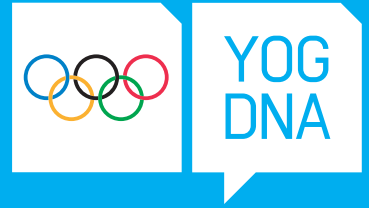
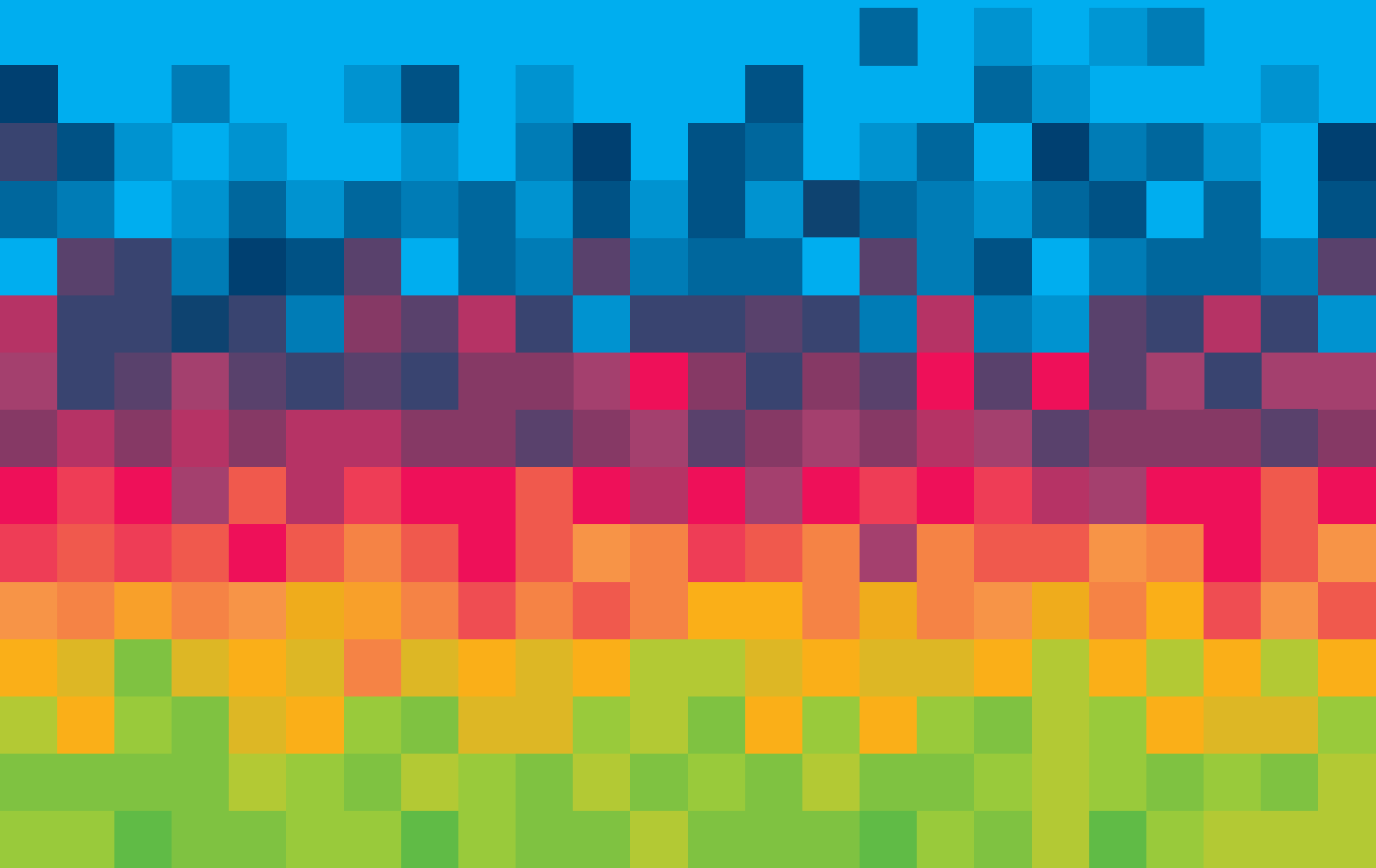


INNSBRUCK
2012
YOUTH OLYMPIC GAMES



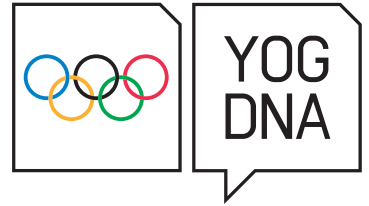
BE PART OF IT!

OFFICIAL REPORT OF THE INNSBRUCK 2012 WINTER YOUTH OLYMPIC GAMES





INNSBRUCK
2012
YOUTH OLYMPIC GAMES



BE PART OF IT!

OFFICIAL REPORT OF THE INNSBRUCK 2012 WINTER YOUTH OLYMPIC GAMES









KARL STOSS

President, Austrian Olympic Committee

“ A UNIQUE PREMIERE

The 1st Winter Youth Olympic Games will go down in the history of the Austrian Olympic Committee. We are proud that Austria's delegation was able to establish itself at the same sporting level as major nations such as Germany, China, South Korea, Russia, the USA, Italy and France. With six gold, four silver and four bronze, Youth Olympic Team Austria's medal haul exceeded all our expectations – and provided the best proof that the €250,000 spent on preparation courses ahead of the Games were an excellent investment.

We are also proud that the 69 nations which attended the 1st Winter Youth Olympic Games felt at home in Innsbruck. The feedback we received from the delegations could not have been better.

The Winter Youth Olympic Games are a fine example of sustainability. The more we focus on supporting the next generation of athletes, the better our long-term chances are of achieving success at the Olympic Games. We will be looking out for our 'Innsbruck athletes' at the 2018 Olympic Winter Games in Pyeongchang! If Marco, Christina, Miriam,

Benni and their colleagues from Youth Olympic Team Austria 2012 are out there in South Korea competing for medals against the best in the world, then we will know that we have done a lot right.

Supporting the next generation of athletes is one of the key tasks at the Austrian Olympic Committee. Our goal is not only to help them succeed at the Youth Olympic Games and European Youth Olympic Festivals, but also to see them go all the way and take on the best of the best at the Summer and Winter Olympics. That is why it is so important to us to do everything we can to help our athletes prepare for these major international events.

Away from the field of play, the Innsbruck 2012 experience has taught us one very important thing – that learning and growing together is just as important as competing against each other. Getting to know your competitors breaks down barriers and fosters friendship. Instead of seeing each other as rivals, young athletes learn to respect their colleagues and appreciate cultural differences.

That is why the 1st Winter Youth Olympic Games were about much more than just sport. ”

“ **A LOOK BACK AT THE
INNSBRUCK 2012 GAMES**

“In times when nothing is certain, the most important thing is to choose the right direction from the start.”

Konrad Adenauer, former Chancellor of Germany

The organisers of the 1st Winter Youth Olympic Games found themselves faced with the challenge of holding sustainable Games on a limited budget. They wanted to create an event which would once again place Innsbruck in the spotlight. Now, a few weeks after the Closing Ceremony, we can proudly say that we chose the right direction.

Despite the IOC supporting and accompanying us every step of the way, we could not be sure whether our concept would fall on fertile ground. Local interest grew as the Games approached, culminating in the spectacular Opening Ceremony in Bergisel Stadium. This wave of enthusiasm continued throughout the

following ten days, with the competitions, the Culture & Education Programme and the concerts at Medals Plaza transforming the Games into a festival of sport and culture bringing together youngsters from around the world.

The Innsbruck 2012 Organising Committee showed that it is possible to hold fantastic Games on a modest budget. By adapting the city’s existing venue infrastructure and building a brand new Youth Olympic Village, a sustainable legacy has been created for the local population. We hope that the friendships forged during the Games will also continue long into the future and inspire some of those who attended Innsbruck 2012 to return to our beautiful region.

Finally, I would like to thank everyone who helped realise Jacques Rogge’s excellent vision with such precision and attention to detail. Without their hard work and dedication these inaugural Winter Youth Olympic Games would not have been such a great success. ”



RICHARD RUBATSCHER
Chairman, Innsbruck 2012



“ **THESE WERE TEN GLORIOUS DAYS!
INNSBRUCK, YOU DID IT AGAIN!** ”

That is the compliment that Jacques Rogge, President of the International Olympic Committee, paid to the people of Innsbruck and the members of the Organising Committee of the inaugural Winter Youth Olympic Games in his closing press conference. We are proud to have kept our word. A small, young but incredibly motivated team worked for three years (compared to the seven years which it takes to prepare Olympic Games) to deliver a truly innovative concept for the 1st Winter Youth Olympic Games, a festival of sport, culture and learning designed to inspire young people.

The conditions for the athletes were perfect. In our state-of-the-art venues, an experienced team organised 63 flawless Medal Events at the highest sporting level, including 14 Olympic premieres. Despite the extreme amounts of snow (even for the Alps!) which

fell in the run-up to and during the last few days of the Games, we were – thanks to the help of the Austrian Armed Forces – able to award medals in all of the competitions.

Inspiring, involving and integrating the international athletes and local youngsters were the essence of the Innsbruck 2012 Culture & Education Programme, where hands-on activities and workshops enabled the youth of the world to learn together and create friendships that will hopefully last a lifetime. A total of 2,600 young Austrians took part in the YOG World Mile project, and more than 3,000 pupils competed in the School Sports Challenge.

These initiatives were landmarks in creating the special atmosphere we all experienced during the Games – just like the arrival of the Youth Olympic Flame, which travelled



all the way from the Panathinaiko Stadium in Athens to Innsbruck in December 2011 before 2,012 torchbearers carried it on an 18-day Youth Olympic Torch Relay taking in 63 communities throughout Austria.

More than 110,000 spectators (including 15,000 at the stunning Opening Ceremony in Bergisel Stadium) created an overwhelming atmosphere and used the public transport network to travel between the six Competition Venues, two Culture & Education Venues, two Ceremony Sites, Youth Olympic Village, six training centres and sixteen other venues and facilities. In the space of just ten days over 180,000 journeys were made. Around 15,000 articles worldwide, TV broadcasts in 70 countries and over one million views on YouTube are evidence of Innsbruck 2012's international appeal. More than 900 media representatives, including 700 from abroad, were in Innsbruck to report on the Games. The Tyrol region, already world leader in the number of overnight stays per resident, was able to reach out to new markets and strengthen its reputation as a winter-sports paradise.

With around 40,000 overnight stays, the number of guests in Innsbruck increased by almost 30% during the Games. The total turnover generated by the 1st Winter Youth Olympic Games was higher than at the 2008 UEFA European Football Championship, during which Innsbruck hosted three group-stage games. A large number of guests also bought items from our merchandise collection, which was completely sold out three days before the end of the Games.

The Innsbruck 2012 Winter Youth Olympic Games were a festival of sport and culture for the youth of the world. This was underlined by

initiatives such as the Facebook design competition launched to create our beloved mascot, Yoggi, a mobile game for smartphones and our vibrant Look of the Games concept with coloured pixel elements building the foundation of a very strong message – 'Be part of it!'

Being part of it was also the motto for the 1,357 Volunteers from 59 countries who helped make the Games happen. They were the backbone of the event and worked tirelessly in many Functional Areas – everything from Protocol and Security to Sport and Marketing – to make Innsbruck 2012 a success. It was an incredible experience to see all these people from around the world gather in Innsbruck for the inaugural Winter Youth Olympic Games.

With an operational budget of €23.7 million, the Organising Committee had to work within a very tight financial framework. However, thanks to the discipline of the whole team and the willingness to creative innovative solutions we were able to host excellent Games while staying on budget.

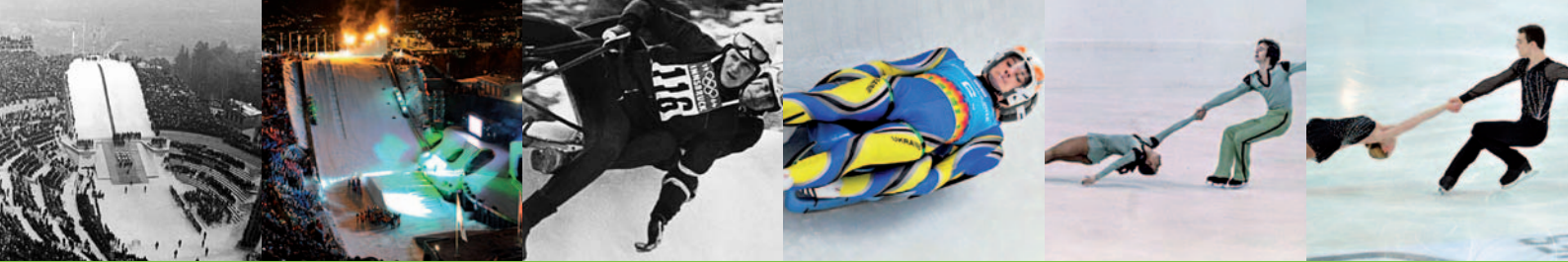
Surrounded by towering Alpine peaks and breathtaking nature, Innsbruck offered a pioneering vision for the Winter Youth Olympic Games that will help create a new worldwide Youth Olympic Movement, a movement which will be, in the words of IOC President Jacques Rogge, "superbly refreshing".

I would like to take this opportunity to thank everyone who contributed to the success of the 1st Winter Youth Olympic Games – in particular the IOC for their continuous guidance and support as well as the whole IYOGOC team for their hard work and dedication in the true sense of the Olympic Values Excellence, Respect and Friendship.

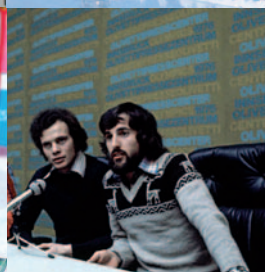
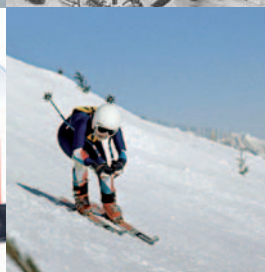
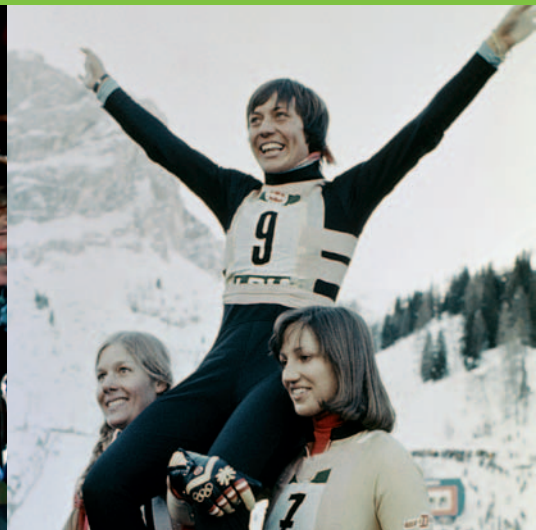
“ IT WAS AN HONOUR TO
'BE PART OF IT'. ”

PETER BAYER

Chief Executive Officer,
Innsbruck 2012



OLYMPIC HOST CI





TY INNSBRUCK



HOST CITIES & REGIONS



INNSBRUCK IS THE CAPITAL CITY OF THE FEDERAL STATE OF TYROL IN WESTERN AUSTRIA.

Located between high mountains in the broad Inn Valley, Innsbruck is an globally renowned winter sports centre and the first city in the world to have welcomed the Olympic Family on three separate occasions, having hosted the Olympic Winter Games in 1964 and 1976 and the 1st Winter Youth Olympic Games in 2012.

With around 120,000 inhabitants, it is Austria's fifth-largest city after Vienna, Graz, Linz and Salzburg. Including the city's surrounding villages, the total population of the area in and around Innsbruck is approximately 190,000, including around 30,000 students.

SEEFELD IS A WINTER SPORTS REGION LOCATED APPROXIMATELY 17KM NORTH-WEST OF INNSBRUCK.

With almost two million overnight stays each year, Seefeld is one of the most popular tourist destinations in Tyrol. The region is famous for its excellent cross-country skiing facilities in winter and extensive network of hiking trails in summer.

The Nordic events of the 1964 and 1976 Olympic Winter Games were held at Seefeld, and the region also hosted the 1985 FIS Nordic World Ski Championships. Nordic World Cup competitions regularly take place in Seefeld.

For the Innsbruck 2012 Games one new ski jump (HS 75), including a judges' tower, was built. A new biathlon shooting range was also developed with 30 shooting stands, floodlights and a direct connection to the 279km of cross-country skiing trails in the Seefeld region.



KÜHTAI, THE HIGHEST WINTER SPORTS RESORT IN AUSTRIA, LIES APPROXIMATELY 40KM SOUTH-WEST OF INNSBRUCK.

At 2,020 metres above sea level, Kühtai's high altitude means it can offer excellent snow conditions from December through until early May.

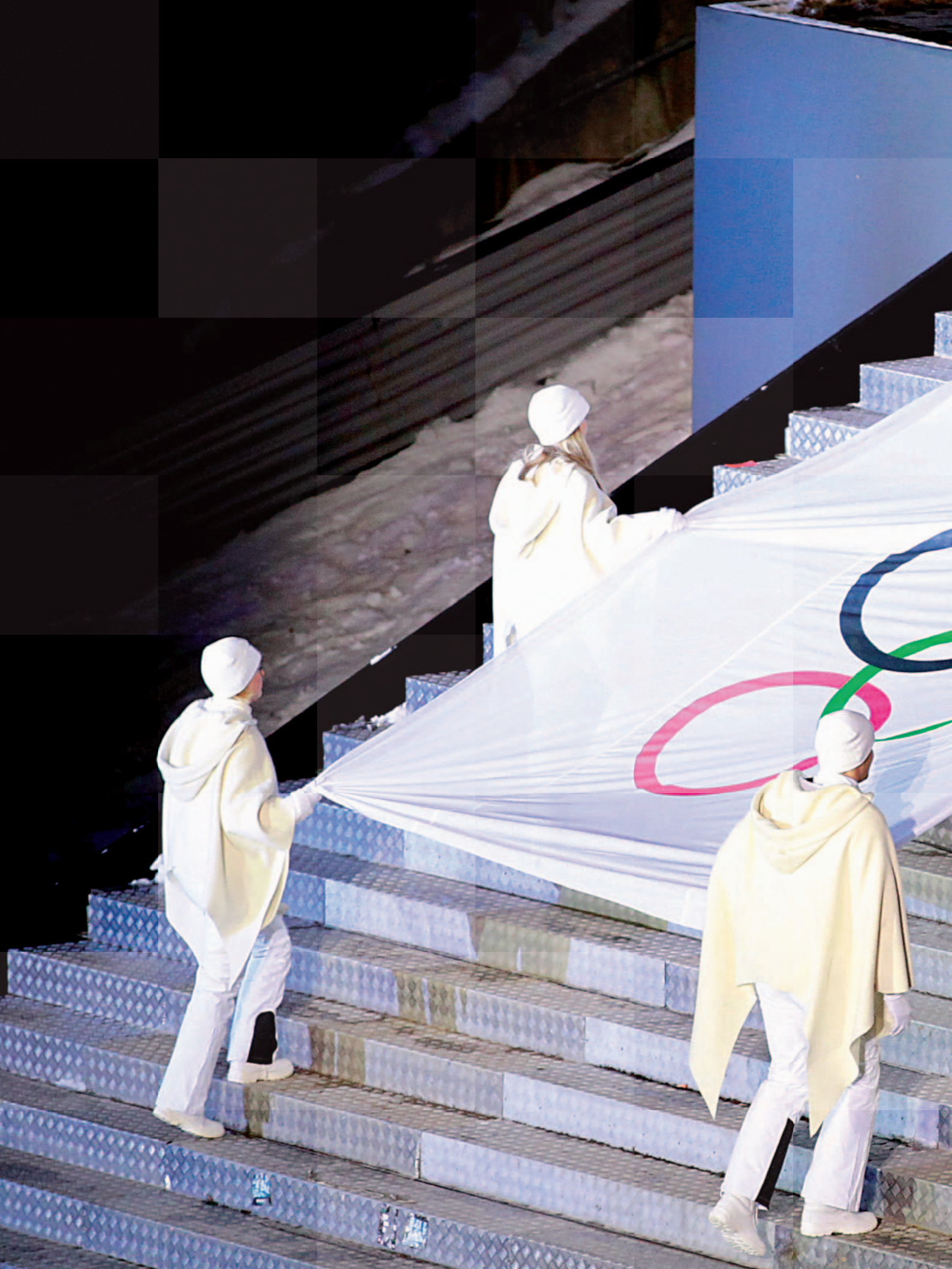
Kühtai offers 44km of excellent slopes for skiers and boarders of all abilities and is one of the most popular resorts in the region around Innsbruck.

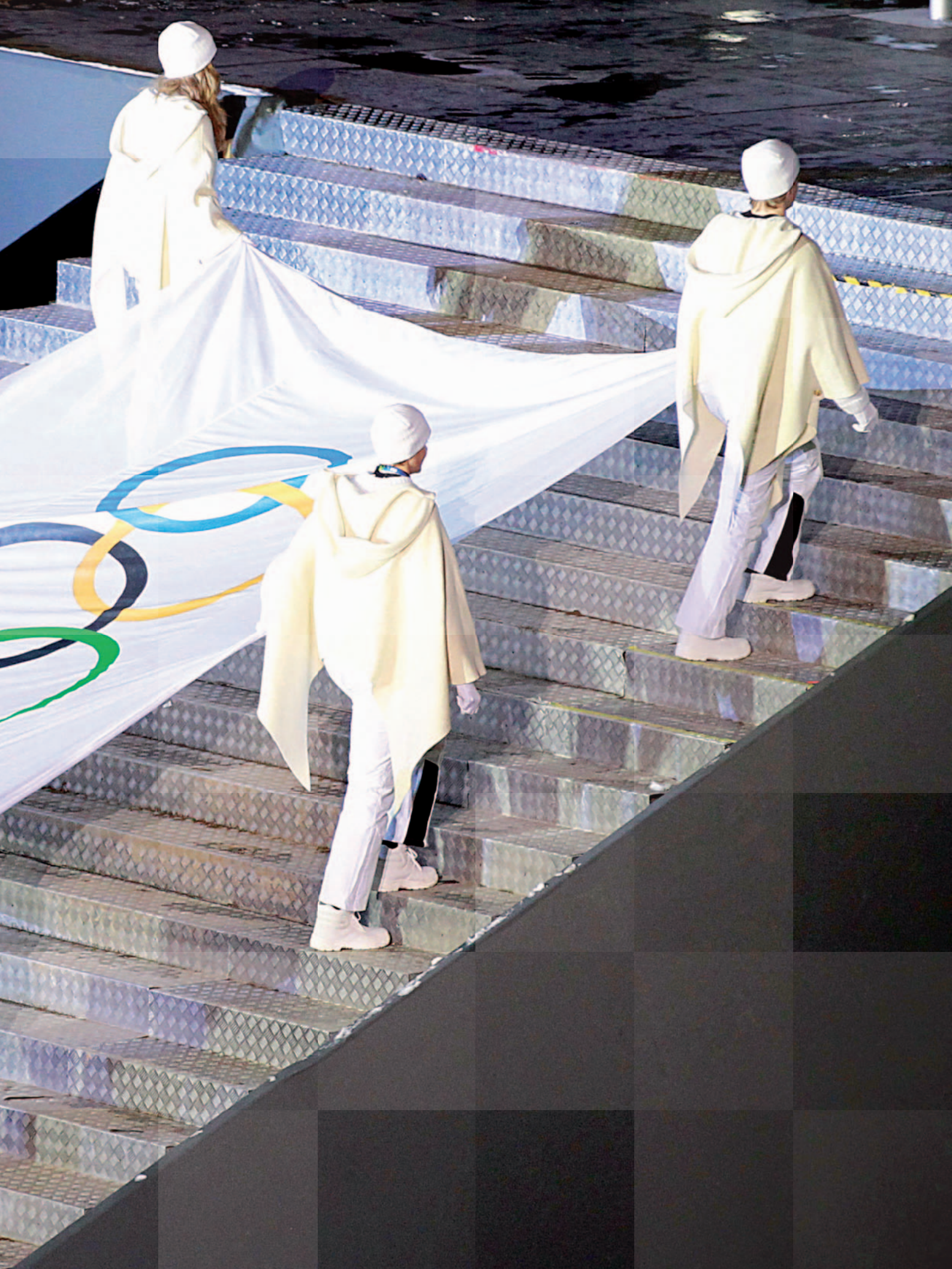
For the Innsbruck 2012 Games a new freestyle centre was created featuring a permanent halfpipe, ski cross course and slopestyle course. This facility is now set to become one of Europe's top centres for freestyle training camps and competitions.

TYROL'S LOCATION IN THE HEART OF THE ALPS IS A PARADISE FOR MOUNTAIN SPORTS IN SUMMER AND WINTER.

Excellent slopes, state-of-the-art lifts and over 4,000km of cross-country skiing await sports enthusiasts in winter, while visitors to the region in summer can enjoy 15,000km of marked hiking paths, 5,600km of mountain bike trails, exciting climbing routes and beautiful mountain lakes. With 43 million overnight stays a year, Tyrol is the number one holiday destination in the Alps.

From the 2008 UEFA European Football Championship to the famous Hahnenkamm downhill race in Kitzbühel, Tyrol is famous for hosting some of the world's top sporting events. With Innsbruck 2012, the region once again underlined its reputation as the perfect destination for athletes, officials and spectators. ■





STRATEGY



**OUR VISION FOR INNSBRUCK 2012
WAS TO CREATE A MODERN,
YOUTH-ORIENTED SPORTS EVENT.**

The main goal was to encourage young people from across the globe to develop their passion for sport and, at the same time, learn about the Olympic Values of Excellence, Respect and Friendship.

Innsbruck 2012 was a successful and innovative Olympic event. Through state-of-the-art venues and top facilities, it was possible to guarantee the best conditions for the sports competitions, while the authentic and inspiring Culture & Education Programme encouraged the international athletes and youngsters from the local region to interact and create friendships for a lifetime. Young people were a key element in the conception,

organisation and implementation of the Games, with the sports events and Culture & Education Programme designed to perfectly match their needs – just as the Games and their message were targeted towards youngsters.

A strong sense of pride at regional and national level created a high level of identification with the Games, meaning that Innsbruck – the first city to welcome the Olympic Family on three separate occasions – was able to give a new meaning to the Olympic legacy. Our integrated approach allowed a wide range of different generations to enjoy the unique atmosphere.

Delivering the Games on budget was part of the legacy planning in order to demonstrate the attractiveness of hosting such a large event. ■

SUPERVISORY BOARD



THE INNSBRUCK 2012 SUPERVISORY BOARD OVERSAW THE ORGANISING COMMITTEE'S PREPARATION WORK AHEAD OF THE GAMES.

Originally created as the Innsbruck 2012 Bid Committee, the Innsbruck Youth Olympic Games Organising Committee (IYOGOC) was created as a limited liability company under Austrian law after Innsbruck was awarded the Games on 12 December 2008.

The entire organising process was conducted under the watchful eye of the Innsbruck 2012 Supervisory Board, which comprised two members from each of the four public stakeholders:

- the Federal Republic of Austria,
- the Provincial Government of Tyrol,
- Innsbruck City Council,
- the Austrian Olympic Committee.

While the Supervisory Board ensured the appropriate involvement and support of all levels of government, a team of professionals, under the guidance of the Chief Executive Officer, oversaw the day-to-day management and conceptual direction of the Games.

The Chief Executive Officer informed the Supervisory Board about all developments and reported bi-weekly to the chairmanship.

1 RICHARD RUBATSCHER

Chairman, Supervisory Board

2 HANNES GSCHWENTNER

Deputy Chairman, Supervisory Board

3 KARL STOSS

Deputy Chairman, Supervisory Board

4 PETER MENNEL

Chairman, Audit and Finance Committee

5 REINHARD EBERL

Member, Supervisory Board

6 ANTON LEIKAM

Member, Supervisory Board

7 FRIEDL LUDESCHER

Member, Supervisory Board

8 JOHANNES VERDROSS

Member, Supervisory Board

GAME





A blurred background of a conference room. A black gooseneck microphone is visible in the center. In the background, a screen displays a person in a yellow and red outfit. The overall scene is out of focus, with a blue and white grid overlay.

GENERAL MAN

1ST WINTER YOUTH OLYMPIC GAMES

AGEMENT

General Management led the IYOGOC team through the different phases of activity from inception to Games-time, including high-level foundation planning, detailed strategic and operational planning, operational readiness, Games-time operations and, finally, dissolution.

GENERAL MANAGEMENT CONCENTRATED PRIMARILY ON PLANNING AND STRATEGY ISSUES.

It comprised the Chief Executive Officer and his assistants, who supported him with day-to-day business, marketing, protocol and sponsoring activities, as well as the Chief Operating Officer and his project-management assistant, who focussed on setting up operational development and designing the command and control structure.

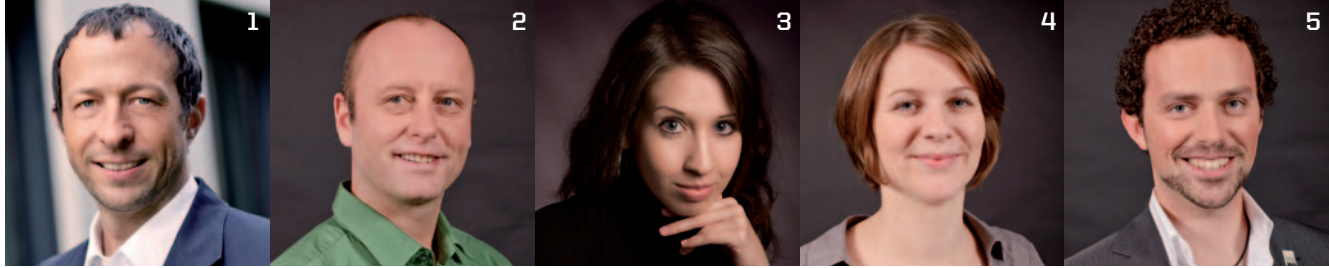
General Management played a key role in developing the vision, mission and communication strategy of IYOGOC as a whole. It was about leading a team of highly professional experts by defining clear objectives, strategies and action plans, while at the same timing keeping the ship on course.

General Management focussed on creating detailed plans for the operational programme so that all elements of IYOGOC's responsibilities were properly integrated and managed as a cohesive whole.

General Management also headed IYOGOC's relationships with key stakeholders, including the International Olympic Committee, the International Federations, the National Olympic Committees, the Austrian government and its agencies, the Provincial Governor and Provincial Vice-Governor of Tyrol, the Mayor of Innsbruck, the Austrian Olympic Committee and many other organisations with interests in the Games.

At the same time, General Management focussed on raising the budget, securing sponsorship agreements and finalising new infrastructure and venue agreements. ■

WE WERE PART OF IT!



“ Working together with my team for the past three and a half years has meant living the Olympic Values of Excellence, Respect and Friendship in the truest sense of the word. Innsbruck 2012 created many once-in-a-lifetime moments for all of us. Thank you, ladies and gentlemen – it was an honour working with you! ”

PETER BAYER

**1 PETER BAYER,
CHIEF EXECUTIVE OFFICER**

Peter headed the IYOGOC team and was responsible for delivering all plans according to the Host City Contract signed with the International Olympic Committee. He was in charge of day-to-day operations and leading IYOGOC's relationship with key stakeholders. He represented the Organising Committee nationally and internationally in dealings with partners and media representatives.

**2 HELMUT LUNNER,
CHIEF OPERATING OFFICER**

Helmut focused on operational management, meaning he was responsible for the development, design, implementation and improvement of the systems that created and delivered the products and services of the Games.

**3 CLAUDIA LUX, MARKETING &
CEO ASSISTANT**

Claudia coordinated the schedule of the Chief Executive Officer and helped prepare meetings, business trips and presentations. She was also responsible for implementing marketing events and producing giveaways and promotional tools.

**4 MICHAELA OSWALD, PROJECT
MANAGEMENT & COO ASSISTANT**

Michaela managed the Master Schedule and assisted the Chief Operating Officer with operational planning for the preparation and execution of C3 structures, risk management and crisis-management plans.

**5 ANDREAS PAYER,
SPONSORSHIP & PROTOCOL**

Andreas was the main contact person for all sponsorship matters and, as such, responsible for sponsorship sales, contracts, operations and the co-development of all commercial programmes. He managed IOC Services & Protocol and was in charge of looking after all guests and dignitaries.

FACTS & FIGURES

GENERAL MANAGEMENT

18

Supervisory Board meetings

4

IOC Coordination Commissions

39

Functional Areas

152

policies defining the operational rules

139

procedures defining the operational flow

18

Main Operations Centre daily reports

86

Heads' Meetings

64

technical meetings with the IOC

39

Operations meetings

144

identified risks covered by insurance and contingency plans

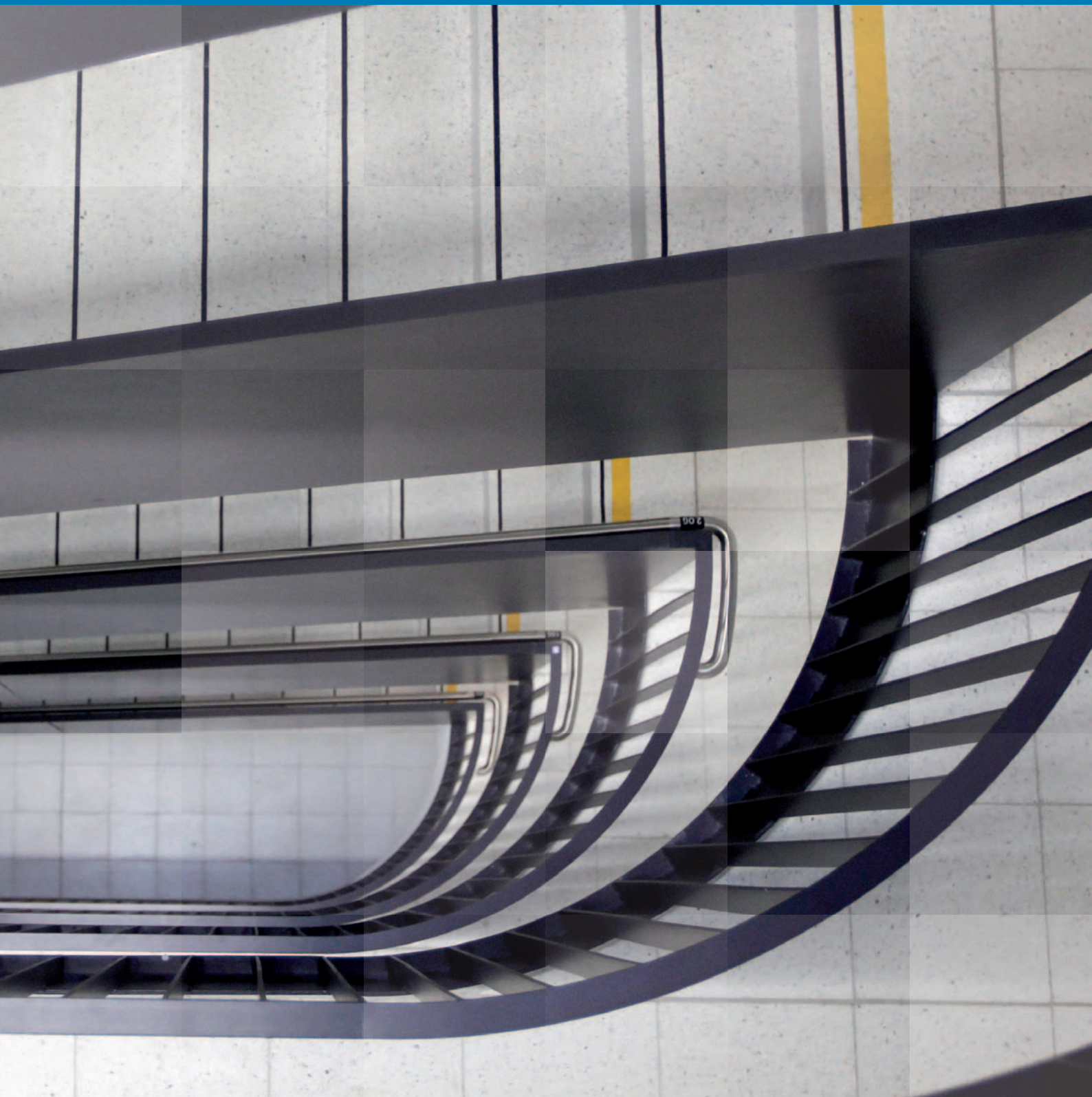
ND







FINANCE, HR & PROJEC





T MANAGEMENT

Nothing creates the same fascination and excitement as Olympic Games. Yet, implementing an event as unique as the 1st Winter Youth Olympic Games within a solid financial framework required an extremely high level of flexibility, dedication and willingness to compromise.

THE CHALLENGE WAS TO FIND A BALANCE BETWEEN THE DYNAMISM AND CREATIVE DEMANDS OF A MAJOR SPORTING EVENT.

This included everything from the 63 Medal Events and the Culture & Education Programme to the Opening Ceremony, daily Victory Ceremonies and, finally, the Closing Ceremony. At the same time, it was essential to maintain our commitment to using the budget in an efficient and sensible manner in order to ensure a long-term legacy for the Games. Meeting these challenges was not always easy, but each Functional Area came up with innovative ideas and approaches on how to find solutions while staying on budget.

Finance, Human Resources & Project Management tasks included overseeing all financial, HR and insurance issues, as well as volunteer management, project management and sustainability.

Following the preparation and implementation of the Games, the post-Games phase was characterised by invoicing and preparing the necessary documentation for the audits. ■

WE WERE PART OF IT!



“ Clear objectives, the right framework conditions and consistent, controlled implementation were our path to achieving the project and budget goals. ”

JÜRGEN STEINBERGER

1 JÜRGEN STEINBERGER, HEAD OF FINANCE, HR & PROJECT MANAGEMENT

After an interim period in General Management in 2009, Jürgen was named Head of Finance, HR & Project Management, where he was responsible for budget planning, human resources, legal issues, tendering and insurance management.

2 SABINE STECKHOLZER, FINANCE - PAYMENT AND CONTROLLING

Having started as a member of the Back Office team, Sabine switched to assume responsibility for administrative issues, internal operations, tender management, controlling and payment. She also supported the Head of Finance, HR & Project Management with insurance management and the preparation of accounting documentation.

3 FLORIAN JENEWEIN, HR AND FINANCE - BUDGET AND CONTROLLING

As the accountant for the Innsbruck 2012 Games, Florian was the link between the accounting software and internal budget overviews. He also prepared and controlled budget documentation for the IYOGOC stakeholders and the IOC.

4 SANDRA PARGGER, BACK OFFICE AND HR SUPPORT

Initially responsible for office agendas, Sandra became increasingly active in HR support, statistic collection, updating planning documentation and monitoring timesheets and holiday entitlements.



**5 ANDREAS HÖRTNAGL,
BACK OFFICE**

Andreas joined the Back Office team in November 2011. He was responsible for checking and processing invoices as well as completing invoicing protocols.

**6 PHILIPP BLUMAUER,
WAREHOUSE MANAGEMENT**

The Warehouse Management function was incorporated into Finance, Human Resources & Project Management in January 2012. Philipp's main area of responsibility was managing warehouse operations during and after Games-time, including preparing the sale of all IYOGOC inventory after the Games.

FINANCE & BUDGETING



IYOGOC COMMITTED ITSELF TO USING ITS FINANCIAL MEANS IN AN ECONOMICALLY EFFICIENT AND EFFECTIVE WAY.

In this context, all members of the Innsbruck 2012 Organising Committee were responsible for implementing this principle in their respective Functional Areas.

The Innsbruck 2012 Winter Youth Olympic Games were based on a long-term budget from 2009 to 2012, which included detailed financial plans for each of these years. These annual plans took into account basic decisions, specific areas of focus and income development. Expenditure was only approved once the respective income had been guaranteed. From January 2011, the budget was monitored on a regular basis, in cooperation with the Function Heads.

Function Heads were responsible for managing the budget resources allocated to their

own Functional Area and reported directly to the Chief Executive Officer. Invoices were only paid once the goods and/or services had been delivered and the invoice had been checked and approved by the Function Head concerned and the Chief Executive Officer.

An IT-based administration system was created to manage invoices. Once received and checked, invoices were scanned in and the original passed on to the accounting department. All subsequent actions were recorded in the invoice protocol, a document containing key information about the invoice, as well as the signatures of the Function Head, the Chief Executive Officer and the member of staff who transferred the money.

Advice on tax issues was provided by a local company. Since 2010, all end-of-year audits have been carried out by an Innsbruck-based accounting firm. ■

LAW, RISK & INSURANCE



THROUGHOUT ALL FUNCTIONAL AREAS, STRONG PARTNERS HELPED MAKE THE 1ST WINTER YOUTH OLYMPIC GAMES A SUCCESS.

For example, a local insurance company supported us in designing a claims model incorporating risk analysis, after three insurance brokers had been invited to tender. The Innsbruck 2012 insurance package was composed largely of event liability insurance and health and accident insurance for the Games.

Instead of acquiring legal resources within the Organising Committee, it was decided to conclude a contract with a legal-advice company disposing of a large number of experts covering a wide range of legal areas.

While the liability insurance selected gave greater legal security, the large number of experts available at this company ensured the high level of flexibility required by a large-scale event of this kind. Three legal firms were

invited to tender, with an Innsbruck-based company chosen. Most of the legal advice provided concerned calls for tender and the drawing-up of sponsorship agreements. ■



STAFF



THE STAFFING BUDGET AND TIMEPLAN WERE ESTABLISHED IN 2009 AND REVIEWED AT REGULAR INTERVALS BY THE CEO.

The IYOGOC team comprised a mixture of national and international experts with extensive experience in event management and talented youngsters from the surrounding region, including graduates from local universities. Therefore, the Organising Committee saw itself as a training ground: over a period of two and a half years no fewer than 50 interns were part of IYOGOC. A partnership was also developed with the regional employment service in order to integrate older and re-trained job-seekers.

The Function Heads were appointed in 2009, and each Functional Area grew over the following months according to the staffing plan. With 34 members of full-time staff and a rising number of young interns, spring 2011

saw IYOGOC employ over 50 people. The peak number of over 100 members of staff was reached in January 2012, with many of these working for just a one-month period.

A mixture of all-in contracts and flexi-time contracts was used. The duration of all contracts was designed in such a way as to enable members of staff to reduce accrued overtime and use up their holiday entitlement.

Teamwork means respecting each other, assuming responsibility and, above all, placing the common good above individual interests. In recognition of their exceptional dedication, the members of the IYOGOC team were awarded the commemorative Innsbruck 2012 Medal by Provincial Governor Günther Platter and Mayor of Innsbruck Christine Oppitz-Plörer. ■

PROJECT MANAGEMENT



THREE COMPONENTS ARE CENTRAL TO EVERY PLANNING PROCESS: KNOWLEDGE, RESEARCH AND IDEAS.

By combining these factors, it is possible to turn complex information into simple, realistic assumptions, which then provide the basis for developing concrete measures.

At a strategic level, the Innsbruck 2012 project management was strongly supported by the IOC Master Schedule – a plan outlining more than 700 milestones on the road to preparing and holding Olympic Games. In day-to-day business, regular Heads' Meetings as well as bilateral planning and budget meetings were used to identify the most important tasks and develop the necessary measures. Detailed quarterly status reports to the Innsbruck 2012 Supervisory Board provided updates on the most important developments.

In addition to the strategic and operational planning, policies and procedures were also drawn up to facilitate cooperation between the different Functional Areas.

As the Games approached, responsibility for Project Management was handed over step by step to the Chief Operating Officer. ■

FACTS & FIGURES

FINANCE

€23,700,000

total budget

2,250

tenders received

1,025

suppliers

IYOGOC STAFF

31

average age

46

women

63

men

11

nations

23

secondees from Organising Committees
of Sochi 2014 and Lillehammer 2016

GAMES-TIME STAFF

94

members of full-time staff
in January 2012

15

interns working for IYOGOC
in January 2012

48

doctors working for IYOGOC
in January 2012

INSURANCE

13,000

persons insured

0

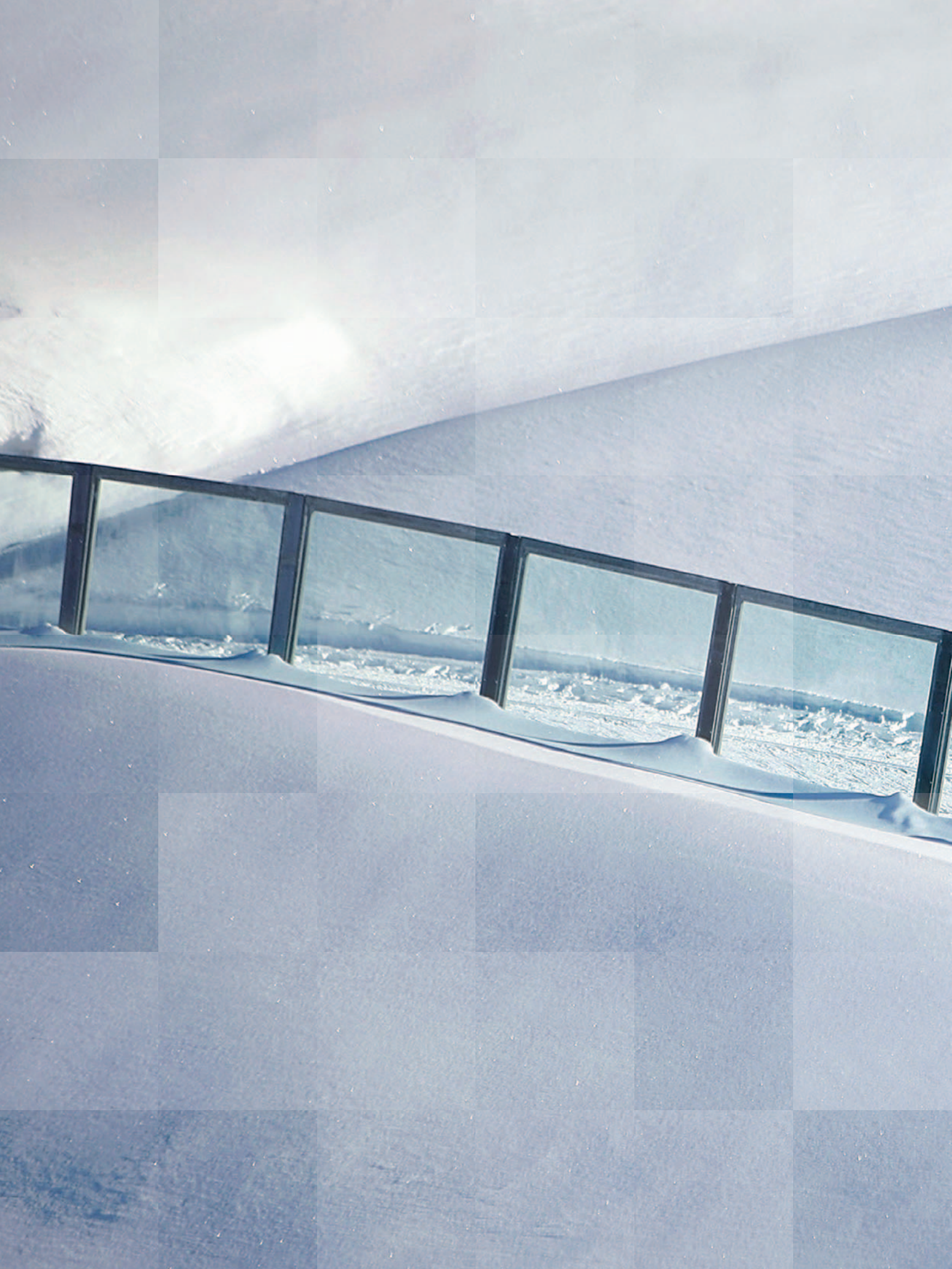
legal cases arising from
the Games

PROJECT MANAGEMENT

700

milestones in the overall
project management





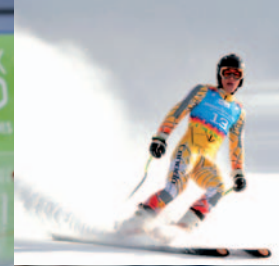


GOOD

LUC









SPORT

The Sport department was responsible for providing the athletes of the 1st Winter Youth Olympic Games with the best possible conditions to train and compete. It worked closely with all other Functional Areas to deliver memorable Games.

SPORT WAS COMPOSED OF FIVE FULL-TIME INTERNATIONAL MEMBERS OF STAFF AND A NUMBER OF INTERNS.

This core team was supported by 16 Sport Competition Managers, representatives from local sports clubs, national and regional federations and 232 Volunteers. Together, they ensured that other Functional Areas and external organisations understood the requirements of the athletes and International Federations in order to deliver unique Games.

The main Functional Areas within the Sport department were Sport Operations, Sport Entries & Qualifications, IF Services & Relations, Sport Production (including Sport Presentation & Mascot Management), Sport Publications, Sport Information Areas, Scoreboard Services, Timing & Results and the School Sports Challenge.

In close collaboration with the IOC and the seven International Federations, IYOGOC Sport developed the overall Sport Programme, the Competition and Training Schedules and the design

of the various Fields of Play.

The inclusion of 16 experienced Competition Managers ensured that each sport and discipline was planned and conducted according to international standards and with the necessary level of service.

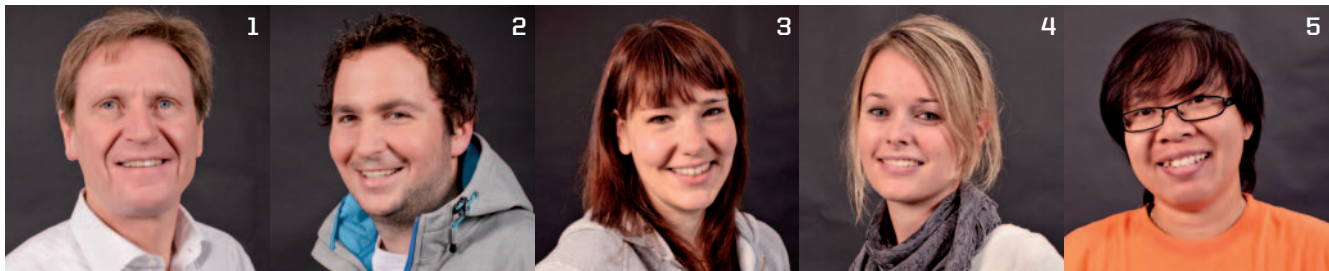
During the ten days of the Winter Youth Olympic Games, IYOGOC Sport held 63 Medal Events in 7 sports and 15 disciplines, including 14 Olympic premieres.

International Federations participating in Innsbruck 2012 were:

- FIBT (Fédération Internationale de Bobsleigh et de Tobogganing),
- FIL (Fédération Internationale de Luge de Course),
- FIS (Fédération Internationale de Ski),
- IBU (International Biathlon Union),
- IIHF (International Ice Hockey Federation),
- ISU (International Skating Union),
- WCF (World Curling Federation). ■



WE WERE PART OF IT!



“ Every member of our international team was extremely motivated to create the best possible conditions for the world’s best young athletes. ”

WERNER MARGREITER

1 WERNER MARGREITER, HEAD OF SPORT

Werner managed IYOGOC Sport. As well as designing the overall operational concept and developing the Sport Schedule, he was responsible for all contracts with the local sport clubs and national and regional federations. Werner also led the School Sports Challenge.

2 CHRISTIAN SCHERER, SPORT DIRECTOR

Christian managed IYOGOC Sport operationally, with his main responsibilities being Sport Operations and Sport Technology. He was Head of the Sport Operations Centre (including Games-time, C3 and reporting) and played a major role in developing the Sport Schedule and liaising with the IOC.

3 WIEBKE LINNEMANN, IF SERVICES & SPORT PRODUCTION MANAGER

Wiebke was the main contact person for the seven International Federations for all issues concerning IF Services & Relations. She planned and managed the IF registration procedure and Games-related preparations, ensuring the correct level of service.

4 CORINNE STAUB, SPORT OPERATIONS MANAGER

Corinne was the main contact person for all 16 Competition Managers and the representatives of the local sport clubs. She also planned and coordinated the overall competition management and created the weather concept.



**5 LI NEO TAY, SPORT ENTRIES
& QUALIFICATIONS MANAGER**

Neo was responsible for planning and managing Sport Entries, including qualification monitoring. She also supported the development of the SEQ Module in the Online Registration and Accreditation System for the Sport Entries Phase and assisted NOCs with their final entries.

**6 MADELEINE ULLRICH,
SPORT INTERN**

Madeleine's main task was developing and implementing the Sport Information Desk in the Youth Olympic Village, which delivered sport-related information to NOCs and served as a first point of contact for NOC Team Officials.

**7 ALEX CHRISOVOULOS,
SPORT INTERN**

Alex acted as Sport Entries & Qualifications Coordinator, assisting the Sport Entries & Qualifications Manager. His responsibilities included monitoring qualification procedures and providing assistance to NOCs with final entries.

**8 MATHEA HOLAUS,
SPORT INTERN**

Mathea assisted the Sport Operations Manager. Her responsibilities included coordinating the 232 Sport Volunteers, planning the Volunteer transport schedule and supervising the Sport Operations Assistants.

**9 MARIA MÖDLINGER,
SPORT INTERN**

Maria assisted the IF Services & Sports Production Manager with sports publications and IF hotel services. She also coordinated and supervised the Sports Production Venue Teams and supported the official timekeeper, OMEGA, with issues regarding Scoreboard Services.

TIMING & RESULTS

DAY 1



DAY 2



DAY 3



DAY 7



DAY 8



ACCURATE TIMING AND PRECISE RESULTS WERE ESSENTIAL IN MAKING THE GAMES A WORLD-CLASS SPORTING EVENT.

As Official Timekeeper, OMEGA supported the teams in the Competition Venues with state-of-the-art timing technology, while Competition Management was responsible for compiling final results published on the Innsbruck 2012 website.

The main challenges in this field were assessing the requirements of each event and, in close cooperation with the respec-

tive International Federations, ensuring that all competitions – including the brand-new event formats making their Olympic debut at Innsbruck 2012 – were carried out at a level befitting of Youth Olympic Games.

The excellent feedback received from the National Olympic Committees on the level of service in the venues and professional running of all competitions was recognition for all the hard work put in by IYOGOC and the local sport clubs in the run-up to Innsbruck 2012. ■

SPORT PRESENTATION

DAY 4



DAY 5



DAY 6



DAY 9



DAY 10



THE YOUNG SPORT PRESENTERS WERE A MAJOR PART OF THE IN-VENUE EXPERIENCE AT INNSBRUCK 2012.

Their main task was to provide general spectator information, sport-related information and competition announcements in an inspiring way that appealed to young people. The secret to entertaining the crowd was delivering the right mixture of information, music and show elements.

The Sport Presenters' duties included announcing final results and interviewing

athletes, coaches and special guests. They were also responsible for interacting with the official Innsbruck 2012 mascot, Yoggi, and facilitating the Mascot Ceremonies.

Hosted by Sport Presenters, the regular Meet & Greet Sessions with the Athlete Role Models proved one of the highlights of the Games.

Sport presenters were also involved in the School Sports Challenge events that were extremely popular among local pupils. ■

FACTS & FIGURES

1,020

athletes

69

NOCs

7

International Federations

63

Medal Events

15

disciplines

168

Training Sessions

10

days of thrilling sports competitions

750

Volunteers & staff

356

inscriptions for non-sport-specific training (weight room, gym, swimming pool)

202

Competition Sessions

7

session postponements

1

cancellation (Women's Ski Cross), however results of qualification counted

42%

of all participating nations won medals

29

(out of 69) nations won medals

21%

of all participating nations won medals in at least one of the ten mixed-NOC competitions

1

country appearing at Olympic Winter Games for the first time (Eritrea)

1ST

Olympic Winter Games gold medal for Africa (Morocco, Alpine Skiing)

14:40

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VOLUNTEER MA



MANAGEMENT



“Volunteers were the backbone of the Innsbruck 2012 Winter Youth Olympic Games,” says CEO Peter Bayer – and we agree! Without the motivation, support and dedication of the 1,357 Innsbruck 2012 Volunteers, the 1st Winter Youth Olympic Games could not have taken place.

VOLUNTEER MANAGEMENT WAS CLOSELY LINKED TO ALL OTHER FUNCTIONAL AREAS RELYING ON THE SUPPORT OF VOLUNTEERS.

In 2010, numbers were evaluated to determine how many Volunteers would be needed for the Games. This information was especially important for the following step of identifying which skills would be required in each Functional Area.

From October 2010 until June 2011, Volunteers were recruited individually and through cooperations with national and international partners. This recruitment phase was then followed by the job allocation phase.

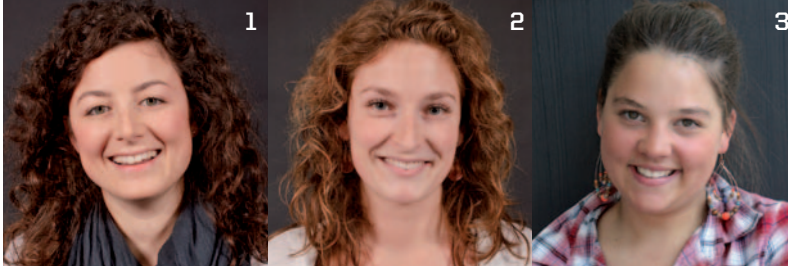
Autumn 2011 was filled with training courses, from the YOG Orientation Training to Job Training Sessions and, in the run-up to the Games,

the Venue Familiarisation Training. Volunteer Management developed all these sessions and personally conducted the YOG Orientation Training. With the addition of an incentive programme, preparation intensified as the Games approached. This included developing the work schedules in cooperation with the other Functional Areas.

During Games-time, Volunteer Management was responsible for coordinating, motivating and supporting the Innsbruck 2012 Volunteers.

The aim of the post-Games phase was to highlight the hard work carried out by the 1,357 Volunteers and recognise their incredible 112,000 man-hours during the 1st Winter Youth Olympic Games. Peter is right: Volunteers really were the backbone of these Games! ■

WE WERE PART OF IT!



“ We were driven by getting to know so many amazing people with great stories. By being part of Innsbruck 2012 they have added another fantastic experience to their lives. ”

JULIA SCHRATZ

**1 JULIA SCHRATZ,
VOLUNTEER COORDINATOR**

Julia was responsible for Volunteer Management. She defined the scope and the budget and developed the concept to recruit the right number of Volunteers with the necessary qualifications. She also designed and led the training sessions preparing the workforce for Games-time.

**2 SABRINA SCHEIBER,
INTERNATIONAL VOLUNTEER ASSISTANT**

Sabrina was responsible for coordinating and supporting the long-term volunteers participating in the Pioneer Programme, as well as planning the Volunteer Centre and leading the Volunteer Incentive Programme. She also looked after all Volunteer-related web and social media activities and developed the workforce rostering.

**3 RACHEL RENSON,
VOLUNTEER MANAGEMENT INTERN**

Rachel helped to set up the Volunteer Centre and to conduct all Volunteer incentives and activities. She was also responsible for collecting statistics and developing the Work Certificates.

VOLUNTEER COMMUNITY



THE INNSBRUCK 2012 PIONEER VOLUNTEERS SUPPORTED VOLUNTEER MANAGEMENT RIGHT FROM THE VERY START.

Ten young men and women involved from October 2010, who were joined by 30 more in March 2011, received additional training sessions covering aspects such as team-building, communication and motivation in order to develop a strong sense of team spirit.

They spent hundreds of hours communicating individually with people who had applied to become Innsbruck 2012 Volunteers in order to understand their needs and learn about their qualifications. This initial interview process set the ground for the subsequent job allocation phase.

At promotional and incentive events it was the Pioneers who truly lived up to their name

by being the first to arrive and the last to leave. They helped with setting up, giving out information, communicating and building the Innsbruck 2012 Volunteer Community.

They also supported their Functional Leaders in job allocation, scheduling and rostering processes and acted as trainers at the YOG Orientation Training.

During Games-time, Pioneers worked as Venue Workforce Coordinators. As such, they were contact persons for the workforce on-site, liaised directly with Venue Management and managed teams of Volunteers in their respective Functional Areas.

Without the hard work and dedication of the Pioneers, Volunteer Management would not have survived the Games! ■

GREY EAGLES



“I WAS THERE IN 1964 AND IN 1976. NOW I AM PROUD TO HAVE BEEN PART OF THE 1ST WINTER YOUTH OLYMPIC GAMES IN 2012!”

By welcoming the Olympic Family for the third time, Innsbruck was in the privileged position of having a number of experienced Volunteers on board who completed a unique Olympic hattrick. Josef is one of these Volunteers – and there are only four others within the Innsbruck 2012 Volunteer Community who can say the same: Brigitte, Klaus, Hermann and Helmut.

Around 150 Grey Eagles supported the Games in a range of Functional Areas. The idea was not only to use the resources these older Volunteers had – everything from excellent language skills and driving experience to a professional

background in sport – but also to enable them to experience the event at first hand.

Innsbruck 2012 offered these senior Volunteers the chance to develop their skills, making it easier for them to understand their great value for society, for Innsbruck 2012 and, of course, for their respective Functional Areas.

This participatory approach allowed younger Volunteers to benefit from their colleagues’ experience, while the older Volunteers had the opportunity to work with young people from around the world, many of whom had been part of other major sporting events in their home countries. This mix of skills, generations and cultures enabled the Volunteer Community to make the Games a great success. ■

VOLUNTEERS' WORDS

"I WAS REALLY HAPPY TO LEARN THAT I HAD BEEN CHOSEN TO BE PART OF THE VOLUNTEER TEAM."

Véronique from Switzerland

"I AM VERY HAPPY TO HAVE HELPED YOU MAKE THIS GREAT EVENT A SUCCESS."

Ahmed from Tunisia

"THANK YOU FOR ALL THE NICE E-MAILS AND THE FANTASTIC ORGANISATION. IT WAS A GREAT EXPERIENCE!"

Elisabeth from Austria

"MANY THANKS FOR THE EXCELLENT COOPERATION AND ALL YOUR HARD WORK."

Markus from Austria

"CONGRATULATIONS ON THE FANTASTIC ORGANISATION AND EXCELLENT WORK. THE VOLUNTEER TEAM YOU LED IS AN EXAMPLE FOR OTHERS."

Michael from Austria

"YOU WERE GREAT!"

Max from Austria

"RESPECT! DESPITE EVERYTHING GOING ON, THE TEAM WAS VERY PERSONAL AND NOT AS 'STRESSED OUT' AS SOME EVENT MANAGERS!"

Marion from Germany

"THE TIME I SPENT IN INNSBRUCK WAS THE BEST TIME OF MY LIFE. I HAVE NEVER EXPERIENCED ANYTHING LIKE IT."

Филоненко from Russia

"IT WAS GREAT TO TAKE PART AS A VOLUNTEER."

Paul from Great Britain

"IT WAS REALLY A GREAT TIME AT INNSBRUCK 2012. I'M LOOKING FORWARD TO THE NEXT OPPORTUNITY TO BE PART OF THE OLYMPICS."

Анастасия from Russia

"IT WAS A FANTASTIC HONOUR TO HAVE THE CHANCE TO WORK WITH YOU ALL."

Philipp from Germany

"WHAT A FANTASTIC TIME!"

Regina from Austria

"THESE DAYS WERE A UNIQUE EXPERIENCE WHICH I WILL NEVER FORGET."

Eva from Austria

"IT HAS LEFT BEHIND LIFE-LONG POSITIVE MEMORIES."

Yasmin from Great Britain

"I WANT TO CONGRATULATE YOU ON DOING SUCH A FANTASTIC JOB! THANKS AGAIN FOR GIVING ME THE CHANCE TO SHARE THE GAMES WITH YOU."

Maria from Spain

"I WILL MISS YOU ALL!"

Jovin from Mauritius

FACTS & FIGURES

GENDER

779

women

578

men

1,357

total number of Volunteers

AGE

83

years, the age of the oldest Volunteer

18

years, the age of the youngest Volunteer

80%

of all Volunteers were aged 18 to 29

NATIONALITY

48%

of Volunteers were from Austria

920

Volunteers were living in Austria

1,294

Volunteers were living in Europe

TOP NATIONALITIES

59

countries represented in the Volunteer Community

16,240

kilometres air-line distance from Australia to Innsbruck (furthest distance travelled by a Volunteer)

647

Austria

266

Germany

90

Italy

62

Russia

29

France

21

USA

18

Great Britain

18

China

206

other countries

PROFESSION

66%

of Volunteers were students

26%

of Volunteers were in employment

PARTNERS

11

Volunteer Community Partners

9

Volunteer Community Partners in the tertiary education sector

FUNCTIONAL AREAS

22

Functional Areas with Volunteers during Games-time

232

Volunteers working for Sport (most in one Functional Area)

6

Volunteers working for Ticketing (fewest in one Functional Area)

100

Volunteers working for the Culture & Education Programme





EVENTS & CER





EMONIES

Events & Ceremonies was not only responsible for the Torch Relay, the Opening Ceremony, the Closing Ceremony, Medals Plaza and the Victory Ceremonies, but also worked very closely with Marketing, Venue Management and all stakeholders to deliver outstanding Games.

THE FIRST HIGHLIGHT OF ANY OLYMPIC GAMES IS THE LIGHTING OF THE TORCH AND IT'S JOURNEY TO THE HOST CITY.

As soon as the Flame has been lit in Athens, the population can feel the Olympic Spirit. The image of the Flame burning next to the Olympic Rings is the most important symbol of the Olympic Movement and stands for the start and end of the Games.

The Opening Ceremony not only marks the start of the Games but also sets the tone for the whole event. Living up to all of the clients' diverse expectations is a major challenge, and the Opening Ceremony can only be considered a success if the vast majority of the participants enjoy themselves and leave with memories for a lifetime.

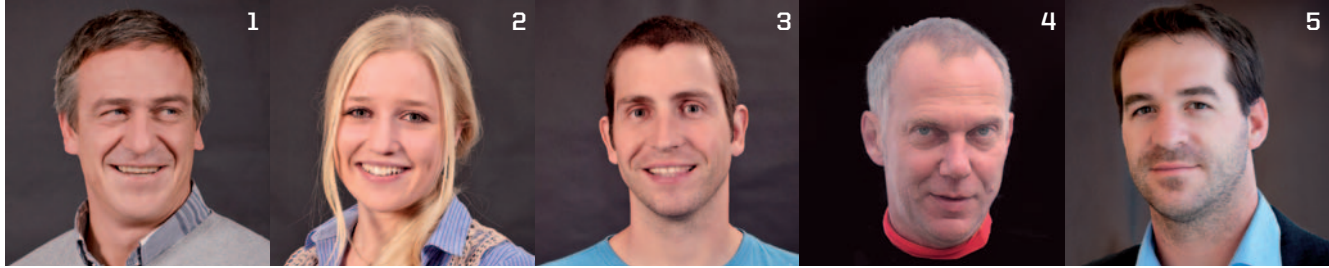
The daily Mascot Ceremonies in the Competition Venues were the chance for the winning athletes to enjoy their moment in the limelight. With so many venues and clients to coordinate, Mascot Ceremonies were complicated to organise and required a large team.

At Medals Plaza, where the medals were awarded each evening to that day's victorious athletes, things were a little simpler. The key thing here was to guarantee a perfect mixture of medal presentations and show elements.

Following these Victory Ceremonies, the Innsbruck 2012 Music Festival drew the public to Medals Plaza every evening despite the bitterly cold temperatures for a series of concerts featuring local and international artists.

The Closing Ceremony marks the end of the Games. The Olympic Flame is extinguished and the Olympic Flag is handed to the next host city. At Innsbruck 2012, the official part was kept very short, with the main focus instead being placed on the post-ceremony clubbing in Congress Innsbruck. ■

WE WERE PART OF IT!



“ Major milestones are only possible with the right team. I was able to work with brilliant people who gave absolutely everything during these long months – thank you! ”

GERHARD LANZ

1 GERHARD LANZ, HEAD OF EVENTS & CEREMONIES / HEAD OF TICKETING

Gerhard was responsible for the overall coordination of Events & Ceremonies. During the strategic and operational planning phase he concentrated on creating the concepts for the Opening Ceremony, the Closing Ceremony, Medals Plaza, the Victory Ceremonies and the Youth Olympic Torch Relay.

2 STEFANIE RAIFER, TICKETING ASSISTANT

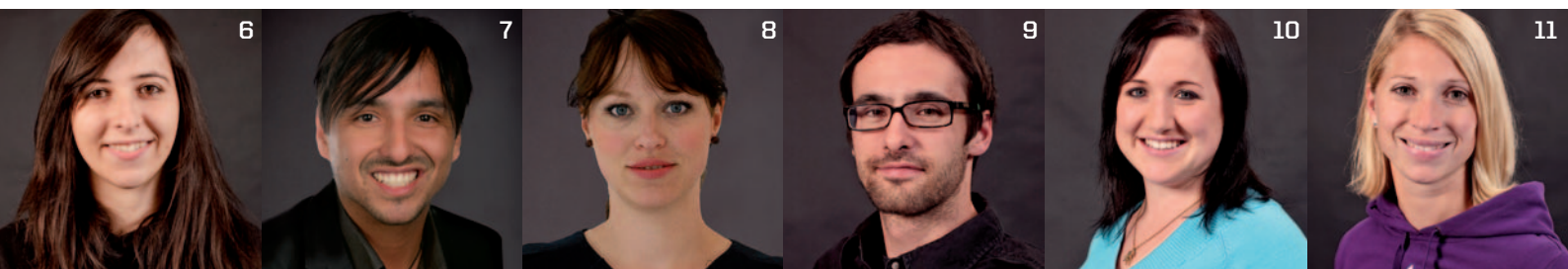
Stefanie created the ticketing concept and implemented it in close cooperation with the Ticketing Manager. She administered and distributed the tickets, handled ticket requests and liaised with the ticketing partner.

3 BERND LOHMÜLLER, VENUE MANAGER & VENUE PLANNER

Bernd was responsible for coordination between Events & Ceremonies, Operations and all technical partners. He also managed and planned the Bergisel Stadium and Medals Plaza venues.

4 FRANK LISCHKA, EVENT & CREATIVE DIRECTOR OPENING CEREMONY

Frank designed the creative concept for the Opening Ceremony, together with Gerhard Lanz, including the stage design. He also recruited all partners involved, as well as planning and executing all briefings, meetings, rehearsals and choreography.



**5 STEFAN LAIS,
VENUE MANAGER ASSISTANT**

Stefan was responsible for running Medals Plaza and coordinating the Closing Ceremony. He liaised closely with external agencies and managed 'back of house' at Medals Plaza.

**6 ANAËLLE PONCET,
VICTORY CEREMONIES MANAGER**

Anaëlle created the concepts for the Victory Ceremonies, together with the Head of Events & Ceremonies, and coordinated preparations and briefings with all parties involved. She was also responsible for the Victory Ceremonies budget.

**7 ANDREAS HEKL,
VICTORY CEREMONIES ASSISTANT**

Andreas prepared and briefed the Victory Ceremony Teams. He also coordinated all operations between Mascot Ceremonies and Victory Ceremonies.

**8 NORA RESCH,
MUSIC FESTIVAL MANAGER**

Nora was responsible for the whole music concept of the Music Festival, which took place on Medlas Plaza every day after the Victory Ceremonies. She communicated with band-booking agencies, made direct inquiries, managed the budget and booked several acts.

**9 BENEDIKT VON ULM EHRBACH,
ACCREDITATION ASSISTANT**

Benedikt collected all relevant accreditation information about staff, contractors and performers attending Innsbruck 2012. He was also responsible for liaising with Accreditation.

**10 JULIA ZRAUNIG,
ASSISTANT TO HEAD OF E&C**

Julia managed the Events & Ceremonies budget and handled accommodation needs for staff and performers. She was responsible for all booking requests before and during the Games.

**11 KATHRIN SCHÖNFELDER,
YOUTH OLYMPIC TORCH RELAY MANAGER**

Kathrin was responsible for coordinating relations between the Youth Olympic Torch Relay agency, the partners, IYOGOC and the IOC. She prepared all necessary documentation and planning material for operations related to the Youth Olympic Torch Relay.

OPENING CEREMONY



FRIDAY, 13 JANUARY 2012 IS A DAY WHICH WILL GO DOWN IN THE HISTORY OF THE YOUTH OLYMPIC MOVEMENT.

Artists, performers, athletes, coaches, officials and 11,000 spectators gathered in Bergisel Stadium to welcome the Olympic Family to Innsbruck for a third time. At exactly 18:29, the giant clock began to count down the final minute to the start of the Opening Ceremony of the 1st Winter Youth Olympic Games.

Comprising a refreshing mix of music and dance, the 98-minute ceremony featuring

numerous Olympians from throughout Austria was a bright and colourful celebration of tradition and youth culture.

Among the music acts performing at the ceremony were Johannes Steiner's Jodler, a local group mixing traditional instruments such as the harp, hammered dulcimer and accordion with more modern electric bass and guitars; yodellers Christine Polacek and Susanne Rehrl; talented East Tyrolean singer Sarah Köll, who performed the Austrian national anthem; Gregor Glanz and Manuel Stix with their hit '1964,



We Want More'; the crazy Swiss trash drummers from Bubble Beatz; the YOG Dancers; DJ Hüsesein; Austrian beatbox collective Bauchklang, who set the musical scene as the final runners of the Youth Olympic Torch Relay entered the stadium; and 14 year-old Ema Baguzaitė, aka EMA, who wrote and performed the official Innsbruck 2012 Song.

The Opening Ceremony was also the culmination of the Culture & Education Programme's YOG Dance project, which saw 70 youngsters from the local region train for months with in-

ternationally renowned hip-hop choreographer Ömar Erdogdu. Representing the more classical side of things were the dancers from the Tanzschule Polai, under the guidance of Julia Polai, who blended traditional waltzes with high-tempo rock 'n' roll as they glided effortlessly across the stage.

Finally, Mesut Onay's Urban Street Connection and the Schuhplattler D'Sonnwendler Münster, led by Tobias Hanny and Markus Nachtschatten, stole the show with their unique fusion of traditional dance and modern breakdance.

OPENING CEREMONY



Throughout the ceremony, the two youngsters Bass-T and Olympia guided the audience through the decades between 1964 and 2012, symbolising youth culture as they chatted online about videos from 1964 and 1976, including one of Franz Klammer's legendary gold-medal run in Innsbruck.

The history of Austria's success at Olympic Winter Games was then personified by the former Olympic champion himself, who lit the cauldron representing the 1976 Games. Joining him in parading the Youth Olympic Torch through

Bergisel Stadium were Olympic gold medallists Leonhard Stock (Lake Placid 1980), Patrick Ortlieb (Albertville 1992), Sigrid Wolf (Calgary 1988), Fritz Strobl (Salt Lake City 2002), Doris Neuner (Albertville 1992), Egon Zimmermann (Innsbruck 1964) and Yuna Kim (Vancouver 2010). Paul Gerstgraser, a talented young Nordic Combined athlete and participant in the 2011 European Youth Olympic Festival, was given the honour of lighting the Innsbruck 2012 Cauldron. The Olympic Flag was carried into the stadium by Edith Zimmermann-Rhomerg, Josef Feistmantl, Karl Schranz, Brigitte Habersatter-

VICTORY CEREMONIES



THE DAZZLING VICTORY CEREMONIES HELD ON MEDALS PLAZA WERE THE PERFECT CULMINATION OF EACH COMPETITION DAY.

There was, however, one exception! On 19 January, workers carrying out canal excavation work near Medals Plaza discovered an unexploded WWII bomb, leading to that evening's Victory Ceremonies being cancelled. The result was that the following day saw no fewer than 13 Victory Ceremonies held in just one evening!

Of the 63 Victory Ceremonies, 57 took place on Medals Plaza, with six being held in the respective Competition Venues on the final day of the Games. The Mascot Ceremonies, which took place in the venues directly after the conclusion of the events, also proved very popular.

Eighty hostesses in traditional costume presented the medals using 38 medal trays and seven podiums. These had been designed by pupils from the technical secondary school in nearby Imst, with all podiums built using a modular design in order to be able to adapt them to accommodate tie situations.

Up to 20 members of staff, divided into six Victory Ceremony Teams, were responsible for the smooth running of the Victory Ceremonies. An additional Standby Team was on hand to deal with delays in the Sports Schedule.

The Victory Ceremony Backup Team was used at the final of the Men's Ice Hockey event, where no fewer than 44 persons were needed to award the gold, silver and bronze medals. ■

CLOSING CEREMONY



THE 45-MINUTE CLOSING CEREMONY FOCUSED ON PROTOCOL AND LOOKING BACK ON INNSBRUCK 2012.

A 4000-strong crowd packed Medals Plaza in the heart of Innsbruck to celebrate the end of the 1st Winter Youth Olympic Games.

The main challenge was to transform Medals Plaza into a venue for the Closing Ceremony in less than 24 hours, meaning that all rehearsals, light checks, sound checks and construction work had to be carried out during the night.

Planned and directed by Paulo Pereira, the Closing Ceremony touched on ideas from the Opening Ceremony and combined protocol with reflections on the ten-day event to create a harmonious end to the 1st Winter

Youth Olympic Games. Following a firework display, the athletes and officials – flanked by Volunteers, spectators and music groups – marched to nearby Congress Innsbruck, where they celebrated the end of the Games at the official Innsbruck 2012 Clubbing. ■

YOUTH OLYMPIC TORCH RELAY



THE YOUTH OLYMPIC TORCH RELAY TOOK THE SPIRIT OF THE YOUTH OLYMPIC MOVEMENT TO COMMUNITIES ACROSS AUSTRIA.

A total of 2,012 runners covered 3,573km along a route taking in 63 stops, including all nine regional capitals as well as some of the country's most famous winter-sports resorts.

The Youth Olympic Flame was lit in the Panathinaiko Stadium in Athens on 17 December 2011, before being transported to Innsbruck in a Hercules C-130 belonging to the Austrian Armed Forces. After remaining on display in Maria-Theresien-Straße for ten days, the Youth Olympic Torch began its journey across Austria on 27 December. Exactly 2,012 national and international runners were selected to carry the Youth Olympic

Torch during its 18-day odyssey, spreading enthusiasm for the Games among the local population and inspiring spectators from across the world with their personal stories.

The first ever Winter Youth Olympic Games Torch Relay was made possible thanks to the support of the official Presenting Partners Coca-Cola and Samsung and Supporting Partner BMW.

Of the 65 towns and municipalities chosen to welcome the Youth Olympic Torch, many had to contend with some pretty challenging weather conditions, with the stops in Maria Alm and Zell am See even having to be cancelled due to impassable roads. Yet, despite some of the heaviest snowfall



seen in decades, the Youth Olympic Torch managed to defy the weather and stay on schedule for the large numbers of spectators who lined the roads to cheer on the Flame.

Accompanying the Youth Olympic Torch on its journey through Austria were numerous famous faces, including Stephan Eberharter (double Olympic champion in Alpine Skiing at the 2002 Games), triathlete Martin Falch (Austria's Disabled Sportsman of the Year 2011), Wolfgang Fasching (three-time winner of the Race Across America), Michaela Dorfmeister (double Olympic champion in Alpine Skiing at the 2002 Games), skier Claudia Lösch (Austria's Disabled Sports-woman of the Year 2010 and 2011) and Prince Nikolai of Denmark.

There were also numerous torchbearers representing our partners, such as Hannes Schmid (Raiffeisen Landesbank Tirol) and Hermann Petz (Tiroler Tageszeitung/ Moserholding), as well as prospective faces of Olympic history, such as Dmitry Chernyshenko (President of the Sochi 2014 Organising Committee).

After 18 days on the road, the finale of the inaugural Winter Youth Olympic Games Torch Relay was a truly historic event. Egon Zimmermann, Franz Klammer and young Nordic Combined athlete Paul Gerstgraser used the Youth Olympic Flame to light the cauldrons for the 1964, 1976 and 2012 Games at the Opening Ceremony in Bergisel Stadium. ■

MUSIC FESTIVAL



THE MUSIC FESTIVAL PRESENTED BY SAMSUNG ROCKED MEDALS PLAZA IN THE HEART OF INNSBRUCK.

Around 3,000 people packed Maria-Theresien-Straße every evening during Games-time to see a host of top acts take to the stage.

From Patrice's hot reggae rhythms to the unmistakable Balkan beats of Russkaja, the Music Festival welcomed internationally renowned acts to Innsbruck as part of the 1st Winter Youth Olympic Games. Among them were the Scandinavian rockers from Kaizers Orchestra, the internationally renowned duo Stereo MCs, Austrian collective SK Invitational feat. Texta, Golden Reef, Nihils, Friska Viljor and many more.

Fans of traditional music were also in for a treat during the Games, as the Wilten Boys' Choir – one of the finest in Europe – enchanted the spectators on Medals Plaza with their angelic voices. Also featuring at the Music Festival were the 18-year-old duo Jung und Frisch, who rocked the stage with accordions, violins and harps,

as well as the ladies' quartet 4Kleemusig from the Wildschönau region of Tyrol and EMA with her unforgettable performances of the official Innsbruck 2012 song, 'This is our time'.

Every evening on Medals Plaza, the Samsung Media Art Exhibition entitled 'Dream_Whitenight' displayed works by international media artists focussing on athletes and their passion for sport.

Local traditions and customs handed down through the generations were also a key part of the Music Festival. As well as traditional dancing and music, the musicians from the Allerheiligen Brass Band combined well-known classics from days gone by with more modern sounds during their performances.

With 200 outfits created using over 2km of material, pupils from Innsbruck's Ferrarischule Fashion School also put on an extravagant show as they presented 24 of the latest trends in Innsbruck's youth culture, from emos to hippies. ■

TICKETING



TICKETING WAS YET ANOTHER FIELD WHERE THE 1ST WINTER YOUTH OLYMPIC GAMES WROTE HISTORY.

Never before at Olympic Games had tickets been available to the public free of charge, with just a handling fee of €3.50 per ticket being charged. However, this approach also presented the organisers with the challenge of finding a way to make the tickets as attractive as possible and give them a 'value'.

The solution chosen was to release tickets via the Innsbruck 2012 website on just five selected promotion days: 6 October (99 days to go), 8 November (66 days to go), 11 December (33 days to go), 22 December (22 days to go) and 2 January (11 days to go). Tickets were released at 07:00 for a 24-hour period and were distributed according to the 'first-come, first-served' principle.

Two types of tickets were available: Ceremony Tickets gave access to either the Opening Ceremony in Bergisel Stadium or the Closing Ceremony at Medals Plaza, while Venue Day

Tickets gave access to all events at a specified Competition Venue on a specified day. Each person was entitled to a maximum of two tickets per day and per venue. All indoor events were ticket-only, while access to the outdoor events did not require a ticket.

Tickets also gave holders the right to use the buses, trams and night buses of the public transport network in Innsbruck free of charge from 1½ hours before the start of the event until 1½ hours after the end of the event.

Made-to-measure packages were available for international visitors to Innsbruck.

The communication strategy for the distribution of tickets was successful, and the tickets made available on each of the promotion days were snapped up within a matter of hours. By the time the Ticket Information Booth at Medals Plaza opened on 9 January to distribute any remaining tickets, 64,000 of the 80,000 tickets available for the Games had already gone. ■

FACTS & FIGURES

TICKETING

80,489

tickets issued for Innsbruck 2012

45,055

tickets for outdoor events

35,434

tickets for indoor events

VICTORY CEREMONIES / MEDALS PLAZA

63

Victory Ceremonies

56

Victory Ceremonies at Medals Plaza

7

Victory Ceremonies at Competition Venues

124

gold medals awarded

124

silver medals awarded

124

bronze medals awarded

372

mascots awarded

29

NOCs with at least one medal

13

Victory Ceremonies held on 20 January 2012

30,310

spectators at Medals Plaza

18

acts performing at the Music Festival



YOUTH OLYMPIC TORCH RELAY

2,012

torchbearers

3,572

kilometres covered

18

days

63

communities visited

340

torches produced

380

gas cartridges used

OPENING CEREMONY

10,350

tickets issued

15,000

spectators

586

performers

1:38:00

duration

4,650

athletes, officials and
partners present





INNSBRUCK 2012
YOUTH OLYMPIC GAMES



1

Swix




CULTURE & EDUCATIO





N PROGRAMME



Accompanying the sports competitions, the Culture & Education Programme represented a unique, once-in-a-lifetime opportunity for international athletes and youngsters from the local region to learn together, share experiences and celebrate the spirit and values of Olympism.

THE CULTURE & EDUCATION PROGRAMME WAS A FUNDAMENTAL COMPONENT OF THE 1ST WINTER YOUTH OLYMPIC GAMES.

Fully integrated with the competition programme in order to deliver lasting benefits and develop enthusiasm for sport among young people, it was built upon the Olympic spirit and Olympic Values of Excellence, Respect and Friendship.

"We must now adapt to meet the taste of today's young generation. For our movement, and all that it stands for, to remain relevant into the next decade and beyond, we must find ways to keep the appeal of our event, to engender the interest of young people in the thrill of sport..."

Jacques Rogge, IOC Session Guatemala City 2007

Strategic planning began in November 2009 by drafting the first CEP concept and identifying the resources required. Almost one year later, with the benefit of valuable experiences from Singapore 2010, the first CEP activities were launched as part of the Schools Programme.

During 2011 the concept was finalised, the partners were identified, the operational planning phase was launched and several CEP activities were tested at the Young Ambassador Seminar in September. Final adjustments were made during the operational readiness phase from September to December 2011.

During Games-time, the key activities were CEP operations at Congress Innsbruck. These included staging the Welcome to YOG Innsbruck 2012 Event, managing the CEP Information & Registration Desk, overseeing the CEP venue and team, coordinating operations at the 27 different activities, supporting the media and guests in Congress Innsbruck, as well as communicating with all relevant Client Groups.

Following the conclusion of the Games at the end of January 2012, CEP began the dissolution phase. This involved organising partner feedback talks, preparing the Transfer of Knowledge documents and concluding the budget. ■

WE WERE PART OF IT!



“ I would like to thank my team for their outstanding performance and support in bringing the CEP to life. ”

VERENA SPERL

1 VERENA SPERL, HEAD OF CULTURE & EDUCATION PROGRAMME

Verena created the CEP concept and coordinated CEP operations. She identified potential partners, managed the most important stakeholders, oversaw the budget and liaised with the IOC and other Functional Areas.

2 ANN-CHRISTIN STÖHR, CEP ASSISTANT

Ann-Christin was in charge of the YOG World Mile project and the overall coordination and communication with the participating school classes. During Games-time she was responsible for the CEP Information & Registration Desks.

3 MARIO PESL, CEP DEPUTY

Mario was responsible for the creation and management of the Welcome to YOG Innsbruck 2012 Event as well as the coordination of all technical and venue-related issues within the CEP.

WELCOME SESSION



**THE WELCOME TO YOG INNSBRUCK 2012
EVENT FOR ATHLETES AND TEAM
OFFICIALS TOOK PLACE ON 12 JANUARY.**

Led by two professional presenters, this 50-minute show in Congress Innsbruck featured modern live music, dance acts and YOG video animations and served as the official introduction to the 1st Winter Youth Olympic Games, giving participants the opportunity to learn about everything going

on during Games-time. As well as the Young Ambassadors, who performed a drumming act, the Athlete Role Models were also invited onto the stage to introduce themselves.

The lively show ended with a high-energy performance by the YOG Dancers, conveying a first impression of the Youth Olympic Games programme to the athletes and creating a buzz of anticipation among all participants. ■

PROGRAMMES



THE YOUTH OLYMPIC GAMES MEDIA LAB

In five different studios (Video, TV, Photography, Web and Social Media) participants were able to create and produce their own media content in small groups.

The youngsters got useful tips on how to behave in front of and behind a video or photo camera and learned how to use the internet responsibly, including which type of personal information is safe to be shared on social networks. With the support of *Acer*, all five workshops were held twice a day by teachers and students from Innsbruck Media College.

THE YOUTH OLYMPIC GAMES WORLD MILE

During the Games, the YOG World Mile showcased the unique and diverse cultures of the countries which participated in

Innsbruck 2012, breathing life into the arts and culture experience at the Village Square.

Stands hosted by pupils from Tyrol presented each of the countries attending the Games, covering the following themes:

- history and geography,
- traditions in art, sport and music,
- culture and lifestyles,
- clothing and language,
- famous personalities.

Presented by *Dow*, the YOG World Mile also served as a platform for international organisations to hold interactive workshops and exhibitions about global topics. The following organisations were represented throughout Games-time: CIFP (International Fair Play Committee), IFRC (International Federation of Red Cross and Red Crescent Societies), IOA (International Olympic Academy),



UNEP (United Nations Environment Programme), UNICEF (United Nations Children’s Fund) and WADA (World Anti-Doping Agency).

The Hope Factory took participants on an interactive tour of the Olympic Movement to find out more about the Olympic Values.

 **THE YOUTH OLYMPIC GAMES SUSTAINABILITY PROJECT**

The Sustainability Project drew attention to environmental issues and sustainability through hands-on workshops, while the Green YOY poster campaign in the Youth Olympic Village gave participants the chance to learn how to separate their waste correctly and save electricity and water. The Mountain Awareness workshops were held on the Nordkette ski resort and taught participants about the risks away from marked slopes.

 **THE YOUTH OLYMPIC GAMES ARTS PROJECT**

The five activities of the YOG Arts Project gave the participants a platform to express themselves through dance, music and modern art.

At the YOG Dance workshops participants were able to learn parts of the official YOG Dance, while visitors also had the chance to find their rhythm on the big African djembes in the drumming workshops. Genuine Tyrolean culture was also on show at the traditional “Schuhplattln” courses, with the Wall of Fame giving all visitors the chance to leave their individual message on its eight-metre-long marble surface.

Last but not least, the Tyrol Photo Shoot was a great excuse to get dressed up in traditional Tyrolean costume and take home a unique souvenir!



PROGRAMMES



THE YOUTH OLYMPIC GAMES COMPETENCE PROJECT

The Competence Project prepared participants for their lives as professional athletes. At the 'Be the Chef!' cookery courses youngsters learned to prepare healthy and nutritious meals, while the other workshops focused on topics such as how to balance school and training, the importance of diet and hydration, time management as well as life after professional sport. At the Meet the Role Model sessions Olympic champions talked about their personal experiences and answered questions.

THE OLYMPIC YOUTH FESTIVAL 2012

Having fun and meeting new people from around the world – that's what the Olympic Youth Festival 2012 was all about. The Mountain Snow & Fun camp created many new friendships through the team-building activities such

as building igloos and mini-bob races. The Sport Initiations offered fun and exercise, giving all visitors the chance to try out new sports such as climbing and ice stock sport. Every day also featured an exciting Evening Programme from 19:00 to 23:00 in Congress Innsbruck.

IOC PROGRAMMES

The Young Ambassador and the Athlete Role Model programmes endorsed by the IOC contributed decisively to the success of the CEP.

The Young Ambassadors from 33 different National Olympic Committees motivated their athletes to participate in the different CEP activities, while the Athletes Role Models shared their experiences with the young participants. Thanks to the International Federations and the IOC Athletes' Commission, 34 Athlete Role Models were involved in the CEP during Games-time. ■

SCHOOL SPORTS CHALLENGE



**THE SCHOOL SPORTS CHALLENGE
ENCOURAGED LOCAL YOUNGSTERS TO
GET ACTIVE AS PART OF THE GAMES.**

Organised in cooperation with the Tyrolean Education Authority and local sports clubs, the project started in the winter of 2010/11 by offering pupils from schools in Tyrol the opportunity to try out new winter sports under the supervision of trained experts. Special courses were also offered for teachers wanting to practise and improve their skills.

During Games-time the pupils were then invited to compete against each other in special School Sports Challenge events held in a wide range of disciplines, including ski jumping, biathlon, ice hockey, figure skating, speed skating, luge, skeleton, curling and skiing. These competitions were held at the same venues as the main Innsbruck 2012 events, albeit at different times. A huge number of

enthusiastic fans turned out in sunshine and snowfall to cheer on the 3,000 competitors from 85 local schools taking place in this unique project promoting grassroots training in the local sports scene. ■

FACTS & FIGURES

CULTURE & EDUCATION PROGRAMME

27

CEP activities

30

CEP Partners

60

local schools participated in the YOG World Mile

20

international schools participated in the YOG World Mile

14,371

YOGGER interactions (activities, contacts, documents, etc.)

33

Young Ambassadors

15

Young Reporters

34

Athlete Role Models

11,096

visits by athletes to the CEP

974

Athletes' Challenge prizes given away to athletes

3,834

visits to the CEP by members of the general public

2,002

visits to the CEP by local pupils

6

international organisations took part in the CEP (CIFP, IFRC, IOA, UNEP, UNICEF, WADA)

30

Language Service Volunteers supported the CEP

97

CEP Volunteers







MARKETING & COM





MUNICATIONS

The main objective of the Marketing & Communications department was to ensure that the 1st Winter Youth Olympic Games leave a legacy as a new media sensation which helps to strengthen the Olympic Movement and broaden its appeal to young people in the future.

THE MARKETING & COMMUNICATIONS TEAM SPREAD INFORMATION AND GENERATED ENTHUSIASM ABOUT THE GAMES.

This included creating ideas for maximisation of revenue, building the brand identity, launching promotional programmes and constantly developing new media ideas as well as securing a continuous flow of information using all communication tools.

IYOGOC Marketing & Communications consisted of two main departments in which a young and dynamic team was responsible for the following functions:

- Communications and PR,
- Publications,
- Internet & Digital Media,
- Media Operations,
- Brand Management and Look of the Games,
- Merchandising & Licensing,
- Sponsoring & Brand Protection.

Key factors included using expert knowledge and integrating the young target group into the development of programmes. This enabled new approaches and ideas

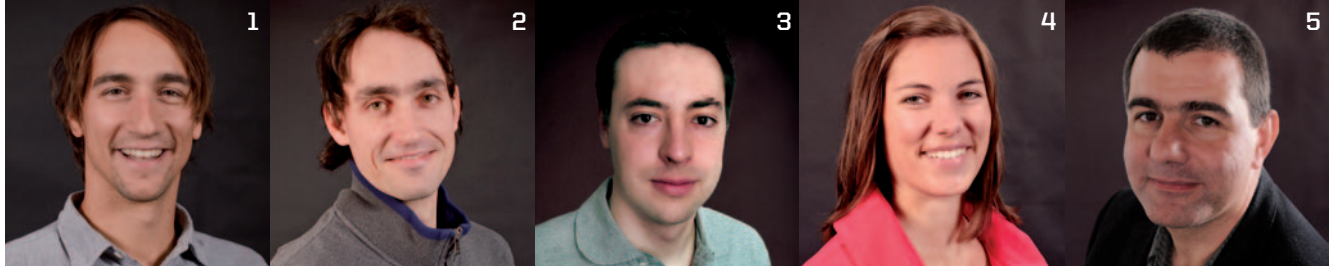
to be gained, building up to the overall success of the department and the Games.

Before Games-time, the role of the team was mainly to engage, excite and inform the local population and the world about the 1st Winter Youth Olympic Games via all existing channels and means.

One main focus, especially in Austria and the region of Tyrol, was to revive the Olympic legacy built up by the city already having hosted the Games on two occasions – in 1964 and 1976 – and create a bridge between these past Olympic Games and this new event.

During Games-time, the team was then mainly responsible for ensuring the exceptional presentation of the 1st Winter Youth Olympic Games to the audience, broadcasters and the press. This included updating the official Innsbruck 2012 website, the main communication tool, in order to keep the worldwide audience informed via tweets, posts, pictures, videos and news, while at the same time protecting the rights of all involved parties. ■

WE WERE PART OF IT!



“ It has been a great pleasure building such a strong team and developing so many new and creative initiatives in the context of the Olympic Values! ”

GEORG SPAZIER

**1 GEORG SPAZIER,
HEAD OF MARKETING & COMMUNICATIONS**

Georg was responsible for the overall coordination and planning of all marketing, communication and commercial programmes. In the planning phase, he concentrated on creating and recruiting a young and powerful team, while during Games-time he was one of the three official IYOGOC spokespersons.

**2 HARTMUT MÜLLER,
MEDIA, PR & PUBLICATIONS MANAGER**

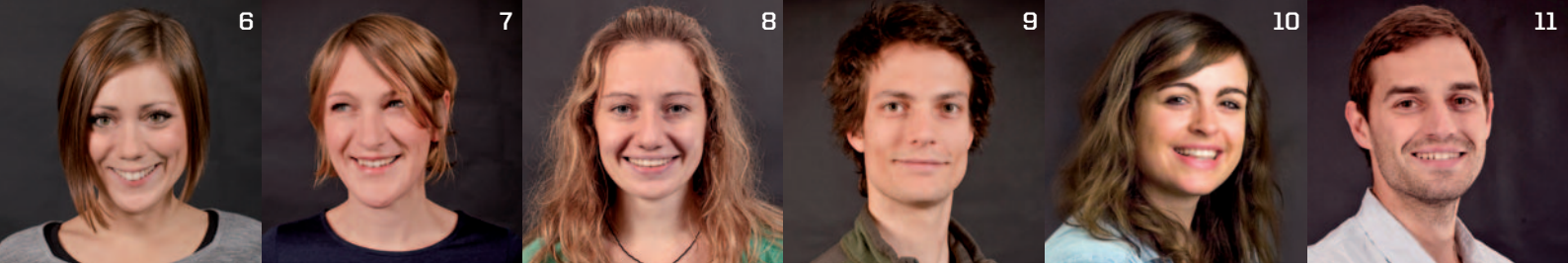
Hartmut developed the communication strategy, created concepts, wrote press releases and was in charge of public relations, publications and digital media activities. He also planned the media service, led the IYOGOC Editorial Team during Games-time and supervised the Communication Volunteers.

**3 CHRISTOPH WALTER,
EDITORIAL, MEDIA EVENT & PR MANAGER**

Christoph planned and coordinated media events and was Public Relations Editor for print and digital media. He also assumed the communication lead for the Youth Olympic Torch Relay, carried out Volunteer Training Sessions and collaborated with external partners.

**4 JULIA BAUMANN, DIGITAL
MEDIA & MARKETING ASSISTANT**

Julia was responsible for tweeting, posting and generally keeping the content on the official Innsbruck 2012 website up-to-date. She also acted as key account manager for various partners and oversaw the sponsoring and showcasing activities during Games-time.



**5 EGON THEINER,
MEDIA OPERATIONS MANAGER**

Egon was responsible for the planning and co-development of all media facilities and mixed zones. He was also in charge of training, supervising and coaching his team of Media Operations Coordinators and Volunteers. Egon was the main point of contact for the Host Broadcaster OBS and for IOC Media Operations.

**6 ANNA WENTER,
CREATIVE MANAGER**

Together with her team, Anna developed the dominant Look of the Games and corporate design and led all graphical and creative developments, in close collaboration with the Head of Marketing. Her main tasks were incorporating the Look of the Games throughout the various Functional Areas and producing a consistent visual identity.

**7 EVA LOBENWEIN,
CREATIVE ASSISTANT**

Eva developed the Look of the Games and the overall design and implemented it in all areas. She was also responsible for the further development of the mascot and the pictograms and collaborated closely with our web agency.

**8 KATHLEEN RAMSAUER,
CREATIVE ASSISTANT**

Kathleen's main tasks included developing advertising material, creating publications, working on the venue signage and providing general graphics support.

**9 JULIAN REITTER, MERCHANDISING,
LICENSING AND CITY DRESSING MANAGER**

Julian was in charge of the Look of the Games Programme, supervised the Out of Home Advertising Programme and closely co-developed the Innsbruck 2012 Merchandising and Licensing Programme.

**10 PIA PAYER, MERCHANDISING
AND MARKETING ASSISTANT**

Pia assumed responsibility for the final implementation of the merchandising programme, in particular the coordination with our distribution partner and the development of the Volunteer team. She also assisted with the promotional and organisational efforts before and during the Games.

**11 SANDY FRANZ, BRAND PROTECTION
MANAGER AND MARKETING ASSISTANT**

Sandy initiated and led the Youth Olympic Street Team and was responsible for multiple promotion events in the run-up to the Games. He was key account manager to various IOC TOP Partners and led the Brand Protection Volunteer team.

COMMUNICATIONS



COMMUNICATIONS WAS AS AN IMPORTANT CROSS-FUNCTIONAL INTERFACE AT THE 1ST WINTER YOUTH OLYMPIC GAMES.

Themes such as sport, culture, education and sustainability were promoted via media channels in order to generate as much public interest as possible. A main axis of this strategy was to maximise the presence of the Games in the local media, including via a strong cooperation with the number one regional newspaper, which covers around 80% of the market.

This action was backed up by PR measures such as press conferences and media events aimed at securing coverage in national print media as well as international attention using the IOC's diverse communication channels.

The main focus was placed on social media, primarily Facebook, Twitter, Flickr and YouTube, as well as the main communication channel, www.innsbruck2012.com, which gave the core target audience of persons aged 12 to 29 easy access to key information.

During the run-up to the Games, IYOGOC produced 23 publications in one or more of the official Games languages – English, French and German. The main challenge was to make the production process as efficient as possible.

In close cooperation with all Functional Areas, Communications also focused on maintaining a strong corporate identity by using the Innsbruck 2012 corporate design and wording consistently in all online and offline communication in order to strengthen recognisability and ensure the long-term success of the Innsbruck 2012 brand.

Together with the IOC, IYOGOC introduced the Youth Information Service (YIS). This service gave media around the world access to ready-to-use texts, still images and videos of the Games. All information could be found on a dedicated section of www.innsbruck2012.com, which became the official source of Innsbruck 2012 information during Games-time. Furthermore, the Young Reporters Programme was featured with daily content. ■

MEDIA OPERATIONS



MEDIA OPERATIONS WAS RESPONSIBLE FOR PROVIDING THE BEST POSSIBLE WORKING CONDITIONS FOR MEDIA REPRESENTATIVES.

This included all services in the Main Media Centre, the Press Areas, the mixed zones and the Press Stands in the individual venues for the approximately 1,000 accredited media representatives attending the Games.

Preparation work had already begun at venue-level by the time the final layouts were confirmed for the Competition Venues. The most important tasks included establishing the ideal size and positioning of the Press Areas as well as the location and integration of the mixed zones. All operative policies and procedures, as well as the entire Media Operations event structure, were also presented to the various commissions, supervisory authorities and the Chefs de Mission. The Media Guide was published in December 2011 and received a positive response from journalists.

As the Games approached, staffing became an increasingly important issue, with around

40 Volunteers selected to work for Media Operations during Games-time. By choosing young applicants with media experience and allocating these Volunteers in a careful and efficient way, the Media Operations team was able to rely on the support of an excellent team throughout the event.

There were no major problems during the Games, and the feedback received from media representatives about the services provided in the Press Areas was very positive. This was also the case regarding the mixed zones, photo positions and Official Results Service. Host Broadcaster OBS was also very happy with the level of service provided.

The official press conferences in Congress Innsbruck, as well as all other activities undertaken by the Communications team with the support of Media Operations, went smoothly. ■

BRAND MANAGEMENT



**BRAND MANAGEMENT DEVELOPED,
MANAGED AND PROTECTED A STRONG
IDENTITY FOR INNSBRUCK 2012.**

As host of the inaugural Winter Youth Olympic Games, IYOGOC wanted to set a benchmark for future Winter Youth Olympic Games.

Managing the Innsbruck 2012 brand and slogan was not only about developing and implementing it, but also about making sure that everyone in IYOGOC and all internal and external partners shared the same idea, spirit and enthusiasm for a youth-oriented event.

The colourful design was the main graphic element of the Innsbruck 2012 corporate design and was composed of thousands of individual pixels. In order to see the whole picture of the Innsbruck 2012 Winter Youth Olympic Games, all the individual elements had to be put together – and every single pixel counted! However, the most important thing was not

only ‘taking part’ but very much ‘being part of it’. Everyone could do their bit to contribute to Innsbruck 2012 – through Facebook or Twitter, videos or blogs, or direct involvement in the organisation of the Games; as a spectator, an athlete, a volunteer, a pupil or a team member; as a partner, sponsor or federation. The Games were only a success thanks to the efforts of every single person. All this was visualised in the testimonial campaign where many ambassadors from a wide range of different fields (sport, politics, culture, etc.) were invited to lend their faces to the 1st Winter Youth Olympic Games and state their own reasons for being part of the event, sparking enthusiasm and creating a warm welcome to all international audiences and guests.

Finally, as the characteristic ‘pixel look’ took over the city and the venues, we were proud to see Innsbruck, Seefeld and Kühtai shining in our Look of the Games. ■

MERCHANDISING & LICENSING



MERCHANDISING & LICENSING DEVELOPED AND IMPLEMENTED THE INNSBRUCK 2012 LICENSING STRATEGY.

The aim was to protect the core brand values of Innsbruck 2012 with a lean but clean merchandising line, affordable for the young audience yet appealing enough to attract all age groups and optimise revenue.

Merchandise was carefully designed by the marketing team and included T-shirts, jackets, longsleeves, beanies, scarves, bandanas, coffee mugs, several pins and the iconic cuddly mascot, Yoggi. We were happy to find a regional partner, the Tirol Shop in the heart of Innsbruck, willing to cooperate with us in distributing the items. Before and during Games-time, the main tasks included setting up merchandising booths and running on-site venue sales.

Due to the very limited time frame and the great uncertainty concerning public demand, it

was not possible to set up an own numismatic or philatelic programme. Therefore, the Austrian Mint, our official supplier, provided us with a commemorative coin, which was part of the merchandising programme.

In the run-up to the Games, IYOGOC also produced a limited edition of personalised stamps and set up an exhibition showing stamps from all the past Olympic Games. ■

SPONSORSHIP



THE INNSBRUCK 2012 SPONSORING PROGRAMME WAS SUCCESSFUL IN A RANGE OF DIFFERENT FIELDS.

As well as the eleven IOC TOP Partners, the Organising Committee was able to win the support of 18 National Partners. These were divided into four different categories: National Premium Partner, Official Sponsor, Official Supplier and Supporter. Each of these categories provided access to a defined package of marketing rights and services. Innsbruck 2012 also had three Tourism Partners and five Institutional Partners. All of the Innsbruck 2012 Partners supported the successful implementation of the 1st Winter Youth Olympic Games with their products, services, financial support and know-how.

Olympic sponsoring offers companies a unique marketing platform. This is by no means limited to the positioning of a logo during the event itself; instead, it involves integrating the partner into the development process and building up relationships with the different Functional Areas long before the start of the Games. This holistic approach brought with it several challenges linked to the small Austrian market, a lack of reference values, the unknown quantity of a new product and the difficult economic climate.

Despite these challenges, we succeeded in clearly exceeding the sponsoring goal of the Games Foundation Plan. Furthermore, the activation measures carried out at regional and national level by the Innsbruck

2012 sponsors were themselves worth an additional seven-figure sum and significantly helped raise the event's profile.

In order to ensure the success of the Innsbruck 2012 Sponsoring Programme, it was essential to follow a dynamic approach while adhering to the brand-protection rules.

In order to do so, special concepts such as Signature Properties, the Out of Home Advertising Programme and Media Packages were created. Showcasing Opportunities were also offered in the heart of Innsbruck. As part of the Signature Properties, the partner's brand was linked as closely as possible to the respective marketing measures.

The Presenting Partners of the Signature Properties included:

- Coca Cola: Youth Olympic Torch Relay,
- Acer: YOG Media Lab,
- Dow Chemical: YOG World Mile,
- Samsung: Youth Olympic Torch Relay, Innsbruck 2012 Music Festival Ski Jump Giants (Mobile Game).

In order to support partners' communication measures, a special Sponsor Recognition Programme was created and adapted to suit each partner's individual needs.

It was based on the following three pillars:

- online (website, social media, newsletters),
- media (print media and publications),
- external advertising and events. ■

BRAND PROTECTION



THE BRAND PROTECTION TEAM GUARANTEED THE RIGHTS OF OFFICIAL SPONSORS, LICENSEES AND GOVERNMENT PARTNERS.

These partners had made significant investments to ensure the successful staging of the Games. In return, they were granted rights to use the Innsbruck 2012 marks and images that make the Olympics a much-sought-after marketing platform.

Brand Protection played an important role in monitoring internal and external communication to ensure proper and consistent use of our unique brand identity, the Olympic images and the trademarks.

The implementation of an effective brand protection plan was a key function and responsibility of the Organising Committee to ensure protection of the intellectual property assets of the Olympic Movement and the exclusive commercial and contractual rights of the marketing partners. At the same time, every single member of the IYOGOC workforce was trained to play an important role in the implementation and execution of brand protection during the Games.

Innsbruck, as the host city, and IYOGOC had a duty to prevent ambush marketing at the Games, since only the Official Partners have the right to be associated with the Olympic brand. Ambush marketing includes intentional as well as unintentional attempts to create an unauthorised commercial association with the Games.

In this context, a special focus was placed on educating other Functional Areas, external partners, stakeholders and the general public.

Furthermore, it was ensured that Innsbruck 2012 venues complied with the IYOGOC Clean Venue Policy and Rule 50 of the Olympic Charter. This states that no form of publicity or propaganda, commercial or otherwise, may appear on persons, sportswear or accessories, except for the identification of the manufacturer of the article or equipment concerned. Rule 50 was enforced in close co-operation between International Federations, IYOGOC Sport and the IOC.

Finally, combatting counterfeit merchandise and trade was an essential part of Brand Protection's work. Counterfeit products and services would have undermined the value of the Games' official goods and services and jeopardised the contractual relations with the marketing partners. Therefore, Brand Protection also needed to ensure that there was no counterfeit trade in order to safeguard the interests of the partners and general public. ■

FACTS & FIGURES

SPONSORING

11

IOC Top Partners

18

Domestic Marketing Partners

5

Institutional Partners

MEDIA OPERATIONS

900

international journalists

20

entitled broadcasters

3

Games-time press conferences

COMMUNICATIONS

26,500

Facebook fans

511

postings since August 2011

8,000,000

contacts via IOC channels

1,200,000

YouTube views

18,000

articles during Games-time

7,800

photos on Flickr

4,700,000

visits to innsbruck2012.com

110,000

spectators

23

publications

MERCHANDISING

50,000

items of merchandise sold

2,012

commemorative coins

100%

items of merchandise sold

LOOK OF THE GAMES

13,000

square metres of fleece material

6,500

square metres of PVC banners

500

square metres of flag material

BRAND PROTECTION

500

roles of tape

70,000

cable ties

2

number of infringements









INSBRUCK
OLYMPIC RINGS
DNA
YO

PROTEST
3000 Series



INTERNATIONAL CL





IENT SERVICES

International Client Services was responsible for managing all services provided for international visitors and local dignitaries in the run-up to and during Games-time.

INTERNATIONAL CLIENT SERVICES WAS ONE OF THE CENTRAL FUNCTIONAL AREAS OF THE INNSBRUCK 2012 ORGANISING COMMITTEE.

The operation of this department was multi-faceted, requiring not only a detailed understanding of the needs of each Client Group, but also a profound understanding of the Functional Areas within the Organising Committee.

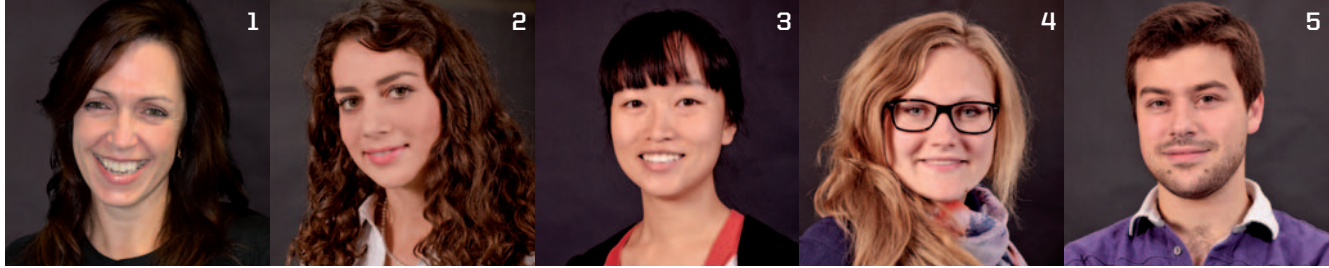
Each section of International Client Services focussed on internal and external operational needs, acquiring knowledge from both sides during the planning stages and developing and tailoring the services to meet the expectations of each Client Group.

The staff worked closely together, liaising regularly in head-to-head and cross-functional meetings. This ensured that information was circulated and made it possible to standardise levels of service.

The close interaction of the Functional Areas and the Client Champions contributed to an excellent team spirit within IYOGOC and excellent working partnerships with external bodies such as NOCs.

NOC Services handled all the team-related and NOC matters, while IOC Services and Protocol was responsible for managing administration issues for the members of the Olympic Family such as IOC Members, future Organising Committees of Olympic Games (OCOGs), VIPs and dignitaries. In addition to looking after the Olympic Family, Protocol was also in charge of the meet and greet service and seating arrangements. ■

WE WERE PART OF IT!



“ With the support of my excellent team it was a pleasure to work towards our goals and make a success of this first edition of the Winter Youth Olympic Games. ”

ROSIE PILI

**1 ROSIE PILI,
HEAD OF INTERNATIONAL CLIENT SERVICES**

Rosie managed all of the services provided for international visitors and local dignitaries. Her work was multi-faceted, requiring not only a detailed understanding of clients' needs but also a close-knit collaboration with all other Functional Areas.

**2 JULIA HOCH,
NOC COORDINATOR**

Julia worked as an NOC Coordinator, providing assistance to her group of NOCs. She was also responsible for training and managing the NOC Volunteers in preparation for their Games-time duties.

**3 XUAN MING NG,
NOC COORDINATOR**

Xuan Ming worked as an NOC Coordinator, supporting her group of NOCs. Her additional responsibilities included publications and the organisation of the NOC Help Desks.

**4 ILVA CIEMITE,
NOC COORDINATOR**

Ilva worked as an NOC Coordinator, supporting her group of NOCs. She also worked on the NOC accommodation allocation and managed the NOC Business Centre during Games-time.



**5 HUGO HUET,
NOC COORDINATOR**

Hugo worked as NOC Coordinator, supporting six NOCs from the Delegation Registration Process through to the end of Games-time. Hugo was responsible for managing the distribution of all Welcome Packs to teams as they arrived.

**6 LARA SCHROEDER,
NOC SERVICES INTERN**

Lara worked as NOC Coordinator, providing support to five NOCs. Her main responsibility during Games-time was the scheduling of NOC Team Assistants and providing them with daily briefings. She also provided support at the NOC Help Desk.

**KAREN MYERS,
YOY WELCOME CENTRE MANAGER**

Karen was responsible for the day-to-day management of the YOY Welcome Centre and handled NOC check-in and the distribution of accreditation to NOCs on team arrival. She also coordinated NOC participation in the Opening and Closing Ceremony, as well as their departure from the Youth Olympic Village.

NOC RELATIONS & SERVICES



**NOC RELATIONS & SERVICES WAS
A CORE SERVICE OF THE
1ST WINTER YOUTH OLYMPIC GAMES.**

It acted as the linking pin between the IYOGOC Functional Areas and the National Olympic Committees. NOC Services built the communication platform which explained the internal organisation of IYOGOC to the NOCs through detailed understanding of the operational planning, but also defended and supported the interests of the NOCs during the planning phases of each Functional Area.

Their work ensured that NOCs received the best possible service during the Games.

Strategic and operational planning commenced in July 2010 after the completion of the Games Foundation Plan. This involved identifying the resources required for the department's operations and developing staffing and budget plans. By January 2011, the operational phase was underway. This period lasted until autumn 2011, when the team became operational, coinciding with the Chefs de



Mission Seminar in September 2011. Final adjustments were made during the period between September and December 2011.

During Games-time the key activities were the operations of the NOC Centre in the Youth Olympic Village, which worked throughout the Games in order to provide assistance, solve issues and maintain a smooth working relationship with NOCs. This included running the YOY Welcome Centre, NOC Business Centre and Help Desks, planning and

implementing arrival and departure operations, and running the YOY General Store. NOC Services & Relations was also responsible for the logistical organisation of the team transfers to and from the Opening Ceremony, Closing Ceremony and Victory Ceremonies.

Following the conclusion of the Games, NOC Services began the dissolution phase. This involved preparing the Official Report and Transfer of Knowledge documents and finalising relations with the NOCs. ■

IOC SERVICES & PROTOCOL



IOC SERVICES & PROTOCOL ENSURED THAT THE NEEDS OF THE IOC AND DIGNITARIES WERE MET AT ALL TIMES.

This included managing all services and communication for the IOC and handling protocol issues. The goal was to ensure that IYOGOC and partners understood and observed the Olympic Protocol within the Youth Olympic Games environment.

This Functional Area was divided into the following sections:

- Arrival & Departure Service
- International/Domestic Dignitary Programme,
- Meetings and Events,
- Information Service,
- Olympic Family Hotel Venue Management,

- Ceremonies Protocol,
- Flag Protocol,
- Games Protocol,
- Protocol Coordination Centre,
- Venue Protocol.

The Olympic Family Client Groups consist of a wide spectrum of individuals and organisations. These include IOC Members, dignitaries, VIPs and representatives from future Organising Committees of Olympic Games and Candidate Cities. Other members of the Olympic Family include NOCs, International Federations, media representatives and sponsors. In order to deliver excellent levels of service, IOC Services had to work effectively with all the internal departments and relevant external organisations.



IOC Services & Protocol was divided into two workstreams: IOC Services/Olympic Family Services, and Protocol.

IOC Services/Olympic Family Services coordinated the attendance of the Olympic Family at the 1st Winter Youth Olympic Games, the planning and management of the Olympic Family hotels as well as planning and execution of IOC-related meetings and events during the years leading up to the 1st Winter Youth Olympic Games.

Protocol was responsible for assisting Olympic Family members and VIPs with matters such as meet and greet at arrivals and departures, accommodation allocation, seating arrangements, administrative

assistance, official and unofficial functions and tours, the accompanying person programme, etc.

It also provided protocol assistance at the Opening Ceremony, Closing Ceremony and Victory Ceremonies, as well as advising on all matters of protocol relevant to the Innsbruck 2012 Games, e.g. Flag Protocol. ■



FACTS & FIGURES

NATIONAL OLYMPIC COMMITTEES

66

NOCs attended the Chefs de Mission Seminar (September 2011)

69

NOCs attended the Games

NOC SERVICES TEAM

5

members of core staff

2

interns

208

Volunteers

40

countries represented in the ICS Volunteer team

PUBLICATIONS

5

NOC Newsletters produced in the run-up to the Games

20

official IYOGOC publications supplied to NOCs

2

languages all official publications available in (English and French)

NOC SERVICES

892

NOC Guest Passes distributed

70

bookings of NOC Meeting Rooms

650

inquiries at NOC Help Desk

IOC SERVICES & PROTOCOL

105

IOC Members

551

protocol flags produced

1,405

accredited guests

7

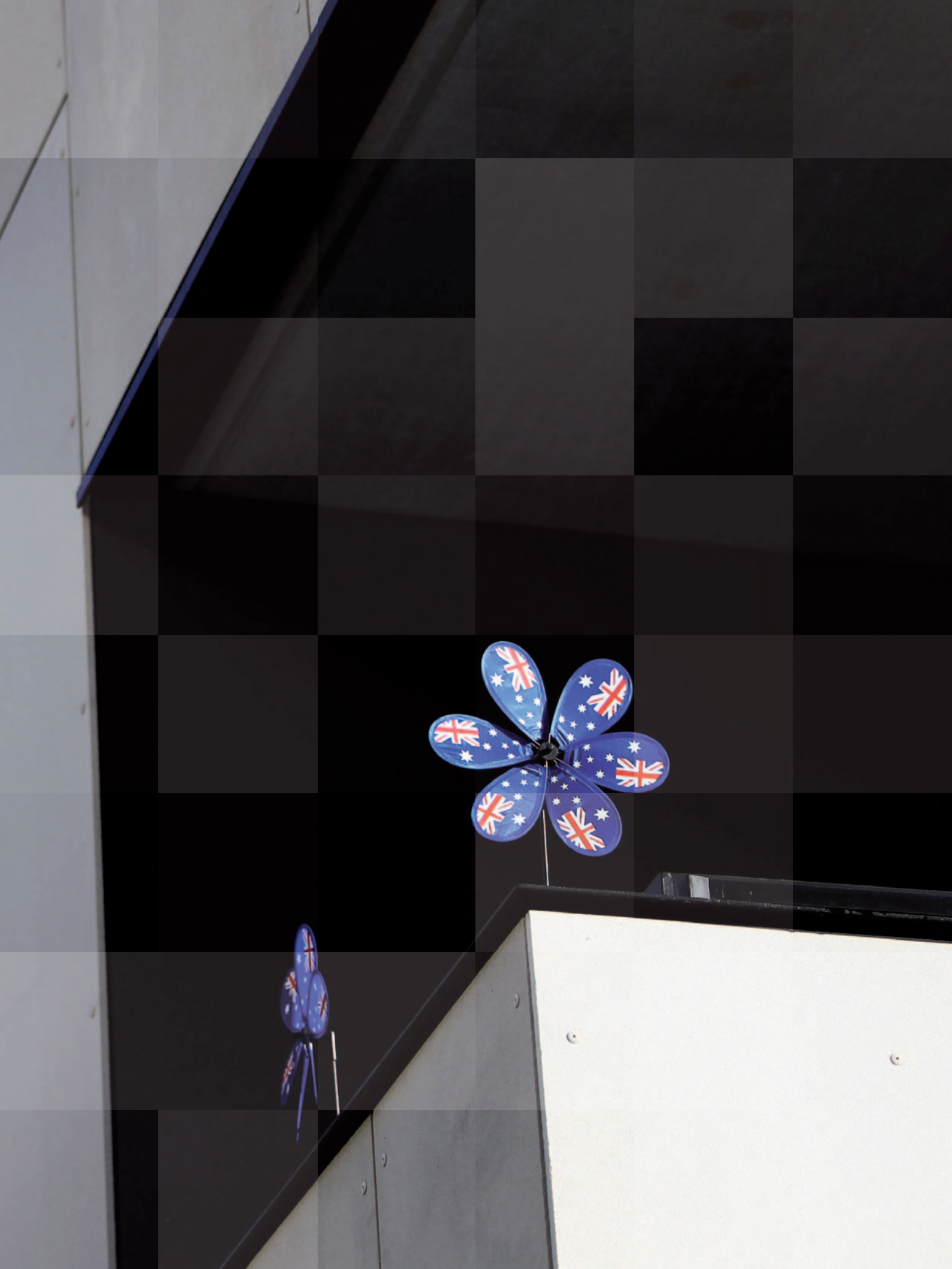
guest areas

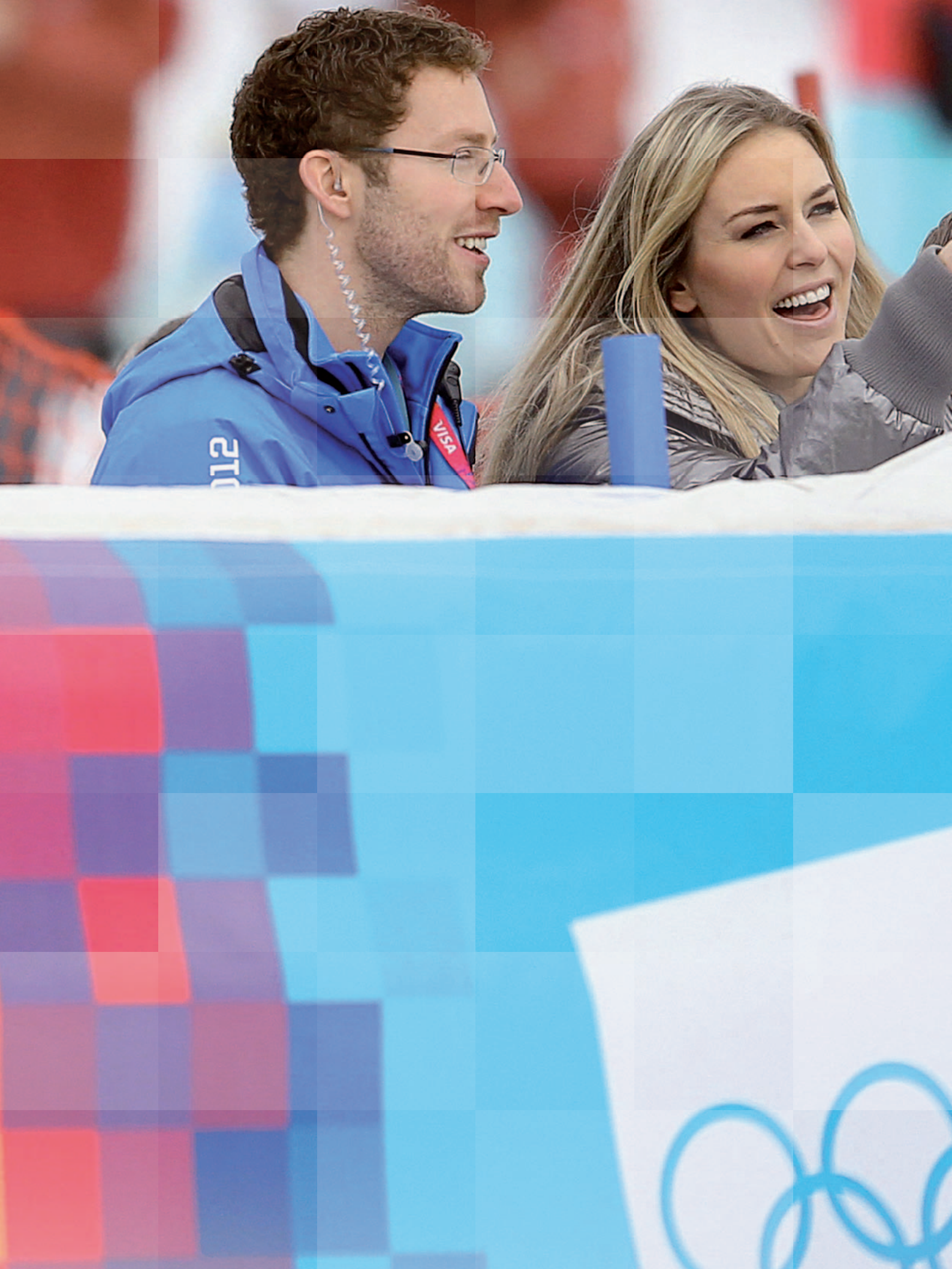
12

guest areas

67

members of ISP team









VENUES

The primary responsibility of Venue Management was to deliver and manage the venues in a safe and responsible manner, respecting the requirements of IYOGOC and the IOC. Furthermore, Venue Management had to ensure that all Innsbruck 2012 activities took place in accordance with the approved Sports and Event Schedule and the agreed levels of service for each Client Group.

ANOTHER TASK OF VENUE MANAGEMENT WAS TO BUILD AND MANAGE TEAMS IN EACH OF THE INNSBRUCK 2012 VENUES.

These comprised representatives of IYOGOC Functional Areas, external contractors and partners. In this context, it was important to develop and manage relationships with the venue owners and local authorities.

The Venue Managers had ultimate responsibility for the health, safety and welfare of all occupants in the venues. They also had to lead their venue teams in order to ensure that cooperative and positive working relationships were maintained, while working in very close collaboration with the Competition Managers and IYOGOC. Finally, Venue Managers fulfilled the needs of the Clients Groups by working closely with the IYOGOC Client Champions.

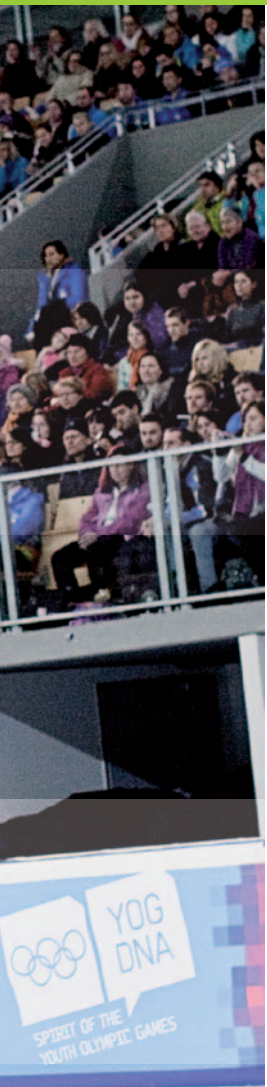
The Venue Managers were the operational link to the relevant authorities for the deployment of safety, security and emergency services. They also ensured that the necessary checks and inspections were carried out in accordance with the Venue Agreement and the IYOGOC requirements. They served as a point of

contact and liaison to the venue owners and local authorities and took decisions on venue-related issues in cases where agreement could not be reached within the venue teams.

The Venue Managers compiled daily reports to the Main Operations Centre on behalf of the venue teams, as well as establishing and managing internal communication systems in the venues to ensure that information flowed efficiently between team members.

Of course, the overall success of Venue Management could not have been secured without the overwhelming support of the Austrian Armed Forces. Due to heavy snowfall just before the start of the Games, their help was vital in getting all venues fully operational, particularly in the following areas:

- snow removal,
- bump-in and bump-out of the Youth Olympic Village,
- venue installation,
- Look of the Games set-up,
- Field of Play preparation,
- general support for Events & Ceremonies. ■



WE WERE PART OF IT!



“ It was an honour for me to work with this perfect team and to use their skills and local knowledge to make these Games happen! ”

MIKE HÖHSL

**1 MIKE HÖHSL,
DEPUTY COO/HEAD OF VENUE MANAGEMENT**

As Head of Venue Management, Mike was responsible for strategic and operative planning as well as all negotiations with venue owners. In close cooperation with his team and other Functional Areas, he established venue plans and run sheets corresponding to the agreed level of service.

**2 MATTHIAS STEINWENDER,
ASSISTANT HEAD OF VENUE MANAGEMENT**

Matthias joined the team in February 2011 and became the Head of Venue Management's right-hand man. His areas of responsibility included negotiating with contractors and venue owners, developing client flows and creating signage for all the venues.

**3 JOHANNES MITTERDORFER,
ASSISTANT HEAD OF VENUE MANAGEMENT**

In close cooperation with the Head of Venue Management, Johannes was responsible for drawing and regularly updating all venue plans. His extensive knowledge of CAD enabled Venue Management to meet the demands of the different Functional Areas.

**4 THOMAS NOCK,
ASSISTANT HEAD OF VENUE MANAGEMENT**

Thomas was Assistant Head of Venue Management and acted as Venue Manager for Olympiaworld Innsbruck during Games-time. In the run-up to the Games he was in charge of development planning, with his responsibilities ranging from meeting venue-specific requirements and negotiating contracts with suppliers to reporting and controlling during the operational period.



5 CLAUDIUS MAYRHOFFER,
CAD PLANNING VENUES

Following his internship with the Organising Committee, Claus became a full-time member of Venue Management and was responsible for the CAD planning of the Youth Olympic Village. His work made it possible to implement the development planning for 'Austria's biggest hotel'. During Games-time he acted as Deputy Venue Manager for Olympiaworld Innsbruck.

VENUE MANAGERS

Following the project planning phase, the challenge was to implement operations at venue-level while incorporating the demands and requirements of all 39 Functional Areas. It was thanks to the hard work and dedication of our Venue Managers that we were able to provide a high level of service and smooth operations at each and every one of the Innsbruck 2012 venues.

6 GÜNTHER GRUNDBICHLER

Venue Manager Patscherkofel/
Olympic Sliding Centre Innsbruck

7 FRANZ RIEGER

Venue Manager Seefeld Arena

8 HERWIG SCHREILECHNER

Venue Manager Kühtai

9 OLIVER EBNER

Venue Manager Innsbruck Exhibition Centre

10 BERND LOHMÜLLER

Venue Manager Bergisel Stadium/Medals Plaza

11 ELISABETH SÖLLNER

Venue Manager Congress Innsbruck

12 CHRISTOPH MÜLLER

Venue Manager Youth Olympic Village

OFFICIAL VENUES



OLYMPIAWORLD INNSBRUCK

The ice rinks set the scene for the Ice Hockey, Figure Skating and Short Track Speed Skating events, while the Olympic Speed Skating Oval became an open-air stage for the spectacular Speed Skating competition. The Main Media Centre was the perfect workplace for journalists from around the globe.

OLYMPIC SLIDING CENTRE INNSBRUCK

The ice track in the village of Igls, just outside Innsbruck, is known for hosting high-level competitions every year and offered the ideal conditions for the Luge, Bobsleigh and Skeleton events.

PATSCHERKOFEL

After slight adaptations prior to the Games to create a single finishing area, Innsbruck's Olympic mountain welcomed the Alpine Skiing events.

INNSBRUCK EXHIBITION CENTRE

Curling fans experienced exiting competitions at Innsbruck Exhibition Centre, which also housed the Main Operations Centre and Main Accreditation Centre and was the meeting point and catering facility for the 1,357 Volunteers.

BERGISEL STADIUM

In line with its rich Olympic heritage, Bergisel Stadium became the first venue in the world to welcome the Olympic Family for a third time as it hosted the Opening Ceremony.

MEDALS PLAZA

Daily Victory Ceremonies, the Music Festival and the final highlight of the Youth Olympic Games, the Closing Ceremony, were held at Medals Plaza in Maria-Theresien-Straße.



YOUTH OLYMPIC VILLAGE

Thirteen brand-new residential buildings – constructed using passive-house technology, and with a capacity of over 1,500 beds – provided the ideal environment for the athletes and coaches to relax and enjoy their stay at the Games.

CONGRESS INNSBRUCK

One of the world's best congress centres hosted the Culture & Education Programme. Congress Innsbruck was also the location of the Dining Hall and Village Square and held the Welcome to YOG Innsbruck 2012 Event and the Innsbruck 2012 Clubbing.

NORDKETTE INNSBRUCK

The spectacular scenery of the Nordkette mountain range was the ideal backdrop for the exciting outdoor activities of the Culture & Education Programme.

SEEFELD ARENA

With its 279km of cross-country skiing trails, two new ski jumps and a state-of-the-art biathlon facility, Seefeld Arena was the perfect venue for the Biathlon, Cross-Country Skiing, Nordic Combined and Ski Jumping events.

KÜHTAI

Situated at over 2,000m above sea level and equipped with excellent snow-making facilities, Kühtai guaranteed perfect snow conditions for the Freestyle Skiing and Snowboarding events. Thanks to its newly built permanent halfpipe, slopestyle and ski-cross facilities, Kühtai is now set to become one of Europe's top centres for freestyle competitions and training. ■

FACTS & FIGURES

VENUES

6

Competition Venues

3

training facilities

2

Culture & Education Venues

2

Ceremonies Venues

1

Youth Olympic Village
(Residential Zone 1, 2 and 3)

15,609

seats – maximum capacity
of all Competition Venues

19,000

seats – maximum capacity
of all Ceremonies Venues

110,000

spectators throughout
all venues and events

955

signs installed

20,000

metres of fencing

30,000

metres of high-voltage cables

25

forklift trucks

10

snowmobiles

6

quad bikes

4,040

litres of oil used on the busiest day
in the YOYV (20 January 2012)

220

containers

9,000

kg gritting salt



INNSBRUCK 2012

ICE HOCKEY - MEN
SHOTS ON GOAL

	1	2	3	TOT
RUS	7	3	0	10
USA	9	9	0	18

14:04

	1	2	3	TOT
RUS	2	3	0	5
USA	0	0	0	0







OPERATIONS &



TECHNOLOGY

Operations & Technology was responsible for delivering all necessary infrastructure and high-quality services to the different Innsbruck 2012 Client Groups. The main goal was to ensure smooth operational processes before and during the Games.

OPERATIONS & TECHNOLOGY WAS THE CENTRAL AND MOST COMPLEX DIVISION WITHIN IYOGOC.

It encompassed 15 Functional Areas:

- Accommodation,
- Accreditation,
- City Operations,
- Cleaning, Waste and Snow Removal,
- Event Services,
- Food & Beverage Services,
- General Infrastructure,
- Logistics,
- Medical Services,
- Official Travel Agency,
- Security,
- Technology,
- Transport,
- YOY Development,
- YOY Management.

The largest section of the Innsbruck 2012 budget was allocated to the Operations & Technology department, as most of the procurements and Games-time services were managed by this department.

Led by a small and experienced team with one Head, four Function Managers and four Function Coordinators, Operations & Technology ensured the success of the 1st Winter Youth Olympic Games through strong collaboration with over 1,000 contractors.

Consulting the local authorities at a very early stage and working with local contractors made it easier to implement the overall concept and guaranteed the use of existing know-how.

During the run-up to the Games, the Official Travel Agency played a key role in coordinating travel arrangements to and from Innsbruck for the 69 National Olympic Committees participating in Innsbruck 2012.

By finding the right balance between adapting existing facilities and constructing new ones, IYOGOC demonstrated that high-quality Games can be delivered on a small budget. Operations & Technology has shown that the Youth Olympic Games will lead Organising Committees to find new ways of organising and preparing services and installations. ■

WE WERE PART OF IT!



“ One team, one goal – we have written history. I take my hat off to my team for their fantastic work. ”

PHILIPP GROBORSCH

1 PHILIPP GROBORSCH, HEAD OF OPERATIONS & TECHNOLOGY

Philipp headed the largest IYOGOC department, whose tasks included the planning, preparation and operational implementation of 15 Functional Areas. Team spirit was a key element which allowed the small team to achieve an excellent level of service on limited budget resources.

2 ALFONS HARGASSNER, TRANSPORT & LOGISTICS MANAGER

In close cooperation with his team, partners and the local authorities, Alfons set up the overall transport and logistics systems for Innsbruck 2012.

3 BENNO STEGER, FOOD & BEVERAGE MANAGER / ASSISTANT TO THE HEAD

Benno was in charge of the overall management of Food & Beverage Services, including negotiating all contracts, defining the level of service and coordinating operations. He was also responsible for daily business, contract management and invoice management.

4 JUDITH STEINER, ACCREDITATION AND ACCOMMODATION MANAGER

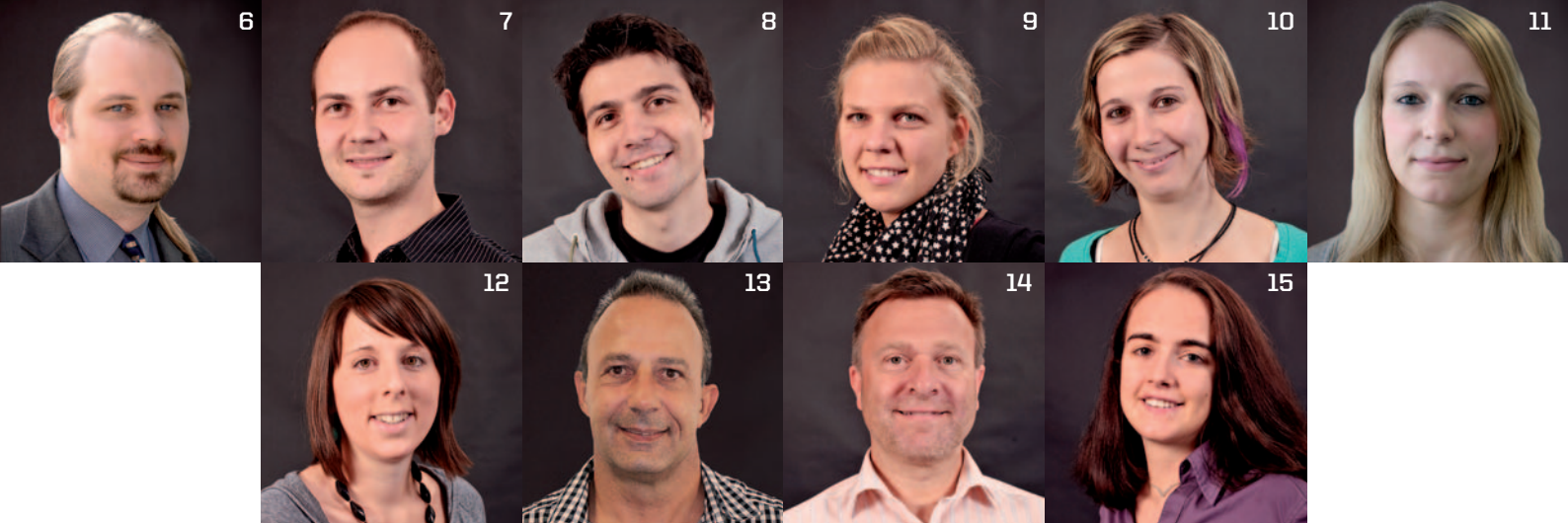
Judith was responsible for the planning and implementation of IYOGOC Accreditation. She also ensured that all Client Groups were accommodated appropriately and that the visa process ran smoothly.

5 FLORIAN REIDER, TECHNOLOGY AND INFRASTRUCTURE MANAGER

Florian was responsible for everything from cabling, IT solutions and electricity to hardware, software and phone connections. He was also in charge of delivering, installing and servicing the general infrastructure in the venues, including all furniture.

6 CONSTANTIN VON CRAUSHAAR, IT COORDINATOR

Constantin was responsible for the overall IT management, including coordinating data flows within IYOGOC and between different clients. He also organised and managed the internal IT support and set up the IT Helpdesk.



**7 THOMAS HETZEL,
POOL VEHICLE COORDINATOR**

Thomas was mainly responsible for managing the Pool Vehicle Service and supporting the Transport & Logistics Manager with the overall planning of the Innsbruck 2012 transport system.

**8 MARTIN WILD,
TECHNOLOGY INTERN**

Martin provided IT support within IYOGOC. He handled all IT-related issues, including software and hardware installations, both internally and for Games-time operations.

**9 HEIDI FISCHER,
FOOD AND BEVERAGE SERVICES INTERN**

Heidi supported the Food & Beverage Manager in all matters related to Food & Beverage Services.

**10 MAGRET LEXER,
ACCREDITATION INTERN**

Margret coordinated all aspects of Workforce Accreditation, including Paid Staff, Volunteer and Contractor Accreditation. She also supported the Accreditation Manager with various visa-related issues.

**11 SARAH PIRKLBAUER,
TRANSPORT INTERN**

Sarah supported Operations in the run-up to the Games. During Games-time she was Arrivals & Departures Coordinator.

**12 IRIS REIMANN,
OPERATIONS INTERN**

Iris worked alongside the Head of Operations & Technology. Her tasks included daily business during Games-time, issue tracking and coordinating Operations & Technology.

**13 CHRISTIAN ÖTTL,
LOGISTICS MANAGER**

Christian was responsible for the preparation and planning of logistics operations and represented the official Innsbruck 2012 Logistics Partner within the Organising Committee.

**14 WOLFGANG SCHOBERSBERGER,
CHIEF MEDICAL OFFICER**

Wolfgang was responsible for all issues related to medical services and doping control, including preparation, coordination, implementation and monitoring as well as budget planning and management.

**15 CORNELIA BLANK, ASSISTANT
TO CHIEF MEDICAL OFFICER**

Cornelia was responsible for logistics operations as well as the planning and execution of medical training sessions. As assistant to the Chief Medical Officer, she acted as the interface between the Medical Service Centre and the Main Operations Centre during Games-time.

TECHNOLOGY



TECHNOLOGY WAS IN CHARGE OF PLANNING AND IMPLEMENTING ALL TECHNOLOGICAL SERVICES.

The main task of the Technology was to deliver telecommunications, networks, internet services, IT services and radio communication systems. This included the planning, delivery and management of roughly 1200 mobile and 160 desk phones, call centres, ISDN and analogue connections. The Games-time network connected all Competition Venues and Other Venues with Innsbruck HQ, provided staff with access to the main data server and offered all Client Groups full internet connectivity.

Technology was also in charge of setting up and servicing over 400 laptops and computers, as well as monitoring many servers, network drives and over 80 printers and photocopiers. In order to ensure reliable communication over a large area during the Games, approximately 200 trunk and over 600 analogue radios were delivered to the different Client Groups. Technology also led the designing and implementation of a Games-wide database.

The main tasks of General Infrastructure were the planning, delivery and distribution of power, water, light, sound and video systems to all Competition Venues and Other Venues. In order to ensure power and water availability, the exact requirements of each venue had to be defined and the power sourcing had to be organised in cooperation with local suppliers and rental companies.

The light and sound concept was carried out in accordance with the host broadcaster's requirements for TV lighting, sports presentation sound, operational safety and audience lighting. The necessary televisions, projectors and giant screens were also organised by General Infrastructure.

In addition to the technical equipment, General Infrastructure also delivered all kind of furniture, temporary constructions and temporary materials. The team from Technology & Infrastructure was also first point of contact for all technical matters such as heating, air-conditioning and cooling facilities. ■

SECURITY



IYOGOC WORKED CLOSELY WITH FOUR INSTITUTIONS TO PROVIDE A RELIABLE SECURITY PLAN FOR THE GAMES.

These institutions were:

- the Federal Ministry of the Interior,
- local security authorities,
- a private security agency,
- specially trained Volunteers.

In order to guarantee smooth cooperation between all parties, the 'Working Group 3: Security, Risk Management, Transport and Operations' (WG3) was installed as part of the Olympic Forum Tyrol 2012. The WG3 consisted of members of the local security agencies and was presided by the Head of Common Security, Events and Commerce of the Innsbruck City Council.

The IYOGOC Security Manager worked with the Head of Operations & Technology to coordinate security services. During Games-time all security activities were run from a centralised Security Command Centre (located in the Main Operations Centre) in order to guarantee

the best possible cross-functional operations. The work of the local security agencies was supplemented by the integration of private security agencies and specially trained Volunteers.

The Federal Ministry of the Interior was responsible for guaranteeing background checks of all accredited Clients participating in the Innsbruck 2012 Winter Youth Olympic Games and monitoring the overall security situation. It also dealt with all relevant visa issues.

Local security agencies provided security services and risk management in the city and oversaw security services within each venue. This in-venue security was assured by a professional security agency assisted by specially trained Volunteers, who were responsible for checking tickets and accreditation, managing entrances and exits and supervising the overall venue security. ■

EVENT SERVICES



EVENT SERVICES WAS LED BY VOLUNTEERS, IN CLOSE COLLABORATION WITH THE HEAD OF OPERATIONS AND TECHNOLOGY.

It was essential for the success of the Games that all Client Groups were welcomed by trained staff when arriving at a venue.

Event Services managed crowds and client flows and provided timely and accurate information, including via the Spectators' Guide.

The team members also worked together with Events & Ceremonies to guarantee the smooth running of the Opening Ceremony and Closing Ceremony.

On-site Event Services managed the Lost & Found Centre and ran the Help Desk, Information Point and Venue Information Booth. They also managed relevant issues on-site for other Functional Areas, including Ticketing, Accreditation, Accommodation, Transport, Sport, Security and City Operations. ■

CITY OPERATIONS



CITY OPERATIONS FORMED FOUR WORKING GROUPS WITH LOCAL GOVERNMENT AUTHORITIES, PUBLIC AGENCIES AND IYOGOC.

These working groups had the task of presenting Innsbruck as an Olympic city. Together, they covered eight main areas:

- Tourism and Destination Marketing,
- City Operations,
- Security, Risk Management, Transport and Operations,
- Government Relations,
- Venues,
- Education and Sport,
- Legacy,
- Olympia Advisory Board.

By integrating the knowledge and experience of the local government authorities and public agencies, IYOGOC was able to lay the foundations for the high-quality services offered at the Games.

All IYOGOC issues with an operational link to the City of Innsbruck were dealt with by these working groups.

A representative of Innsbruck City Council was present at the Main Operations Centre 24 hours a day to coordinate all relevant activities. ■

WASTE & SNOW REMOVAL



CLEANING, WASTE MANAGEMENT & SNOW REMOVAL PLAYED A VITAL ROLE IN THE SMOOTH RUNNING OF THE GAMES.

This Functional Area ensured that all guests visiting the Competition Venues, Other Venues, training facilities and the Youth Olympic Village enjoyed a pleasant stay. At the same time, their services meant that the city of Innsbruck looked its best during the Games. All Cleaning, Waste & Snow Removal operations took into account environmental considerations, in particular by using existing systems and infrastructure.

Cleaning services were led by an external partner and delivered by the Cleaning Manager, in close collaboration with the Head of Operations & Technology.

Waste Management was divided in two geographical zones – Innsbruck and Seefeld.

Two external partners were responsible for these zones and liaised on all relevant issues with the Venue Management.

Snow Removal services were pre-planned for every venue and coordinated on-site by Venue Management. Flexibility was key due to rapid changes in the weather situation.

All partners showed excellent professionalism, flexibility and teamwork to make the Games a success, despite the heavy snowfall which began just before the Games and created additional challenges. ■

FOOD & BEVERAGE SERVICES



FOOD & BEVERAGE SERVICES ENSURED HEALTHY AND NUTRITIOUS FOOD AND DRINKS AT INNSBRUCK 2012.

The Client Groups catered for:

- NOC Team Delegations,
- workforce, Volunteers and contractors,
- the IOC,
- IF representatives,
- guests,
- media representatives,
- spectators.

Food & Beverage Services was responsible for ensuring that all nutritional and dietary needs of athletes were met and that the food and beverages complied with local regulations and IOC guidelines.

All clients were given warm meals at their respective venues of deployment, while hot beverages, refreshments and snacks were

also provided on-site. Operating hours were defined according to the needs of the various Client Groups.

By using local caterers it was possible to benefit from existing know-how and to integrate traditional Tyrolean cuisine into the menus, which were primarily developed to fit the nutritional needs of the young athletes. All contractors had to comply with the local regulations on food safety, and daily on-site controls ensured the highest levels of hygiene and food safety.

For spectators, concessions offering a range of drinks and snacks were available in most of the venues. ■

ACCREDITATION



ACCREDITATION WAS RESPONSIBLE FOR ENSURING THAT ALL PARTICIPANTS HAD THE ACCESS RIGHTS TO FULFIL THEIR ROLE.

The accreditation device – the Youth Olympic Identity and Accreditation Card (YOIAC) – was essential in order to manage client flows within a venue.

For Innsbruck 2012, Accreditation was also responsible for establishing a streamlined visa process with the Austrian Federal Ministry of the Interior in order to ensure that all accredited individuals requiring a visa received it on time.

Strategic planning involved the identification of resources required for the department's operations as well as the creation of accreditation-device layouts and the implementation of the Online Registration and Accreditation System (ORAS).

By mid-May 2011, NOCs had received operational instructions on how to apply for accredi-

tation via ORAS as well as general information on accreditation and the visa-application process. The ORAS went live for accreditation registration on 1 June 2011.

The Main Accreditation Centre went fully operational on 14 December 2011 for YOIAC distribution, pre-printing and issue resolution. For individuals accommodated in the Youth Olympic Village, the Accreditation Services Centre at the Youth Olympic Village was operational for YOIAC distribution and issue resolution in early January 2012.

Accreditation was busiest in the week before the start of the Games, peaking on the day of the Opening Ceremony. During Games-time, the key activity for Accreditation was resolving issues such as replacing lost, damaged or stolen YOIACs, dealing with last-minute registrations and processing applications from media representatives. In total, around 15,000 clients were accredited for the 1st Winter Youth Olympic Games. ■

ACCOMMODATION



ACCOMMODATION ENSURED THAT CLIENTS ENJOYED A PLEASANT STAY WITH THE APPROPRIATE LEVEL OF SERVICE.

The main Client Groups supported by Accommodation were the International Federations, National Olympic Committees, the International Olympic Committee and media representatives.

Prior to the Games, IYOGOC and the local accommodation booking service Innsbruck Reservierung secured 2,000 rooms for the period from 7 to 24 January 2012.

Throughout the accommodation booking process, *Innsbruck Reservierung* was guided by IYOGOC Accommodation, but worked independently with the hotels, ORAS and the clients when dealing with requests, bookings and cancellations.

Strategic planning and analysis of Games-time accommodation needs started in January 2011, with ORAS then developed accordingly. The Accommodation Instruction Manual,

containing all information on how to book accommodation as well as booking deadlines, was published in May 2011.

The deadline for booking accommodation with the guaranteed level of service was 30 September 2011, an early date due to restrictions from the hotel industry. National Olympic Committees, International Federations and media representatives had the opportunity to book accommodation via ORAS or directly through *Innsbruck Reservierung*. IOC accommodation was handled separately through IYOGOC Protocol.

Accommodation faced peak bookings during the weekend of the Opening Ceremony. Innsbruck hotels were happy to see much higher booking numbers for the month of January than in previous years, proving that it is possible to share the success of the Games with the local hospitality industry. ■

TRANSPORT



SMOOTH AND RELIABLE TRANSPORT WAS KEY TO ENSURING THE SUCCESS OF THE 1ST WINTER YOUTH OLYMPIC GAMES.

In order to deliver on this goal, transport services had to be flexible, efficient, safe and able to offer increased capacity during busy periods.

Therefore, a partnership was created with the local public transport company, which was named Official Carrier. In close cooperation with the official carrier, IYOGOC developed the key component of the transport concept, the Common Shuttle Service.

During Games-time, around 175,000 accredited passengers used the transport services provided, with an additional 6,200 accredited persons travelling to and from the Opening Ceremony and Closing Ceremony via the Common Shuttle Service.

The following measures were taken in order to make the Common Shuttle Service as attractive as possible:

- accreditation could be used to travel for free on the whole public transport network;
- accreditation could be used to travel for free on all five Common Shuttle Service routes created for the Games;
- pre-planned direct transport services carried athletes and officials from the Youth Olympic Village to venues outside Innsbruck (Patscherkofel, Kühtai and Seefeld Arena) on official training and competition days;
- Innsbruck 2012 event tickets could be used by spectators on the day of the competition to travel for free on the public transport network, the trains running between Innsbruck and Seefeld and the buses running between Innsbruck/Ötztal and Kühtai;
- the Common Shuttle Service was promoted



in publications distributed to National Olympic Committees, the International Olympic Committee, media representatives and the seven International Federations in order to raise awareness in the run-up to the Games;

- private vehicle traffic was managed through specific measures including one-way systems, restricted access, no-stop and no-park zones, and special parking discs.

A further important pillar of the transport system was the Pool Vehicle Service. As National Premium Partner, the BMW Group provided IYOGOC with 127 vehicles, including numerous models featuring the intelligent xDrive four-wheel drive system, in order to guarantee enjoyable and safe driving in all conditions.

The main tasks of the Pool Vehicle Service at Innsbruck 2012 were:

- transporting state dignitaries;
- supporting the Youth Olympic Torch Relay;
- providing assistance with arrivals and departures;
- providing special transport services during the Opening Ceremony and Closing Ceremony;
- providing special transport services to Victory Ceremonies;
- providing transport services for doping controls and medical treatment;
- providing special transport services in the case of unforeseen events and accidents;
- supporting the Common Shuttle Service outside normal operating hours;
- directly supporting Functional Areas.

The third main task of Transport was planning and implementing the traffic-management and parking system, in close cooperation with local police and transport authorities. ■

LOGISTICS



SMOOTH LOGISTICS OPERATIONS BEFORE, DURING AND AFTER GAMES-TIME WERE A KEY COMPONENT OF INNSBRUCK 2012.

IYOGOC Logistics was responsible for the following tasks:

- coordinating the delivery of all material required by IYOGOC Functional Areas;
- warehouse monitoring and management (receiving goods, storing goods, preparing goods for distribution to the venues;)
- carrying out a pre-Games and post-Games inventory of the material delivered to IYOGOC Logistics;
- creating a Freight Forwarding Guide containing information about the most important regulations concerning international freight deliveries and the import of goods into Austria / the Schengen Area;
- planning and implementing the delivery of NOC sports equipment from the official Ports of Entry to the venues, and vice-versa;
- supporting and carrying out international freight deliveries;
- delivering and clearing the furniture in the 375 apartments in the Youth Olympic Village in cooperation with the Austrian Armed Forces;
- running a 750m² Logistics Hub for the period between December 2011 and February 2012.

These tasks had to be carried out with a high degree of flexibility and the necessary technical know-how. All clients were very satisfied with the services provided. A total of around seven tonnes of freight deliveries was handled. During Games-time the logistics shuttle transported around 800 tonnes of material in 677 working hours. ■

MEDICAL SERVICE



MEDICAL SERVICES GUARANTEED FIRST-CLASS MEDICAL TREATMENT FOR ALL PERSONS ATTENDING THE GAMES.

In order to meet this objective, a 24-hour Medical Service Centre was installed in the Youth Olympic Village, including a pharmacy, physiotherapy rooms and a counselling and psychological support service. Each Competition Venue also had its own Medical Service Centre manned by members of the Austrian Red Cross and specialist sports doctors. Complex examinations and treatments were carried out at Innsbruck University Clinic, the official Innsbruck 2012 Partner Hospital.

Another key responsibility of Medical Services was doping control. In cooperation with the Doping Control Managers, a test distribution plan was developed which corresponded to WADA standards, IOC standards and the standards of the respective International Federations. Doping Control Stations were installed in all Competition Venues, in the Youth Olympic Village and at Medals Plaza in

order to make the testing procedure as smooth as possible. As at the Olympic Games, approximately a third of all athletes attending the 1st Winter Youth Olympic Games were tested using either pre-competition tests (before the start of the Games) or post-competition tests (during Games-time). All tests were carried out using in-competition testing rules.

Doping control procedures were explained in detail to the athletes in order to raise awareness about anti-doping. Trained doping control staff and all necessary testing material was provided by NADA Austria. Chaperones were recruited from local medical universities. All samples were transported to the official Innsbruck 2012 laboratory in Vienna within the prescribed timescale. ■

FACTS & FIGURES

ACCOMMODATION

40,469

overnight stays

39

contracted hotels

2,000

rooms

1

five-star hotel

20

four-star hotels

15

three-star hotels

3

two-star hotels

ACCREDITATION

15,199

applications

10,574

YOIACs issued

5,010

contractors

208

contractor organisations

CLEANING, WASTE MANAGEMENT & SNOW REMOVAL

61,940

kg of waste in total

3,120

kg of paper waste

53,220

kg of residual waste

800

kg of biodegradable waste

4,800

kg of other waste

FOOD & BEVERAGE SERVICES

109,185

meals served during Games-time

336

lunchboxes

414,324

beverages consumed (without tea & coffee)

LOGISTICS

800

tonnes of material transported

SECURITY

60

Security Volunteers

523

professional security guards

TECHNOLOGY & GENERAL INFRASTRUCTURE

869

mobile phones

387

computers

800

WLAN users online at the same time

20,000

metres of WLAN cabling

82,374

litres of heating oil

720

radios

76

radio channels

TRANSPORT

3,428

Common Shuttle Service journeys

176,834

passengers using Common Shuttle Service

692

Pool Vehicle Service bookings

44

buses used for Opening Ceremony

11,886

used parking spaces

YOUTH OLYMPIC VILLAGE

26,300

size of YOY RZ1 in m²

13

YOY buildings

375

YOY flats used

1,469

residents in YOY RZ1

192

residents in YOY RZ3







LANGUAGE





SERVICES

Language Services was responsible for all language-related activities at the 1st Winter Youth Olympic Games, including the provision of high-quality translation and interpreting services for the different Client Groups.

LANGUAGE SERVICES ENSURED SMOOTH COMMUNICATION BETWEEN ALL CLIENTS BEFORE, DURING AND AFTER THE GAMES.

In close cooperation with Marketing & Communications, NOC Services and Graphics, the Language Services team guaranteed the timely publication of clear and accurate documentation in the languages required.

Strategic planning began in September 2010 and involved identifying the resources required for the department's operations as well as developing staffing, infrastructure and budget plans. With the core Language Services team established by early spring 2011, full translation services for the three official Games languages – English, French and German – were provided ahead of the main operational readiness phase, which began with the Chefs de Mission Seminar in September 2011.

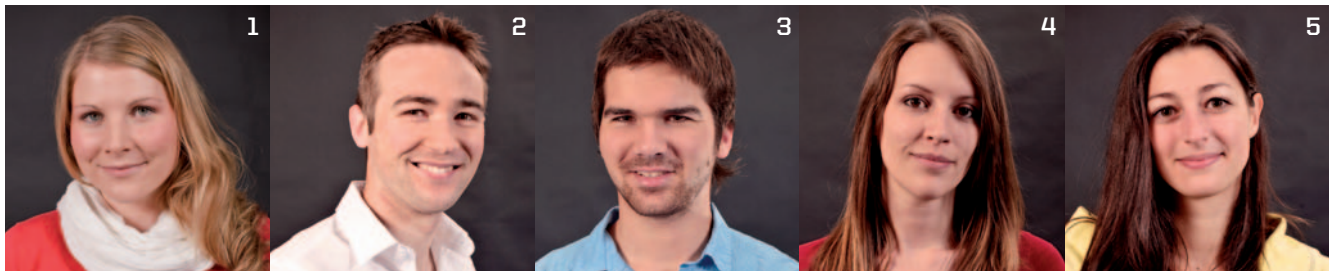
Parallel to the ongoing translation activities, Language Services was also in charge of planning and coordinating the interpreting services provided by contracted and volunteer interpreters (Youth Interpreters) in consultation with all IYOGOC Functional Areas, in particular Medical Services, Sport, Culture & Education and Events & Ceremonies.

During Games-time, key activities included translating Games-related documents and articles written by the IOC Editorial Team for publication on the official Innsbruck 2012 website. Another main task was coordinating approximately 80 Youth Interpreters, who provided support in 16 languages at the Competition Venues and the venues of the Culture & Education Programme.

Finally, Language Services also planned, prepared and coordinated the Multilingual Call Centre, a central hotline providing information and over-the-phone interpreting in English, French, German, Russian, Italian, Spanish and Chinese. The Multilingual Call Centre was open from three days before the start of the Games until the day after the Closing Ceremony.

Following the conclusion of the Games, Language Services continued to provide translation and proofreading services, as well as consolidating information and statistics gathered by Youth Interpreters at the Competition Venues and in the Multilingual Call Centre during their respective operational periods. ■

WE WERE PART OF IT!



“ Good communication is key to the success of every project. A big thank you to my dedicated team! ”

DANIELA RODRIGUEZ BONELLI

**1 DANIELA RODRIGUEZ BONELLI,
LANGUAGE SERVICES MANAGER**

Daniela was responsible for the overall administrative and operational planning and implementation of Language Services. This included carrying out all staffing and budget planning and coordinating interpreting and translation services as well as the Multilingual Call Centre.

**2 THOMAS TIMLIN,
SENIOR TRANSLATOR ENGLISH & FRENCH**

Thomas was responsible for managing translation and proofreading requests as well as supervising the overall translation flow. He ensured that publications and website content were always accurate and in-line with the official Innsbruck 2012 terminology.

**3 ANTONIN TOUSSAINT,
SENIOR TRANSLATOR FRENCH**

Antonin was in charge of coordinating all translation requests and terminology issues for French. He also supervised the translation tasks carried out by his French-speaking colleagues.

**4 ANNIKA SALBRECHTER,
JUNIOR TRANSLATOR ENGLISH & GERMAN**

As well as carrying out translation and proofreading tasks, Annika assisted the Language Services Manager with the recruitment and preparation of Language Services Volunteers. During Games-time she was in charge of managing translation requests at the Translation Sub Centre.

**5 INGRID BOLLEY,
JUNIOR TRANSLATOR FRENCH**

Ingrid's tasks included translating publications and website content into French and proofreading translations produced by the French-speaking interns. She also assisted the Language Services Manager with various administrative tasks.

LANGUAGE SERVICES INTERNS

Our French-speaking interns were in charge of translating and proofreading publications and website content as well as keeping track of translation statistics. Thank you Coline, Hugo, Marine, Clémence, Domitille and Camille!

YOUTH INTERPRETERS



EIGHTY YOUTH INTERPRETERS FROM 14 COUNTRIES SUPPORTED THE LANGUAGE SERVICES TEAM DURING GAMES-TIME.

Their main task was to break down language barriers between athletes, team officials, doping control and medical staff, media representatives, volunteers and IYOGOC staff. They received training for their tasks in the run-up to the Games.

These Youth Interpreters were assigned to a specific venue for the duration of the Games and provided language support at Team Captains' Meetings, doping controls, media interviews and in case of medical emergencies.

A large number of Youth Interpreters were deployed at Congress Innsbruck, where they provided the audience with simultaneous interpreting during the Meet the Role Model Sessions and the IOC Youth Session. They also ensured that athletes and other partici-

pants in the Culture & Education Programme enjoyed the full YOG experience by providing language support in the CEP workshops.

A small team of Youth Interpreters ran the Multilingual Call Centre, where they helped callers with queries and provided over-the-phone support in seven different languages (German, English, French, Russian, Italian, Spanish and Chinese). Another four Youth Interpreters were deployed at the Translation Sub-Centre in the Main Media Centre to help translate news stories written by the IOC Editorial Team for the official website.

All Youth Interpreters wore 'I speak' badges in the Innsbruck 2012 design as well as badges indicating their respective working languages in order to make them easily recognisable for anyone seeking language support. ■

FACTS & FIGURES

LANGUAGE SERVICES

over
1,000,000

words translated between
August 2011 and April 2012

over
2,500

pages translated between
August 2011 and April 2012

121,645

words translated during the
ten days of Games-time

462

pages translated during the
ten days of Games-time

80

Youth Interpreters
in Innsbruck for the Games

16

languages offered by
the Youth Interpreters

14

countries the Youth Interpreters came
from to be part of Innsbruck 2012

557

interpreting jobs carried out
by Youth Interpreters
during Games-time

1,765

calls answered at the
Multilingual Call Centre
between 9 and 23 January

4

official interpreters







SUSTAINABILITÄT



Y & LEGACY

In the run-up to the Games, IYOGOC took decisive steps to ensure that the IOC ideals concerning sustainable development were integrated into the overall planning for the 1st Winter Youth Olympic Games.

IN THIS WAY, IYOGOC USED THE UNIQUE OPPORTUNITY TO RAISE AWARENESS ABOUT THE IMPORTANCE OF SUSTAINABILITY.

IYOGOC concentrated on developing and implementing made-to-measure sustainability projects. These were intended to serve as an example for both future organisers and participants, while at the same time engaging Functional Areas to contribute to the legacy of the Games. Innsbruck 2012 was also an excellent opportunity to collaborate with the relevant authorities to ensure that the Games play a lasting role for future generations.

From the very early stages of the planning process all three sustainability dimensions – ecological responsibility, financial benefit and social balance – were incorporated. As a result, the Innsbruck 2012 Games created a solid example of how to tackle one of mankind's key challenges for the 21st century: using resources efficiently and sustainably.

Throughout the preparation phase, IYOGOC benefited from the Austrian Institute for Ecology's expertise as part of Green Events Austria, an initiative launched by the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management.

General principles set were:

- team commitment,
- accessible venues and services,
- minimal travel,
- cooperation with local companies,
- local recruitment,
- eco-efficient operations,
- waste minimisation,
- long-term legacy.

The Functional Area Sustainability was led by Jürgen Steinberger, Head of Finance, HR & Project Management. Special focus was placed on using the Communications department and the Culture & Education Programme as key communication tools in order to:

- create participant awareness,
- set a good example through Athlete Role Models,
- inspire action with the Green YOY competition,
- inform youngsters via the Green YOY posters in every apartment,
- learn about new cultures through the YOG World Mile,
- develop lasting friendships by competing and learning together,
- work, learn and have fun in the Innsbruck 2012 Volunteer Community. ■

SUSTAINABILITY PROJECTS



THE YOUTH OLYMPIC VILLAGE

Designed to accommodate the athletes and team officials attending the 1st Winter Youth Olympic Games, the Youth Olympic Village was built by a private construction company using passive-house technology. After the end of the Games, the 444 apartments were handed over to their respective tenants and owners, who will benefit in future from the buildings' extremely low energy consumption.

With heating requirements of just 8 kWh per square metre, the Youth Olympic Village – which includes 30cm of insulation and triple-glazed windows – achieves almost unique levels of energy efficiency. Pellets are burned to power the floorboard heating, while solar panels on the roof help to guarantee a constant supply of warm water. A bicycle storage facility on the ground floor encourages residents to protect the environment by leaving their cars at home.

A local furniture-maker was chosen to manufacture the 1600 high-quality sets of furniture used in the Youth Olympic Village. Based in the town of Lienz in East Tyrol, the company focuses on helping people in long-term unemployment re-enter the job market. This contract was the largest of its kind in Europe to incorporate sustainability criteria into the tender process. This approach continued after the Games, with most of the furniture being taken on by local charities. That means that the entire life-cycle of the furniture – from the sourcing of the raw materials to the production process and the long-term use – was in Austria.

The curtains for the YOYV apartments were produced by another local company, also based in East Tyrol, which helps unemployed women find work. As a result, all of the furniture and fittings for the Youth Olympic Village were manufactured by firms from the surrounding region.



COMPETITION VENUES

In the main Innsbruck 2012 Competition Venue, Olympiaworld Innsbruck, sustainability and the efficient use of resources has been a major focus since the 2008 UEFA European Football Championships, which saw the creation of an environmental management system. Since 2010, the warm air produced by the machines that cool the ice rink is used to heat the surrounding rooms, resulting in a one million kilowatt-hours of energy being saved in the 2009/2010 season.

In Seefeld, five million euros were spent on developing the local Nordic Training Centre. Ahead of the Games, two ski jumps (HS 75 and HS 109) – complete with lift facilities and a judging tower – were built, together with a new floodlit shooting range with space for 30 biathletes and a direct link to the 279km network of cross-country skiing trails. As a result, Seefeld now offers perfect conditions for elite-level sport.

For the 1st Winter Youth Olympic Games, Kühtai constructed a state-of-the-art freestyle centre with a permanent halfpipe (7.5m high and 150m long), slopestyle course and ski-cross course. The Freestyle Skiing and Snowboard events at the Innsbruck 2012 Games were the first competitions to be held at the new facility. In cooperation with regional associations, tourism boards, the Austrian Ski Federation and the German Ski Federation, Kühtai is now set to establish itself as a major international centre for freestyle training and competitions.

Ahead of the Games, the Patscherkofel venue was adapted by creating a link between two existing runs and building a brand new piste to create one single finishing area for all the Alpine Skiing events. The pre-Games work also meant that the slope used for the Slalom again corresponds to the FIS World Cup homologation criteria. Who knows, maybe Innsbruck will soon be welcoming the best skiers on the planet for a World Cup event!

SUSTAINABILITY PROJECTS



TYROL GOES GREENER

Environmental protection and sustainability are increasingly important factors in event management, with recycling in particular playing a key role. As a matter of course, all products and waste from the IYOGOC offices were recycled. This was also the case at the Youth Olympic Village through the CEP's Green YOY project.

As part of the 1st Winter Youth Olympic Games, the Provincial Government of Tyrol, the local employment service and a regional charity created the region's first initiative offering recyclable crockery and cutlery.

Following the success of the service during Games-time, this project is now set to be extended to all municipalities in Tyrol and offered to organisers of future events in the region. The service makes it possible to reduce by up to 90% the amount of waste normally created at large-scale events.

ENVIRONMENTALLY FRIENDLY TRANSPORT

The planning and development of the transport infrastructure for the 1st Winter Youth Olympic Games was carried out in cooperation with the local public transport company using its environmentally friendly vehicles. The bus network was expanded for the Games in order to reduce to a minimum the number of private vehicles being brought to the city as part of Innsbruck 2012. This initiative was financially supported by the Republic of Austria and resulted in IYOGOC being given an award in recognition of its efforts towards environmental protection as part of Innsbruck 2012.

RECYCLING THE LOOK

With over 13,000m² of fleece material and 6,500 m² of PVC banners used to create the Look of the Games, the Innsbruck 2012 team was determined to put this material to good use after the event. Initial ideas were found with pupils from a nearby vocational school for bags, mobile-phone cases, pencil cases,



purses, keyrings, etc. The production was then carried out by three non-profit organisations from the region all focused on supporting and training people in long-term unemployment. This meant we could also give members of the public the chance to purchase their very own unique Youth Olympic souvenir.

UNIFORMS

The tender process for the official Innsbruck 2012 uniform was won by a local manufacturer, with all of the individual items – from the winter jackets and ski trousers to the hats, gloves and T-shirts – being produced in northern Italy. As well as guaranteeing punctual and reliable delivery of the uniforms, this decision was an expression of IYOGOC's commitment to supporting local industry.

SECURITY

In cooperation with the local employment service and an Innsbruck-based training institute, a brand new training seminar was

developed focusing on safety and security. Autumn 2011 saw the launch of the 'Fachausbildung Schutz und Sicherheit', a course aimed at persons currently involved in or wishing to become involved in security operations, in particular security guards and warders.

The challenges faced in the field of security have become more complex in recent years, with staff increasingly being expected to play an active role in preventing damage and accidents. At the same time, the issue of security is becoming ever more important in both business and society in general.

Therefore, this course also aims to raise awareness among the local population about the challenges faced by security staff, leading in the long-term to the profession of security guard being officially recognised by the state. ■



FACTS & FIGURES

YOUTH OLYMPIC VILLAGE

444

passive-energy flats
in the Youth Olympic Village

1,600

furniture sets used in the
Youth Olympic Village

2.768

kWh, average energy
consumption per person

0.075

kWh, lowest energy
consumption per person

246.6

kWh, highest energy
consumption per person

RECYCLED LOOK

1,140

bags made using branding material

VENUES

2

CEP activities focusing
on sustainability (Green YOY &
Mountain Awareness)

169,079

passengers transported in
environmentally friendly vehicles
(Common Shuttle Service)

2

new Ski jumps

1

new Biathlon shooting range

1

new superpipe

1

new Slalom slope

1

new GS/SuperG slope

1

new Slopestyle course

1

new Ski-Cross course





16

toper

ALBERTA
2012



6

ISBRUCK 2015
YOUTH OLYMPIC GAMES

top

Stylized white graphic on a red jacket, resembling a stylized 'S' or a decorative flourish.





YOUR GENEROUS COMMITMENT AND STRONG BELIEF IN A YOUNG AND NEW CONCEPT
CONTRIBUTED TO THE SUCCESS OF THE GAMES

THANK YOU FOR BEING PART OF IT! VIELEN DANK FÜRS TEIL SEIN!

WORLDWIDE OLYMPIC PARTNERS



NATIONAL PREMIUM PARTNERS



OFFICIAL SPONSORS



OFFICIAL SUPPLIERS



OFFICIAL HOST AREAS



INSTITUTIONAL PARTNERS



SUPPORTER

Hochfilzer ■ Kilgray Translation Technologies ■ Skipp ■ Tyczka

INNSBRUCK 2012 YOUTH OLYMPIC GAMES

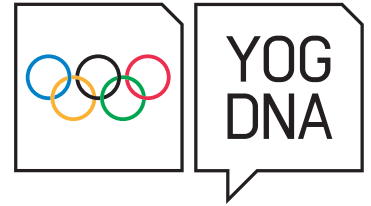


PHOTO CREDITS

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TEIL SEIN IST ALLES!

THANK YOU FOR BEING PART OF THE INNSBRUCK 2012 WINTER YOUTH OLYMPIC GAMES

