

CHALLENGES AND CONSIDERATIONS IN BUILDING THE BID FILE
OF MEGA SPORT EVENTS.
CASE STUDY: WINTER YOUTH OLYMPIC GAMES

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SUMMARY

Maria-Alexandra Dospinescu: “Challenges and considerations in building the bid file of mega sport events. Case study: Winter Youth Olympic Games
(Under the supervision of Ourania Vrontou, Assistant Professor)

The purpose of the present study is to identify the challenges faced by the bid cities interested in hosting the Winter Youth Olympic Games (WYOG) on their journey to conceptualize the bid file according to the IOC requests and their own environments. An overview of the existing bibliography concerning this topic shows that there are researches regarding the YOG but from different perspectives, namely: challenges and opportunities in hosting YOG, challenges and considerations in organising YOG, ethical features, differences between OG and YOG. In this study, the bid files of the YOG – winter edition – starting from 2012 until the last candidature in 2020 were analysed and proposes in the end a useful tool for the future candidate cities in their attempt to simplify the bid process by learning from the previous bids’ experiences. The research represents a good practice guideline regarding the bidding phase of Youth Olympic Games, based on the evaluation of bid files, IOC reports from previous editions and the input of the NOCs as part of the bidding phase. The data used in the present research were gathered from the official documents published by the IOC as well as the bid files of the candidate cities. Afterwards the study was carried out through an online interview on the main stakeholders involved in the bidding of the WYOG which are the NOCs. The conclusions reached address all the 15 themes contained in the IOC Candidature procedure and questionnaire. The results shows that the main areas of risk are: Governance and guarantees; Finance; Youth Olympic Village, Sport and venues; Culture and education programme. Moreover, good relationships at all governmental levels are a defining factor. Keeping in mind that YOG is the newest competition launched by the IOC, further research would be needed in order to improve the on-going process.

Keywords: Youth Olympic Games – winter edition, bid file, candidate city, bidding challenges

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CONTENTS

Summary	i
Acknowledgments	ii
Contents	iii
List of Acronyms and abbreviation	v

CHAPTER I.

Introduction	1
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CHAPTER II.

Literature review: Youth Olympic Games project and bid	
II.1.Origin of Youth Olympic Games.....	3
II.2.Philosophy of Youth Olympic Games.....	4
II.3.Bidding Concept and Process.....	8

CHAPTER III.

Research Design

III.1.Methodology	12
III.2.Data sources, collection and analysis	13
III.3.Research validity	15
III.4.Limitations	16

CHAPTER IV.

Bid file themes.....	16
IV.1.Theme 1 – Concept and legacy	17
IV.2.Theme 2 – Political and economic climate and structure ...	20
IV.3.Theme 3 – Legal aspects	23
IV.4.Theme 4 – Customs and immigration formalities	27
IV.5.Theme 5 – Finance	31
IV.6.Theme 6 – Marketing	34

IV.7.Theme 7 – Sport	38
IV.8.Theme 8 – Culture & education and ceremonies	42
IV.9.Theme 9 – Youth Olympic Village	47
IV.10.Theme 10 – Medical services and doping control	52
IV.11.Theme 11 – Security	56
IV.12.Theme 12 – Accommodation	59
IV.13.Theme 13 – Transport	63
IV.13.Theme 14 – Technology	68
IV.15.Theme 15 – Media operations	71
CHAPTER V.	
Survey results	74
CHAPTER VI.	
Conclusion and recommendations for further research	76
CHAPTER VII.	
Bibliography	82
CHAPTER VIII.	
Appendixes	
VIII.1. Appendix 1 – Online Interview	87

LIST ACRONYMS AND ABBREVIATION

CEP	–	Culture and Education Program
EEA	–	European Environment Area
EMU	–	European Economic and Monetary Union
EOC	–	European Olympic Committees
EU	–	European Union
EYOF	–	European Youth Olympic Festival
EYOWF	–	European Youth Olympic Winter Festival
FIS	–	International Ski Federation
IAAF	–	International Association of Athletics Federations
IIHF	–	International Ice Hockey Federation
IF	–	International Federation
IOC	–	International Olympic Committee
IOA	–	International Olympic Academy
MMC	–	Main Media Centre
NADA	–	National Anti-Doping Agency
NOA	–	National Olympic Academy
NOC	–	National Olympic Committee
OG	–	Olympic Games
TOP	–	The Olympic Partner
UCI	–	Union Cyclist Internationale
UEFA	–	Union of European Football Associations
VAT	–	Value Added Tax
WADA	–	World Anti-Doping Agency
WIPO	–	World Intellectual Property Organization
WTO	–	World Trade Organisation
WYOG	–	Winter Youth Olympic Games
YOG	–	Youth Olympic Games
YOGOC	–	Youth Olympic Games Organizing Committee
YOY	–	Youth Olympic Village

1. INTRODUCTION

The first page in the history of the Olympic Movement was written at the end of 19th century, in 1896, when the French Baron Pierre de Coubertin, a humanist born and raised in an aristocratic family in Paris, founded the International Olympic Committee. From the beginning his idea has fascinated the entire world due to the fact that was imbued with principles that bring in a harmonious balance the body, will and mind. Over the years the concept has maintained the original conceptions of its creator but it had to adapt to society's needs and demands.

Precisely 111 years later, IOC President Dr. Jacques Rogge wrote another page of the Olympic Movement's history by launching a new sport competition dedicated to youth, namely the Youth Olympic Games. Some ethic scholars considered that this competition represents a return to the Olympism's roots by the fact that both YOG and Coubertin's Olympic Games would have aimed "to bring together some of the most talented athletes from around the world to participate in a high-level multi-sports competitive programme, with a view to promoting the values of ethical sports participation" (Parry, 2012, p. 141).

Being an emergence in the Olympism field, the YOG also mean a field open for research. Certainly, there are already studies realised on this topic but much more can be achieved. The first paper works were published after the first summer edition held in Singapore in 2008 stressing out the challenges and opportunities in hosting YOG. It was created by Ivan, Vidoni, and Judge (2008). Two years later, Lucidarme, Balduck, Magherman, and Maes (2010) focused on challenges and considerations in organising YOG and, during the same year, Torres (2010) studied the topic from an ethical perspective. Furthermore, other articles published implied the differences between Olympic Games and Youth Olympic (Hanstad, Parent, & Kristiansen, 2013) or YOG's stakeholders analysis (Schnitzer, 2015).

Since most of the literature concerning the bidding process of sports events focuses on detecting the key success factors, such as: Feddersen and Maennig (2012), Hautbois, Parent, and Séguin (2012), Schnitzer and Chappelet (2014b), the present paper intends to bring something new to the research field, namely **to identify the challenges faced by the bid cities on their journey to conceptualize the bid file according to the IOC requests and their own environments**. The outcome of this

paper can be used by future candidate cities in their attempt to simplify the bid process by learning from the previous bids experience.

Therefore, the purpose of the present research would be to propose a good practice guideline regarding the bidding phase of Youth Olympic Games, based on the evaluation of bid files, IOC reports from previous editions and the input of the NOCs as part of the bidding phase.

In this sense, the present study has been structured on six chapters. In Chapter 1 – Introduction the readers will discover the research’s utility and purpose while Chapter II would present the existing literature concerning the Youth Olympic Games project and bid. This part would introduce notions about the YOG origin as well as its philosophy in the endeavour to settle the subject’s theoretical framework.

Chapter 3 – “Research design” explains the quantitative methodological approach used in order to assess the data gathered. In order to combat the validity threats in a qualitative research the following strategies have been adopted: the intensive long-term involvement, rich data and triangulation method. Nonetheless, as every study is facing situations that cannot be controlled by the research, the present paper introduced the limitations encountered.

Chapter 4 – “Bid file themes” represents the main part of the research. It contains the analysed information gathered from the IOC Candidature procedure and questionnaire for the 1st WYOG 2012, 2nd WYOG 2016 and 3rd WYOG 2020; the cities bid files for Winter Youth Olympic Games, namely: Harbin (China) 2012, Innsbruck (Austria) 2012, Kuopio (Finland) 2012, Lillehammer (Norway) 2012, Lillehammer (Norway) 2016, Brasov (Romania) 2020; Reports of the IOC Panel of Experts and IOC Evaluation Commission of all the above mentioned bid cities. In addition, Chapter 5 – survey results represent a sequel and includes the NOCs’ feedback.

Last but not least, Chapter 6 wishes to conclude the present study by presenting the certain guidelines reached following the research and also several proposals for further studies.

II. LITERATURE REVIEW: YOUTH OLYMPIC GAMES PROJECT AND BID

II.1. ORIGIN OF YOUTH OLYMPIC GAMES

The decision to create a new competition, the Youth Olympic Games, was taken during the 119th International Olympic Committee Session held in Guatemala from 4 to 7 July 2007. According to the IOC provision, this Session “is the general meeting of the members of the IOC” and represents the IOC’s highest authority (IOC, 2015c, p. 1). Among the prerogatives of the IOC Session it can be found: Olympic Charter’s modifications, election of the Olympic Games host city. All the decisions taken are final. Therefore, the YOG project was proposed by the IOC President and 111 members declared in favour of this new sport competition. On the other hand, other sources sustain that YOG was unanimous approved by IOC members (IOC, 2009c). Nonetheless, Mr. Jacques Rogge declared after the meeting that “this is an historic moment for the Olympic Movement. We owe this to the youth of the world” (IOC, 2007b).

However, some scholars consider that the idea of the Youth Olympic Games has its origin in a competition organized at European level, respectively the European Youth Olympic Festival (Lucidarme & Maes, 2010, p. 224). According to this theory, EYOF was initiated in the 1990s at the proposal of Mr. Jacques Rogge, who was by that time the President of the European Olympic Committees. At the beginning this sport competition was called European Youth Olympic Days (EOC, 2016) and was designed to athletes aged between 15 and 18 years old. The first edition was hosted by Brussel in 1991 at 10 different summer sport and gathered 33 countries. Realizing the success of the summer edition, EOC decided to also organize a winter edition. Thus, in 1993, Aosta (Italy) became the host of the 1st European Winter Youth Olympic Days.

As per Lucidarme and Maes’s research (2010), EYOF’s medallists became Olympic medallist, proving this way the value of the event. Moreover, Australian Olympic Committee took the decision to organize the Australian Youth Olympic Festival based on the successful experience gained during Sydney 2000 Olympic Games and also acknowledging the importance of the European sport competition for young athletes.

Under those circumstance, the authors consider that “the creation of the summer and winter Youth Olympic Games is a logical extension of the success stories of the summer and winter European Youth Olympic Festival” (Lucidarne & Maes, 2010, p. 225).

Since we are looking for the origin of the YOG, we can also wonder what motivated the IOC to approve such competition. In this regard Houlihan, Hanstad, and Parent (2014) present four theories. Firstly, IOC responds to the NOCs’ pressure concerning the limited access to the Olympic medals. Secondly, IOC sets a strategy to reinforce the connection between the national government and the NOCs, YOG being a good opportunity for small countries to host an Olympic competition. Thirdly, IOC supports its own provisions concerning the sustainable developing and legacy by mentioning in the Candidature procedures and questionnaire that no facilities should be built for this sport competition. Last but not least, IOC identified a new target in the market – the youth – and it took the opportunity to launch a new product. However, the authors mention that “while these four possible motives have some plausibility there is little evidence that they were major motivating factors” (Houlihan et al., 2014, p. 5).

Nevertheless, the first YOG summer edition was held in 2010 in Singapore. Two years later, Innsbruck hosted the first winter edition of YOG. Next summer edition was hosted in 2014 by Nanjing, followed by Winter YOG Lillehammer in 2016. The following two editions are already chosen and they will be organized in Buenos Aires (Summer YOG 2018) respectively in Lausanne (Winter YOG 2020).

II.2. PHILOSOPHY OF YOUTH OLYMPIC GAMES

The International Olympic Committee’s intention was to create a new and unique event dedicated to youth. IOC defines YOG as “a sporting event for the youth, balancing sport, education and culture” (IOC, 2009c, p. 28). However, IOC sustains that the YOG are “not mini-Olympic Games. They are the ultimate multi-sporting event, inviting athletes from around the world to compete, learn and share” (IOC, 2015a, p. 2).

The vision of this competition is “to inspire young people around the world to participate in sport and encourage them to adopt and live by the Olympic values” (IOC, 2015a, p. 1). From the very beginning, IOC aimed to bring together the best

young athletes from all over the world, allowing them to celebrate the Olympic experience. They will experience a unique contact with Olympism by taking part in the supreme sports, cultural and educational competition. As the father of modern Olympic Games said, Olympism “is something else” (de Coubertin, 2000, p. 600), the young athletes will get educated in the Olympic values and will be involved in discussion concerning the societal challenges. YOG represents a chance to share and to celebrate together with the other participants the various cultures of the world. By making this activities public, young people from all over the world can access and become part of the educational program. Other YOG objective implies to raise sport and participation awareness, “to act as a platform for initiatives within the Olympiad Movement and to organize an event of the of the highest sports international standards” (IOC, 2009c, p. 29).

Even though there are already 2 summer and 2 winter YOG editions organized, some scholars consider that it cannot be yet assessed if the objectives have been fulfilled. They mention “The YOG is in its infancy; it will be some time, probably only after three or four iterations, that it will be possible to assess the way in which the various objectives have been interpreted and the success with which they have been implemented” (Hanstad, Parent, & Houlihan, 2014, pp. 5-6). There are still some questions to be asked about this theory: the three or four iterations mentioned concern both each summer and winter editions or they count separately? In order to have a clear answer, future research is required.

As stated by IOC President Jacques Rogge, “For young people in today’s world, it’s all about action, not just words. With the Youth Olympic Games, we want to give them an event reflecting their own spirit” (IOC, 2008c, p. 1).

The uniqueness of the YOG resides in the innovative and formative concept – Cultural and Education Program (CEP), meant to create the appropriate framework to develop essential life skills of athletes and other participating, through interactive workshops and forums. The themes of these activities are: Olympism, skills development, well-being and healthy lifestyle, social responsibility and expression. By this program, IOC aims to create future ambassadors for sport and Olympism who will return to their country and promote the Olympic values within their communities (IOC, 2015a, p. 3). As a competition, YOG has the sport events in the centre of the activity, however the educational and cultural activities receive equal attention. It is

the will of the IOC to balance the three domains in an attempt to raise a generation of Olympism educated athletes.

Concerning the format of the event, YOG will take place every four years. The winter edition will be held in the same year with the Summer Olympic Games, while the summer edition will be organized in the year of the Winter Olympic Games. The competition is dedicated to the athletes aged between 14 and 18 years old. However, at the proposal of each International Federation, the IOC Executive Board approves the qualification system principles and the age categories for each sport. According to the IOC provisions, 3,500 athletes and 875 officials can take part in the Summer YOG whereas 1,000 athletes and 500 officials can attend the Winter YOG (IOC, 2009c, p. 29). The athletes will compete in the same sports as for the Olympic Games, but with less disciplines. In order to create a more attractive sport contest, the IOC decided to introduce a mixed gender and mixed NOCs team events. “While many of the events in the YOG’s CP [Competitive Program] were adapted to the young athletes’ developmental possibilities, others were modified to make them more appealing to them and supposedly satisfy their athletic interests” (Torres, 2010, p. 11).

Moreover, all the delegation’s members are hosted in the Youth Olympic Games. The participants have the obligation to stay for the entire period of the Games and to attend both sport and CEP events.

Given that this section attempts to clearly define the philosophy of YOG concept, we have to take into consideration the experts’ ethical approach. Understanding that the Olympic Games are the most watched sports competition from all over the world, we also have to comprehend that launching a new event within the Olympic Movement will be subject to controversy. In this sense, scholars presented their perspectives and, one of the most frequent concerns was the doubt if YOG is a small replica of Olympic Games.

In his ethical approach concerning the importance of the CEP and competitive program, Torres (2010) mentions that YOG singularity lies in the valuable CEP which represents IOC attempt “to distinguish the YOG from the Olympic Games” (p. 14). He also admits that a „comparison between the YOG and the Olympic Games seems inevitably” (p. 21), however it should better focus on introducing a more significant cultural program to the OG.

Hanstad et al. (2013) also tackle this topic in their studies. They investigate the resemblances and distinctions between the winter YOG and the Olympic Games

based on a qualitative case study of the stakeholders. “From an external perspective, the 2012 YOG had the general ‘look-and-feel’ of the OG” (p. 333), aside from the size proportion and the lack of interest from IOC partners. However, YOG is closer to the fundamental principles and values of Olympism than the OG. The conclusion is that YOG are “both the ‘best of’ and ‘a poor copy’ of the OG” (p. 336) and further research is needed to answer unsolved questions.

Hanstad et al. (2014) presents in their book two distinctive subchapters concerning the similarities and distinctive features of the YOG. They remark that IOC promotes YOG as a unique event with different objectives which determine the particular organization of the event. “Consequently, any similarities need to be of a type that do not obscure the distinctiveness of the YOG” (p. 7).

However, this aspect was not only a critique regarding YOG. A research published by Parry and Lucidarme (2011) examine the challenges faced by YOG after the first summer edition. In this sense, for the purpose of this paper we shall mention the general aspects applicable to both YOG editions. Firstly, there is the Sports Programme matter. One of the objectives of YOG is to bring together all young talented athletes between 14 and 18 years old from all over the world. Nevertheless, IOC provisions state that there are age limits for every edition “to maximum two birth years. There will always be two birth years that are excluded from participation” (p. 166). Obviously there will be young athletes deprived of the right to take part in this competition. Secondly, the authors mention a real risk that could appear because of the YOG, namely “early talent identification and early specialization” (p. 168). What is more, taking into consideration the glory that an athlete can bring to his/her country, through YOG leaders could exploit the young participants. Last but not least, the education feature of YOG was a real successful program, but according to Parry and Lucidarme, there are some warnings to be recorded. It is important to realize that the athletes are educated by the members of their entourage (coaches, teachers, parents) and the process “takes place over a very long period of time”. The authors recommend that “ways must therefore be found to influencing these groups too” (p. 169).

Another research implying the challenges and opportunities in hosting the YOG realized after the first summer edition concluded that the IOC Evaluation Commissions’ and Panel of Experts’ reports took into consideration the bidders’ proposal for CEP “but this was only in connection with budgetary lines and

operational expenses”. “Making decisions in selection of the first host city of the YOG entirely based on commercial measurements may shape the rules of this new Olympic institution in an undesired direction”. (Ivan et al., 2008, p. 411).

Equally important is the research of Parry (2012) concerning the ethical issues of YOG. Through their participation in YOG, athletes can understand important value such as excellence. “All athletes experience (and need to learn how to cope with) both winning and losing, and the greatest experience for many athletes is simple participation – being present at the highest level, in OG or YOG competition” (p. 147).

II.3. BIDDING CONCEPT AND PROCESS

According to the Business Dictionary, the term bid has several meanings depending on the field of use, as follows:

“1. General: Indication of willingness to buy or sell goods or services or to undertake a task, at a specific price and within a specific timeframe.

2. Contracting: Complete proposal (submitted in competition with other bidders) to execute specified job(s) within prescribed time, and not exceeding a proposed amount (that usually includes labour, equipment, and materials). The bid-receiving party may reject the bid, make a counter offer, or turn it into a binding contract by accepting it.

3. Financial markets: Highest price at which prospective buyers are willing to buy commodities, foreign exchange, or securities.” (Business Dictionary, 2016).

For the purpose of the present paper the second definition is suitable. Nevertheless, a more specific meaning is requested. Brighenti and Chappelet (2005) define the bid as “a politico-economic competition in which the objective is to win the right to organise a sports events. All bids are characterized by the fact that they bring together people and organizations with different expectation” (p. 19). The goal of the parties involved is the same, in other words – to win. According to the same authors there are five types of bid: **real bids** (are those for which the intention to win is the most desirable), **alibi bids** (represent a pretext to attract the media attention to the bidder), **warm-up bids** (focus on winning smaller events while aiming for large scale competition. The bid is used as an assessment test of “popular support” and “site’s organizational skills” (p. 21)), **tacit bids** (include the cases when there are not so

many bidders and the owner “requires bids to be filled” (p. 21)) and **replacement bids** (the original bid venues is changed being attributed to venues that has already proved its organisational skills in previous competitions).

In the case of the real bids, when the intention to host the event is sincerely expressed, it is highly recommended by the experts that the host organizers should analyse “the risks, objectives and conditions for success, before, during and after the event”(Camy & Robinson, 2007, p. 284). As such, the organizers need to identify the benefits of hosting a sports events as well as realising a risk assessment before any procedure.

In his research, concerning the bid to host a major sports event, Emery highlights the fact that “the core management process of planning [of a bidding process] must be considered essential if the national or international governing body and city wish to maintain any present/future credibility”(Emery, 2001, p. 95). Answering the question regarding the motivation of the cities to bid for major sports event, he explains that the reasons are: sport promotion and economic development. He also suggests that the recent experience is “fundamental to any successful application”. Moreover, there are several key lessons that need to be learnt before entering in the bid process such as:

- “1. Develop relevant professional credibility.
2. Fully understand the brief and formal/informal decision-making processes.
3. Do not assume that decision-makers are experts, not that they use rational criteria for selection.
4. Customise professional (in)tangible products/services and give them more than they ask for.
5. Know your strengths and weaknesses relative to your competition” (p. 103).

Additionally, the literature offers examples of key factors in winning bids which are important matters. In this sense, Westerbeek, Turner, and Ingerson (2002) identified eight key factors namely: accountability, political support, relationship marketing, ability to organize an event, infrastructure, bid team composition, communication and exposure and existing facilities. Later on, Brighenti and Chappelet (2005) point out the fact that, from their point of view, there are four “particularly important [factors] in choosing the right event to bid for and in winning the right to organise that event” (p. 51) and these are:

“1. Make the bid part of an official policy of hosting sports events” (p. 51) which means that the bid for a specific event should not be by chance but rather a planned goal.

“2. Develop credibility in the sport event fields” (p. 51) by hosting previous sports competition at smaller scale.

“3. Understand the formal and informal decision-making process” (p. 51).

“4. Offer a ‘plus’ over and above the requirements of the specification” (p. 52) indicates that having in mind the evolution of the sport movement it is no longer enough to meet the requested criteria and “the bidding city must offer something more” (p. 52) in terms of emotional/cultural elements.

Nevertheless, Parent and Smith-Swan (2013, p. 16) centralized the key factors for event bidding on four macro components such as: political (“enhancing image”), economic/tourism (economical and tourism benefits), psychological/community (“self pride of the community”) and architectural (venues, transportation system).

Likewise, Feddersen and Maennig (2012) assess the case of the Winter Olympic Games in order to identify the determinants of a successful bidding. Starting from the key factors of Westerbeek et al. (2002), the authors consider that setting such criteria “is somewhat arbitrary” and “it is hardly possible to quantify the items they encompass” (Feddersen & Maennig, 2012, pp. 70-71). Through a quantitative data analysis, the researchers managed to find out the probability of success based on predefined determinants. Therefore, some of the variables which influence the IOC’s decision are: average precipitation, snow level, existing venues, bid city population size, average distance from the Olympic Village to the sporting venues, number of hotel beds, signs of inflation and corruption. On the other hand, it seems that “the GDP per capita, the number of Olympic Villages as well as variables which proxy any preference for continental rotations did not exhibit any significant effect” (p. 82).

Notwithstanding, we have to narrow down the area of discussion and bring in more details about the Olympic events. In this sense, the IOC defines the bid process objectives as a clear and transparent procedure, which “provides fair and equal opportunities, reflects and respects Olympic Values, focuses on assistance and education, constantly evolves to remain current and respond to needs. It allows the IOC to identify each project’s risks and opportunities” (Guy, 2015, p. 5).

According to the IOC Candidature Procedure and Questionnaire for YOG (winter edition) 2020, the bid process consists of a series of deadlines including NOC

submission of the candidature, signature of the YOG candidature procedure, submission of the candidature file and other documents, analysis of the candidature file and election of the host city (IOC, 2013, p. 13).

Regarding this matter (Schnitzer & Chappelet, 2014a) have proposed a representative scheme consisting of three phases: bidding, event and legacy. As for the bidding process, it includes secondary steps: IOC launches bid for the YOG; NOC nominates candidate city; bidding process; IOC members elect host city.

We have to mention the fact that the bid process of Olympic sports events has changed due to the approval of Agenda 2020. In December 2015, during the Extraordinary Assembly of the IOC held in Monaco, the members have unanimously approved the 40 recommendations contained in Agenda 2020. Among the key areas of this document there are changes concerning the candidature procedure “with a new philosophy to invite potential candidate cities to present a project that fits their sporting, economic, social and environmental long-term planning needs” as well as decreasing costs for bidding “by decreasing the number of presentations that are allowed and providing a significant financial contribution from the IOC” (IOC, 2016c). The recommendation targeting the bidding process have been rapidly implemented (Avison, 2016).

Therefore, IOC proposed a two steps process consisting of invitation phase which is not a formal commitment to bid and the candidature process – a formal commitment to bid. The second step would be formed as follows:

- a) “Stage 1: Vision, Games concept and Strategy
- b) Stage 2: Governance, Legal and Venue Funding
- c) Stage 3: Games Delivery, Experience & Venue Legacy” (IOC, 2016a).

If IOC decides to change the bidding process for YOG, it would be made public in due time for the NOCs to adapt to the respective changes.

To conclude, this chapter presented what a bid represents, bid types, the importance of key factors as well as the bidding process structure. All these important elements will guide us through the bidding files of the Winter Youth Olympic Games candidate cities.

III. RESEARCH DESIGN

III.1. METHODOLOGY

Qualitative research method is guiding the methodological approach of the paper. This research is trying to cover a gap in the literature, namely the building of the bid file for Winter Youth Olympic Games. There has been very little research done on this theme especially and published papers approached this subject only tangentially. That is the case of Schnitzer and Chappelet (2014b) who studied the bid aspects of the Youth Olympic Games, both Winter and Summer. They present the process of bidding and also mention the key success factors of bidding. However, their analysis does not include all the Winter Youth Olympic Games bid cities and is more focused to deliver a general idea of bidding for YOG. In this context, there is no hypothesis to prove, it is a topic to be discovered during the research.

Because of the above mentioned reasons, it seemed right to choose a qualitative manner of research instead of a quantitative method. According to Creswell (2009) “qualitative research is exploratory and is useful when the researcher does not know the important variables to examine.” (p. 18). He also adds that this approach could be used in several cases: if the subject researched is new, it was never addressed for the studied sample or “existing theories do not apply with the particular sample or group under study” (p. 18).

As stated by Richards and Morse (2007), the qualitative projects “aim to create understanding from data as the analysis proceeds”, therefore the “qualitative research is usually not pre-emptive” (p. 73). Due to the relative freedom, the research design needs to be generated by the researcher instead of being imposed by the method as for the quantitative research.

For any type of research – qualitative, quantitative or mixed, Creswell (2009, p. 5) proposes a **Framework for design** which involves three defining components: **philosophical worldviews** (which can be postpositive, social construction, advocacy/participatory, pragmatic), **selected strategies of inquiry** (qualitative strategies, quantitative strategies, mixed methods strategies) and **research methods** (consists of questions, data collection, data analysis, interpretation, write-up, validation).

Furthermore, based on Creswell's approach (2007), the philosophical worldview for the present paper is social constructivism since it is defined by the fact that "individuals seeks understanding of the worlds in which they live and work" (p. 20). Subjective and diverse meanings are developed to address to specific objects, "leading the researcher to look for the complexity of views rather than narrow the meanings into a few categories and ideas" (p. 20). The meanings are formed through the interaction with other people and acknowledging the social and cultural environment that influence the individual. Moreover, the social constructivism researchers "recognize that their own background shapes their interpretation" (p. 21). Nevertheless, they present their conclusions acknowledging that they were influenced by the researcher's personal background.

Turning to selected strategies of inquiry, it was already mentioned that this paper will focus on qualitative strategies, more precisely the case study method which "involves the study of an issue explored through one or more cases within a bounded system" (Creswell, 2007, p. 73).

In the same way, Merriam (1998) states that "a case study is an in-depth description and analysis of a bounded system" (p. 39). She characterizes this qualitative method as particularistic ("focus on particular situation, event, program or phenomenon" (p. 43)), descriptive (the final result represents a detailed depiction of the studied subject) and heuristic (enables the reader to discover or understand more about the studied subject).

III.2. DATA SOURCES, COLLECTION AND ANALYSIS

The data used in the present research were gathered from the following documents:

- IOC Candidature procedure and questionnaire for the 1st WYOG 2012, 2nd WYOG 2016 and 3rd WYOG 2020;
- the cities bid files for Winter Youth Olympic Games, namely: Harbin (China) 2012, Innsbruck (Austria) 2012, Kuopio (Finland) 2012, Lillehammer (Norway) 2012, Lillehammer (Norway) 2016, Brasov (Romania) 2020;
- Reports of the IOC Panel of Experts and IOC Evaluation Commission of all the above mentioned bid cities, including Lausanne (Switzerland) 2020.

In addition, one of the purposes of this research was to receive the feedback of one of the main stakeholders involved in the bidding of the WYOG which are the NOCs. Therefore the target group was the NOCs employees involved in the organisation of the respective YOG edition in their countries. Taking into consideration the fact, that this research was conducted during the Olympic year 2016, it was even more challenging to get in contact with the representatives of the NOCs, responsible to deliver appropriate feedback to the questions.

In order to achieve this, the adequate solution considering the lack of time of the NOCs employees was to create an online interview (consisting of 10 open-ended questions, enclosed in the Appendix). The online platform which met all the criteria was the Survey Monkey online program.

The second step after the creation of the survey was to make sure that it presented no flaws. Thereby, the link including the questions was firstly tested by 5 respondents before being sent to the targeted audience aiming to detect and correct the possible shortcomings.

Finally, a link accessing the 10 questions online interview was sent via email to NOC China, NOC Austrian, NOC Finland, NOC Norway, NOC Switzerland, and NOC Romania.

The result of the online interview can be found in the Survey results chapter. However, as a statistic fact can be mentioned the fact that 50% of the invited NOCs answered the online interview. Some of them apologised for responding with delay but they were overcharged by the work for their Rio 2016 Olympic team and others did not provide feedback at all.

All the data collected, including online interview information as well as the documents have been analysed based on the Yin (2011) approach. This model consists of five phases as follows:

1. **Compiling** phase represents organizing the “field notes amassed from your fieldwork and other data collection” (p. 178). At this point the researcher has gathered all the necessary data which need to be assessed. This stage is one of the most important part of the research.
2. **Disassembling** procedures “calls for breaking down the compiled data into smaller fragments or pieces” (p. 178). This phase can be associate with the allocation of new codes for certain information if it is necessary.

3. **Reassembling** procedure consists of “using substantive themes [or codes] to reorganize the disassembled fragments or pieces into different groupings and sequences that might have been in the original notes” (p. 179).
4. **Interpreting** phase’s goal is “to develop a comprehensive interpretation whose main themes will become the basis for understanding your entire study” (p. 207)
5. **Concluding** phase represents the final stage of a research where the conclusions reached, through the process of the previous four phases, are presented.

The collected data will be displayed based on the IOC’s approach presented in the Candidature procedure and questionnaire, more precisely on 15 themes: Concept and legacy, Political and economic climate and structure, Legal aspects, Customs and immigration formalities, Finance, Marketing, Sport, Culture & education and ceremonies, Youth Olympic Village, Medical services and doping control, Security, Accommodation, Transport, Technology and Media operations.

The content of all 15 themes contained in the IOC Candidature procedure and questionnaire and on the way the bid cities of WYOG have approached these subjects shall be developed in the following chapter. Based on these aspects and also on the result of the Reports of the IOC Panel of Experts and IOC Evaluation Commission analysis, we will discover the strong and weak points mentioned on each topic.

III.3. RESEARCH VALIDITY

Regarding this matter, Maxwell (2009) proposes a series of strategies to combat the threats in a qualitative research. Several approaches are suitable for the present study. To start with, **the intensive long-term involvement** presume the implication of the researcher in the field of study in order to completely understand the environment. Secondly, by doing so – being involved in field of study, the researcher is able to collect “**rich’ data**” (p. 244). Another method consists of **triangulation**. A flawless triangulation supposes to gather information from “three different kind of sources” (Yin, 2011, p. 81) such as direct observation, verbal report and document.

Therefore, the three above methods shall be used to support the validity of the present research paper. As for triangulation process, the three different sources shall consist of: the cities bid files for Winter Youth Olympic Games, reports of the IOC Panel of Experts and IOC Evaluation Commission and feedback from NOCs.

III.4. LIMITATIONS

The following limitation regarding the researched subject were encountered:

- The bid file of Lausanne WYOG 2020 has not been published by the time the research was conducted. The attempt to obtain it from the officials of the Bid Committee has failed, no connection could be established.
- Taking into consideration that the research was conducted in an Olympic year – 2016 – it was difficult to receive feedback from NOCs. Some of them apologised for responding with delay but they were overcharged by the work for their Rio 2016 Olympic team.
- There were time constraints which also limited the data collection.
- The interviews needed to be realised through Survey Monkey online program because of the lack of direct interaction with the NOCs officials.

Concluding, this chapter presents the research design chosen in order to conduct the study. A qualitative research through the case study method was realized due to the fact that building the bid file for Winter Youth Olympic Games represent a gap in the literature and little research was done on this specific subject. Bearing in mind the limitation, the validity of this research is proven through the intense long-term involvement of the research, rich data collection and the triangulation procedure.

IV. BID FILE THEMES

This chapter is structured based on the themes contained in the IOC Candidature procedure and questionnaire and on the way the bid cities of WYOG have approached these subjects. Furthermore, as a result of the Reports of the IOC Panel of Experts and IOC Evaluation Commission analysis, we will discover the strong and week points mentioned on the topics. Every subchapter will conclude with general guidelines managing this way to conceive in the end a good practice guide that could help the future cities interested to bid for WYOG.

The following aspect should be taken into account: every bid file consists of at least 80 pages and the IOC reports are made up of at least 20 pages each. Therefore, for the purpose of this research and still respecting its space limits, the key information gathered will presented below in as synthetic analysis.

IV.1. THEME 1 – CONCEPT AND LEGACY

Harbin 2012 YOG Bid Committee

Motivation and vision: hosting this competition represented “the dream and aspiration of the people of Harbin” (p. 2) and the entire country. The Games would promote sports in general and winter sports in particular among the youth.

Legacy: increase the participation in sport and bring more people into the Olympic Movement, spiritual and emotional experiences gained as well as organizational and management skills acquired during the Games – intangible legacy; infrastructure (sport and cultural venues, facilities, etc.) – tangible legacy.

Communication strategies and programmes: mass media promotion, official website, volunteers’ recruitment, “public input for WYOG emblem, flag, anthem and mascot(s)” (p. 4)

Image and reputation: focus on “key issues relating to the success of the Games such as venues, facilities, scheduling and organization of the events, etc.” (p. 3).

Ticketing: strategy – “standardization, orderliness, fairness and transparency” (p. 5). Two different approaches for selling tickets: for winter sports and quotas for CEP.

Innsbruck 2012 YOG Bid Committee

Motivation and vision: concentrated on using the already existing facilities and the experience acquired on previous competition “to demonstrate before the world its unique capabilities” to bring together a sport and cultural centred competition for youth (Innsbruck 2012, 2008a, p. 5).

Legacy: intangible – city’s reputation, population and other countries’ appreciation regarding State of Tyrol’s winter sport culture.

Communication strategies and programmes: “distinct emphasis on new media and opportunities for young people” to discover and learn more about the chances to connect with other people from all over the world (p. 9).

Image and reputation: “comprehensive strategy that includes partnership with IOC and its commercial partners, all participating NOCs” (p. 11).

Ticketing: “launched one year in advance of the Games” and followed by an advertising campaign. Custom ticket packages, individual tickets, international tickets for athletes’ families and friends would be available.

Kuopio 2012 YOG Bid Committee

Motivation and vision: in 2012, Finland celebrated 60 years since hosting the Olympic Games. The vision is “top achievement in natural beauty” (Kuopio 2012, 2008a, p. 5).

Legacy: tangible – virtual meeting platform for youth, intangible – administration and management skills acquired by young people.

Communication strategies and programmes: website, through Finish Olympic Academy’s activity

Image and reputation: “the Olympic Rings and the support of the IOC for the new Youth Olympic concept will guarantee YOGOC’s image and reputation” (p. 7).

Ticketing: tickets would have been needed only for the indoor events – ice hockey and skating competitions. The access for all the outdoor venues would be free of charge.

Lillehammer 2012 YOG Bid Committee

Motivation: “to stage an event that will establish the precedent and pillars of success for future YOG” (Lillehammer 2012, 2008b, p. 5). Vision: “to create a festival of youth in the highest international order where sport, education, culture and nature are joined in a unified whole” (p. 4).

Legacy: intangible – education for young Norwegian people.

Communication strategies and programmes: creating a communication platform “focused towards youth and between youth” (p. 10).

Image and reputation: strategy focused on “an event by youth, with youth and for youth” (p. 10).

Ticketing: 4.500 young Norwegian people will become “County Ambassadors” and will have free access. As for the other spectators, YOG passes would be sold.

Lillehammer 2016 YOG Bid Committee

Motivation: “to stage YOG that will establish a precedent for success of future YOG” (Lillehammer 2016, 2012a, p. 5). Vision: to stage a sporting event of which participating athletes, the youth of Norway and the IOC can be proud (p. 6).

Legacy: intangible – education for young Norwegian people. Tangible – any budget left after the YOG would be used to create the foundation “The Lillehammer Youth Olympic Legacy”.

Communication strategies and programmes: creation of a digital platform where young people will be involved in the development process.

Image and reputation: strategy focused on “an event by youth, with youth and for youth” (p. 12).

Ticketing: strategy based on the selling of YOG-passes, as for the popular events a quota of 25% of the tickets would be reserved for athletes, accompanying personnel and pass holders (p. 13).

Brasov 2020 YOG Bid Committee

Motivation: as a consequence of the successful organization of the EYOWF, it is natural to take the next step – bidding for YOG. Vision: “increasing Romania’s visibility around the world and improving the capacity to organize large-scale events” as well as “educating the youth in the Olympic spirit” (Brasov 2020, 2015, p. 1).

Legacy: intangible – the national and regional pride, tourism; tangible – infrastructure and sport facilities.

Communication strategies and programmes: Brasov YOG website, mass media and social media.

Image and reputation: strategy includes the organization of specific event such as: Made in RO, Multimedia Festival and temporary exhibitions in Brasov museums.

Ticketing: through Brasov YOG 2020 card which would grant access to all events and free charge for the common transportation system.

IOC’s Reports

As for this theme, there are no remarks mentioned in the realised reports for the first edition for WYOG. However, IOC changed their approach for the 2016 and 2020 YOG and in the final report of the IOC Evaluation Commission, the IOC specified the characteristics of the three candidate cities regarding this topic. Nevertheless, there is no “opportunities/strengths and risks/challenges” analysis realised in the end as we can find for the other themes in the 3rd WYOG final report of the IOC Evaluation Commission.

General Guidelines

According to the lack of specification in the first reports regarding this topic, it cannot be concluded that this theme is less important. It gives the file reader the general image of the bid file.

Recommendation: the questions have to be answered precisely, not

overcharging the topic and risking to lose the essential ideas and the reader's attention.

IV.2. THEME 2 – POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

Harbin 2012 YOG Bid Committee

Political structure: “the power of the State is the National People’s Congress” (Harbin 2012, 2008a, p. 8).

Responsibilities of the institutions preparing the YOG: all departments are working under the guidance of the Bidding Committee. There are 12 different government departments involved and they cover fields such as: planning and construction, security issues, news, traffic, catering and lodging, medical, games education, volunteers and cultural activities.

Support from the authorities concerned: the municipal, regional and national authorities would support the bid.

Obligation binding the country: China is member of WTO which means it aligns on economic, financial, fiscal and legal point of view with the international field.

Innsbruck 2012 YOG Bid Committee

Political structure: “Austria is a politically stable parliamentary representative democracy comprising 9 federal states” (Innsbruck 2012, 2008a, p. 13).

Responsibilities of the institutions preparing the YOG: a Government Multi-Party Agreement has been signed by all 3 level of government (Republic of Austria, State of Tyrol and City of Innsbruck) and the Austrian NOC. Federal Government and its 14 ministers had been fully dedicated to obtain the IOC requested guarantees.

Support from the authorities concerned: the members of the Agreement financially supported the organisation and operation of WYOG. In case of shortfall the signatory members would find a common solution to cover the cost.

Obligation binding the country: Federal Procurement Act which implements the EU directives on public procurement; Law against unfair competition; Cartel law and Competition act.

Kuopio 2012 YOG Bid Committee

Political structure: “Finland is a sovereign republic. The highest state bodies are Parliament, President of the Republic and Government” (Kuopio 2012, 2008a, p. 8).

Responsibilities of the institutions preparing the YOG: Ministry of Education is coordinator of sports matters within the State administration and it is expected to get involved both administratively and financially. The Police Command of the Province of Eastern Finland will assure the safety and security. City of Kuopio would have a significant role in order to achieve the proposed goal.

Support from the authorities concerned: the Government, Ministry of Education, Police Command and Kuopio City Council would fully support the bid.

Obligation binding the country: member of the European Union and EMU.

Lillehammer 2012 YOG Bid Committee

Political structure: “Norway is a political representative democratic constitutional monarchy” (Lillehammer 2012, 2008b, p. 12)

Responsibilities of the institutions preparing the YOG: if elected the Bid Committee would become YOGOC which will secure the continuity of knowledge.

Support from the authorities concerned: all the authorities and sport organizations would support the bid: Ministry of Culture, Lillehammer Municipality, Opland and Hedmark Counties, Norway NOC, all sport federation, etc.

Obligation binding the country: member of WTO and EEA.

Lillehammer 2016 YOG Bid Committee

Political structure: “Norway is a political representative democratic constitutional monarchy” (Lillehammer 2016, 2012a, p. 14).

Responsibilities of the institutions preparing the YOG: “YOGOC will be a direct successor of the Bid Committee” (p. 15) which will assure the continuity of knowledge and expertise.

Support from the authorities concerned: the national, regional and municipal authorities fully support the bid.

Obligation binding the country: member of WTO and EEA.

Brasov 2020 YOG Bid Committee

Political structure: Romania is a sovereign republic where the Parliament is the representative and legislative authority.

Responsibilities of the institutions preparing the YOG: national, regional and local authorities would be involved in the organization in order to ensure specific

tasks: sport infrastructure, local transport and infrastructure, accommodation, finance, medical, security, custom formalities, etc.

Support from the authorities concerned: Government, Municipality of Brasov, NOC Romania would fully support the bid committee.

Obligation binding the country: no answer.

IOC's Reports

The findings reveal remarks on this items in all reports. More precisely, concerning Harbin, it is mentioned that the bid committee “enjoys strong municipal and provincial support and the involvement of the Chinese NOC” (IOC, 2008b, p. 9). This fact has been proven during the video conference when the leadership of Harbin City was present, representative of NOC China and the IOC Member for China.

As per Innsbruck, the support had been also strong demonstrated through the multi-party agreement which assures the “financial responsibilities of all level of government (national, regional and local)” (p. 12) as well as through the presence of the parties for the video conference. The IOC Member for Austria also joined the meeting.

Furthermore, the support of the local government of the Kuopio Bid Committee proved to be also strong. Nevertheless, it seems that “the regional government involvement is unclear” since requested financial guarantees have not been sent. National and regional leadership representatives, NOC Finland and IOC Member for Finland have attended the video conference.

Lillehammer 2012 had the support of the regional and local authorities as well as the Norwegian NOC. For the video conference, the leadership of the Lillehammer Municipality and NOC Norway. Nonetheless, the government involvement was not mentioned.

Moreover, for Lillehammer 2016 the approach changed in the sense that the bid was led by the NOC with backup of the Lillehammer City and the “commitments from local, regional and national levels of government, including the neighbouring Municipalities and Counties” (IOC, 2011, p. 5).

At the beginning of the 1st report for 2020 WYOG, the Commission acknowledged the “significant level of commitment and support obtained from the public authorities” by both bid cities (IOC, 2014c, p. 4). City of Brasov led the bid to

WYOG 2020 in cooperation with NOC Romania and having the support of the national government and Brasov County (p. 7).

General Guidelines

In conclusion, good relationships with all levels of government are a defining factor for both the organization of the Games and the evaluation of the bid file. Without the involvement of all these stakeholders (central, regional, local authorities), the preparation and staging of such an event would be impossible.

The IOC Evaluation Commission for the first YOG edition identified governance and guarantees as one of the main area of risks. Thus, special attention should be given to this topic.

Recommendation: before taking into consideration the idea of creating the file, the Bid Committee should make sure and assess to what degree the authorities are willing to back up its decision.

IV.3. THEME 3 – LEGAL ASPECTS

Harbin 2012 YOG Bid Committee

Word mark and domain name protection: the mark the domains Harbin 2020 .org, .net, .cn, .com, .com.cn shall be protected.

Olympic mark protection: in force laws: No 2 Directive promulgating and enforcing the Olympic Signs Records and Administration Measurements, regulation on the Administration of Special Signs, Regulations on the Protection of Olympic Signs.

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: the Bidding Committee of Harbin 2012's Organization chart would be formed by 19 persons structured by 6 departments: General office, Liaison, Competition, News and Promotion, Engineering and Environment Protection and Technical. The Committee shall be granted preferential tax treatment. Once Harbin wins, the legal entity will be turned into the Organizing Committee of Harbin 2012, Frist WYOG.

Innsbruck 2012 YOG Bid Committee

Word mark and domain name protection: the mark and the web domains .com, .at, .info, .net and other would be protected.

Olympic mark protection: “Olympic trademarks and word marks are secured by the Austrian Federal Law for Protection of Olympic Emblems and Markings” (Innsbruck 2012, 2008a, p. 18)

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: limited liability company and will be taxed at the standard corporate rate (p. 19). The Bid Committee is formed by the public stakeholders The Federal Republic of Austria, The State of Tyrol (45%), The City of Innsbruck (45%) and Austrian Olympic Committee (10%). If YOG is awarded to Austria, the Bid Committee “will transition in a YOGOC” within 5 months of signing the Host City Contract.

Kuopio 2012 YOG Bid Committee

Word mark and domain name protection: protection for kuopio2012.fi was granted. Nevertheless, the extensions .com, .net and .org were reserved by a foreign citizen.

Olympic mark protection: the Olympic symbols are “protected by the registered trademarks granted by the National Board of patents and Registration in Finland” (Kuopio 2012, 2008a, p. 13). However, there is no authority in Finland to issue a guarantee that the Olympic mark would be protected.

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: it “is a separate committee appointed by the Kuopio City Government” for hosting YOG (Kuopio 2012, 2008a, p. 14). As for YOGOC, it would be a non-profit association – 2012 Association – founded by City of Kuopio and NOC Finland. According to the Finnish law such association is free of taxes.

Lillehammer 2012 YOG Bid Committee

Word mark and domain name protection: Lillehammer 2012 trademark was submitted at the Norwegian Property Office. The extension .no was successfully registered. However, there are no remarks concerning the .com, .net, .org extensions.

Olympic mark protection: “Norway has an effective legal system for protection intellectual property rights” (Lillehammer 2012, 2008b, p. 14) such as: trademarks act, designs act, patents act and member of WIPO.

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: the Bid Committee is a joint venture agreement between Municipality of Lillehammer and NOC Norway. It is not a legal

entity. The Lillehammer City Council empowered the Bid Committee to represent the city. “The mayor has the authority to sign contracts and documents, as well as assuming legal responsibilities and liabilities on behalf of Lillehammer” (p. 15).

Lillehammer 2016 YOG Bid Committee

Word mark and domain name protection: the trademark “Lillehammer2016.no” was registered and two other registration requests were submitted to the Norwegian Industrial Property Office for “YOG Lillehammer 2016” and “Ungdoms-OL Lillehammer 2016”. However, there are no remarks concerning the .com, .net, .org extensions.

Olympic mark protection: the Olympic mark protection is realised through the following laws: trademarks act, marketing control act, designs act, patents act and member of WIPO.

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: the Bid Committee is an agreement between NOC Norway and Municipality of Lillehammer. It “is not a legal entity as such” (Lillehammer 2016, 2012a, p. 18). The Bid Committee has been empowered by the Lillehammer City Council to represent the city of Lillehammer.

Brasov 2020 YOG Bid Committee

Word mark and domain name protection: the domain name “Brasov2020.ro, com, .net, .org” have been registered.

Olympic mark protection: the Olympic marks are registered at the State office for inventions and trademarks. Based on the Romanian law, any registered mark is under the protection of the trademarks and geographical indications law.

Prior agreements, if any: no such agreements.

Legal entity of the Bid Committee: the Bid Committee is not a legal entity and it functions within the Brasov City Hall. YOGOC would be a non-profit association with legal personality after being entered into the Register of Associations and Foundations.

IOC’s Reports

From the IOC’s bid files’ assessment, we discover that some requested information was lacking while other information was well structured. Hence, for Harbin “it is unclear what the proposed legal status of YOGOC would be” (IOC, 2008a, p. 9). Moreover, Harbin offered guarantees of the intellectual property only at the municipal level. Another challenging situation regards the fact that the bid

committee would register Harbin 2012 trademark only if they win the YOG's organization.

Moving forward to Innsbruck, IOC is content with the multi-party agreement which offers stability for hosting the Games and "should ensure smooth transition from bid committee to future YOGOC" (IOC, 2008a, p. 10). IOC also seemed confident concerning the protection of the intellectual property.

As for Kuopio, IOC expresses a concern regarding the protection of the domains name. Therefore, Kuopio "has only managed to secure the domain name kuopio2012.fi as domain name with extension .com .net and .org have already been registered by a third party" (IOC, 2008b, p. 15).

In addition, Lillehammer 2012 also faced several challenges. The bid committee has not delivered guarantees concerning the protection of the YOG event and its commercial partners. Moreover, "domain names with extensions .com .net and .org have not been secured as required by the IOC" (IOC, 2008b, p. 18).

For the next bid, Lillehammer (2016) made it clear that the Olympic trademarks are protected. This fact was appreciated by IOC who state that "Norway has an effective legal system for protecting intellectual property rights" (IOC, 2011, p. 9).

For the 2020 bid, IOC changed the assessment approach for the final report in a way of making it easier for the readers to analyse the files. As for the challenges faced by Brasov's bid, it was mentioned in the IOC's 1st report that the bid committee submitted the registration document for the protection of Brasov 2020 only in Romanian which made it hard for IOC to figure out the content. In the final report, IOC specifies the fact that all legal aspects "have been well addressed in the candidature file, demonstrating a good understanding of YOG requirement" (IOC, 2014a, p. 19). However, it is still unclear "the mechanism that would govern the allocation of financial support" (p. 20).

General Guidelines

In the first place, it has to be mentioned that the IOC requested the bid cities to respect the Olympic Charter and the Host City Contract. It is easy to understand that all committees complied with the requirement.

Recommendation: all that is stipulated in the bid file needs to be proven

through the requested guarantees, without exception. Make sure that all the submitted documents are in the requested language, in this case in English. Reservation for the web domains should be realised by the bid committee from the very beginning in order to avoid issues.

IV.4. THEME 4 – CUSTOMS AND IMMIGRATION FORMALITIES

Harbin 2012 YOG Bid Committee

Emigration and entry visa regulation: “China Visas are certificates of permission granted by the Chinese visa agencies to foreign nationals to enter, leave and travel within China” (Harbin 2012, 2008a, p. 17). The visas are issued by the Chinese embassies in the respective countries.

Health and vaccination regulations: there are specific procedures to be followed concerning the responsibilities in health and vaccination.

Access for accredited participants: free of charge entry visas.

Work permits: temporary access and work permits shall be granted to all people engaged in the organisation of WYOG.

Special product and goods import: the import of firearms and ammunition shall be regulated by the Chapter Six of Law on Guns Control. Permissions shall be granted for food, medical equipment and other products required by accredited persons.

Duty exemptions: duty-free guaranteed.

Use of media materials: a series of constraints and rules are regulating this matter such as the Regulation of the administration of electronic publication.

Innsbruck 2012 YOG Bid Committee

Emigration and entry visa regulation: The access on the Austrian territory is allowed based on a valid passport and visa. The most common visa is the type C – for tourist staying up to 3 months.

Health and vaccination regulations: “No inoculation required for entry the Austrian territory” (Innsbruck 2012, 2008a, p. 23).

Access for accredited participants: free access for accredited persons.

Work permits: “the workforce required to enter Austria up to a year prior to the Games” would receive work permit (p. 24).

Special product and goods import: “It will be a swift and trouble-free process” (p. 24). There are no laws prohibiting the import of materials necessary for WYOG.

Duty exemptions: duty-free guaranteed.

Use of media materials: no legal restrictions.

Kuopio 2012 YOG Bid Committee

Emigration and entry visa regulation: visa is required to entry Finnish territory.

Health and vaccination regulations: “No specific vaccinations are required or recommended for travellers to Finland” (Kuopio 2012, 2008a, p. 16).

Access for accredited participants: all participants shall apply in order to obtain the visa. All the requests “shall be handled without reservation on the basis of the common Schengen acquis” (pp. 16-17).

Work permits: work permits shall be granted.

Special product and goods import: the competitors coming from outside of EU would need an import licence for the firearms and ammunition. “The importation of computer, photographic and audio-visual equipment by EU citizen is free from restrictions” (p. 17). Persons coming from outside EU need to apply for a temporary admission. As for the medicine, tourist are allowed to carry them for personal use during the journey as long they have prescription and transport certificate (p. 17).

Duty exemptions: Kuopio 2012 will facilitate the import, use and export of goods, in terms of the EU legislation.

Use of media materials: “Bid Committee has no knowledge of any restriction affecting foreign broadcasting of any media material” (p. 18).

Lillehammer 2012 YOG Bid Committee

Emigration and entry visa regulation: “the procedure are set by the Ministry of Labour and Social Inclusion and administrated by the Norwegian Directorate of Immigration” (Lillehammer 2012, 2008b, p. 16). The accreditation would integrate the visa processing for YOG participants.

Health and vaccination regulations: no specific requirements.

Access for accredited participants: as it was guaranteed by the Norwegian Directorate of Immigration, all YOG participants owning a valid passport and an accreditation card would be able to enter Norway.

Work permits: there would be no need for work permits for the persons involved in the foreigner officials of YOG.

Special product and goods import: “As a general rule, all import of goods is subject to import duties and taxes. However, there are various exemptions.” (p. 17). Participants and officials’ equipment could be brought in Norway free of duties and taxes. As for the medical equipment, doctors are allowed to bring a small amount of medicines with them on condition that the medicines are not available in Norway.

Duty exemptions: the import, use and export of goods would be free all customs duties.

Use of media materials: no specific restrictions or regulations.

Lillehammer 2016 YOG Bid Committee

Emigration and entry visa regulation: “immigration procedures are set by the Ministry of Labour and Social Inclusion and administrated by the Norwegian Directorate of Immigration” (Lillehammer 2016, 2012a, p. 20)

Health and vaccination regulations: no specific requirements.

Access for accredited participants: “Visa proceedings will be done as integral part of the accreditation procedure.” (p. 21).

Work permits: for the foreign persons who are involved in the YOG organisation staying up to 3 months, no work permits would be required.

Special product and goods import: “As a general rule, all import of goods is subject to import duties and taxes. However, there are various exemptions.” (p. 22). The food and medical equipment require special permission.

Duty exemptions: the import, use and export of goods would be free of all customs duties.

Use of media materials: no specific restrictions or regulations.

Brasov 2020 YOG Bid Committee

Emigration and entry visa regulation: the access to the Romanian territory is accepted based on a valid document (passport, ID card, refugee travel documents). Certain citizens of other countries need visas which can be issued by the Romanian embassies and consular sections in their respective countries.

Health and vaccination regulations: no special recommendation.

Access for accredited participants: “the entry visas for the participants will be free of charge” (Brasov 2020, 2014, p. 25).

Work permits: for foreign citizens involved in the YOG organization, work permits would have been obtained from the state authorities by the YOGOC.

Special product and goods import: regarding firearms and ammunition, a foreign citizen (participating at YOG) holding a visa document is allowed to enter the Romanian territory with this equipment if they are mentioned in the border crossing documents.

Duty exemptions: no answer.

Use of media materials: no answer.

IOC's Reports

In the IOC Panel of Expert's report concerning Harbin, it is mentioned the fact that even though all guarantees related to customs and immigration have been delivered by Heilongjiang Province, these assurance should have been issued by the national government. Later on, guarantees from the government have been submitted to the IOC with respect to import, use and export of good which would be free of customs duties.

Moreover, in the materials sent by Innsbruck it seems that there is a discrepancy in terms of the documents "required to entry the country (passport + visa vs. passport + accreditation card)"(IOC, 2008b, p. 12). As for the visas, it is unclear if they would be issued free of charge keeping in mind the fact that Austria is a Schengen state.

Furthermore, Kuopio faced similar issues. It was not clearly stated in the bid file whether the visa would be issued free of charge (as requested by IOC) or not. Finland is also a member of Schengen zone. In addition, it was also unclear if the import, use and export of good is free of customs duties. However, in the final report of the IOC Evaluation Commission, it is mentioned that the Bid Committee clarified these uncertainties.

Likewise, Lillehammer 2012 did not mention in their bid file if the visas are issued free of charge. Norway is also a Schengen state. Regarding the duty exemption, it is unclear the exact categories for which the exemption is granted.

Similarly, Lillehammer 2016 did not respect the IOC request about granting the visa free of charge. "The Ministry of Justice and the Police guarantees that the fees would be reduced or waived to the maximum extent within the framework of the Schengen acquis" (IOC, 2011, p. 8).

Last but not least, Brasov's bid file contained no answer for duty exemptions and use of media materials. However, the bid committee managed to send the

information to IOC, since in the IOC Final Report it is mentioned “the import, use and export of goods, including consumables, would be exempt of customs duties” (IOC, 2014c, p. 19).

General Guidelines

Recommendation: make sure the bid committee gathers all the useful and requested information as the file represents the candidature not only of the city, the bid committee but of the entire country. Make sure the bid file contains answers to all the questions asked and also delivers precise information.

IV.5. THEME 5 – FINANCE

Harbin 2012 YOG Bid Committee

Potential shortfall guarantee: guarantee letter provided by the Government.

Detailed budget for YOG: is formed by the revenues of 42 million US dollars and expenditures of more than USD 43 million. The budget also contains unpredictable expenditure chapter of 1 million US dollars.

Detailed capital investment budget: the non-YOGOC budget includes the snow events (bobsleigh, luge), YOV and venues for cultural and educational programs. The total amount is 7`2524`000 US dollars.

Taxes: the current taxation system includes 17 categories. YOGOC “is a legitimate taxpayer liable for taxation”(Harbin 2012, 2008a, p. 24). Nevertheless, favourable tax policy would be given to YOGOC.

Innsbruck 2012 YOG Bid Committee

Potential shortfall guarantee: three separate guarantees delivered to the IOC and one common guarantees signed by all three members of the Multi-Party Agreement.

Detailed budget for YOG: it is formed by revenues of more than 22 million USD and expenditure of the same amount.

Detailed capital investment budget: the non-YOGOC contains two major projects: YOV and modernization of the Innsbruck Exhibition Centre. The total budget is over USD 130 million where the exchange rate is 1 EUR = 1.5 USD.

Taxes: “Residents and corporation are subject to income taxes” (Innsbruck 2012, 2008a, p. 28) as well as the VAT which is 20%. Other taxes levied in Austria are: corporate income tax and double taxation treaties.

Kuopio 2012 YOG Bid Committee

Potential shortfall guarantee: it was provided by the City of Kuopio and the Ministry of Education.

Detailed budget for YOG: it is composed by the revenues of over 13 million USD and revenues of the same value. The exchange rate is 1 EUR = 1.59 USD.

Detailed capital investment budget: the construction of a new speed skating track is included in this chapter. The total budget is USD 13'440'000.

Taxes: the standard rate of VAT is 22%. However, a reduce rate of 17% "is applied to foodstuffs excluding restaurant services, drinking water, alcoholic beverage and tobacco products"(Kuopio 2012, 2008a, p. 19). 8% rate applies to medicines, accommodation services, transport services, services enabling sports activities, etc.

Lillehammer 2012 YOG Bid Committee

Potential shortfall guarantee: not presented. The administrative procedures are complex therefore it took longer to obtain the guarantee from the Government.

Detailed budget for YOG: it consists of revenues and expenditure, each of them amounting to over 48 million USD.

Detailed capital investment budget: this budget includes the construction of a new curling and ice hockey training venues. The total investment would be of 8 million USD.

Taxes: "As a general rule, legal entities carrying out non-economic activities which do not gave economic gain as a goal of its activities are exempted from taxation."(Lillehammer 2012, 2008b, p. 19). The standard VAT is 25%, still 14% is the rate for food and 8% for passenger transport, hotel accommodation and cinema tickets.

Lillehammer 2016 YOG Bid Committee

Potential shortfall guarantee: "the deficit planned is covered by the Norwegian Government" (Lillehammer 2016, 2012a, p. 24). Nonetheless, as for Lillehammer 2012 the guarantee was not provided because of bureaucratic reasons.

Detailed budget for YOG: there are two chapters: revenues and expenditures of over 63 million USD each.

Detailed capital investment budget: the total budget is over 18 million USD dedicated for the construction of new curling hall, new ice hockey training hall, and housing facilities.

Taxes: The standard VAT is 25%, still 14% is the rate for food and 8% for passenger transport, hotel accommodation and cinema tickets.

Brasov 2020 YOG Bid Committee

Potential shortfall guarantee: no answer.

Detailed budget for YOG: the income was USD 12`442 million and revenues of USD 12`723 million.

Detailed capital investment budget: there are several categories of expenses mentioned such as: construction of highways, Brasov airport, roads' repair, construction of Brasov city ring, etc. Nonetheless there is not a total budget specified.

Taxes: the standard VAT is 24% but reduced a rate of 9% applies to services and supplies of cultural activities institutions, textbooks, orthopaedic products, medical products and hotel accommodation.

IOC's Reports

IOC Panel of Experts identified in the Harbin's bid file that not enough guarantees had been delivered to support the financial engagements. Additionally, the Panel considered that some of the costs specified in the budget are overrated. Any shortfall is guaranteed by the City of Harbin. Furthermore, the IOC Evaluation Commission highlighted the fact that the inflation rate has not been taken into consideration for the budget. It seems that "Harbin did not include any financial contribution from the IOC in its YOGOC budget, nor did it include any expenditure relating to the cost of accommodation at the YOY"(IOC, 2008a, pp. 7-8). The IOC's contribution would be of 2.6% of the budget

As for Innsbruck's bid file, the Multi-Party Agreements clarified "the financial responsibilities of all levels of government (national, regional and local)" (IOC, 2008b, p. 12) and also offered the government guarantees in case of shortfall. IOC's financial contribution would represent around 21% of the budget.

Furthermore, the Kuopio 2012 bid file also contained deficiencies. In this sense, the Panel of Experts stipulated in the report that "no guarantee has been provided to back up the national financial commitment of EUR 1 million as indicated in the YOGOC budget" (IOC, 2008b, p. 15). Notwithstanding, the Evaluation Commission questioned the city's capacity to respect the proposed budget while delivering the required services. The inflation rate was not mentioned in the bid file. Concerning the shortfall, the bid committee proposed that in case of deficit "of the YOGOC budget over USD 2.9 million, the NOC, YOGOC, city and the state would

determine a solution to cover costs”(IOC, 2008a, p. 12). The IOC contribution would be 25% of the budget.

Lillehammer 2012 bid presented financial risk in the sense that there were no guarantees, neither for the government subsidy nor for any economic shortfall. Inflation was not taken into consideration. The IOC financial contribution would have been 16% of the budget.

Later on, Lillehammer 2016 changed the approach providing the guarantee for any economic shortfall. The IOC financial contribution would be 36% of the budget.

Brasov 2020 submitted an unbalanced budget with a deficit of USD 281,000. It also lacked financial guarantees from the government and the economic shortfall in the first place. Later on, all the requested guarantees were sent. “The lack of an adequate contingency in the YOGOC budget could lead to financial management inefficiencies and/or delays” (IOC, 2014c, p. 21).

General Guidelines

The IOC Evaluation Commission for the first YOG edition identified finance as one of the main areas of risks. Thus, special attention should also be given to this topic.

By providing all the requested information, the bid committee proves its reliability and that it honours the core values of the organisation which, in most cases, involves respect (for these terms, of the rules).

Once again it is proven the fact that the national stakeholders are essential for the bid. Without the support from all levels of government, no financial conditions could be satisfied.

IV.6. THEME 6 – MARKETING

Harbin 2012 YOG Bid Committee

Relationship with NOC marketing programme: an agreement on marketing between Chinese NOC and YOG Bid Committee would have been from January 2009 to December 2012.

TOP and other IOC marketing programmes: the marketing agreement would have respected and protected the TOP and other partners of IOC.

Local marketplace preparation: “legislation shall be passed to effectively crack down on ambush marketing, eliminate street vending and regulate all forms of advertisement” starting from two weeks before YOG until the end of the Games (Harbin 2012, 2008a, p. 27).

Lottery: the first lottery law was issued on 1985. Nowadays, China “only allows public welfare lotteries and not profit-making lotteries” (p. 27). The only two lotteries in China are Sports Lottery and Welfare Lottery.

Innsbruck 2012 YOG Bid Committee

Relationship with NOC marketing programme: NOC Austria and the Bid Committee had signed a Marketing Programme Agreement which protected the NOC’s interests and defined the marketing framework between NOC and the future YOGOC.

TOP and other IOC marketing programmes: Bid Committee “committed to respect and protect the TOP partners’ and other IOC marketing partners’ right” (Innsbruck 2012, 2008a, p. 34). In addition, the Bid Committee set as objective to be the first to approach the IOC’s partners and attract them to WYOG.

Local marketplace preparation: no later than 1 December 2012 a law would have passed assuring “to effectively reduce and sanction ambush marketing, to eliminate street vending and control advertising space” (p. 34).

Lottery: Austria has a strong lottery law system. Most of the profit is directed toward sport development and support. Even though Austrian lotteries do not launch lottery for major events, it seems that that WYOG would have qualified for receiving lottery funds.

Kuopio 2012 YOG Bid Committee

Relationship with NOC marketing programme: NOC Finland and the City of Kuopio had signed an agreement on a potential future relationships. The guarantee has been submitted to IOC.

TOP and other IOC marketing programmes: the above mentioned agreement had defined the protection of the TOP and other IOC partners.

Local marketplace preparation: Finland does not have any law regulating ambush marketing. In order to prevent unwanted situations, YOGOC would have signed contracts with the Finnish Road Administration and Finnish aviation authorities in order to control the billboards and other advertising spaces.

Lottery: Finnish Lottery holds the monopoly of lottery in Finland. NOC Finland would have negotiated with this organisation in order to establish the Youth Olympic lottery. The profit would have been directed towards YOGOC.

Lillehammer 2012 YOG Bid Committee

Relationship with NOC marketing programme: Lillehammer Municipality and the Norwegian Olympic and Paralympic Committee and Confederation of Sport had signed a contractual agreement regarding coordination of marketing activities.

TOP and other IOC marketing programmes: NOC, Lillehammer Municipality and YOGOC would have understood and respected the IOC's condition and they would have also fulfilled all requirement in order to achieve YOG's objectives.

Local marketplace preparation: "Norway is a well-regulated society with legal structures that provide governmental authorities to prevent and eliminate unauthorized advertisements" (Lillehammer 2012, 2008b, p. 23).

Lottery: lottery activities are coordinated by the government through Norsk Tipping. "The present legal framework and policies for lottery activities in Norway indicate no lottery in a larger national format in conjunction with YOG 2012" (p. 23).

Lillehammer 2016 YOG Bid Committee

Relationship with NOC marketing programme: Lillehammer Municipality and NOC Norway had signed a contractual agreement regarding coordination of marketing activities. "This means that YOGOC will represent YOGOC 2016 in all commercial-related issues" (Lillehammer 2016, 2012a, p. 30).

TOP and other IOC marketing programmes: NOC, Lillehammer Municipality and YOGOC would have understood and respected the IOC's condition and they would have also fulfilled all requirement in order to achieve YOG's objectives.

Local marketplace preparation: "Norway is a well-regulated society with legal structures that provide governmental authorities to prevent and eliminate unauthorized advertisements" (Lillehammer 2016, 2012a, p. 33).

Lottery: lottery activities are coordinate by the government through Norsk Tipping. "The present legal framework and policies for lottery activities in Norway indicate no lottery in a larger national format in conjunction with YOG 2016" (p.33).

Brasov 2020 YOG Bid Committee

Relationship with NOC marketing programme: NOC Romania and YOGOC Brasov 2020 would have signed an agreement in this sense.

TOP and other IOC marketing programmes: the Bid Committee had submitted a guarantee proving the unconditional commitment to respect and protect the TOP partners and other IOC marketing partners' rights.

Local marketplace preparation: the Bid Committee has sent three guarantees to the IOC from the Government of Romania, Mayor of Brasov City and a joint guarantee from the President of Brasov County Council and the Prefect of Brasov.

Lottery: no answer.

IOC's Reports

The only observation regarding the marketing theme in the evaluation of Harbin 2012 targets the budget. "Marketing revenues amount to approximately 40% of all revenues (USD 18 million) which, whilst appearing high, could be achievable taking into consideration the size of the market" (IOC, 2008a, p. 7).

Innsbruck 2012 bid file presented a fresh perspective by introducing the revenue for the TOP partners in the total budget. The Bid Committee acknowledged the TOP partners' right and exclusivity and intended "to offer opportunities for sponsors to seek activation on a number of projects linked with the WYOG"(IOC, 2008a, p. 10)

There are no remarks in the IOC's reports concerning Kuopio 2012. One way to explain this fact is that the Bid Committee presented complete answers to IOC questions. Another explanation could be the fact that there were no remarkable answers to be noted as we have discovered for Innsbruck.

The Lillehammer 2012 bid committee mentioned in the file that new laws may need to be adopted in order to protect the IOC commercial partners and the YOG event. However "the required guarantees have not been delivered" (IOC, 2008b, p. 18).

For Lillehammer 2016, the only specification founded in the evaluation commission file implied the budget composition. In this sense, we find out that "marketing revenues would amount to approximately USD 10 million (14% of the budget).

Brasov 2020 did not submit on time the marketing agreement signed between NOC and Brasov City. It was delivered later on. Brasov's strengths/opportunities on this topic reside on the fact that Marketing Department would have been approached in the same way as for EYOWF Brasov 2013 and the final decision regarding the

local sponsors would have been jointly made by NOC and YOGOC. “Brasov 2020 enjoys strong support from the NOC and all level of government” (IOC, 2014a, p. 20)

General Guidelines

Analysing this chapter we can conclude that the essential point for IOC is to obtain the requested guarantees and there are no other matters for debate. Nonetheless, on the last report of the Evaluation Commission the assessment approach changed presenting both opportunities/challenges and risks/challenges. By doing so, IOC emphasizes the importance of the marketing topic.

Recommendation: Answering partially or incompletely a question as well as misleading the readers are not desirable solutions.

IV.7. THEME 7 – SPORT

Harbin 2012 YOG Bid Committee

Venues: there would have been 16 competition venues and 5 training venues.

Competition venue works: the Development Plan of Harbin Municipality included the “construction of competition fields for the bobsled and luge competition venues” (Harbin 2012, 2008a, p. 32).

Competition venue use: the bid committee had obtained and delivered to IOC the requested guarantees for the venues use.

Competition venue photographic files: it had been sent to IOC.

Workforce: the YOGOC personnel would have been recruited using four methods: centralized recruitment (“selection from professionals nationwide”(Harbin 2012, 2008a, p. 36)), public recruitment (from the general public), youth volunteers (from colleges and universities) and employ international experts.

Sport experience: 21 international competitions among which we discover: Winter Asian Games, 24th Winter Universiade, IIHF World Women’s Championship and five national competition.

Innsbruck 2012 YOG Bid Committee

Venues: “Note that all sport and disciplines are planned in two venue zones” (Innsbruck 2012, 2008a, p. 38). Olympiaworld would have hosted 20 event whereas 17 events would have been organized at Seefeld Arena.

Competition venue works: there would have been no new venues built and no permanent work necessary for the existing venues. There would have been 2 temporary venues: curling sheet and biathlon shooting range.

Competition venue use: “Innsbruck 2012 has secured agreements for use of all venues with appropriate periods of use, access and control, reasonable rental rates and commercial right control” (Innsbruck 2012, 2008a, p. 41) proven through the sent guarantees.

Competition venue photographic files: it was duly completed and sent.

Workforce: due to the fact that Innsbruck has a rich history in the organisation of sport events, the bid committee has had the chance to choose experienced personnel. Also Olympiaworld Innsbruck and Seefeld Arena are “fully staffed with men and women experienced in staging multiple winter sports” (Innsbruck 2012, 2008a, p. 42).

Sport experience: a selection of events had been displayed. 23 international sports event (e.g.: ISU Junior World Championships Bobsleigh and Skeleton, FIL Luge World Championships, FIS Alpine World Ski Championships) and three European sports events (e.g.: European Youth Games in athletics)

Kuopio 2012 YOG Bid Committee

Venues: there would have been 7 competition venues and 8 training venues.

Competition venue works: there would have been an existing venue – cross country skiing which would need permanent works while there would have been a venue who required to be built – speed skating. There would have been no need for temporary venues.

Competition venue use: the bid committee had obtained and delivered to IOC the requested guarantees for the venues use.

Competition venue photographic files: it had been sent to IOC.

Workforce: due to the existing advantages (vast experience in hosting major events, vivid sport clubs, and voluntary work), the bid committee would have found the requested personnel easily.

Sport experience: the bid committee had displayed 23 international sport events organized during 1989 – 2008 period.

Lillehammer 2012 YOG Bid Committee

Venues: most of the venues would have been located next to the YOY. There would have been 12 competition venues which would have been used also as training venues. Two more venues would have assured the training space for speed skating.

Competition venue works: eight existing venues would have needed temporary and permanent works while there would have been one venue built – the curling venue.

Competition venue use: the bid committee obtained the rights to use the venues.

Competition venue photographic files: it had been sent to IOC.

Workforce: the bid committee would have recruited the volunteers “from the local society, on the national level and internationally”(Lillehammer 2012, 2008b, p. 33). The committee would have worked closely with local sports club, educational institutions, schools and volunteer organizations.

Sport experience: the bid committee presented 13 international sports events (e.g.: Speed Skating World Cup, Ski Jumping World Cup) and 7 European sports events (e.g.: Ski Jumping Continental Cup, Handball European Championship).

Lillehammer 2016 YOG Bid Committee

Venues: most of the venues would have been situated close to the YOY which would have represented the core of the event. There would have been 9 competition venues which would have been also use for training plus an additional one for figure skating.

Competition venue works: there would have been no temporary venues. Nine existing venues would have required temporary and permanent work.

Competition venue use: the bid committee obtained the rights to use the venues.

Competition venue photographic files: it had been sent to IOC.

Workforce: YOGOC would have “worked in close cooperation with NOC, the individual sport federation and local sports clubs in the staging of all events that are part of the YOG 2016” (Lillehammer 2016, 2012a, p. 41).

Sport experience: Lillehammer 2016 displayed many more competition compared to the previous bid. Therefore, Norway hosted 61 international sports events and 10 European sports events.

Brasov 2020 YOG Bid Committee

Venues: there would have been seven competition venues and 8 training venues.

Competition venue works: “all the sports bases are new or renovated for the EWYOF 2013 and therefore do not require any works” (Brasov 2020, 2014, p. 36).

Competition venue use: the bid committee obtained the rights to use the venues.

Competition venue photographic files: it had been sent to IOC.

Workforce: the source for personnel recruitment would have been the winter sport federation which would have provided “specialists to organize and conduct the competitions, and the database of human resources used for organizing and conduction the EYOF 2013”. (Brasov 2020, 2014, p. 39)

Sport experience: Brasov County organized 5 international sports events (e.g.: Ski Jumping World Cup, Ski Jumping FIS Cup), 2 European sports events (e.g.: EWYOF 2013).

IOC’s Reports

IOC Panel of Experts considered that Harbin presented limited experience in hosting snow sports events. However, the Evaluation Commission considered that the “good use of existing venues and general infrastructure, the city’s experience in hosting national and international events in ice sport” represents the bid’s principal strengths.

Moreover, Innsbruck proposed “a compact Games concept composed of two main clusters and a single YOY” (IOC, 2008b, p. 12). These facts together with “the very good experience in hosting international and multi-sports events” represented the bid’s principal strength (IOC, 2008a, p. 10). One of the IOC’s concern regarded the fact that Innsbruck sent no guarantees for Nordpark Innsbruck which was a rental venue. Such situation could have had an impact over the budget if the venues were not owned by the public authorities.

Furthermore, Kuopio presented a concept that made good use of the existing venues and had “a good level of experience in hosting international events in a number of winter sports” (IOC, 2008a, p. 13). Kuopio excluded bobsleigh – since there was no existing venue – and alpine skiing events – includes only Slalom and Giant Slalom – in the sports program.

As for Lillehammer 2012 the fact that the project presented a “robust and relatively compact [project], highlighting a good use of existing venues and a very

good level of experience in hosting international and multi-sports events” represented the bid’s principal strengths (IOC, 2008a, p. 14).

It is obvious that Lillehammer 2016 kept the strengths from the previous bid. Regarding the new construction for ice hockey, the bid committee had not submitted any guarantee for the planned works.

Brasov “organized the EYOF in 2013 and a small number of national and international events in the last 10 years, particularly Ski Jumping” (IOC, 2014c, p. 8). Presented as such, organizational sport experience cannot be considered very reliable. Another challenge faced by the bid committee was the fact that “since the submission of the candidature file, Brasov has added three sports to the competition programme” – curling, speed skating and halfpipe which would have represented a considerable financial effort (IOC, 2014a, p. 13). However, the project for the three discipline venues was in line with Agenda 2020’s focus on sustainability.

General Guidelines

Every bid committee presented detailed competition schedule which included dates and days of competition and the Opening and Closing Ceremonies. As a guiding principle, no new venues should be built. In addition, the bid committee were requested to deliver meteorological information including temperature, humidity, precipitation and snow depth characteristics.

It is recommended to have an open minded vision and to adapt upon request. However, it is even better to foresee the challenging situations based on the assessment of the previous bid cities or personal experience.

From the IOC point of view excellent sports concept based on the good use of the existing, tried and tested venues and the city’s experience in hosting national and international events represent strengths of the bid file. The IOC Evaluation Commission of the first YOG edition identified sport and venues as one of the main area of risks. Therefore, special attention should be given to this topic.

IV.8. THEME 8 – CULTURE & EDUCATION AND CEREMONIES

Harbin 2012 YOG Bid Committee

CEP: theme before YOG would have been “Welcoming the Winter Youth Olympic Games” and the aim would have implied to attract the youth, “create a joyful and harmonious cultural atmosphere and showcase a glamorous metropolis of

Harbin to the word” (Harbin 2012, 2008a, p. 40). The theme during YOG would have been “Harmony, Exchange and Development”. CEP would have consisted of programs for environment awareness and education program.

Venue use: 57 museums or exhibition halls in Harbin, Harbin Institute of Technology, over 30 colleges and institutions and 4’000 primary and middle schools, Youth Pala, Children’s Palace, etc.

CEP and ceremony venue works: Harbin Municipal Government had provided a guarantee “confirming the financial support for the Games and timely completion of the venue constructions” (Harbin 2012, 2008a, p. 43).

Institutions involved in CEP: CEP funding would have come mainly from YOGOC but there would also had been the support of Harbin Culture Bureau and Harbin Education Bureau. Bid committee had sent guarantees in this sense.

Opening and Closing Ceremonies: the Opening Ceremony would have taken place at Harbin International Expo Centre whereas the Closing Ceremony would have been organized at the Stadium of Northeast Forestry University.

Innsbruck 2012 YOG Bid Committee

CEP: the Bid committee’s goal regarding CEP would have been: “serving IOC objectives and enhancing youth appeal of NOCs and IFs” (Innsbruck 2012, 2008a, p. 47). The CEP would have been built on 5 different projects aiming to create the framework for every NOC to create original content for the internet during the YOG. These distinct programs would have been: the youth Olympic media lab, the youth Olympic pairing project, the youth Olympic sustainability project, the youth Olympic arts project, the Olympic Youthfest 2012.

Venue use: Congress Innsbruck would have been the key venue for CEP and the bid committee had sent the requested guarantee.

CEP and ceremony venue works: no infrastructure improvement are required.

Institutions involved in CEP: VIA 3 Event Production would have directed the CEP. The Federal Ministry and Department of Education, the Arts and Culture would have been supported by offering their expertise and CEP funding. The universities would have been asked to join the process of development.

Opening and Closing Ceremonies: the Opening Ceremony would have been held at Bergisel Stadium while the Closing Ceremony would have been organized in the Olympic Ice Stadium.

Kuopio 2012 YOG Bid Committee

CEP: “the CEP will connect youth from different countries by gathering them to share experiences in art and culture workshops, as well as in virtual learning environment” (Kuopio 2012, 2008a, p. 33). The CEP would have been structured on four projects: Sport for art – learning to show and know, Sport for education – learning modern models to educate, Sports for schools – learning to do and be, Sport for young people – learning to live together.

Venue use: the venues are owned by the City of Kuopio and necessary guarantees had been submitted. The venues would have been: Youth Centre Kappakatu 44, Neulamaki Youth Hall, Kuopio Music Centre, museums, Kuopio City Theatre, Cinema Kino Kuvakukko, the Youth and Cultural Centre Sotku, VB Photographic Centre and Lyceum Classicum Kuopioense.

CEP and ceremony venue works: no additional construction works are expected.

Institutions involved in CEP: the institution mentioned at venues use would have been involved in the CEP organization by hosting different workshops and projects.

Opening and Closing Ceremonies: both Opening and Closing Ceremonies would have been organised in the Kuopio Ice Arena.

Lillehammer 2012 YOG Bid Committee

CEP: one of the main objectives of the CEP would have been to “provide a high-profile culture and education programme for the YOG 2012 spun around winter themes that catches the imagination of youth and visualises the importance and value of culture, education and sports development” (Lillehammer 2012, 2008b, p. 34).

Venue use: 15 different venues would have been hosted the CEP. All the requested guarantees had been submitted to the IOC. The bid committee would have been developed partnerships with the relevant stakeholders involved in the organization of CEP. The partners would have been: Lillehammer University College, Ski Federation, Norwegian Olympic Museum, Regional Sports Board, Norwegian Music Corps Federation, Norwegian Youth Organization, etc.

CEP and ceremony venue works: the projects would have taken place in already existing institutions which would have needed no works.

Institutions involved in CEP: the above mentioned institutions would support to the organization of CEP.

Opening and Closing Ceremonies: the Opening Ceremony would have taken place at Lysgardsbakkene whereas the Closing Ceremony would have been held at Hakons Hall.

Lillehammer 2016 YOG Bid Committee

CEP: “the main aim is to create lasting cross cultural understanding and respect, expressed through a variety of means with regards to sport, culture, education and digital communication. It will be a meeting place for young people” (Lillehammer 2016, 2012a, p. 46).

Venue use: 19 venues would have been hosted the CEP projects. The bid committee submitted to the IOC all the necessary guarantees.

CEP and ceremony venue works: the projects would have been taking place in already existing institutions which would have needed no works.

Institutions involved in CEP: the bid committee would have developed partnerships with the relevant stakeholders involved in the organization of CEP. The partners would have been: Nansen Academy, Lillehammer University College, Norwegian University College, Norwegian School of sport science, Anti-doping Norway, the NOC elite sports centre, Norwegian school of sport science, Norwegian college of elite sport, Norsk Tipping.

Opening and Closing Ceremonies: both Opening and Closing Ceremonies would have been organized at Stampesletta.

Brasov 2020 YOG Bid Committee

CEP: the program would have been “designed so that the traditions and the history of Brasov would be harmoniously combined with the concerns of young people participating in the YOG, both athletes and spectators.” (Brasov 2020, 2014, p. 44).

Venue use: 14 venues had been considered to be used in the CEP organization.

CEP and ceremony venue works: one venue would have needed permanent work – Leisure Centre in Poiana Brasov and it would have been finished in 2015. Three more venues would have been built as temporary places such as: opening and closing ceremony venue, Medal Plaza and Ice climbing wall.

Institutions involved in CEP: Mountain Rescue Team, NOC Romania, Sports Museum, Brasov Opera, History Museum, Bran Castel, Rasnov Citadel, Research Centre Genius, etc.

Opening and Closing Ceremonies: both Opening and Closing Ceremonies would have been organized in the Council Square.

IOC's Reports

The IOC's Panel of Experts considered Harbin's education and culture programme focused on sustainable development. However, details shortage determined the IOC experts to assess the CEP project as lacking creativity. Key elements required by IOC had not been delivered. Another challenging situation was the fact that Harbin did not fully embrace "digital media as an important vehicle for the overall programme" (IOC, 2008a, p. 8). The main CEP venues is in Yabuli. The bid committee did not explain how the athletes from Harbin and Yabuli would have experienced the YOG projects.

As for Innsbruck's bid "a very well thought-out culture and education programme is proposed, covering all themes by the IOC and targeting all audiences" (IOC, 2008b, p. 13). CEP also integrated the digital media as IOC requested. Nonetheless, IOC expressed a concern regarding the low budget of CEP. Bid committee explained that it is due to the partners' contribution which cover parts of the costs.

"Kuopio's approach to the CEP corresponds to the IOC's philosophy for the YOG" (IOC, 2008b, p. 16). IOC's concern implied the low budget which could cause challenges in delivering the proposed projects. However, "the virtual classroom project is a good educational initiative in line with the IOC's objectives" (IOC, 2008b, p. 16).

Lillehammer 2012 presented a CEP project which lacked details and creativity. At the request of IOC, during the second phase, the bid committee "put together a very comprehensive and detailed plan for its CEP" (IOC, 2008a, p. 15). The digital platforms are well used in order to promote e-learning towards youth.

Lillehammer 2016 presented a concept which seemed to fully comprehend the IOC principles but it was short on details. "The Commission believes that the two-village concept will complicate the delivery of the CEP and may make it difficult to create a common atmosphere for all participants" (IOC, 2011, p. 6).

Moreover, Brasov 2020 did not submit all the requested guarantees. However, "the use of a number of existing venues and a planned new leisure centre to be constructed at Poiana Brasov, as well as the identification of a few potential partners provide the ingredients for a good Learn and Share experience" (IOC, 2014c, p. 8).

The final report presented some challenges faced by Brasov such as: the lack of details and described themes and activities “seemed questionable for an audience of international young elite athletes” (IOC, 2014a, p. 15).

General Guidelines

As YOG is a new IOC competition, the bid cities should have already understood that this event focuses on sport, education and culture in the same time. The CEP program is as valuable as the sports programme. In some ways, CEP could be more challenging since it involves creativity, authenticity and cleverness and it is not supposed to follow a pattern.

From IOC’s point of view, a good culture and education programme represents strengths of the bid file. The programme should take into consideration the following features: to be centred on the youth from all over the world, a one village concept is easier to manage since the same CEP would be organized for all the accredited persons, an innovative and well-designed programme, respect the IOC’s guidelines and add value.

IV.9. THEME 9 – YOUTH OLYMPIC VILLAGE

Harbin 2012 YOG Bid Committee

YOY concept: YOY would have had been located within the Heilongjiang University, named “Lize Garden”. This place has also been “the Athletes Village for the 24th Winter Universiade in 2009” (Harbin 2012, 2008a, p. 46). The YOY would have had 20 dormitory buildings, being able to accommodate a total of 4000 athletes and officials. There would have also been facilities such as: catering building, convention centre, swimming pool, fitness club, post offices, and supermarkets. YOY would have also had in its structure an athlete accreditation centre, information centre, medical centre, press centre, safety and security centre, multi-functional service centre.

YOY delivery and financial guarantee: the Heilongjiang University would have delivered the YOY and it guaranteed the financing of all relevant work concerning YOY.

Average surface area of the rooms: 24.84 m².

Dining halls number: a catering service building with 4 floors. “Floors 1 and 2 are designated dining halls for athletes only. The total surface area of each floor is 1,333 m² with 800 seats” (Harbin 2012, 2008a, p. 48).

Internet Centre Area in m²: 98.7 m².

Full board accommodation costs for NOC team delegation: USD 45 (board and lodging) per person per day.

Innsbruck 2012 YOG Bid Committee

YOV concept: YOY “will be a newly constructed, purpose-build environment on the park-like campus of the Eugen-Kaserne Military Compound. It will be a comprised of a combination of existing buildings, new permanent city apartment blocks and temporary structures in close proximity to the competition venues, the main CEP venues and all the attraction of the charming centre” (Innsbruck 2012, 2008a, p. 57). Post YOG the venues would have been transformed to new residents.

YOY delivery and financial guarantee: City of Innsbruck was responsible for delivering the YOY as well as the financial guarantees.

Average surface area of the rooms: 72.8 m².

Dining halls number: there would had been “one Dinning Hall in the YOY with seating for 700. It will be a self-service facility with a full kitchen for catering. The surface area is 1.050 m².

Internet Centre Area in m²: 150 m² plus 350 m² from DVD lounge, Relax Area.

Full board accommodation costs for NOC team delegation: USD 198 per person per day.

Kuopio 2012 YOG Bid Committee

YOY concept: “Neulamaki YOY consists of student houses owned by Kuopio Student Housing Company Ltd.” (Kuopio 2012, 2008a, p. 41). YOY would have consisted of 2-4 storey block houses and would have covered a compact area of 12 hectares. YOY would have included dining room, internet centre, saunas, laundry facilities, meeting rooms, etc.

YOY delivery and financial guarantee: Kuopio Student Housing Company Ltd would have delivered the YOY to YOGOC. As for the financial guarantees, no construction work is needed.

Average surface area of the rooms: 10-12 m² per participants in each apartment.

Dining halls number: one dining hall would have served this service. It would have covered “an area of 883 m² and can accommodate 700 diners at the same time” (Kuopio 2012, 2008a, p. 42).

Internet Centre Area in m²: 70 m².

Full board accommodation costs for NOC team delegation: USD 90 per person per day.

Lillehammer 2012 YOG Bid Committee

YOV concept: “YOV will be built as an integrated part of the existence living facilities and sports venues on Stempesletta” (Lillehammer 2012, 2008a, p. 2). YOV would have included “all facilities that are considered standard for student accommodation” such as wireless, closed spaces and storage area (p. 2). YOV would have covered 60’000 m² and would have been divided in five sections. Post Games, the facilities would have been transformed in new residences since Lillehammer was short of rooms. There would have been a one-village concept.

YOV delivery and financial guarantee: the Student Welfare Organization in the county of Oppland signed a memorandum of understanding with Lillehammer Municipality concerning the student housing building. In the same way, Lillehammer Cooperative Housing Association signed an agreement on the same matter.

Average surface area of the rooms: 25 m².

Dining halls number: Hakons Hall would have hosted the dining hall which would have been divided on three section with the capacity of 500 people each and summing up a total area of 1’000 m².

Internet Centre Area in m²: it would have been “a virtual centre – meaning that the internet will literally be available for use nearly anywhere the athlete and leaders need this service” (Lillehammer 2012, 2008a, p. 5).

Full board accommodation costs for NOC team delegation: USD 400 including all meals, non-alcoholic refreshments and accommodation.

Lillehammer 2016 YOG Bid Committee

YOV concept: “YOV will be built as an integrated part of the existence living facilities and sports venues on Stempesletta” (Lillehammer 2016, 2012b, p. 4). YOV would have included “all facilities that are considered standard for student accommodation” such as wireless, closed spaces and storage area (p. 4). YOV size would have been 60’000 m² and would have been divided in five sections. There would have been a two-village concept.

YOV delivery and financial guarantee: the Student Welfare Organization in the county of Oppland and the Lillehammer Cooperative Housing Association have both signed agreement with Lillehammer Municipality concerning the construction of housing buildings.

Average surface area of the rooms: no answer.

Dining halls number: Hakons Hall would have been divided in two sections of 1'000 m² respectively 1'500 m² being able to offer catering services for up to 2'000 persons.

Internet Centre Area in m²: no answer. Instead it is mentioned “an Internet Centre will be located in the YOY, and together with IT help Desk in all venues will enable athletes to receive assistance” (Lillehammer 2016, 2012b, p. 13).

Full board accommodation costs for NOC team delegation: no answer.

Brasov 2020 YOG Bid Committee

YOY concept: “The YOY will be organized in Poiana Brasov, national resort and district of Brasov, 12 km from Brasov downtown” (Brasov 2020, 2014, p. 54). The delegations would have been accommodated in three already existing hotels (Alpin, Piatra Mare and Rina Vista) of 4 and 3 stars.

YOY delivery and financial guarantee: the three private hotels already delivered to YOGOC the requested guarantees.

Average surface area of the rooms: single room – 12 m², double room – 16 m², triple room – 18 m².

Dining halls number: 4 dining rooms were planned to be organized in Alpin Hotel. The capacity of the 4 rooms is 850 persons in total per series.

Internet Centre Area in m²: not requested for YOG 2020.

Full board accommodation costs for NOC team delegation: USD 73.5 per person per day.

IOC's Reports

Harbin's concept consisted in the first place of a three villages which could have been a challenge for both NOCs and YOGOC in terms of management, transport, CEP, identical service levels, etc. The price for full board and accommodation was considered low taking into consideration the fact that it included three meals, accommodation, taxes and commissions. Based on the Panel of Experts' conclusions, Harbin reduced the number of YOG to two and “both villages offer good facilities with a bed to bath ratio of 2:1” (IOC, 2008a, p. 8).

“Innsbruck proposes a good one-village concept comprising eight residential buildings to be constructed and a number of existing buildings that would deliver all necessary services on the site of a military compound” (IOC, 2008b, p. 13). Nonetheless, Innsbruck faced same challenges in terms of buying the land dedicated for YOY which was owned by the Ministry of Defence. Negotiations were carried out between the City of Innsbruck and the owner. Other concerns regarded the tight schedule for buildings construction and the bed to bath ratio which was high – 8:1 or 10:1. As an alternative plan, Innsbruck 2012 proposed to accommodate the delegations in different hotels.

Kuopio also propose a “good one-village concept and layout comprising of existing student housing” (IOC, 2008b, p. 16). The difficulties faced by Kuopio 2012 consisted of the lack of guarantees for the full board and accommodation price and the high ratio for bed to bath of 6:1.

Lillehammer 2012 proposed as well a one-village concept which would have comprised of new and existing building with a good ratio for bed to bath of 3:1. Nevertheless, Lillehammer did not offer details concerning the quality of the existing building and no financial guarantees were submitted for the construction of the new buildings. As an alternative plan, Lillehammer could have used 500 units of existing student housing situated at a walking distance from the competition venues.

As for Lillehammer 2016, the bid committee proposed a two-village concept, one in Lillehammer and the other one in Hamar, 62 km away. Lillehammer YOY would have comprised of “new residential buildings and the existing” hotel and apartments (IOC, 2011, p. 6). The problems faced were the discrepancy in terms of level of service between the villages and the fact that no guarantee was submitted for the full board price in Hamar YOY.

Concerning Brasov, it seemed that the YOY concept would have made “good use of existing hotels which would also provide current services such as ATM, laundry, Wi-Fi, etc.” (IOC, 2014a, p. 16). The maximum bed:bath ratio would have been in line with IOC requirements. In terms of challenges, Brasov did not send in the first place the guarantee for the full board price. The guarantee concerning the use of YOY venues ends two days after the Closing Ceremony which would have been too soon.

General Guidelines

For the first two editions of WYOG, IOC identified the Youth Olympic Village as one of the main area of risk. For the one village concept the situation was clear while for two (or more)-villages concept, there would have been a discrepancy between the level of accommodation services provided and also it would have increased the operational complexity in terms of CEP and the atmosphere perceived by the athletes, officials.

The Evaluation Commission is aware that every bid city tries to offer its best and it also encourage the cities to use the already existing facilities based on the provision of Agenda 2020. This might be the arguments based on which IOC does not limit the YOY to a one-village concept, but it requires extra attention on planning a multi-village idea because of the above mentioned reasons.

IV.10. THEME 10 – MEDICAL SERVICES AND DOPING CONTROL

Harbin 2012 YOG Bid Committee

Health services applying to YOG: there would have been a basic arrangement consisting of medical stations at each venue, equipped with adequate medical personnel. Medical first aid would have been organized at every field of play. Back-up medical services would have been assured by a designated hospital. Emergency medical transfer to the hospitals would have been realized through appropriate ambulances.

YOGOC is responsible to assure emergency medical care services, while all participating athlete teams are to purchase their own life and accident insurance.

Health services necessary personnel: “First-aid doctors and nurses and drivers will be dispatched by the municipal first-aid centres. Medical assistants will be recruited from student volunteers from medical universities” (Harbin 2012, 2008a, p. 55).

WADA agreement and UNESCO convention ratified: Yes.

Existing NADA: China Doping Control Centre.

WADA-accredited laboratory used at Games-time: China Doping Control Centre is an IOC accredited laboratory since 1989. It was also used as doping test laboratory for the 2008 Olympic Games.

Innsbruck 2012 YOG Bid Committee

Health services applying to YOG: YOGOC plan would have provided “for a co-ordinated emergency response communications system, which will integrate the resourced of the Red Cross, the Leitstelle Tirol [the State Control and Warning Centre] and the security partners of the Games in unified command force that will operate out of the WYOG Operations Command Centre” (Innsbruck 2012, 2008a, p. 64).

Health services necessary personnel: under the coordination of the Chief Medical Officer of YOGOC, medical professionals and volunteers would have been recruited coming from the State of Tyrol and then entire Austria. “A pool of young medical volunteers will be recruited to support trained professionals at all Games-related medical centres” (Innsbruck 2012, 2008a, p. 66).

WADA agreement and UNESCO convention ratified: Yes.

Existing NADA: it is called National Anti-Doping Agency.

WADA-accredited laboratory used at Games-time: Austrian Research Centre Seibersdorf would have been used for 1st WYOG.

Kuopio 2012 YOG Bid Committee

Health services applying to YOG: “the emergency first aid, patient transportation and emergency treatment services provided for the participants and guest will be integrated into existing local system” which will comply with IOC requirements (Kuopio 2012, 2008a, p. 45).

Health services necessary personnel: YOGOC would have intended to collaborate with three institutions, in order to recruit the necessary personnel, such as: University of Eastern Finland – Faculty of medicine, Emergency Service College and Finnish Red Cross.

WADA agreement and UNESCO convention ratified: Yes.

Existing NADO: Finnish Anti-Doping Agency.

WADA-accredited laboratory used at Games-time: Doping Control Laboratory United Laboratories Ltd., Helsinki, Finland would have been used for WYOG.

Lillehammer 2012 YOG Bid Committee

Health services applying to YOG: “Medicine emergency assistance, patient transport and acute treatment during the YOG will be integrated in the existing system” (Lillehammer 2012, 2008a, p. 7). The local fire and rescue authorities

together with police, health authorities, welfare authorities and environment services represented the organisations also involved in assuring the health services.

Health services necessary personnel: YOGOC would have created a training centre dedicated to instruct and recruit the personnel.

WADA agreement and UNESCO convention ratified: Yes.

Existing NADO: National Anti-Doping Organization in Norway.

WADA-accredited laboratory used at Games-time: the Aker University Hospital is a WADA accredited laboratory which would have been used for WYOG.

Lillehammer 2016 YOG Bid Committee

Health services applying to YOG: Medicine emergency assistance, patient transport and acute treatment during the YOG will be integrated in the existing system” (Lillehammer 2016, 2012b, p. 15)

Health services necessary personnel: the recruited personnel would have been trained before being involved in the WYOG. “At all sports venues, medical teams with emergency medical training will be operative”. The teams would have been composed of “physicians, doctors and ambulance personnel” (Lillehammer 2016, 2012b, p. 16).

WADA agreement and UNESCO convention ratified: Yes.

Existing NADO: National Anti-Doping Agency in Norway.

WADA-accredited laboratory used at Games-time: the Aker University Hospital is a WADA accredited laboratory that would have been used for WYOG. The Doping Section was created in 1985.

Brasov 2020 YOG Bid Committee

Health services applying to YOG: all healthcare cases would have been solved by the County Emergency Hospital in Brasov. “The persons insured from countries with which Romania has signed international documents, for provision of healthcare services benefit from medical services and benefits in Romania, in the conditions provided by such international documents.” (Brasov 2020, 2014, p. 60).

Health services necessary personnel: the Medical Services Department would have collaborated with Medicine Faculty in Brasov, Inspectorate for Emergency Situations Brasov and County Emergency Hospital in Brasov in order to recruit the personnel.

WADA agreement and UNESCO convention ratified: Yes.

Existing NADO: The National Anti-Doping Agency.

WADA-accredited laboratory used at Games-time: The National Anti-Doping Agency would have been used for WYOG.

IOC's Reports

Every bid city was asked to explain the current legislation regulating the practice of medicine, how the system of public health care functions as well as the operating procedure for emergency medical treatment service. The purpose of all these requests is to understand the entire medical system and to make sure that the bid city is capable to assure the YOG demanded standard.

The Panel of Experts notes for Harbin's report that the IOC requests were not followed, YOGOC assuring the emergency medical care while "participants would be required to take out their own medical insurance" which should have also been covered by YOGOC (IOC, 2008b, p. 11).

In the Innsbruck's report is mentioned that all medical services would be provided free of charge during the WYOG.

As for Kuopio, the situation was unclear in terms of the "type and cost of medical care to be provided for accredited personnel" (IOC, 2008b, p. 17) and further clarification were requested.

There are no remarks regarding Lillehammer 2012 on this topic.

Concerning Lillehammer 2016, during the WYOG the entire Olympic Family would have been covered "by special health insurance in accordance with the requirements of the YOG Event Manual" (IOC, 2011, p. 8). In order for the NOC's team physicians to practice on the Norway territory they would have needed to obtain an authorisation from the Norwegian Registration Authority for Health Personnel.

In relation to Brasov 2020, the medical services would have been assured by the state healthcare system. For participants coming "from countries without mutual healthcare recognition, health insurance would be contracted through the current official NOC insurance partner company, free of charge".

General Guidelines

The IOC requirement regarding the free of charge costs for the medical services seems to be the most important topic of this theme. Needless to say that all IOC requests need to be respected.

IV.11. THEME 11 – SECURITY

Harbin 2012 YOG Bid Committee

Security Organisations: the Director General of Heilongjiang Provincial Department of Public Security would have been the highest government authority in charge with the security department during the YOG. The security resources would have included: Police, Harbin Public Security Bureau, People's Armed Police Force, security companies, Security Command Centre. A training program would have been organized under the coordination of Security Command Centre for security personnel and drivers.

Security of major international events: among the events organized there were 3rd Asian Winter Games, 7th National Winter Games, 18 editions of Harbin Trade Fair, 24 editions of International Ice and Snow Festival, 5 editions of Harbin International Winter Sports Exposition, EFIBA Asia Championship.

Guarantee from the highest government authority: the guarantee is signed by the Ministry of Public Security, China, Heilongjiang, Provincial Department of Public security and Harbin Public Security Bureau.

Innsbruck 2012 YOG Bid Committee

Security Organisations: Federal Ministry of Interior would have led the security services. The Ministry coordinated the Federal Police and security forces in Austria. "Security organisation will be implemented and conducted in full co-operation with the YOGO security department by the primary security organizations, the Security Office of Tyrol and the Tyrolean branch of the Federal Police" (Innsbruck 2012, 2008a, p. 68).

Security of major international events: among the events organized in Austria, the events with the highest number of attending spectators were: FIS Nordic World Ski Championships Ramsau, FIS Alpine World Ski Championships St. Anton, 2005 IIHF World Championships, UCI Road Cycling World Championships Salzburg, Vienna City Marathon, UEFA EURO 2008 Austria-Switzerland, etc.

Guarantee from the highest government authority: the guarantee has been provided by the Federal Ministry of Interior.

Kuopio 2012 YOG Bid Committee

Security Organisations: the Police Command of the Province of Eastern Finland would have represented the highest security authority and would have worked

in close collaboration with Kuopio's Municipal Police Department, Security Police, Mobile Police, Finnish Defence Forces, Finnish Border Guard, Finnish Red Cross, Voluntary Rescue Service, Automobile and Touring Club of Finland.

Security of major international events: the events with the highest number of attendees were FIS Nordic Ski Championships, FIFA U 17 World Championships, IIHF Ice Hockey World Championships, IAAF World Championships in Athletics, etc.

Guarantee from the highest government authority: the guarantee has been provided by the Police Command of the Province of Eastern Finland.

Lillehammer 2012 YOG Bid Committee

Security Organisations: the securities issues would have been a coordinated effort of the police, YOGOC, the Municipality of Lillehammer, the county of Oppland, the Norwegian National Security Authority, the Norwegian Air Ambulance, the Norwegian Red Cross, fire department, health authorities, environmental authorities and volunteers' organizations (Lillehammer 2012, 2008a, p. 12).

Security of major international events: the events with the highest number of attendees were European Women's Handball Championships, World Championships Ice Hockey, World Cup Ski Jumping, European Men's Handball Championships, etc.

Guarantee from the highest government authority: the local and regional police force submitted the guarantee.

Lillehammer 2016 YOG Bid Committee

Security Organisations: "YOGOC and the police will be closely assisted by Lillehammer Municipality, the county of Oppland, the Norwegian National Security Authority, Norwegian Air Ambulance, Norwegian Red Cross, and on a local practical level, the fire department health authorities, environmental authorities, as well as volunteer organizations" (Lillehammer 2016, 2012b, p. 18)

Security of major international events: the table regarding relevant events was not sent.

Guarantee from the highest government authority: the local and regional police force submitted the guarantee.

Brasov 2020 YOG Bid Committee

Security Organisations: security would have been "ensured by the Police, Gendarmerie and private security agencies in collaboration with the security department manager of YOGOC" (Brasov 2020, 2014, p. 67).

Security of major international events: the events with the highest number of attendees were NATO Summit, Military Ski World Championships, the WYOF, Ski Jumping World Cup, etc.

Guarantee from the highest government authority: the guarantees had been signed by the Government of Romania, the Mayor of Brasov City, The President of Brasov County Council and the Prefect of Brasov.

IOC's Reports

The Panel of Experts detected an inconsistency regarding Harbin's bid file. It was mentioned in that the Director General of Heilongjiang Provincial Department of Public Security would be responsible of the security issues. However, the guarantee was signed by the Harbin Security Bureau. Heilongjiang Province and Harbin proved to have "high level of experience in the management of large events" (IOC, 2008b, p. 11).

As for Innsbruck, the Federal Ministry of the Interior would have been in charge with the security issues and it also submitted the requested guarantee. "Austria and Innsbruck have a high level of experience in the management of large events" (IOC, 2008b, p. 14).

Security organisations for Kuopio 2012 would have been covered by the Police Command of the Province of Eastern Finland. The partnership between the Police Command and the other authorities mentioned in the bid file was not clearly explained. In addition, it was not evident the level of experience of the authority in charge. However, the Finland's experience level in managing large events was good and the security guarantee complied with IOC requirements.

Lillehammer 2012 faced a challenge in terms of describing the responsibilities of each of the partners in charge with the security. Nonetheless, "Norway and Lillehammer have a high level of experience in the management of large events" (IOC, 2008b, p. 20).

Lillehammer 2016's bid file also presented details shortage regarding the roles and responsibilities of the parties involved in the security of YOG.

Brasov and Romania proved to have "some experience in securing major international / European events / summits including the recent EYOF in 2013 and a NATO summit in 2004" (IOC, 2014c, p. 11). The authority responsible for YOG security was not clearly mentioned in the bid file.

General Guidelines

Generally speaking, security themes represents an essential aspect in hosting a mega event. As we can see in the IOC's reports, the high level of experience represented a strength of the bid cities. It might be a good idea for the inexperienced cities willing to bid for an international sport event to take it step by step. Thus, they should develop a long time strategy and should start with bidding for several European / World Championships to gain valuable experience and move forward for multi-sports events.

Security problems seems to be more and more in focus. Assaults and threats during the last period of time showed how important security is for the organization and hosting of mega events, in general, and sport events, in particular.

IV.12. THEME 12 – ACCOMMODATION

Harbin 2012 YOG Bid Committee

Total room inventory: the total existing room capacity within a 20km reach of the city centre is: 1'518 rooms – 5 stars, 2'714 rooms – 4 stars, 5'392 rooms – 3 stars, 1'360 rooms – 2 stars.

Guaranteed room rates: no information provided.

Spectators' accommodation: no information provided.

Accommodation plan linked to transport arrangements: no information provided.

Innsbruck 2012 YOG Bid Committee

Total room inventory: the total existing room capacity within 20 km of city centre is: 126 rooms – 5 stars, 1'861 rooms – 4 stars, 1'419 rooms – 3 stars, 1'131 rooms – 2 stars. While the total existing room capacity within 10 km of city centre is: 563 rooms – 5 stars, 1'992 rooms – 4 stars, 1'076 rooms – 3 stars, 960 rooms – 2 stars.

Guaranteed room rates: 5 stars – USD 315 for single and USD 340 for double, 4 stars – USD 280 for single and USD 340 for double, 3 stars – USD 100 for single and USD 170 for double, 2 stars – USD 80 for single and USD 130 for double.

Spectators' accommodation: the spectators would have access to the hotel rooms that are not dedicated to the Olympic Family thorough guarantees and

contracts. “A central reservation system for hotel inventory is currently available at www.innsbruck.info” (Innsbruck 2012, 2008a, p. 75).

Accommodation plan linked to transport arrangements: a shuttle bus system would have been provided the transportation services between the hotels and competition venues. For the Olympic Family the transport would be free of charge. The general public would be able to use the city’s regular bus and train routes. A ticket holder would have the right to use the public transport free of charge in the event day. As for NOC and IFs “a fleet of private cars will be deployed” (Innsbruck 2012, 2008a, p. 75).

Kuopio 2012 YOG Bid Committee

Total room inventory: “the hotels in Finland are not officially classified by stars. Therefore, the tourist authority Kuopio Tourist Service, cannot give the information in the form that has been requested” (Kuopio 2012, 2008a, p. 51). The total existing room capacity within 20 km of city centre is: 1’105 rooms – hotel, 53 rooms – hostel, 10 rooms – holiday homes, and 48 beds – holiday homes.

Guaranteed room rates: USD 303 for single room, USD 399 for twin room and USD 558 for suite.

Spectators’ accommodation: “the Bid Committee will seek for co-operation with a competent body in tourist industry that could take the responsibility for all incoming services for the spectators” (Kuopio 2012, 2008a, p. 55).

Accommodation plan linked to transport arrangements: from the hotel in Kuopio, there is a walking distance to the bus station. While the guaranteed hotels in Nilsia are located at a walking distance from the Ski Centre and there would be busses to Kuopio every hour.

Lillehammer 2012 YOG Bid Committee

Total room inventory: The total existing room capacity within 20 km of city centre is: 505 rooms – 4 stars, 614 rooms – 3 stars and 3’000 rooms – 2 stars.

Guaranteed room rates: 4 stars – USD 390 for single, USD 480 for double and 540 for suite; 3 stars – USD 360 for single and USD 440 for double; 2 stars – USD 180 for single and USD 240 for double.

Spectators’ accommodation: Privately owned cabins would be used to assure the accommodation for spectators (approximately 2’000 beds). “Potential alternative is to use school capacity in the region, and tent camps that can use creative youth-

oriented concepts such as ‘Youth Camp’ and ‘Base Camps’” (Lillehammer 2012, 2008a, p. 16).

Accommodation plan linked to transport arrangements: most of the hotels were located within a walking distance from the venues. The public would have been encouraged to use the public transport system. For the accredited persons in addition to the normal route transportation, there would have organized “commuter” shuttles.

Lillehammer 2016 YOG Bid Committee

Total room inventory: The total existing room capacity within 20 km of city centre is: 531 rooms – 4 stars, 1’186 rooms – 3 stars, 342 rooms – 2 stars.

Guaranteed room rates: 4 stars – USD 350 for single, USD 420 for double and 540 for suite; 3 stars – USD 300 for single and USD 375 for double; 2 stars – USD 180 for single and USD 240 for double; pension and guesthouses – USD 140 single ad USD 180 for double.

Spectators’ accommodation: “there will be good accommodation capacity for spectators in the surrounding area, in camping and caravan area, cabins and private house (approximately 2’000 beds)” (Lillehammer 2016, 2012b, p. 23). “Potential alternative is to use school capacity in the region, and tent camps that can use creative youth-oriented concepts such as ‘Youth Camp’ and ‘Base Camps’” (p. 23).

Accommodation plan linked to transport arrangements: most of the hotels were located within a walking distance from the venues. The public would have been encouraged to use the public transport system. For the accredited persons in addition to the normal route transportation, there would have organized “commuter” shuttles.

Brasov 2020 YOG Bid Committee

Total room inventory: The total existing room capacity within 20 km of city centre is: 506 rooms – 4 stars, 784 rooms – 3 stars, 320 rooms – 2 stars.

Guaranteed room rates: no information provided in the first place.

Spectators’ accommodation: “During YOG 2020, the guaranteed hotels will be available to the visitors. Reservations will be made directly to the hotel” (Brasov 2020, 2014, p. 73).

Accommodation plan linked to transport arrangements: The public would have been encouraged to use the public transport system. The visitors could have taken from the hotel maps containing information about YOY, sports venues, routes of the transport vehicles and the bus stops.

IOC's Reports

On one hand, Harbin's project fulfilled the accommodation needs for YOG. Nevertheless, the Panel of Experts was concerned by "the relatively small number of rooms that have been guaranteed in the Yabuli area" (IOC, 2008b, p. 11). In addition, no guarantee had been provided by individual hotel owner and the bid committee did not sent any information concerning the room rates.

On the other hand, Innsbruck respected all the IOC demands. The hotel capacity had been guaranteed however additional capacity would have been available if necessary. The Panel of Expert recorded in the report that "the room rates guaranteed by the individual hotels appear reasonable" (IOC, 2008b, p. 13).

The Panel of Experts detected an inconsistency regarding Kuopio's bid file on this topic. The number of guaranteed hotel rooms was under the level requested by IOC. Thus, the bid committee proposed an alternative plan in Tahko ski Centre area with 3'500 beds in holiday homes. The analysis concluded with a positive remark concerning the reasonable room rates guaranteed by the individual hotels.

Lillehammer 2012 faced some challenges on this topic. Firstly, there were no guarantees provided by the individual hotels to confirm what the "Lillehammer Turist As" underwrote. Secondly, the Panel of Experts considered that the "guaranteed room rates provided by Lillehammer 2012 appear to be relatively high" (IOC, 2008b, p. 20). The room rates were a matter of renegotiations between the bid committee and individual hotels.

Likewise, Lillehammer 2016 on one hand offered all the requested guarantees and on the other hand it faced issues on this theme. The Evaluation Commission observed that 539 of the guaranteed rooms were in apartments or cabins "which may present some challenges in terms of room allocation" (IOC, 2011, p. 7).

Besides, Brasov also submitted all the requested guarantees and complied the IOC requirements determining the Evaluation Commission to note that the "guaranteed prices for accommodation in Brasov are reasonable" (IOC, 2014a, p. 18). Nonetheless, Brasov also faced some challenges. IOC requested that the price rate to be provided by the bid committee. Instead, for Brasov 2020 every individual hotel submitted the guarantees creating in this way "a range of prices per hotel category very wide and rated do not appear to be very consistent within and across categories" (IOC, 2014a, p. 18).

General Guidelines

The bid committee has to understand that there are no Games without spectators supporting the ongoing competition. The committee cannot focus only on the sports theme and neglect the others.

Following the IOC assessment, only one city fulfilled all the requirements. Coincidentally or not, Innsbruck was the host of the 1st WYOG. The bid committee managed to guarantee the number of requested rooms and proposed an alternative plan for extra rooms if needed. Also the room rates were reasonable.

IV.13. THEME 13 – TRANSPORT

Harbin 2012 YOG Bid Committee

YOG transport concept: During WYOG, “a network of express railways, highways, city roads and other transport means will connect major competition and non-competition venues and facilities.” (Harbin 2012, 2008a, p. 68). Spectators would be encouraged to use the public transport system. Harbin would have adopted excellent “techniques and measures to facilitate traffic flow” (p. 68).

Main airport: the ports would have been Beijing Capital International Airport and Harbin Taiping International Airport. Harbin’s airport had a capacity of 6.6 million passengers yearly and is situated at 30 km away from the main hotel and 28 km from YOV.

Operational objectives: to complete the 3rd and 4th ring road and a new bridge across Songhua River by 2012; to further improve the passenger transport system; to adopt regional coordination and control system on the city’s arterial roads and streets.

Transport measures: the authorities in charge of transport would “endeavour to create sound transport for YOG, mainly by monitoring, on a real time basis, traffic flows with monitoring camera, deploying sufficient traffic police to manage the traffic” (Harbin 2012, 2008a, p. 72)

Ticketing and transport policies: the ticket holder spectator would benefit of transport free of charge in the event day.

Games-time responsibilities: Harbin Public Security Bureau would be in charge with city and regional transport while Harbin Municipal Government would coordinate the Games-time transport command centre.

Innsbruck 2012 YOG Bid Committee

YOG transport concept: to reach any of the venues from the YOV transport mall it would take less than 33 min. “Dedicated routes will be deployed to ensure timely transport against the event schedule” (Innsbruck 2012, 2008a, p. 80). A dedicated car pool would be available for teams and accredited transport.

Main airport: Innsbruck Airport (INN) would serve as “the main airport for WYOG” (Innsbruck 2012, 2008a, p. 81). It is situated 5 km away from the city centre and 6.7 km away from YOV.

Operational objectives: some of the objectives stated by the bid committee were: “centralized management of traffic and transport operations during Games through the Innsbruck Mobil integrated command centre”; a WYOG transport direction system, including real time digital information displays; communication campaigns to ensure spectators and general public use mass transit” (Innsbruck 2012, 2008a, p. 83).

Transport measures: WYOG Operations Command Centre would have integrated all the traffic management, control and security operations

Ticketing and transport policies: ticketholders would benefit for transport free of charge in the event day plus 12 additional hours.

Games-time responsibilities: “Leitstelle der IVB” would be in charge of the central control of all buses and routes during games time.

Kuopio 2012 YOG Bid Committee

YOG transport concept: there is no need of further investment in the infrastructure. “The public transport network of the Kuopio region including motorways and other central traffic lines is completed” (Kuopio 2012, 2008a, p. 58).

Main airport: Kuopio would be the main international airport. It has international connection with Helsinki Vantaa airport (the main Finnish airport) and it is situated 14 km away from the city centre and YOV.

Operational objectives: security, punctuality, reliability, comfort and flexibility.

Transport measures: being a small town, Kuopio did not face traffic jams, thus there was no need for special arrangements in this sense.

Ticketing and transport policies: “A private bus company is in charge for public transport” (Kuopio 2012, 2008a, p. 60). YOGOC could have negotiated for preferential services for spectators.

Games-time responsibilities: Police Command of the Province of Eastern Finland would be in charge of transport issues.

Lillehammer 2012 YOG Bid Committee

YOG transport concept: the transport system would have used the existing road and railroad networks. YOGOC would lead and administrate the transport system of Lillehammer including existing transport in the region plus the YOG requests.

Main airport: the main airport would have been Oslo Airport Gardermoen.

Operational objectives: the goals would have been – fast, effective, punctual, available, environmentally-friendly transport.

Transport measures: “to facilitate that all vehicles arrive on time, there will be certain key central road in Olympia Park that will be reserved to YOGOC’s internal activities and needs related to the staging of YOG” (Lillehammer 2012, 2008a, p. 23).

Ticketing and transport policies: the accredited persons could have used the public transport free of charge whereas the ticketholders would benefit of free of charge transport in the event day.

Games-time responsibilities: the transport operations would be the responsibility of the County of Oppland.

Lillehammer 2016 YOG Bid Committee

YOG transport concept: “during the YOG the transport will be based on a strategy that takes the existing transport in Lillehammer region, then adding the necessary transport capacity to meet the expected demand during the entire event period (Lillehammer 2016, 2012b, p. 24). In addition, a special service would have been available – “come when called” – allowing certain accredited personnel to be transported.

Main airport: the main airport would have been Oslo Airport Gardermoen.

Operational objectives: the goals would have been – fast, effective, punctual, available, environmentally-friendly transport.

Transport measures: the road network would have had the necessary capacity to meet the traffic load. “Transport will be strengthened by an increase of the level of vehicles in the existing regional network” (Lillehammer 2016, 2012b, p. 29).

Ticketing and transport policies: no answer.

Games-time responsibilities: no answer.

Brasov 2020 YOG Bid Committee

YOG transport concept: the YOG transport services would have been ensured by the Autonomous Transportation Company Brasov and private companies. A car fleet would be available to transport athletes to/from the airport and from the YOY to the sport venues for distances exceeding 15 km such as Rasnov, Predeal and Cheile Gradistei.

Main airport: the main airport would have been Henri Coanda International Airport – Bucharest which is situated at 157 km away from the YOY.

Operational objectives: “providing safe transportation of NOC teams to/from airport” to the sport / CEP venues; ensuring the free flow of traffic during YOG event”; “providing NOC team members access to clear information about the timetable of vehicles used for the transport and their routes” (Brasov 2020, 2014, p. 81).

Transport measures: the transport traffic and infrastructure of Brasov had improved in the last years by rehabilitation of the roads and introducing one-way streets. During YOG the traffic police would have acted “to ease the traffic when necessary by forwarding and redirecting the traffic on adjacent routes” (Brasov 2020, 2014, p. 82).

Ticketing and transport policies: ticketholders would have received transport discounts. Pupils and student would have benefited from free of charge transport.

Games-time responsibilities: City Hall and County Police Inspectorate Brasov would have been in charge of the urban traffic control.

IOC’s Reports

Harbin’s transport plan would have implied an infrastructure upgrade by constructing two metro line and the forth Harbin ring road. Harbin airport features and the ample transport infrastructure would have complied with IOC demands.

The Panel of Experts noted positive remarks concerning Innsbruck 2012. “Innsbruck has a well-balanced road and public transport system with good connections to neighbouring resorts, including Seefeld” (IOC, 2008b, p. 13). There was no need for transport infrastructure improvements. It was also noted that Innsbruck International Airport would have been “capable of comfortable and successfully handling large crowds” (IOC, 2008b, p. 13).

Moreover, Kuopio's transport system presented a good connection between Kuopio and Helsinki. Kuopio could have met the YOG travel demands by adopting the appropriate traffic management measures.

Lillehammer is well connected to Oslo by highway and frequent express rail services. Lillehammer is located 145 km away from the capital city. As for Kuopio, with appropriate traffic management measures, "the transport infrastructure would cope with all YOG travel demands" (IOC, 2008b, p. 19). However, Lillehammer 2012 faced a real challenge in terms of transport cost, it "may have misinterpreted the IOC requirement in the Event Manual". In the bid file was mentioned that the transport of athletes and team officials to and from the Host City to be covered by IOC. The YOGOC is responsible to provide local transport.

Lillehammer 2016 presented a good transport concept which "should be sufficient to deliver all YOG transport requirements, including the general public" (IOC, 2011, p. 7). Venues would have been organized in a small to medium clusters and the majority of (sports and CEP) venues would have been situated within 5 km away from YOV.

Brasov's bid file presented some risks meaning that two major highways were taken into consideration to be built and they would have been essential to cover the distance between Bucharest and Brasov. Even though the bid committee mentioned that the City Hall, the County Police Inspectorate Brasov and the Transport Department of YOGOC would be responsible of Transport and Traffic operations, no guarantees have been submitted. Nevertheless, Brasov 2020 presented strengths such as Henri Coanda International Airport which could have easily covered the YOG requirements. The "access to public transport would be provided via the 'Brasov 2020 Card' for the duration of the YOG" (IOC, 2014a, p. 17). The card would have been provided for free to the accredited persons while the general public could have bought it.

General Guidelines

An important aspect which will not be displayed in the present paper, because of space limits, is the travel distances and journey time table. Every bid city was asked to fill in a chart indicating the distances in kilometres and average journey times by bus and in minutes.

Conceiving a bid concept having small to medium clusters could represent

real advantages. The transport system would be much easier to manage and the risks would be reduced. In addition, already having a functional transport infrastructure could also be a strong point. It reduces the expenditure included of the non-YOGOC budget and the risks from the point of view of transport assessment realised by IOC.

IV.14. THEME 14 – TECHNOLOGY

Harbin 2012 YOG Bid Committee

Telecommunications regulatory body: Heilongjiang Telecom Administration was the only regulatory body of telecom industry.

Existing infrastructure and technology networks: there were 6 telecom companies operating in Harbin which would cover 13 cities and 67 counties in the Heilongjiang Province. Three of the companies are specialized in mobile phone, fixed telephone and internet services.

Guarantee for the operators: China Mobile, China Netcom and China Unicom guaranteed to provide all Games-times telecommunications/mobile services.

Frequencies allocation and controlling body: “Heilongjiang Provincial Information Industry Department, Harbin Radio Management Department is responsible for allocating and controlling the frequencies necessary for radio transmissions” (Harbin 2012, 2008a, p. 74).

Innsbruck 2012 YOG Bid Committee

Telecommunications regulatory body: Telekom Control Communication would have been the independent panel which regulated the telecommunication field.

Existing infrastructure and technology networks: “Fully redundant fibre optic network are currently managed by Innsbrucker Kommunalbetriebe Aktiengesellschaft (IKB AG) and Telekom Austria.” (Innsbruck 2012, 2008a, p. 86)

Guarantee for the operators: IKB AG provided a letter of intent attesting its capacity, capability and interest in delivering the telecommunication services for YOG.

Frequencies allocation and controlling body: The Federal Ministry of Transport, Innovation and Technology was in charge of frequencies.

Kuopio 2012 YOG Bid Committee

Telecommunications regulatory body: Ministry of Transport and Communication would have been the responsible authority.

Existing infrastructure and technology networks: the Data Administration Department of the City of Kuopio had offered before telecommunication services for other international competition such as annual FIS World Cup in Ski Jumping. The services had included telephone, data networks, audio and video circuit services.

Guarantee for the operators: the Data Administration Department of the City of Kuopio has provided the requested guarantee.

Frequencies allocation and controlling body: the Finnish Communications Regulatory Authority “allocates and controls the use of radio frequencies in Finland” (Kuopio 2012, 2008a, p. 63)

Lillehammer 2012 YOG Bid Committee

Telecommunications regulatory body: the Norwegian Post and Telecommunication Authority would have been the responsible authority.

Existing infrastructure and technology networks: Lillehammer would have provided the following services: optical-fibre cables with transmission systems, ground-base and satellite-based distribution, cable television network and permanent frequencies for video and sound signals.

Guarantee for the operators: Telenor and Netcom had signed the requested guarantee.

Frequencies allocation and controlling body: the Norwegian Post and Telecommunication Authority had the authority for allocation, management and control of necessary frequencies for YOG.

Lillehammer 2016 YOG Bid Committee

Telecommunications regulatory body: instead of a clear answer for this question, the bid file consist of proposed projects for this topic, such as: Youth & Information and Communication Technology (ICT) at the YOG, Social media and interaction – long before the YOG 2016, YOG 2016 Digital platform: attractive, interactive – and fun, By youth, with youth and for youth.

Existing infrastructure and technology networks: “Norway has an extensive and well-developed communication network.” (Lillehammer 2016, 2012b, p. 32)

Guarantee for the operators: Telenor had signed the requested guarantee.

Frequencies allocation and controlling body: the Norwegian Post and Telecommunication Authority had the authority for radio transmissions for YOG.

Brasov 2020 YOG Bid Committee

Telecommunications regulatory body: the National Management and Regulating Authority in Communication would have been the responsible authority.

Existing infrastructure and technology networks: there was “an integrated communication infrastructure available in all the sports centres and complexes” (Brasov 2020, 2014, p. 83). The services which could have been provided were: fixed and mobile internet, data transmission, fixed and mobile telephony, cable and satellite TV.

Guarantee for the operators: “There are at least 3 suppliers of internet/communication who can supply internet and data communication services” (Brasov 2020, 2014, p. 84).

Frequencies allocation and controlling body: The National Management and Regulating Authority in Communication would have been the responsible authority.

IOC’s Reports

There is not much mentioned in the IOC reports concerning this topic. Therefore, for the first edition the only remark targets Lillehammer which did not respect the Youth Olympic Games Event Manuel. In this regard, the bid committee included USD 5.6 million in the “IOC contribution for technology, information systems, telecommunications and internet services”. Such costs were not foreseen.

For Lillehammer 2016 a positive remark was noted. “The level of information and communication technology in Norway and Lillehammer is considered high and is a European leader in broadband services” (IOC, 2011, p. 7).

Brasov 2020 presented a discrepancy concerning the fee charge for the radio frequencies. “According to Romanian legislation, the granting of the required licences would entail the payment of a spectrum use fee” (IOC, 2014c, p. 10). Nevertheless, the Mayor of Brasov stated that these services would be free of charge.

General Guidelines

The bid cities had to provide a guarantee stating that there will be no fee charged to all client groups for the reservation and services of allocated frequencies for YOG.

Learning from the experiences of others, we can conclude that no expenses

should be imputed to IOC without a previous agreement between the two parties (YOGOC and IOC). Also taking Brasov's case as example, we can conclude once again that contradictory information is not at all reliable, but it complicates the communication process and it is up to IOC to which statement would apply.

IV.15. THEME 15 – MEDIA OPERATIONS

Harbin 2012 YOG Bid Committee

MMC concept: MMC would have been located in the Heilongjiang Provincial Broadcasting and TV Centre which would have a total area of 50'000 m². The Centre was divided in 24 digital SD, HD and virtual studios. The largest studio would have an area of 2'800 m². "The Dragon Tower or Heilongjiang Broadcasting and TV tower is 336 m high" and it is located at 2 km away from YOY (Harbin 2012, 2008a, p. 76). The requested guarantee had been submitted by Heilongjiang Provincial Broadcasting and TV Bureau.

Innsbruck 2012 YOG Bid Committee

MMC concept: MMC would be located in Innsbruck Exhibition Centre (IEC) which is "one of Austria's leading convention and trade show facilities" (Innsbruck 2012, 2008a, p. 88). IEC would be only 1.6 km away from YOY and would have offered a total area of 41'500 m². The facility would be completely refurbished by 2011, having an investment of EUR 29 million. The parking space would provide 700 spaces and would have "full access to nearby parking garages of the city and the Congress Innsbruck" (p. 89). If Innsbruck won, YOGOC would collaborate with "Olympic Broadcasting Services and the Olympic Broadcasting Organisation (OBO) to ensure the facilities are effectively adapted to OBO criteria and ultimately built out to the final OBO requirements" (p. 89).

Kuopio 2012 YOG Bid Committee

MMC concept: MMC would have been located in Kuopio Hall which is 1 km away from all competition venues in Kuopio. 3'000 m² out of a total of 14'000 m² would have been used for MMC. The same facility would have hosted the short track and figure skating venues. There would also be an auditorium room for 1'314 persons and a cafeteria. There is no need for further construction as Kuopio Hall "is a rather new construction which is built to meet the modern requirements of both sport competitions and exhibition industry" (Kuopio 2012, 2008a, p. 65).

Lillehammer 2012 YOG Bid Committee

MMC concept: the MMC would have been located in direct vicinity of YOV in a 4'400 m² building. “The building complex is a high standard with all accompanying facilities, including common areas for food and other services. The MMC allows easy access to the main road network and the area has large parking areas” (Lillehammer 2012, 2008a, p. 28). Any further planning for MMC would have been done in close cooperation with Olympic Broadcast Services.

Lillehammer 2016 YOG Bid Committee

MMC concept: the MMC would have been located in direct vicinity of YOV in a 4'400 m² building. “The building complex is a high standard with all accompanying facilities, including common areas for food and other services. The MMC allows easy access to the main road network and the area has large parking areas” (Lillehammer 2016, 2012b, p. 35). Any further planning for MMC would have been done in close cooperation with Olympic Broadcast Services.

Brasov 2020 YOG Bid Committee

MMC concept: the MMC would have been located in Hotel Aurelius which was 2-3 km away from Transport Mall. The area allocated would have been a 567 m² conference room which would have been divided in three different spaces: MMC – most of the area, the press conference area and the media corner.

IOC's Reports

Concerning Harbin's MMC concept consisting of “Heilongjiang Broadcasting and TV Centre, a sub-MMC near the Yabuli snow venues and a sub-MMC near the Mao Ershan venue complex” (IOC, 2008b, p. 10) there were some inconsistencies. Both sub-MMC as well as all media facilities lacked details in terms of size, use of space and services.

The Panel of Experts reiterated in their report what Innsbruck already mentioned in the bid file. In addition, we discover that the renovation cost of Innsbruck Exhibition Centre had been guaranteed by the “Congress und Messe Innsbruck GmbH”.

Kuopio's concept consists of locating the MMC, Short Track and Figure Skating venues in the same facility, namely Kuopio Hall. The Panel of Experts considered that further details need to be provided by the bid committee in terms of specific noise, climate control and operational considerations.

Lillehammer 2012 presented “plans for cabling and technological infrastructure upgrading prior to YOG” concerning the MMC venues (IOC, 2008b, p. 19). However, no guarantees had been submitted defining the works and the budget implied. “The layout described would need to be further assessed” (p. 19).

The planned MMC for Lillehammer 2016 was assessed by the Panel of Experts as presenting some challenging. The structure of the three-storey education building lacked of large open interior spaces (IOC, 2011, p. 7).

The last but not least, Brasov 2020 also faced some challenges in terms of MMC. The concept proposed by the bid committee would consist of a total area of 567 m² “which is well below the Winter YOG requirements” (IOC, 2014c, p. 9). Based on the first assessment, Brasov 2020 proposed an alternative plan “to house the MMC in a new exhibition centre” (currently under construction) which would have offered 4’138 m² (IOC, 2014a, p. 17). Nevertheless, no guarantees had been submitted in this sense.

General Guidelines

Firstly, we need to understand the role of MMC from IOC’s point of view. Thus, MMC represents one of the most important pillars to promote the new competition – YOG – at international level by assuring the best condition for the accredited media and host broadcaster.

Secondly, it can be observed that IOC requires that the rules to be strictly followed and no compromises should be accepted that could affect the established standard. We can conclude that it is recommended that MMC to be located in a dedicated facility without other venues. If there is no other way to do it, explicit information should be delivered in the bid file regarding the noise level, facility division and temperature conditions. Most importantly, all the information should be demonstrated through the delivered guarantees.

V. SURVEY RESULTS

The survey was created as a 10 open-ended questions interview (enclosed in Appendix) sent to NOCs involved in the bid committee of different cities. Therefore, the NOCs of the following countries were invited to take the survey: People's Republic of China, Austria, Finland, Norway, Romania and Lausanne.

As mentioned in the Research design chapter this research had certain limits which also regard the conducted survey. Thus, 50% of the invited NOCs answered the online interview. Some of them apologised for responding with delay but they were overcharged by the work for their Rio 2016 Olympic team and others did not provide feedback at all.

We shall further discover the results delivered by keeping in mind that when similar answers were given, the most complete was mentioned.

2. The general and most difficult criteria to meet and reasons why:

➤ Political and economic climate and structure as well as the financial guarantees from the authorities. Causes: changing of the decision makers from the date of the intention letter until the deadline for sending the bid file to the IOC. The potential change of the persons in the official functions after the elections scheduled in the period following the candidature phase;

➤ Legal and financial guarantees were the most difficult to obtain because of the involvement of multiple central and local authorities. All of the national officials would verbally agree to the general picture and to all terms, up to the point when each of them really was supposed to take the responsibility of signing and issuing the respective guarantees;

➤ Main Media Centre because of the large space requirements and the fact that it should have been located nearby the sports venues.

3. Challenges during the bid phase:

➤ Assembling and building a working team who would elaborate the bid file;

➤ Relation and communication with the authorities involved, mostly in what concerns establishing and respecting the budget lines and deadlines;

➤ Creating the Culture and Education Program. The bid committee should come up with unique themes, based on IOC recommendations and former YOG experience,

adapted to the local traditions that should create an unforgettable experience for the participants.

4. Advantages of the bid city:

➤ Compact project design (very short distances and travel times between all venues). Easy access to all the venues. Easy to run and control the whole event. Short distances are good for delegations' time management and comfort as well as for media and spectators;

➤ All the venues corresponded to the IFs technical criteria;

➤ Existence of most competition venues, hence reduced budget set all of them up to the competition standards;

➤ Staff with experience in organising multisport events;

➤ A team of volunteers eager to be involved in a new big and demanding sport project;

➤ Realistic low budget overall.

5. Disadvantages of the bid city:

➤ Unbalanced budget presented in the bid file;

➤ Reluctance in allocating resources to the project presentation;

➤ Refusal to hire specialized competence for the building of the different aspects and requirements of the bid file and for the final presentation at the IOC Session;

➤ Insufficient lobbying activity;

➤ Competing against a city more well-known at the international level and by the IOC members.

6. Population feedback regarding the bidding:

➤ Very welcoming and enthusiastic

➤ High level of desire to bring YOG in their country

7. Influence of the national and state policies over the bid file:

➤ The national authorities approved the bid process, therefore all the support was given to building the bid file as well as for the video conference call between IOC and the bid committees

8. Role of the government and local administration on the bid process:

➤ Create and manage the YOGOC

➤ Obtain the legal and financial guarantees

➤ Approval of the budget lines and amounts

➤ Involvement in the transport and security plans

- Involvement in the special customs and visa procedures
- Negotiate good prices for full board services
- The local and national authorities proved their support also by taking part in the final video conference with the IOC Evaluation Commission.

9. Role of the NOA in CEP:

- Representatives of the NOA should be integrated in the bid committee and also in the organising committee.
- The National Olympic Academy should help the bid committee to understand the importance of the Olympism for the youth and how this can be disseminated through sport.

10. Proposed solutions to improve YOG bidding process:

- Establishing a scoring system for each criteria and question.
- At least one representative of the central state authorities should participate at the preparatory seminar for the candidate cities.
- It may not be realistically possible, but an IOC-YOG coordinating team should mainly increase its physical presence in the candidate city and the communication with the bid committee working team there. It could be the only way the IOC Evaluation Commission can acquire from the beginning a better understanding of each place, its culture, the local mentality, the idea of what the YOG means for the locals and how do they intend to make it happen.
- The YOG sports program should be more flexible. Building new sports venues is expensive for the organizers and discourage potential bids.

VI. CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Following the assessment of all the topics contained in the IOC Candidature Procedure and Questionnaire for building the bid file we have discovered firstly the way the bid files approached the requirements and secondly the IOC analysis. Thirdly, on several topics we also detected the feedback of certain stakeholders. Based on the analysis the following **conclusions** can be drawn:

- It is difficult to assess a bid file when there is no competition and only a bid city expressed its intention to host the respective event.

➤ Concerning the Theme 1 – Concept and legacy, even though it is an introductory topic and there are no specification in the first IOC’s reports, it cannot be concluded that it is less important. This theme gives the file reader the general image of the bid file. The bidders have to keep in mind that the questions have to be answered precisely, not overcharging the topic and risking to lose the essential ideas and the reader’s attention.

➤ The main areas of risk identified by the IOC Evaluation Commission were: Governance and guarantees; Finance; Youth Olympic Village, Sport and venues; Culture and education programme.

➤ The IOC questions have to be answered precisely, not overcharging the topic and risking to lose the essential ideas and drawing away the reader’s attention.

➤ Good relationships at all governmental levels are a defining factor for both the organization of the Games and the evaluation of the bid file. Without the involvement of all these stakeholders (central, regional, local authorities), the preparation and staging of such an event would be impossible. Without the support from all levels of the government, no financial conditions can be satisfied.

➤ Before taking into consideration the idea of creating the file, the bid committee should make sure and assess to what degree the authorities are willing to back up its decision.

➤ Everything that is stipulated in the bid file needs to be proven through the requested guarantees, without exception. By providing all the requested information, the bid committee proves its reliability and demonstrates that it honours the core values of the organisation which, in most cases, involves respect (for these terms, of the rules).

➤ All the submitted documents need to be in the requested foreign language (in this case in English).

➤ Reservation for the web domains should be done by the bid committee from the very beginning in order to avoid issues.

➤ The bid committee should gather all the useful and requested information as the file represents the candidature not only of the city or the bid committee but of the entire country. The bidders should make sure that the bid file contains answers to all the questions asked and also delivers precise information.

➤ Analysing the Theme 6 – Marketing, it can be concluded that the essential point of the IOC is to obtain the requested guarantees and there are no other matters

for debate. Nonetheless, on the last report of the YOG 2020 Evaluation Commission the assessment approach changed presenting both opportunities/challenges and risks/challenges. By doing so, IOC emphasizes the importance of the marketing topic.

➤ The bidders should keep in mind the fact that answering partially or incompletely a question as well as misleading the readers are not desirable solutions.

➤ As for the Theme 7 – Sports, every bid committee presented detailed competition schedule which included dates and days of competition and the Opening and Closing Ceremonies. As a guiding principle, no new venues should be built. In addition, the bid committee were requested to deliver meteorological information including temperature, humidity, precipitation and snow depth characteristics.

➤ The IOC Evaluation Commission of the first YOG edition identified sport and venues as one of the main area of risks. Therefore, special attention should be given to this topic.

➤ It is recommended to have an open minded vision and to adapt upon request. However, it is even better to foresee challenging situations based on the assessment of the previous bid cities or personal experience.

➤ From the IOC's point of view, excellent sports concept based on the good use of the existing, tried and tested venues and the city's experience in hosting national and international events represent strengths of the bid file.

➤ As YOG is a new IOC competition, the bid cities should have already understood that this event focuses on sport, education and culture in the same time. The CEP program is as valuable as the sports programme. In some ways, CEP could be more challenging since it involves creativity, authenticity and cleverness and it is not supposed to follow a pattern.

➤ From IOC's point of view, a good culture and education programme represents strengths of the bid file. The programme should take into consideration the following features: to be centred on the youth from all over the world, a one village concept is easier to manage since the same CEP would be organized for all the accredited persons, an innovative and well-designed programme, respect the IOC's guidelines and add value.

➤ IOC identified the Youth Olympic Village as one of the main area of risk. For the one village concept the situation was clear while for two (or more)-villages concept, there would have been a discrepancy between the level of accommodation

services provided and also it would have increased the operational complexity in terms of CEP and the atmosphere perceived by the athletes, officials.

➤ The IOC Evaluation Commission is aware that every bid city tries to offer its best and it also encourage the cities to use the already existing facilities based on the provision of Agenda 2020. This might be the arguments based on which IOC does not limit the YOY to a one-village concept, but it requires extra attention on planning a multi-village idea because of the above mentioned reasons.

➤ The IOC requirement regarding the free of charge costs for the medical services seems to be the most important topic of the Theme 10. Needless to say that all IOC requests need to be respected.

➤ Generally speaking, security themes represent an essential aspect in hosting a mega event. As we can see in the IOC's reports, the high level of experience is considered as a strength of the bid cities. It might be a good idea for the inexperienced cities willing to bid for an international sport event to take it step by step. Thus, they should develop a long time strategy and should start with bidding for several European/World Championships to gain valuable experience and move forward for multi-sports events. Security problems seems to be more and more in focus. Assaults and threats during the last period of time showed how important security is for the organization and hosting of mega events, in general, and sport events, in particular.

➤ The bid committee has to understand that there are no Games without spectators supporting the ongoing competition. The committee cannot focus only on the sports theme and neglect the others. Following the IOC assessment, only one city fulfilled all the requirements. Coincidentally or not, Innsbruck was the host of the 1st WYOG. The bid committee managed to guarantee the number of requested rooms and proposed an alternative plan for extra rooms if needed. Also the room rates were reasonable.

➤ An important aspect which will not be displayed in the present paper, because of space limits, is the travel distances and journey time table. Every bid city was asked to fill in a chart indicating the distances in kilometres and average journey times by bus and in minutes.

➤ Conceiving a bid concept having small to medium clusters could represent real advantages. The transport system would be much easier to manage and the risks would be reduced. In addition, already having a functional transport infrastructure

could also be a strong point. It reduces the expenditure included of the non-YOGOC budget and the risks from the point of view of transport assessment realised by IOC.

➤ The bid cities had to provide a guarantee stating that there will be no fee charged to all client groups for the reservation and services of allocated frequencies for YOG. Learning from the experiences of others, we can conclude that no expenses should be imputed to IOC without a previous agreement between the two parties (YOGOC and IOC). Also taking Brasov's case as example, we can conclude once again that contradictory information is not at all reliable, but it complicates the communication process and it is up to IOC to which statement would apply.

➤ We need to understand the role of MMC from IOC's point of view. Thus, MMC represents one of the most important pillars to promote the new competition – YOG – at international level by assuring the best condition for the accredited media and host broadcaster.

➤ It can be observed that IOC requires that the rules to be strictly followed and no compromises should be accepted that could affect the established standard. We can conclude that it is recommended that MMC to be located in a dedicated facility without other venues. If there is no other way to do it, explicit information should be delivered in the bid file regarding the noise level, facility division and temperature conditions. Most importantly, all the information should be demonstrated through the delivered guarantees.

As we have concluded so far, Youth Olympic Games – the newest competition launched within the Olympic Movement – benefits from all the support of the IOC. However further research would be needed in order to improve the on-going process. In this sense, scholars could approach this topic and the following themes could be subjects for future researches: a quantitative research regarding the determinants of successful bidding (see the paper of Feddersen and Maennig (2012) concerning the Winter Olympic Games), main area of risks in organizing YOG, best option: one village or multi-villages concept, the impact of organizing YOG upon the local population.

Moreover, starting from the above mentioned conclusion a researcher could consider them as hypothesis of a qualitative research in an attempt to discover underlying meanings.

Hopefully this master thesis and research might be a small step forward to finding out more about the YOG bidding process and its file and also encourage further studies to go deeper into this matter.

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VIII. APPENDIXES

VIII.1. APPENDIX 1 – ONLINE INTERVIEW

Challenges and Considerations in building the bid file of mega sport events.

Case study: Winter Youth Olympic Games

Welcome to My Survey

Thank you for participating in my survey. The goal of the present survey is to identify the challenges and advantages faced by the organizers in building the bid file of Youth Olympic Games (YOG), winter edition. Therefore your feedback as member of YOG Bid Committee is very important.

This survey should only take approximately 7-10 minutes to complete. Your responses will be coded and will remain confidential.

Please click "Next" to begin.

Youth Olympic Games (YOG), winter edition

*1. In the bidding of which candidate city for YOG (winter edition) were you involved?

- Harbin 2012 YOG Bid Committee
- Innsbruck 2012 YOG Bid Committee
- Kuopio 2012 YOG Bid Committee
- Lillehammer 2012 YOG Bid Committee
- Lillehammer 2016 YOG Bid Committee
- Brasov 2020 YOG Bid Committee
- Lausanne 2020 YOG Bid Committee

The most difficult criteria to meet

IOC requires that various themes should be developed in the bid file, such as: Concept and legacy, Political and economic climate and structure, Legal aspects, Customs and immigration formalities, Finance, Marketing, Sport, Culture and Education Program, Youth Olympic Village, Medical service and doping control, Security, Accommodation, Transport, Information and communication technology, Main Media Centre.

*2. Based on the IOC Candidature procedure and questionnaire, which criteria did the

Challenges in building the bid file

IOC requires that various themes should be developed in the bid file, such as: Concept and legacy, Political and economic climate and structure, Legal aspects, Customs and immigration formalities, Finance, Marketing, Sport, Culture and Education Program, Youth Olympic Village, Medical service and doping control, Security, Accommodation, Transport, Information and communication technology, Main Media Centre.

*3. Based on the IOC's requirements, what do you consider to be the challenges faced during the bid process? Please explain.

Advantages and disadvantages of the bid city

*4. From your perspective, what were the most important advantages of your bid city?

* Please explain.

*5. What were the factors that disadvantaged your bid city? Please explain.

Population's feedback

*6. How did the population welcome the YOG candidature?

Political and economic climate and structure

*7. Based on the IOC requirements mentioned in the Political and economic climate and structured theme, how did the national and state policies shape the bid file?

*8. What role did the government and local administration play in the bid process?

*9. How would you describe the process of obtaining the IOC requested guarantees from the involved authorities?

Cultural and Education Program

YOG vision is to inspire young people around the world to participate in sport and to adopt and live by the Olympic values. The mission of this event is to educate, engage and influence young athletes and other young participants, inspiring them to play an active role in their communities.

10. How would you describe the role and the importance of the National Olympic Academy in the Culture and Education Program?