

FACTSHEET

Information, Knowledge and Games Learning (IKL)

29 August 2024

The importance of knowledge

Staging the Olympic Games is one of the most complex peace-time operations in the world. It involves at least seven years of preparations, 16 days of competition and about one year of dissolution.

During this period, those working for each Organising Committee for the Olympic Games (OCOG) learn a considerable amount about how to plan and deliver the Games. This accumulated knowledge has immense value for future organisers and for the Olympic Movement.

First, it supports the successful planning and delivery of each edition of the Games. Second, it helps OCOGs to develop their own vision, to understand how a host country and its citizens can benefit from the long-lasting impact and legacy of the Games, and to manage the opportunities and risks that such an event generates.

Since 2000, the International Olympic Committee (IOC) has developed an increasingly structured approach towards learning and knowledge management. This work is undertaken by the Information, Knowledge and Games Learning (IKL) unit within the IOC's Technology and Information Department. The programme directly supports with work of the Games Delivery Office.

The mission of IKL is 'to promote and stimulate both innovative and integrated learning related to the delivery of the Olympic Games'. Among IKL's key principles are a belief that knowledge is the IOC's most critical business asset, and that every individual working with the IOC is a knowledge worker with a right to access quality knowledge from multiple information sources.

IKL is currently supporting Organising Committees for the Games of Paris 2024, Milano Cortina 2026, Los Angeles 2028 and Brisbane 2032.

Evolution of knowledge management

The IOC first developed a knowledge programme during preparations for the Sydney Games in 2000, in cooperation with the Sydney Olympic Games Organising Committee.

In 2003, the IOC created Olympic Games Knowledge Management (OGKM) to enhance the transfer of knowledge to OCOGs and an Information & Knowledge Management (IKM) unit to serve the IOC administration.

These were combined in 2020 to form the current IKL. This streamlines the service offering, benefits the OCOGs and meets the need for integrated tools and systems to deliver more experiential and contextualised learning and improved data analysis.

Role of IKL

The IKL unit works to:

- **Encourage and enable** OCOGs to share their knowledge with each other;
- **Understand** the context and learning requirements of each OCOG to develop flexible learning opportunities and services; and
- Support OCOG **discovery and capability** through transfer of knowledge materials and learning opportunities.

This is achieved through services that are technology-enabled, such as access to data and information, and others that are human-focused, including observational learning and leadership development activities.



In line with Olympic Agenda 2020+5, the IOC's new strategic roadmap, all services are tailored to the specific needs of each OCOG, putting them on the pathway towards successful delivery of their edition of the Olympic Games.

Structure of IKL

The IKL unit comprises four portfolios:

- **IKL Management: integrates, controls and standardises project and activity management processes for the unit. Programme Management aligns the agreed strategy, budget and governance model. It is primarily focused on achieving desired outcomes for IKL and the OCOGs, not necessarily on specific outputs.**
- **Data and Analytics:** measurement and insights to meet business and stakeholder needs for the planning and delivery of the Games, together with support for the IOC to become a more data-driven organisation;
- **Information Management:** provision of tools for good information management so users can easily identify and access the information they need when they need it;
- **Games Insights and Learning:** provision of OCOG specific thought-provoking learning experiences that aim to empower, inform and inspire stakeholders to passionately deliver both efficient and sustainable Games.

Within each portfolio, projects and activities are developed and approved on an annual basis to provide services to defined stakeholders. Most of these projects and activities are directly relevant to the IOC's Games Department. IKL also supports internal IOC IT enterprise services, notably in the data and information management portfolios.

IKL services

Games reference materials

IKL coordinates the development and sharing of key reference materials to assist and support OCOGs, Interested Parties and Preferred Hosts. These materials comprise of:

- Olympic Games Framework;
- Olympic Host Contract OHC – Operational Requirements (annex to the Olympic Host Contract – Principles) and
- Olympic Games Guides.

The materials are regularly updated to reflect the latest evolution in Games delivery. There are currently more than 40 guides comprising 7,000 pages of information.

Games simulations, trainings and learning activities

Interactive activities tailored to OCOG stakeholder groups (leadership teams, Event General Managers, etc.) and their learning needs are delivered throughout the lifecycle of an Organising Committee.

Overseen by the IKL Games Insights and Learning team in collaboration with the IOC's Games Delivery Office and respective IOC Functional Areas, these activities are designed to cover both the generic and specific skills required to deliver the Games.

Games Learning Platform (GLP)

Games Learning Platform (GLP) is the single entry point into a wealth of knowledge and learning content the IOC offers its stakeholders. The platform hosts over 100k assets ranging from past Games documents (OCOG-product content) to bespoke digital learning modules and audio visual assets.

Observation and experiential learning

These activities provide future Organising Committees and stakeholders alike invaluable opportunities to learn by “observing, experiencing and doing”. Significant work is done beforehand to ensure the programme meets the identified learning needs of participants, equipping them with a better understanding of what is expected from an OCOG and providing an opportunity to experience the Games-time environment first hand while gaining an unique insight into the roles they will one day perform.

Activities include:

- The Operational Readiness Observers Programme (OROP) which is a small bespoke observation programme during Test Events targeted at providing a holistic understanding of the scope and scale of readiness activities;
- The Observers Programme which is the IOC's pinnacle Games-time learning programme. Affording participants over 100 hours of real-time observational learning opportunities across the various learning tracks and activity types.



- Shadowing opportunities for participants to be able to observe a particular role and interact with their counterpart over a couple of days;
- Self-Observation opportunities for participants to be able to observe specific elements unique to their future role at their own time and pace. Complementing their activities in the Observers Programme.
- A secondment programme which allows staff from future OCOGs to take up positions within the current Games host OCOG, including responsibility to deliver a task and acquire first-hand operational experience.

In addition, an executive focused observation programme enables senior executives to understand key Games-time operations and priorities.

IKL activities for Paris 2024

Observation and experience

The Observers Programme Paris 2024 includes:

- 21 days
- 80+ activities comprised of venue and site tours, expert panels and discussion forums
- Over 400 participants from:
 - Milano Cortina 2026
 - Los Angeles 2028
 - French Alps 2030
 - Brisbane 2032
 - Salt Lake City-Utah 2034
 - Interested Parties
 - Dakar 2026
- The Operational Readiness Observers Programme (OROP), a pre-Games observation programme focused on readiness activities ranging from tabletop exercises to Games-wide Simulations.

For the future host OCOGs particular areas of focus include:

- Overall Games operations and approaches to delivery, central Games management through the Main Operations Centre (MOC) and other key operation centres, venue operations, sport delivery and presentation.

Games Operations data and analytics

Access to data from previous editions of the Games is essential for an OCOG to make informed decisions and deliver optimised operations.

At Paris 2024, the IKL team will once again capture Games operations data to support future Games. This will be done through

- Measuring the usage of key services/resources delivered by the OCOG. Measurements will be done both manually and using different technology solutions. This will be done in competition venues, the Olympic Village and transport hubs.
- Aggregation of more than 500 additional datasets from the OCOG, mainly from the key Games Management Systems.

Production of educational films and photos

The development and transfer of visual material are invaluable, particularly in multi-cultural environments.

For Paris 2024, this will include:

- 25 interviews, providing approximately 100 hours of footage; this material will be edited into 5 films to support various education programmes;
- 10 Venue Virtual Tours (VVT), featuring all Games stakeholders within each venues;
- 4 photo essays on selected key topics, providing operational photos from Games-time activities; and
- Approximately 75 structured interviews and qualitative research conducted during the transition period, during the Paralympic Games and in the immediate post-Games period.
- A new podcast series, “Ready, Set, Olympics – The Series” which dives into the world of OCOG readiness activities leading up to the Games with interviews from key area leads in Paris 2024.

Structured interviews are designed to capture knowledge based on the OCOG lifecycle:

- Strategy (G-84 to G-60) focusing on OCOG foundation
- Strategy (G-60 to G-40) focusing on observations
- Planning - (G-40 to G-18) focusing on operational planning



- Readiness (G-18 to G-8) focusing on testing activities
- Games time (G-8 to G+1)

Games Evaluation

The debriefing and evaluating of a Games edition is one of the key elements in the dissolution of an OCOG. Its purpose is to ensure knowledge is passed on to the next host OCOGs. Participants have the opportunity to learn how the previous host OCOG planned and delivered its Games and to exchange ideas.

The Paris 2024 Games Evaluation begins during the transition period through to the end of 2024.

IKL supports the work of the Games Department in delivering the Evaluation project for each Games edition.

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Please be aware that the operational content and data gathered or produced by IKL is primarily intended for use by future Organising Committees and not for general public dissemination.

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