13	11	2	118	0	162
SONA	3	6	19	62	24	283	8	405
TOTALS	80	64	199	453	165	2408	98	3467









ACTUAL	HOD	AHOD	Head Coach	Coach	AS Staff	Athletes	Unified Partners	Total
SOA	4	3	3	12	2	54	5	83
SOAP	15	9	26	38	13	209	0	310
SOEA	6	9	20	79	38	359	22	533
SOEE	51	39	137	145	72	880	52	1376
SOLA	9	5	18	15	4	113	0	164
SOMENA	17	10	19	23	4	106	8	187
SONA	4	7	17	59	24	273	8	392
TOTALS	106	82	240	371	157	1994	95	3045

Medal Count

	Alpine Skiing	Cross-Country Skiing	Figure Skating	Floor Ball	Floor Hockey	Speed Skating	Snow-boarding	Snow-shoeing	Total
1 st Place	186	183	48	16	193	144	54	154	978
2 nd Place	183	173	41	16	186	138	53	141	931
3 rd Place	169	148	32	16	164	128	43	128	828
4 th Place	134	94	26	16	84	88	19	113	574
5 th Place	93	54	19		28	39	7	74	314
6 th Place	62	27	16			28	4	51	188
7 th Place	45	7	9			4	2	17	84
8 th Place	21	1	3			1	2	7	35
Did not finish								2	2
Did not show	2					7		3	12
Total DQs	49	19	0	0	0	35	9	88	190
Total Entries	944	706	194	64	655	612	193	778	4136

Master Schedule of Events

COMPETITION SCHEDULE

Full Schedule	Day Schedule/Results	Sports Schedule/Results	29 TUE	30 WED	31 THU	1 FRI	2 SAT	3 SUN	4 MON	5 TUE	
Opening ceremony			Opening Ceremony								
 Alpine Skiing		Super Giant Slalom			[Red bar]						
		Giant Slalom		[Red bar]				[Red bar]			
		Slalom							[Red bar]		
 Cross-Country Skiing				[Brown bar]							
 Snowboarding		Super Giant Slalom					[Green bar]		[Green bar]		
		Giant Slalom		[Green bar]							
		Slalom						[Green bar]			
 Snowshoeing			[Green bar]								
 Figure Skating		Single	[Blue bar]								
		Pair			[Blue bar]			[Blue bar]			
		Ice Dancing			[Blue bar]			[Blue bar]			
		U Pair			[Blue bar]			[Blue bar]			
		U Ice Dancing			[Blue bar]			[Blue bar]			
 Short Track Speed Skating			[Purple bar]								
 Floor Hockey		General		[Pink bar]							
		Unified		[Pink bar]							
 Floorball			[Brown bar]								
Closing ceremony										Closing ceremony	

Master Schedule of Events

NON-SPORT SCHEDULE

Event name		Schedule	Location	Contents	Participants
Torch Run	Torch Lighting Ceremony	Jan.17(Thur), 2013	Greece	Torch lighting at Zappeion Palace in Athens, Greece	Approx. 10
	Torch Run and Torch welcoming ceremonies	Jan.23 ~ 29, 2013 (7 days)	40 cities - counties in Korea	Dividing 16 cities/provinces(40 cities/ counties) into 2 routes and conducting Torch Run, starting from Seoul	Approx. 20,000 *Torch Run team : 133
O&C Ceremonies	Opening Ceremony	Jan.29(Tue), 2013 at 18:00	Yongpyeong Dom (Pyeongchang)	Welcoming ceremony, opening address, theme performance, lighting of the cauldron, grand choir, etc	Approx. 4,200
	Closing Ceremony	Feb.5(Tue), 2013 at 19:00	Yongpyeong Dom (Pyeongchang)	Opening performance, closing address, extinguishing of the cauldron, Performance to introduce the next Games hosting city, ice skating show, etc	Approx. 3,500
Cultural Events	Special Olympics Town (Exhibition participatory programs)	Jan.30~Feb.5, 2013 (7 days)	Alpensia and the vicinity of Kwandong University athlete's village	SOI historical photo exhibit, Crafting recyclable materials and exhibiting designs, Art gallery by people with intellectual disabilities	Approx. 7,000
		Jan.30 ~ Feb.5, 2013 (7 days)	Alpensia	Exhibit of sponsoring companies and demonstrating campaign for contribution to society (Coca Cola, Shinhan card, UNICEF, etc)	Approx. 7,000
	Special Olympics Festival(Music concert & performance)	Jan.30 ~ Feb.4, 2013 (6 days)	Alpensia and the vicinity of Kwandong University athlete's village	Performances by local amateur groups, Performances by talent-donating world class artists and artists with intellectual disabilities	Approx. 7,000
International Conference	Global Development Summit	Jan.30 ~ 31, 2013	Auditorium in Convention Center	Participation of global leaders, keynote addresses and debate by section, adopting joint declaration(tentative name - Pyeongchang declaration), etc	Approx. 300
	Global Youth Summit	Jan.27 ~ Feb.5, 2013 (10 days)	Many areas in Pyeongchang, Gangneung	Encouraging youths with/without disabilities all around the world to gather together and grow into local community / global leaders through education debate experience, etc	Approx. 109
	Global Youth Rally	Jan.31, 2013	Music Tent	Promoting increase of positive awareness and understanding on intellectual disabilities through entertainment campaign video screening by providing stage of interaction and harmony for communication and empathy of youths in the world	Approx. 900
	Observer Program	Jan.26 ~ Feb.2, 2013	Many areas in Pyeongchang, Gangneung	Providing information on planning and operation to next organizing / bid committee of the Special Olympics local / world games	Approx. 10
	Reception	Jan.29 ~ Feb.5, 2013 (8 days)	Many areas in Pyeongchang, Gangneung		
Special Program	Healthy Athletes Program	Jan.30 ~ Feb.4, 2013	2~3F of Cheongsong Hall in KDU	Free health screening for participating athletes	2,500
	Host Town Program	Jan.26~29, 2013 (3nights and 4days)	All over Korea	It's a program which gives opportunity to the athletes to adjust to the climate and also experience variety of Korean Traditional Culture with the local communities	2,930
	Unified Sports Experience	Jan.30 ~ Feb.4, 2013	Many areas in Pyeongchang, Gangneung	A program where people with or without disabilities compete together and build friendship	Approx. 150
	School Enrichment Program	Sep. 2012 ~ Aug. 2013(10 months)		Providing opportunity for students with or without disabilities to interact with each other	
	Young Athletes Program	Feb.1, 2013	Pyeongchang Hall I · II · III	Providing opportunity for young athletes of age 2~7 to experience sports events of the Special Olympics in advance	100

3. Pre-Games Planning

Test Games

DETAILS

The GOC of the 2013 Special Olympics World Winter Games organized Pre-Games Test Events in cooperation with Special Olympics 2012 National & East Asia Winter Games:

- The Test Events took place on February 21-24, 2012 in PyeongChang and Gangneung.
- 313 athletes participated representing 9 Programs from SOEA, EE and NA.
- 4 sports and 25 events were offered at 3 venues.
- 64 sports officials were involved.
- Healthy Athletes hosted a screening involving practitioners focused on six disciplines.
- 469 volunteers were involved, and 1050 spectators and 124 media representatives attended.

SUCCESES

- Overall the events operated at the Cross Country venue were executed well with strong support from the GOC providing a wonderful experience for delegations and other visitors. However, expectations created around the operations of the Cross Country Venue as the “Model” venue for how all venues will be operated at Games time were not fulfilled in all areas
- Excellent volunteer participation contributed greatly to the positive experience for participants.
- Cooperation and collaboration between the GOC and SO Korea was effective.
- The Healthy Athletes clinical leadership was outstanding and the operations at that venue were well-executed.
- The staff of the GOC used the event effectively to learn the differences between hosting Special Olympics and hosting other events, and developed a greater knowledge of the Movement.

RECOMMENDATIONS

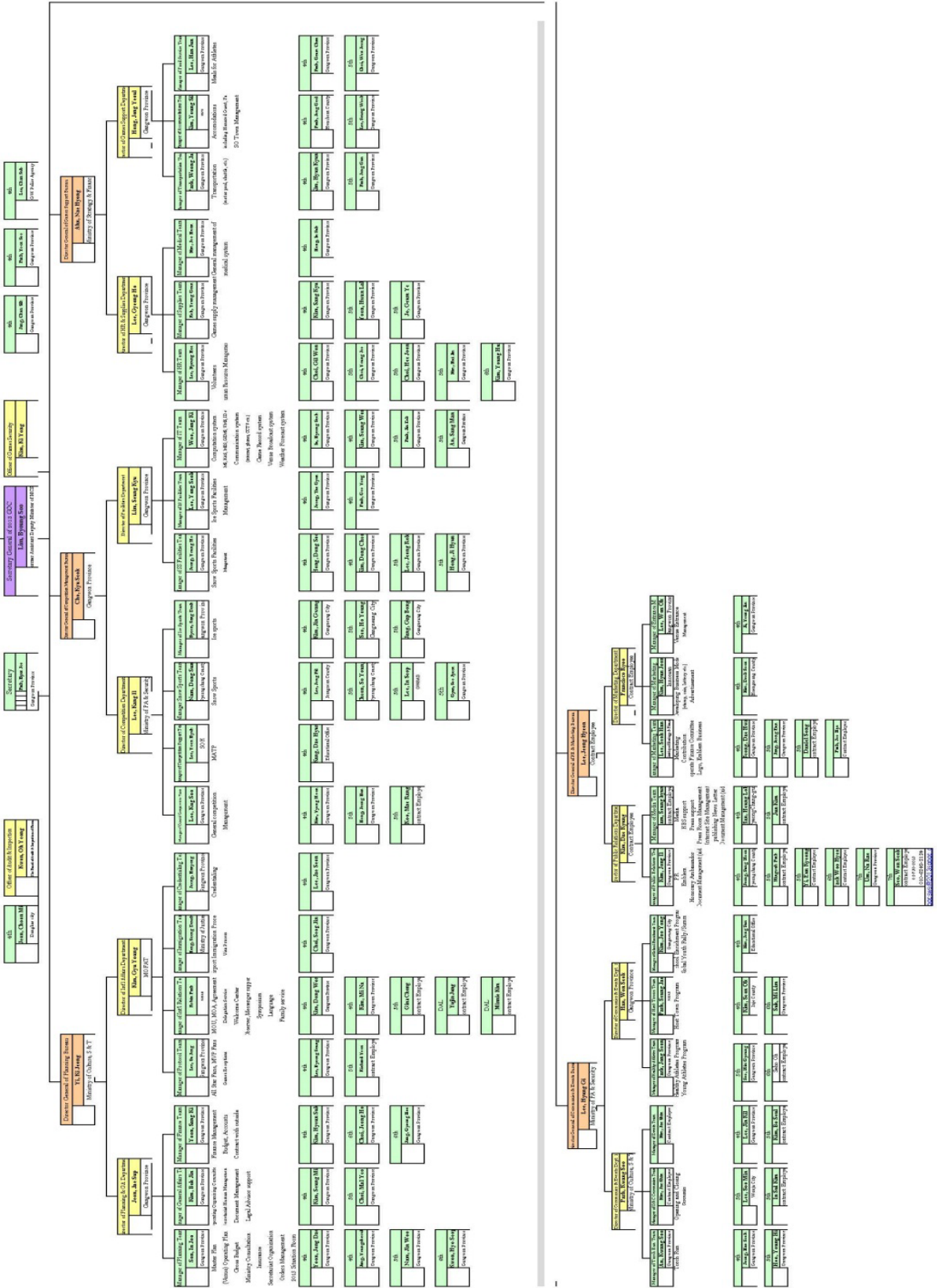
- Areas for improvement that were identified included some critical functions like credentialing/access control, cross functional reporting and communication, insufficient workforce in some FAs, abiding by Special Olympics Protocols, and risk management.
- Requirements for major modifications were identified for the Alpine Skiing, Speed Skating and Figure Skating venues to ensure they would meet the standards required for World Games.
- The communication structure used by the GOC to distribute and disseminate information to and between functional areas was not effective.
- The Delegations had an enjoyable experience with the exception of the housing situation which needed to be improved in regard to advance communication of room and bedding types.

GOC Organizational Timeline & Deliverables

See Addendum

GOC Organizational Structure As of August 2012

2013 Games Organizing Committee Chart (as of August 1st, 2012)



Planning Process

SUCCESSSES

- GOC hosted two Host Town workshops. The workshops geared toward hosts (companies and organizations) were helpful to have them develop understanding of Special Olympics and people with ID.
- Weekly calls between the leadership of the GOC and SOI helped address key issues and advance planning efforts.
- Using the Games Agreement to set deliverable dates helped define a roadmap.

LESSONS LEARNED	RECOMMENDATIONS
There was no Delegation Services functional area for a long time, which had a detrimental effect on planning because it provides services critical to the success of the Games.	→ Any future GOCs should have a Delegation services / International relations department established early in the process.
Venue Management was inconsistent throughout the various venues. SOI feedback was provided and plans with changes were approved, however many of the changes were not incorporated or implemented.	→ Clarify that SOI has final sign-off on all venue plans and that the GOC has a duty to implement any changes required by SOI.
Some of the systems planned for Games-time (e.g. timing systems) were not used during the Test Events.	→ Mandate the use of GMS and other Games-time systems for the Test Games.
The decision to hold a Global Development Summit was relatively late. An event like this is a major undertaking that requires clear goals and objectives, and GOC buy-in, from the outset.	→ Decide at least 18 months out whether or not a major summit will be held, and agree upon goals, objectives, roles and responsibilities with all parties, in particular the GOC.
Numerous staff changes on the GOC side had a significant negative impact on planning.	→ Require GOC to seek SOI approval for senior personnel changes close to Games.
The full resource plan for accommodation, including the role of third parties, became known too late. A better understanding earlier in the process could have helped resolve many issues.	→ Engagement of accommodation management companies to help control costs, manage room changes and negotiate changes should be agreed up front between SOI and GOC.
A number of Programs cancelled their participation due to lack of funds.	→ Improve the budget tracking system prior to World Games to guarantee the complete participation of all teams.
Some SOI staff were not aware of or clear about who they should contact in the GOC for each FA during the planning process.	→ Ensure staff are notified about who is in charge of each FA and clear on whether to address issues to the GOC or SOI.
Some Regional staff felt they should have been more actively involved in Games planning.	→ Establish how Regions are to be actively involved in planning of the Games early to scope out responsibilities and opportunities.

MOA IMPLICATIONS

- The agreement needs to include a stipulation in relation to minimizing senior management personnel changes close to Games and requiring SOI approval for changes to identified roles.
- The agreement needs to specifically emphasize that SOI has final sign-off on all plans and that agreed changes must be implemented.
- Face to face meetings with the GOC are critical to achieve common understanding of the agreement.
- Stipulate that GMS and other systems must be used for the Test Games.

4. Sports & Competition

Competition Management

SUCCESSSES

- The majority of Sports venue layouts were superb. Among the best were Speed Skating, Snowshoeing, Cross Country and Floorball venues.
- **The Special Hands Project model of introducing developing Programs to World Winter Games was tremendously successful and well received by delegations, media and other constituents. This model should be retained to increase World Games attendance by non-traditional countries.**
- GMS pre-planning and integration was extremely successful and the GOC provided excellent support. Early integration and education with the GOC were key as they allowed the functional areas to develop properly and operate smoothly.

LESSONS LEARNED	RECOMMENDATIONS
Athletes were tired after the Host Town experience and the Opening Ceremony.	→ There should be no competition the morning after Opening Ceremony.
There was a lot of feedback from coaches that they would like time to get athletes on the course prior to the start of competition. Time was set aside for this, but there was no transportation available to get delegations to the venue before Opening Ceremonies.	→ Ensure that the GOC has an integrated plan to provide for course inspections, incorporating scheduling, transport, venue access, etc.
Technical Delegates found it hard to concentrate on running competitions because they had to oversee Coaches Clinics, Athlete Clinics, Sports Demonstrations, Unified Sports Experiences and other venue-related matters.	→ Implement volunteer position entitled SRT Sport Liaisons, or an additional TD position, to oversee these duties, check preparation status of athletes and coaches, and capture competition management best practices for future Games.
There were problems with Awards protocol at some venues, e.g. medals presented in random order, athletes flying national flag on podium.	→ Ensure that intensive Awards-specific training, including walk-throughs, is conducted by the GOC prior to Games-time.
The timing of the first Coaches Meeting, which is an integral part to the success of the entire competition as it sets the tone for the Games, was not planned properly and in some cases it was cancelled.	→ The first Head Coaches meetings must be properly scheduled, allowing for other known factors such as Opening Ceremonies logistics. This meeting should be held the day before the first practice will take place.
A number of problems encountered on the first day of competition could have been identified and dealt with when Delegations arrived if GMS had been available at the Welcome Center.	→ Ensure that the Delegation Welcome Center has GMS and is connected to the server.
Coaches/Officials handbooks were published on the website much too late.	→ Sport-specific Coaches/Officials handbooks should be posted to the website at least 4 months in advance of a World Games.
There was a shortage of specific sport and event knowledgeable translators for technical delegates.	→ Plan for sport-specific translators in future Games where English is not the local language, and arrange for TDs to meet with translators during pre-Games site visits to ensure they understand terminology and processes.

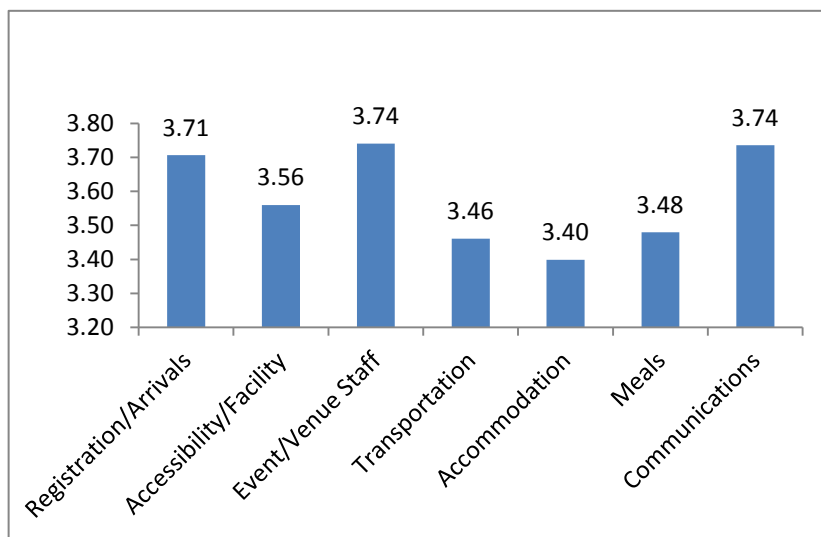
Some HODs/Coaches reflected that they could not plan the next day as they were always waiting for competition information.	→	Detailed competition information for the next day should be delivered to coaches before 8 PM the day before.
Delegations arrived with poor and insufficient equipment for competition.	→	Establish and communicate that sanctions may apply to Programs that repeatedly fail to bring proper equipment to World Games.
Timing systems were chosen later than they should have been which made integration with GMS more difficult.	→	Timing systems must be identified at least 15 months before Games to ensure smooth integration with the GMS system.

MOA IMPLICATIONS

- The agreement needs to explicitly state that in matters of competition management during Games-time, SOI has the final say and its recommendations need to be implemented as quickly as possible.

Constituent Satisfaction: Officials

Data was collected from 17 local and international officials as part of the Hanyang University Constituency Satisfaction survey at the World Games. They were asked to rank satisfaction within selected categories from 1-5, and the results of the survey were:



As shown above, Officials were most satisfied with Event Venues and Staff and Communications, with Registration a close second.

Evaluation by Sport

ALPINE SKIING

SUCCESSSES

- **Engagement of English-speaking International Officials was critical, and the games would not have been successful without their knowledge and prior experience.**

- Athletes had a quality experience and were given every opportunity to perform at their highest level.
- The venue was set up like a world class venue – it was safe and the courses were set well. The large video screen worked well as it allowed spectators to see competitors on the early part of the course.

LESSONS LEARNED	RECOMMENDATIONS
The Awards staging area lacked access control and organization, and was very crowded inside. Despite a number of efforts to resolve the issue, awards took 3-4 hours per day.	→ Undertake a complete review of Alpine Skiing awards design and operations to ensure that the situation is not repeated at future Games.
The Technical Delegate was not involved in the site selection process, and found communication with the venue management structure difficult, particularly in relation to race venue set-up.	→ Ensure that a TD site visit takes place before venue selection is confirmed, and that the TD is involved in the process of setting up race venues.
The spectator viewing area was crowded and it was difficult for many to see the race finish.	→ Design the viewing area so that there is viewing space along the sides of the finish area.
The Awards podium was faced downhill, so spectators were looking uphill to see the stage which meant many could not see it at all.	→ Ensure that Awards podium placement and positioning are designed to optimize spectator engagement and viewing.
An Athlete who was unable to participate in Divisioning due to a medical condition was not allowed to participate in competition despite being fit to participate on the day.	→ Educate Sport Managers and Technical Delegates regarding the procedure, which is to provide for athlete participation based on their performance data submitted prior to Games.
Volunteers were not well trained on sport-specific requirements and needs.	→ Ensure that GOCs have intensive volunteer training plans in place on sport-specific requirements and needs.

CROSS-COUNTRY SKIING

SUCSESSES

- Requested modifications discussed prior to Games were successfully implemented, with the exception of the 1km track (see below). GOC personnel responsible for daily changes and field of play modifications were flexible and created a successful, safe event for the athletes.
- **The daily schedule for the cross-country skiing was accommodating and allowed for freedom to make up for weather-based cancellation of competition as well as allowing for adequate rest and recovery between events. It is recommended that future GOCs use this daily schedule as a model for future events.**
- Time keeping was well done and interfaced properly with GMS.
- Officials trained by GOC were well informed and performed their duties in an appropriate manner.

LESSONS LEARNED	RECOMMENDATIONS
Fluctuating temperature and snow conditions led to a requirement for grooming the track, which had not been adequately planned for.	→ Grooming the track is a likely requirement for this sport so it should be planned for in the schedule each day.
The 1km cross-country track was too difficult. This was pointed out during the Advance HOD meeting but it was not addressed.	→ Ensure a more rigorous follow up with the GOC to ensure that changes agreed during the Advance HOD meeting are implemented.

MOA IMPLICATIONS

- The agreement needs to stipulate that athlete access to the competition venues for inspection and training prior to competition needs to be scheduled and facilitated by the GOC.

FIGURE SKATING

SUCCESSSES

- With the necessary change of venues in the middle of competition, all of the equipment had to be carried to YongPyong Dome late at night following the second day of competition. This job was executed seamlessly and everything was ready in the morning for the first skate.
- Venue flow, field of play access control and enforcement, field of play operations and quality of permanent facilities and temporary modifications were all rated between very good and outstanding.

LESSONS LEARNED	RECOMMENDATIONS
The Figure Skating competition schedule was too tight given the number of skaters and the fact two venues were being used.	→ There should be a maximum of 180 skaters and the number of competition days should be increased from 5 to 7 days. One dedicated venue for figure skating is far preferable from a sports perspective.
In YongPyong Dome rubber mats on the floor on the way to the ice and on the way from the Kiss and Cry Corner were removed for a period of time, leaving electricity cables unprotected while athletes were wearing skates.	→ Clarify with GOCs that maintenance and repair work should take place outside of competition hours. If an exception is required, the work should be done during a break in competition.
Some skaters were not nominated at the correct level and some skaters did not have enough ability to participate at World Games.	→ Consider using a sheet with the 12 badges (the basis of FS), signed by the Head Coach and the National Program where badges are given.
Officials transport was poor – on one occasion they arrived at the venue only 8 minutes before competition start.	→ Clarify with GOCs that Officials must be in a venue at least 45 minutes prior to competition start.
During the first days of competition it was hard for a spectator to get a competition schedule at the venue.	→ A competition schedule for the next day must be provided by 8pm the evening before.
There was one small display screen in the corner of the venue but it was not big or high quality.	→ Every competition venue should have a scoreboard listing the athlete competing and then showcasing their scores.
Scores were recorded manually rather than automatically as would be the case for an event run by the International Skating Union.	→ Investigate the possibility of using a scoring system from the ISU for the next Winter Games.
The GOC felt that GMS did not meet all requirements of the event.	→ Make necessary adjustments to GMS so that it caters fully for all figure skating events.
All of the medal ceremonies took place at the very end of the day after all of the competition was finished. This was a missed opportunity for fans and for leveraging VIPs visiting the venue.	→ Find a way to integrate awards presentations during the day, perhaps during break times or by extending the overall number of competition days.

MOA IMPLICATIONS

- Ensure future Games agreements preclude non-emergency maintenance and repair work in venues during competition hours.
- Ensure there are enough sheets of competitive ice at the Ice Rinks for World Games to occur at the most appropriate level. This should be confirmed within the contractual agreement.

FLOORBALL

SUCCESSES

- Venue flow, field of play access and control, field of play operations and quality of permanent facilities and temporary modifications were all rated outstanding.
- **There was a Special Player Award after each match. This was given to a player who made a great effort. They received a small present (T-shirt and wrist bands). This was very much appreciated by all teams, and the players were proud to receive the awards. Special Player Awards should be considered for other sports.**
- The tournament ran very well and can be expanded. The TD recommended a meeting with IFF and one of the companies producing floorball sticks, etc. in order to get a deal/agreement.

LESSONS LEARNED	RECOMMENDATIONS
The court was a little small.	→ The perfect size would be 24 x 12 for the court, with only floorball markers.

FLOOR HOCKEY

SUCCESSES

- The courts that were constructed for the Games set a new bench mark. The walls, flooring and nets were very high quality.
- The coaches' clinic was exceptional and very well received by the coaches. The use of coaching clinics is a great way to further education and foster camaraderie between coaches from around the world.
- Media positions were well located, providing good opportunities to cover the competitions.

LESSONS LEARNED	RECOMMENDATIONS
Some of the teams attending the Games had very little experience and very poor coaching. It was obvious that they had only been practicing for a short time prior to Games. Some teams also arrived without the proper equipment.	→ Undertake a review of Programs that took part in floor hockey at the Games to implement a plan for improving floor hockey standards in these Programs over the next few years.
The limited number of teams attending the Games made proper divisioning very difficult. There were several instances where teams did not fall into a proper division and had to be seeded in a division that was either too easy or too difficult for them, and there was only one female team which played only once.	→ Review the number of floor hockey teams allocated in the quota for World Games, in particular female teams, to ensure high quality competition for all teams participating. A minimum of three female floor hockey teams is required.
The GOC did not implement many of the recommendations that were made by the TD in advance of and during the Games. They also left much of the problem-solving to the TD.	→ Clarify that Technical Delegate guidance must be followed, although responsibility for a successful event still lies with the GOC. A new structure should be implemented for divisioning that allows TDs to detect and address issues during the competition.
Translation by the GOC provided interpreters was inadequate. They also did not have a sports-specific background that would have assisted them in meeting the requirements of the job.	→ Implement a minimum qualification or standard of English for translators, and a preference for translators with a sports background.
There was no mailbox provided at the accommodation venue, and no results board at	→ Mailboxes must be provided at accommodation venues to provide Delegations with the sports

the venue, so coaches were often left searching for information they needed.		and other information they need, and results boards must be provided at venues.
A number of officials did not have the skills required to work right through to the final rounds of competition.	→	International training for officials must be undertaken by any person who will be an official at World Games, including athletes.
The awards process was confusing. The GOC did not have a smooth communications process to inform the teams when and where the awards would be for their medals/ribbons.	→	The Awards process must have dedicated volunteers and training from the outset of Games planning to ensure that it runs properly.
40 x 80 foot courts are too small for future Games because athlete ability has improved.	→	In the future all courts should be a minimum of 50 x 90.
Athletes who had practiced in venues with low boards around the field of play found it difficult to adapt to the high boards because teams who were used to it were adept at body checking.	→	Specifics on the sport set-up need to be provided to delegations well in advance.

MOA IMPLICATIONS

- Clarify in the Games agreement that advice from Technical Delegates must be adhered to and that failure to implement their guidance is a breach of contract.

SHORT TRACK SPEED SKATING

SUCCESSSES

- The heat box area was placed well and the flow of athletes on and off the ice was very well done. The ice resurfacing was quick and well done. The facilities manager was extremely helpful and quick to accommodate needs and changes.
- The officials were outstanding. Very knowledgeable of the ISU rules and open to learning and applying the SO rules. They were very supportive of athletes and respectful of the competition.
- The Sports Information Desk was run with proud precision. They were incredibly fast and efficient time stamping documents and delivering them to the TD's and officials. Time stamping of documents should be continued in future Games.

LESSONS LEARNED		RECOMMENDATIONS
There were numerous violations of mandatory safety equipment and some athletes were on the wrong skates entirely.	→	Rental equipment needs to be made available for delegations in case of loss, breakage or incorrect safety equipment. Send photos of required safety equipment in advance to delegations with locations where the equipment can be purchased.
The ice temperature was too warm for the first two days, pads were not tied to the walls and the number of locker rooms was insufficient.	→	Review and feedback for venue contracts being arranged by the GOC and ensure inclusion of specific sports requirements where critical.
The direction that the skaters faced in the awards forced the photographers to walk out on to the ice. Security was minimal and it was difficult to prevent coaches, athletes and family from walking out onto the ice. We were fortunate that there were no falls.	→	Set up the awards either in a direction where the photographers do not have to walk out onto the ice, or ensure that there is a safe surface for them to walk on. Place awards in a location where family, photographers, coaches and teammates can view and applaud safely.

SNOWBOARDING

SUCCESSSES

- The field of play operations were very good overall. There were plenty of well trained and organized volunteers, and the GOC managers were very good. The equipment provided was high quality and the sport team had what was needed to effectively run the sport at the venue.
- The timing systems, gates, course tools, etc. were all very high quality.
- All programs arrived with proper equipment, or were able to rent appropriate equipment at Alpensia. All athletes were prepared with acceptable outer wear to meet the variety of conditions that were encountered, and most programs had outer wear that was very high quality.
- The officials’ material (handbook) was complete and well organized. The officials’ lounges were well located, and very adequate in terms of equipment, etc. The officials’ reception was very well done.
- The awards area and presentation were very well organized. Announcing was very well done as was the use of VIPs to present awards.

LESSONS LEARNED	RECOMMENDATIONS
The interpreters were plentiful and very helpful; however, the struggled with speaking enough English to communicate fully. In addition, their lack of understanding of snowboard and racing terminology was an area of concern.	→ Plan for sport-specific translators in future Games where English is not the local language, ideally meeting recognized interpretation/ translation standards.
The only part of the event that did not run well was the Unified Sports® Experience where lack of organization and communication were problems that contributed to the event running poorly.	→ Improve integration of USE event planning with sport planning.
GMS volunteers from the GOC were very helpful; however they lacked the thorough experience needed in order to be utilized as the sole operators running GMS operations for the event.	→ Having GMS operators coordinated, trained and managed by SOI is absolutely critical to the success of the event.
There is potential for additional events.	→ Consider introducing Parallel Giant Slalom – it could be added relatively easily using the same venues, officials and equipment.
There was inadequate time for full divisioning after a day was lost due to inclement weather.	→ Include time for separate divisioning races for all events. The schedule would then allow for changes if a day were lost due to weather.
There were some issues with timing and announcing, and it was not possible to use the timing system for the USE event.	→ More thorough testing of timing systems for each event and integration into GMS must take place prior to the start of competition.

SNOWSHOEING

SUCCESSSES

- Proximity to lodging, Olympic town, opening/closing ceremony and other activities made this the best ever overall experience for SO snowshoeing athletes at a Winter Games.
- The venue had the best and most spectators and most media ever attending World Games snowshoeing. This was outstanding support.

LESSONS LEARNED	RECOMMENDATIONS
The TD role proved very onerous to the point of impacting TD health. One of the major issues was a high volume of protests and complaints from coaches, some of which were frivolous.	→ Review provision of support and subsistence for TDs to ensure it is adequate given the workload. Consider how to deal with coaches who persist in making trivial protests/ complaints.
Translation was an issue, and much of the valuable information provided in advance by the TD had not been acted on prior to Games.	→ Translate advance information in writing prior to Games. Provide adequate interpretation services for on-site international officials.
About 30% of athletes had no preliminary score submitted for events, and it was difficult to deal with the Special Hands athletes in particular because they did not all show up for a specially organized training session with a time trial.	→ All athletes must submit their top two times in each event entered before the games or should not be allowed to register. This would help prevent athletes from participating in an event for the very first time at Games.
The USE event was scheduled at a very challenging time that resulted in delaying the coaches meeting significantly. Compared to past exhibitions and fun events, the TD felt this event detracted from competition.	→ Improve integration of USE event planning with sport planning, and consider the introduction of a second role to take pressure off TDs.
GOC staff felt they should have been appointed earlier and that some people volunteered for career reasons and were not committed fully to the Games.	→ Ensure that key staff are employed sufficiently in advance, and interview key volunteers to ensure they are suited and committed to the roles they are being appointed to.
Many of the Delegations were not aware of the rules (e.g. exchanging players' vests, objections, complaints, procedures for athlete registration).	→ Increase efforts to educate Delegations about critical Sports Rules in advance of Games.

Young Athletes Program

SUCCESSES

- The demonstration event was very well attended.
- Volunteers appeared well prepared for conducting the demonstration, and the equipment was appropriate for each of the elements of the Program.

LESSONS LEARNED	RECOMMENDATIONS
Agreement on who would organize Young Athletes was reached far too late, and the local Program (SO Korea) was not involved.	→ Agree who organizes Young Athletes and the location where it will occur at least 6 months prior to Games to allow adequate planning.
The amount of space available to properly demonstrate each of the Young Athlete activities was insufficient.	A large demonstration space is required for Young Athletes at future Games due to the increasing popularity of this program.
Family members, media and other spectators were allowed on to the activity area causing confusion and making it very difficult to run the demonstration effectively.	→ A system similar to Field of Play access control is required for Young Athletes demonstrations to ensure they can be run effectively.
Crowd management was not implemented, leading to overcrowding and a generally unsafe venue.	→ Plan for crowd flows and adequate seating/ viewing areas at Young Athletes because it is an attractive element of Games for many different audience groups.

MOA IMPLICATIONS

- Clarify in the Games agreement that a large indoor venue with specifications needs to be provided for a Young Athletes demonstration as part of all future World Games.

MATP

SUCCESSES

- Similar to the Young Athletes demonstration, this event was very well attended.

LESSONS LEARNED	RECOMMENDATIONS
More than half of the participants were able to participate in low level ability competitive sports and did not qualify for MATP.	→ Clear guidelines on MATP athletes need to be shared in advance with the GOC; adherence needs to be reviewed prior to Games.
Volunteers did not have any coaching or physical education background, and despite numerous requests did not attend training until the day of the event.	→ Clarify that suitable and qualified volunteers are a pre-requisite for successful MATP demonstration events, and that advance training is compulsory.
The venue size was not suited to the scale of what was planned. In addition there was not enough time allotted for the preparation or set up of the venue.	→ Ensure that if an MATP demonstration is taking place, it receives the same planning attention as any of the official or demonstration sports and that sufficient space is provided.

MOA IMPLICATIONS

- Clarify in the Games agreement that SOI must have an active role in reviewing the MATP in the host country to ensure that it is keeping with the spirit and rules of the program.

Unified Sports® Experiences

SUCCESSES

- **Unified Sports® Experiences continue to be an excellent opportunity for developing Board and Global Ambassador prospects and engagement.**
- TD & Sport Manager integration into the development of the sport-specifics was extremely important to the success of the events.

LESSONS LEARNED	RECOMMENDATIONS
USE events put a lot of additional pressure on TDs who were trying to ensure quality competition management.	→ Review how USE events will be staffed during Games-time.
Much of the USE event planning was done late in the process and completed on site with the support of TDs.	→ USE events should be included in the planning and communication process at an early stage to reduce workload at Games-time.

MOA IMPLICATIONS

- USE need to be given a level of importance and significance in the Games Agreement in order to receive the necessary support to maximize USE events and opportunities at Games.

5. Venue Management

Venue Development and Set-Up

SUCCESSES

- **Most of the venues were world class and very well suited to the running of a World Games, not just from a sporting perspective but also because there was adequate space and facilities were generally modern and adequately equipped to host the event, and should be a model for future World Games.**
- The venue layout diagrams developed by the GOC were high quality.
- The quality of temporary structures such as tents was very high.

LESSONS LEARNED	RECOMMENDATIONS
Some venues presented challenges for people with physical disabilities.	→ Ensure adequate provision for people with physical disabilities in design of all venues, including access to all key facilities. Seek information on athletes with physical disabilities prior to Games and provide it to the GOC.

MOA IMPLICATIONS

- Stipulate in the Games agreement that adequate provision for physical disabilities is a requirement and that venue shortfalls in this regard must be addressed with temporary structures or measures.

Venue Operations

LESSONS LEARNED	RECOMMENDATIONS
For some venues, communication with the GOC and amongst the GOC staff itself was difficult and created issues before and during Games. The main difficulty was that managers did not talk to or coordinate with each other.	→ Ensure that a cross-functional venue team culture is planned and built from the outset through GOC structures, an integration program and a dedicated training program.
Some TDs experienced a lack of decision-making authority in venue, and in one case the venue manager was not even present during an incident.	→ Clarify that decision-making should take place at the lowest possible level, preferably in venue, and that on-site presence of senior venue management is expected at all times.
There were some incidents of smoking and alcohol consumption in sports venues.	→ Ensure GOC understanding that Special Olympics rules and codes of conduct supersede local customs in regards to alcohol and cigarettes at venues.

MOA IMPLICATIONS

- Clarify in the Games agreement that venue-centric structures, planning and operations are required and expected as part of the GOC's duties in delivering the Games.

Crowd Management and Access Control

SUCCESSES

- The GOC created excellent spectator turnout. Their strategy with marketing tickets was very successful.

LESSONS LEARNED	RECOMMENDATIONS
Access control was either poorly implemented or not at all. This caused extensive problems for competition management and media operations, in particular.	→ A distinct functional area, referred to as Event or Spectator Services in the past, must be put in place by a GOC to plan and implement access control successfully.
Crowd management – through the proactive provision of directions, keeping corridors and aisles clear, preventing overcrowding, etc. – was not in evidence and in some cases compromised the safe running of the event (e.g. overcrowding at Young Athletes and at Closing Ceremonies).	→ The same functional area, Event or Spectator Services, can also take responsibility, in conjunction with Security staff, for planning and implementing constituent group flows and crowd management successfully.
The GOC reported that the SOI Credentialing Guide does not adequately address security checks.	→ Review the Credentialing Guide to ensure that requirements are clearly stated, particularly in relation to the connection between security checks and credential checks.

MOA IMPLICATIONS

- Clarify in the Games agreement that crowd management and access control require specific planning and implementation, in conjunction with credentialing systems and security processes, to meet acceptable safety and operational standards for a World Games.

Safety and Security

SUCCESSES

- Accreditation and security checks were thorough going into the non-sports indoor venues, in particular the Convention Centre in Alpensia.
- Venues were generally set up and run in a safe manner.

LESSONS LEARNED	RECOMMENDATIONS
The toilets in some venues were dirty and unsanitary, and did not have enough soap or toilet paper in place.	→ Ensure that regular cleaning and resupply are detailed explicitly in venue contracts.
There was significant overcrowding at the Closing Ceremony, resulting in blockages of aisles and concourses, and at MATP and Young Athletes in the Convention Centre, and no visible effort to alleviate the situation.	→ Ensure that a functional area has clear responsibility for managing crowd safety with direct links to venue management so that immediate action can be taken to prevent unsafe situations from developing.
The GOC did not feel that SOI's direction on security requirements was adequate.	→ Provide a clear briefing on the level and scope of safety and security services that GOC must perform for the safety of the participants.

Logistics

SUCCESSES

- Venues appeared to have adequate supplies and equipment to deliver the Games.

LESSONS LEARNED	RECOMMENDATIONS
<p>UPS was not an effective international partner in the shipping of equipment and supplies for the Games. Despite UPS planning meetings months prior to Games, shipping did not go smoothly creating additional on-site work that was unnecessary.</p>	<p>→ Undertake an RFP or source more than one vendor for international shipping to future World Games.</p>

Music and Announcements

SUCCESSSES

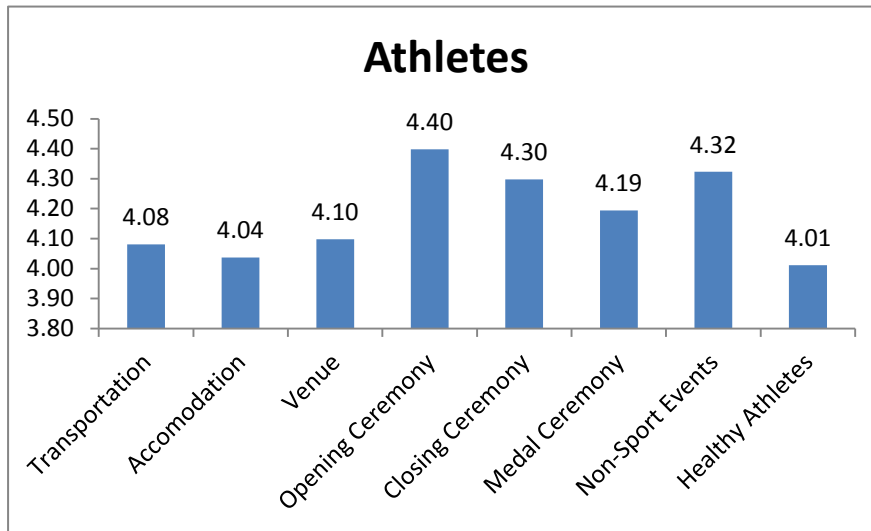
- Some venues had music and clear, energetic announcements that worked very well.

LESSONS LEARNED	RECOMMENDATIONS
<p>The spectator experience of music and announcements was inconsistent.</p>	<p>→ A distinct functional area, which has been referred to as Sound Production in the past, must be put in place by a GOC to plan and implement music and announcements consistently and successfully.</p>

6. International Services

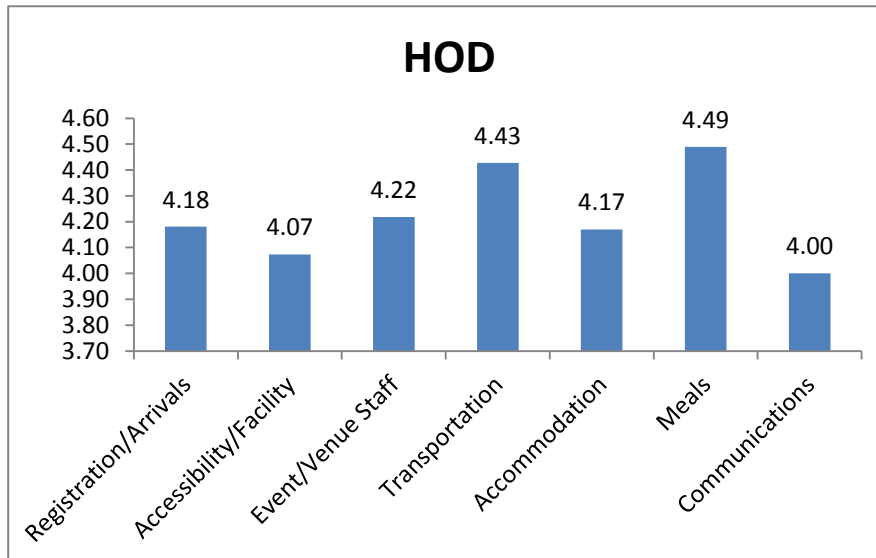
Constituent Satisfaction: Athletes, HODs and Coaches

Data was collected from 112 athletes, as part of the Hanyang University Constituency Satisfaction survey, who were asked to rank satisfaction within selected categories from 1-5. The results of the survey were:



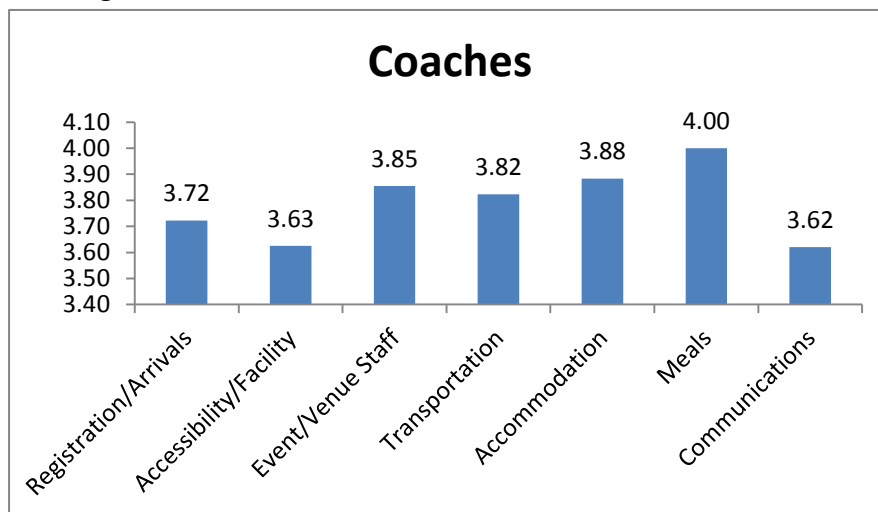
While athletes were generally very satisfied across each of the categories, they were most satisfied with Opening & Closing Ceremonies as well as the Non-Sport Events.

Head of Delegation survey results were as follows:



Surveys were collected from 9 Heads of Delegation, whose responses indicate that they were most satisfied with Transportation and Meals.

From the 31 Coaches (Head and Assistant) surveyed at the World Games, again ranking satisfaction within selected categories from 1-5, the results were:



Registration

SUCCESSES

- **Delegations: Heavy emphasis on delegation registration, through making it a key measure of success, paid off. 90% of delegation registration was submitted by deadline.**
- **GMS consultants collecting all registrations in SOI were instrumental in an effective registration process. Sending registrations direct to SOI, with Regions responsible for monitoring delays or missing information and documents, is an approach that should be repeated at future Games.**
- GYAS: 100% registration by deadline (there were two late additions to the group).
- Families: Although 95% of Families turned in incomplete registration forms by Nov. 1, 98% turned in completed registration forms by Dec. 1.

LESSONS LEARNED	RECOMMENDATIONS
The GOC decided after the Registration material was sent out that they needed copies of individual passports. This caused a lot of additional work.	→ GOCs need to establish upfront what supporting documents they need, such as passport scans, and should not be allowed to change requirements after the materials have been sent out.
Media registration opened late and this caused significant challenges to engaging media.	→ Media registration must be open at least 6-9 months prior to Games. SOI should directly manage international media registration.
It was not possible to implement a final deadline and registration remained open through the Games.	→ Future GOC plans should allow for registration being open up to and during Games.
There were challenges with GOC implementation after they received the registration information.	→ Have a follow up plan after hand over of the Registration information to the GOC.
The VISA application process took about 6 weeks.	→ Agree an acceptable response time with GOCs to ensure adequate service levels.
Late additions to GYAS placed strain on GOC and host Program.	→ Do not allow late additions to GYAS at future Games.

MOA IMPLICATIONS

- Future contracts should clearly state that once the registration materials have been distributed, requirements cannot be changed without prior consent from SOI.

Delegation Services

SUCCESES

- Delegation Assistant Liaisons (DALs) did a fantastic job and deserve a lot of recognition. A strong recommendation is to allow delegations to access DALs prior to Games in order to better aid both parties during the event.

LESSONS LEARNED	RECOMMENDATIONS
<p>Lack of cross-functional communication impacted the services and information provided to Delegations as they prepared their team. Delegations had to provide information several times.</p>	<p>→ The Delegation Services department needs to be positioned and regarded as one of the most important in a GOC, responsible for coordination of information flow to and from Delegations participating in Games.</p>
<p>Only Korean and English were provided at the HOD meetings. The plan was to provide all official languages. The impact was that HODs did not understand the discussions – and DALs had to speak on behalf of HODs.</p>	<p>→ Provide simultaneous translation in required languages to ensure HODs understand proceedings at HOD meetings.</p>
<p>The GOC was well-intentioned in utilizing the DAL's for communication but despite the high volume of emails they received each day, they often did not have the information needed to address questions or issues.</p>	<p>→ Information and training for DALs, covering all events, cultural events, transportation and accommodation, should be a GOC priority well in advance of Games. The GOC should implement a system for communicating changes or notices to Delegations beyond the DALs, such as information desks or a call center.</p>
<p>Despite a very intense workload, some DALs experienced long travel times and poor treatment (e.g. standing for Opening Ceremonies, no food at Opening Ceremonies, being held responsible for issues in communication that were beyond their control).</p>	<p>→ Ensure that GOC pays specific attention to services and support for DALs because of the critical role they play in supporting Delegations. DAL accommodation needs to be in the same place as, or very near to, Delegation accommodation.</p>
<p>Message/mail boxes were not provided at HOD meetings or in accommodation venues</p>	<p>→ Message/mail boxes must be provided for HODs by any GOC as they are an understood, effective means of passing information and messages to HODs during the Games</p>

MOA IMPLICATIONS

- GOCs must be required to provide simultaneous translation at the HOD meeting for official languages agreed to in the Games agreement.

Delegation Welcome Center

LESSONS LEARNED	RECOMMENDATIONS
<p>Cross functional coordination and</p>	<p>→ In keeping with positioning Delegation</p>

<p>communication did not take place. The result was that Delegations were sent to the Host Town without signing off on the final GMS report, and no headcount was taken since the final sign off did not take place.</p>	<p>Services as a critical functional area, review the set-up and operations of a Delegation Welcome Centre to ensure it delivers on key operational goals at future Games.</p>
<p>The flow of people was disorganized. There was insufficient space. The GOC did not follow the original layout of the venue. Delegations had to bring their luggage into the DWC and carry everything themselves.</p>	<p>→ Review Delegation Welcome Center designs and produce an optimum design/process flow for use by future GOCs. This should include luggage transfer by GOC, and use of the same bus from airport to DWC to host town.</p>
<p>The venue was also used for another event, leading to crossed lines between Delegation members and public for the other event.</p>	<p>→ Seek exclusive use of the Delegation Welcome Centre space.</p>
<p>Some Delegations were offered a hot meal at the DWC and others not. The meal plan was not clear, although DALs did their best to find out.</p>	<p>→ The meal plan should be clearly agreed upon and communicated to the Delegations in advance.</p>
<p>Some delegation numbers and flight schedules changed very close to the Games.</p>	<p>→ Establish a strong communication system between Delegation Services and the Welcome Center so that changes are shared immediately.</p>

MOA IMPLICATIONS

- The Games agreement needs to properly reflect the importance of Delegation Services as a functional area that is critical to the successful delivery of a Games.

Language Services

<p>LESSONS LEARNED</p>	<p>RECOMMENDATIONS</p>
<p>Translation support did not meet all requirements at all times, in particular during the planning stages, the Test Event, as well as during the Games.</p>	<p>→ Enhanced levels of translation and interpretation support are required for future Games in countries where English is not the first language.</p>
<p>Because some Korean Clinical Directors did not speak English, full-time translation support was needed during the first few days of venue setup and screening at Healthy Athletes. Once athletes arrived for screening, there were additional challenges since most athletes did not speak Korean and most volunteers only spoke Korean.</p>	<p>→ For future Games, significant translation and interpretation resources need to be planned for Healthy Athletes from the outset.</p>
<p>There were many (bus drivers, hotel staff) who could not communicate in basic English, which made communication frustrating at times.</p>	<p>→ Consider more use of pictograms and simple word/phrase cards that non-English speakers can use to communicate with delegations and other visitors.</p>

MOA IMPLICATIONS

- Clarify GOC responsibilities in respect to provision of translation/interpretation services for the full Games planning cycle, not just for Games-time.

7. Games Services

Accommodation

DELEGATION ACCOMMODATION

SUCCESSES

- Delegations were generally pleased with the standard of accommodation facilities, which were clean and modern. This standard should be maintained for future Winter Games.
- Delegations were also happy with how the accommodation venues were run – volunteers were helpful and security was generally adequate.

LESSONS LEARNED	RECOMMENDATIONS
Some Delegation accommodation was overcrowded (e.g. 7-10 athletes in apartments, so some ended up staying in sitting rooms).	→ SOI must ensure and enforce proper bedroom space and a bed for every Delegation member as an absolute requirement for a World Games.
It would have been helpful to have a coin laundry service or reasonably priced laundry service for each accommodation location.	→ Contract with the most reasonably priced laundry service agency or operate coin laundries so that this service is easily accessible to Delegations.
Some delegations were smoking and drinking alcohol, and were not detected by security staff.	→ Improve education of Delegations and clarify the sanctions that will apply in the event of a violation.
The credential scanning system used for delegations was slow, delaying the process and creating long lines of delegation members.	→ Consider using a different system or more access points for future Games.
It was very cold on arrival in one of the Delegation accommodation venues because the heating was underfloor and had not been turned on in advance.	→ Ensure that future Winter Games accommodation venue contracts specify that heating will be turned on at least one day in advance of arrival.
One Delegation with Muslim members was scheduled to attend Mass during their Host Town stay, resulting in an awkward situation for both parties to resolve.	→ Revise the Host Town Guide to clarify that staying with Church groups is fine so long as the schedule does not include religious ceremonies.
Some Delegations could not fly home until the day after the finish of the standard Delegation accommodation period, and had to move to hotel accommodation which was expensive for them.	→ Allowance needs to be made for Delegations to stay an additional night in their accommodation, at their own cost, if that is necessary to suit departure flight times.

MOA IMPLICATIONS

- The Games agreement needs to specify that a bed and adequate bedroom space are minimum requirements for Delegation accommodation.

NON-DELEGATION ACCOMMODATION

SUCCESSES

- A hotel management professional and dedicated finance staff brought necessary supervision to hotel expenses for which SOI was responsible. SOI should continue to dedicate finance staff to this role and engage professional accommodation management companies to help control costs, manage room changes and negotiate changes.

LESSONS LEARNED	RECOMMENDATIONS
The scope of Accommodations planning was not well defined or consolidated to one department or division. Strategic Properties and Sports collaborated to pull together all relevant information, with Strategic Properties taking the lead for non-delegation accommodations.	→ There needs to be one contact at SOI who has the functional responsibility for accommodation, working in conjunction with other functional area leads, but consolidating needs, contracts, etc., for consistency and ease of information sharing with future GOCs.
For constituents who were booking accommodation through the Games Travel Agent with Hanjin Travel, the portal did not go live until late October making it impossible for those constituents to register by the deadline or to find accommodation close to competition.	→ Accommodation portals and full registration must be available to constituents ideally one year prior to Games to provide for best results in terms of Games attendance.
The GOC needed to clarify their full resource plan for accommodation, the role of third party companies and the timeline for bringing them in. This would have helped resolve some of the issues faced earlier in the process.	→ Introduce the requirement to share contractor hire details and schedules into the Games agreement.
The GOC asked Hanjin Travel to guarantee rooms for non-delegation constituents, rather than taking out contracts themselves. As a result, the GOC did not have contracts for any accommodation other than the athletes up to a few months before the Games.	→ Signed contracts with accommodation venues must be secured at least 12 months before Games and presented to SOI. SOI should consider taking closer control over securing accommodation for key constituencies, as well as for accommodation that SOI will be paying for directly.
SOI must tighten up the process for how payments are collected from guests.	→ Guests paying for their own rooms should pay to reserve their room and be charged cancellation fees if they change plans. Guests who are being invited by regions/ departments should be charged to those regions/ departments so there is accountability.
Accommodation for Officials was very cold for the first two days after they arrived, and it was not cleaned at all during the Games.	→ In addition to specifying that heating needs to be put on at least one day in advance of arrival, ensure frequent cleaning is included in all accommodation venue contracts.

MOA IMPLICATIONS

- Add a requirement for provision of contractor hire schedules, and for SOI to have a more direct role in selecting the travel agency that is used for non-delegation constituent groups.
- Add dates by which contracts must be fully negotiated and signed with the accommodation venues, as well as dates that booking portals must go live for Families, Media, Guests, etc.

- Clarify the quality as well as the quantity of rooms that will be reimbursed under the Sponsored Room Nights (e.g. 800 standard rooms, 3 junior suites, etc.).
- Add an accommodations grid to the contract as an addendum, with agreed upon numbers for each constituency accurately reflected as listed in other parts of the contract.

Food Services

SUCCESSSES

- Delegations were generally happy with the quantity and quality of local and international food options they received during the Games.
- **There was a plentiful supply of liquids for Delegations in both accommodation and sports venues. Feedback on this was very positive and it set a standard that should be maintained for future Games.**
- Athletes were fed at their accommodation venues before they left for the Closing Ceremony and this was positively viewed by Delegations.

LESSONS LEARNED	RECOMMENDATIONS
Despite instructions to the contrary, many of the meals included pork. In addition, provision of Halal meals did not meet demand. These were significant issues for a number of Delegations at the Games.	→ Work with Regions to identify a global menu review team to ensure menus meet the nutrition, dietary and cultural needs of the delegations. Do not include pork in any food on the menu. This eliminates problems in venues and cross-contamination in preparation areas.
Lunches either arrived cold or got cold quickly in some of the venues.	→ Implement systems for either ensuring that lunches stay hot during transport or can be heated/kept hot when they arrive at venue.
Meals intended for vegetarians at the Global Youth Activation Summit did not initially meet vegetarian requirements. There were shortages of vegetarian meals in other venues.	→ Ensure that vegetarian and other specific food requirements are clearly defined in the Games guide and that catering contractor, volunteer and Host Town training programs include adequate guidance.
There was no food or drink provided at accommodation venues for Officials who arrived on flights with late arrival times.	→ Specify that basic food and drinks should be provided at accommodation venues for any key constituent group members who have late flight arrival times.

Transportation

SUCCESSSES

- Transportation for Delegations was good overall with few delays in arriving at venues. Sufficient numbers of buses were always available, and the buses provided were of high quality.
- Routes were easy to understand and venue pick-up and drop-off zones were very well located.
- There were English-speaking volunteers on some buses and Delegations found this very helpful.
- Motor pool cars were usually available and drivers were willing to collaborate in order to cover all the needs of each constituent group.

LESSONS LEARNED	RECOMMENDATIONS
The MVP experience was sometimes negatively impacted because they did not have a dedicated transportation system.	→ Consider providing dedicated transportation for all honored guests, including MVPs, to ensure a better experience for this group.
Dedicated Officials transport did not always run on time, sometimes resulting in arrival just before competition start, and the Officials accommodation resort was not included on the Games shuttle route so no alternatives were available.	→ Clarify with GOCs that venues housing critical constituent groups such as Officials must be included on the Games shuttle route so they have an alternative to their dedicated transportation services.
Officials were not brought directly from the airport to their accommodation – multiple venues were serviced by the same buses, resulting in very late arrivals at accommodation venues for some Officials.	→ Specify that key constituent groups who have late flight arrival times should be provided with direct transportation to their accommodation venue.
The signs on the buses were relatively small and were difficult for some Delegation members to see.	→ Request future GOCs to provide large signs on buses to indicate the route/destination. Bus signs should be provided both in local language and English at all times.
Some drivers were driving very fast with Delegations on board.	→ Ensure adequate training is provided for transportation volunteers by future GOCs, including heavy emphasis on risk management.

MOA IMPLICATIONS

- Adjust the Games agreement to specify that any accommodation venue being used to house Games constituent groups must be included on the dedicated Games transportation network.

Medical Services

SUCCESES

- The SOI Medical Encounter System worked well and the partnership with Health One Global should be continued for future Games.

LESSONS LEARNED	RECOMMENDATIONS
Many Delegations want to bring a Medical person with their group, but not as an ‘As’ accreditation because they do not want to pay an extra fee to do this.	→ Consider Delegation requests for addition of one Medical specialist as a standard member of each Delegation quota.
The absence of a formalized Medical Committee can impact on decisions that must be processed and then communicated.	→ SOI needs to establish a medical committee. Protocols for various contingencies should be developed by SOI including illness, accident, death, mass torts, and athlete or coach disappearance.
At least one Delegation was asked for insurance when they went to the hospital.	→ Clarify that provision of insurance and medical coverage in the host country are GOC responsibilities and that all care providers and partners need to be aware of this.
GOC Medical Services did not heed an SOI	→ Ensure that from the outset GOC Medical plans

recommendation to have an integrated plan with Host Towns.

are 'end-to-end' from arrival to departure.

MOA IMPLICATIONS

- State more clearly the need for GOC Medical Services operations to cover athletes at all times, including arrival at airports, Host Towns and departure.

Credentialing & Uniform Distribution

SUCCESSSES

- Delegations generally liked receiving credentials in advance because it allowed them to check for errors and have requests for changes ready on arrival. This should continue for future Games.
- The volunteer uniform was visible and adequate for the performance of their duties.

LESSONS LEARNED	RECOMMENDATIONS
The GOC was very late in developing its Credentialing system and missed several deadlines.	→ SOI has to provide a credentialing system to ensure timeliness and integration with other systems.
It was clear that the GOC did not understand the full scope of the Credentialing functional area and key concepts of access rights and access control. Major operational and safety issues resulted – for example it was possible to go to the credentialing centers and change credentials with no approval process.	→ Time and resources need to be invested on the SOI side to educate and work with the GOC to follow the Games credentialing guide in full for future Games. Education materials and information have to be distributed to all Games constituencies.
Other than athletes' accommodation, there was a failure to implement one of the key functions of a credentialing system which is to help control access and manage operational space in venues.	→ The GOC needs to get approval from SOI for the access zones at all venues, and a functional area needs to be explicitly designated responsibility for checking passes.
Despite on time submission of their registration, the credentials of many SOI staff and Honored Guests were delivered very late and people had to return two or three times before they received their pass. This created confusion and also complications in order to access some locations.	→ There must be a facility for on-site, immediate production of credentials at the Honored Guest and Media Centers for future Games.

MOA IMPLICATIONS

- The Games contract states the GOC must develop a Credentialing system and SOI must approve it. This must change; SOI should provide the GOC with a credentialing system that is integrated with SOI databases and stipulate that they must use it.

Technology & Telecommunications

SUCCESSSES

- Use of Smart Phones was extremely successful for youth activation and media operations, for example through Simple Stories, Facebook and Twitter posts. This is a practice that should be continued in the future but the costs must be considered and incorporated into future planning.

LESSONS LEARNED	RECOMMENDATIONS
The GOC did not provide any documentation of their IT plans (networking, venue connectivity, etc.). As a result, SOI attempted to implement a contingency plan but due to customs delays equipment had to be purchased or rented locally which added to overall costs.	→ GOC must be required to provide adequate documentation of IT infrastructure plans well in advance of Games-time.
The GOC did not honor many aspects of the contract – namely office supplies, IT equipment, editing stations for the Media Center, etc.	→ Clarify that failure to provide specified equipment or services will result in costs to acquire necessary equipment/services which must be covered by the GOC.
IT was not informed about Honored Guests set up on the 6th floor of the Intercontinental Hotel. This created unnecessary strain on GOC and SOI IT support plans and meant that SOI had to rent or purchase equipment locally at the last minute.	→ SOI Functional Areas must all abide by the deadlines set by SOI and GOC IT staff to verify IT requirements.
Resolving IT issues on the ground before the Games started was very difficult because of language issues.	→ Provide a translator dedicated to the IT team from the moment they arrive on site.
Printers were set up using individual drivers on each PC, which was a drain on IT staff resources.	→ Set up printer servers so that once someone logs on a printer is automatically available.
Information such as Head Coaches/Officials Manual and GYAS fact sheet was posted on the website much too late.	→ Require the GOC to upload website content, including material provided by SOI, in a timely manner.

MOA IMPLICATIONS

- Modify the Games contract to specify that all IT plans be delivered to SOI at least 45 days before Opening Ceremony.
- Consider specifically stating that if the GOC does not provide the equipment, supplies, etc. it was required to provide under the Agreement, that SOI will be reimbursed for any costs incurred to purchase these items.
- Specify that material provided by SOI to the GOC for the Games website must be uploaded within 2 weeks of receipt from SOI.

Operational Communications

SUCCESSSES

- Office space provided for GOC and SOI Operations Centers was modern and fit for purpose.

LESSONS LEARNED	RECOMMENDATIONS
The GOC felt that there was too much distance between its Operations Center and the SOI	→ The GOC and SOI Operations Centers should be located in very close proximity to each

Operations Center for maximum effectiveness in problem-solving and communication.	
Although some information was available, due to the volume of communication and information pre-Games staff were not clear on which receptions or events they could attend and opportunities for networking with partners and Programs were missed.	→ other. Create and issue a dedicated one-pager for staff to clarify which events they are invited to, who will be in attendance, what to wear, etc.

MOA IMPLICATIONS

- Stipulate that the GOC must make available a location for the SOI Operations Center that is central, easily accessible and easy to set-up.

Staff Operations & Services

STAFF OPERATIONS

SUCCESSSES

- SOI staff support for each other was visible. All “hands were on deck” and there were many acts of kindness to assist, help, track down, transport, etc.

LESSONS LEARNED	RECOMMENDATIONS
There was no lead for ‘staff operations’ until quite late resulting in confusion and late planning of facilities and services for staff at Games-time.	→ Include Staff Operations as a functional area in budgeting for World Games and appoint a lead to coordinate the planning of this area.
The staff Operations Center was too far removed from the main hub of activity and from staff lodging.	→ Ensure that future staff Operations Centers are located where the majority of activities take place and within easy access of staff accommodation.
For some staff the Games experience was overwhelming and stressful, particularly in the first few days, because they had never worked Games before.	→ Implement a structured, in-depth staff training Program on working at Games, to be delivered at least two months before Games.
Games are a unique opportunity for staff to meet with fellow staff from HQ or Regions and build or strengthen relationships but this opportunity was not maximized at the Games.	→ Set up at least two structured, well planned, meaningful staff meetings, one before the Games begin, not only to provide a Games briefing but also to facilitate introductions and relationship-building across functions and geographies.

STAFF SERVICES

SUCCESSSES

- Mobile phones, and a full mobile phone list, were provided in a timely manner when staff arrived, which is always challenging to achieve because they are being provided via the GOC.
- A listserv was set up for all SOI staff and volunteers. Two messages were sent out per day with pertinent information, status, etc. This was well received and really helped everyone feel connected

and in the loop with information and changes. Repeat this at all future Games. Consider a separate list for SOI-staff only.

- Staff accommodation was generally clean and modern.

LESSONS LEARNED	RECOMMENDATIONS
<p>There was a lack of clarity about who constitutes staff, and who would travel to Games, and this ambiguity resulted in extra expenses related to food, uniforms, transportation and accommodations.</p>	<p>→ Clearly define who will be regarded as ‘staff’ for future World Games and agree who will travel to Games at least 3 months in advance.</p>
<p>Staff accommodation was confirmed very late, leading to problems with food, transport, etc.</p>	<p>→ Staff accommodation should be secured no less than 6 months prior to Games.</p>
<p>In the days before Opening Ceremony, food was not available in all the hub locations where clusters of staff were operating and asking staff to travel to one location to pick up food was not feasible due to workloads and transport issues. During Games the food provided for staff in the ‘Food Capital’ was poor quality.</p>	<p>→ Plan for staff food services in all operational hubs during the final days before Games begin. Ensure that the quality of food provided for staff is reasonable given the high workload demands during Games.</p>
<p>There was no breakfast provided with some staff accommodation, and alternative locations were not practical for staff that needed to begin performing their duties quickly/early each day.</p>	<p>→ Breakfast must be provided in, or within very close proximity to, staff accommodation venues.</p>
<p>Staff transportation was not properly planned and was inadequate. In addition, staff with other duties ended up spending a significant amount of time addressing transport issues or providing taxi-type services to fellow staff.</p>	<p>→ Analyze staff transportation requirements and plan for provision of adequate services such as regular shuttles to staff accommodation and operations centers and dedicated cars (with drivers) for specific use (such as transportation of photographers and videographers, or IT equipment). Ensure staff transport is in place from at least 5 days before Games begin.</p>
<p>Wireless provision in staff accommodation was completely inadequate, particularly in the days pre-Games when it was most critical.</p>	<p>→ Staff accommodation must have good wireless services as a minimum requirement for being selected.</p>

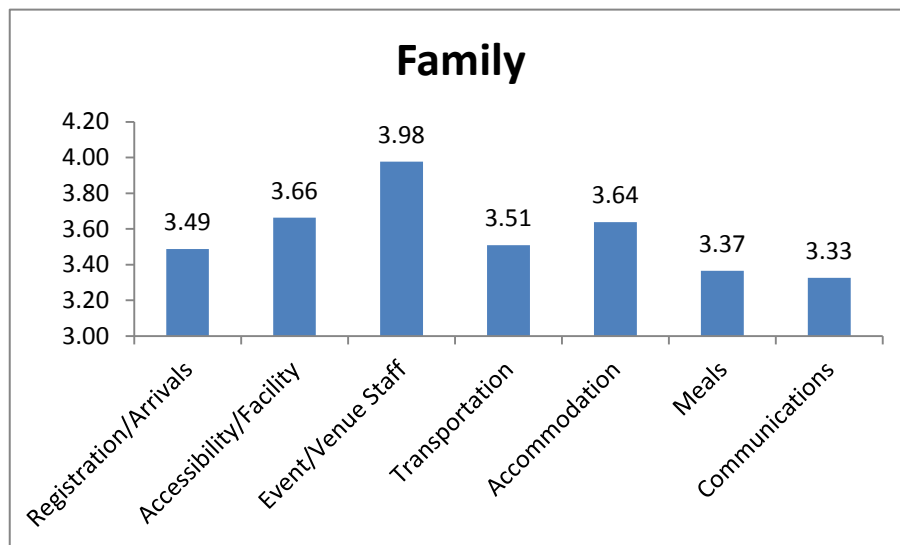
MOA IMPLICATIONS

- Ensure that the Games agreement specifies who will be regarded as SOI staff for the purpose of providing services such as food, transport, IT and accommodation.
- Modify the Games contract to specify that local cell phones be delivered to SOI at least three business days ahead of Opening Ceremony.
- Items like cell phones, equipment and supplies, etc. should be explicitly outlined in order to determine which responsibilities the GOC are obligated to contractually.

8. Non-Delegation Constituent Services

Constituent Satisfaction: Families

Data was collected from 53 family members as part of the Hanyang University Constituency Satisfaction survey. The results of the survey were:



As the graph shows, Families were most satisfied with Event/Venue Staff, followed by Accessibility/Facility and Accommodation.

Families Program

SUCCESSSES

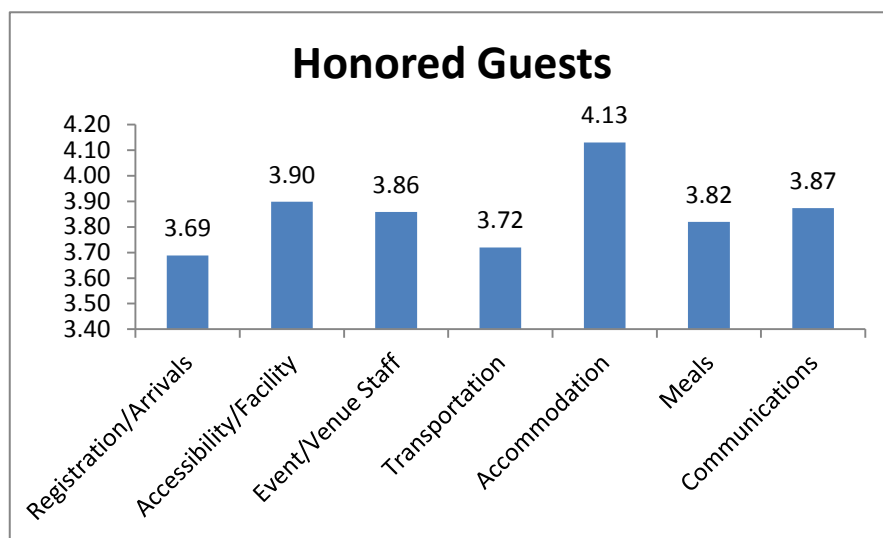
- A dedicated staff member for family registration alleviated issues surrounding communication and education.
- **Families receptions were fantastic and exceeded expectations of families in attendance. We frequently heard that the families were extremely happy with the inclusion of groups with ID outside the constituency of the athletes such as the Musicians & Dance performers.**
- Given the limited capacity for Opening Ceremonies, screening the event live was an alternative that can work if required in future.

LESSONS LEARNED	RECOMMENDATIONS
Staff changeover created frequent inconsistencies and changes in policy.	→ Staffing up to the Games must remain consistent, or at a minimum should not involve exchanging an entire programmatic support staff with no knowledge base.
Families did not have a central location at which to gather or find information.	→ A Main Family Center should be created and should have internet, and other capabilities/access. Families are a large constituent group and a dedicated support

		center at a central location throughout would make it easier to serve their needs for the duration of the Games.
Changes to arrangements for Opening & Closing Ceremonies tickets, and not gaining access in some cases, was very frustrating for families.	→	Families must know about the status of Ceremonies tickets three months out from the Games so they can plan accordingly.
Some family members were unhappy with the standard of some of the hotels provided by Hanjin Travel.	→	If SOI recommends an accommodation specialist, it must ensure that the accommodation is of a good standard. Look at the option of having two providers so there is competition between them.
Access to athletes was not sufficiently planned for in advance.	→	Distribute an athlete access plan prior to the Games to ensure families have opportunities to meet up throughout the competition.
There was some demand from families for merchandise but none available.	→	Provide suitable and affordable merchandise in locations easily accessed by families.

Constituent Satisfaction: Honored Guests

Satisfaction ratings provided by 57 Honored Guests (ASFs and MVPs) surveyed as part of the Hanyang University study at the Games were:



Again working from a rating scale of 1-5, it is clear that Honored Guests were generally very satisfied with Accommodation, followed by Accessibility/Facility and Communications.

Honored Guests Program

SUCCESSSES

- In anticipation of glitches on the first day during peak arrivals, SOEA took all ASFs on a tour of the city to give them a sense of belonging and get them oriented to the local culture. It was very well received by the guests.
- Having a dedicated on-site person for accommodation was extremely effective, and most importantly this person spoke the local language and was our primary liaison with all things related to the hotel (beyond just sleeping rooms).
- Having once central point of contact for SOEE was very helpful in managing the guests both pre-Games and on-site. **Each Region should assign one person to work with the Guest Coordinators on their guests collectively, rather than farming the responsibility out to several people within the same Region, and have this person fully dedicated to Guest management on-site at Games.**
- VIP Gifts (Jackets, pin sets, etc.) were delivered to rooms rather than given at the Welcome Center, which worked very well. Utilize welcome center distribution for items that are available to all constituencies.
- The many inter-venue shuttles that the GOC provided worked really well. The guests did not take advantage of this system fully; they need to be encouraged to use a system like this more.
- Motor Pool and Dedicated Vehicle volunteer drivers were good and most of them spoke English. Even if they didn't know the location they were able to find their way.
- Guest Coordinators were well matched with Relationship Managers and according to "buckets" of types of guests. This resulted in a more fluid and efficient program. Continue the Guest Coordinator process and have them assigned by type of guest. The GOC should similarly have Guest Coordinators in place that work on GOC Guest management.

LESSONS LEARNED	RECOMMENDATIONS
<p>Guests that were designated ASFs did not receive some of the benefits of being an ASF (e.g. some had to arrange their own transportation from the airport). This issue was raised across a number of constituencies who we have required to register as ASFs including Research, Healthy Athletes, Scholars, etc.</p>	<p>→ Whatever exceptions are being made for certain guests need to be clearly communicated before Games-time. This would enable staff that invite these ASFs to assist them with transportation support, folders, schedules, etc. In general SOI and GOC guests should be serviced from one guest center with people from both GOC and SOI servicing it at all times.</p>
<p>Some MVPs were disappointed in the treatment they got. Most of the members of this group are Presidents of Accredited Programs, members of National Boards, sponsors or potential national donors, and have made a great effort to bring their delegations to the Games.</p>	<p>→ Re-examine the definition and purpose of two distinct Honored Guest Programs and consider either combining into one program or refining each one so that the quality and integrity of each program is preserved. If two programs persist, there need to be much more rigid guidelines around who is invited as an ASF. In addition, we need to clarify for MVP Fans, as well as to the Programs and Regions, what the distinction means, what they'll be getting with their registration fee, the events they can attend, their accommodation and transportation provisions. More staff should be dedicated to making this experience a good one for the MVPs.</p>

<p>The process of producing schedules for Honored Guests was extremely time-consuming and many guests didn't use them.</p>	<p>→ Provide guests with an outline schedule prior to the Games to get them engaged and share the vision of their overall Games experience, but consider a 'schedule on-site' option that is more refined, flexible, and easier to produce. Relationship Managers should be in a lead role working with their guests at events, etc. to help guests get out and see more competition. A simplified, up-to-date sports schedule should be available daily for each guest.</p>
<p>Similar to Officials hotels, some ASF hotels were off the transportation grid and several guests were delivered from the airport to the wrong hotel in the middle of the night. They were irate.</p>	<p>→ ASFs should not be accommodated in hotels that do not have access to GOC-arranged transportation.</p>
<p>The Honored Guest office was not in the original scope of set up for the IT & Business Operations team, and no networking requirements were ever submitted prior to Games despite numerous requests. An enormous amount of last minute IT, supply and set up requests impacted support of the remainder of SOI staff.</p>	<p>→ Meet with all SOI departments at least 45 days ahead of Opening Ceremony to verify/sign off on IT requirements for Games.</p>
<p>Embassies were invited to Ceremonies too late.</p>	<p>→ Designate a deadline for Ceremonies protocol and invitations with a minimum advance notice.</p>
<p>There were no clear VIP seating areas, break rooms or entrances that were consistent between venues.</p>	<p>→ Volunteers were trained on how to arrange VIP attendance at Awards presentations, but need to be more clearly educated on the basic event management logistics around VIPs.</p>
<p>There is simply too much schedule material to read through, especially when much of it arrives quite close to the event.</p>	<p>→ Prepare a list of daily highlights for guests/families and determine a visible access point to share Daily Schedules and information.</p>
<p>The Guest Management Team was not adequately staffed to manage the volume of guests attending the Games.</p>	<p>→ Establish an acceptable ratio of Guest Coordinators to actual confirmed guests, and as volume begins to exceed capacity, bring on more support.</p>
<p>There was insufficient clarity among the Relationship Managers on the role of their Guest Coordinator when it came to dealing with the Guest. This caused some inefficiencies and difficulties in follow-through with guests, and resulted in some Guest Coordinators doing the job of the Relationship Manager on-site.</p>	<p>→ The role of the Guest Coordinator needs to be clearly defined and enforced with the Relationship Managers. Pre-Games, Guest Coordinators should have direct contact with the guests, regardless of Relationship Manager. RMs should support the process, drive the schedule development and deal with the Guest on-site. RMs also need to engage in the process much earlier. All on-site Relationship Managers should be clearly identified and trained prior to the Games, and held accountable on-site for managing their guests so that the Guest Coordinators can deal with logistics, scheduling and problem-solving.</p>
<p>Due to workload, the Guest Management Team did not get an opportunity to see the venues and be trained on logistics of the Games that</p>	<p>→ The Guest Management Team should arrive on-site earlier and have their first day fully dedicated to a venue tour and distance</p>

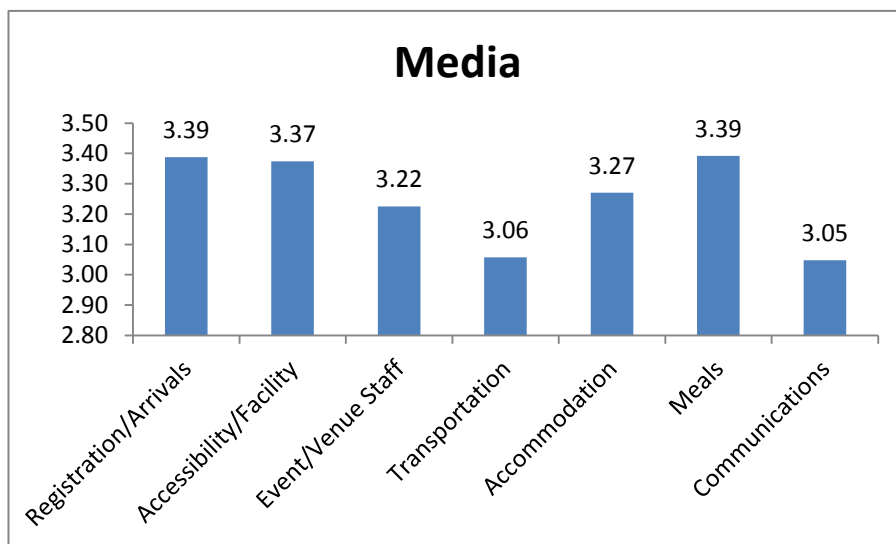
would have helped them answer questions both to Relationship Managers and Guests.	
There was an extremely large amount of last-minute additions to the guest list as well as late registrations by invited guests that resulted in capacity issues with the program. Quite a few people were “moved up” to the ASF program but should not have been serviced as ASFs.	→
The offline registration system resulted in numerous hours of data entry and had a high potential for mistakes as data was transferred from the form into the database.	→
	<p>training. This is critical for their understanding of the Games and for sharing information with the Guests and Relationship Managers.</p> <p>SOI needs to hold everyone accountable to deadlines and consider giving quotas for number of guests to be invited per Relationship Manager/Department or Region. There will need to be more discipline around controlling the invite list and ensuring that the integrity of the ASF program doesn't get compromised. GOC guests must also be integrated into the SOI guest list much earlier in the process.</p> <p>SOI should invest in a front-end online registration portal for Honored Guests that links to GEMS on the back-end. Registration materials should also be prepared and ready to send out when invitations are issued.</p>

MOA IMPLICATIONS

- In certain areas of the contract there is still ambiguity around definitions and services:
 - Specifically define categories of people who are entitled to sponsored air and room nights
 - Specifically define a schedule of recruitment and training of hosts, as well as vetting of hosts for key guests
 - Define the standard of service required for the airport and create a grid outlining airport VIP service for constituents (e.g. who is entitled to what level of service)
 - SOI should own ASF Accommodation
 - SOI should own ASF Transportation
 - Define rules around use of transportation by ASFs and the capacity of vehicles (with Hosts)

Constituent Satisfaction: Media

Media were also surveyed as part of the Hanyang University survey at the Games. Of the 40 local and international journalists surveyed, the result of their responses was as follows:



While Registration, Accessibility, and Meals demonstrated the highest satisfaction, it is important to note that ratings for the media constituency fluctuated greatly between local and international media in attendance.

Media Operations

SUCCESSES

- **Live Steaming of Opening & Closing Ceremony was a best practice. Continue this in next Games but allow greater lead time in the announcement and promotion so that Programs can prepare events around the screening.** Live streaming of competitions should be something we also aim for in future Games. SO Greece organized a viewing party and in Gibraltar the Ministry of Sport watched the Ceremony online. However, English language commentary must explicitly be part of the plans.

PRESS TREATMENT

LESSONS LEARNED	RECOMMENDATIONS
Domestic media had much more access to information and events than the foreign press. For example domestic press were allowed 70 seats at Opening Ceremony, while foreign press had 27 – and of that only 9 of those seats were provided for press who had paid their way to Korea.	→ There must be a clear statement during the planning process and in the Games Guide that all Press must be treated with equal information and access regardless of the language barriers.
Media zones were neither established nor enforced. The media had free roam of the venues, creating actual safety issues (being where they shouldn't be, elbowing and pushing athletes to get to other people they wish to photograph, etc.) and impeding competition.	→ Venue control and access must be incorporated into the GOC Operational Plans and reinforced with support staff.
There were insufficient photographers for covering Honored Guests.	→ The ASF team should consider investing in reception and guest-specific photographers.
Several athletes experienced emotional issues because of the repeated invasion of their personal space and the insensitivity of the questions being asked of them. Athletes were asked, in an attempt to understand their diagnosis: "what's wrong with you?"... this happened in varying ways throughout the Games.	→ There must be clearly delineated Media Access and zones. In addition, there must be a better educational process for local media regarding Special Olympics and athlete treatment. There should also be an educational piece to the attending programs on how to deal with media.

CEREMONIES & MEDIA

LESSONS LEARNED	RECOMMENDATIONS
Media registration was opened up far too late.	→ Media registration must be opened at least 6 months prior to Games. GOC media team needs to update media promptly.
Broadcast coverage outside of Korea was impacted by a GOC decision to delay the feed until after the Ceremony start.	→ Where live coverage is being contracted, it must be stated that the feed has to begin when the ceremony begins, otherwise international media will not take it up.
There was a lack of live sports coverage and an	→ Work with future GOCs to develop a plan to

inability to accommodate individual requests from media for footage of specific competitions. Broadcast plans and fees were revealed too late. Due to this, what was made available to Programs for use, and related costs, were revealed too late to react. Web-based viewing solution was too last-minute.

obtain more live sports coverage during Games. Broadcast rights must be determined well in advance of the Games and Programs should receive details to share with families and local programs.

Observers Program

LESSONS LEARNED

The staff in charge of the Observers was moved two weeks prior to the Games and new staff was assigned. This was not a good solution since the new person did not know either the Games or Special Olympics.

Very few of the Observers stayed for the entire games. It was challenging for the GOC to develop a program since the participants had expectations to observe as much as possible.

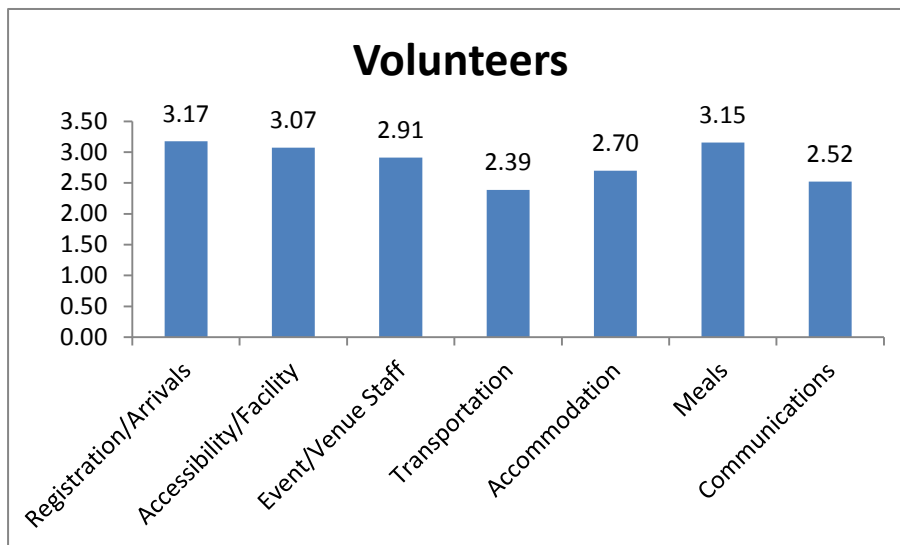
RECOMMENDATIONS

The same person in charge of planning and communication with the Observers should manage the Program at Games time.

Options for varying timeframes need to be developed in order to cater to the Observers that are future hosts.

Constituent Satisfaction: Volunteers

233 volunteers were surveyed as part of the Hanyang University constituent satisfaction survey. Their responses are summarized below:



Volunteers expressed the highest satisfaction with Registration and Meals, but it is worth noting that their average satisfaction ratings were significantly lower than the average ratings for the other constituent groups surveyed.

Volunteers Program

SUCCESSSES

- The GOC was very successful in recruiting sufficient numbers of volunteers for the Games, including targeting specific expertise for roles such as DAL and language support.
- Volunteer uniforms were warm and adequate enough for comfortable performance of their roles in all weather conditions.

LESSONS LEARNED	RECOMMENDATIONS
<p>Not all volunteers received job specific training or information about their duties, as well as general education about SO, which impacted their ability to be successful and to best represent the Games.</p>	<p>→ SOI needs to be far more specific about required volunteer training, review plans for job and venue-specific training, and even participate in training if necessary.</p>
<p>Volunteer requirements were calculated by Department in the GOC, which caused some overlaps. At Games-time, it was evident in venues that some volunteers had no clear role.</p>	<p>→ There needs to be an overall review of requests for volunteers by each Department of the GOC. Roles need to be clearly defined, and explained fully during volunteer recruitment.</p>
<p>There was no way to identify the area of responsibility of any volunteers. For this reason it was difficult to obtain quick responses. Also, volunteers frequently did not know which GOC staff was in charge of the area and who to go to for answers or clarification.</p>	<p>→ Organizational staff charts should be shared with volunteers within their respectively assigned areas to better improve communication and constituency assistance.</p>
<p>Some volunteers in key roles did not perform up to expectations and may not have been the most suitable for those roles.</p>	<p>→ Interview any person putting themselves forward for one of the key volunteer roles at Games.</p>
<p>There was no rotation of volunteers between positions. They either ended up in the same position all day or just did it themselves.</p>	<p>→ SOI needs to review GOC volunteer training materials to ensure key principles of good volunteer management are implemented.</p>

9. Non-Sports Programs

Host Town Program

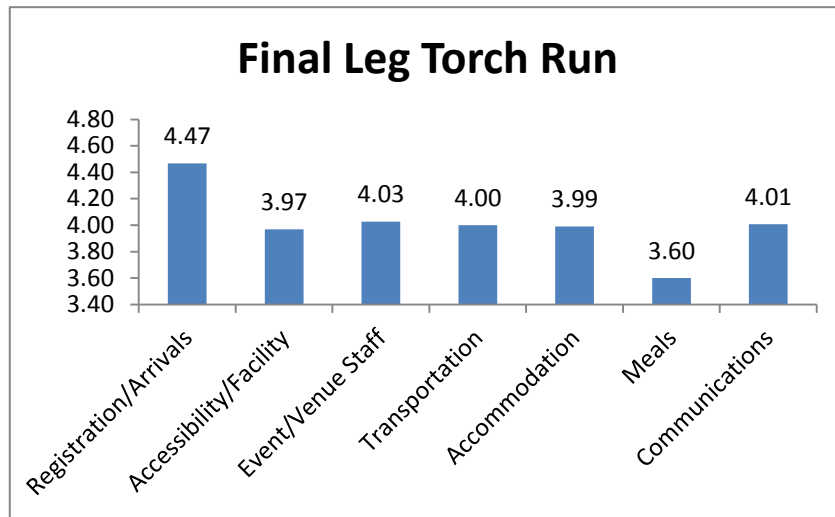
SUCCESSSES

- Host Town Schedules: host towns prepared well thought out and detailed programs for delegations, and Delegations enjoyed a great welcome in each of the host town locations.

LESSONS LEARNED	RECOMMENDATIONS
Host Town services and scheduling did not provide for athlete training.	→ Emphasize in the Host Town guidelines that one of the main requirements of a Host Town is to provide time and suitable facilities for athlete training.
Most SO Programs submitted host town registration by the deadline, but flight confirmations of some Programs were delayed. This was challenging for hosts to prepare Host Town logistics.	→ The GOC should share host town programs and detailed logistics with each SO program in advance and communicate with them to gain feedback, without waiting until the SO program sends the final arrival flight information.
Some of the Host Towns were not recruited until quite late, making it difficult for the GOC to confirm accurate information to Delegations.	→ Educate future GOCs about the lengthy timelines associated with Host Town recruitment and set deadlines that allow for effective communication with Programs.
The Host Town team seemed to be working in isolation from the other Games FAs. This led to unclear communication with the Delegations. Most of the Delegations were asked to confirm their participation twice.	→ The Host Town functional area needs to be treated the same as every other FA with full involvement in integration processes.

Constituent Satisfaction: LETR Final Leg

Data gathered from 9 Final Leg Torch Run volunteers yielded the following results:



Final Leg Torch Run Program

SUCCESSES

- **Having two sets of advance teams for each leg was very beneficial. The practice of leap-frogging the advance teams to ceremony sites proved to be efficient for advance preparations.**
- The Final Leg website was very user friendly and updated regularly. Each participant who attended the 2012 LETR conference was provided with a CD which included all the Final Leg information. The team photo board was very helpful for identifying participants prior to meeting and during airport arrivals.
- The Torch Lighting Ceremony and related events were well planned and implemented by Special Olympics Hellas, inclusive of the dinners and receptions. The events drew a lot of media attention. The representation of both the Flame and Special Olympics athletes was executed with a high level of dignity.

LESSONS LEARNED	RECOMMENDATIONS
Final Leg LETR officers must be highlighted and participate in the Opening Ceremony in a visible way. This should be required as it is an integral part of the ceremonies. Athlete Torch Bearers required support during the Ceremony to undertake the role, and there were no alternates selected.	→ Require GOCs to involve all Final Leg LETR officers in bringing the Flame of Hope into the arena. Provide advance preparation or training for the GOC on the protocol of lighting the cauldron. SO athletes must be trained and be comfortable to carry the flame independently and safely.
Some of the events at night were uncomfortable due to the cold.	→ Hold events before sunset each day.
The GOC felt that insurance coverage requested by SOI for the Torch Run was unreasonable.	→ Agree upon insurance responsibilities early in the planning process.

MOA IMPLICATIONS

- The Games Agreement needs to specify division of responsibilities for insurance cover and when each form of cover must be in place.

Ceremonies

SUCCESSES

- **The emphasis on an athlete-focused ceremony proved successful and should be the number one preference for future ceremonies.**
- The GOC highlighted athlete ability in a unique manner. The Games broke away from having only the traditional speakers and flag bearers – athletes carried in the Flame of Hope on Skates at Opening and 18 athletes participated in a flash mob routine on skates during Closing. Continue to utilize athletes in unique, traditional and more opportunities during ceremonies.

LESSONS LEARNED	RECOMMENDATIONS
There was insufficient space for all constituents to attend the Opening Ceremony.	→ Ensure that future Games Ceremony venues adequately provide for delegations, families, media and guests at a minimum.
The division of roles between the GOC and SOI was	→ Roles must be more clearly defined in regard

not clear and in the end SOI had to pick up aspects the GOC had not planned such as the athletes' parade and the Torch lighting.		to what is required, and who is responsible. Provide training to GOC on all protocols and overall vision for athlete-centric ceremonies.
Accessibility was not fully understood, the GOC needs to be prepared for the numbers and needs of anyone with physical disabilities.	→	Individuals with physical disabilities must have access and seating in the same area as designated by their credential.
A small number of Programs displayed national flags during the Parade of Athletes.	→	Stronger education of Programs before Games about the use of flags. Appoint someone to check parading teams as they line up to parade.
Athletes were tired after the Opening Ceremony due to the overall length of the day and then having to get up for competition the next morning.	→	Athletes should have a level of respect and support services comparable with other world-class events. The timing and extent of the Opening and Closing Ceremonies needs to be reviewed in light of the overall Games schedule.
There was significant overcrowding at the Closing Ceremony. Spectators were sitting or standing in every aisle, many of the walkways and many of the concourses in the venue, which could have had serious implications if a major emergency had occurred.	→	Conduct a thorough review of arrangements for a Ceremony to ensure that crowd management has been properly planned. SOI should have immediate access to the Event Controller to flag crowd management issues if they are not being dealt with by GOC staff.

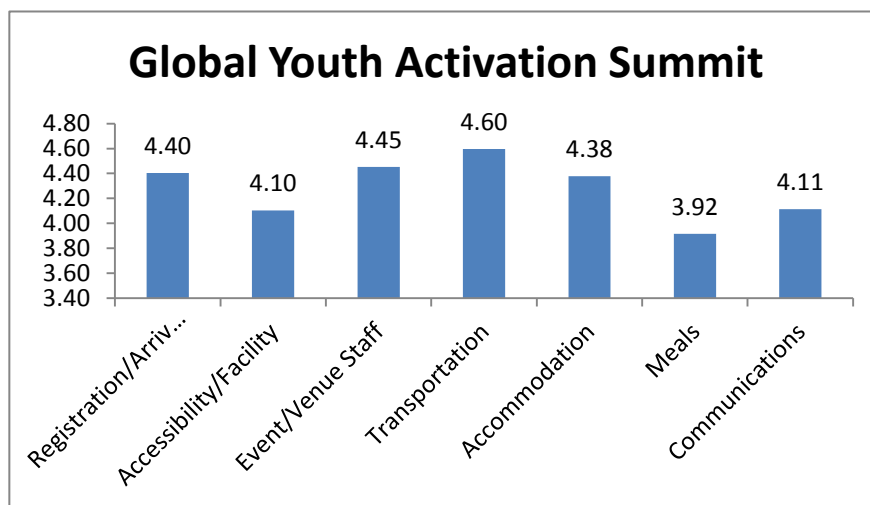
MOA IMPLICATIONS

- The Games Agreement needs to stipulate that all athletes, families, guests and media must have access to the Opening and Closing Ceremonies, and that the venues must have capacity for them.
- Ensure the Games Agreement clearly states that crowd safety is a GOC responsibility that must be adequately planned for across all Games venues.

Youth & Schools Programs

Constituent Satisfaction: Global Youth Activation Summit Participants

Participants at the Global Youth Activation Summit were surveyed at the Games. The responses of the 25 participants are shown below:



Given that the satisfaction rankings were from categories 1-5, it is evident that GYAS attendees were extremely satisfied with Transportation, and Event & Venue Staff.

GLOBAL YOUTH ACTIVATION SUMMIT (GYAS)

SUCCESSES

- Participation by GYAS representatives at the Global Development Summit and the Open Board Meeting worked well to ensure the voice of youth was heard at these events.
- Continue the practice of allowing ASFs, etc. to attend selected GYAS sessions. With advance notice, they can be provided with opportunities to speak and make important contributions to the sessions.
- The accommodation was nearly ideal because of its isolated surroundings. With nowhere to go and no distractions, there was 100% attendance all the time in Sessions, and the teams bonded well.
- Continue with high-end “smart phone” technology in 2015.

LESSONS LEARNED	RECOMMENDATIONS
The venue for the GYAS was confirmed too close to the Games.	→ The GYAS venue should be regarded the same as other venues and identified in sufficient time to allow for good advance planning.
Language translation during the GYAS sessions was still a struggle in spite of requiring at least one team member who communicates proficiently in English. This person wears out eventually.	→ GOCs should be asked to supplement a few hours of translation per day, especially with Arabic, Spanish and others as needed.
Information went live on the GYAS website just before the Games, which was too late.	→ Information needs to be posted to the website at least 3 months in advance.

<p>Access to internet Wi-Fi and LAN lines could have been better – youth are all over social media and this is also taught at GYAS.</p>	→	<p>GOCs must provide high speed Wi-Fi access for all participants and in all locations of the GYAS.</p>
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MOA IMPLICATIONS

- GYAS accommodation needs to be included with all other accommodation needs and confirmed at least 6 months before Games.

SCHOOL ENRICHMENT PROGRAM (SEP)

SUCSESSES

- Eleven schools based in Seoul were engaged at various degrees before, during and after the World Games. All took on the GII resources, several began SOK involvement (fund raising, hosting sports, etc.), and 5 schools attended the Global Youth Rally with over 445 students making knot bracelets and banners and participating as Fans in the Stands.
- Six International schools participated. The students who took part found it rewarding to connect at a very human and personal level with athletes. A very positive story about Woojoon Choi and Cody Field from Team USA got numerous media hits.

GLOBAL YOUTH RALLY

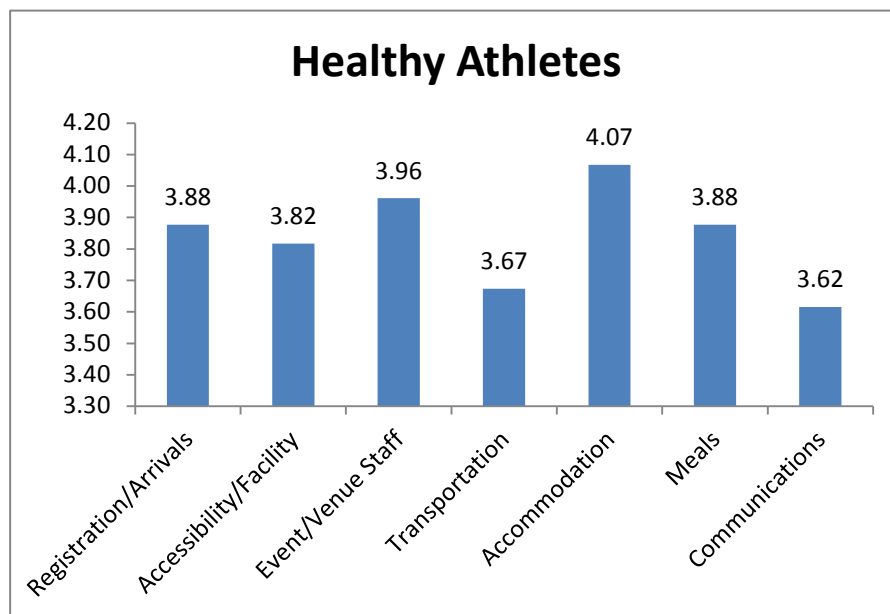
SUCSESSES

- Developing activation activities for schools (banners, videos, photos, etc.) was successful. Noridan (agency) visited 3 International Schools and 4 Special Education Schools for the pre-Youth Rally workshops and educated students about respect and inclusion. Special Olympics was featured through physical activities, drawing, discussion, bracelet making, and video footage materials. During the workshop, the Youth Rally event was promoted and this brought many students all the way from Seoul to PyeongChang at the end. In addition, Noridan added a Youth Rally pre-workshop (bracelet making) at the LG Company new employee workshop.
- A collaborative approach to the rally script was successful. It was organized and written by High School students, SOK athletes and GYAS leaders based on their experience and research, along with the help of Special Olympics staff and the production agency.
- Continue celebrity involvement in Youth Rally to generate awareness among young people about Special Olympics and people with intellectual disabilities.

<p>LESSONS LEARNED</p>	→	<p>RECOMMENDATIONS</p>
<p>Although half the audiences were non-Korean citizens, it was clear Korean language service was necessary to control crowd and deliver the core message of the Youth Rally. It seemed young Korean students had a hard time understanding what was going on.</p>		<p>Recommend a tactful, bilingual MC who can engage the majority of the audience.</p>

Constituent Satisfaction: Healthy Athletes

Surveys were collected from 13 Healthy Athlete clinicians and volunteers, who were asked to rank satisfaction within selected categories from 1-5. The respondents were most satisfied with Accommodations and Event & Venue Staff, as shown below:



Healthy Athletes Program

SUCCESSES

- **The GOC welcomed in several local groups, including approximately 200 people with ID from Gangneung, for screening. This was a success and was welcomed by the Healthy Athlete team.**
- The HA GOC team generally did an excellent job in delivering on cross-functional tasks, including securing credentials, scheduling athletes at HA, etc.
- Good scheduling of competitions allowed athletes to attend Healthy Athletes.

LESSONS LEARNED	RECOMMENDATIONS
The Healthy Athletes venue was too removed from the main action.	→ Healthy Athletes should always be located as close as possible to where the largest athlete numbers are each day.
Essilor volunteers were not registered as volunteers so they did not receive a uniform or meals. This applied to other HA sponsors who sent volunteers.	→ Amend the Games agreement to clarify that partner volunteers should be treated the same as any other volunteers working at Games.
The venue – a classroom building – posed significant challenges. While this was the best option available, most of the disciplines needed more space. Clinical volunteers spent time directing athletes instead of screening them.	→ Specify minimum room sizes for each of the disciplines based on a certain number of athletes.
There were some issues around roles and financial responsibilities between GOC/SOI	→ Address parts of the Games Agreement that are unclear to specify the financial responsibilities

<p>because of a lack of clarity in the games agreement (e.g. responsibility for trainee expenses once screening began, responsibility for airport to Gangneung transportation).</p>	
<p>Healthy Athletes is a large non-sport Program that is challenging for GOCs to fully understand quickly.</p>	<p>→ Once the key positions within a GOC are filled for HA, an orientation on the history, goals, fundamentals, etc. of Healthy Athletes and its components at WG should be provided by SOI.</p>
<p>There was a lack of clarity about what should happen in the event of a medical situation at the Healthy Athletes venue.</p>	<p>→ Medical operations protocols should be communicated to all Clinical Directors, Global Clinical Advisors, and SOI staff. Ideally, mobile medical operations units should be available to come to HA to provide initial assessments. The medical operations center should be able to do assessments and provide some level of primary care at least for minor conditions.</p>

Special Olympics Festival & Athlete Entertainment

SUCCESSES

- Introduction of such a wide array of inclusive performances was a first for World Games and a resounding success. SOI should duplicate this model in partnership with other organizations that have a focus around ID.
- Great outreach to secure pro bono arts tours and entertainment via Korea tourism board and other agencies. All World Games should feature outreach for pro bono arts and entertainment with emphasis on inclusive performances.

LESSONS LEARNED	RECOMMENDATIONS
<p>No Athlete entertainment in KDU, just a computer games area. While the athletes were invited to come to Alpensia for entertainment this was not practical for a delegation to do in the evening after athletes had eaten.</p>	<p>→ Ensure there are engaging athlete entertainment options at all accommodation venues, or that suitable transportation is provided if on-site entertainment is not possible.</p>

MOA IMPLICATIONS

- The Games Agreement should state that the Festival must feature inclusive performances.

Global Messengers

SUCCESSES

- Dedicated International Global Messengers (IGMs) were busy the duration of the Games and were all afforded leadership opportunities and speaking engagements.

LESSONS LEARNED	RECOMMENDATIONS
<p>This constituency is unique in its travel and clearly needs Per Diems, as they were rarely able to get lunch. Frequently they were speaking at events</p>	<p>→ Finance needs to review policy regarding per diems and meal accessibility for International Global Messengers.</p>

where no lunch was provided then immediately shuttling off to an additional event.	
IGMs were not provided with phones but should have been given their commitments and the need to stay in touch with them.	→ IGMs need to be a part of the SOI cell phone distribution plan.

Receptions, Meetings & Special Events

GLOBAL DEVELOPMENT SUMMIT

SUCCESSSES

- The Summit was a resounding success and enhanced SOI’s brand as a global human rights, health care and economic development organization.
- Briefing calls between all managing parties involved were vital for coordination and should be kept for future events.

LESSONS LEARNED	RECOMMENDATIONS
The amount of internal resources dedicated to supporting the Summit and the involvement of major international Summit guests was insufficient.	→ More internal people are needed to help manage these relationships both at the Games and more importantly in an ongoing way so that the Games are the catalyst for continued involvement in Special Olympics.
The venue and event production agency were chosen relatively late in the planning process.	→ Decide on whether we are having a Summit at least 18 months before Games to allow time for adequate venue and production planning.
Lines of responsibility, coordination and communication were not clear between all parties involved in the planning of the event.	→ Decide upon GDS at least 18 months prior to Games to allow time for relationship building and communication.
Some of the information from speakers was obtained very late and there was insufficient time to brief them.	→ Initiate advance collection of information from speakers as well as pre-event onsite speaker briefings prior to Summit.

MOA IMPLICATIONS

- The contract needs to be fine-tuned so that ultimate authority in GDS decisions is clarified.

RESEARCH & SCHOLARS MEETINGS

SUCCESSSES

- The Meetings attracted strong participants and were beneficial as a means of progressing Special Olympics’ research agenda.

LESSONS LEARNED	RECOMMENDATIONS
The GOC and the Korean funding source for the meetings were able to incur expenses without SOI authorization. More than \$20,000 was spent on costs not authorized by SOI.	→ SOI must exercise control over financial decisions related to major events such as these meetings.

SPECIAL HANDS PROJECT

SUCCESSSES

- **This model of introducing developing Programs to World Winter Games was tremendously successful and well received by delegations, media and other constituents. Similar models should be replicated to increase World Games attendance by non-traditional countries.**

LESSONS LEARNED	RECOMMENDATIONS
Most Special Hands programs did not have their preparatory camps due to the lack of snow and proper snowshoeing equipment.	→ Supply equipment at least six months prior to the competition so Athletes may use the same equipment they train with.

RECEPTIONS

SUCCESSSES

- **Receptions, Dinners and events hosted by SOI were well managed from a financial perspective, with estimates approved prior to execution of the event and folios reviewed immediately after the event occurred. Continue to have a finance person dedicated to reviewing, approving and paying these costs on-site to minimize post-Games questions about billing.**
- The assignment of IGMs and SOI Board members to speak at receptions/events was better than ever before, and the IGMs were all well prepared for their speaking roles.

10. Marketing & Communications

Public Relations & Awareness

SUCCESSES

- **The GOC delivered 191,000 spectators to the Games through their marketing plan. They organized busloads of people to arrive from different organizations and institutions and charged \$10/person creating a revenue stream which had not previously been successfully implemented at a Games. This should be a model for future Games.**
- Each host attempted to get coverage of host town activities by applying their own media team or inviting main media including main broadcasting companies.
- The SOI 'Simple Stories' website feature helped with gathering more content.
- Some Programs leveraged World Games involvement properly for the first time. As an example, Jamaica sent a reporter and photographer from the nation's daily newspaper to cover Jamaica's delegation. The team was on front page of The Observer almost every day of the Games.
- For the first time, SONA had a regional communications director in place. This facilitated more accurate and timely communications support to Programs and improved information flow to and from SOI. Both Team USA and Team Canada saw significant gains in followers on Facebook and Twitter.
- Spectators were very warm and supportive. Having good crowds really made the atmosphere in the venues which then had a positive impact on photos and videos being recorded.

LESSONS LEARNED	RECOMMENDATIONS
The GOC did not promote Host Town heavily as part of Games PR.	→ The PR plan should not just have generic Host Town information but specific logistics, to draw media interest.
Coverage generated by SOI tended to focus on personal interest stories rather than sporting performances.	→ Assign sports writers under the relevant sports to the communications team. They would be responsible for match reports and social media posting on actual competition action, as against solely human interest stories.

MOA IMPLICATIONS

- International marketing and communications responsibilities and timing need to be more clearly defined in the Agreement.
- We need to update host broadcaster obligations and I.T./infrastructure requirements. It needs to be clear that we need immediate copies of Opening and Closing Ceremonies footage, including clean feed with full Parade of Athletes.

Branding, Signage & Decoration

SUCCESSES

- **Overall this was the best signage seen at Games in a while. These Games should be an example of best practice for future GOCs.**
- Future Games should have the same level of signage for Health Programs as at these Games, including exterior signage (HA directional signage on streets around campus, as well as on the building itself, so that teams could find HA), and interior signage (big sponsor recognition banners,

directional signage for each discipline, signage at the doorway to each discipline that was not only directional but also provided additional sponsor recognition).

- Very strong signage between PyeongChang and Gangneung, constant visibility along the journey.
- Very professionally presented in snow venues, tents were very clearly identified.

Information Services

SUCCESSES

- The information services areas were very helpful for obtaining competition schedules and other information in booklets or handouts.
- Printed materials were very comprehensive and published to a high quality finish.

LESSONS LEARNED	RECOMMENDATIONS
Some errors in the English translations could have been avoided with proof-reading by a native speaker prior to publication.	→ GOC needs to share informational documents for SOI review prior to publication.
Information such as the SOI Staff handbook was sent to SOI staff far too late and was not read as a result.	→ Information for staff to read needs to be sent at least 1 month before the Games begin to allow adequate time for review.
With the volume of information about the Games, and changes to schedules during Games, it was difficult to cover all key activities that could have PR value.	→ Create one master schedule system which includes competition, awards and non-sports event schedules such as ASF visits to venues. This schedule would be updated daily and released at a predictable time each day.

Merchandising

SUCCESSES

- Regional staff (SOEA) produced their own winter outdoor sports accessories (backpack, scarf and ear muffs) with the new SO brand which were very well received by guests and media.

LESSONS LEARNED	RECOMMENDATIONS
There was no merchandise readily available for families, athletes and other fans, either in sports or accommodation venues.	→ Use online and onsite merchandise as a PR tool, as well as for keepsakes. GOC should keep Families and athletes' accommodation venues in mind as they consider locations for sales.
The only Merchandise offered for sale at the Convention Centre was not branded properly (it referenced the 2013 Games but did not mention Special Olympics).	→ Any merchandise being offered for sale at any Games site must be reviewed by SOI before production.

11. Business Operations

Human Resources

LESSONS LEARNED	RECOMMENDATIONS
<p>The success of the Games depends on training and information about SO and job specific training. Staff training did not start early enough.</p>	<p>→ Everyone involved with a Games should go through the same general training in addition to job specific training. The respective SOI owner of the FA should have access to the plans for GOC job specific training and attend parts of it.</p>

Legal

GENERAL INSURANCE

LESSONS LEARNED	RECOMMENDATIONS
<p>Some of the attitudes to risk that were culturally acceptable in Korea were different to SOI understanding.</p>	<p>→ A clear understanding of cultural norms in relation to risk management and legal practices needs to be developed early in Games planning to communicate expectations and rationale behind each type of coverage to the GOC.</p>
<p>The GOC felt that insurance arrangements between it and SOI were not agreed early enough.</p>	<p>→ Agree responsibilities for insurance early in the planning process.</p>
<p>There are gaps in protocols currently available to SOI staff in the event of certain contingency situations.</p>	<p>→ Protocols for various contingencies should be developed, including illness, accident, death, mass torts, and athlete or coach disappearance.</p>

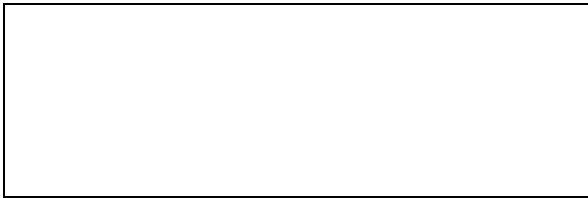
MOA IMPLICATIONS

- A requirement for future GOCs should be the production of a detailed risk management plan at least 1 year in advance of Games scoped to the jurisdiction.
- The Games Agreement needs to specify division of responsibilities for insurance coverage and when each form of coverage must be in place.
- Require proof of coverage one year prior to Games Opening.

HEALTHY ATHLETES INSURANCE

LESSONS LEARNED	RECOMMENDATIONS
<p>Malpractice insurance and licensure for Healthy Athletes and medical operations were particularly challenging at these Games, particularly around international HA volunteers. In the end, some of these volunteers may not have been covered by the malpractice insurance secured, since only some were issued temporary practice licenses (possibly MDs and Dentists only). Malpractice</p>	<p>→ Ensure that appropriate malpractice insurance and licensure for Healthy Athletes and medical operations, particularly around our international HA volunteers, are in place, abiding by SOI and GOC policies.</p>

insurance secured by the GOC only covered those who were issued temporary licenses. Had a malpractice issue arisen with an international optometrist, for instance, it is not clear that this would have been covered by the GOC malpractice insurance policy.



Finance

SUCCESSES

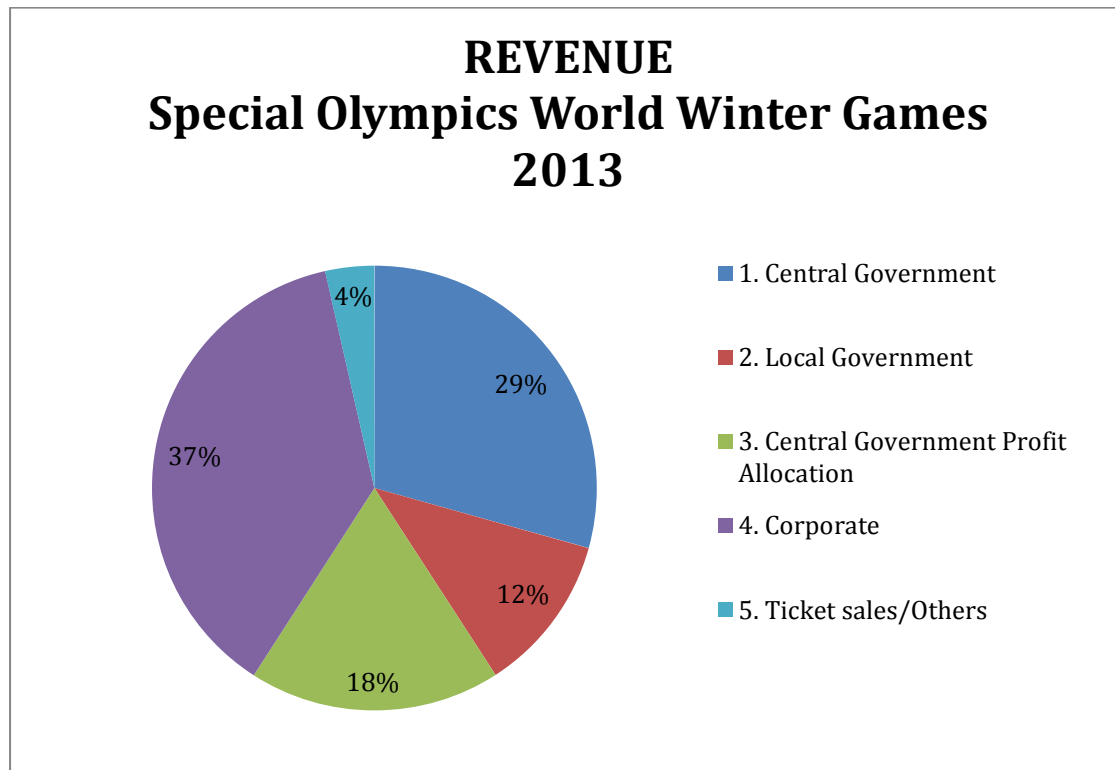
- Having SOI finance staff on site helped greatly in terms of sorting out unforeseen financial issues during the Games and also establishing systems for reconciling expenses, invoices, etc. efficiently both during and immediately after the Games.

LESSONS LEARNED
Guest Bills: We had to rectify some of the hotel's mistakes.

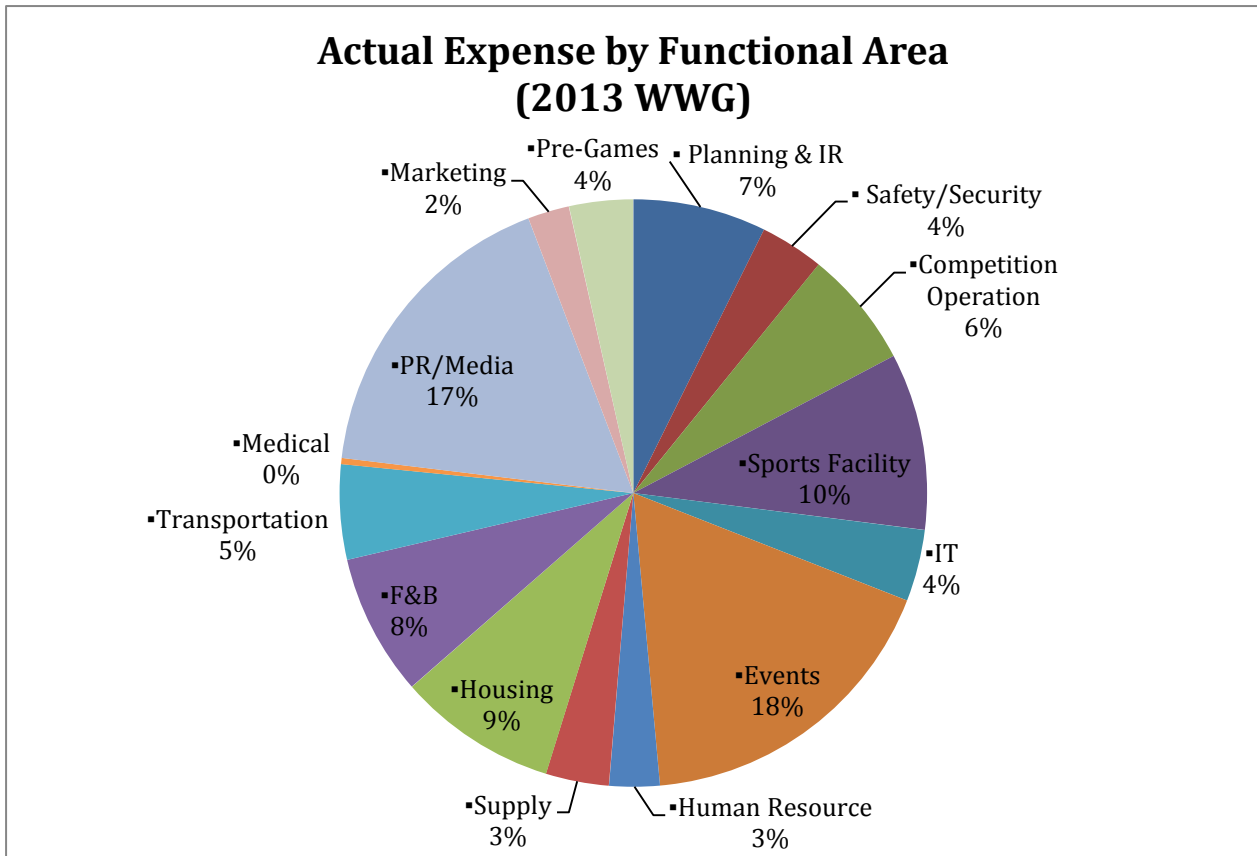


RECOMMENDATIONS
If an unpaid bill is a result of a hotel's mistake, SOI should refuse payment or the hotel should deal with the guests directly to sort it out. Non-sponsored guests need to prepay their hotel before the Games and pay all incidentals upon their departure.

GOC REVENUE STREAMS



ACTUAL EXPENSE BREAKDOWN



12. Addendums

All Addendums can be found online at resources.specialolympics.org

- a. Hanyang University: 2013 World Winter Games Constituent Satisfaction Study Report & Surveys
- b. Honored Guests Survey
- c. GOC Organizational Timeline & Deliverables
- d. Media Reports
- e. SOI Functional Area After Action Reports
- f. GOC Functional Area After Action Reports