

FAQs for the New Norm: Olympic Games Delivery

What is the New Norm?

It is a fundamental rethinking of the organisation of future Games. The process is now more flexible, less costly and much more aligned with the local, regional and national development goals

What does the New Norm address?

The New Norm includes 118 measures related to **candidacy**, **delivering** the Olympic Games and the **legacy** of the Games. It provides cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

What are the estimated cost savings associated with the Olympic Games Delivery – the New Norm?

The Olympic Games Delivery plan could save Organising Committees a maximum potential of USD 1 Billion for Olympic and Paralympic Games and USD 500 Million for Olympic and Paralympic Winter Games.

Focus Areas with potential cost savings (in million USD 2017)	Olympic Winter Games	Olympic Games	Reference to Measures
Games Governance	85	134	#19 - #28
Games Requirements	389	731	#29 - #108
Competition and Training Venues	121	228	#29 - #36
Test Events	20	40	#37 - #41
Olympic Village(s)	21	26	#42 - #47
International Broadcast Centre/ Main Press Centre/ Media Services	17	22	#48 - #54
Technology/ Energy	128	207	#55 - #63
Brand, Identity and Look of the Games	6	11	#64 - #68
Ceremonies, Culture and Education	14	25	#69 - #74
Hospitality and Ticketing	0	0	#75 - #78
Games Services	45	101	#79 - #103
Paralympics	17	71	#104 - #109
Support to Organisers	53	94	#110 - #118
Total	527	959	

How does the Olympic Games Delivery plan enhance the Olympic & Paralympic value?

The plan reduces the cost and complexity of the overall delivery model, as well as better manages risks and responsibilities of key stakeholders to enhance flexibility, efficiency and sustainability.

What are some examples of how this plan can come to life?

By examining the seven-year journey with former Organising Committees (OCOGs), more than 80 of the 118 solutions that have been proposed would result in cost efficiencies without compromising the Olympic experience. For example, the plan invites opportunities to reduce venue sizes, rethink transport options, optimise existing infrastructure and reuse the field of play for various sports.

How would greater governance result in lower costs for an OCOG?

Enhanced integration of Olympic stakeholder expertise, combined with adjusted workflows, would unlock greater value for hosts and partners alike. For example, a joint coordination

process between national government, regional government, the IOC and Tokyo 2020 has already assisted in reducing Tokyo's revised venue budget by USD 2.2 billion.

Meanwhile, a "3+4 year" approach to staffing an Organising Committee would streamline production and decrease human resource needs in the first three years – when engagement, planning and communication would be the primary focus – before shifting to detailed operational planning, readiness and delivery mode in the last four years.

What are examples of turnkey solutions that can be provided to OCOGs?

A number of operations remain consistent from Games to Games. In order to limit the development costs, long-term arrangements or facilities can be contracted to help Organising Committees in areas such as Olympic Information Services, Website and Customer Relationship Management (CRM) technology servicing, and Ticketing Service Providers.

How can the Olympic Movement better assist Organising Committees?

International Federations will be empowered to support future OCOGs in the delivery their Sport Delivery Plans, while National Olympic Committees can contribute their service and operational expertise.

How is the New Norm different from Olympic Agenda 2020?

The New Norm is the action plan, which was born from six recommendations of Olympic Agenda 2020 related to the organisation of the Games.

When will the Olympic Games delivery section of the plan be implemented?

The programme will be implemented with the upcoming Candidate Cities and OCOGs, focusing on Paris 2024 and Los Angeles 2028, as well as the cities interested in the Olympic Winter Games 2026.