FACTSHEET

Information, Knowledge and Games Learning (IKL)

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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 city 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 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 Beijing 2022, 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 in order 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:

- **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;
- **Knowledge Development:** development and sharing of knowledge to support the learning necessary for the delivery of the Games;
- **Games Learning:** provision of unique and thought-provoking learning experiences to empower, inform and inspire stakeholders to deliver the Games efficiently and passionately.

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 provision of key reference materials to assist and support the 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 organisation. There are currently more than 40 guides comprising 7,000 pages of information.

Games simulations, trainings and learning activities

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

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

Olympic Games Knowledge (OGK)

The OGK platform hosts all information collected and developed through the various IKL activities. This gives instant access to thousands of guides, past Games documents and summary reports for OCOGs to reference when planning and preparing for their Games.

Visual Games Learning (VGL)

The VGL platform provides stakeholders with a search-driven, user optimised platform to consume all visual Games learning content including photos, videos and structured interviews. Currently this includes over 37,000 items.

Observational learning

These activities provide future Organising Committees invaluable opportunities to learn by "observing, experiencing and doing". Considerable work is completed beforehand to ensure the programme meets identified learning needs, equipping participants with a better understanding of what is expected from an OCOG and providing an opportunity to experience the Games-time environment and learn about the roles they will perform in the delivery of their own Games.

Activities include:

- An Observers Programme during Test Events and at Games time, giving the chance to observe Games operations in a live environment;
- A shadowing programme, when a participant can observe a particular role and interact with their counterpart over a couple of days; and
- A secondment programme, which allows staff from future OCOGs to take up short-term positions within the current Games host OCOG, including responsibility to deliver a task and acquire first-hand operational experience.

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

IKL activities for Beijing 2022

Observation and experience

The Beijing 2022 Observers Programme encompasses:
- 19 days
- 50+ activities comprised of venue and site tours, expert panels and discussion forums
- Approximately 90 participants from future host OCOGs:
  - Paris 2024
  - Milano Cortina 2026
  - Brisbane 2032
  - Gangwon 2024 Youth Olympic Games

For the future host OCOGs, particular areas of focus include:
- Milano Cortina 2026 and Gangwon 2024: Main Operations Centre (MOC) and other key operation centres, venue operations, sport delivery and presentation.
- Paris 2024 and Brisbane 2032: high-level venue operations, MOC and stakeholder operations.

Games Operations data and analytics

Access to data from previous editions of the Games is essential for an OCOG to make informed decisions on the scope and scale of the services it will provide and the resources it needs.

At Beijing 2022, the IKL team will once again capture Games operations data to support future Games. This will be done through

- Direct capture of occupancy of key venue spaces (accredited seating areas, lounges, parking) at selected competition venues (the scope has been limited due to the COVID restrictions);
- Aggregation of multiple additional data sets from the OCOG:
  - Around 400 datasets have been requested from Beijing 2022.

Production of educational films and photos

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

For Beijing 2022, this will include:
- 9 venues have been captured with 360 imagery to provided virtual tours to allow future Organising Committees to teleport to these venues at any given point in time;
- 50 interviews, providing approximately 200 hours of footage; this material will be edited into 15 films to support various education programmes;
- Operational photos from Games-time activities, covering more than 40 Functional Areas; and
- Approximately 75 structured interviews and qualitative research conducted during the transition period, during the Paralympic Games and in the immediate post-Games period.

Structured interviews are designed to capture knowledge based on the OCOG lifecycle:
- Foundation (G-84 to G-60)
- Observation (G-60 to G-40)
- Operational planning (G-40 to G-18)
- Test events (G-18 to G-8)
- Games time (G-8 to G+1)

Debriefing

The debriefing 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 Beijing 2022 Debrief will take place in June 2022.

For further information, please contact:

The Olympic Studies Centre
Tel. + 41 21 621 66 11
studies.centre@olympic.org