

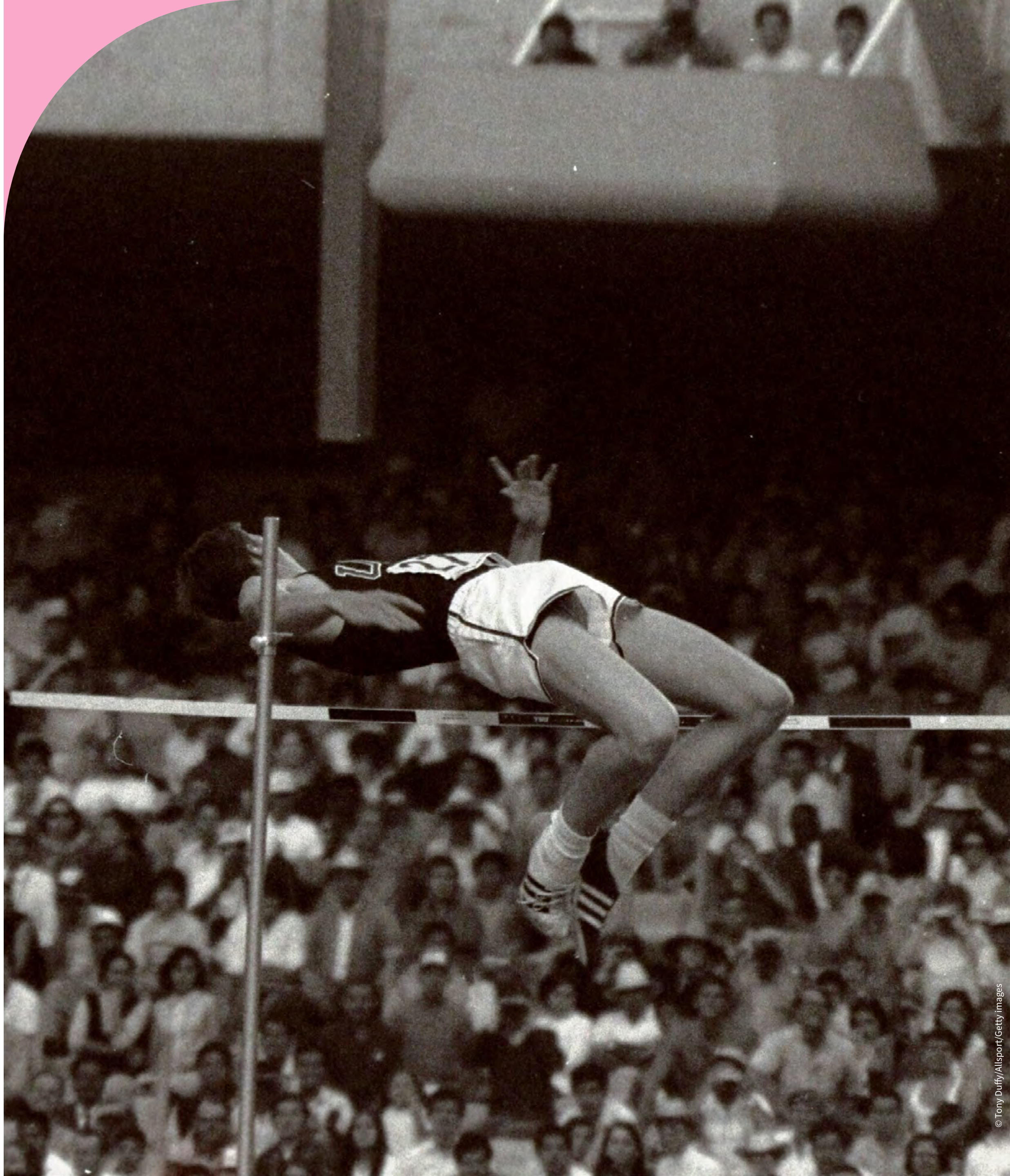


THE PARIS 2024 INNOVATION OBSERVATORY

**THE "FIRSTS IN THE HISTORY OF THE GAMES"
ACCOMPLISHED BY PARIS 2024**

OCTOBER 2024

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ELEVATING THE WORLD THROUGH INNOVATION...

“I loved jumping, but the only way I could get over the higher bars was backwards”.

Dick Fosbury,
Olympic High Jump Champion (2.24m)
1968 Mexico City Olympics

Start





© Paris 2024/Rudy Waks

EDITORIAL BY TONY

One hundred years. One hundred years since France last hosted the Summer Olympics. It has been an honour, a responsibility and an incredible opportunity to give our best, and to show the entire world what we can do.

Because the Games are about more than just sport: beyond sporting achievements and emotion, they create a far-reaching collective momentum and act as an accelerator. Indeed, the time dependence of the Games pushes us to find solutions that would normally take much longer to put in place. More often than not, the Games therefore drive innovation.

Paris 2024 seized on this extraordinary opportunity, inspired by this ember of innovation many a time described as typically French, and which was central to our project. Furthermore, the Organising Committee drew inspiration from the experience and lessons of former athletes: always strive to be better tomorrow; always get back up and work harder, even when it means doing things differently to your opponents and taking a new tangent; don't be scared to change your technique in part or even entirely, when the situation and the anticipated results warrant it.

I know a thing or two about it myself, having completely overhauled how I trained between two Olympiads in order to get back on that podium after having fallen short [between Beijing 2008 and London 2012, editor's note]. That's all part of innovation: never settling for what you have and not being afraid to step out of your comfort zone, to keep improving.



We took this concept to a new level at Paris 2024. From the first Olympic and Paralympic opening ceremonies in the heart of the city, rather than in a stadium, to the most visionary programme encouraging the public to become part of the Games experience – Club 2024, with its almost 5 million members –, the organisation of the first mass participation event – the Marathon Pour Tous – at the Games, and the first 100% vegetarian catering menu at a major competition venue... At all levels, throughout this exciting adventure, our goal has been to “break the mould”.

Alongside the International Olympic Committee and all of the stakeholders and partners working with us, we have used innovation to further this ambitious goal: hosting a new era of Games, equally grandiose and placing the spotlight on sports and athletes, but also Games with value and engagement, better connected to the challenges of this day and age. At a time when people are not content to be just spectators but want to play an active role, we wanted to create a more immersive, participative and inclusive experience for fans of the Games eager to see them evolve and grow in line with their time.

This Paris 2024 Innovation Observatory report retraces how some of these innovations came about and how they were developed – sometimes in the face of difficulties – thanks to unprecedented teamwork and a vision shared by our entire Committee. You will see how they became a reality thanks to the role of the Paris 2024 Innovation Task Force and the determination to leave behind a legacy.

Because the Games have a unifying force and a genuine capacity to inspire other countries, other events, other organisations. We hope that these innovations can act as a guide for future organisers of major events, in the world of sport in particular, and to fostering innovation with meaning in order in response to their own challenges.

TONY ESTANQUET
Paris 2024 President



**THE GAMES HAVE A UNIFYING FORCE
AND A GENUINE CAPACITY TO
INSPIRE OTHER COUNTRIES, OTHER
EVENTS, OTHER ORGANISATIONS.**



**IMAGINE,
MIRROR,
QUESTION, TRY,
FAIL, TRY AGAIN...
INNOVATE**



INNOVATE

from the Latin “*innovare*” for renew, whose root is “*novus*” or new, the act of introducing something new

Innovation is the driving force of humanity. To ensure its survival and push back its limits, through need or desire, through imitation or a clean break, since the invention of the wheel up to smartphones, vaccinations and aeroplanes, humankind has never ceased – and will never cease – to innovate.

- ➔ Innovation provides a response to a problem that has no existing solution. It makes things faster, more efficient, more economic, more ecological, and more practical.
- ➔ It is a process that extends from the genesis of an idea up to its realisation, encompassing different stages: market research, prototyping and initial production.
- ➔ It can introduce new ideas little by little, or build new paradigms that will radically transform society.

↓ **THREE CATEGORIES OF INNOVATION:**

- **Product:** development of new products or significant improvement of existing products.
- **Service:** creation of new services or improvement of existing services.
- **Process:** improvement of an organisation’s internal operations; new supply, production, logistics or distribution techniques likely to achieve greater efficiency and reduce costs.

THE GAMES: A LONG HISTORY OF INNOVATION

While the Games may be rooted in Antiquity and incorporate well-established customs from their origins, each new edition produces its own innovations.

Once their value has been established, these innovations inspire the next organising committees and eventually carve out a place for themselves in Olympic and Paralympic history.

- 1900 • PARIS**
 Women compete in the Games for the first time (22 women and 997 men in total).
- 1924 • PARIS**
 First Olympic Village, in Colombes.
- 1968 • GRENOBLE**
 First official Olympic mascot (named Shuss).
- 1994 • LILLEHAMMER**
 Environmental protection is taken into account systematically in the organisation of the Games for the first time.
- 2002 • SALT LAKE CITY**
 The Olympic Games and Paralympic Games are organised by the same Organising Committee for the first time.

Beyond innovations that perfect the model of the Games and other major sporting events, the Olympic and Paralympic Games also provide a nesting ground for new solutions that can benefit society as a whole thanks to their unifying dimension and their international visibility. This was notably the case for the clean mobile energy solutions developed as part of the Paris 2024 Games, which could serve as alternatives to polluting generators at a wide array of other events (festivals, etc.).





PARIS 2024: A NEW ERA OF GAMES

Innovation has a special meaning in the context of Paris 2024, because the aim of the Organising Committee was to create a new Games model in line with the challenges of our day and age.

Innovation is what has driven Paris 2024:

- To **revitalise and enrich the show** and the Games experience for all.
- To **optimise the organisation** and delivery of the Games at a lower cost, ensuring greater agility and respect for the environment.
- To **leave behind a tangible and intangible legacy** that benefits society.

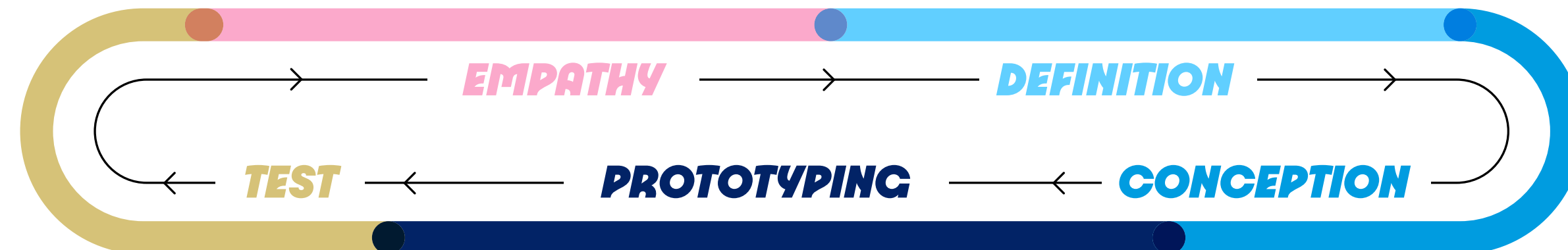
↓ TO BE RECOGNISED AS AN INNOVATION BY PARIS 2024, A PROJECT MUST FULFIL THE FOLLOWING CRITERIA:

- **Meet a need or challenge** that has not yet been solved, and provide a solution, optimising the process, product, service or use.
- **Be a first** in the history of the Games

AN UNPRECEDENTED ORGANISATION TO FOSTER INNOVATION

Paris 2024 is the first Organising Committee in the history of the Olympic and Paralympic Games to put in place an in-house structure dedicated to the emergence and development of innovative projects:

- The **INNOVATION TASK FORCE** supported the Paris 2024 teams presenting innovative projects and was backed by a network of expert **EXPLORERS** within its departments.
- Within the Technology and Information Systems Department, a team was dedicated to **TECHNOLOGICAL INNOVATION** to support the Innovation Task Force and the different divisions.
- A **5-STAGE MODEL** structuring the launch of innovative projects:



- The **INNOVATION OBSERVATORY**, overseen by the Innovation Task Force, centralised and shared all of the innovative projects with a threefold goal:
 - **Establishing an evaluation basis** for Paris 2024 with regard to its goal of hosting innovative Games;
 - **Passing on** a legacy to the Olympic and Paralympic world and to the organisers of major sporting and cultural events;
 - **Placing** these innovations in the public eye as a source of inspiration and collective progress.

For more information on the Paris 2024 innovation process →



THE PARIS 2024 INNOVATIONS: GIVING INITIATIVES A VOICE

The history of sport is also a history of innovations.

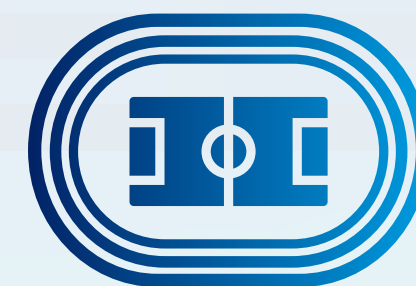
One day, an athlete steps onto the track and does what no-one else has ever done, achieves a feat that pushes the boundaries of their sport.

Dick Fosbury revolutionising the high jump with his “back-first» technique in the 1960s; Antonin Panenka scoring the last penalty in the UEFA Euro 1976 final with a technique that would be named after him; or Axel Paulsen inventing the figure skating Axel jump in 1982.

Nothing would ever be the same again.

But behind these spectacular innovations are the ones spectators don't see, yet which lay the groundwork: from training to the changing rooms, athletes need to revolutionise their preparation, how they use their body and their approach to their sport in order to develop new techniques.

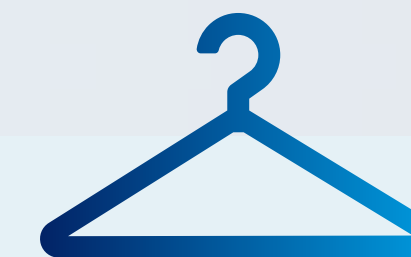
And the same goes for the Paris 2024 innovations!



Innovations
Games under the spotlight

**ON THE
TRACK**

For more information →



Innovations
Games behind the scenes

**IN THE CHANGING
ROOMS**

For more information →



THE INNOVATION OBSERVATORY **ON THE TRACK**

There are the innovations that emerged under the spotlight ON THE TRACK at the Paris 2024 Games; visible to all spectators and viewers around the world, that provided the key to delivering:

MORE IMPASSIONED GAMES

in the form of ceremonies, celebrations, festivities and a sporting event built on creativity and amazement.

Innovations



MORE OPEN GAMES

by offering a participative and immersive experience to the widest possible audience.

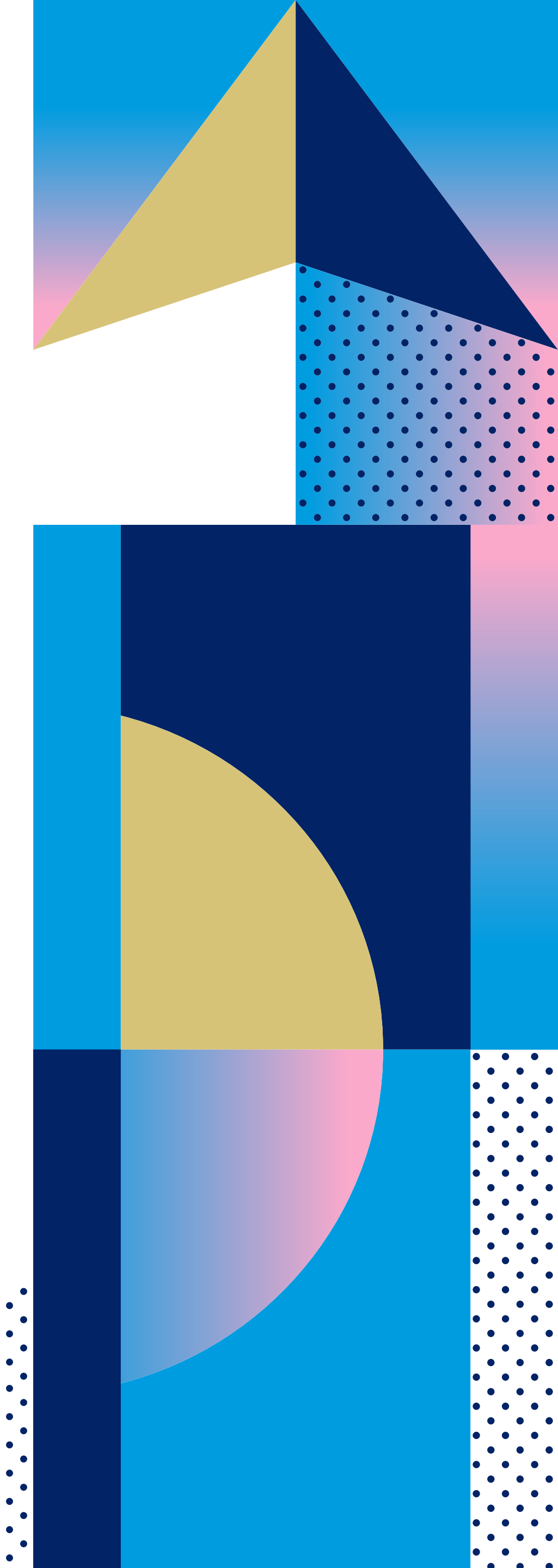
Innovations



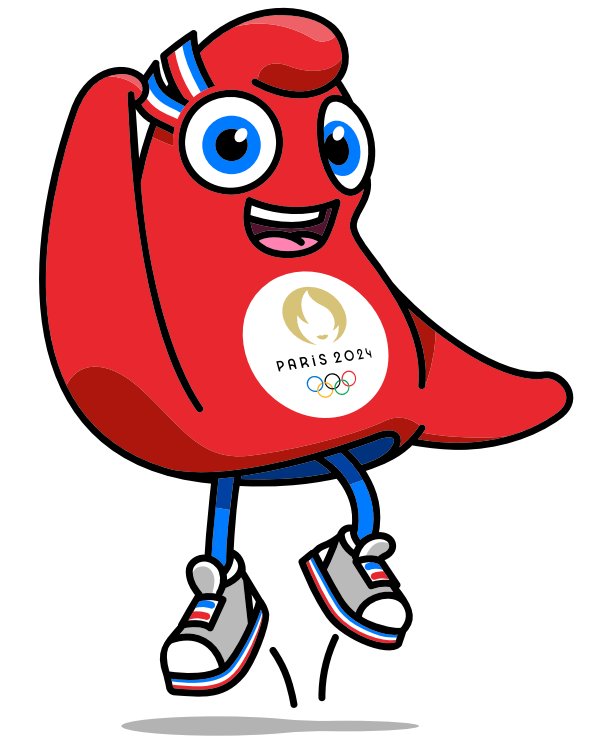
MORE LONG-LASTING GAMES

leaving behind a legacy that benefits society.

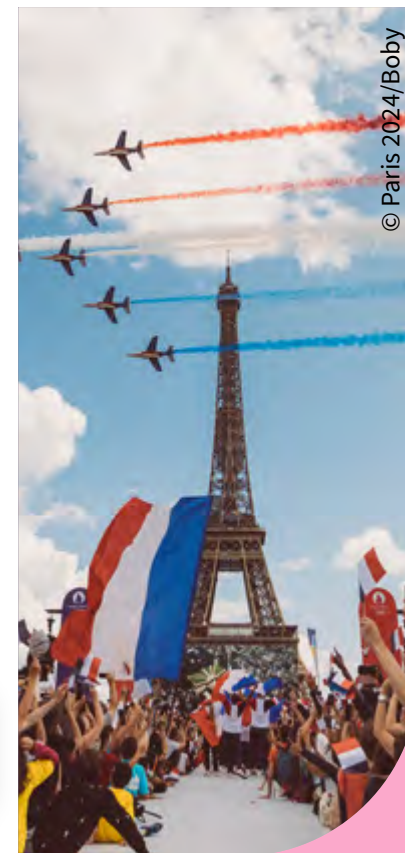
Innovations



ON THE TRACK MORE IMPASSIONED GAMES



SHARED
EMBLEM



HANDOVER
CEREMONIES
THE CITY



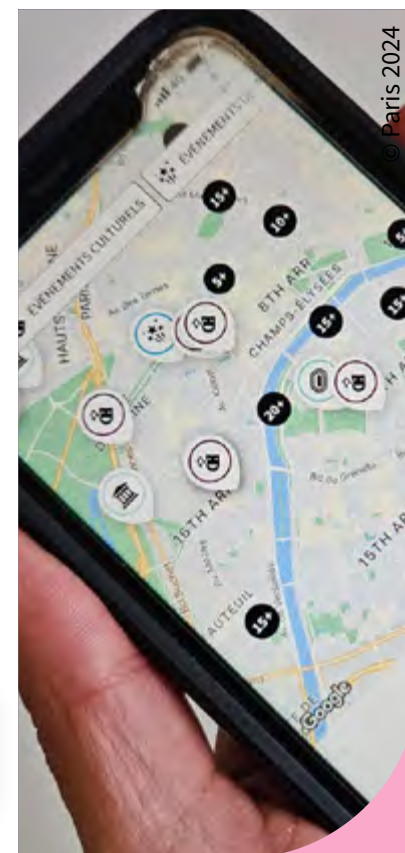
OPENING
CEREMONIES
IN THE CITY



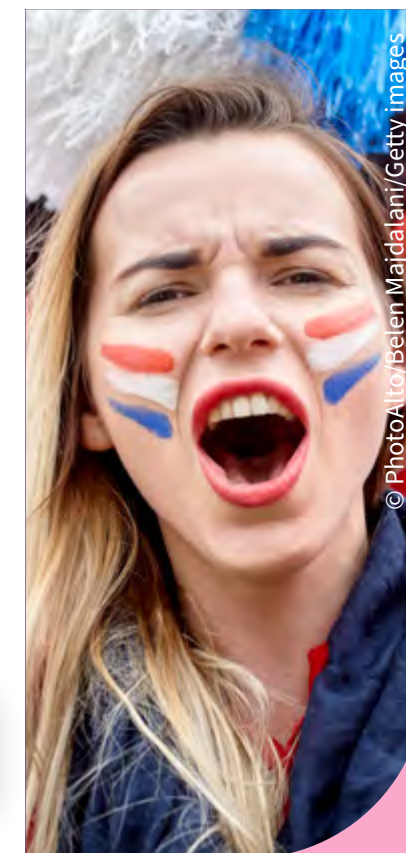
CHAMPIONS
PARK



OFFICIAL
POSTERS



GAMES
MAP



SUPPORTER
ENGAGEMENT



PARTNERS
CENTRAL
TO THE GAMES



SHARED EMBLEM

NEW PRODUCT

PILOT DIVISION: BRAND

Paris 2024 was the first Games in history to create a shared emblem for the Olympic and Paralympic Games. For the first time, this emblem adopted the features of a woman's face: a strong message of progress and inclusion!

↓ WHY?

Since 1988 (Seoul), the Olympic and Paralympic Games have been organised by the same host, over the same period (fifteen days apart). They are therefore two facets of the same project. However, although the Olympics are placed in the spotlight, the Paralympic athletes remain less well known and their performances were less celebrated.

Paris 2024 made the commitment to uphold the same level of ambition in organising both the Olympic and Paralympic Games. This commitment is embodied in the choice to give both events a shared emblem, for the first time in the history of the Games.



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The emblem is there to embody the essence and ambition of an edition of the Games. It is no coincidence that ours is disruptive and inclusive!

The project team



9

the number of editions it has taken since the Olympic and Paralympic Games have been organised by the same host city for them to be united by a shared emblem

EXPLORE THE INNOVATIONS

On the track >

More impassioned Games >

Shared emblem

← BACK

↓ HOW?

The Paris 2024 emblem emerged from the convergence of three strong symbols:

- **THE GOLD MEDAL**, a symbol of exceeding one's own expectations;
- **THE FLAME**, a representation of the power and perpetuity of the Games, edition after edition;
- A homage to **MARIANNE**, the embodiment of French values.

The choice of a female face is another innovation in the history of the Games, which illustrates the desire to give women their rightful place in sport for these first strictly egalitarian Olympic Games.

United by this shared emblem, each event still retains its distinctive signs: the rings for the Olympics and the agitos for the Paralympics. For Paris 2024, it was important to affirm shared values while respecting the history and identity of each movement.

The emblem of Paris 2024 was unveiled at the end of 2019.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Thoughtful discussions with the IOC and IPC.

Each institution was understandably keen to assert its own identity; they had to be convinced of the merit of bringing them together under a shared emblem.

Paris 2024 was also able to convince them of the importance of showing that the two events were placed 'on the same footing' and that there was no difference in the celebration of the Olympic and Paralympic athletes in particular. The Organising Committee was also able to highlight all its initiatives to give the Paralympic Games unprecedented attention, changing perspectives and promoting the inclusion of people with disabilities.

↓ AND FOR THE NEXT GAMES?

This innovation has helped highlight the Paralympic Games, with the aim that in every edition, this event will gain an even greater audience and visibility.



HANDOVER CEREMONIES IN THE HEART OF PARIS

NEW PRODUCT

PILOT DIVISION: CEREMONY

8 August and 5 September 2021 marked the closure of the Tokyo Olympic Games and Paralympic Games and the handover to the Paris 2024 Olympiad. To invite the world to discover its Games, Paris 2024 designed handover ceremonies to reflect their novelty and openness, pushing back the boundaries of the stadium to take over the city.

↓ WHY?

For both the Olympic and Paralympic Games, the handover ceremony is a formal and artistic sequence that is largely codified: held in the Olympic stadium, flag handover, national anthem, etc. Within this framework, the Organising Committee of the next Olympiad must put on a 10-minute performance as a prelude to the event in four years' time.

Paris 2024 broke with tradition for the first time by hosting the celebration at the heart of the future host city, Paris –

in line with its goal to bring the Olympic and Paralympic experience to the people.

It was also a means of adapting to the COVID-19 pandemic, when Japan had very strict rules regarding public attendance. And that's how Paris 2024 managed to create a welcoming and open sequence from the empty stadium in Tokyo.

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© Paris 2024/Bobby



Our counterparts at Tokyo were touched. They loved the popular aspect of our handover ceremony, having themselves been unable to share their Games with the public.

The project team



80%
of French people
enjoyed the Olympic
handover ceremony¹

86%
enjoyed the Paralympic
handover¹

¹ IFOP survey August 2021



EXPLORE THE INNOVATIONS

On the track >

More impassioned Games >

Handover ceremonies in the heart of Paris

[← BACK](#)

↓ HOW?

Both handover ceremonies were a culmination of a creative process long in the making.

For each, Paris 2024 used a pre-recorded segment and a segment filmed live from the Trocadéro fan zone where the public had turned out en masse.

For the Olympic Ceremony, the films *“La Marseillaise s’empare de Paris”* [“La Marseillaise takes over Paris”] and *“Course sur les toits de Paris”* [“Ride over the rooftops of Paris”] were followed by a sequence filmed live at Trocadéro, attended by French medallists and over 6,000 spectators. It ended with a powerful image, the creative thread of the day: a giant flag with the Paris 2024 Games logo unfurling on the Eiffel Tower.

For the Paralympic Games, the pre-recorded segment comprised an interpretation of La Marseillaise in sign-singing from the Louvre, followed by a choreography by Sadeck Waff performed by able-bodied and disabled dancers, and finally a live sequence with the public at Trocadéro.

For the protocol sequence and national anthem, Paris 2024 chose a reinterpretation of La Marseillaise by Victor Le Masne. Musicians performed in iconic spots in Paris and Seine-Saint-Denis (the Louvre, a skatepark, the Stade de France)... and even from the International Space Station (ISS)!

Millions of television viewers were thus launched right to the heart of the future host city for a foretaste of the Paris 2024 Games.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Constant adaptation by all of the teams (Paris 2024, the stakeholders, Tokyo 2020, the executive production agency).

The project was developed in the uncertain context of the pandemic: postponement of the Games by one year, particularly tight travel, work and public attendance restrictions in Tokyo, etc.

The success of the project was also down to the commitment of creative artists, the support of French institutions, the presence of Olympic and Paralympic medallists, and of course the presence of the French public who turned out en masse to celebrate the Games.

↓ AND FOR THE NEXT GAMES?

By reinventing the creative concept of the handover ceremonies, this project can inspire future Organising Committees and encourage them to develop their own handover concepts outside of stadiums to create public engagement right from the start of their Olympiad.



OPENING CEREMONIES OUTSIDE A STADIUM

NEW PRODUCT

PILOT DIVISION: CEREMONY

26 July 2024 and 28 August 2024 were the dates that kicked off the Paris 2024 Olympic and Paralympic ceremonies. The Organising Committee wanted them to reflect its Games and be unexpected, creative, disruptive and open to the city and people.

↓ WHY?

In the history of the Games, the opening ceremonies have generally followed a well-established choreography: they take place in a stadium, the athletes go round the track, cheered on by the audience from the stands, then the cauldron is lit.

Paris 2024 revolutionised the experience by organising its two opening ceremonies at the heart of the city: on the Seine for the Olympic Games and at the foot of the Champs-Élysées and Place de la Concorde for the Paralympic Games. This was a big change, as although some host cities had already held part of their opening ceremony outside a stadium, the Paris 2024 ceremonies took place outside altogether.

This choice fulfilled Paris 2024's promise to organise Games open to as many people as possible. An Olympic stadium has a capacity of approximately 60,000 spectators, but this figure rises to more than 300,000 when the ceremony takes in the city...

Paris 2024 also wanted to break with tradition, to offer the world a unique spectacle and experience. At the heart of the city, the creative potential is boundless: the Seine, its bridges and monuments, the Champs-Élysées and Place de la Concorde all provide an iconic backdrop to glorify sport and the athletes.

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© Alex Sliuz / Getty Images



We're going to create an unprecedented spectacle that will leave a lasting impression on the athletes, spectators and television viewers from all over the world. Even the French people will rediscover their heritage in a different way!

The project team



24.4 million
television viewers
in France for the Olympic
Opening Ceremony

10.2 million
television viewers
in France for the Paralympic
Opening Ceremony



EXPLORE THE INNOVATIONS

On the track >

More impassioned Games >

Opening ceremonies outside a stadium

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↓ HOW?

The two opening ceremonies were exceptional:

FOR THE OLYMPIC OPENING CEREMONY, 320,000 spectators watched the delegations' parade on the Seine. The athletes then reached the temporary Trocadéro stadium to watch the protocol show, with the lighting of the cauldron.

FOR THE PARALYMPIC OPENING CEREMONY, the athletes and team officials paraded at the foot of the Champs-Élysées, before reaching Place de la Concorde, which had been made completely accessible and set up as four stages for the artistic and protocol sequences. 60,000 people attended this ceremony.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The collaborative work with all the stakeholders, to take into account all the organisational challenges created by these brand-new concepts: impact on the city and the river, security, transport, etc.

This work began in 2021 and involved all the public and private stakeholders concerned: Paris Prefecture of Police, Paris and Île-de-France prefectures, City of Paris; Voies Navigables de France (French navigation authority responsible for the management of the majority of France's inland waterways network), HAROPA Port, etc.

↓ POST-GAMES FOCUS

The Olympic Games Opening Ceremony was the programme with the highest viewer ratings in the history of French television!

↓ AND FOR THE NEXT GAMES?

By renewing the creative concept of the opening ceremonies, this project encourages the next committees to show creativity in designing ever-more spectacular sequences that are in touch with the public.



CHAMPIONS PARK

NEW PRODUCT

PILOT DIVISION: CELEBRATIONS

The “Champions Park” provided a setting to celebrate all the victories at the Games in the best way possible: by bringing together athletes who have just received their medals and their public every day, at the heart of the majestic setting of Trocadéro.

↓ WHY?

An athlete’s performance is always celebrated in the moment, in the stadium, at the victory ceremony as part of a sequence regulated by protocol. To keep the magic of a win alive for longer, the Games model was lacking a festive and collective celebration allowing the athletes to present their medals and celebrate their exploits with the public, surrounded by all of the medallists in other sports.

The Winter Games have Medal Plaza, but a collective medal celebration had never before been introduced at the Summer Games.

↓ HOW?

Set up at Trocadéro, at the foot of the Eiffel Tower, Champions Park was the must-be spot for sports fans to come celebrate the medallists, their achievements and all the incredible stories that marked the Games.

In this majestic setting, accessible to all free of charge, each day celebrated the medallists from the previous day (gold, silver and bronze). The medallists were invited to parade in contact with the public, while their achievements were shown live on the big screens. The programme also included artistic and culture events, adding to the universal festive experience of Champions Park. A moment of unforgettable emotions for the public and the athletes alike.



What a thrill to see the public pour into Place du Trocadéro every day to celebrate their champions!

The project team



280,000
people visited
Champions Park

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On the track >

More impassioned Games >

Champions park



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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Seamless integration of the “Champions Park” experience within the journey of the athletes and the various national committees.

As the concept was new, work was needed on ensuring optimum implementation for all the stakeholders (athletes, media, public, partners, National Committees, etc.). That required excellent cross-cutting communication and daily collaboration with all of the Paris 2024 departments.

The support of the Athletes’ Commission at each stage of the roll-out of the project was also decisive in ensuring the success of the Champions Park.

↓ AND FOR THE NEXT GAMES?

This concept could inspire future Organising Committees.



© Pool / Getty Images



© Luke Hales/Getty Images



© Michael Reaves/Getty Images



PARIS 2024 OFFICIAL POSTERS

NEW PRODUCT

Filled with rich details and symbols, the Paris 2024 Official Posters embody the full breadth of Paris 2024 in a unique work. The choice of a creative concept and novel diptych format reflects the desire for Games wide open.

↓ WHY?

Since Stockholm in 1912, the Official Games Posters have provided an opportunity for Organising Committees to give their vision artistic form. They are collector items reflecting the artistic innovations of the time, the attributes of the host country and the values of the edition.

For Paris 2024, it was important that the Official Posters illustrate the promise of organising Games wide open, bringing sport to the heart of the city and promoting inclusion for all.

The Official Posters notably extend the symbolic initiatives put in place by Paris 2024 to ensure the same prominence is given to the Paralympic Games as the Olympic Games: one emblem, iconic competition venues, creation of a Paralympic day, Art Posters, etc.

PILOT DIVISION: BRAND



This diptych symbolically breaks down the boundary between the Olympic Games and the Paralympic Games.

The project team



2,000
working hours
to produce the Paris 2024
Official Posters

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EXPLORE THE INNOVATIONS

On the track >

More impassioned Games >

Paris 2024 official posters

← BACK

↓ HOW?

The innovation lay in the creation, for the first time in the history of the Summer Games, of two Posters in diptych format, one for the Olympic Games and one for the Paralympic Games, as well as in the choice of a novel creative concept (a profusion of details).

The two posters can exist independently, but form a seamless united image when combined that tells the story of the Paris 2024 Games. The capital is shown transformed into a vast stadium, the Games taking over the city, with people, monuments, symbols and colours filling the space. A new detail can catch the eye each time the Posters are admired.

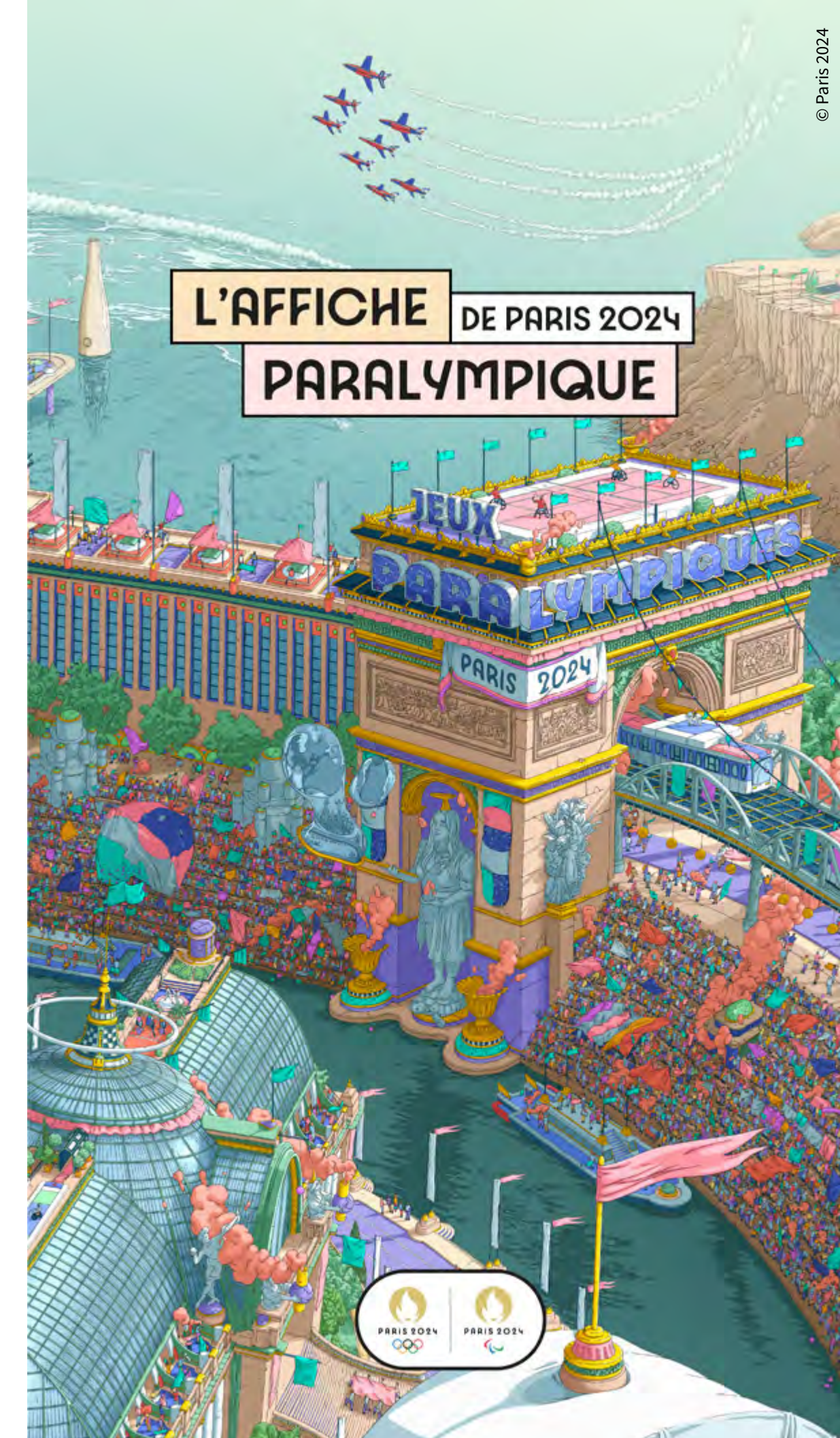
Paris 2024 rose to the challenge of representing the rich and varied features of its project within a single piece. Paris 2024 called on artist Ugo Gattoni to create a spectacular fresco: a true city-stadium with all the hallmarks of the Games, Olympic and Paralympic sports (47 sports represented!) and thousands of details and stories to discover.

This diptych format, creating a dialogue between the Olympic Games and Paralympic Games, was also chosen for the Paris 2024 Art Posters.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The collaboration with the artist Ugo Gattoni who embraced the vision of the Paris 2024 Games to create this universe.

Ugo Gattoni is a French illustrator born in Paris in 1988. His characteristic style is marked by fantasy, surrealism, and the profusion of details. He spent more than 2,000 hours across six months of intense work producing the Paris 2024 Official Posters.



↓ AND FOR THE NEXT GAMES?

The innovative concept could encourage future Organising Committees to strive for even greater imagination and creativity in producing their own Official Posters.



THE GAMES MAP

NEW SERVICE

PILOT DIVISIONS: CELEBRATIONS, DIGITAL

The Games Map is a mobile app open to all that lists and highlights all the initiatives organised to celebrate the Games, from the most ‘official’ – competition and celebration venues and official shops – to the most local: entertainment in cafés, sports initiations, cultural events, etc. A fantastic contribution to the magic of the Games encouraging people to enjoy them everywhere: in stadiums, as well as in the city, cafés, cultural venues and sports clubs.

↓ WHY?

From the end of May 2024, with the start of the Torch Relay, a fervent anticipation took hold of the country. The competition venues, as well as towns, cities were emblazoned with the colours of the Games. Some broadcast the Olympic events, others ran sports and cultural events to celebrate the Games, while the Paris 2024 partners organised showcases...

To highlight all these initiatives and help the public find their way through the abundant range on offer, the Organising Committee very early on identified the need to provide a single reliable tool centralising all this information. However, no tool of this kind had existed in previous Olympiads; the IOC’s mobile app only provided maps of the competition venues.



© Paris 2024



With this map, everyone was able to build their own Games celebration journey!

The project team



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7,000
activities listed

2 million
users

 EXPLORE THE INNOVATIONS

On the track >

More impassioned Games >

The Games Map



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↓ HOW?

The innovation consisted of developing an interactive mobile app that mapped all the Games-connected experiences, all over France. Alongside the ‘essential venues’ – competition, celebration, etc. – all the initiatives led by local actors were also listed for the first time: broadcasts in bars, sports initiations with clubs, cultural events, etc.

These actors were required to fill in a form in advance to have their activities listed, and were all subject to approval criteria to guarantee the consistency of the events on offer.

An app of this kind truly enhanced the Games experience. It gave local residents, tourists and spectators the possibility to build a smooth and tailor-made journey thanks to exhaustive and reliable information. It also helped boost the collective momentum surrounding the Games, especially that of the host regions and ‘Terre de Jeux 2024’ municipalities, etc.

The Map was available from the start of the Torch Relay (May 2024) and up to the end of the Paralympic Games, on the app and the official Games website.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

A precise observation of the digital behaviour and expectations of the celebrations.

In early 2022, Paris 2024 convened a youth panel for six months and questioned them about their use of digital technology in connection with the celebrations: Torch Relay, city celebrations, etc. The results of this observation fed into the app features.

The cross-functional work carried out with the other Paris 2024 divisions, the IOC and the stakeholders also contributed to the project’s success. The Map was created and developed thanks to everyone’s contributions: host and ‘Terre de Jeux 2024’ municipalities and partners who used the tool and shared the information with their respective ecosystems.



↓ AND FOR THE NEXT GAMES?

The Games Map could become a key tool for future Olympiads. International sports events are tending to develop this type of app more and more.

SUPPORTER ENGAGEMENT

NEW SERVICE

PILOT DIVISIONS: ENGAGEMENT

Uniting supporters to power athletes. By creating a supporter programme and providing a dedicated area where they could express their excitement and enthusiasm, Paris 2024 turned the energy in the stands at the Olympic and Paralympic stadiums up to max, much to the great delight of the athletes and all the spectators.

↓ WHY?

Each edition of the Games mobilises thousands of supporters who all come to express their excitement and enthusiasm for an athlete, a discipline or a country. But up until now, there was no programme to unite and encourage these thousands of supporters. There were no specific zones for supporters at the Olympic and Paralympic Games like the ones we see at major international events. Nor was there an official Olympic and Paralympic Team France club.

Paris 2024 successfully united Games supporters through an innovative programme that offered them an unforgettable experience, boosted the impact of their support for the athletes and lit a unique fuse in the stands.



The 'Carrés des supporters' were the beating heart of the Games, at all of the competition venues!

The project team



10,000
'Carrés des supporters'
during the Olympic and Paralympic Games

180,000
spectators in these zones

925
atmosphere leaders

NEXT →

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On the track >

More impassioned Games >

Supporter engagement

[← BACK](#)

↓ HOW?

Never before used during an edition of the Games, the Paris 2024 supporter engagement strategy took several forms:

- **“ALLEZ LES BLEUS”, A FULL ACTIVATION PROGRAMME IN CONNECTION WITH CLUB PARIS 2024**, launched one year ahead of the Games to convert sports fans to engaged supporters rooting for Team France at the Olympics and Paralympics.
- **“CARRÉS DES SUPPORTERS”** fan zones at all competition venues and at almost all sessions. Set up in the heart of the stands and bringing together supporters from all countries, these fan zones created a unique atmosphere of jubilation and enthusiasm... something that had never been done before! At sessions in which Team France was competing, they were decked out in blue in support of the French Olympic and Paralympic athletes.

This initiative generated interest among the partners as the ‘*Carrés des supporters*’ were officially sponsored by EDF.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Joint work with the CNOSF, CPSF, federations, supporter associations and athletes to build an activation programme tailored exactly to the needs and challenges of each sport, and which would leave a legacy.

Close collaboration was also required with many of the Paris 2024 departments (Ticketing, Digital, Security, Sports Presentation, Spectator Experience, etc.). Particular attention was paid to the consistency and smooth integration of this programme with the other existing initiatives surrounding the spectator experience.

What’s more, the deployment of the ‘*Carrés des supporters*’ fan zones had to take into account the specific characteristics of some venues: seated or standing, sports traditions and rules, venue configuration, etc.

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↓ AND FOR THE SPORTING MOVEMENT?

The French sports federations were closely involved in these programmes: they identified many of the “atmosphere leaders” who heightened the energy in the fan zones. Some had already been identified by these federations, while others had not. The federations can now rely on these leaders to light the fuse in the stands and support their teams.

Club Paris 2024 will become “Allez les Bleus” after the Games. It will be passed down to the Olympic and Paralympic Team France stakeholders, the CNOSF and the CPSF, and will become a fan base for Team France that can be mobilised at future international competitions.

Equipedefrance.com/allez-les-bleus

© Paris 2024

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PARTNERS CENTRAL TO THE GAMES

NEW SERVICE

PILOT DIVISIONS: SPECTATOR EXPERIENCE, MARKETING PARTNER SERVICES

For the first time, Paris 2024 provided its partners with all-new spaces for expression and entertainment, thereby giving them a key role in unlocking the magic of the Games. Through showcasing spaces and a wide variety of entertainment, both at competition venues and within the host city, the partners helped create an unforgettable experience for spectators and the general public.

↓ WHY?

By joining their brands with that of Paris 2024, the partners embarked on a unique adventure. At each stage of the project, Paris 2024 chose to draw on their expertise, their creativity and their influence to organise an event to remember.

By opening up spaces that had not previously been accessible to them, Paris 2024 invited its partners into the heart of the celebrations. They were thus able to benefit from unique visibility, which in turn contributed to enhancing the experience of the spectators and the general public.



This unprecedented opportunity for the partners to reach out to the public and to share their vision and innovations also contributed to bringing the magic of Paris 2024 to life.

The project team



459
sessions with
partner activation during
the Olympic Games

128
sessions with partner
activation (Samsung) during
the Paralympic Games

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More impassioned Games >

Partners central to the Games

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↓ HOW?

Two innovations designed to improve both partner visibility and the public experience deserve a mention:

- Whereas up until now showcasing spaces (to present flagship partner initiatives) were confined within competition venues, Paris 2024 and the City of Paris allowed these spaces to take over Paris' iconic sites: the banks of the Seine and the Champs-Élysées. Integrated at the heart of a city in full celebration, the partners were able to share their energy with the general public and not just ticket holders.
- What's more, for the first time, the partners were able to put on entertainment within the security perimeter at competition venues. Separate from the showcasing programme, this entertainment helped enhance the spectator experience in response to certain problems encountered at the venues (waiting times, traffic congestion, etc.).

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Sustained communication with the partners and all of the stakeholders to advocate the shared interest of these innovations and to resolve potential operational difficulties.

The complexity lay in organising these activities within critical and exposed areas that represented high security issues, or simultaneously putting on several activities each with their own constraints (ceremonies, events, event activation, tourism, etc.).

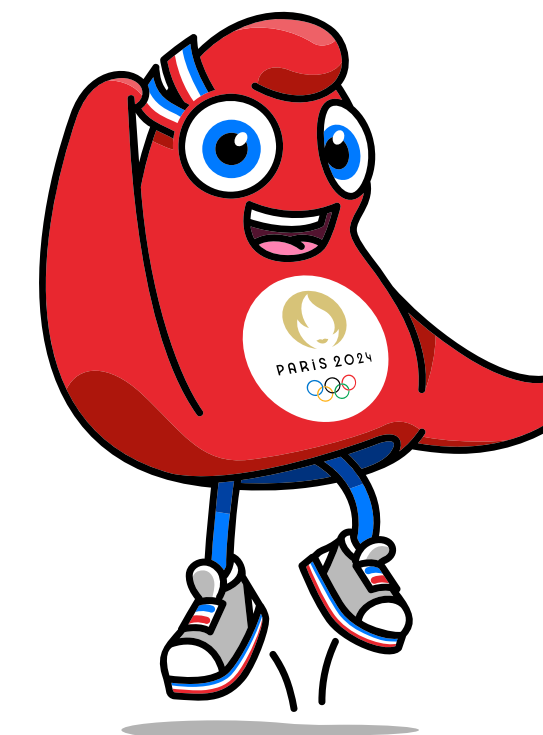
To take into account all of these issues and risks, and to limit operational impacts, the teams responsible for these innovations organised regular meetings with the actors concerned and created monitoring and information-sharing tools.



↓ AND FOR THE NEXT GAMES?

These innovations could be taken up by future Organising Committees, and future international sports events more broadly speaking at the heart of big cities.

ON THE TRACK MORE OPEN GAMES



CLUB
PARIS 2024



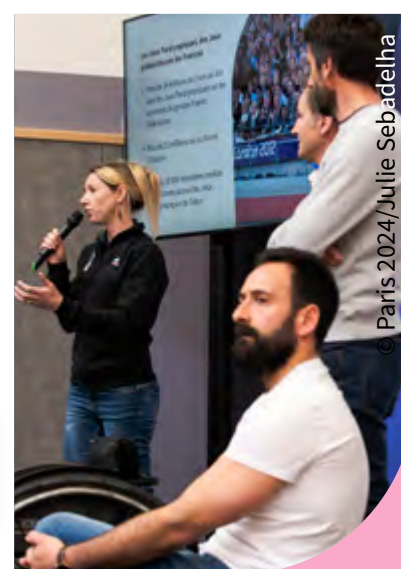
'TERRE DE JEUX
2024' NETWORK



MASS
PARTICIPATION
EVENT



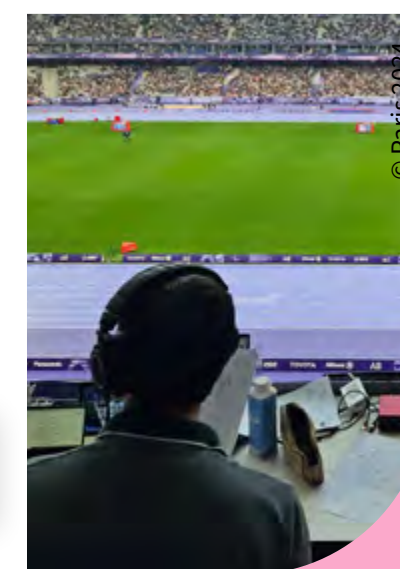
CONNECTED
MARATHON
POUR TOUS



PARALYMPIC
MEDIA SEMINAR



SPORTS
EXPLANATIONS



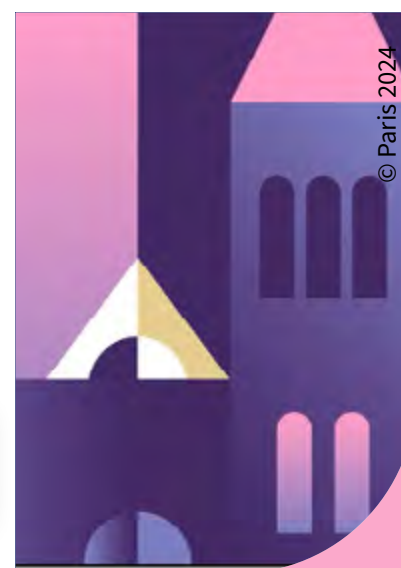
AUDIO
FOR ALL



ART
POSTERS



GREATER
DIVERSITY AT
THE GAMES



CUSTOMISABLE
LOOK



UNIVERSAL
ACCESSIBILITY



CLUB PARIS 2024

NEW PRODUCT

As the main driver for public engagement, and one of the very first innovative projects launched by Paris 2024 as early as 2020, Club Paris 2024 was built as part of an empirical, progressive approach, clarifying complex topics and thus facilitating the implementation of other projects within the Committee. Club Paris 2024 was able to unite a wide community of members who were offered the possibility to “take part in the Games”.

↓ WHY?

Club Paris 2024 was created to fulfil Paris 2024’s promise to open up the Games as widely as possible. The aim was to find a way to get the public involved (and not just ticket holders) well in advance of the event (not just on the day itself), so that everyone could feel like they had “taken part in the Games” and been a part of their success.

Club Paris 2024 offered the possibility to be connected to the project (by receiving information and useful tips before anyone else) and earn rewards, from spin-off products to unique experiences: flying with the Patrouille de France during the handover ceremony or meeting athletes, and more.

During the competitions, Club Paris 2024 offered the public an even more impassioned experience of the Games: access to the celebration areas and special occasions there (Club France, Champions Park and Parc Urbain) or during key highlights (Torch Relay, ceremonies, Marathon Pour Tous, Connected Marathon pour Tous, etc.). Finally, Club Paris 2024 united its members around the Team France, offering them the opportunity to join the fan zone in the stands or at the Club 2024 venues.

The innovation of Club Paris 2024 was that it succeeded in creating a ‘community’ that went beyond the core fans, based on a project that is not just a sporting event but that has a social sense thanks to the breadth of topics it embraces.

PILOT DIVISION: ENGAGEMENT



Creating a community is not new in itself, but building it around a project as vast and complex as Paris 2024 is something that has never been achieved before.

The project team



4.9 million
Club Paris 2024
members

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Club Paris 2024

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↓ HOW?

To engage the public in the Games, well before the event, a strategy and technical choices had to be defined around this broad objective.

After long internal debates, a progressive targeting strategy was adopted: Club Paris 2024 was initially aimed at a hard core of sports fans, before gradually extending its audience and programmes to the widest possible audience.

In technical terms, Club Paris 2024 was incorporated into the existing media, although another option would have been to create an independent spin-off. Club Paris 2024 is based on the following technologies:

- No mobile app, but an 'API' platform that incorporates a suite of tools,
- A dedicated app for the Marathon Pour Tous (dedicated to runners),
- CRM tools to qualify, target and coordinate the database,
- Community coordination tools (Fastory).

An internal governance also had to be established: incorporating Club Paris 2024 into the strategies and schedules of other departments; fitting with pre-defined or brand-new digital, legal or brand universes.

Club Paris 2024 is one of the most cross-functional programmes of Paris 2024. Whether to identify rewards, involve partners, promote ticketing or legacy initiatives, or highlight events led by sports federations, the Club rallied all the Paris 2024 divisions, as well as all its partners and stakeholders.

Launched in 2020, Club Paris 2024 shed light on a number of operational problems within the Committee (GDPR, SSO, surrogate brand, coordination of content, distribution model for Marathon Pour Tous bibs, etc.). All the divisions were able to draw from these lessons.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The gradual awareness that Club Paris 2024 would benefit from capitalising on all the existing initiatives within Paris 2024, instead of creating its own experiences.

This was one of the main lessons for the project team. At the outset, Club Paris 2024 designed its own content to offer rewards to its members. From the handover ceremony with Tokyo in 2021, the team realised that the Paris 2024 project offered abundant opportunities for activation, which it would be beneficial to join in on. The project team chose to seek these opportunities pro-actively, identifying synergies with other Paris 2024 projects, and even transform them into programmes.

Other factors of success for the Club included advertising, which was useful at the start to make a name for itself and recruit the first members. The discussions carried out internally also persuaded people of the merit of the strategic decisions taken, and aligned all the divisions around shared objectives and methods.

↓ AND FOR THE SPORTING MOVEMENT?

The Club is a community coordination tool that will be passed on to the sporting movement. At the end of the Games, the Club Paris 2024 members' database will be passed on to the IOC, as well as the CNOSF and CPSF (for the members who had accepted this option). It will become 'Allez les Bleus', the community of Team France supporters that can be brought back to life and galvanised at each international event.

The sporting movement can therefore capitalise on the engagement work of Paris 2024 in order to continue to unite the French around the Games, promote the Team France athletes, federations and clubs, and involve partners and institutions in its projects.



© Paris 2024/Boby

'TERRE DE JEUX 2024' NETWORK

NEW PRODUCT

PILOT DIVISION: ENGAGEMENT

The only community of its kind in the history of the Games, 'Terre de Jeux 2024' brought the Olympic and Paralympic adventure to life across all of France's communities and sports organisations, and made the legacy of Paris 2024, namely developing sporting activities for all, a reality. Local authorities, sports federations and French embassies abroad all benefited from tools, programmes, support and collective emulation to play their part in the Games and indeed the sporting world of tomorrow, simply by joining the 'Terre de Jeux 2024' community.

↓ WHY?

'Terre de Jeux 2024' was one of the solutions Paris 2024 came up with to get as many people as possible involved in the Games. In previous editions, it was primarily the host city that was involved, meaning that the rest of the country could sometimes feel somewhat cut off from the event. Paris 2024 wanted to stage the Games for the whole of France.

Paris 2024 wanted to consider how it could firmly establish its legacy over time, over and above simply hosting the Games themselves, and France's towns and regions seemed to be the best pathway to ensuring that sport played a bigger role in people's lives in the long term.

There was, however, one constraint: players who were not stakeholders or partners could not be directly associated with the Olympic and Paralympic brands, which complicated their involvement in the project.



'Terre de Jeux 2024' could become the face of sport in France.

The project team



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5,000
approved members (local authorities, sports federations and clubs, embassies, etc.)

98%
of towns with over 50,000 inhabitants signed up to 'Terre de Jeux 2024'

6 million
visitors to Clubs Paris 2024



EXPLORE THE INNOVATIONS

On the track >

More open Games >

'Terre de jeux 2024' network

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↓ HOW?

The 'Terre de Jeux 2024' label was launched in June 2019. Various approval waves awarded the label to over 5,000 members (local authorities, sports federations, French embassies abroad, associations of elected representatives, approved civil protection associations and food banks).

Its content was added to and developed on a regular basis, incorporating various requests on the parts of those awarded the certification, in conjunction with local authorities, associations of elected representatives and the sporting movement.

Following the COVID-19 health crisis, the certification developed a content strategy to meet the strong demand for elements that would bring people together, including the platform, social networks, the #ExploreTerredeJeux2024 programme, etc.

'Terre de Jeux 2024' was a community that provided access to a wide range of tools and programmes that each approved member could use depending on their specific needs, including webinars, dedicated ticketing platforms, celebrations, etc. Various gatherings were held to showcase projects and stimulate the collective dynamic, including the 'Terre de Jeux 2024' trophies and the annual forum, among others, and every new idea, such as the Flag Tour, the #ExploreTerredeJeux2024 programme and the regional ticketing programme, came from the ground.

'Terre de Jeux 2024' gave local authorities the impetus, ideas, tools and visibility they needed to make sport and the Games a means of enhancing attractiveness and quality of life. Saint-Dizier in the Haute-Marne, a former working-class town that suffered from a sense of abandonment and had lost many of its inhabitants, was a prime example. The new mayor seized every opportunity that 'Terre de Jeux 2024' presented – active design, the Cultural Olympiad, the Flag Tour, OPW, Olympic Day, etc. – to boost the city's dynamism and strengthen links between its inhabitants.

And likewise, 'Terre de Jeux 2024' contributed to Paris 2024 by accelerating the dissemination and establishment of numerous programmes such as the Cultural Olympiad, Olympic and Paralympic Week, volunteers, ticketing, etc. In fact, between 200 and 300 articles mentioning 'Terre de Jeux 2024' appeared in the regional daily press every month!

The label also led to other innovations, such as the creation of a dedicated ticketing platform for approved members.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The creation of a daughter brand in the form of ‘Terre de Jeux 2024’, which enabled the constraints of the Paris 2024 brand to be relaxed, thus paving the way for French towns and regions to be more than mere spectators to the organisation of the Games.

One concern expressed from the outset was that creating a more flexible daughter brand could undermine the treasured, unique and tightly controlled Paris 2024 brand. The ‘Terre de Jeux 2024’ example showed that the opposite was, in fact, true, and the more the brand was shared, the more valuable it became.

Despite offering a partial response to the brand constraints of Paris 2024, the ‘Terre de Jeux 2024’ brand did, nevertheless, impose certain constraints that approved members learned to deal with over time. The project team also gradually became more independent, to the point of having complete autonomy over the creation of graphic content and the approval of content produced by approved members.



↓ AND FOR SOCIETY?

This innovation enabled local authorities to spearhead the development of sporting activities. Discussions are currently under way with a number of players in the sporting movement and the public sector to determine which player the ‘Terre de Jeux 2024’ label will be passed on to and within which framework, in order to ensure that it maintains its dynamic and impact at regional level.



MARATHON POUR TOUS

NEW SERVICE

PILOT DIVISION: SPORTS

With the Paris 2024 Marathon Pour Tous mass participation event, for the first time in history, the public was able to take part in an Olympic event on the same course and under the same conditions as Olympic athletes. A revolution!

↓ WHY?

Until now, there had been a barrier between the athletes and spectators: the former performed in stadiums while the latter cheered them on from the stands.

As part of its ambition for Games Wide Open, Paris 2024 wanted to revolutionise the public's experience of the Games, giving sports fans the possibility to run in the athletes' shoes for the first time in history.

Thanks to the Marathon Pour Tous, they were able to take part in a brand-new race, on the same course as the Olympic marathon.

The Marathon Pour Tous took place on Saturday 10 August, after the Men's Olympic Marathon organised on the same morning, and before the Women's Olympic Marathon which took place on the morning of Sunday 11 August. At night, participants set out on the same course as the Olympic athletes for a unique experience, in a brand-new setting at the heart of the city, alongside thousands of sports fans and inspiring athletes who had come to take part in this festive occasion. Exceptional entertainment, with light and music, accompanied and encouraged the runners.



*The participants
in the Marathon Pour Tous
created life-long memories!*

The project team



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40,048
participants in
the Marathon Pour Tous:

20,024
for the 42.195km race

20,024
for the 10km race



EXPLORE THE INNOVATIONS

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Marathon Pour Tous



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↓ HOW?

For this public event, an effort was made towards openness and inclusion on all levels:

- **IN THE CHOICE OF SPORT:** running is the most common and accessible form of physical exercise, which does not require much equipment or financial investment.
- **IN THE CHOICE OF COURSE:** two types of race were proposed: the legendary marathon distance (42.195km) on the same course as the Olympic event, from the Paris Hôtel de Ville to the Esplanade des Invalides, via the Château de Versailles; and a 10km race for greater accessibility, at the heart of Paris. Both races were accessible to people with disabilities.
- **IN THE DESIRE FOR PARITY:** Paris 2024 aimed to allocate equal numbers of bibs to women and men. The Club Paris 2024 undertook numerous initiatives to promote and encourage women's sport to achieve this.
- **IN THE DESIRE TO BRING THE ADVENTURE TO AS MANY PEOPLE AS POSSIBLE:** the Marathon Pour Tous doubled up with a connected race for an unprecedented reach! Organised alongside the Marathon Pour Tous, the Connected Marathon Pour Tous enabled participants worldwide to take part in this experience, even from their homes.

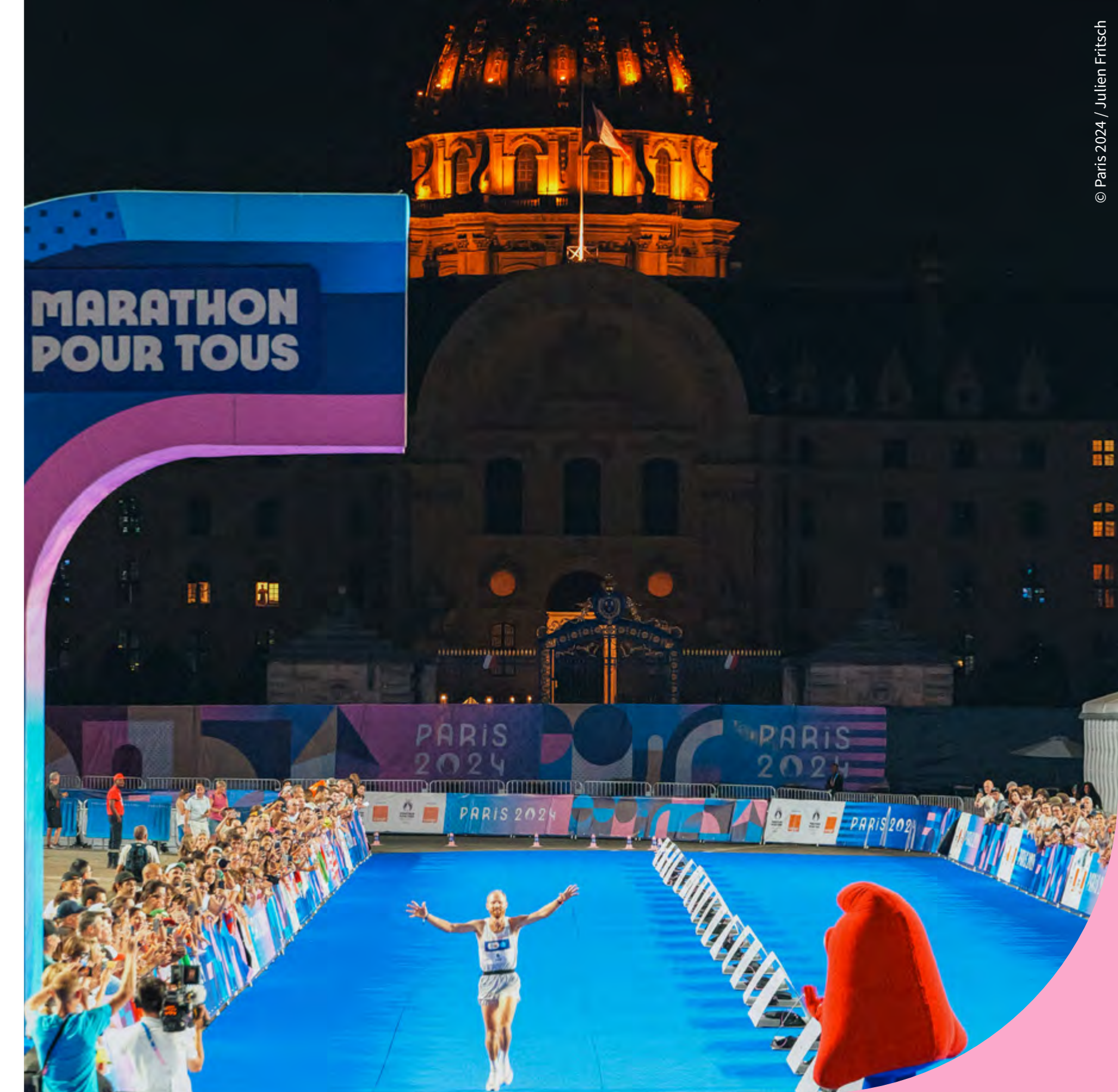
Connected Marathon Pour Tous →

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The willingness to meet all these logistical challenges

Adding a third marathon to the Games programme (after the Men's Olympic Marathon and before the Women's Olympic Marathon) presented a major operational challenge. Both to guarantee good running conditions and to give participants a unique experience, it was decided that the Marathon Pour Tous would take place at night.

Given the impact on the programme, the implications in terms of transport and safety, and all the other operational challenges, all the stakeholders collaborated on this project from a very early stage – Paris Prefecture of Police, local authorities concerned, International Federations, IOC, etc. – to be able to anticipate the human and material needs.



↓ AND FOR THE NEXT GAMES?

An innovation like this is of great interest to the next host cities Milan-Cortina 2026 and Los Angeles 2028. They could choose to open up other Olympic and Paralympic events to the public.

In addition to the wonderful popular enthusiasm for the Marathon Pour Tous, the sale of the ownership rights to partners will guarantee the profitability, and therefore perpetuity, of this innovation.

PARIS 2024 CONNECTED MARATHON POUR TOUS

NEW SERVICE

PILOT DIVISIONS: INNOVATION, ENGAGEMENT, SPORTS

To make the Paris 2024 Connected Marathon Pour Tous even more accessible and participatory, Paris 2024 innovated by allowing sports fans around the world to take part in this legendary race.

↓ WHY?

With the Paris 2024 Connected Marathon Pour Tous, Paris 2024 organised the most open Olympic event in the history of the Games. 20,024 participants took part in this 42.195km race, on the same route and under the same conditions as the athletes. Another 20,024 participants ran the 10km distance race.

The Organising Committee wanted to go one step further still, allowing everyone on the planet to take part in this widespread sporting mobilisation, wherever they are. On

11 August 2024, Paris 2024 wrapped up its Olympic Games with a flourish by organising the biggest connected race of all time: the Connected Marathon Pour Tous.

Echoing the Marathon Pour Tous, this global event allowed participants to win unique prizes, contribute to breaking a historic record and take part in an unforgettable sporting experience. Everyone could participate: in person on the course, or connected from anywhere in the world, alone or as part of a team.

NEXT →



The Connected Marathon Pour Tous brought the Olympic Games to an end with a sporting celebration shared around the world.

The project team



473,156
finishers

186
countries represented



EXPLORE THE INNOVATIONS

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More open Games >

Paris 2024 Connected Marathon Pour Tous



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↓ HOW?

In parallel with the Marathon Pour Tous, participants could take part in the connected race. All they had to do was download one of the official apps:

- **“MARATHON POUR TOUS”**: to take part outdoors, using their usual running app, alone or as part of a team, independently or setting off from organised start points.
- **“KINOMAP”**: to take part indoors, using cardio equipment compatible with the app (treadmill, hand pedals, exercise bike, elliptical bike, etc.), with a video of the route to experience the Marathon Pour Tous as if they were there.

A ranking by country (kilometres covered and number of participants) was displayed during the race, instilling a competitive spirit among the participants.

Paris 2024 aimed to use this event to celebrate the values of sport and encourage as many people as possible to practice a sports activity.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The involvement of the Paris 2024 partners:

- **Orange**, presenting partner of the Marathon Pour Tous,
- **Bridgestone** and **Fitness Park**: technical partners of the Marathon Pour Tous,
- **Omega**: official timekeeper of the Marathon Pour Tous,

And the involvement of the official product under IOC licensing: **Kinomap**.

↓ AND FOR THE SPORTING MOVEMENT?

The connected race transformed spectators into active participants, offering them an immersive and customisable experience. By adopting this inclusive approach, Paris 2024 has paved the way for a new era in the organisation of sporting events, placing the accent on public engagement and promoting a healthy lifestyle.



↓ POST-GAMES FOCUS

Paris 2024 broke the record for the biggest connected race in history!

- 70% of participants took part outdoors and 30% indoors (thanks to Fitness Park and Kinomap).
- 50% of participants used STRAVA.
- 186 countries were represented, partly thanks to the support of the Ministry of Foreign Affairs.
- This had an impact on the user journey:
 - Legal constraints (e.g. GDPR)
 - Brand constraints connected to partner marketing categories
- The lack of media coverage of the Connected Race and the cumbersome user journey suggest that it would be possible to easily obtain ten times more participants – and revenue generated – for this type of race.

MEDIA SEMINARS FOR THE PARALYMPIC GAMES

NEW SERVICE

PILOT DIVISIONS: COMMUNICATION, PARALYMPIC INTEGRATION

Acculturating French sports journalists to Para sports and Para athletes was vital if the Paris 2024 Paralympic Games were to enjoy good media coverage. Which was why the Organising Committee, in conjunction with the CPSF, held a series of seminars on this issue, starting in 2022.

↓ WHY?

Believing firmly in their extraordinary potential, Paris 2024 wanted to take the Paralympic Games to a new level in terms of popular enthusiasm. The Organising Committee had made a number of commitments to ensure that the Games were showcased to their full potential, including hosting them at exceptional competition venues and launching them with an outstanding opening ceremony.

Sports journalists play a vital role in creating a buzz around any sporting event. Not only do they convey a real sense of emotion but they are also a leading source of information, on the front line when it comes to explaining the rules

and subtleties of each sport and enabling spectators to fully appreciate the athletes' achievements. But the media, like the French population in general, knew little about Para sports and Para athletes. Giving journalists a solid grounding in what the Paralympics represent meant increasing their desire to talk about the event and their ability to do so in terms that both were accurate and would appeal to the general public.

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The feedback has been very positive. Journalists were delighted to learn more about the Paralympic Games and were consistently keen to get involved.

The project team



4 sessions organised

306

journalists trained



EXPLORE THE INNOVATIONS

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Media seminars for the Paralympic Games

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↓ HOW?

From March 2022 onwards, Paris 2024 and the CPSF organised an annual event with the French sports media (sport managers, editors-in-chief, journalists and presenters). With the venue and content changing each time, these seminars aimed to offer an in-depth insight into the culture of the Paralympic Games, generate interest in the event and foster discussion on the best way to report on it in the various media.

The event included feedback from journalists who had covered previous editions of the event, meet-and-greets with athletes, introductions to Para sports, explanations of the rules and classifications of each discipline, raising awareness of the correct vocabulary to use when talking about disability, etc.

In 2024, every French journalist accredited to cover the Paris 2024 Paralympic Games, regardless of whether they held any rights, was offered a two-hour training course either face-to-face or virtually. This ensured they were each appropriately prepared and had the ‘toolbox’ (documents, etc.) they needed to help them produce the relevant content to cover the Paralympic Games.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The involvement of the French Paralympic and Sports Committee (CPSF), which jointly organised this series of seminars.

One of the factors in making the initiative a success was encouraging journalists to keep coming back by always offering fresh content, from the presence of a star Olympic athlete for the first event to inviting journalists’ children to the pre-opening of Paralympic Day and even the presence of classification specialists.



↓ AND FOR THE NEXT GAMES?

This concept could be replicated at future editions of the Paralympic Games and even serve as a model ahead of all major Paralympic sporting competitions.

SPORT COACH: A NEW WAY TO EXPLAIN SPORTS

NEW PRODUCT

PILOT DIVISION: INNOVATION

Waiting with ticket in hand to enter a stadium is the ideal time to polish your Boccia knowledge, better understand the Paralympic classification system, or learn the rules of pentathlon or shooting. That's why Paris 2024 developed Sport Coach, an interactive and fun solution presenting the rules of the Olympic and Paralympic sports and the Paralympic classifications. Games enthusiasts (spectators, television viewers, general public) were able to take advantage of this solution at any time (before, during and after sessions) to get the most out of the sports events.

↓ WHY?

One of the strengths of the Games is that they present a wide variety of sports (32 Olympic sports and 22 Paralympic sports). But while some are well known to the general public, others are more niche or have particularly technical rules. The same goes for the Paralympic system of classification, which intends to guarantee fair competition between all athletes.

Knowing these rules and the principles of play is important when it comes to enjoying watching an event and understanding a judge's decisions or fully appreciating a sporting performance. Up until now, the only way to find this information was in the "Sports Guides", which included brief descriptions and an overview of the basic rules.

NEXT →



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Sport Coach

AVEC COACH SPORT CLAP DE FIN POUR LES « JE COMPRENDS RIEN »



Get to the heart of the rules of Olympic and Paralympic sports like never before!



Plongez au cœur des règles des sports olympiques et paralympiques comme jamais auparavant!

COACHSPORT.PARIS2024.ORG →



Our goal was to make sports explanations a means of getting the most out of the Games. So they had to be relevant, fun and interactive!

The project team



272,644
users

90%
satisfaction
rate



← BACK

↓ HOW?

Paris 2024 broke with established practices for explaining sports rules by developing the Sport Coach, a brand-new interactive solution integrated into the official Paris 2024 Games website and app for the general public.

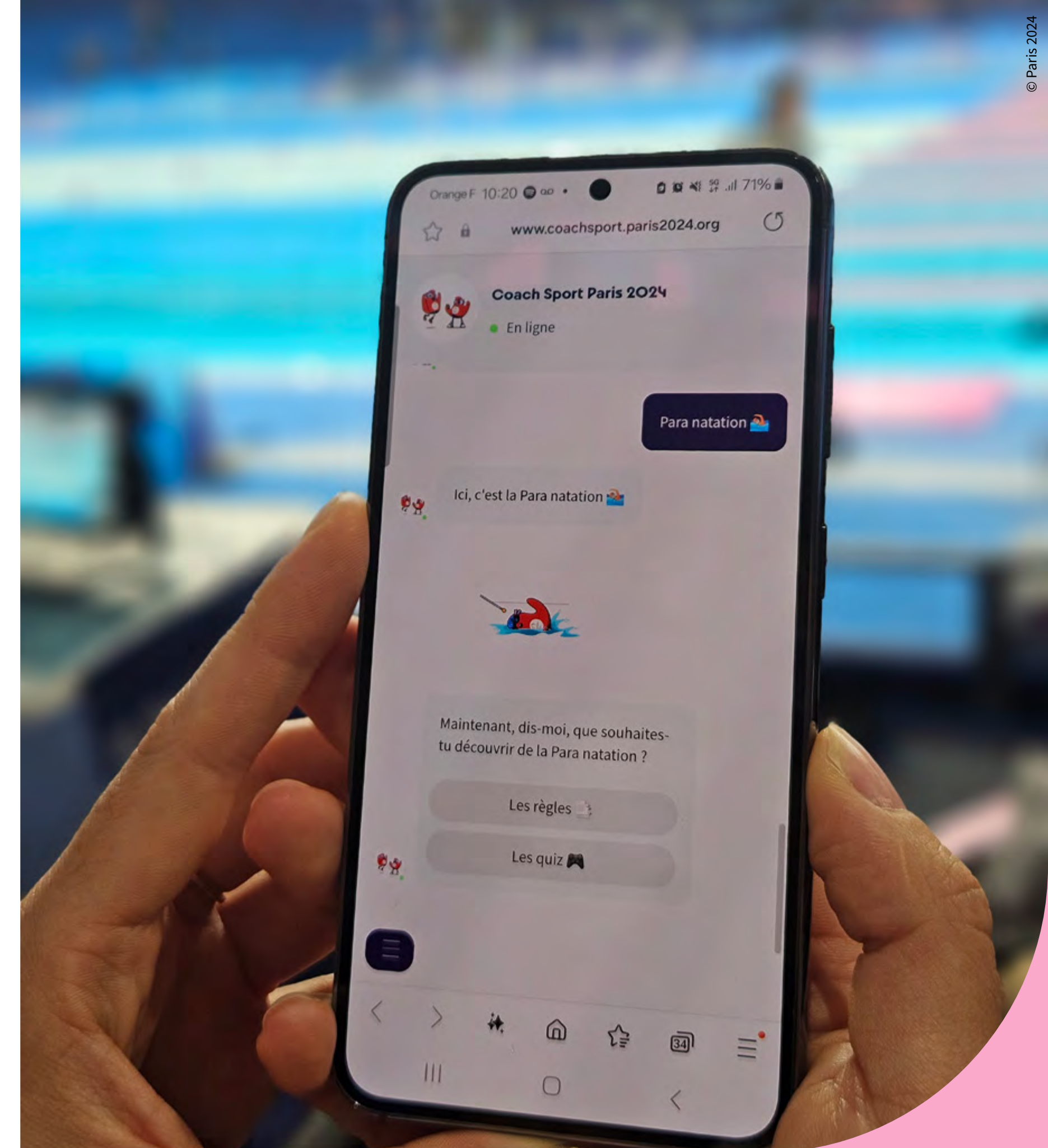
This new digital format presented the explanations of the different rules and classifications for the Olympic and Paralympic disciplines in a fun way. Sport Coach contained a wealth of information never previously collected and shared with the general public. It was the first time such a comprehensive sports presentation service had been made available. The interactive solution also came with explanatory videos created by Paris 2024, the IPC and Allianz, and was publicised at competition venues through promotional signage.

An innovative way to pass the time for spectators queuing outside the venues or during “time-outs” at events.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Lobbying by the stakeholders to promote the interest of developing this type of tool.

Trials were carried out to demonstrate the interest of these solutions and illustrate the easy integration with the Paris 2024 app for the general public.



↓ AND FOR THE SPORTING MOVEMENT?

The CNOSF could incorporate the content of this tool in its dedicated app for athletes. Sharing of the tool beyond the Organising Committee – for example, with France Télévisions – could help reach an ever broader public, for the Games as well as for future sports events, and parasports competitions in particular.

AUDIO FOR ALL

NEW SERVICE

PILOT DIVISIONS: TECHNOLOGY & INFORMATION SYSTEMS, INNOVATION, ACCESSIBILITY

This service aims to help all spectators follow, understand, and assess the performance of athletes during competition. It was made available for the first time to ticket-holders within the confines of stadiums, via the official Paris 2024 Games app.

↓ WHY?

Spectators with visual impairment require audio support so they can follow what is happening in the competition. However, thinking more broadly, all spectators can benefit from explanations and commentary helping them better assess the competition happening right in front of them. Audio description can help them understand the athletes' actions and the referees' decisions, particularly for certain disciplines, including "silent" sports, combat sports, and sports involving several disciplines simultaneously.

During the Paris 2024 Olympic Games, the service that was developed made sports commentary accessible anywhere on site. Additionally, the technology used limited the need to deploy equipment all across particularly extensive competitions sites.



Thanks to this service, many spectators were able to better understand and assess the competition, particularly audience members with visual impairment!

The project team



1,515
listeners during
the Olympic Games

1,925
listeners during
the Paralympic Games

NEXT →

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More open Games >

Audio for all

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↓ HOW?

Paris 2024 developed a live audio service to describe (in French) and/or comment on (in English) various athletic performances.

Offered during certain sessions of 15 Olympic and Paralympic sports, the audio service could be accessed by individuals using a smartphone and headphones, via the Games' official app, with the app using the phone's location services (after receiving the user's consent) to verify that the user was inside a stadium. The service was available to all spectators, whether or not they had visual impairment.

In French, spectators received an inclusive audio-description service, offering a real-time description of the athletes' actions and delivering practical information (for example, the presence of handicapped-accessible toilets on site). In English, spectators could enjoy a real-time commentary service produced by the Olympic Broadcast Services (OBS).

For the specific case of particularly vast sites (e.g. Élancourt Hill for Cycling/MTB events, the French National Golf Course, and Versailles for cross-country equestrian events), a real-time commentary service, with both French and English options, was offered using audio from the announcers of the sports presentation team.

This was the first time that an audio service was made available via the Games' official app rather than via a special device that had to be picked up and then returned after the session. Delivering the service through the app made usage more fluid and accessible from any location within the competition site. Thanks to this, the scope of the sessions and sports covered by audio description was outstanding, exceeding that of previous editions of the Games.

[NEXT →](#)

← BACK

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The support of Orange, an official partner and supplier for Paris 2024, which integrated the service into the Games' official app and also deployed the network and technical equipment necessary for delivering commentary from the commentators' microphones to the spectators' headphones.

The project went through various phases of development in which the team had to:

- Decide on whether to develop a single solution or two different solutions (live commentary and audio description);
- Agree on a list of sports and sessions to be covered;
- Design the technical solution and manage different use cases;
- Communicate about the service to ensure users would know how to use it properly;
- Develop technical solutions that had never been developed before (connecting to the OBS feed);
- Organise the deployment of the service on site (storage of equipment, placement of audio describers, etc.).

The main technical challenges related to the positioning of the commentators on the various sites, as well as the need to ensure low latency and strong connectivity while having large numbers of people accessing the service simultaneously.

The disappointment of some on-site spectators with visual impairment when sessions were not covered by audio description shows the value of this service.

↓ AND FOR THE NEXT GAMES?

This tool may inspire future organisers, with audio description expected to become an increasingly common service offered for international sporting events. For this service to be more widely deployed, a large number of commentators will have to be trained on inclusive audio description.



↓ POST-GAMES FOCUS

The novelty of the service meant that the project team needed to be on site for all initial sessions in order to train the volunteers, verify the placement of the audio describers, and check the storage and connections of the equipment.

Announcements on giant screens and by the announcer helped increase the number of users.

Among the downsides, there was the fact that the existence of multiple apps for the Games resulted in some confusion among spectators. The two constraints asked by the IOC – verification of users' on-site location and users' need to log into their ticketing account in the Games' app – made accessing the service a bit more cumbersome.

ART POSTERS

NEW PRODUCT

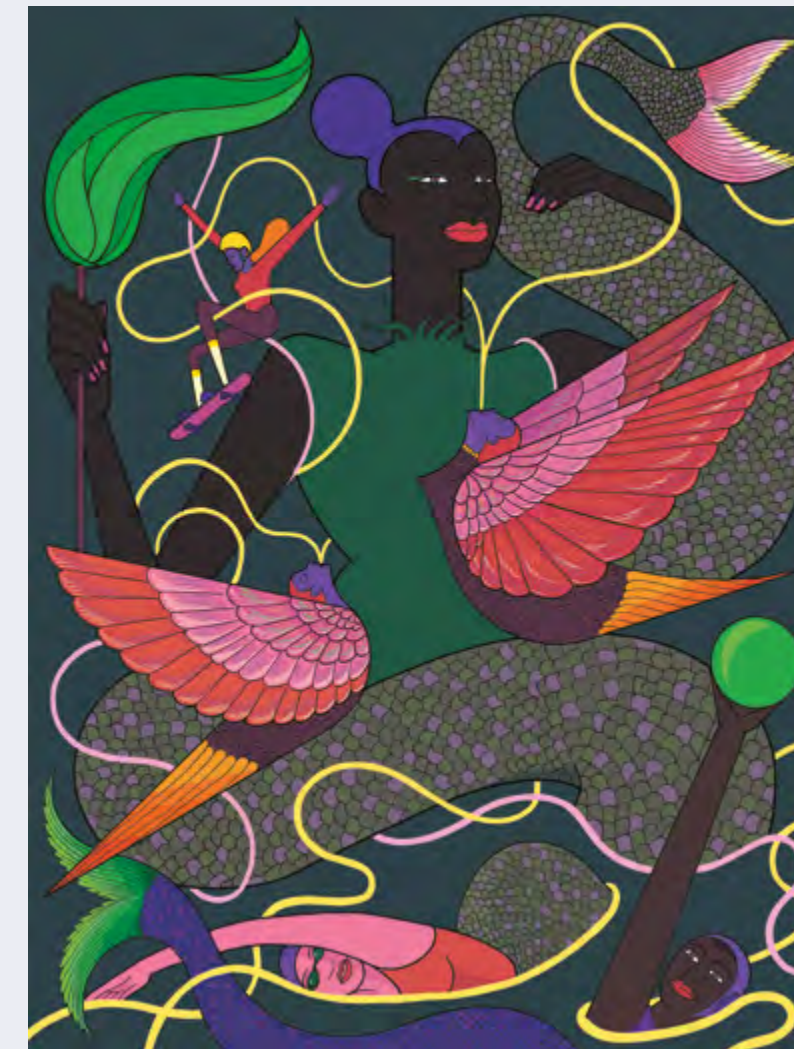
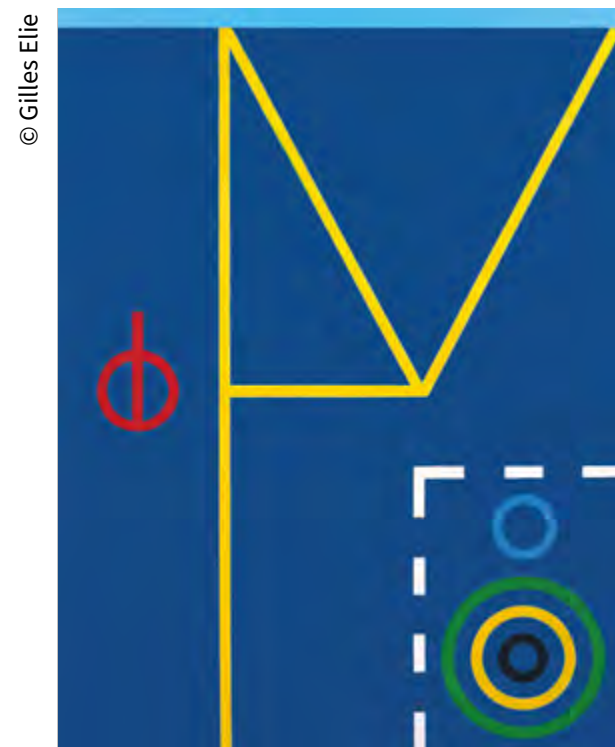
PILOT DIVISION: CULTURE

Messages of inclusion are even more powerful when they are expressed through art and culture. By reinventing the Art Posters programme, Paris 2024 aimed to connect the Olympic and Paralympic Games through the perspective and interpretation of the artists.

↓ WHY?

At each edition of the Games, the Organising Committee produces the Art Poster programme, an official Games deliverable. It is custom to commission artists to produce either a poster for the Olympic Games or a poster for the Paralympic Games.

In keeping with its goal to consider the Olympic and Paralympic Games as two facets of the same project, Paris 2024 chose to reinvent the exercise. The Organising Committee therefore asked the artists selected to each produce not one but two posters: one for the Olympic Games and one for the Paralympic Games.



Fanny Michalès
Olympic 2024, encre sur papier, couleur numérique
Olympus 2024, ink on paper, digital color



Fanny Michalès
Sans titre, encre sur papier, couleur numérique
Untitled, ink on paper, digital color



Fanny Michalès est une illustratrice, auteure de bande-dessinée et musicienne française notamment publiée aux éditions Cornélius. Elle travaille régulièrement pour la presse (Le Monde, Libération, Planète-Claire...), l'édition (Calligram, Thierry Pignier, Les Rébels...), et collabore ponctuellement avec des associations comme RIARRE. En 2022, Fanny Michalès préside le Grand Jury du Festival International de la bande-dessinée d'Angoulême et signe l'une des affiches.

Fanny Michalès a souhaité mettre des femmes au centre de l'affiche olympique. Cette référence à des personnages féminins, qui rappelle que les Jeux de Paris 2024 seront les premiers Jeux paritaires de l'histoire, lui permet de représenter l'évolution de nos sociétés depuis les derniers Jeux Olympiques à Paris en 1924. L'artiste a également tenu à situer les prouesses techniques des grandes sportives et grands sportifs au centre d'un dialogue avec des représentations du vivant dans son ensemble.

L'affiche paralympique met en valeur une athlète Paralympique au cœur d'une composition qui réunit la beauté et l'intelligence de la technologie, quand elle est produite en lien et en coopération avec le vivant.



« The artists appreciated this opportunity to work on a diptych and bring a fresh perspective to the Olympic and Paralympic Games.

The project team

8 artists including a duo of artists each produced two posters

14 Art Posters

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More open Games >

Art Posters

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↓ HOW?

Paris 2024 produced a collection of diptych Posters that reflect an artist's perspective of the Olympic and Paralympic Games. Thanks to these works of art, the two events are no longer separate: they are treated equally, converse and respond directly to one another.

The Posters were displayed on Quai de la Mégisserie throughout June 2023, particularly during the Nuit Blanche arts festival and the Fête de la Musique. The Organising Committee then organised a travelling exhibition in 24 'Terre de Jeux 2024' cities. The digital posters were circulated to over one hundred cultural and educational institutions. During the Games, they were displayed in the Media Centre. After the event, they will be exhibited at the IOC head office in Lausanne.

A programme of artistic education and mediation actions was developed in schools across the country to coincide with this exhibit. Thanks to this initiative, millions of people will be able to admire works of art that make a powerful contribution to changing how people see disability.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Close collaboration between the IOC and the IPC, as well as between the Paris 2024 teams responsible for Culture, Accessibility and Paralympic Integration.

The experience was an eye-opener for everyone with regard to how to collectively build a cultural project and make it accessible to as many people as possible.

[Key event information and art posters](#) →



Stéphanie Lacombe
Intervall, photographie
Intervall, photography



Stéphanie Lacombe est une auteure de documentaires photographiques qui s'inscrivent dans un parcours de création contemporaine. Elle est lauréate du Prix Népice en 2009 et de la Grande commande photographique de la Bibliothèque Nationale de France (BNF) en 2022. Dans ses photos, Stéphanie Lacombe propose une réflexion sur les modes de vie des classes populaires, lue par de nombreux centres d'art en résidence de création, elle expose et diffuse son travail en France et à l'étranger.



Stéphanie Lacombe
Silence, photographie
Silence, photography



Dans ces affiches, Stéphanie Lacombe nous offre une vision singulière et trépidante de l'athlète, avant et après la compétition. En l'honneur du Breaking qui fera ses premiers pas dans l'athlète olympique en 2024, elle photographie la 8-gigi Kami à l'issue de son entraînement. L'image évoque la solitude de l'athlète, qui se refait le match, l'esprit encore sur le ring.

Avec l'affiche paralympique, Stéphanie Lacombe évoque l'instant de la projection avant compétition. En photographiant Cyril Florin, athlète d'Ecume Festival, qui se retrouve seul face à lui-même, l'artiste donne à voir un moment d'ultime concentration durant lequel le corps physique témoigne de toute une vie passée à s'entraîner.

↓ AND FOR THE SPORTING MOVEMENT?

Even though the programme was a direct response to a request from the Olympic and Paralympic movement, other sporting events could be inspired by the desire to look at a sporting competition or discipline through an artistic lens. A number of athletes also posed as models for the Posters.



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GREATER DIVERSITY AT THE GAMES

NEW PROCESS

PILOT DIVISIONS: SPORTS, WORLD AQUATICS, INTERNATIONAL HOCKEY FEDERATION

Gender stereotypes can be hard to eliminate in sport, but the International Hockey Federation (FIH) and World Aquatics have launched two innovations to promote parity in their respective disciplines.

↓ WHY?

Paris 2024 was firmly committed to promoting gender equality in sport. To this end, the Paris 2024 Olympic Games were the first edition of the Games to adopt an equality programme.

Over and above this strict parity, the Paris 2024 Olympic Games were also an opportunity to witness progress on the gender equality front in certain disciplines.

Until the Paris 2024 Games, **artistic swimming** was a sport in which only female athletes competed at the Olympic Games, thus reinforcing the idea that there were

‘men’s’ sports and ‘women’s’ sports. Although men had been allowed to take part in the world championships since 2015, this had never previously been the case at the Olympic Games.

In **hockey**, meanwhile, men’s matches were traditionally refereed by male referees, while women’s matches were refereed by male and/or female referees.



© Luke Hales / Getty Images



Through these innovations we hope to demonstrate that sport is not about gender!

The project team



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EXPLORE THE INNOVATIONS

On the track >

More open Games >

Greater diversity at the Games

[← BACK](#)

↓ HOW?

The rules for the artistic swimming team event changed at the Paris 2024 Olympic Games for the very first time in the history of the Olympics to allow (a maximum of) two men per team to take part. It was up to each NOC to select male athletes for their national team in order to take advantage of this opportunity. Although, ultimately, no men competed in an artistic swimming event at the Paris 2024 Games, there is no doubt that there is a profound change under way that could encourage young men to take up and indeed reach the highest level.

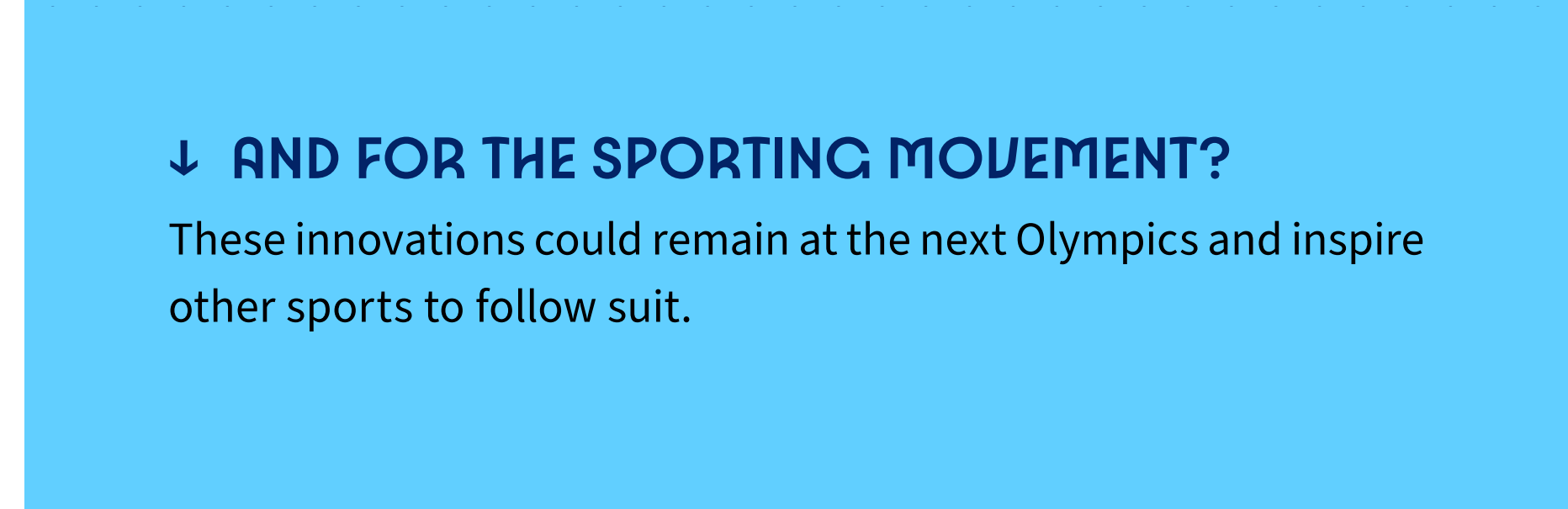
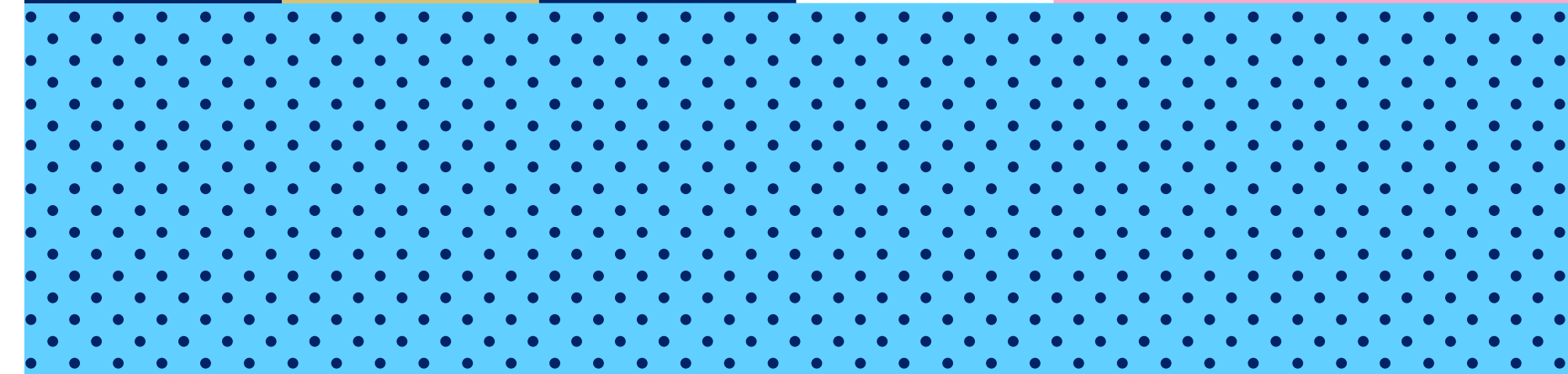
And for the first time at an Olympic competition, several hockey matches were officiated by mixed pairs of referees comprising a man and a woman. This innovation helped break down barriers and build bridges between two components of the same sport, thus contributing to greater recognition of women's sport.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The involvement of the relevant international federations – World Aquatics and International Hockey Federation – which supported these two innovations in order to make their disciplines even more open and gender-balanced.

↓ AND FOR THE SPORTING MOVEMENT?

These innovations could remain at the next Olympics and inspire other sports to follow suit.



CUSTOMISABLE LOOK OF THE GAMES

NEW PRODUCT

PILOT DIVISION: CITY OPERATIONS

Paris 2024 rolled out a decoration and signage system that made it possible to adjust the “Look of the Games” to the identity of each host community. A way of celebrating the diversity of the host country’s regions and the unifying magic of Paris 2024.

↓ WHY?

Paris 2024 wanted to organise the Games across France in its entirety and enable all of its regions to celebrate the magic of the Games.

Symbolically, therefore, it was important that the host communities for the Olympic and Paralympic events felt included in the visual identity of the Games.

This visual identity, known as the “Look of the Games”, reflects the spirit of each Olympiad and the culture of the host country. During the Games, each iconic site – the competition venues, the Athletes’ Village – but also more generally the streets and squares of towns were decked out in the Games colours.



We were delighted to see that the host communities and their populations were extremely happy with this customisable Look.

The project team



84
symbols created

2,000
streetlights decorated
by the City of Paris

NEXT →



EXPLORE THE INNOVATIONS

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More open Games >

Customisable look of the Games

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↓ HOW?

For the first time, Paris 2024 developed a customisable “Look of the Games” including symbols of the host communities and a specific composite logo.

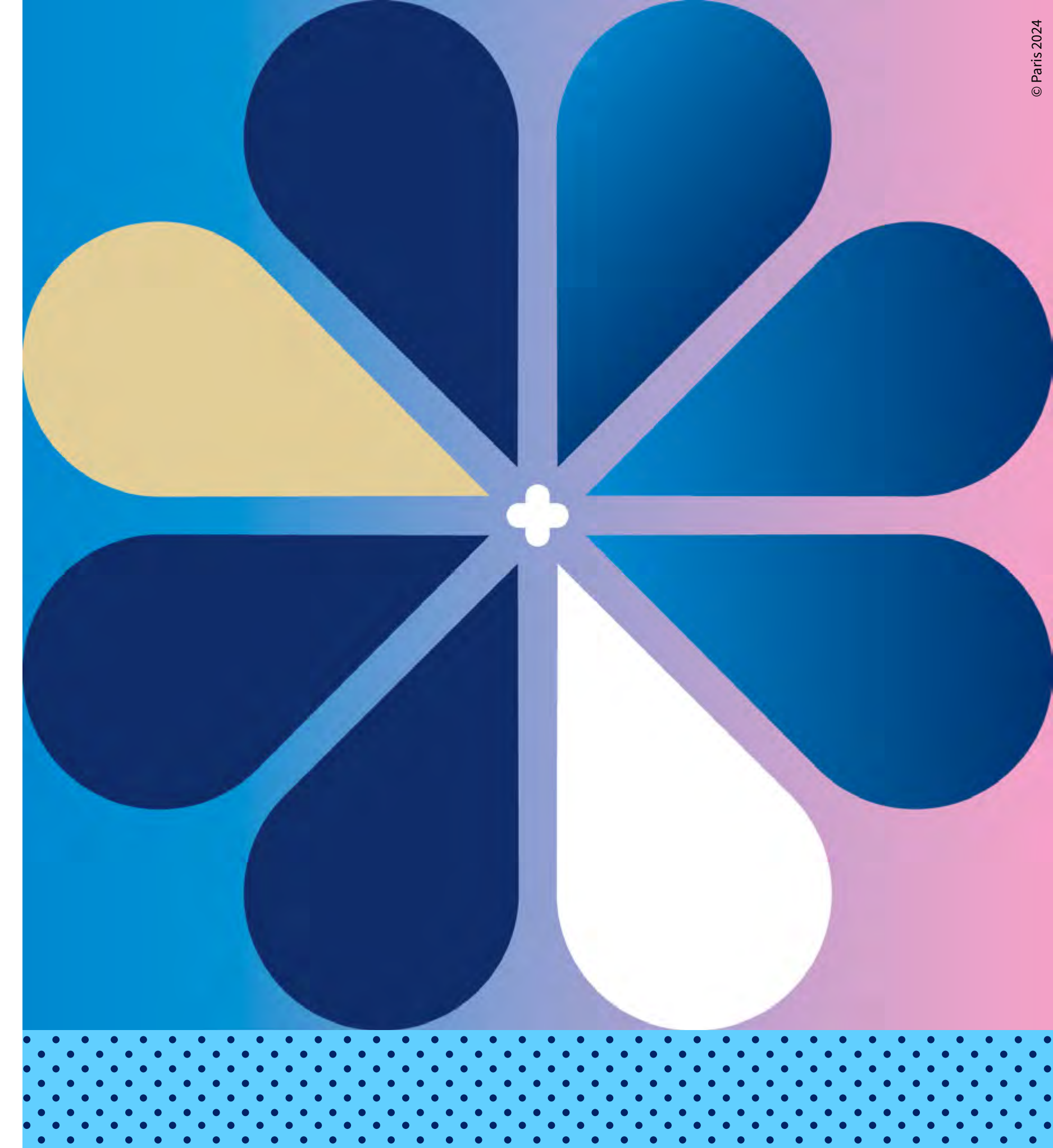
In order to bridge the unifying spirit of the Games and the singularity of each town and city, Paris 2024 created a modular symbol of visual identity. The “cobblestone” was the universal unity. Within it, different elements conveying meaning could be used as building blocks, for example:

- Architectural and heritage symbols
- Symbols of French art de vivre
- Sport symbols
- The Paris 2024 emblem
- Customisable elements for the host communities

This “Look” paid tribute to the engagement of the communities and enabled them to develop their own decoration and signage strategy in line with their needs.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The joint work with the host communities, in order to share the meaning of the Paris 2024 visual identity, to hone the local cobblestone specifications, and to develop a feeling of belonging through this customisable Look.



↓ AND FOR THE NEXT GAMES?

A legacy strategy was developed for the Look, notably to promote the second life of the material elements (infrastructures, etc.) handed over to the communities after the Games. The organisers of future Games could also develop their own customisable Look, if they so choose.

UNIVERSAL ACCESSIBILITY: A STRATEGIC CHALLENGE FOR PARIS 2024

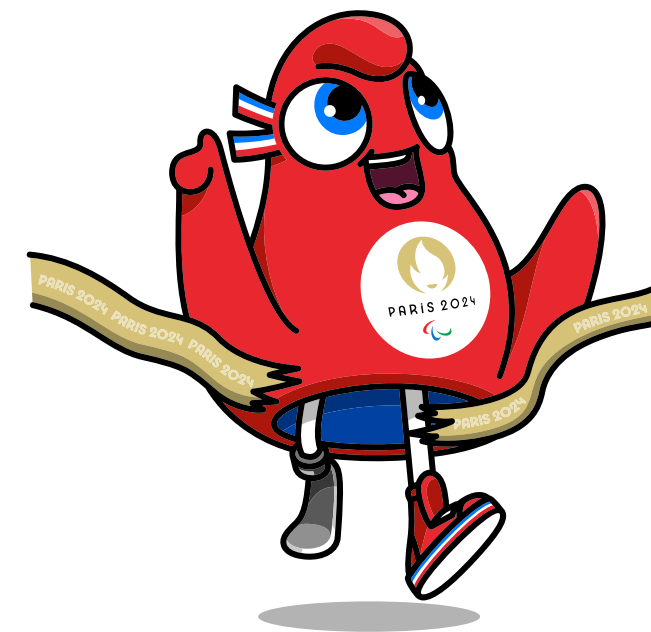
PILOT DIVISIONS: ACCESSIBILITY, TECHNOLOGY & INFORMATION SYSTEMS

Paris 2024 organised the Olympic and Paralympic Games with the ambition of leaving a lasting legacy in the field of participation in sports, improving the lives of people with disabilities and changing perspectives on disability.

Which is why Paris 2024 made a commitment to organise exemplary Games in terms of universal accessibility. All athletes and spectators, whatever their specific needs, had to be able to enjoy the event to the full, without any barriers.

In terms of universal accessibility, innovation is a lever to bring about inclusive solutions, whether or not based on technology, and provide support to all operators and stakeholders in taking this issue into account in the long term.

And tomorrow? →



↓ 3 INNOVATIONS



Tools to incorporate accessibility principles



Technological solutions for the visually impaired



A flexible extension solution for accessible toilet facilities



15% of the world's population lives with some form of disability

12 million people with disabilities in France

4,400 Paralympic athletes in the Paris 2024 Games

280,000 seats reserved for spectators with disabilities and their accompanying persons at the Olympic and Paralympic Games

EXPLORE THE INNOVATIONS

On the track >

More open Games >

Universal accessibility: a strategic challenge...

TOOLS TO INCORPORATE ACCESSIBILITY PRINCIPLES

UNIVERSAL ACCESSIBILITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE NEED

To make everyday life easier, 'ordinary' systems that are not suited to the specific needs of people with disabilities sometimes need to be modified or improved.

1

2

OUR CHALLENGES

Supporting the operational teams in integrating universal accessibility into all aspects of the Games – fitting out of the Village, design of services, experience at the competition and celebration venues, etc. – in order to ensure that everyone was able to experience the Games with the greatest possible autonomy and comfort.

THE PROPOSED SOLUTION

Designing tools to be subsequently left as a legacy: universal design guide, catalogue of compliant equipment/furniture, automatic calculation tool for ramp lengths, analytical tool for the accessibility of 'Terre de Jeux 2024' routes, etc.

3



4

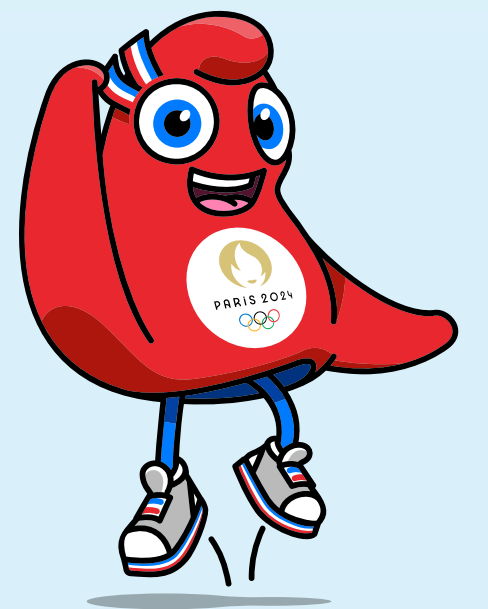
THE OBSTACLE

Paris 2024 chose to go beyond current regulatory requirements by placing user experience and quality of use at the heart of its approach. This in a context where compliance with regulations is already insufficient at all levels of society.

5

HOW IT WAS OVERCOME

By working to educate everybody involved at the operational level in the culture of universal accessibility.



TECHNOLOGICAL SOLUTIONS FOR THE VISUALLY IMPAIRED

UNIVERSAL ACCESSIBILITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE PROBLEM

People with a visual impairment are unable to see all aspects of sports events.

1

2

OUR CHALLENGE

Enabling these people to experience the Games as fully as other people.

THE PROPOSED SOLUTION

3



Use of technology to enhance the experience of visually impaired people by means of two innovations:

Vision Pad, an interactive tactile tablet enabling the visually impaired to follow the position of the ball in real time and feel the vibrations according to the intensity of the game. The service was available for 7 ball sports and 79 Olympic and Paralympic sports sessions.

Audio description for all, a live audio service describing (FR) or providing a commentary (EN) on the athletes' sports performances and outlining the event.

4

THE OBSTACLE

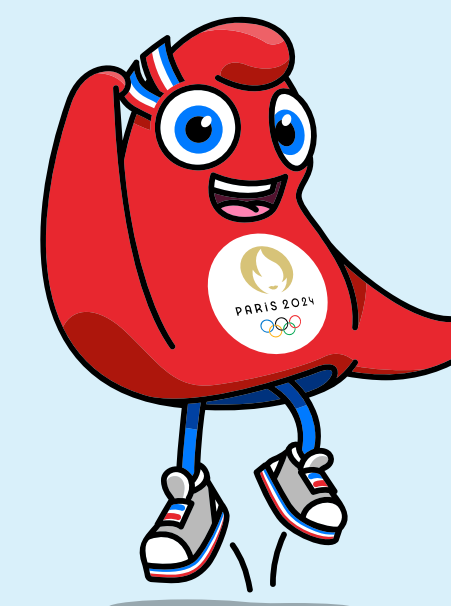
Limited access to solutions, since people with specific needs are unable to find them on their own, and a market not sufficiently mature, making the capacity to plan large-scale deployment more difficult.

5

HOW IT WAS OVERCOME

By reaching out to start-ups identified within the framework of a “cross-partner” approach with Orange, Intel, Cisco, Decathlon and Alibaba, in order to ensure the long-lasting success of these solutions.

Some of these solutions were also tested and observed within the framework of the 2023 World Para Athletics Championships.



A FLEXIBLE EXTENSION FOR ACCESSIBLE TOILET FACILITIES

UNIVERSAL ACCESSIBILITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE PROBLEM

In certain premises, the bathrooms were equipped with flush toilets with flat surfaces, a mechanism that provides little accessibility for some people with disabilities.

1

2

OUR CHALLENGE

Improving the accessibility of toilet facilities at the venues in order to make them easier for people with upper limb disabilities to use, and to guarantee athletes' autonomy.

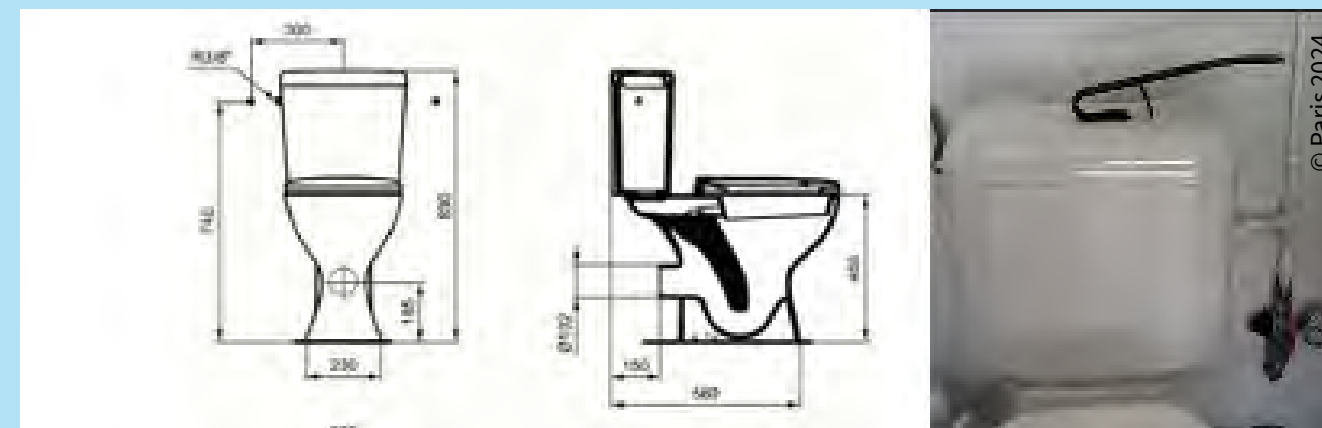
THE PROPOSED SOLUTION

A flexible 3D-printed extension.

The offset design, combined with a lever arm, makes it possible to flush the toilet with minimal effort, while remaining at a distance from the toilet. A similar solution was developed to make shower mixers easier to adjust.

3

On leaving the Paralympic Village, athletes were able to keep this product for personal use. The solution was also deployed to equip bathrooms at Olympic and Paralympic competition venues.



An innovative, simple, useful and industry-ready product at low cost.

4

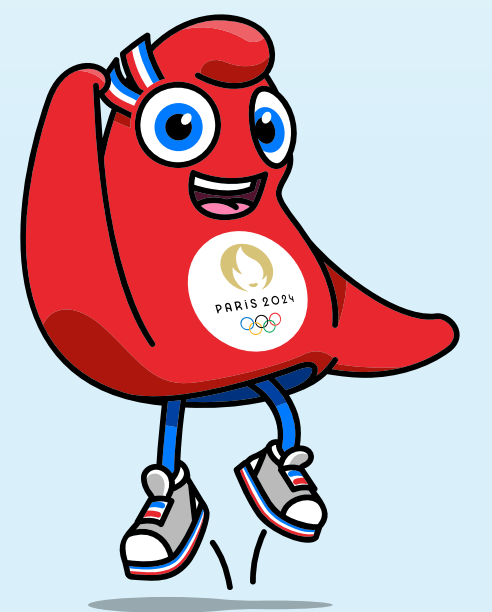
THE OBSTACLE

Starting from scratch: no previously existing simple, low-cost solution.

5

HOW IT WAS OVERCOME

Thanks to a needs-centred design, coupled with rapid prototyping.



← BACK

↓ AND TOMORROW?

These innovations are set to advance universal accessibility and improve the daily lives of people with disabilities, as well as their access to major sports events. Since these solutions are detachable, users can easily keep and transport them when they travel.



Central to its vision, Paris 2024 is determined to use innovation to promote an experience free from barriers for people with disabilities. In the face of the need to find effective solutions to ensure the accessibility of the Games, the project thus developed solutions by examining and analysing the specific uses and needs of certain population groups. The successful completion of these innovative projects confirms that the Games are a lever for improving accessibility and inclusion.

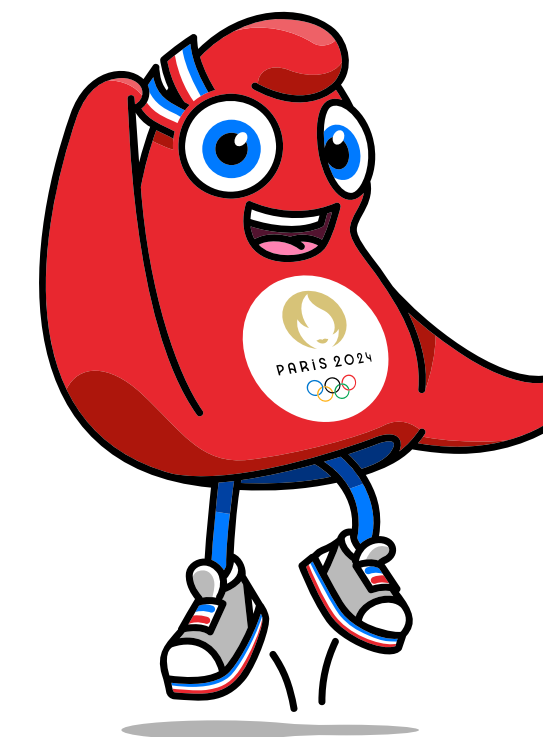
The success of this project is measured in terms of increased ease of access to day-to-day objects such as toilet flush mechanisms, as well as improving visually impaired people's experience of sports events.

Ludivine Munos

Head of Paralympic Integration and Universal Accessibility



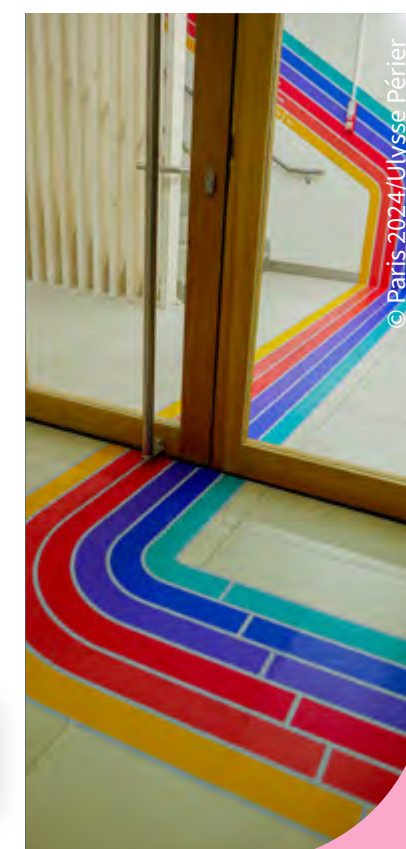
ON THE TRACK MORE LONG-LASTING GAMES



OLYMPIC AND
PARALYMPIC
WEEK



PARIS 2024
ENDOWMENT
FUND



ACTIVE
DESIGN



30 MINUTES
OF EXERCISE
AT SCHOOL
EVERY DAY



ATHLETE
ENTREPRENEUR
PROGRAMME



CLIMATE COACH
AND CLIMATE
COACH FOR
EVENTS



INNOVATIVE
HOCKEY TURF



CYCLING
GAMES



OLYMPIC AND PARALYMPIC WEEK

NEW SERVICE

PILOT DIVISION: IMPACT & LEGACY

One week a year, schools – from nursery to university level – are decked out in the colours of sport, Olympism and the Paralympic movement for Olympic and Paralympic Week (OPW), a major event that mobilises the education community, athletes and the entire sporting movement to promote the values and benefits of sport from a young age.

↓ WHY?

Sport is a powerful educational tool when it comes to transmitting the values of solidarity, cooperation and respect, developing physical and mental well-being and self-confidence in children, and changing the way people see disability. But this tool has remained largely unused in France up until now.

From the start of its bid, the future organisers of Paris 2024 wanted to seize the opportunity of the Games to place the spotlight on sport and education, and to bring two worlds with little interaction closer together: the education community and the sporting movement.

It quickly became apparent that the best way to do that was to create an annual event in schools, in connection with the French Department of Education, giving pride of place to sport, its values and disciplines, in order to foster collaborations and projects that would last throughout the year.



© Paris 2024/Sarah Witt



Our biggest achievement will be seeing OPW remain on school agendas after 2024.

The project team



NEXT →

2 million
participants in 2024

5 million
young people reached
since 2017

EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

Olympic and Paralympic Week

[← BACK](#)

↓ HOW?

As of 2017, Paris 2024 presented the project for Olympic and Paralympic Week (OPW) to the French Department of Education.

OPW has been held every year since this date, despite changes in government and the COVID pandemic which required unprecedented agility (sports outdoors, wearing a mask, etc.). The event celebrated its 8th edition in 2024. Every year, the number of establishments concerned, projects developed and children reached increases.

The format of OPW has remained unchanged since 2017. A combination of factors that make it particularly innovative:

- The involvement of the entire education community over a given period – one week, generally in February – and on a specific theme updated every year (2023: Sport and inclusion; 2024: Celebrating the Games and athletes).
- The creation and provision of dedicated educational resources for teachers.
- The involvement of athletes – and all the Paris 2024 team – who visit schools to give talks.

OPW acts as a showcase, a toolkit of everything that is possible when we combine sport and education. Thanks to this yearly event and the resources made available, teachers have complete freedom to develop their own initiatives.

A fun and unifying activity for their class that they can keep going throughout the year thanks to the relationships established during OPW (connections with local sports clubs, inspiring examples from other establishments, etc.).

Olympic and Paralympic Week - Génération Paris 2024



↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The commitment and support of the French Department of Education, essential to legitimising the initiative and extending it well after the Games.

With the support of the French Department of Education, Paris 2024 created the 'Génération 2024' platform that hosts a number of educational tools, often jointly developed with sports federations and schools sports federations. All of this content has been approved by the French Department of Education.

This unique platform provides a forum to chat with teachers. It currently has over 10,000 active members and over 130,000 educational resources uploaded.

↓ AND FOR SOCIETY?

In addition to PE lessons, and notably the development of '30 minutes of exercise at school every day' (another flagship initiative supported by Paris 2024), OPW contributes to rooting sport firmly in schools in order to benefit younger generations.

Everything is in place to ensure that OPW continues after the Games. The CNOSF and the French Ministry of National Education are working together on the upcoming editions: in 2025, OPW will take place from 31 March to 5 April.



THE PARIS 2024 ENDOWMENT FUND

NEW SERVICE

PILOT DIVISION: IMPACT & LEGACY

In establishing its Endowment Fund, Paris 2024 created a tool to support projects that promote sport in the general interest, in the fields of education, professional integration, citizenship and the environment. This was an unprecedented approach to legacy for an Organising Committee and one that will help to mobilise a large number of public and private players to ensure that it continues after the Games.

↓ WHY?

Since submitting its bid, Paris 2024 had been determined to promote and develop the social impact of sport in terms of education, integration, inclusion, equality, etc., and in order to achieve this, the Organising Committee developed a tool to support project leaders on the ground by mobilising all sources of funding.

↓ HOW?

The Paris 2024 Endowment Fund marks the first time that an Organising Committee has set up an independent legal structure and a dedicated budget to fund projects of general interest.

Paris 2024 dedicated specific resources to achieving this goal and also rallied all of its stakeholders and the sporting movement to get involved, with a significant leverage effect, resulting in Paris 2024 contributing €17.5 million and public and private partners contributing €32.5 million to the Fund.

NEXT →



© Luis Alvarez/Getty Images



In creating the Endowment Fund we are establishing a collective dynamic around the social impact of sport and implementing it in practical terms on the ground.

The project team



1,500
projects supported
throughout France

Over
4 million
beneficiaries

€50 million
distributed



EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

The Paris 2024 endowment fund



← BACK

Getting the Fund up and running was something of a challenge as everything had to be created from scratch in a very short space of time - the scope concerned, the funding arrangements, the eligible players, the application platform, the appraisal committees and the selection committees.

Since its launch in 2019, the Fund has supported projects developed locally by sports clubs and associations using sport to improve professional integration, the inclusion of people with disabilities, gender equality, etc.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The ability to convince and unite a large number of public (CNOSF, CPSF, French National Sport Agency (ANS), local authorities) and private (FDJ, EDF, etc.) co-funders around the subject of sport and its social impact in record time.

Some of them needed to be reassured with proof of the soundness of the projects that were being supported and the complementary nature of the various sources of funding at play.

The project appraisal and selection process reflected this wide range of players:

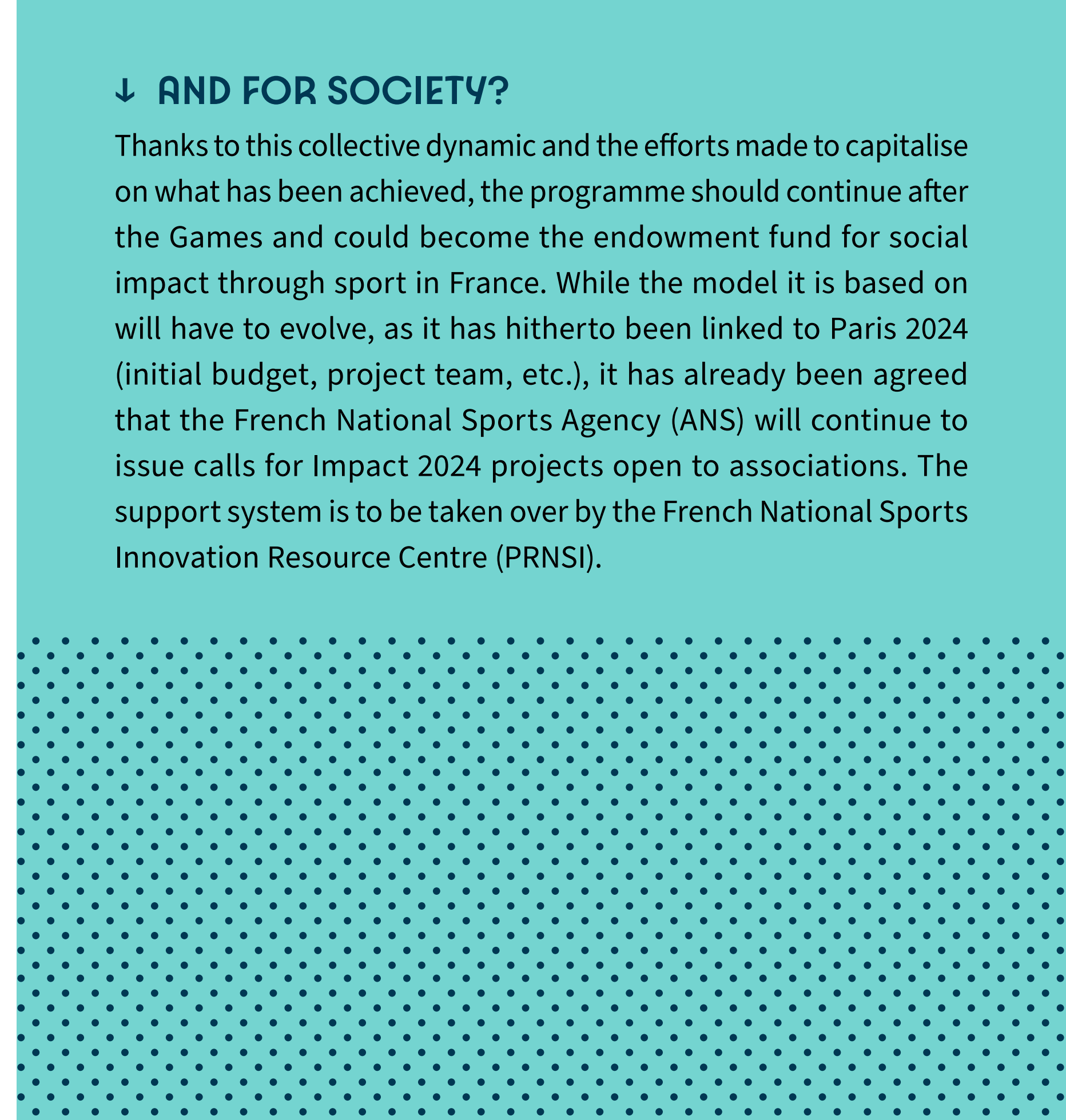
- In some cases, appraisal was decentralised to regional committees;
- The selection was made by a committee made up of qualified individuals from the world of sport, the SSE and representatives of the co-funders.

The selection criteria were shared and transparent.

The Impact 2024 call for proposals, which was open to associations and co-funded by the French National Sport Agency (ANS), the CNOSF, the CPSF, Française des Jeux and then France Travail in 2024, examined an average of between 1,000 and 2,000 proposals each year and selected 250 to 400 successful projects.

↓ AND FOR SOCIETY?

Thanks to this collective dynamic and the efforts made to capitalise on what has been achieved, the programme should continue after the Games and could become the endowment fund for social impact through sport in France. While the model it is based on will have to evolve, as it has hitherto been linked to Paris 2024 (initial budget, project team, etc.), it has already been agreed that the French National Sports Agency (ANS) will continue to issue calls for Impact 2024 projects open to associations. The support system is to be taken over by the French National Sports Innovation Resource Centre (PRNSI).



ACTIVE DESIGN

NEW SERVICE

PILOT DIVISIONS: IMPACT & LEGACY, ENGAGEMENT

Active design is a principle of urban space development to design the city of the future, which will be more accessible to all, more conducive to soft and low-carbon forms of mobility, and more attractive. Through the Games, Paris 2024 encouraged the spread of these principles which are still unknown to many in France.

↓ WHY?

Public health studies recommend 30 minutes of physical exercise a day for adults (60 minutes a day for children). This means being able to exercise everywhere, at any time of day, without having to think about it. The way in which towns and cities are designed is decisive in achieving this goal.

Active design is a principle in urban planning and building design which aims to promote active mobility. By playing with all the elements of the urban space — signage, lighting, furniture, etc. — active design encourages exercise in a free and fun way: walking, taking the stairs, cycling, etc. Active design promotes universal accessibility and also helps women take back ownership of the public space.

It's an invitation to reinvent spaces sometimes left abandoned, to add colour and movement: a source of appeal for town and city centres.

Although active design is very present in certain countries — Denmark for example — its principles were relatively unknown until now in France. Through the Games, Paris 2024 set itself the aim of developing sports everywhere and for all. As part of its Bouger Plus ('Move More') strategy, at the instigation of the 'Terre de Jeux 2024' label in particular, Paris 2024 has promoted active design: a concrete legacy in the regions and a real driver to get all French people moving.



We hope that regions and sports events will better incorporate the principle of getting active and doing exercise!

The project team



NEXT →

6
pilot regions have
experimented with
Active Design

200
school playgrounds have
already been converted



EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

Active design

← BACK

↓ HOW?

In collaboration with SOLIDEO, Paris 2024 wanted to incorporate the principles of active design into the development of the Olympic and Paralympic structures. Despite the security and branding constraints, Pulse, the headquarters of the Organising Committee, also served as a showcase for active design, through its stairs in particular.

On the strength of these examples, Paris 2024 committed to relaying the principles of active design in all places of daily life – in the city, at work and at school – with the involvement of all the stakeholders and experts in the field, as well as its entire ecosystem: ‘Terre de Jeux 2024’, partners, etc.

→ IN THE CITY

Paris 2024 published an Active Design Guide for towns and cities in collaboration with experts in the area (urban planners, architects, etc.). A collaboration was launched with the French National Agency for Territorial Cohesion (ANCT), as part of the ‘Action Coeur de Ville’ programme. At Paris 2024’s suggestion, active design was recognised as one of the lever mechanisms to strengthen the appeal of town and city centres. Accompanied by the Cité du Design in Saint-Étienne, six pilot regions labelled ‘Terre de Jeux 2024’ rolled out active design in their town and city centres in to open them up, create appeal and promote health and well-being. The feedback is already very positive, in particular for the towns of Saint-Dizier and Plaine Commune.

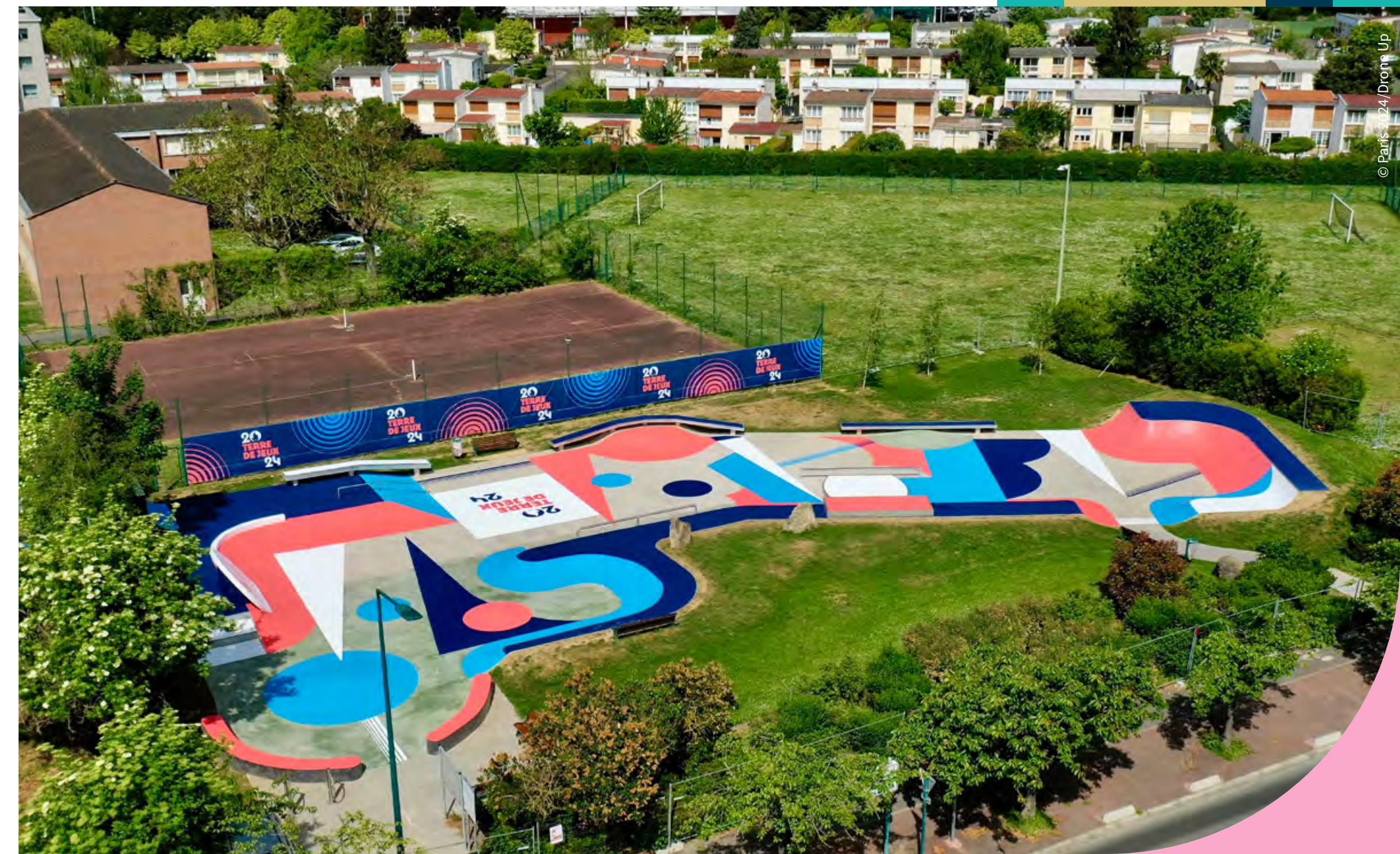
→ AT WORK

Paris 2024 adapted its Active Design Guide for companies, applied it on its premises and with its employees, and shared it with all its partners.

→ AT SCHOOL

Having listened to the policy advocacy of Paris 2024, French the government undertook to convert school playgrounds so that they are suitable for exercise and promote gender equality.

NEXT →



[← BACK](#)

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Solid evidence of the benefits of active design.

The experimentation introduced at Pulse proved very useful in demonstrating its effectiveness: for example, employees' use of the stairs increased by 111% after the adoption of these principles.

Highlighting the other positive effects created by active design – the aesthetic aspect, for example – was also important to persuade stakeholders to get involved in the approach.

Finally, the involvement of participants (inhabitants, employees) was a key condition of success.

[Active Design Guide](#)

↓ AND FOR SOCIETY?

The example of the six pilot towns engaged in the roll-out of active design could encourage all towns to become involved in the approach.

Mass conversion of school playgrounds around active design principles would be another great success, helping promote equality between girls and boys, in addition to the '30 minutes of exercise at school every day' initiative.



30 MINUTES OF EXERCISE AT SCHOOL EVERY DAY

NEW SERVICE

PILOT DIVISION: IMPACT & LEGACY

Start each day of school with exercise, dance and running: an innovation that sounds so simple, but that holds significant importance in reality as it affects all schoolchildren in France, and has benefits for children’s health, well-being and learning ability.

↓ WHY?

As part of the Games and as a lasting initiative, Paris 2024 wishes to encourage the development of physical activity and sports.

And doctors and experts all say that the key age to instil this habit is between 6 and 11. Child who do not learn to exercise grow up to be sedentary adults. Which is why it is important to take action at this age, especially as 30% of young French people are already overweight.

An experiment led in Finland caught the attention of Paris 2024: introducing 30 minutes of daily physical exercise at school. By targeting schools makes it possible to reach all children within an age group, without social or gender distinctions. Furthermore, scientific studies have highlighted a positive effect on learning, in addition to the benefits on children’s health and well-being. This dual benefit convinced Paris 2024 that herein lay the flagship initiative of its legacy.



© Ashley Corbin-Teich/Getty Images



Exercise as a lasting habit is something we pick up from childhood! With this initiative we are preparing the legacy of a more active nation after 2024.

The project team



36,500
sports kits
distributed in schools

94%
of teachers feel
that the scheme improves
pupils’ well-being

NEXT →



← BACK

↓ HOW?

From 2020, Paris 2024 made schools its priority, driven by a desire to enable all children to get close to the 60 minutes of daily physical activity recommended by WHO.

Schools were identified as the most conducive environment to pass on the habit of exercise to children, without distinctions based on age, gender or social environment. Based on the success of programmes rolled out abroad, the Organising Committee, together with the French Ministry of National Education, Youth and Sports and the French National Sport Agency (ANS), encouraged the introduction of 30 minutes of daily exercise in primary schools, as a complement to PE.

Launched in February 2020 as a call for expressions of interest, the scheme was trialled then deployed with success. In that first year, 10,000 schools had already signed up to the initiative. One year later, in autumn 2023, there were more than 11,000.

To support the schools involved and teachers in the roll-out of this scheme, a sports equipment kit co-funded by Paris and ANS was sent out.

Educational resources designed by teams from several education authorities are available on “Generation 2024”, the Paris 2024 education platform.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The lobbying carried out with institutional stakeholders on the benefits of this scheme.

Two levers contributed to this:

- The promotion of scientific studies and inspiring examples, in France and abroad.
- The trial followed by an assessment in the Créteil education authority, which demonstrated the feasibility of the initiative in the French educational context, and provided reassurance on certain points (flexibility of the implementation, coordination with PE lessons, etc.).



↓ AND FOR SOCIETY?

This initiative, which is based on the universal nature of the republican school system, is helping change daily life and preparing the future of an entire generation. Its continuation will be one of the main legacies of the Games, because not only will the daily lives of all children be transformed, so will their chance to become active, healthy adults.

Génération 2024



“ATHLETE ENTREPRENEUR” PROGRAMME

NEW SERVICE

PILOT DIVISIONS: INTERNATIONAL, IMPACT & LEGACY

Inspiring, determined, resilient: Olympic and Paralympic athletes have all the qualities needed to become the entrepreneurs behind the projects of tomorrow that have a real social impact. That is what Paris 2024 believes. The Organising Committee has put in place a unique programme designed to accompany athletes in their professional retraining, from the initial idea to the project itself.

↓ WHY?

The retraining of high-level athletes is often poorly or not at all planned for. And yet, throughout their sporting career, these athletes develop skills that are easily transferable to the world of business, and more specifically to entrepreneurship: leadership, determination, the ability to recover from setbacks...

What’s more, athletes are the best placed to illustrate that sport can empower and connect people. More and

more of them are eager to play an active role in societal and environmental transitions.

Cementing the second phase of an athlete’s career and channelling their commitment and skills to further the social impact of sport: that is the dual goal of Paris 2024 through the “Athlete entrepreneur” programme.



© Paris 2024/Benjamin Boccas



This programme is helping plant the seed of entrepreneurship among athletes!

The project team



52
athletes supported,
from 14 countries

NEXT →



EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

“Athlete entrepreneur” programme

[← BACK](#)

↓ HOW?

The “Athlete entrepreneur” programme designed by Paris 2024 provides an introduction to entrepreneurship and support for project creation aimed at athletes – already retired from sport or still competing – who want to develop a project that uses sport as a lever for social impact, in France and in Africa.

The support covers a period of 9 months. Both collective and personalised, it was tailored to take into account the specificities of elite athletes: bootcamps, brainstorming workshop, mentoring, talks by inspirational figures, etc. The programme comprised two components, one for projects developed in France – where support was provided by the association Ticket for Change – and one for project developed in Africa, where the operator was Yunus Sport Hub. The athletes formed a cohort that they were all proud to belong to. The diverse profiles – different countries, cultures and sports – acted as a source of collective emulation and encouraged the sharing of good practices.

The programme worked with 3 cohorts, each comprising thirty athletes out of a total of more than 200 applications received. Its success is also evident in the rate of project take-up following the support period: 80%, well above the average for this type of programme. Three years after the launch of the first cohort, structures had already been created, and some were already in operation.

The programme’s impact was evaluated by two researchers from Université Paris Nanterre.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Registration of the programme as part of a partnership with the Agence Française de Développement (AFD).

A public investment fund and long-standing player with vast networks and dense territorial coverage, AFD fostered the success of the programme and its long-term future.

The other strength of Paris 2024 was networking athlete entrepreneurs with its partners and with the rest of its programmes (Impact 2024, Generation 2024, etc.) to develop synergies and identify potential support.

Lastly, the projects naturally needed to be devised and promoted with the sporting movement and athletes, work carried out with the Paris 2024 Athletes' Commission, the CNOSF and the CPSF.

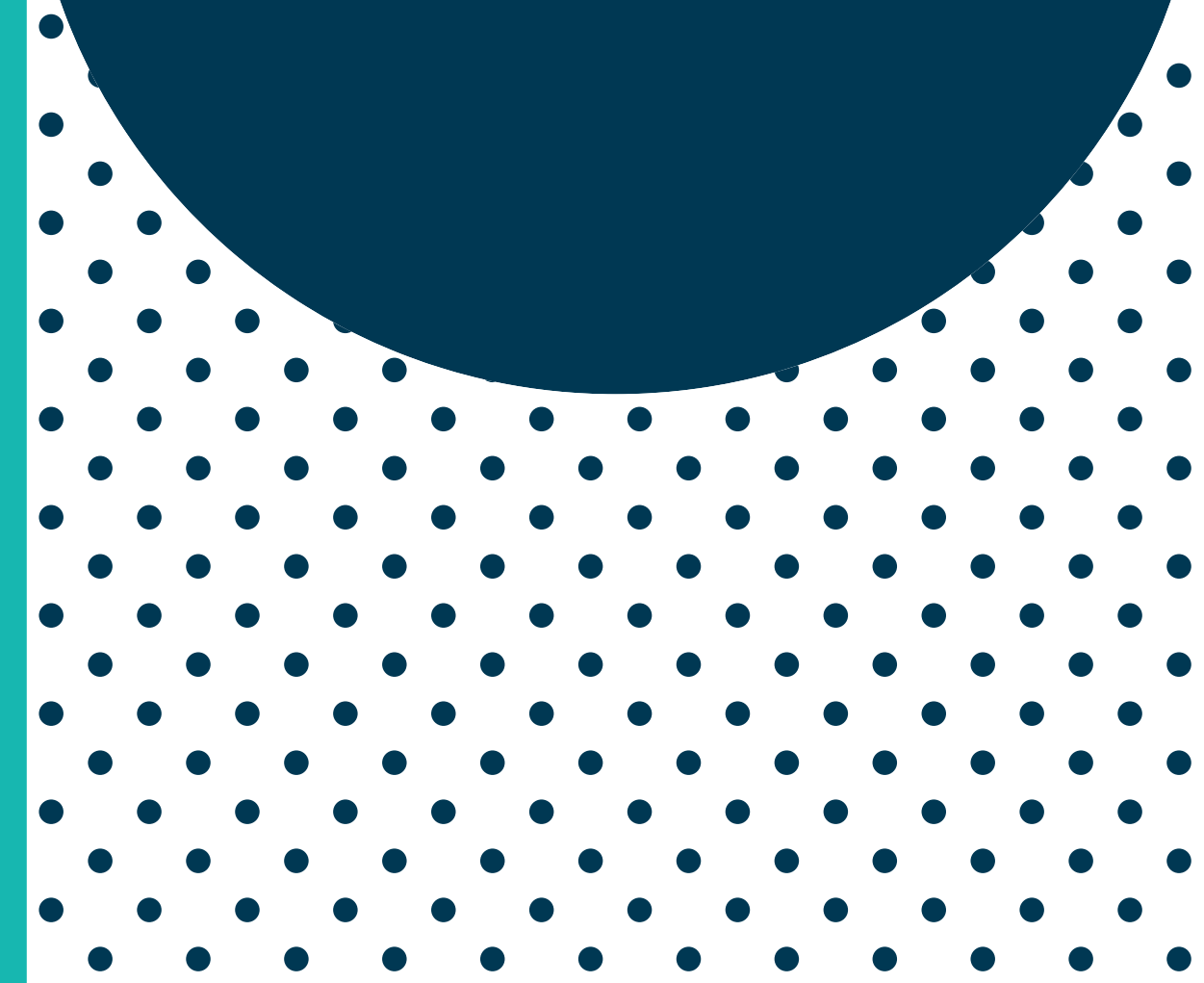
Impact-2024-athletes-afd



© Didier Pruvot

↓ AND FOR THE SPORTING MOVEMENT?

Paris 2024 is in discussions with INSEP, the French Ministry of Sports, the CNOSF, the CPSF and other partners including Banque Palatine, which has already launched a similar project, to draw inspiration from this programme and make entrepreneurship a springboard for the retraining of elite athletes.



CLIMATE COACH AND CLIMATE COACH FOR EVENTS

NEW SERVICE

PILOT DIVISION: SUSTAINABILITY

Building on the momentum of the Games to encourage a sustainable move towards ecological transformation, within businesses and in the sport sector: that was the goal of the “Climate Coach” toolkit developed by Paris 2024 to raise awareness, measure the carbon footprint and encourage people to take action.



↓ WHY?

As part of its carbon methodology, Paris 2024 developed tools to measure and reduce its climate impact. The Organising Committee decided to pass these tools on to companies and events organisers wanting to put in place an environmental approach.

The tools are innovative because they address the shortfalls identified by Paris 2024 in terms of reducing CO₂ emissions:

- ➔ Lack of individual carbon calculators identifying the impacts of professional life, even though employee involvement is necessary to achieve an organisation’s environmental targets.
- ➔ Lack of operational tools specifically concerning sports events, taking into account their size, their sport(s) and their specific issues.

NEXT →



«
 Victory will be collective:
 everyone who wants
 to change things in sport
 and their company
 deserves coaching!

The project team

13,000
 users of Climate
 Coach for Events

[← BACK](#)

↓ HOW?

Using its own experience and tools developed in-house, Paris 2024 created two turnkey applications:

- **PARIS 2024 CLIMATE COACH:** an individual carbon calculator for an organisation's employees to measure their personal and professional carbon footprint and propose means to reduce it. Entirely customisable, the tool integrates carbon data specific to the company (energy consumption, procurement, etc.). It is also the first tool that takes into account the impact of professional life, separating it from personal life.
- **CLIMATE COACH FOR EVENTS:** jointly piloted by the French Ministry of Sports and the CNOSF, this tool is designed for organisers of sporting events in France. It assesses an event's carbon footprint, quickly identifies the main sources of emissions, and sets out a customised reduction plan.

The "Climate Coach" applications were pilot applications for the Paris 2024 eco-design software strategy, which was then rolled out for the more emblematic Games applications for the general public.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The involvement of the entire Paris 2024 ecosystem (sporting movement, partners) to determine functions tailored precisely to the needs of users.

6 sports federations and 4 associations involved in the organisation of sports events in France took part in a working group to jointly design the Climate Coach for Events.

This collaboration – in-house and with the different service providers – was also necessary to move forward on lesser known topics, such as software eco-design.

[Coachclimateevenements.org](https://coachclimateevenements.org)



ICI, NOUS AGISSONS POUR RÉDUIRE L'EMPREINTE CARBONE DE NOTRE ÉVÈNEMENT GRÂCE AU COACH CLIMAT



de réduction des émissions
de CO2 grâce à la mise en
place de notre plan d'action



Le plan d'entraînement personnalisé
pour les organisateurs d'événements
qui se bougent pour le climat !

coachclimateevenements.org

↓ AND FOR THE SPORTING MOVEMENT?

The Climate Coach is available to all the Paris 2024 partners.

Hosted by the French Ministry of Sports, Climate Coach for Events is accessible to all French sports events organisers.

SUSTAINABLE HOCKEY TURF

NEW PRODUCT

PILOT DIVISIONS: SPORTS, INTERNATIONAL HOCKEY FEDERATION

The Games provide an opportunity to challenge the environmental impact of sports facilities by reducing their carbon footprint and water consumption while meeting the quality standards of International Federations in order to guarantee optimum competition conditions.

↓ WHY?

Sports facilities with technical characteristics that make it possible to combine environmental consciousness with optimum conditions of play: that is the challenge the sporting world is facing in order to move the needle on sustainability.

Synthetic pitches are the key focus as they need regular irrigation for playability. In field hockey especially, water is required to ensure ball speed and surface adherence and to prevent the risk of injury in case of a fall.



© Clive Brunskill/Getty Images



This turf will remain as a legacy and be transferred to other sites where it may not even need irrigation!

The project team



80%
bio-based materials in
the turf composition

NEXT →



EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

Sustainable hockey turf

[← BACK](#)

↓ HOW?

For the very first time, the Olympic hockey competitions took place on an innovative carbon-zero hockey turf at Paris 2024.

The turf was composed of 80% bio-based materials (made from a by-product of sugarcane processing) which avoids the emission of 73 tCO₂eq compared with the production of the same surface using traditional turf, while maintaining optimal performance in line with the requirements of the International Hockey Federation.

The technology developed also reduces surface friction, thus lowering the volume of water needed to reduce the friction resistance during competitions.

The installation and maintenance of this turf at Yves-Du-Manoir Stadium required significantly less water than the previous surface.

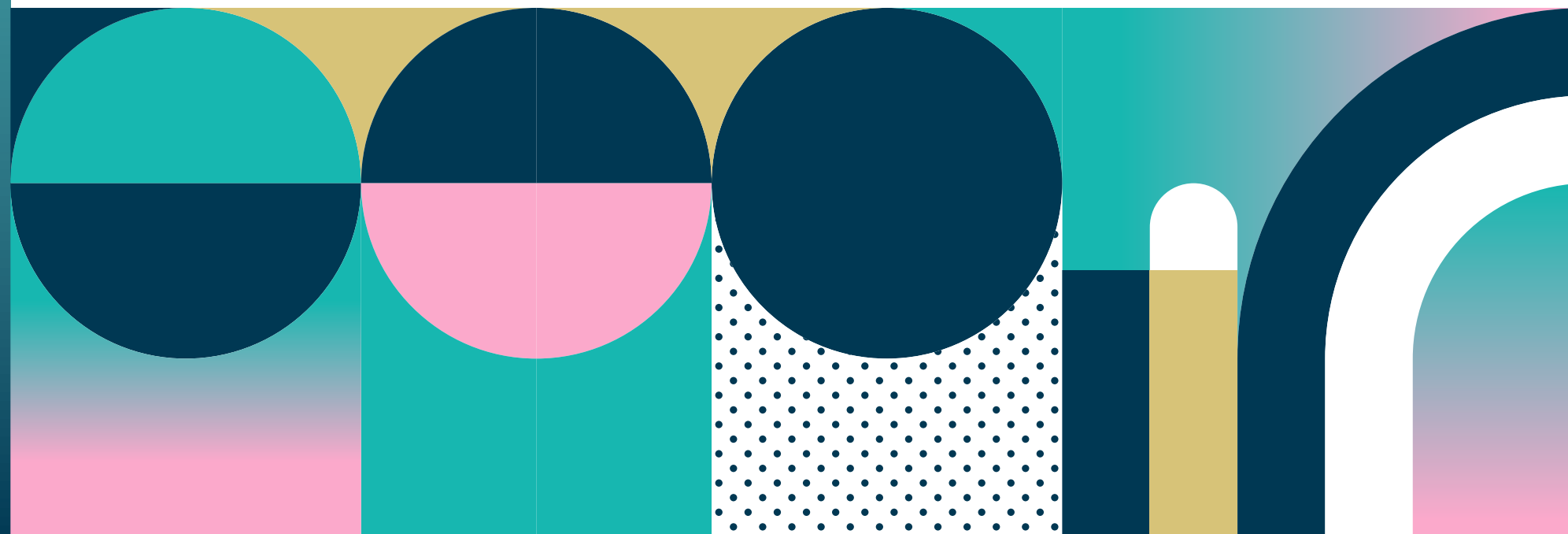
↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The commitment of the International Hockey Federation (FIH), which approved and certified the turf, authorising its use for all international hockey competitions; and the commitment of Polytan which developed this technology and delivered the installation.



↓ AND FOR SOCIETY?

The three hockey turfs installed for the Paris 2024 Games have been redistributed to three clubs in France which can now benefit from these innovations. Outside of international competitions, these turfs can be used without irrigation.



CYCLING GAMES

NEW SERVICE

PILOT DIVISION: TRANSPORT

The Paris 2024 Games made strong commitments to supporting the ecological transition and encouraging physical activity and sport: it was therefore only naturally that they promoted cycling as a means of transport.

↓ WHY?

Some forty venues, millions of spectators... the Games represent a major challenge for mobility and transport. In the densely populated and urban areas where the venues were located, cycling has many advantages: it encourages physical activity, is environmentally friendly, and offers an alternative to use of a car or public transport, thereby contributing to avoiding network congestion.

For cycling to be an attractive mobility option for spectators and accredited Games populations, adequate facilities needed to be provided (parking, cycle paths, etc.).



© Paris 2024/Ulysse Périer



The spectators and accredited populations widely opted for this means of transport!

The project team



10,000
spectators cycling to
the Olympic Games every day

3,500
spectators cycling to the
Paralympic Games every day

NEXT →

EXPLORE THE INNOVATIONS

On the track >

More long-lasting Games >

Cycling Games



← BACK

↓ HOW?

All of the competition venues in the Île-de-France region had bike parking available to spectators. 20,000 bike spaces, 10,000 of which were in Paris and 10,000 in the Greater Paris area. With the exception of the Villepinte venue, all of these venues were accessible via cycle paths.

Accredited populations had cycle parking at all of the Games competition and non-competition venues, across mainland France.

Paris 2024 was the first edition of the Games to implement such an extensive and organised cycling policy.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Collaboration with all of the public actors concerned.

Bike-based inner city travel is often fiercely debated, so it was important to create consensus. The municipal councillors, however, were largely in favour of putting in place a cycle-friendly ecosystem in their territories. Despite this, standardising a cycling policy involving that many actors posed a challenge, from both a financial and operational perspective.

↓ AND FOR SOCIETY?

By demonstrating that cycling can be an effective mode of transport to travel to an event, this initiative has contributed to advancing the position of soft mobility in society. It will also leave a material legacy: 6,000 temporary cycle parking spaces belonging to the City of Paris could be redeployed for other major events; the 1,000 spaces built by Plaine Commune at the Stade de France are a permanent fixture; the 12,000 remaining spaces, rented by Paris 2024 for service providers, will be handed over to the latter after the Games.

↓ POST-GAMES FOCUS

Spectators travelled by bike during the Games: the modal share of cycling was 5% for the Olympic Games and 3% for the Paralympic Games. The cycle parking facilities at venues in the Greater Paris area were a great success, as were those in the vicinity of the Stade de France, La Chapelle and La Villette. In central Paris and La Défense, cycle parking occupancy was lower, likely due to the substantive public transport network and the number of pre-existing bicycle racks and stands in the public space around competition venues.



THE INNOVATION OBSERVATORY *IN THE CHANGING ROOMS*

Behind these innovations seen by everyone are the less noticeable innovations that contributed to improving the organisation of the Games behind the scenes, in the changing rooms; innovations that made it possible to go:

TO GO FASTER

with greater efficiency and agility
in how we organise things.

Innovations



TO GO HIGHER

enhancing the experience and
services available to the different
Games audiences (stakeholders,
athletes, spectators).

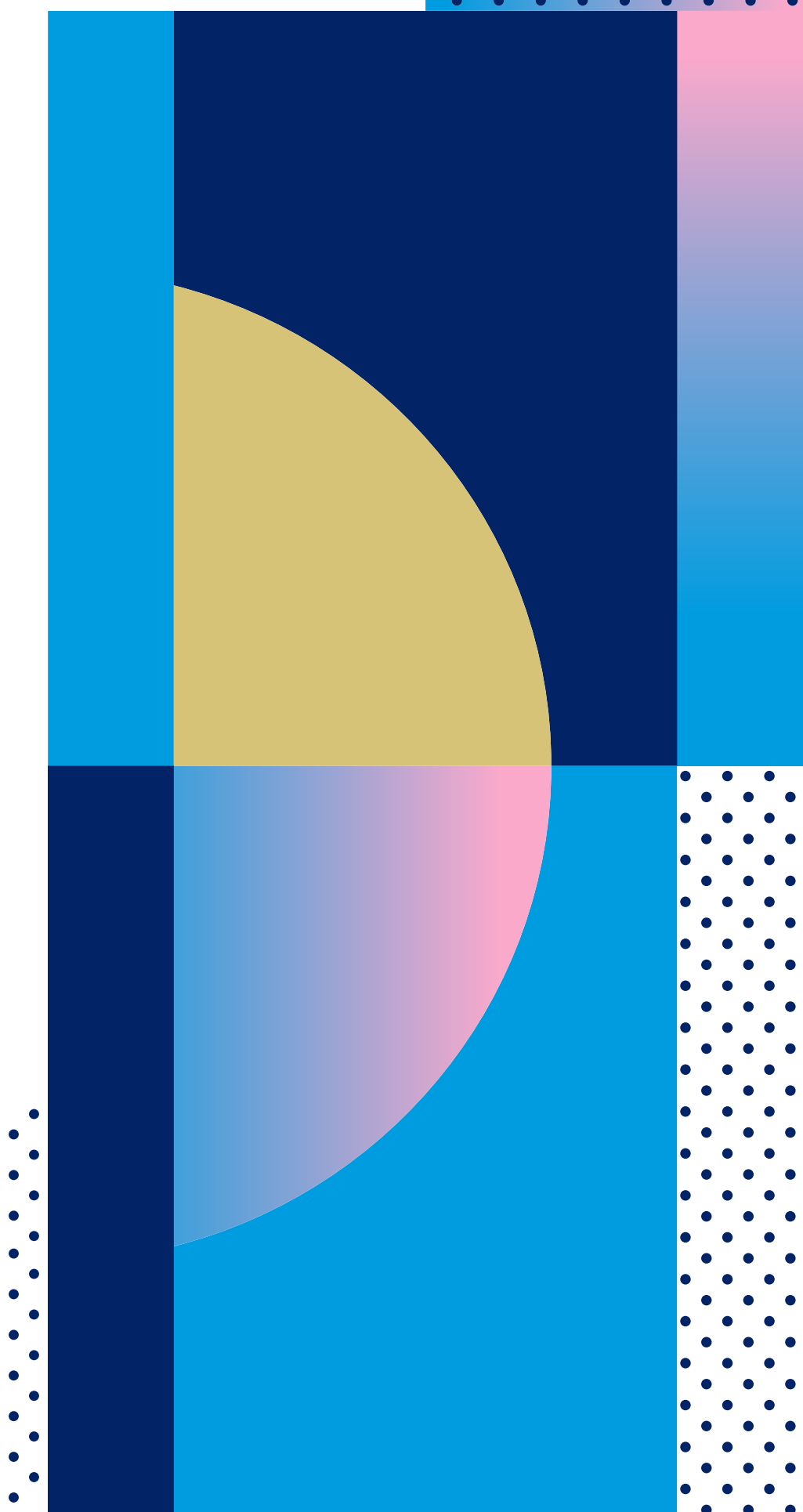
Innovations



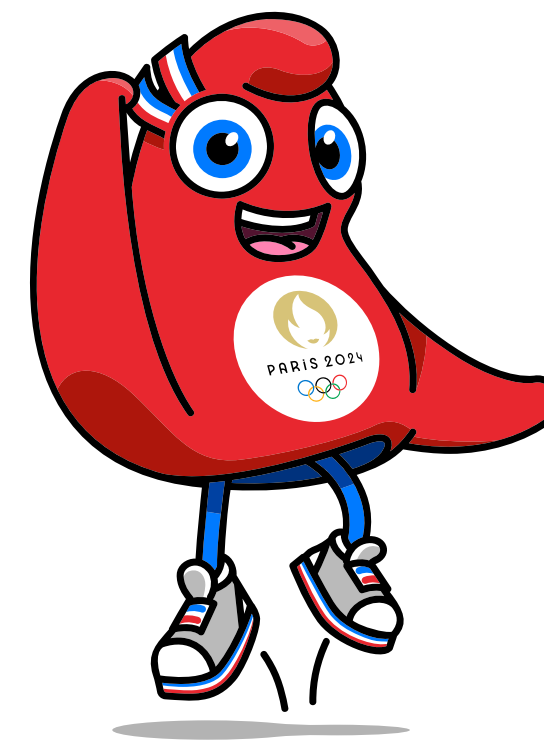
TO GO FURTHER

strengthening our environmental
and social standards for a more
accountable organisation.

Innovations



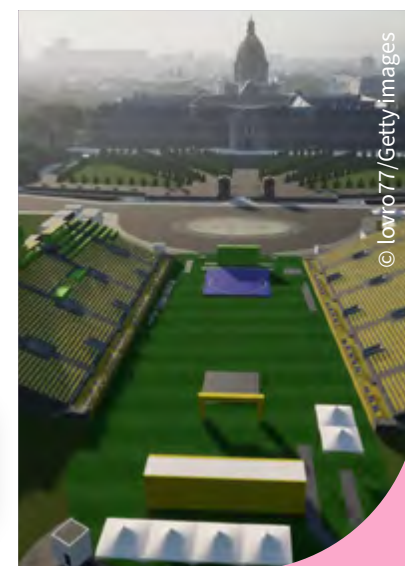
IN THE CHANGING ROOMS TO GO FASTER



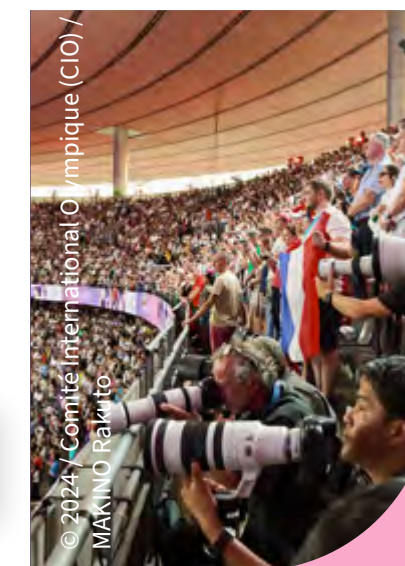
**NEW GAMES
DELIVERY
MODEL**



CPOP



**DIGITAL VENUE
TWINNING**



PRIVATE 5G



**INNOVATION
TASK FORCE**

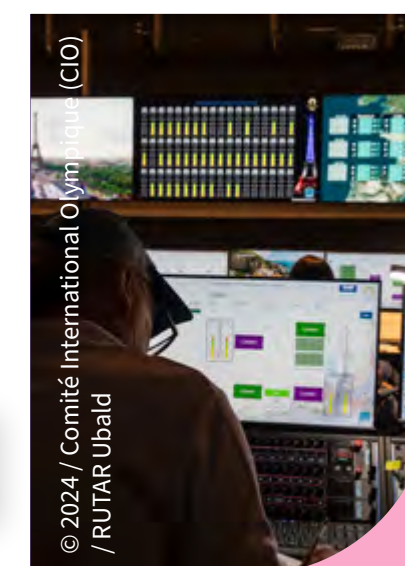


**NEW TEST
MODEL**

2 - CHOOSE A VENUE

Venue Code	Venue Name	Seating Capacity
001	Olympic Stadium	80,000
002	Stade de France	80,000
003	Stade Pierre de Coubertin	15,000
004	Stade de la Porte de la Chapelle	15,000
005	Stade de France	80,000
006	Stade de France	80,000
007	Stade de France	80,000
008	Stade de France	80,000
009	Stade de France	80,000
010	Stade de France	80,000
011	Stade de France	80,000
012	Stade de France	80,000
013	Stade de France	80,000
014	Stade de France	80,000
015	Stade de France	80,000
016	Stade de France	80,000
017	Stade de France	80,000
018	Stade de France	80,000
019	Stade de France	80,000
020	Stade de France	80,000

**ANALYSIS OF
OPERATIONAL
DATA**



**OVER-THE-TOP
(OTT)
TECHNOLOGY**



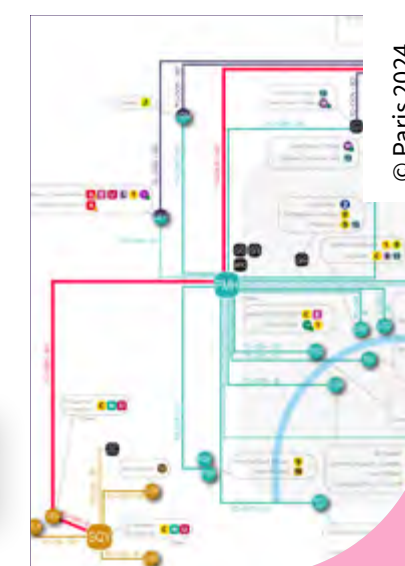
**VOLUNTEERS
RECRUITMENT**



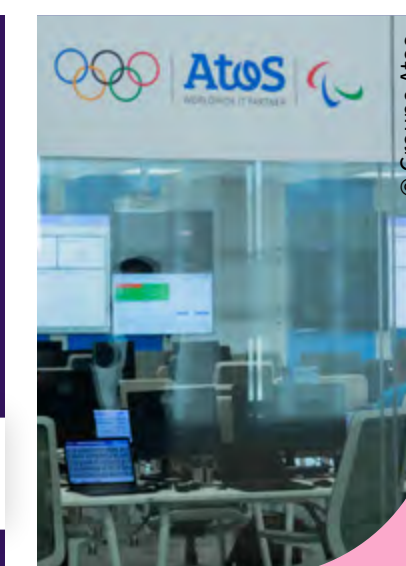
**NEW
COLLABORATIVE
TOOLS**



**MEASURING
REAL-TIME
ATTENDANCE**



**NEW
TRANSPORT
PLAN**



CYBERSECURITY

NEW GAMES DELIVERY MODEL

NOUVEAU PROCESS

PILOT DIVISION: EVENT AND VENUE MANAGEMENT

Maximising use of existing facilities and leaving a useful legacy after the Games: that was the method that guided Paris 2024 in each aspect of its project. The Games delivery model followed the same logic. By transforming venue operators and major events players into co-organisers of the Games, Paris 2024 built on expertise developed over decades and helped them enrich their experience.

↓ WHY?

In the classic Games delivery model, the Organising Committees sign a venue-use agreement with the operator. The operator steps back and the Committee takes over the venue. The Committee is then responsible for directly determining and delivering all of the planned services at the venue during the Games. In doing so, they forego the benefit of the expertise of events companies and existing venue operators.

Backed by the IOC, Paris 2024 saw an opportunity to reverse this model, retaining control of the project's strategy and design but delegating management and operations delivery activities to sports events experts. This new model made it possible to deliver the Games more efficiently, and to leave behind an organisational legacy.



Our approach was to leave the control of venues and organisation to recognised sports events specialists throughout the Games period and during their preparation.

The project team



60%
of Olympic and Paralympic sports operated by EDEs/CDEs

NEXT →



EXPLORE THE INNOVATIONS

In the changing rooms >

To go faster >

New Games delivery model

← BACK

↓ HOW?

With the new “Event Delivery Model” (EDM), Paris 2024 drew on the expertise of existing companies to ensure event delivery (Event Delivery Entities or EDEs), or sport competition delivery only (Competition Delivery Entities or CDEs). The expert entity thus became a co-organiser of the Games in their own right.

It was based on this model that Paris 2024 delegated the organisation of the football competitions to SESE, the operating entity of the Parc des Princes. Likewise, the Committee capitalised on the expertise of ASO, organiser of the Tour de France, for the road race events. In this instance, Paris 2024 retained responsibility for the delivery, and the standards applied were those of the IOC and the IPC. The EDE/CDE teams worked hand in hand with those of Paris 2024, from the planning stage and at each delivery stage, and undertook to deliver the operations on the big day.

Paris 2024 was able to build on the experience of the EDEs/CDEs, their knowledge of the venues and service providers, and the pre-existing process and framework agreements. This model produced significant efficiency gains. The EDEs/CDEs also brought a fresh perspective to the Paris 2024 works and could put forward innovative solutions.

For the EDEs/CDEs, the experience provided valuable lessons as it involved integrating Olympic and Paralympic standards and adapting to new levels of services. As an example, the EDE partnership with Paris 2024 enabled Roland Garros to host another sport at its venue (boxing) and to trial different internal configurations and organisational structures.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Ongoing integration efforts between the Paris 2024 teams and the EDEs/CDEs.

The EDEs/CDEs and Paris 2024 had to form a single, unified team, despite different languages, locations and ways of working.

The ongoing integration of the EDEs/CDEs within the Paris 2024 teams, and reciprocally those of the Paris 2024 teams within the existing entities, was therefore crucial to learn to work together, taking into account the issues and concepts of the other. This required a vigorous initial training stage, followed by regular exchanges throughout the collaboration.

↓ AND FOR THE NEXT GAMES?

A shared wish of the IOC and Paris 2024, the new Games model will be perpetuated: the IOC has announced its goal to apply it to Milano-Cortina 2026 and Los Angeles 2028, and the IPC plans to do the same.



CPOP

NEW SERVICE

PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

A tool to visualise all the Games venues, inform, update, analyse and share a large amount of planning information: those were the goals of CPOP, the Paris 2024 Geographical Information Platform.

↓ WHY?

The Games planning phase – and notably the geographic planning – requires effective coordination of the different operational divisions, which need to be able to visualise the different venues, plan their operations on site, share information, and conduct analyses based on large quantities of data.

Up until now there was no centralised, dynamic tool to share this information and update it in real time. Each division worked on their own “static” documents (e.g. PowerPoint, PDF), with multiple versions following each update.



Week after week, CPOP allowed the different teams to plan their operations in real time, using a collaborative approach and with a single point of entry.

The project team



More than
49,000
objects placed on
the platform

46
divisions
involved

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In the changing rooms >

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CPOP



← BACK

↓ HOW?

With its partner One Plan, Paris 2024 developed CPOP (Cartography Platform for the Olympics and Paralympics), the Paris 2024 Geographical Information Platform.

The platform consists of several modules:

- **“SINGLE SOURCE OF TRUTH”**, which centralised key information concerning the venues, the sports, the competition schedule, and the dates of the Paris 2024 Games.
- **“CPOP 2D”**: 2D plans provided by the Venues and Infrastructure (VNI) division, which the departments could use for their planning, add and update information that they considered necessary, and share with other stakeholders.
- **“CPOP 3D”**, a 3D venue modelling module (*see the dedicated “Digital Venue Twinning” summary*).

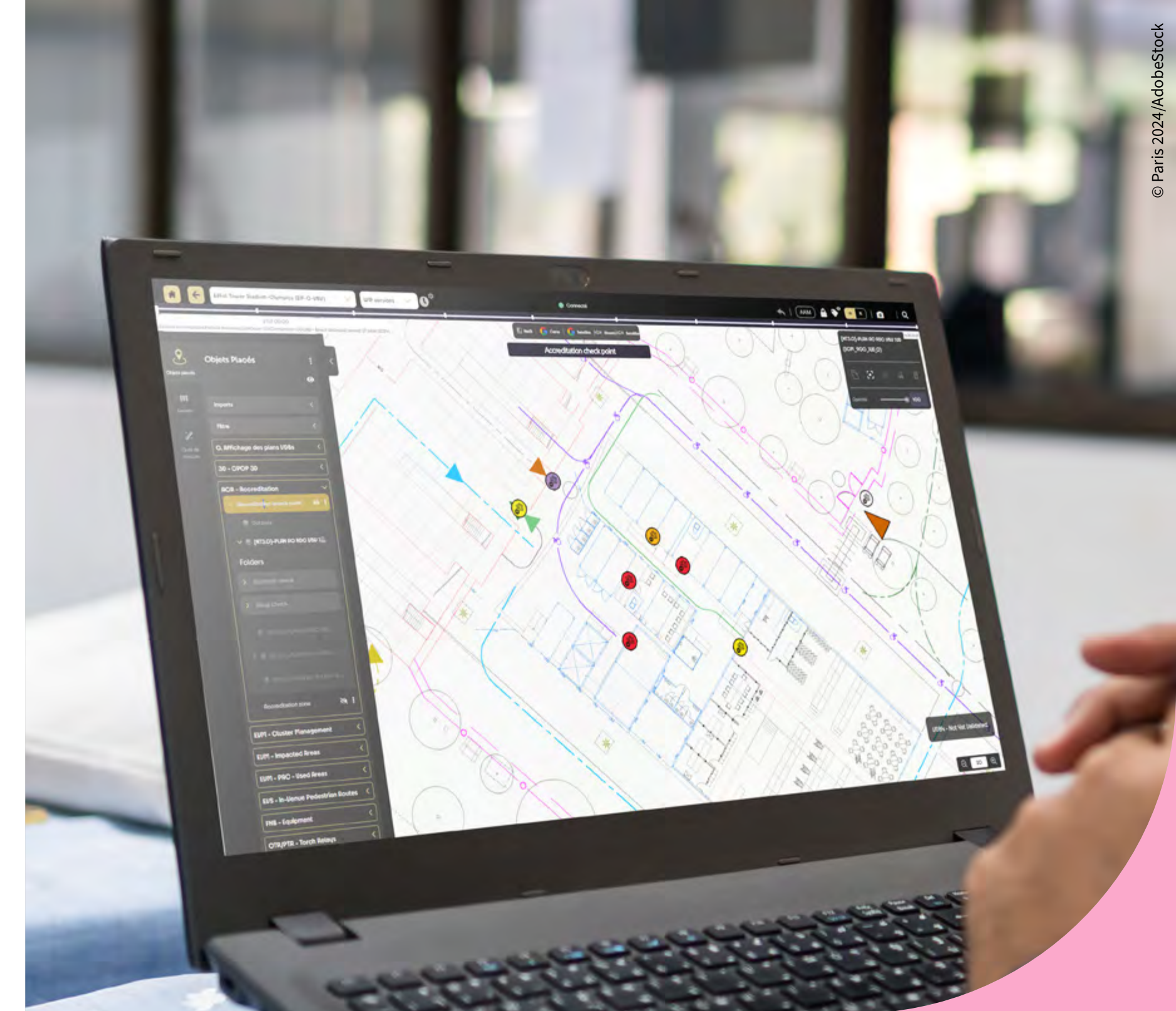
It was the first time that Computer-aided Design (CAD) and geographic planning had been shared in this way, thereby encouraging smoother and more efficient collaboration between the teams, both within Paris 2024 and with the external partners. “CPOP 2D” thus made it possible to regulate a multitude of information in diverse formats, to update information, and to conduct more in-depth analyses thanks to a broad database.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Training and assistance in the use of CPOP.

Employees were used to using their own tools. Transferring their data to CPOP required resources that they were not willing to mobilise.

To convince them of the common interest of using this new tool, the CPOP teams involved future users upstream, throughout the scoping period, and ran numerous training sessions to encourage its adoption.



↓ AND FOR THE NEXT GAMES?

CPOP is a new benchmark for future Organising Committees. The IOC has chosen to continue its use for Milano-Cortina 2026 in order to optimise planning. It could also be used more broadly for any sporting event. The Games venue managers expressed an interest in using this tool in the future.

DIGITAL VENUE TWINNING

NEW SERVICE

PILOT DIVISIONS: TECHNOLOGY & INFORMATION SYSTEMS, INNOVATION

A collaborative visualisation tool to create 3D models of Games venues to gain a better understanding of the venues, facilitate event organisation and operations and allow for virtual visits... all without needing to be physically present.

↓ WHY?

Before the Games, various actors needed to travel to the venues: Olympic Broadcast Services (OBS), to determine the positioning of the cameras that would film the images during the event; the National Olympic and Paralympic Committees (NOCs and NPCs) and the International Sports Federations to discover the reception and competition conditions for their athletes; and of course the Paris 2024 teams in order to hone their delivery scenarios.

These multiple trips entailed substantial financial and environmental costs. As not all of the NOCs/NPCs had the same travel possibilities, this situation also created inequalities.

Up until now, 2D plans of venues had been available, but were not sufficient to really plan ahead, all the more so in that the different teams used different media (PowerPoint, Excel, SketchUp, Photoshop, etc.), with no coordination, sometimes resulting in duplication.



Using prototyping and demonstration was key to showing people the potential of this new tool and encouraging its adoption.

The project team



30
competition venues
modelled

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Digital venue twinning

← BACK

↓ HOW?

Never before used at the Games, the tool is based on “digital twinning” technology which consists of creating identical replicas of an object or system in digital format, taking into account its characteristics (shape, size, state, spatial location) and functions, transposed into a virtual environment.

The tool is simple to use: a collaborative in-house system shared with the different Paris 2024 stakeholders and directly accessed via a PC. It offers accurate visualisation of the venues, allowing for virtual visits that in turn improve planning efficiency.

This module was incorporated in CPOP, the Paris 2024 Geographical Information Platform. The integration was complex, notably due to a lack of anticipation of the connections between the 2D and 3D models. A committee procedure and a new organisation were put in place in order to better anticipate the different impacts.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Smooth relationships with the legal department.

The 3D modelling required image rights to be obtained for each venue. Negotiated on a case-by-case basis within the framework of the VUA (Venue User Agreements), following a long and complex process, the majority of these agreements were not yet signed at the time of the project launch.

To avoid jeopardising the project, the legal department helped mediate risk management venue by venue, based on use cases and for each type of user. The project was able to be initially launched for operational needs only. As the VUAs were signed, image were subsequently able to be shared for commercial needs.



↓ AND FOR THE NEXT GAMES?

The legacy of 3D modelling is under discussion, and could benefit the operators of the different venues.

The methodology and functionalities developed, as well as the divisions' use cases, offer an excellent basis for future Organising Committees wanting to develop this type of tool. Greater efficiency and time savings, reduction in the number of in-person visits: it could even become standard in the organisation of future Games, and more broadly for major international sporting events.

PRIVATE 5G

NEW SERVICE

PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

While the 5G mobile network may sometimes experience saturation, Paris 2024 and its partner Orange innovated by creating the first parallel private 5G network for journalists and broadcasters covering the Paris 2024 Games. Deployed on a large scale, it enabled the media to share each instant of this unique event on a mass scale and in real time.

↓ WHY?

Thousands of journalists and broadcasters covered the Paris 2024 Olympic and Paralympic Games, enabling the event to be shared worldwide. They had to be able to broadcast the images of the new 100m champion crossing the finishing line or the new gymnastics queen's double back flip, on a mass scale and in real time.

For Paris 2024, the challenge was therefore to offer journalists and broadcasters optimal working conditions, in particular a premium mobile network service that was reliable and fast with low latency.

However, the risk in using the 5G public network was saturation; all the more so in a stadium filled with spectators. The quality of service was not therefore sufficient for professional use.



This technological innovation enabled the Games to be shared with the whole world.

The project team

200
smartphones
on streaming

5
private
5G cores

20
5G radios
deployed

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Private 5G

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↓ HOW?

Thanks to its partner Orange, Paris 2024 has become the first Organising Committee to deploy a technological innovation on a large scale: a parallel private 5G network for the Games media and broadcasters.

This technology enabled photographers to send their images instantly while on the move. Before, this would require a cable or Wi-Fi connection, which considerably slowed down transmission time. A rather anachronistic predicament in the social media era. The private 5G network also enabled broadcasters to make up for frequency shortage. A camera not using a cabled installation could not previously connect to the 5G network; something that was made possible with the technology developed by Paris 2024.

The private 5G service was provided as a fee-paying service for the press and was of particular interest to large agencies such as AFP and Reuters.

The creation of a parallel 5G network was completely unique. At the Tokyo 2021 and Beijing 2022 Games, journalists were able to connect to the public network, which was made possible by the absence of spectators (for Tokyo) and the use of more advanced technologies by the two host countries.

This solution was rolled out for the Opening Ceremony, enabling smartphone images to be streamed live from the athlete boats during the parade. It was also deployed for the events that took place in Marseille, at the Stade de France, Bercy Arena and Paris La Défense Arena.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The commitment of Orange, an Olympic and Paralympic partner, which handled the research and deployment of this technology.



↓ AND FOR THE SPORTING MOVEMENT?

The Paris 2024 Games were a first, but Orange is already studying the possibility to pass on this solution as a legacy to other major sports events such as the Tour de France and Roland Garros.

INNOVATION TASK FORCE

NEW SERVICE

PILOT DIVISION: INNOVATION

Innovation is not heaven-sent! To organise the Games of a new era, it was essential to adopt an internal organisation that promoted the emergence of new ideas, and above all supported their transformation into real-life projects.

↓ WHY?

To invent a new model of Games that are open to the challenges of our times, break with tradition and reinvent the Olympic and Paralympic experience: innovation is in the very DNA of the Paris 2024 Games.

For innovation to be rolled out at all levels of Paris 2024, both in the spectacular projects that break with the history of the Games – ceremonies in the city, Marathon Pour Tous, etc. – and in the processes that facilitate the

everyday organisation, we had to adopt a suitable vision, resources and organisation. The challenge was to support employees in expressing their creativity, from the idea stage to project delivery.

Thus the Paris 2024 Innovation Task Force was established, the first department fully dedicated to innovation within an Organising Committee.



*Our approach can be summed up in this expression:
'Enlightened trial and error succeeds over the planning of the lone genius!'*

The project team



44
innovative projects supported

75%
of the projects receiving support were delivered

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Innovation Task Force

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↓ HOW?

Created in January 2020, the Innovation Task Force comprised four employees, and was based on an ecosystem of 33 explorers from across the Paris 2024 divisions, real innovation drivers within the Committee. Appointed at the suggestion of their respective directors, these explorers had followed a training course on innovation taught by the École Polytechnique.

The Innovation Task Force took charge of two main tasks: acculturation and project management. Acculturating all the Committee's employee to the innovation approach was the first priority. To do so, the Task Force developed inspirational resources:

- **RADAR'INNO**, a newsletter covering 11 themes defined based on the divisions' needs;
- **MATCH MAKING MENSUELS**, a map of innovative start-ups distributed each month;
- **TILTs**, meetings with inspiring personalities;
- Trend reports on precise themes, drawn up at the divisions' request.

Not forgetting the innovation room, a collective workplace equipped with tools to foster employee inspiration (touchscreen, prototyping space, etc.).

Little by little, project management support became its core activity. In 2020, 70% of the team's responsibilities related to acculturation, in 2022, 80% related to prototyping, and from May 2023, 95% of the activity was dedicated to project delivery. As 2024 approached, the Task Force mainly focused on five projects: the Connected Marathon Pour Tous, sports explanations in the Games app, audio description for all, the Innovation Observatory and 3D modelling.

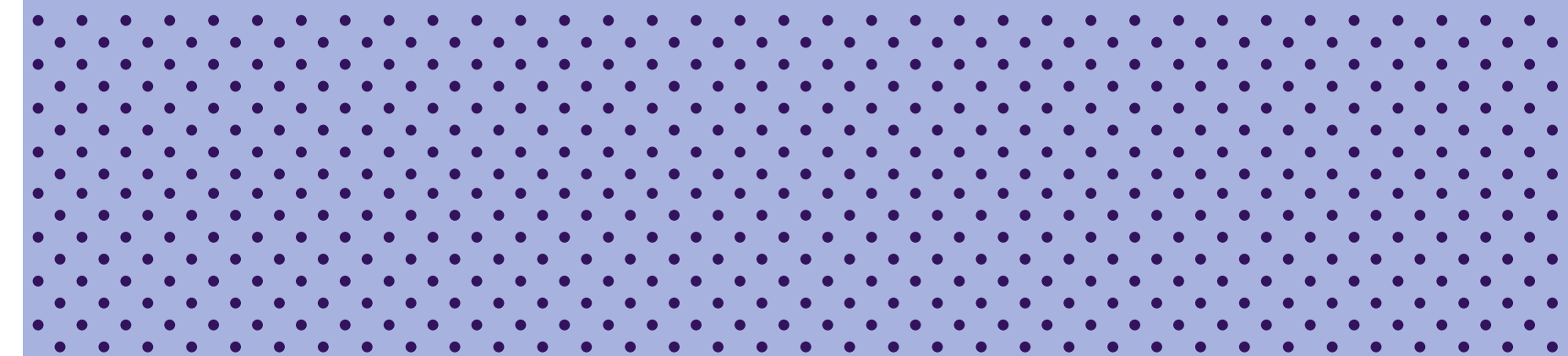
↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Developing a launch method and innovative project monitoring in five stages, suitable for both products and services.

Based on this method, the Innovation Task Force supported projects on a one-off basis or from start to finish, at any stage of development. Without expertise on any specific subject, it brought a cross-functional vision and adapted to each project's needs. The Innovation Task Force teams went into the field to observe project pain points, identify needs, find solutions on the market and launch prototyping phases to test ideas.

↓ AND FOR THE NEXT GAMES?

The Innovation Task Force monitored and documented all the innovative projects launched by Paris 2024, with the aim that these would be useful for future Organising Committees and the sporting movement. The creation of a department dedicated to innovation, supported by a network of innovation officers, could inspire the next organisers of the Games.



NEW TEST MODEL

NEW PROCESS

PILOT DIVISIONS: OPERATIONAL READINESS, EVENT AND VENUE MANAGEMENT

Test less but better to reconcile responsibility and risk management: that was the approach chosen by Paris 2024 for its new test event model.

↓ WHY?

Organising test events ahead of the actual Olympic and Paralympic events is a vital stage of the operational readiness programme. It brings organisers' scenarios face to face with the reality of a venue and its constraints, helping identify what works and what needs improving.

Up until now, the IOC required organisers to establish an extensive testing programme, covering all Games venues and sports.

As part of a policy of responsibility and efficiency, and in line with the IOC's Agenda 2020, Paris 2024 chose to streamline its testing programme by organising large-scale "Test Events" only for high-risk or high-stake venues.

↓ HOW?

The new test model was based on a detailed risk analysis, by venue and by discipline.

This approach identified 5 Test Events organised by Paris 2024, which met specific criteria. These criteria notably included: the need to conduct technological tests, the fact that the venues were newly operated (the Olympic Aquatics Centre, for example) or complex environments (Pont Alexandre III for the triathlon events), weather conditions (for the sailing events).



We are proud to have successfully delivered a programme in which risks were averted, in line with budget, and resources controlled.

The project team



5
"full-scale"
test events organised
by Paris 2024

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New test model

← BACK

These full-scale tests were supplemented by around twenty operational tests on a smaller scale, centred on targeted operations considered complex: timing a new sport, short transition between two sports at the same venue, light and temperature control, etc.

Lastly, tests were also organised by another entity – International or National Federation –, for which Paris 2024 had requested certain specific operational tests.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

A bottom-up system based on the risks identified by each division for each venue in order to then develop a priority matrix to determine “what to test” and “how to test”.

This new approach to the testing programme was implemented in parallel to the adoption of a new Games delivery model. Applying these two approaches at once raised a number of organisational challenges, and required clear division of the roles of each delivery entity.



↓ AND FOR THE NEXT GAMES?

This new approach will undergo evaluation and will be passed on to the IOC and the IPC so that it can be shared with the organisers of future Games.

ANALYSIS OF OPERATIONAL DATA

NEW PRODUCT

PILOT DIVISIONS: INFORMATION, KNOWLEDGE AND GAMES LEARNING

The tool developed by Paris 2024 to support its various departments aimed to hone and validate the Paris 2024 planning assumptions based on an analysis of operational data from previous Games, notably regarding access control.

↓ WHY?

Organising the Games in the best possible way meant going above and beyond in terms of service provision while taking care not to over-stretch the associated resources. In order to achieve this, it was important to learn from past editions of the Games.

For the purposes of building their planning assumptions, Organising Committees need to be able to draw on operational data from previous Games that show how the various resources were used.

But there were two challenges to overcome here:

- Access to this data
- Analysing this 'raw' data in order to transform it into usable information tailored to the needs of each division, taking into account the specific context of Paris 2024.



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This tool enables the teams to search for the answers to their questions themselves by selecting the criteria that seem relevant to them.

The project team



4.8 million
access to venues
controlled for Tokyo 2020

750,000
accreditation passes
for Tokyo 2020



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Analysis of operational data

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↓ HOW?

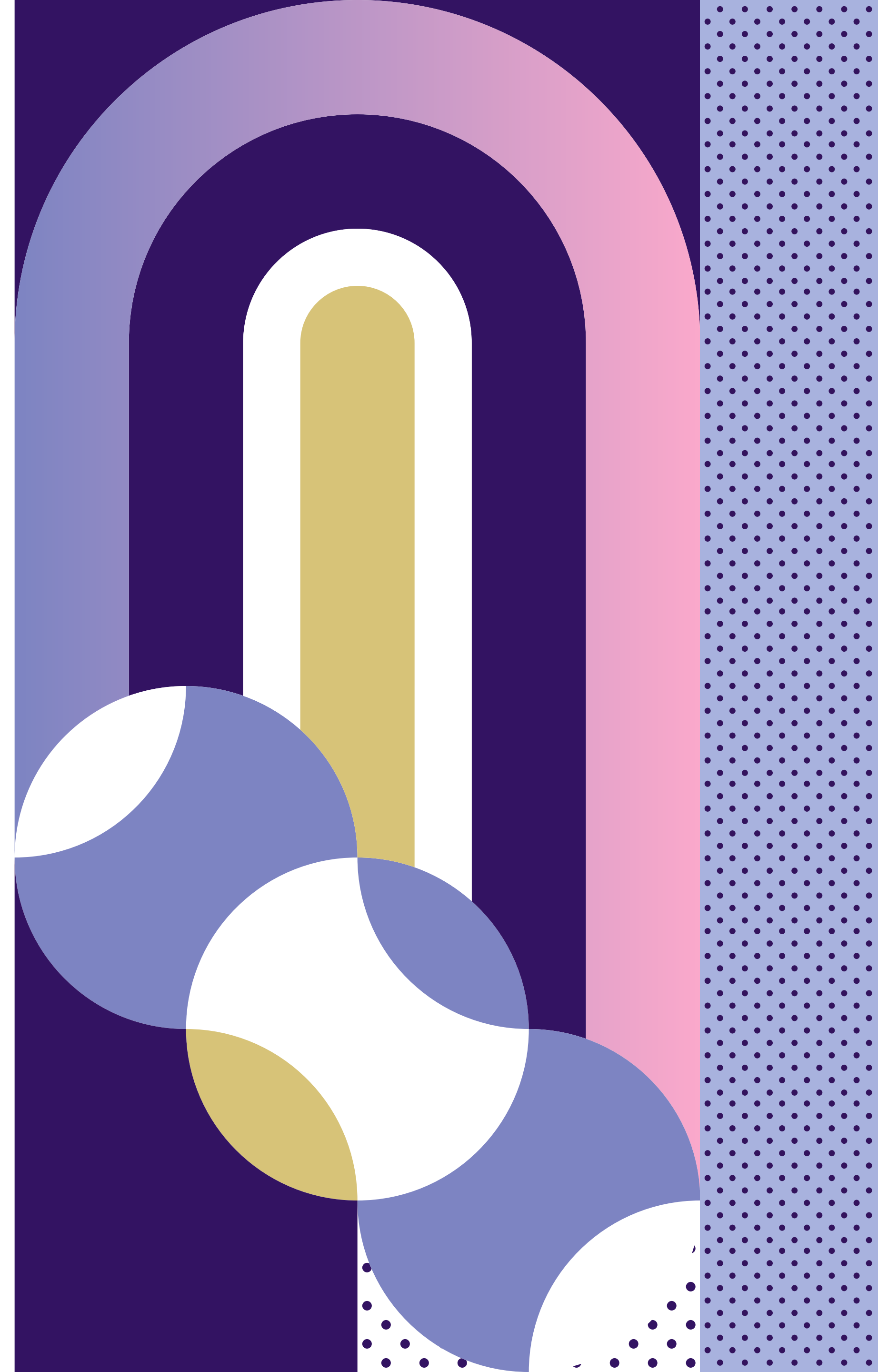
In collaboration with the IOC, Paris 2024 developed the Venue Access Report, a tool available to all employees to enable them to analyse operational data from previous editions of the Games.

This data was first collected following the Tokyo 2020 Games, which provided a significant amount of operational data, including data regarding accreditation access control at the various venues, which is essential to understanding and anticipating the behaviour of the various populations during the Games. Never before had an Organising Committee been able to obtain this type of information.

How many wheelchair users were on site at any one time? Was the Main Press Centre busier in the mornings or evenings? In order to obtain answers to these questions in the context of its own organisation, Paris 2024 considered these data in relation to its own competition schedule and the locations of its venues.

The tool offered various navigation options in order for the data to be used effectively, including by site, by sport, via the competition schedule, by participant category, etc. The user could see the number of admissions per day, with readings taken every 15 minutes; never before had an Organising Committee gone into such detail. This type of information is very useful for modelling traffic flows, adjusting safety measures and determining opening times for broadcasters in particular.

The only limitations stemmed from the specific nature of the Tokyo Games, the fact that they were postponed meaning that Paris 2024 was only able to obtain this data much later than would normally have been the case. The operational version of the Venue Access Report was therefore delivered at the end of March 2022, by which time the operational planning phase for the Paris 2024 Games was already well under way. With the COVID-19 crisis changing stakeholder behaviour, the conclusions drawn had to take this particular context into account.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Collaboration not only with the operational departments, in order to fully understand the challenges facing them and adjust the tool's functionalities accordingly, but also with the IOC, for the purposes of bringing the project to fruition, and of course with players in the data market, to create the most beneficial solution.

It was also important to create a tool that was sufficiently flexible for everyone to be able to search independently. The aim was not to produce detailed analyses for each department but rather to give them the opportunity to find answers to their own problems by choosing their own search criteria.



↓ AND FOR THE NEXT GAMES?

Developed in conjunction with the IOC, the tool will be fed with data from Paris 2024 so that it can be shared with Los Angeles 2028 and Brisbane 2032.

This is just the beginning of the Games' data journey, and the initiative could be extended to a larger number of data sets to help deal with more or less any operational issue that an Organising Committee might face.

OVER-THE-TOP (OTT) TECHNOLOGY

NEW SERVICE

PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

Over-the-top (OTT) technology, which was used by Paris 2024 for the first time in the history of the Games, made it possible to broadcast images of the competitions within the venues themselves – stadiums, fan zones and the Village – seamlessly and on the move, without the need for a cable network or a box.

↓ WHY?

During the Games themselves, images of the competitions were captured by Olympic Broadcasting Services (OBS), the broadcasting organisation set up by the IOC, to be broadcast across the various venues. There were, of course, the images projected on giant screens in the stadiums and fan zones, but there were also the images intended for the judges in the various disciplines, officials, etc.

This image broadcasting service had previously relied on IPTV technology – a cable network specially deployed to transport these images to a box, at which point they would be displayed on a TV connected to the same box. This technology, although robust, was nevertheless expensive, since it required a dedicated architecture, and could not be used to broadcast images on the move.



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Future Organising Committees will be able to implement this innovative, mature and reliable solution!

The project team



3,594
terminals (smart TVs, Android boxes, etc.)

Over
1,000
TVs rolled out across the Village

EXPLORE THE INNOVATIONS

In the changing rooms >

To go faster >

Over-the-top (OTT) technology



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↓ HOW?

Paris 2024 deployed the new over-the-top (OTT) technology for broadcasting images.

This technology was more agile and less expensive than previous solutions as it did not require a dedicated network or a box for each TV. The images were retrieved simply by connecting to the Paris 2024 Internet network and then using the OTT app which replaced the box and provided the link with the Games' content streaming platform, meaning it could be used on the go while still guaranteeing secure transmission of the streams.

Orange, a Premium Partner and official supplier to the Paris 2024 Games, was responsible for developing the app.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The use of DIVA (Data Intercom Video Audio) technology, which had previously been used for Tokyo 2020 to facilitate the transport of streams from the OBS to the OTT app.

DIVA technology makes it possible to transport different types of audiovisual stream over the same fibre-optic network and with low latency. Paris 2024 decided to use this technology and to take it even further using OTT. Several information dissemination services were offered and several types of audience (athletes, media, officials, etc.) benefited from them.



↓ AND FOR THE NEXT GAMES?

Other Organising Committees have come up with a similar solution in the past, but the technology used did not work properly. By capitalising on previous experience, Paris 2024 came up with a more robust solution that could be used for future editions.

VOLUNTEERS RECRUITMENT

NEW PROCESS

PILOT DIVISION: PEOPLE MANAGEMENT

To form a team of volunteers happy in their assignments and each contributing to the success of the Games thanks to their own skills and self-awareness, Paris 2024 developed an innovative system to select and assign volunteers.

↓ WHY?

300,000 people applied to be volunteers at the Paris 2024 Games: 45,000 applications were selected. This extraordinary mobilisation meant it was important to make the right choices so that volunteers could be assigned to missions aligned with their expectations and their skills, and so that they could play their full part in contributing to the smooth organisation of the Games while ensuring an enriching experience.

In the past, volunteers were recruited via a simple questionnaire (name, age, motivations, assignments of

choice). Each applicant was then interviewed by volunteer recruiters, which could introduce an aspect of personal bias. The assignment of the selected volunteers was then conducted manually. The process was spread over a number of months and was both costly and lacking in objectivity.

Paris 2024 developed a faster and more efficient recruitment system, most importantly able to take into account a larger number of criteria to find the best possible match between the volunteer and their assignment.



The goal was to get a sense of each applicant's personality and expectations in order to find the best fit in terms of assignment.

The project team



45,000
volunteers recruited for
the Paris 2024 Games

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Volunteers recruitment



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↓ HOW?

Paris 2024 designed a more comprehensive questionnaire than the classic application form. Based on cognitive science, the questionnaire aimed to get a sense of the applicant's personality in general, their motivations and their aspirations.

A smart pre-assignment system, based on an algorithm, then processed all this data along with other parameters – availability, specific skills, sport interests, place of residence, compatibility with the assignments – to make the perfect match between the applicants and the proposed missions. The tool allowed for an initial pre-assignment which was then confirmed by the volunteer programme team.

This innovation offered numerous advantages: saving time – one month compared to three to six months using the previous pre-assignment systems – and therefore money; processing of more data to make more objective and more coherent choices.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Intelligent connections between the use of new technologies, neurosciences and human intervention to supplement and approve the assignment proposals.

The recruitment process was not fully automated by choice. In addition to the questionnaire, other information was also taken into account, and interviews were sometimes conducted, particularly to confirm certain specific skills (language or medical skills, for example).

The pre-assignment system simplified the task and helped save time, but each Paris 2024 division retained the responsibility of approving the proposed allocation within their mission perimeter.



↓ AND FOR SOCIETY?

Paris 2024 spent a year and a half preparing the specifications and meeting with different players to see whether the development of such a tool was feasible. Convinced of the positive impact of this solution on the volunteer programme, the Organising Committee presented the project to the IOC, which decided that it could be of use to future Organising Committees.

NEW COLLABORATIVE TOOLS

NEW PROCESS

PILOT DIVISIONS: PLANNING & COORDINATION, TECHNOLOGY & INFORMATION SYSTEMS

Developing smoother work processes based on shared, interactive documents: Paris 2024 used the latest collaborative tools to revolutionise collaboration between the IOC, the IPC and the Organising Committee.

↓ WHY?

The IOC, the IPC and the Organising Committee exchanged a great deal of information throughout the preparation of the Games, with framework documents such as the Master Schedule giving a sense of structure to their joint efforts.

Until recently, each of these entities had its own working environment, meaning that their systems were entirely independent of one another. Each worked on its own

'hard-copy' (PDF) documents, and there was no single, centralised, shared medium. The Master Schedule, for example, was available in 4 versions: 1 for the IOC, 1 for the IPC, 1 for Paris 2024 with the IOC and 1 for Paris 2024 with the IPC.

Duplication of documents and time wasted cross-checking data: this system was not conducive to collaboration.



« These new shared tools helped create smoother and more efficient cooperation.

The project team

70%
of Paris 2024 employees used the Smartsheet

NEXT →

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↓ HOW?

Paris 2024 used the emergence of new collaborative tools (SharePoint and Smartsheet in particular) to move from static to dynamic management of working documents and improve collaboration processes.

No more duplicate or obsolete documents: the IOC, the IPC and Paris 2024 were able to work on single connected documents on which everyone could share their modifications, in order to ensure a 'Single Source of Truth'.

These processes were rolled out gradually and initially resulted in the shared management of the Master Schedule, before being extended to other fields, including risk management, policy and procedure, and service levels, and other delivery partners.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The gradual acculturation of departments to enable them to adopt these new collaborative tools at their own pace.

This was a three-step process consisting of the following:

- Exploring the tools with the publisher
- Testing the tools with a number of pilot divisions
- Deploying the tools with the support of a network of 'champions' – users trained to support the roll-out of the tools within their respective teams.

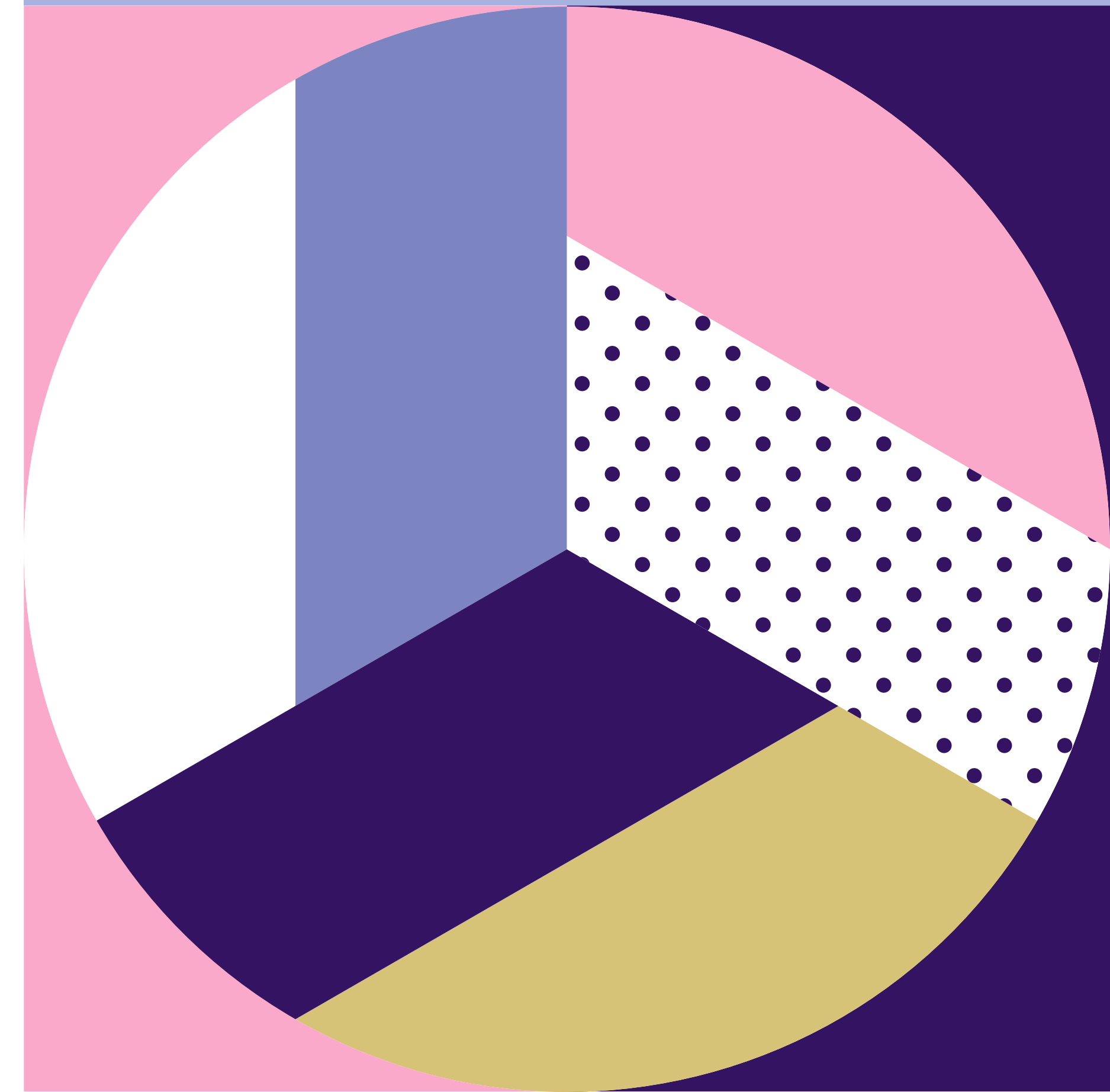
The main lessons learnt were as follows:

- Deploy the tool earlier in the life of the Committee.
- At the point of launch, start with a minimal usage and minimal functions, so that users have a successful first experience.
- Draw up a target usage map and a target "product roadmap".

↓ AND FOR THE NEXT GAMES?

The Paris 2024 approach has given the IOC and the IPC plenty of food for thought, and initial feedback has already been shared with Los Angeles 2028 and Milano-Cortina 2026.

The creation of databases shared with the IOC and the IPC will result in an unprecedented transfer of knowledge from Paris 2024 to future Organising Committees.



MEASURING REAL-TIME ATTENDANCE

NEW SERVICE

PILOT DIVISION: INFORMATION, KNOWLEDGE AND GAMES LEARNING

The VenueCount project uses real-time attendance data to adjust space management on a day-to-day basis during the Games.

↓ WHY?

During the Games, the operational teams need to know the attendance numbers at venues precisely in real time, and notably be able to identify peak periods in specific zones or for specific population groups. This allows them to best adjust service levels and team coverage on a day-by-day basis using more reliable data than the attendance estimations calculated in advance during the planning phase.

Having reliable and real-time attendance data also facilitates knowledge transfer for the IOC and future

Organising Committees. The latter can subsequently plan their operations based on objective data and scale their spaces to meet needs. This is the case, for example, of the media, for which the assigned spaces may be larger than needed compared to actual attendance.

At previous editions of the Games, this data collection was flawed: automatic counting relied on technologies that did not deliver the expected results, and data from manual counting was not consolidated or tapped after the Games.

NEXT →



AI can help streamline Games operations: improved efficiency, reduced costs and greater sustainability at each phase of the event organisation.

The project team



22

competition venues equipped with automatic counting cameras

62

spaces covered by this solution



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Measuring real-time attendance

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↓ HOW?

The VenueCount project has revolutionised the collection and feedback of real-time attendance data at the Games based on the use of technologies never previously deployed on this scale.

The project comprises two solutions:

- **AUTOMATIC COUNTING** (concerning 22 competition venues and 1 celebration site) thanks to IoT technologies such as stereoscopic cameras and counting mats that systematically feedback data. Controlling the visitor gauge in lounges for IOC members and at Media centres made it possible to adjust service levels (opening times, human resources, catering, transport, etc.), and real-time crowd management at Trocadéro made it possible to keep to the maximum capacity authorised at the site while ensuring an optimal experience for the general public.
- **MANUAL COUNTING:** using a novel mobile app developed in-house based on Microsoft PowerToys and more specifically PowerApps. This collection made it possible to feedback attendance data concerning athletes seated in the stands at competition venues.

↓ AND FOR THE NEXT GAMES?

Knowledge transfer is key to VenueCount. Future Organising Committees, particularly Los Angeles 2028, could use these data to define and fine-tune their operations. These automatic counting solutions could be mainstreamed at future Games editions.



↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The involvement of the IOC, sponsor of the VenueCount project, which played a key role in getting the teams on board thanks to its experience gained from a similar project put in place in Tokyo and project funding through its partnership with Intel.

Some of the operational teams also needed convincing of the opportunity the development of such a solution represented. Once planned, many operations allow for very little flexibility during the event. As an example, the hundreds of buses commissioned several months in advance cannot be cancelled at a day's notice, even if low passenger numbers are observed on certain routes. Furthermore, for an event as specific as the Games, there is no guarantee that the patterns observed the first few days will remain a reality in the following days. Lastly, the experience on the ground generally constitutes the main source of information used to make adjustments in the events sector. For all that, this project demonstrated its relevance for the operations it was applied to and also provided an impetus regarding the use of data in the sports events sector.

NEW TRANSPORT PLAN

NEW SERVICE

The new transport plan for accredited populations deployed by Paris 2024, which put the emphasis on the pooling of services and public transport, aimed to reduce both costs and environmental impact.

↓ WHY?

A different transport system had previously been put in place for each accredited population (media, Paris 2024 staff, etc.) during the Games. These systems were not pooled, even for similar journeys, resulting in a proliferation of routes, drivers and vehicles required to travel to the Olympic and Paralympic venues.

Paris 2024 consequently deployed a new, optimised transport plan to ensure efficient transport, avoid congestion on the Olympic and Paralympic lanes and at transport hubs and bus stations, and limit environmental impact.



Avec nos apps, c'est mieux !

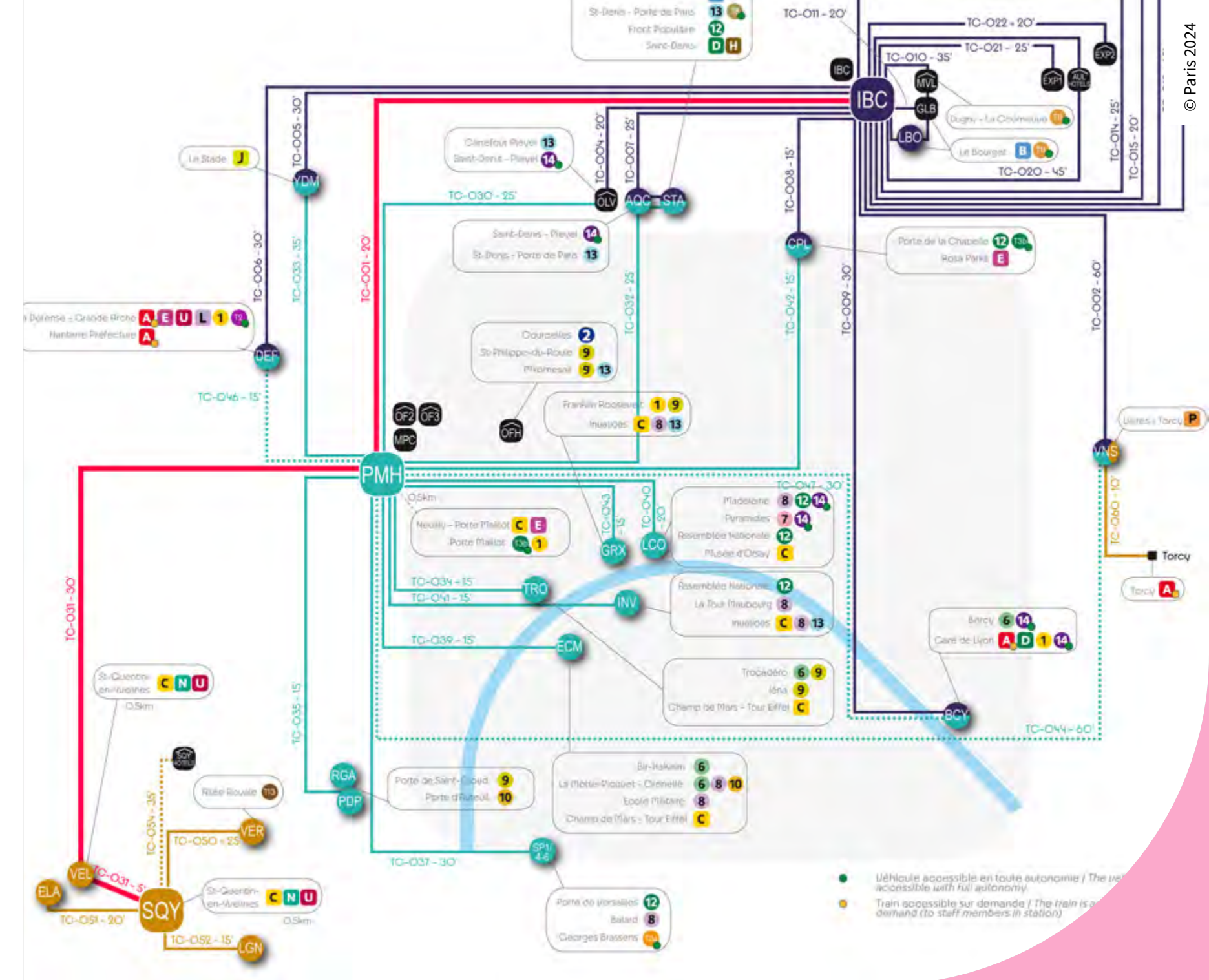
PILOT DIVISION: TRANSPORT

HOW?

This new transport plan was based on the existing public transport network and on shared services for accredited populations.

All accredited individuals had access to Transport Connect, a unique transport service provided by an official fleet of buses and coaches that took them from public transport stations (metro and RER) and transport hubs to the Games venues. Transport Connect therefore supplemented the public transport network, on which accredited populations could travel free of charge using a special card.

The number of on-site parking spaces at the venues was also reduced, with very few car parks for accredited individuals and no access to the latter for spectators.



This new transport plan makes more sense from a budgetary and environmental perspective while also guaranteeing a quality service for accredited populations.

The project team

40
regular routes during the Olympic Games

1,200
drivers mobilised

NEXT →

← BACK

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Work involving Île-de-France Mobilités and the host communities to ensure that Paris 2024 and/or the communities themselves provided free public transport for accredited populations and to anticipate these flows and their impact on the network as accurately as possible.

It was also important to educate the populations concerned, since they had previously been used to being transported directly to the venues by a specific mode of transport, without mixing with other populations and without using public transport.



© Rodolphe Delaroque

↓ POST-GAMES FOCUS

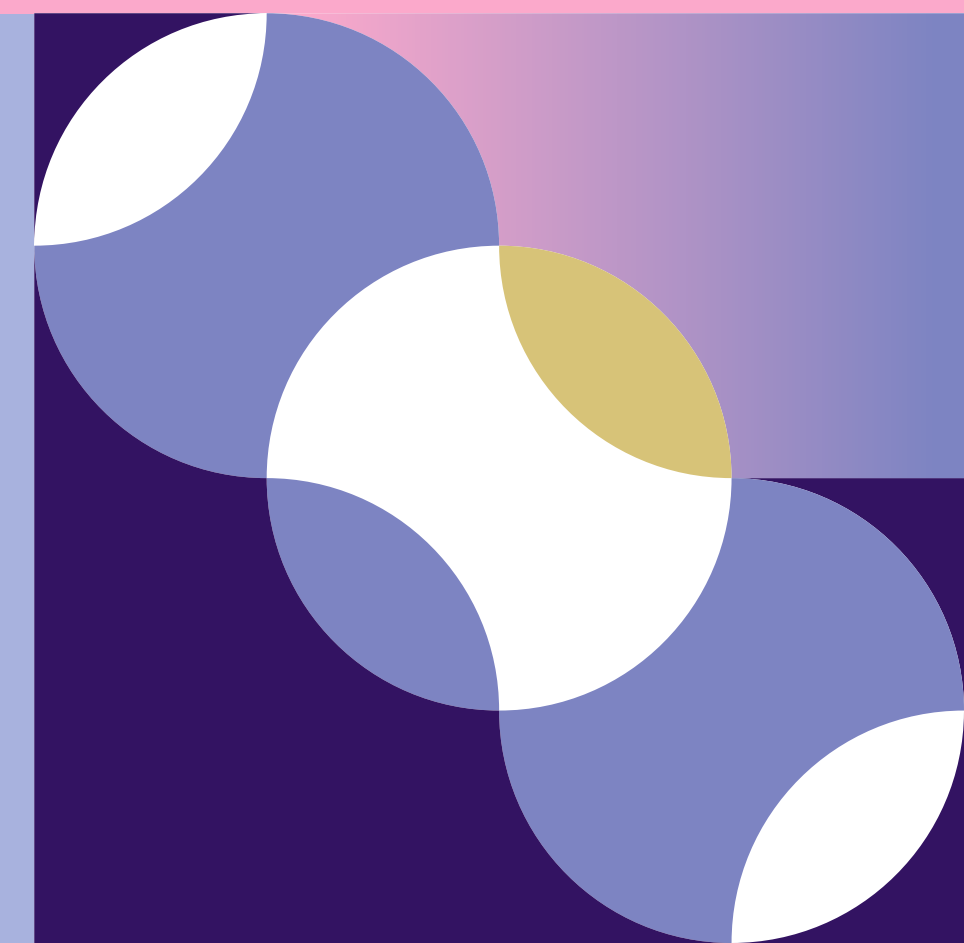
The media made extensive use of the *Transport Connect* scheme, which had been tailored to their needs, but the workforce found it more difficult to use due to a lack of familiarity with the concept. Public transport services (mainly the metro) were reinforced during the Games, with improved services, safety and information provided by Île-de-France Mobilités (IDFM).

A number of lessons could be learned from this experience:

- The *Transport Connect* scheme should supplement public transport but not duplicate it (e.g. the Paris Centre lines were rarely used due to the large number of metro lines in operation).
- Timetables should be adjusted three hours prior to and three hours after the start of the competitions.
- A service needs to run at an appropriate frequency if it is to appeal to users (less than 30 minutes on competition days, maximum 60 minutes on other days), and to a timetable that is easy to understand (linear timetables).
- Communication needs to be stepped up and tailored to the various target groups, particularly the workforce.

↓ AND FOR THE NEXT GAMES?

Using hubs, pooling routes and offering free access to public transport is an approach that could be applied to future editions of the Games, taking the specific characteristics of each host city into account.

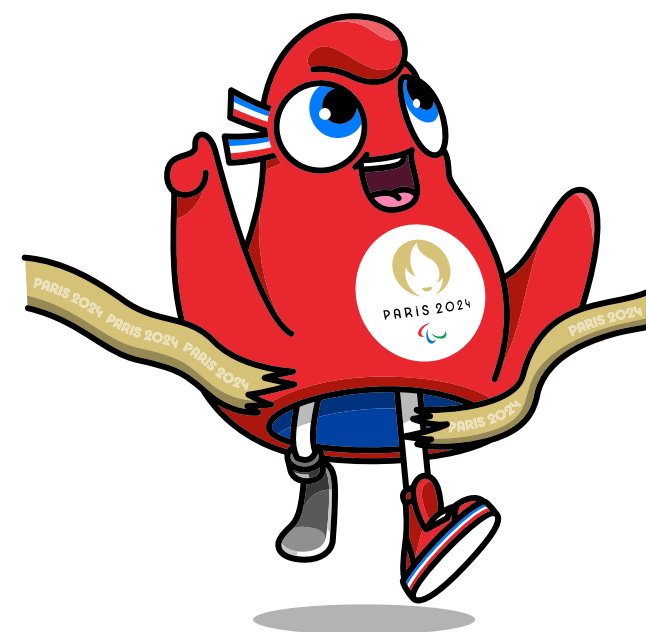


CYBERSECURITY: A STRATEGIC CHALLENGE FOR PARIS 2024

PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

Cybercrime is on the rise throughout the world. The Games, which constitute an extraordinary event in terms of their media exposure and geopolitical dimension, are particularly exposed to this type of threat.

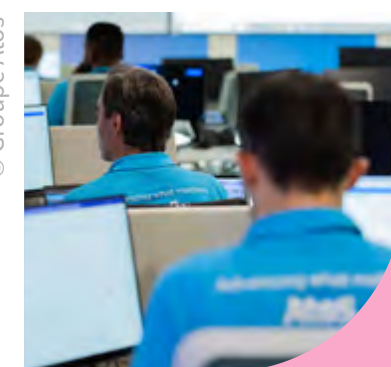
Cybersecurity is aimed at protecting systems, networks and data against digital attacks, and providing a high level of protection to all entities and activities that contribute to the organisation of the Games. In order to prepare its cybersecurity strategy, Paris 2024 innovated and pushed the envelope in terms of awareness, collaboration and incident response.



↓ 3 INNOVATIONS



Awareness-raising campaign



Cyber-threat collaboration platform



Cybersecurity Chatbot



And tomorrow? →



7,500
Cybersecurity
Chatbot queries

84
users:
Paris 2024 & its
Cyber partners



EXPLORE THE INNOVATIONS

In the changing rooms

To go faster

Cybersecurity, a strategic challenge...

AWARENESS-RAISING CAMPAIGN

CYBERSECURITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE PROBLEM

Over 90% of successful cyber-attacks begin with human error, following the receipt of a phishing email for example.



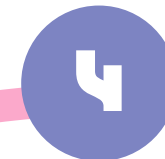
OUR CHALLENGES

Raising awareness of the risks of cyber-attacks among all those involved in the Games: staff, partners, service providers, volunteers, etc.



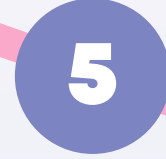
THE PROPOSED SOLUTION

Organising a phishing campaign to raise awareness and educate, using score calculation algorithms to target learning.



THE OBSTACLE

The campaign included simulations imitating hacker practices (theft of the identity of a company, team or individual), a method that might give rise to upset or misgivings among the people involved.

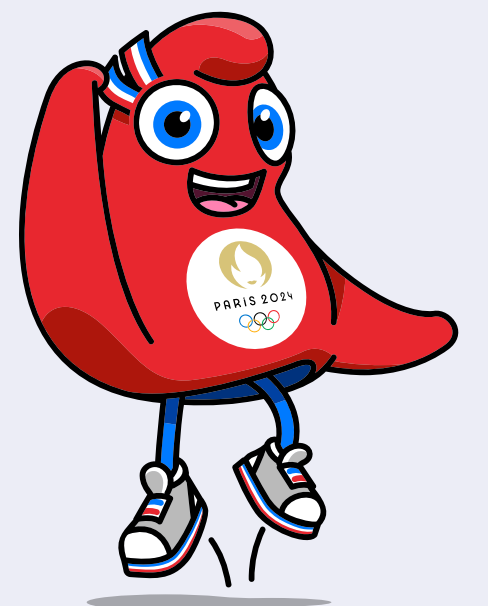


HOW IT WAS OVERCOME

By providing information on the benefits of the campaign, which made a real impact on staff:



1 in 3 employees now report phishing attacks, as compared with almost zero before the awareness-raising campaign.



CYBER-THREAT COLLABORATION PLATFORM

CYBERSECURITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE PROBLEM

Different sources of data need to be collected and correlated in order to anticipate malicious acts and detect data breaches or hacking attacks. Intelligence is crucial in order to detect and respond to incidents in the shortest possible time.

1

2

OUR CHALLENGE

Sharing information on threats more effectively between the different stakeholders and persons involved in the Games in order to optimise the detection of threats, respond more quickly to attacks and strengthen overall resilience.

THE PROPOSED SOLUTION

3



Threat Intelligence Platform (TIP), a platform to share technical information concerning threats with partners in the delivery of the Games, government departments and infrastructure operators.

4

THE OBSTACLE

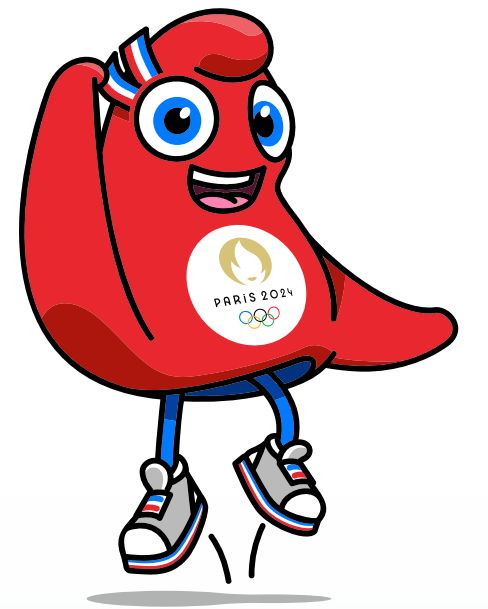
The Paris 2024 global information system is particularly decentralised. This leads to a certain heterogeneity with regard to the manner in which security incidents are dealt with by each stakeholder. The TIP makes it possible to manage the dissemination of information on threats and to provide a common response to attacks.

5

HOW IT WAS OVERCOME

Mobilisation of the Games stakeholders was a key factor in ensuring the success of the TIP.

This resulted in particular in the creation of a Paris 2024 CISO club, which met on numerous occasions in order to improve interactions between the operational cybersecurity teams.



CYBERSECURITY CHATBOT

CYBERSECURITY: A STRATEGIC CHALLENGE FOR PARIS 2024

THE PROBLEM

Paris 2024 has a large number of tools, some of which are particularly complex, making it possible to detect abnormal activity and block it.

1

The same threat may therefore be eradicated by ten different tools. This operation therefore takes time, requiring excellent knowledge of the tools as a whole on the operator's part.

2

OUR CHALLENGES

Responding more rapidly to threats, by increasing the ease of information analysis from the data produced by all of the tools and initiating coordinated actions more rapidly.

THE PROPOSED SOLUTION

Cybersecurity Chatbot,

a unified incident investigation and response tool enabling actions to be centralised and automated in several tools, in a coordinated and simultaneous manner:

3

blocking an account or domain, retrieving information, sharing a malicious element with the community, etc.



4

THE OBSTACLE

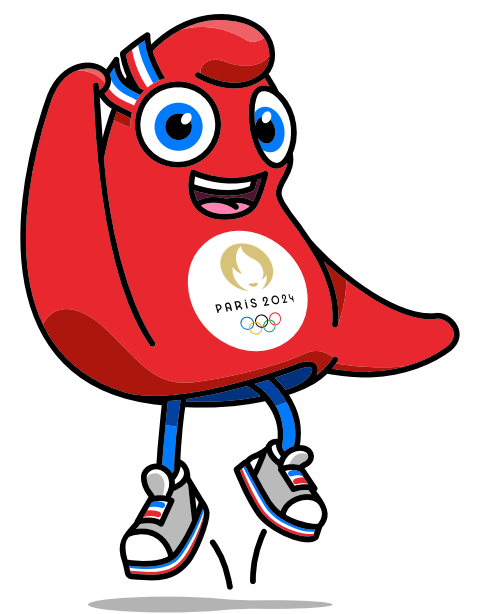
Cisco XDR constitutes the technical foundation which enabled the creation of the tool. The numerous technical integrations and specific developments were a major challenge to be met in order to demonstrate the effectiveness of this unified tool.

5

Access to these teams' expertise made it possible to ease the integration work and contribute to the development of the product.

HOW IT WAS OVERCOME

Thanks to close collaboration with the product engineering teams at Cisco, official partner of Paris 2024.



← BACK

↓ AND TOMORROW?

In a field that is still emerging, this arsenal of solutions could inspire the organisers of future international sports events when it comes to strengthening their cybersecurity.



« Cybersecurity is everyone's business. These innovations enabled us to prepare in the most effective possible manner to ensure the security of this global event, while demonstrating that in this domain, people are the first line of defence. »

Franz Regul

Deputy Director of Cybersecurity

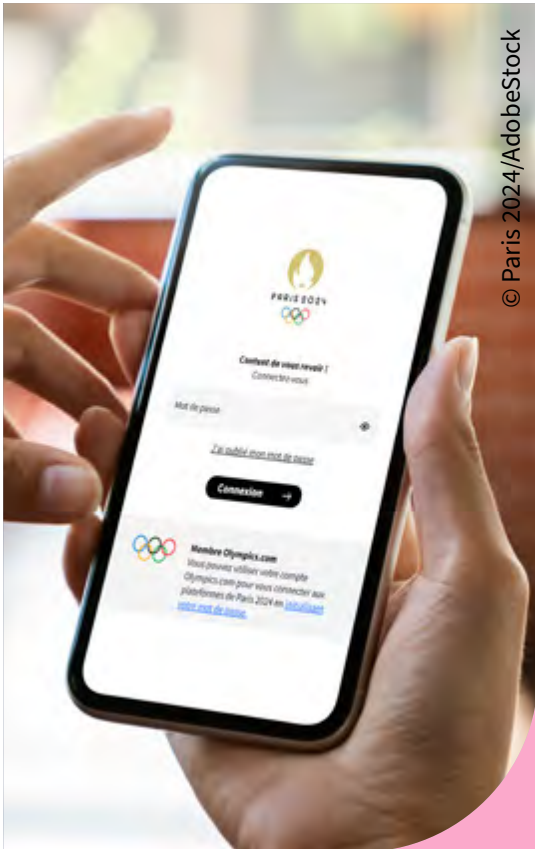


IN THE CHANGING ROOMS TO GO HIGHER




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NEW HOSPITALITY MODEL

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PARIS 2024 CONNECT





© 2024 / Comité International Olympique (CIO) / MAKINO Rakuto

TEAM SPORTS UNIFORMS LAUNDRY (TSU)





© Paris 2024 / Jérôme Dominé

VOLUNTEER REGISTRATION

© Paris 2024 / Raphaël Lafargue

TICKET OFFICE




NEW HOSPITALITY MODEL

NEW SERVICE

PILOT DIVISION: HOSPITALITY

For the first time, the “Hospitality” programme for the Paris 2024 Olympic and Paralympic Games took the form of a unified and centralised offering for all members of the public and in all the regions. This new model consisted of packages including tickets for Games sporting events combined with hospitality experiences (gastronomy, entertainment, tourist activities, etc.), at the competition venues or at the heart of Paris. A guarantee both of quality and unforgettable moments.

↓ WHY?

Previously, the Games hospitality programmes were managed by the National Olympic and Paralympic Committees (NOCs and NPCs), which could determine and market various services within their respective territories. This model resulted in a splintered hospitality offering, with disparities in terms of quality-price ratio depending on the experiences, the territory in question, and from one edition of the Games to another. It also resulted in a loss of revenue for the entire Olympic movement.

In June 2021, the IOC, in collaboration with the IPC, Paris 2024 and the upcoming Organising Committees – Milano Cortina 2026 and Los Angeles 2028, – appointed On Location as the official exclusive Hospitality service provider for the next three editions of the Games.

This new model aimed to guarantee simpler, more transparent and more secure access to the hospitality programme at the Olympic and Paralympic Games for all stakeholders and fans.



When we designed this new hospitality model, in cooperation with our official supplier On Location, we wanted to place the spotlight on French art de vivre through the different offers while respecting the legacy of the Games.

The project team



Almost
95%
of Olympic sports
benefited from
a hospitality offering

47
chefs with a total of
23

Michelin stars between
them took part in creating
the menus served with
hospitality packages

NEXT →



EXPLORE THE INNOVATIONS

In the changing rooms >

To go higher >

New hospitality model

[← BACK](#)

↓ HOW?

The Paris 2024 Games were the first edition to apply this new model in order to offer stakeholders and the entire world a unique hospitality experience in collaboration with the official hospitality service provider, On Location.

To succeed in this endeavour, work was carried out to align the different schedules and challenges of all the entities, notably through tripartite working groups involving the IOC and IPC, Paris 2024 and **On Location**.

The respective teams drew on the following elements to develop this new hospitality programme:

- **SUPPLY & DISTRIBUTION:** Creation of a global e-commerce platform, implementation of a distribution circuit by On Location via licensed sub-distributors, development of a consistent service offering tailored to the stakeholders and to all types of audiences (corporations and the general public).
- **PRODUCTION & DELIVERY:** Maximisation of the value of Olympic attributes, notably at competition venues via the “On-Site Hospitality” packages, respect for the values and commitments surrounding the Paris 2024 vision, creation of new concepts and innovative products (“Finish Line Hospitality” for athletics, “In the City Hospitality” packages with access to iconic sites in Paris such as the Eiffel Tower and the Palais de Tokyo, travel packages with hotels and tourist activities).

[NEXT →](#)

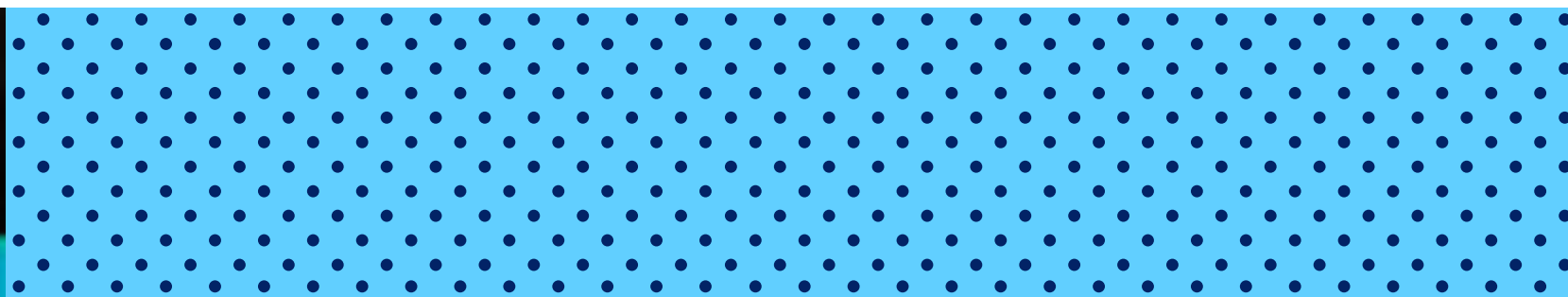
← BACK

↓ FOCUS ON...

The different hospitality packages available for the Olympic Games included a brand-new concept: **Clubhouse 24**.

A central hospitality venue in the city centre, at the Palais de Tokyo, where a festive and convivial atmosphere immersed fans in the spirit of the Olympic Games through different experiences and entertainment: Parisian-inspired food market, interactive activities and discovery stands, live entertainment, athlete and special guest appearances, sports demonstrations, etc.

It was the first time in the history of the Olympic Games that this type of official hospitality offering had been created for the general public, at prices starting at €85 excl. VAT. These hospitality packages included a ticket for an Olympic Games sport session and access to Clubhouse 24 (the same day as the sport event, either before or afterwards).



↓ AND FOR THE NEXT GAMES?

This new Hospitality model will become the norm for the Olympic and Paralympic Games. It has paved the way for the upcoming Milano Cortina 2026 and Los Angeles 2028 Games, which will benefit from the feedback from Paris 2024 and the growing maturity of the official operator, On Location. The reality of sales cycles and customer expectations will provide a highly valuable basis in order to adjust the model for future editions.

PARIS 2024 CONNECT

NEW SERVICE

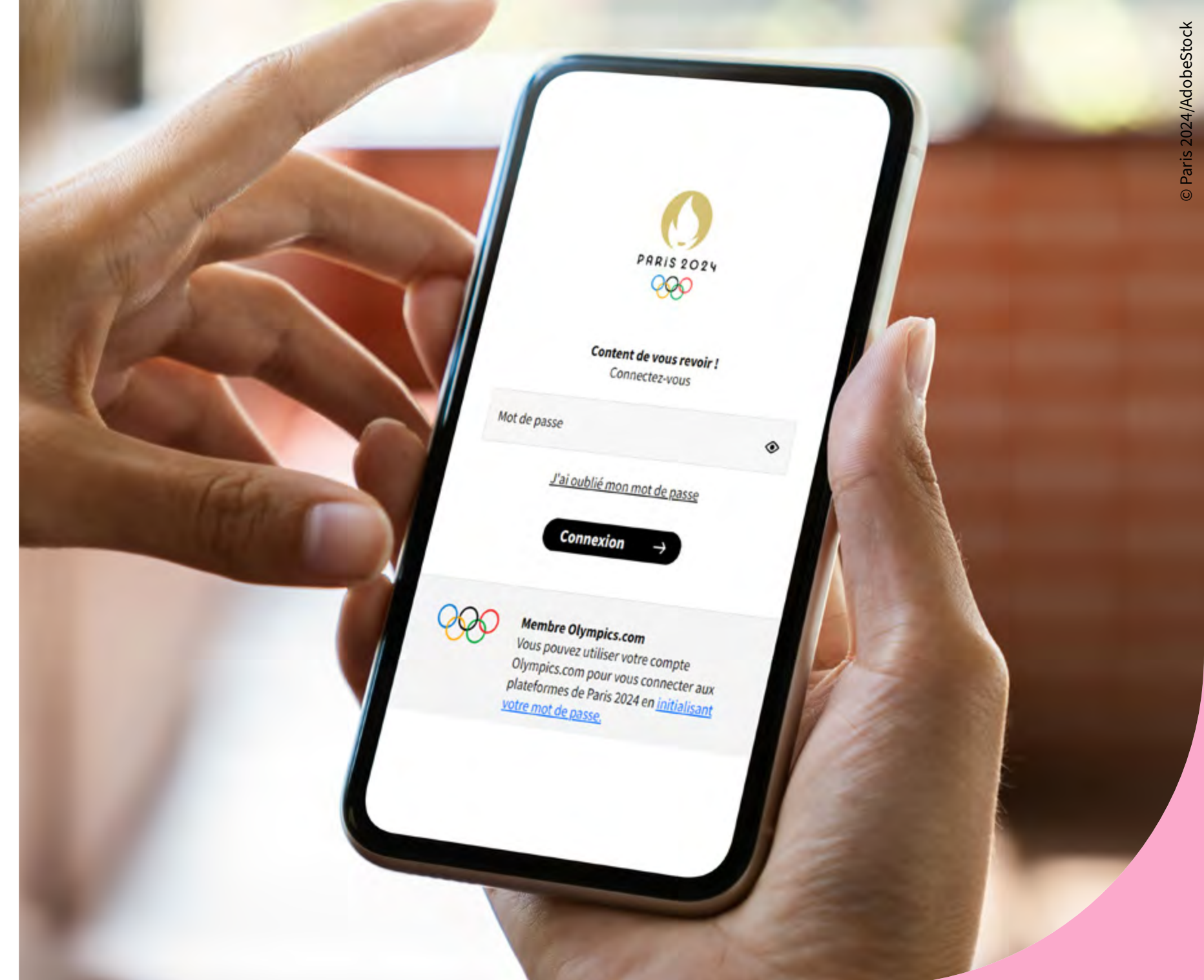
PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

A single digital identity for all Paris 2024 apps, as well as those pertaining to the Olympic and Paralympic movement, was an innovative move on the part of Paris 2024 to help ensure a smoother user experience and greater efficiency.

↓ WHY?

Anyone who has experienced the magic of the Games will have had the experience of navigating various digital interfaces beforehand, from buying their ticket on the ticketing platform to trying to win prizes on the Paris 2024 Club page and getting involved via the volunteer portal.

They would previously have had to provide a different digital identity for each site, but that finally changed at the Paris 2024 Games. In an attempt to make the whole experience smoother and more enjoyable, Paris 2024 created a unified authentication system that was valid for all official Games apps aimed at the general public.



Just like the 'France Connect' system allows users to connect to any French public service, 'Paris 2024 Connect' could be the equivalent for sporting events!

The project team



Around **9 million** users of Paris 2024 Connect

NEXT →

EXPLORE THE INNOVATIONS

In the changing rooms >

To go higher >

Paris 2024 Connect

[← BACK](#)

↓ HOW?

The innovation simplified and harmonised the user experience since the same username and password were used to connect to all of the Games' consumer apps.

This single digital identity is set to stick around long after the end of the Paris 2024 Games. It has also been adopted for the ICO's consumer apps and will be retained for those used by future Organising Committees.

Paris 2024 was the first Organising Committee to take the initiative with this innovation. In addition to improving the user experience, it helped to simplify the integration of all Games-related apps. Whereas it used to take two weeks to integrate an authentication system into an app, for example, this time frame has been reduced to half a day with Paris 2024 Connect.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The guarantee of an efficient and technically robust system.

Paris 2024 Connect was the central system used by millions of users to connect simultaneously to apps that were in high demand, such as the ticketing platform, the volunteer portal, etc.

This involved a great deal of legal work to ensure scrupulous compliance with the GDPR, as well as compliance with the regulations pertaining to the management of user consent specific to each country.

↓ AND FOR THE SPORTING MOVEMENT?

This innovation could become the single public authentication system for the Olympic and Paralympic movements. Its legacy could even extend to all divisions of the French sporting movement.



TEAM SPORTS UNIFORMS LAUNDRY

NEW SERVICE

PILOT DIVISION: VILLAGES MANAGEMENT

Ensuring a positive experience for athletes and Olympic and Paralympic delegations during the Games also means being attentive to all of their needs, and making their day-to-day lives easier. That was the goal of the ‘Team Sports Uniforms Laundry’ (TSU), which provided a response to a real need that had not previously been specifically addressed.

↓ WHY?

Throughout the Games, the Village provides a community hub for athletes and delegations. They sleep there, live there, eat there, and go about their daily tasks and activities there. For Paris 2024, it was important to offer them maximum comfort and multiple services so that they could make the most of every minute of this unique experience.

Thanks to the open dialogue with the NOCs and NPCs throughout the organisation phase, the Paris 2024 teams realised that one need had not been catered for up until now: cleaning of team sports uniforms. At previous Games, laundries were dedicated to residents’ personal clothing. The same laundries also cleaned team uniforms, but this caused considerable waiting times and rendered the general organisation more complex.

NEXT →



The laundry allowed delegations to save time and concentrate on what mattered!

The project team



88

Olympic Delegations benefited from the service

32

Paralympic Delegations benefited from the service



EXPLORE THE INNOVATIONS

In the changing rooms >

To go higher >

Team sports uniforms laundry

← BACK

↓ HOW?

For the first time, a laundry service was specially dedicated to team sports uniforms in the Athletes' Village.

This free service was exclusively reserved for Judokas and the following team sports: Basketball, 3x3 Basketball, Football, Handball, Hockey, Rugby Sevens, Beach Volleyball, Volleyball. One person per team could drop off the dirty uniforms and collect them cleaned twelve hours later.

The Conciergerie Solidaire, a SEB working to promote the return to employment of the long-term unemployed, was selected as the operator for this laundry following a call for tenders. It was also responsible for the residents' laundries.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Consideration of the specificities of team sports uniform logistics.

Taking these into account, the laundry was open long hours to correspond to the needs of teams whose competitions were sometimes scheduled late in the day.

Provisions were also made to enable a different person than the one who dropped off the uniforms to collect them (unlike the residents' laundries, where the same person had to drop off and collect clothing). A specific traceability system was consequently put in place.

↓ POST-GAMES FOCUS

The service operated very smoothly – no complaints were reported – and users were satisfied.

A need emerged for trolleys/boxes to be left at the laundry to allow delegations to drop off and collect uniforms, in addition to a need for washing cycles without drying.

↓ AND FOR THE NEXT GAMES?

Given the success of this service, future Athletes' Villages could also put in place their own laundries dedicated to team sports uniforms.



VOLUNTEERS: REGISTER IN 3 CLICKS

NEW PROCESS

PILOT DIVISION: PEOPLE MANAGEMENT

No more queuing and paper forms that always seem to end up getting lost: with the new registration procedure, volunteers were able to go directly to their assigned post once they arrived on site.

↓ WHY?

At each edition of the Games, thousands of volunteers jump into action to contribute to making the event a success. Improving their experience and ensuring the smooth organisation of their assignments are therefore priorities for each Organising Committee.

Before the Paris 2024 Games, all of the volunteers reported to the “Volunteer Centre” to register each day before taking up their duties. They also received a paper meal ticket at the centre for refreshments.

This process required a great deal of space, resources and time, generally all at the same time. The volunteers sometimes had to travel long distances – between the registration centre and their assignment site – with a lot of waiting around. Sufficient spaces and teams were required to manage peak times, which resulted in excess capacity the rest of the time.



Volunteers could confirm their presence and receive a meal ticket in just 3 clicks. Faster and more efficient!

The project team



45,000
volunteers were able to use this new registration procedure

NEXT →



EXPLORE THE INNOVATIONS

In the changing rooms >

To go higher >

Volunteers: register in 3 clicks

← BACK

↓ HOW?

Paris 2024 overhauled the registration process. Instead of having to go to the centre, each volunteer could confirm their presence and receive a meal credit directly via their smartphone. Volunteers simply needed to show their accreditation and have it scanned in a catering area in order to validate their meal credit.

In addition to budget savings, this innovation facilitated the process and gave the volunteers greater autonomy. And the new system meant there was no need to worry about losing a paper meal ticket! It also freed up the teams on hand to assist the volunteers, who could then spend more time helping those who needed it.

The vast majority of volunteers got to grips with the new process with no problem as of the first day, and help was offered to those few who found it less intuitive. The small number of volunteers without smartphones were able to report to the Volunteer Centre to register in person.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The possibility of testing these new functionalities during the “test events” organised by Paris 2024, to ensure that the developments requested resolved the problems identified and did not create new ones.

Needs were defined several years ahead of the Games through multiple workshops and discussions, and based on the experience of the Paris 2024 team members who volunteered at previous editions of the Games.

This new functionality was developed by the IOC Worldwide IT Partner, **ATOS**.



↓ ET POUR LES PROCHAINS JEUX ?

The approach received interest from the IOC and could inspire future Organising Committees.



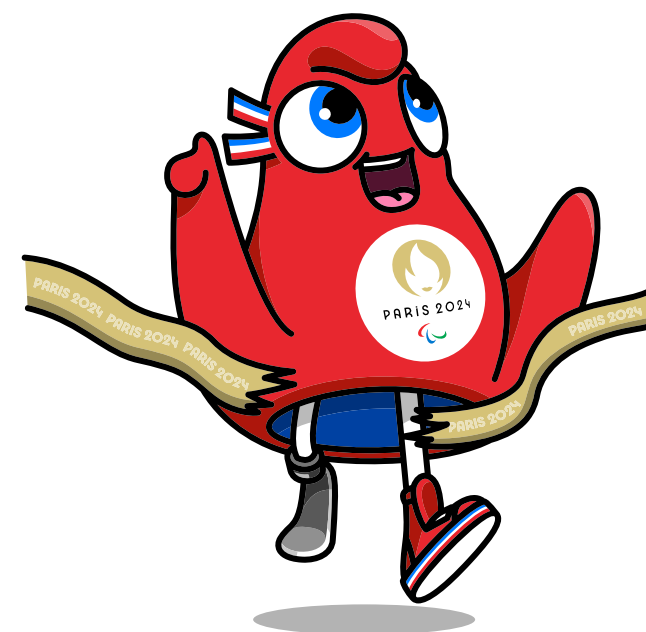
TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024

PILOT DIVISIONS: TICKETING, TECHNOLOGY & INFORMATION SYSTEMS


The ticketing service was the first point of contact between future spectators and the Paris 2024 Games. Through this interface, millions of people throughout the world were able to experience the Olympic and Paralympic magic “in real life”.


This service was therefore naturally the focus of a great many expectations. The Organising Committee took advantage of the latest technological developments to offer spectators a unique and memorable experience, from purchasing to the event itself.


The establishment of a ticketing service on such a vast scale made it necessary to take a number of different parameters into account: future spectators’ purchasing habits and preferences, since the popularity of events could outstrip the available supply for certain ticket categories, ticket security and authenticity, smooth admission to the different venues, etc.



↓ 3 INNOVATIONS

- 

All-digital ticketing
- 

Draw based on “purchase timeslots”
- 

A single global platform

And tomorrow? →



12 million
tickets sold for the Olympic Games
and Paralympic Games

EXPLORE THE INNOVATIONS

In the changing rooms >

To go higher >

Ticketing: a strategic innovation challenge...

ALL-DIGITAL TICKETING

TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024

THE PROBLEM

- The size of the black market for major sports events, connected with the difficulty of tracing tickets.
- The disparity of conditions of access to tickets when physical sales outlets are used.

1

2

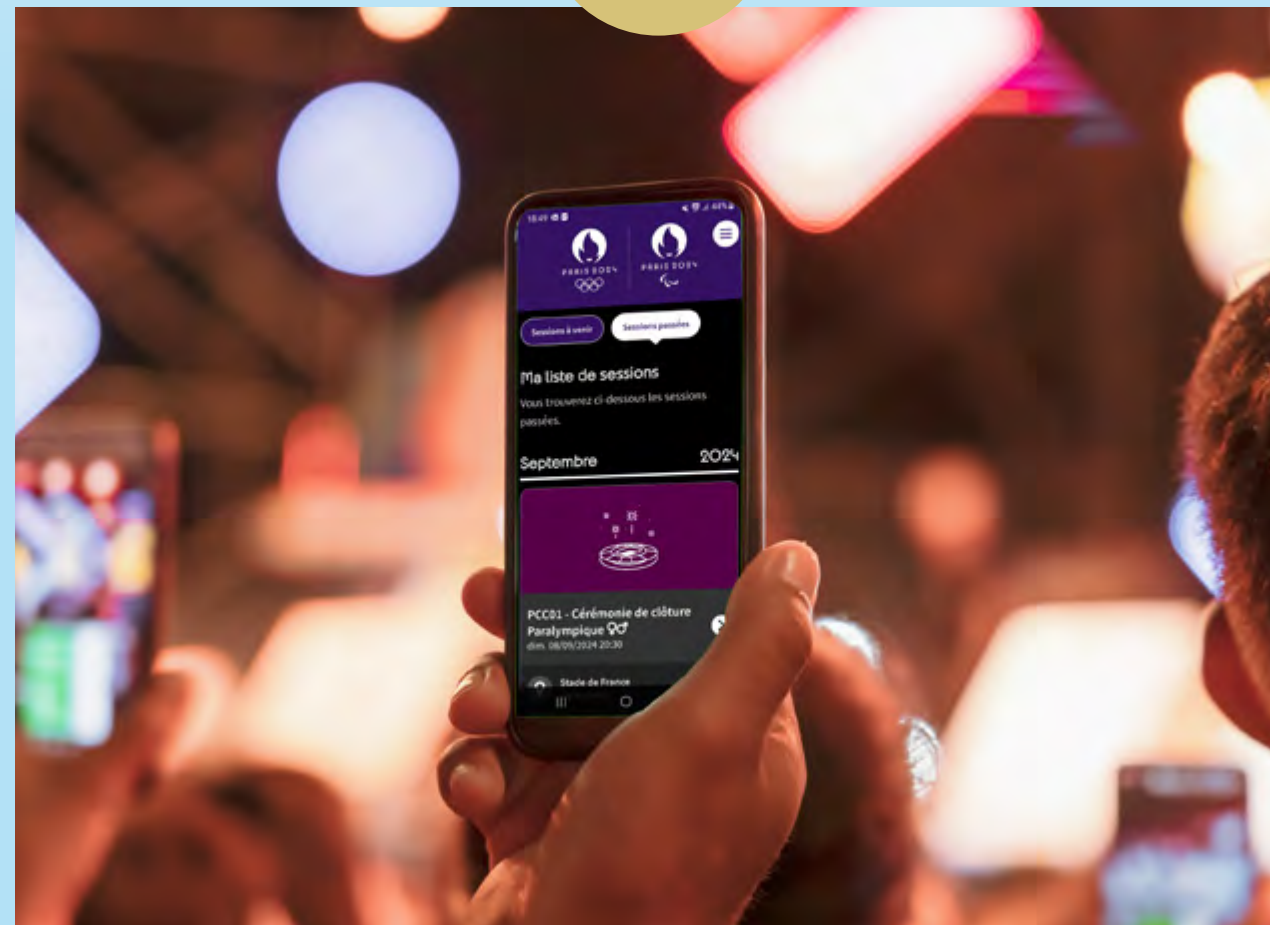
OUR CHALLENGES

- Guaranteeing the traceability of tickets.
- Facilitating sales worldwide.
- Gaining a better understanding of purchasers' expectations and communicating with them directly in order to ensure the smoothest possible experience, from the act of purchase to admission to the stadium.

THE PROPOSED SOLUTION

Paperless ticketing: there were no tickets in paper format for the Paris 2024 Olympic and Paralympic Games.

3



© tuaindeed / Getty Images

4

THE OBSTACLE

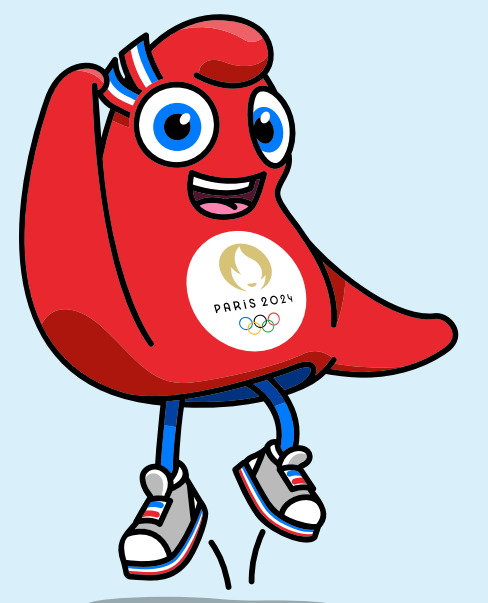
- The digital divide.
- Certain purchasers and stakeholders' attachment to tickets in paper format.

HOW IT WAS OVERCOME

→ By putting initiatives in place in order to enable the people most excluded from digital technology to attend the Games: provision of information and educational initiatives for the public at large, possibility of sending tickets to friends and relations, etc.

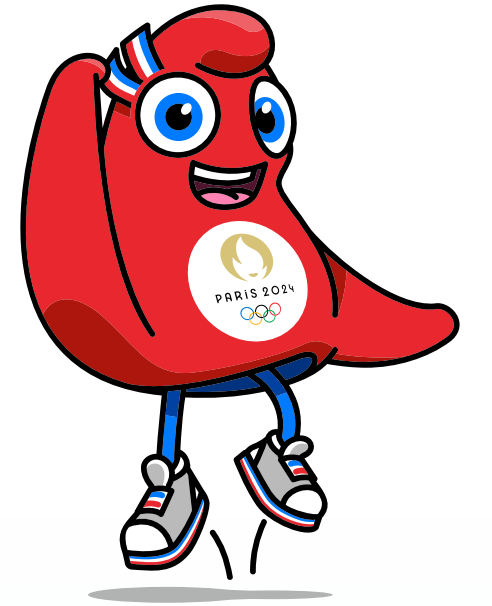
5

→ By enabling the purchase of a "souvenir ticket" in order to keep a souvenir of event attendance.



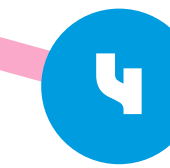
DRAW BASED ON “PURCHASE TIMESLOTS”

TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024



HOW IT WAS OVERCOME

→ By conducting load tests on the platform upstream from opening.



THE OBSTACLE

The capacity of the systems to handle such heavy traffic (over 4 million persons entered in the draws).



→ By putting a waiting list in place before entering the platform, once the slot had been opened.

THE PROPOSED SOLUTION



© 2024 / Comité International Olympique (CIO) / RUTAR Ubald

A “purchase timeslots” draw system enabling the allocation of timeslots for access to ticket sales for the persons selected.



OUR CHALLENGES

- Providing the fairest possible terms of access to ticketing.
- Guaranteeing a smooth purchasing experience on the online platform.

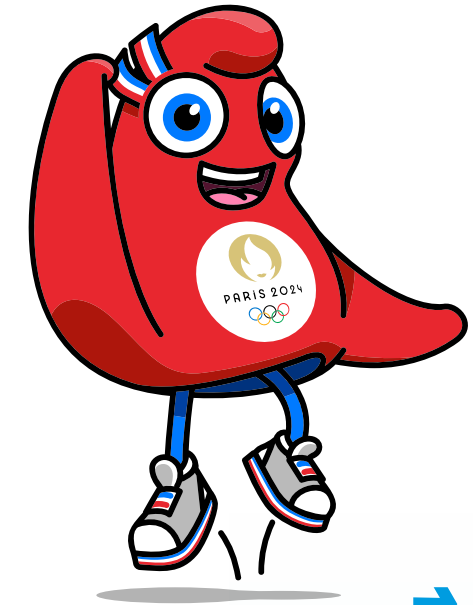
THE PROBLEM

Demand for tickets was greater than supply for a large number of sessions and seat categories (very popular sports, finals, lowest categories, etc.).



A SINGLE GLOBAL PLATFORM

TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024



HOW IT WAS OVERCOME

→ Several estimates were made in order to anticipate the load on the site with the greatest possible accuracy, with tests to validate the sizing.

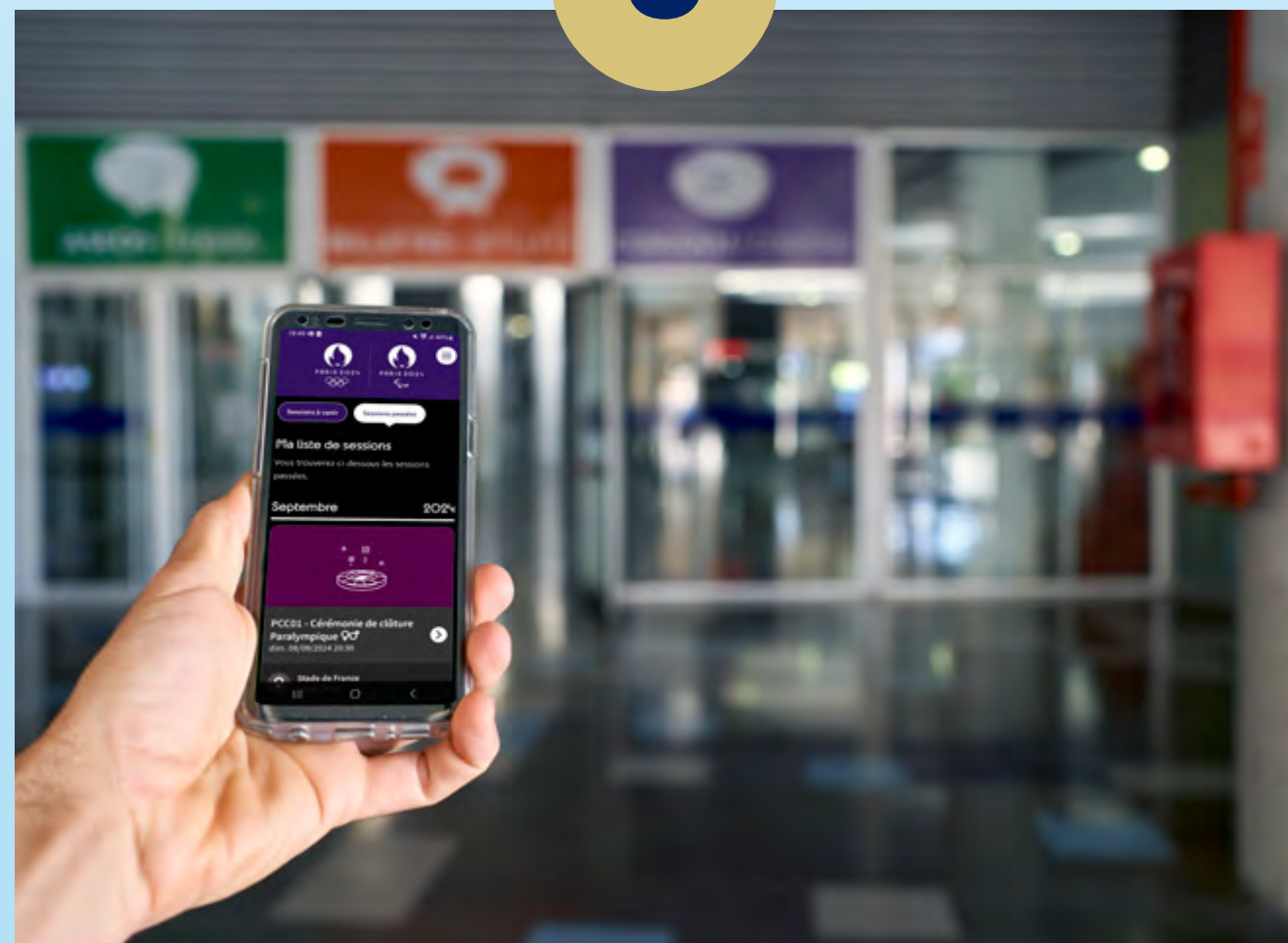
→ Processes were put in place in order to ensure security and fluidity of access to the platform, and thus guarantee good customer experience.

THE OBSTACLE

- Difficulty of devising a common purchasing journey for both French and foreign purchasers.
- Lack of baseline data on which to base an assessment of potential traffic.

THE PROPOSED SOLUTION

Centralised global sales, on a single, unique platform.



© aire images / Getty Images

OUR CHALLENGES

- Guaranteeing fairness
- Securing better visibility of sales as a whole
- Communicating with spectators in order to make it facilitate their travel to come to the Games.

THE PROBLEM

Decentralised global sales involve a large number of intermediaries, which leads to:

- opacity,
- impossibility of gaining an overall view of ticket sales,
- impossibility of communicating directly with spectators.

← BACK

↓ AND TOMORROW?

Never before tested during an edition of the Games, these three innovations represent a major advance. They will serve as benchmarks for future editions of the Games.

By enabling fans around the world to access ticketing via a centralised platform, Paris 2024 removed geographical barriers and simplified the purchasing process.

The transition to fully digital ticketing provided a secure and smoother experience for both spectators and the operational teams, while reducing our ecological footprint.

Lastly, the purchase timeslots-based draw promoted fairness by giving each person an equal chance to buy tickets, in accordance with the Paris 2024 Olympic and Paralympic Games' philosophy of openness and sharing.

« *Innovation in the ticketing service for Paris 2024 was essential in order to provide spectators with an unprecedented experience, from the act of purchasing through to access to the venues, while incorporating advanced technologies to ensure the security and authenticity of digital tickets and maximise fan satisfaction worldwide. In particular, we are delighted that, for the first time in the history of the Games, we were able to open the ticketing service to the entire world via a single platform. The purchase timeslots draw system enabled the smoothest and fairest possible purchasing experience during the initial phases of ticket sales, for which over 4 million people entered. A real success, as the purchasers of our tickets included citizens from over 200 countries.* »

Capucine Bernet

Ticketing Director Paris 2024

↓ POST-GAMES FOCUS

An innovation was deployed during the Games in response to a problem involving the scanning of tickets on admission to venues.

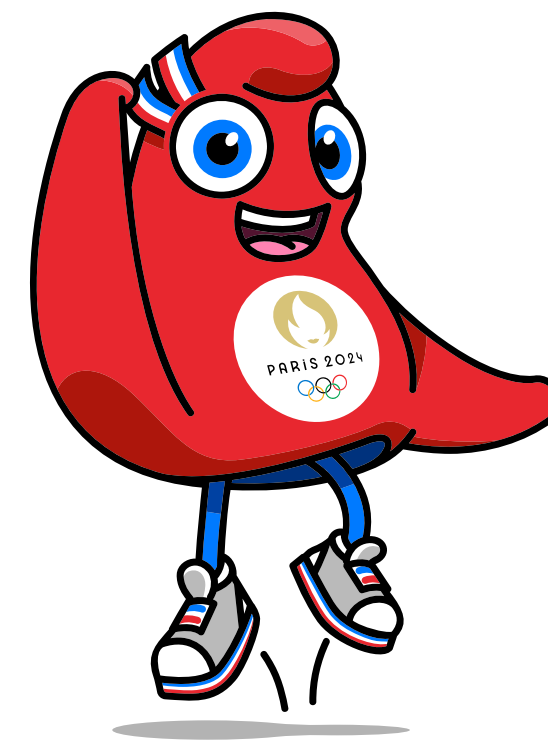
In order to enable fluid entry control, each volunteer with a PDA was expected to scan 450 tickets per hour.

However, it became apparent that this target could not be reached, in particular because sun and rain hampered both the flash and reading of the PDA screen.

Where possible, the organisers hired tents in order to shelter the scanning areas, in addition to the sunshades already deployed. At venues where the delivery of tents was not possible, Paris 2024 worked with a service provider to develop a "PDA protection" prototype made of thick cardboard. 4 prototypes were tested under real conditions to attain the most appropriate model.

5,000 items of this type were ordered in order to protect the PDAs at all venues where scanning areas were not sheltered.

IN THE CHANGING ROOMS TO GO FURTHER



CARBON
METHOD



RESPONSIBLE
PROCUREMENT
STRATEGY



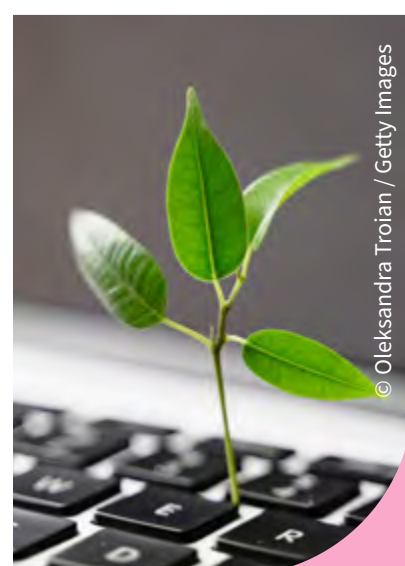
CIRCULAR
ECONOMY
STRATEGY



PARIS 2024
SOCIAL
CHARTER



ORAH
PLATFORM



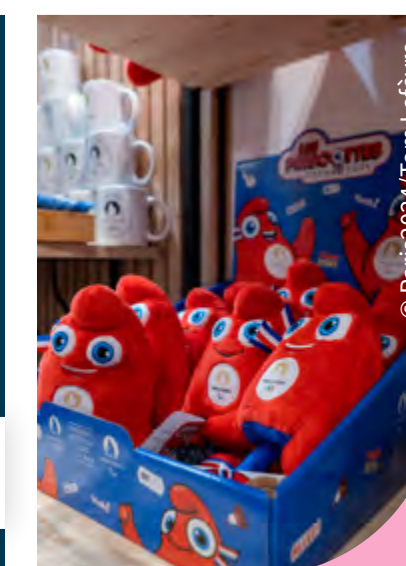
RESPONSIBLE
IT



NEW COLD
DRINKS
DISTRIBUTION
MODEL



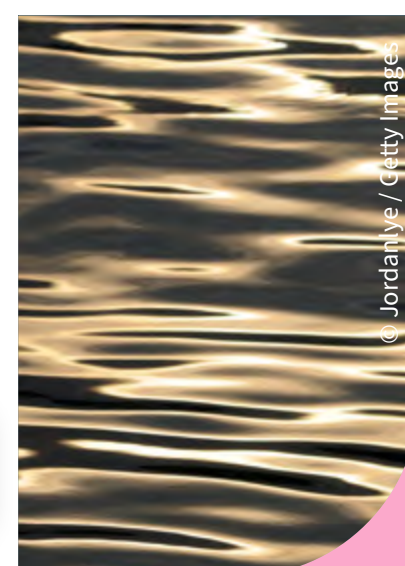
SECOND LIFE
COMMISSION



ECO-DESIGN
OF LICENSED
PRODUCTS



ASSESSING
THE MATERIAL
FOOTPRINT



ESTIMATING
THE "WATER
FOOTPRINT"



ECO-DESIGN
GUIDE APPLIED
TO TEMPORARY
ARCHITECTURE



CLEAN
ENERGY



CARBON METHOD

NEW PROCESS

PILOT DIVISION: SUSTAINABILITY

The ambitious target of halving the carbon footprint of the Games compared with previous editions led Paris 2024 to implement an unprecedented method for assessing its CO₂ emissions at a very early stage in order to limit, avoid and reduce them throughout the organisational cycle.

↓ WHY?

Paris 2024 sought to go further than previous Organising Committees in terms of environmental and social responsibility. With regard to fighting climate change, the ambitious commitment made during the bidding process was to halve the carbon footprint of the Games in relation to previous editions.

Of course, a radically different method was required if this target was to be reached. Whereas other events were

happy to measure their CO₂ emissions ex post and then take steps to offset them, Paris 2024 adopted the opposite approach, identifying its emissions sources for all of the operations associated with the Games (construction, transport, catering, energy, etc.) very early on so that it could take steps to avoid and reduce them and, where necessary, offset any 'irreducible' emissions.



In the long term, we hope that carbon reduction will influence all structural decisions regarding the organisation of major sporting events.

The project team



1.5 million
tonnes of CO₂ equivalent:
the maximum level
Paris 2024 was prepared
to reach

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Carbon method

← BACK

↓ HOW?

When the bid went in, seven years before the Games, Paris 2024 set a ‘carbon budget’, that is the total volume of CO₂ emissions not to be exceeded in the process of organising the event, of 1.5 million tonnes of CO₂ equivalent. This was the first time in Olympic history that an Organising Committee had incorporated a carbon method so early on, and in such a structured way.

This ‘carbon budget’ was assessed using a measurement and monitoring tool developed especially for the Games, taking into account the entire organisational cycle and with a broad scope (scope 3) that notably included the international transportation of spectators.

It was regularly reviewed in order to fine-tune the estimates, initially when the bid was submitted, again in 2019 and 2021, notably to take account of the change in IOC rules, later in 2023 and finally after the Games, in 2024.

Paris 2024 was therefore the first Organising Committee to have followed the IOC’s new rules for calculating its carbon impact. The two organisations exchanged information on a regular basis as part of a continuous improvement process.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Paris 2024’s determination, at the highest level, to put carbon responsibility at the heart of the organisation of the Games and to make the carbon method a decision-making tool for all strategic pillars at every stage of the process.

The ‘carbon budget’ was divided into sub-budgets allocated to each of Paris 2024’s operational departments, with each manager responsible for ensuring that their budget was adhered to.



↓ AND FOR THE SPORTING MOVEMENT?

This method inspired the Carbon Coach and the Climate Coach for Events – both tools developed by Paris 2024 in conjunction with the French Agency for Ecological Transition (ADEME), the CNOSF and the Ministry of Sport to help the general public and event organisers assess and reduce their CO₂ emissions.

RESPONSIBLE PROCUREMENT STRATEGY

NEW PROCESS

PILOT DIVISIONS: PROCUREMENT, IMPACT & LEGACY, SUSTAINABILITY

The responsible procurement strategy, one of Paris 2024’s main levers for ensuring that the Games were as responsible and sustainable as possible, aimed to transform procurement to reflect environmental and social aims. This strategy was a first for an Organising Committee and brought a new element of sustainability to the entire sports events sector.

↓ WHY?

Paris 2024 made a commitment to organise Games that reflected the major challenges of our time, namely ecological transformation, equality and inclusion, and regional development.

Procurement was a strategic lever for achieving these ambitions, given that organising the Games meant fitting out over forty venues, serving over 13 million meals, welcoming, housing and feeding 15,000 athletes, etc. All of the goods and services required to host the Games had to reflect the best environmental and social practices.

Sustainability was still not, however, given the prominence it deserved within the sports events sector and practices remained very hit-or-miss.

By choosing to practice public procurement, even though its resources were primarily private, Paris 2024 demonstrated transparency and proper use of the Games budget. But the Committee wanted to go further by adopting a responsible procurement strategy that had never before been deployed by an Organising Committee to encourage and galvanise the entire events sector to adopt an approach based on environmental and social responsibility.

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In the past, responsible procurement mainly concerned the public sector: we have established a dynamic in the sports events sector that others will be able to run with!

The project team



20%
weighting of the Sustainability (both social and environmental) criterion in Paris 2024’s strategic calls for tenders

over 80%
of Paris 2024 suppliers were VSEs or SMEs

10%
of suppliers were from the SSE sector

EXPLORE THE INNOVATIONS

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Responsible procurement strategy



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↓ HOW?

Paris 2024's responsible procurement strategy was innovative in that it set out a particularly ambitious framework for a private organisation:

- It applied to 100% of Games purchases and 100% of Paris 2024 service providers, suppliers and partners, thus influencing the entire chain of responsibility (and the relationship between contractors and subcontractors in particular).
- In outlining a series of commitments based around 5 pillars (circular economy, carbon neutrality, social innovation, inclusion of people with disabilities and regional value creation), it weighted environmental and social performance criteria very highly, at 20% of the overall score. It also set out various contractual performance obligations for certain contracts.
- Prior to calls for tender being issued, it provided support for players in the sector to help them prepare to meet the relevant requirements through a series of 'sustainability workshops'.
- It also arranged support for service providers for the duration of their contracts and a continual assessment of their performance using a number of tools (calculation of carbon impact at site level, resources inventory for the material footprint, calculation of integration hours, etc.).

Paris 2024 strongly encouraged the sports events sector to develop its practices in favour of greater responsibility by bringing its CSR and procurement teams closer together and involving its entire ecosystem in a virtuous approach.

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↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

A comprehensive and coherent responsibility policy supported at the highest level of the Committee.

This was embodied both in the most strategic and high-profile projects, such as the ceremonies and the Torch Relay, and in every operational aspect of the delivery – EDM sites, directly managed sites, strategic multi-site contracts such as energy, overlays, Look and signage, catering, IT services, etc.

The responsible procurement strategy was also linked to a reinforced sourcing strategy, which was essential to encouraging the emergence of small businesses and businesses in the SSE with the ability to offer innovative solutions in terms of sustainability, integration and inclusion. This sourcing strategy was based on the ESS 2024 and Entreprises 2024 information and support platforms, numerous information sessions organised on the ground, lot contracts, reserved contracts, clausured contracts, etc.



↓ AND FOR THE SPORTING MOVEMENT?

Future sports event organisers could take advantage of this responsible procurement strategy to address their own challenges. The French Tennis Federation (FFT), for example, decided to implement it for the Roland Garros 2023 tournament.

Several major groups operating in the sports events sector, notably in the fields of logistics, catering, energy and cleanliness, say they are prepared to maintain the environmental and social responsibility standards they acquired working alongside Paris 2024.



CIRCULAR ECONOMY STRATEGY

NEW PROCESS

PILOT DIVISIONS: SUSTAINABILITY, CLEANING & WASTE

As the first circular economy strategy for the Games, everything had to be devised from scratch. The Organising Committee tackled the challenge head on, with one priority: thinking about after the Games before the Games!

↓ WHY?

1.2 million items of sports equipment (boats, trampolines, jetties, bibs, buoys, whistles, balls, etc.), 600,000 items of furniture (including 110,000 chairs): the organisation of the Games requires substantial resources.

Faced with the depletion of raw materials, sporting events have a major role to play in showing that it is possible to use “less” resources and use them “better” and “for the long term”.

Less, better and for the long term, those are the three core principles guiding the Paris 2024 circular economy strategy. This strategy aimed to anticipate and optimise the use of materials, products and equipment in order to maximise their second life and limit waste production.

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The approach we want to pass on to events organisers is taking into account resources rather than waste.

The project team



100%
of furniture and sports and technological equipment will have a second life after the Games



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Circular economy strategy



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↓ HOW?

Drawing in particular on the “Resource Management – Goods and Materials” developed by the IOC, Paris 2024 adopted a comprehensive circular economy strategy combined with ambitious commitments across all of its areas of activity – and not just during the event.

This strategy had three core principles:

- **LESS: Optimising what already exists.** As an example, 95% of the necessary infrastructure already existed or was installed temporarily. Where London built six sports infrastructures, and Tokyo and Rio nine, Paris built only one: the Olympic Aquatics Centre.
- **BETTER: Promoting eco-design** by using public procurement to select the best eco-designed products and by developing training programmes for service providers (for the Look of the Games and signage, temporary infrastructures, main digital applications, etc.).
- **FOR THE LONG TERM: Offering a second life after the Games.** 100% of furniture, materials and temporary structures will be redeployed, reused or recycled after the event.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Convincing all the Paris 2024 teams of the manifold reasons to adopt a circular economy strategy.

For an event organiser, taking on board the issue of resources has numerous advantages. It enables them to find new areas of leverage for budgets (reduced requirements, possibilities for resale, reduced volume of waste to be processed) and increase operational efficiency (scheduling, forward planning, pooling), in addition to anticipating the environmental, reputational and financial risks involved.



↓ AND FOR THE SPORTING MOVEMENT?

This strategy could inspire all sports events organisers. The method used to calculate the material footprint will be incorporated into the “Carbon Method” as a tool for future Organising Committees.

Circular Economy



SOCIAL CHARTER

NEW PROCESS

PILOT DIVISION: IMPACT & LEGACY

For the first time, an international sporting event has closely involved social partners in defining, implementing and monitoring its social and economic commitments.

↓ WHY?

To make the Games a springboard towards employment, integration and economic inclusion: to achieve this goal, Paris 2024 believed that it was essential to draw on the expertise and legitimacy of actors in the social and economic sphere.

The Social Charter enabled the creation of a framework to bring together all the social partners around the Games, define shared commitments and involve them in monitoring these goals.

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© Paris 2024



It seems obvious that the entire sporting movement should be involved in organising the Games; with this Social Charter, the social and economic movement is also included.

The project team



16
commitments

83%
of Paris 2024 service providers and tender winners are VSEs/SMEs

480,000
hours of social integration completed by 11 September 2024

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Social charter



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↓ HOW?

One of the first noteworthy achievements of the Social Charter was to bring together all the French social partners – the five main unions CGT, CFDT, FO, CFE-CGT and CFTC, and employer representatives Medef, U2P and CPME.

The Social Charter declared 16 commitments in organising Games that were economically and socially responsible centred around three main goals:

- To enable access to contracts for all companies
- To promote the integration of vulnerable population groups
- To ensure good working conditions.

All the actors contributing to the Games' organisation had to observe these commitments.

The signatories set up a committee to monitor the Charter. Meeting once a month, this committee was co-chaired by a representative of the trade unions and a representative of the employer organisations. It oversaw the implementation and respect of commitments, discussed all the economic and social topics surrounding the Games and developed tools. The latter include 'Entreprises 2024', an information platform for companies in Games-related markets.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The unifying impetus of the Games and the strength of the economic and social commitments, which unified all the actors with different sensitivities and got them working together.

↓ AND FOR THE SPORTING MOVEMENT?

Post-2024, it could be possible for every major sporting event to adopt a social charter and establish a monitoring committee coordinated by the social partners.

Although the structure of the Paris Social Charter monitoring committee as an association will cease to exist in 2025 when the Organising Committee is dissolved, the social partners' official mandate may be extended, and a new organisation may be created to support future events.

The 'Entreprises 2024' platform will also remain as its legacy.



ORAH PLATFORM

NEW SERVICE / NEW PRODUCT

PILOT DIVISION: IMPACT & LEGACY

The legacy of the Games is reflected in the many initiatives undertaken by various players across all the communities. These initiatives needed to be monitored, promoted and evaluated in order to increase their impact and visibility, and ORAH allowed us to do all of this.

↓ WHY?

The legacy of Paris 2024 comprises a number of structural programmes (Bouger plus ('Move More'), Impact 2024, Savoir Nager, 'Terre de Jeux 2024', etc.) that encompass a multitude of projects run by a wide range of players (associations, sports clubs, local authorities, etc.).

Since the launch of Agenda 2020, the IOC has been strongly encouraging the identification of such legacy projects, which is vital to raising awareness of them and promoting them. This identification is also part of an evaluation process, since gathering data (number and type of beneficiaries, number of initiatives, communities concerned, etc.) makes it possible to measure the effectiveness of the "Impact and Legacy" of the Games strategy to which Paris 2024 is committed.

No Organising Committee had previously developed a single, interactive tool for identifying legacy projects. Birmingham 2022 had undoubtedly achieved the most in this respect, but this data gathering task was performed by a single person, which was particularly time-consuming.

Paris 2024 innovated by creating a custom tool in the form of the Paris 2024 Legacy Actions Inventory Tool (ORAH), which, in addition to identifying projects, included additional functions aimed at project sponsors, giving them a free monitoring tool for tracking and promoting the impact of their initiatives.

Orah.paris2024.org



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ORAH is also designed to support the sporting movement in promoting its impact.

The project team



Nearly
4,000
initiatives identified
(end of 2023)



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ORAH platform

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↓ HOW?

The ORAH platform made it possible to gather data on all of the projects contributing to the legacy of the Games and to monitor and promote them.

Project sponsors could register an initiative on the platform as long as it was directly linked to the Paris 2024 Games. The platform then created a dashboard enabling them to monitor key information relating to their project (number and type of beneficiaries, contribution to the United Nations Sustainable Development Goals, etc.), and this information could be extracted and used on their website or among their partners.

To encourage a sense of emulation and the sharing of experiences, the platform also featured an interactive map offering an overview of all current projects, complete with filtering function (location, project type), along with the name and contact details of each project sponsor. ORAH therefore helped to forge links between project sponsors and gave Paris 2024 an overview of all of the projects, including those sponsored by stakeholders.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The flexibility of the platform, its questionnaire and its functionalities, to ensure that it met the expectations of project sponsors and would be widely used.

Raising awareness of ORAH and encouraging its use outside the Organising Committee was a real challenge. The teams strongly believed that information could not be provided from the top down only and that it was important to create a tool that could easily be used by those on the ground.

The questionnaires were therefore carefully designed to make them both easy to complete and sufficiently comprehensive to cover all aspects of the evaluation. Paris 2024's Impact & Legacy strategy was still being drawn up at the time, which further complicated the task.

Regular discussions were held with stakeholders with a view to raising awareness of the platform, and the City of Paris and the CNOSF co-funded ORAH and indeed used it to identify and evaluate their own initiatives. Other technical measures made it possible to avoid 'holes in the racket', such as the automatic entry of data from Impact 2024 winning projects into ORAH.

↓ ET POUR LES PROCHAINS JEUX ?

The IOC is very interested in the tool and has asked Paris 2024 to present it to several NOCs, as well as to the Organising Committees of Milano Cortina 2026 and Los Angeles 2028.

After the Paris 2024 Games, the IOC will take over the intellectual property of ORAH. Future Organising Committees will then be free to use it, adapt it to their needs, or draw inspiration from its methodology to create their own tool.



RESPONSIBLE IT

NEW PROCESS

PILOT DIVISION: TECHNOLOGY & INFORMATION SYSTEMS

This was the first time that an Organising Committee had deployed a responsible digital strategy aimed at accelerating collective action on this still-emerging issue, the aim being to bring the Games to the world while at the same time controlling the environmental and social impacts of the related digital activity.

↓ WHY?

While awareness of the impact of digital activity is still in its infancy, it is estimated that the digital sector is responsible for around 4% of the world’s greenhouse gas emissions. To help raise awareness of the issue, and in keeping with its commitment to reduce its own carbon footprint, Paris 2024 adopted a responsible IT strategy for all its technological activities.

What IT represented at Paris 2024:

- Between 5% and 7% of the Games’ carbon footprint
- 10,000 items of equipment for employees
- 150 digital apps.

Added to this was the obligation to comply with the operational requirements applicable to different levels of service and collaborating on these issues with multiple stakeholders. Paris 2024 was therefore faced with a major challenge.

↓ HOW?

The approach was based around 3 pillars: measuring the footprint, mitigating the impact and mobilising people around the issue.

Having assessed the material footprint, the teams set out to challenge the anticipated requirements in order to optimise and reduce the volumes of IT equipment used. The approach itself involved sourcing the most ethical suppliers, prioritising alternatives to purchasing where possible (75% of equipment leased) and securing the end-of-life of all equipment purchased (reconditioning or reuse).

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Without technology, the Games would not have achieved the scale or visibility that they have. But technology cannot be a sustainable solution unless its environmental and social impacts are taken into account.

The project team



16%
reduction in the carbon impact of IT

75%
of equipment rented and a second life for 100% of purchased equipment



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Responsible IT

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For the first time in the history of the Games, the rate card, for example, the catalogue of services that could be ordered during the Games by various players such as holders of TV rights, the press, international federations and partners, offered reconditioned IT equipment rather than new.

With regard to digital apps, a more eco-friendly approach to software design was adopted to limit the impact of the most popular platforms, such as the ticketing platform, Club Paris 2024, the Paris2024.org website and the official Games app for the general public.

Paris 2024 also mobilised its ecosystem (suppliers, partners and employees) using a series of tools and training modules, including a 'digital fresco' and a week dedicated to responsible digital use within the Committee.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

A rigorous methodology involving all departments and partners helping to reduce the carbon technology budget of the Games.

The final carbon impact of technology stands at approximately 60,000 tCO₂eq, an overall reduction of 16% thanks to the actions of the Paris 2024 responsible IT strategy. However, the main progress is arguably having fostered an ecosystem capable of measuring and reducing its impact. What's more, within the direct scope of action of the Organising Committee, the reduction was much greater: around 80% thanks to the significant decrease in the quantity of equipment and the increased use of rental hire.



↓ AND FOR THE NEXT GAMES?

Paris 2024 has shared a set of best practice guidelines for software eco-design and a guide to responsible IT in order to provide organisers of forthcoming sporting events with the relevant tools.

The methodology and feedback were shared with the IOC, the CNOSF and sports federations and the issue is already being addressed in practical terms, with the host city contract now including a section dedicated to digital responsibility and the Master Schedule now incorporating a new milestone on the topic, which will be applicable for Milano-Cortina 2026 and for future Organising Committees.

NEW COLD DRINKS DISTRIBUTION MODEL

NEW SERVICE

PILOT DIVISIONS: FOOD & BEVERAGE

Hundreds of water and soft drinks fountains: with its partner Coca-Cola, Paris 2024 proved that the circular economy can constitute the core of the cold drinks distribution model during a major international sporting event.

↓ WHY?

Move away from single-use plastic as much as possible: an essential aspiration for a successful ecological transformation, but a particularly ambitious target for the organisers of a major sporting event, tasked with providing refreshments for a large number of actors throughout the competitions (athletes, International Delegations, journalists, staff and volunteers).

During previous editions of the Games, all cold drinks for accredited populations were distributed in the form of

plastic bottles, accounting for 8-10 million units distributed per edition.

In line with the environmental commitments made for the Games, Paris 2024 and its stakeholders, first and foremost the City of Paris, chose to break with this model in order to encourage a circular economy approach.



Proving that plastic bottles can be avoided is a huge step forward for the ecological transformation of the world of sport!

The project team



700
fountains installed
across all of
the Paris 2024 venues

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New cold drinks distribution model

← BACK

↓ HOW?

Paris 2024 did away with free distribution of drinks in plastic bottles for accredited populations. Instead, the Organising Committee installed several hundred water and soft drinks fountains in the catering areas of the Paris 2024 official venues (Olympic and Paralympic Village, canteens for staff and volunteers, etc.).

Coca-Cola France, a Paris 2024 partner, committed to the development, co-funding and roll-out of these fountains.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The collective efforts and ongoing discussions with all of the actors concerned, in order to reconcile the drive to accelerate the ecological transformation with the expectations and needs of accredited populations on the one hand, and with the technical and budget constraints that could complicate the roll-out of the fountains on the other hand.

It took three years to build the best possible solution for this cold drinks distribution model never before deployed on such a scale.

↓ AND FOR THE SPORTING MOVEMENT?

In line with Paris 2024's commitment to guarantee the second life of Games equipment, the water fountains will be reused. Coca-Cola is in contact with several actors (events venues, festivals, future Organising Committees, etc.) to ensure the redeployment of the soft drinks fountains.

By demonstrating that it is possible to find alternatives to single-use plastics on a large scale, Paris 2024 hopes to inspire future Organising Committees and, more broadly, the sporting and cultural events community as a whole.



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SECOND LIFE COMMISSION

NEW PROCESS

PILOT DIVISIONS: SUSTAINABILITY, PROCUREMENT

Never before has an Organising Committee taken responsibility for the second life of its equipment in such a structural and forward-thinking manner by dedicating resources and an ad hoc governance body to the issue.

↓ WHY?

Several million products, supplies and equipment are required to deliver the Games. How to make sure they do not become waste after the event? How to support the divisions purchasing them in anticipating and securing the future of these products? Should they be sold, donated, and if so, to who?

To answer all of these questions, Paris 2024 established a brand-new body: the Second Life Commission. Its decisions gave substance to the desire of Paris 2024 to leave behind a strong material legacy, while guaranteeing a high level of transparency and compliance.

↓ HOW?

Wholly designed by Paris 2024, the Second Life Commission is an entirely new innovation. Never before has an Organising Committee put in place a dedicated governance and committee procedure to accompany the dissolution of the Games equipment.

Mirroring the Tendering Committee, the Second Life Commission, which the Paris 2024 divisions concerned have a seat on – Procurement, Sustainability, Legacy, Finance, City Operations – was tasked with examining and selecting the best second life options for each item of equipment.



Thanks to this mechanism, Paris 2024 is aspiring to become a benchmark in the “material” dissolution of an Organising Committee, and beyond, for the circular economy of events.

The project team



6 million
products and equipment
required for the Games

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Second life commission

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The contract holders were required to present the option(s) envisaged, explaining the process, the selection criteria for buyers, the associated repossession costs, etc. The Commission then returned a collective decision. As an example, in September 2023, the Second Life Commission approved the donation of 3 hockey turfs installed in Yves-du-Manoir at three clubs pre-selected by the Fédération Française de Hockey.

At the same time, the mechanism drew on the support provided by the Procurement and Sustainability teams to the divisions to guide them towards second life options. Paris 2024 also developed shared solutions: jumble sales, second life platform, auctions, etc.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Several years of an exploratory approach, which led to the creation of a transparent and efficient decision-making body.

This unprecedented mechanism was able to draw on key framework documents produced by Paris 2024, notably the Responsible Procurement Strategy. By setting high environmental and social standards, the Responsible Procurement Strategy provided a means to challenge Paris 2024 suppliers and service providers from the moment the contract was awarded.

Thanks to this strategy, 90% of the assets deployed for the needs of the Games were done so by the partners and service providers, and were able to benefit from a second life solution (rental, trade-in, etc.). The remaining 10%, managed directly by Paris 2024, adhered to the same standards.

↓ AND FOR THE NEXT GAMES?

All of the documents connected with the Second Life Commission will be transmitted to the IOC in order to leave behind a methodological legacy.



ECO-DESIGN OF LICENSED PRODUCTS

NEW SERVICE

PILOT DIVISION: SUSTAINABILITY, LICENSING

Pins, medallions, plush toys, bags... The items celebrating and conveying the magic of the Paris 2024 Games also have to reflect its vision of a more virtuous and more sustainable Games. Which is why the Organising Committee worked with licensed companies in the eco-design of Paris 2024 licensed products.

↓ WHY?

Paris 2024 undertook environmental commitments that permeated all of its activities. The challenge was particularly sizeable when it came to Paris 2024 official licensed products given that the licensing sector – toys, stationary, textiles, etc. – still largely outsources production abroad, in large volumes, generating major impacts on the environment. The textile sector has now become the world's second highest emitter of greenhouse gases.

Up until now, licensed products were somewhat of the blind spot of the Olympic model: no other edition of the Games had put in place an action plan to limit their environmental and social impacts. And yet, licensed companies, like other companies, are faced with the same accountability expectations expressed by consumers as well as regulatory changes. The Games can provide an opportunity to evolve their practices.



This programme helped train consumer goods manufacturers in a new way of working. We hope that it is the start of a change in practices in the long term.

The project team



Support for more than **50** companies in eco-design challenges

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Eco-design of licensed products

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↓ HOW?

Paris 2024 created the very first eco-design support programme for licensed companies to enable them to design products aligned with Paris 2024's environmental commitments.

This non-mandatory, bespoke programme included group workshops, tools – an eco-design guide, a responsible communication leaflet –, and even the possibility of customised follow-up with a direct contact within the Paris 2024 teams and a comprehensive environmental analysis of the licensed collections.

This support helped enhance the sustainability of the official licensed products (minimal or eco-design packaging, environmental labelling, etc.) and to guarantee a second life for unsold stock.

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Comprehensive support, as closely aligned with the needs of licensees as possible to convince them of the advantage of an eco-design approach.

As the programme was not mandatory, not all of the companies expressed the same interest in being involved, despite the social and regulatory context favourable to reducing the carbon footprint of products.

The companies involved in the initiative, however, gave highly positive feedback:

- **NEMO AND MONNAIE DE PARIS** were able to reduce the environmental impact of their products and to improve the recyclability of their packaging (fewer resources, use of a single material, manufactured from recycled materials, etc.).
- **CARREFOUR** launched a data collection and assessment process for its Paris 2024 licensed clothing products to identify the most relevant eco-design actions to implement.



↓ AND FOR THE NEXT GAMES?

The IOC has expressed the wish that this programme be presented to future Organising Committees so that they may use it to support their licensed companies.



ASSESSING THE MATERIAL FOOTPRINT

NEW PROCESS

PILOT DIVISION: SUSTAINABILITY

In order to make the question of resources a decision criteria for all the Paris 2024 strategic priorities, the Organising Committee introduced an unprecedented method allowing its resource needs to be quantified and reduced and guaranteeing a second life for resources.



© Matthew Lloyd/Getty Images

↓ WHY?

While carbon footprint may be a measurement companies now commonly use, material footprint – which calculates all of the material resources used by an organisation – is less well-known. And yet it is vital in order to define all the circular economy actions needed to limit the use of resources and ensure a second life, and to reduce waste. In a reverse approach, the focus is placed on reducing resources rather than managing waste.

NEXT →



© Quinn Rooney/Getty Images



We were able to calculate the number and quantity of products needed to organise the Games, which allowed us to prepare well ahead of time to get ready for after the Games.

The project team



6 million
products, goods
and equipment required
to organise the Games



EXPLORE THE INNOVATIONS

In the changing rooms >

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Assessing the material footprint

← BACK

↓ HOW?

Paris 2024 developed an innovative methodology to calculate its material footprint. The scope chosen encompasses all resources mobilised by the Committee and its service providers, that is to say all of the products, materials, raw materials, goods and consumables purchased, hired, used or produced for the needs of the Paris 2024 Games.

Never before deployed by an Organising Committee, this methodology allowed for the following:

- **An upstream inventory of resources**, before they had even been purchased, produced or hired, based on data from previous editions and internal projections.
- **Modelling of end of life scenarios**, based on estimated quantities.

This assessment work resulted in an action plan designed to limit and manage the volume of resources. Numerous tools were established in connection with the identified issues: eco-design guide for communication materials, uniforms, infrastructures, etc. Second life solutions were defined very early in the process (e.g. second-hand market for the Village fittings and furnishings).

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

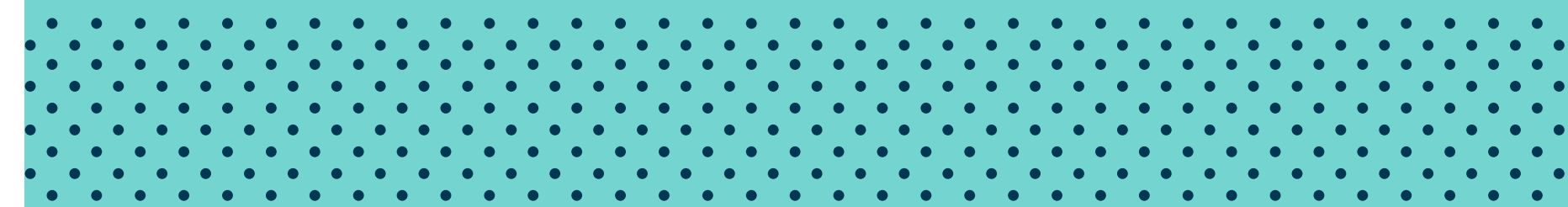
A robust methodology making it possible to overcome the difficulties and uncertainties that emerged within the framework of this unprecedented approach, in particular:

- The anticipatory nature of the calculation, requiring resources to be quantified before they were even purchased, hired or produced;
- The imperfect nature of the baseline data, given that previous Games took place in a different context (location, contracts, regulations, climate, etc.), which had repercussions on the characteristics, types and quantities of the resources used;
- The lack of internal experience, this type of approach having never been implemented on the scale of an event like the Games.



↓ AND FOR THE NEXT GAMES?

Paris 2024 is providing all future events organisers with a replicable method to better take into account the question of resources in their activities. This approach will be incorporated into the “Carbon Method” to provide organisers with a comprehensive methodology.



ESTIMATING THE “WATER FOOTPRINT”

NEW PROCESS

PILOT DIVISION: SUSTAINABILITY

Better identify water consumption in order to manage and reduce it and to anticipate potential vulnerability: after measuring its material footprint and its carbon footprint, Paris 2024 also estimated the quantity of water consumed during the Games to deliver the most responsible and sustainable event possible.

↓ WHY?

Water is essential to the organisation of the Games to hydrate athletes and spectators, maintain competition pitches, supply restroom facilities and clean venues. Yet heat waves are becoming increasingly common in summer, when the Games are held. These phenomena have numerous repercussions, particularly on the availability of drinking water.

At a time when climate change is accelerating the frequency of droughts, it is the responsibility of all of us to anticipate and reduce water consumption. All the more so for the organisers of an event hosting millions of people, in a sector – sport – that naturally entails water needs.

NEXT →

Water is a social issue; better identifying our consumption allowed us to ensure more responsible management and to raise public awareness of these subjects.

The project team

30%
the reduction
in sport-related
water consumption



EXPLORE THE INNOVATIONS

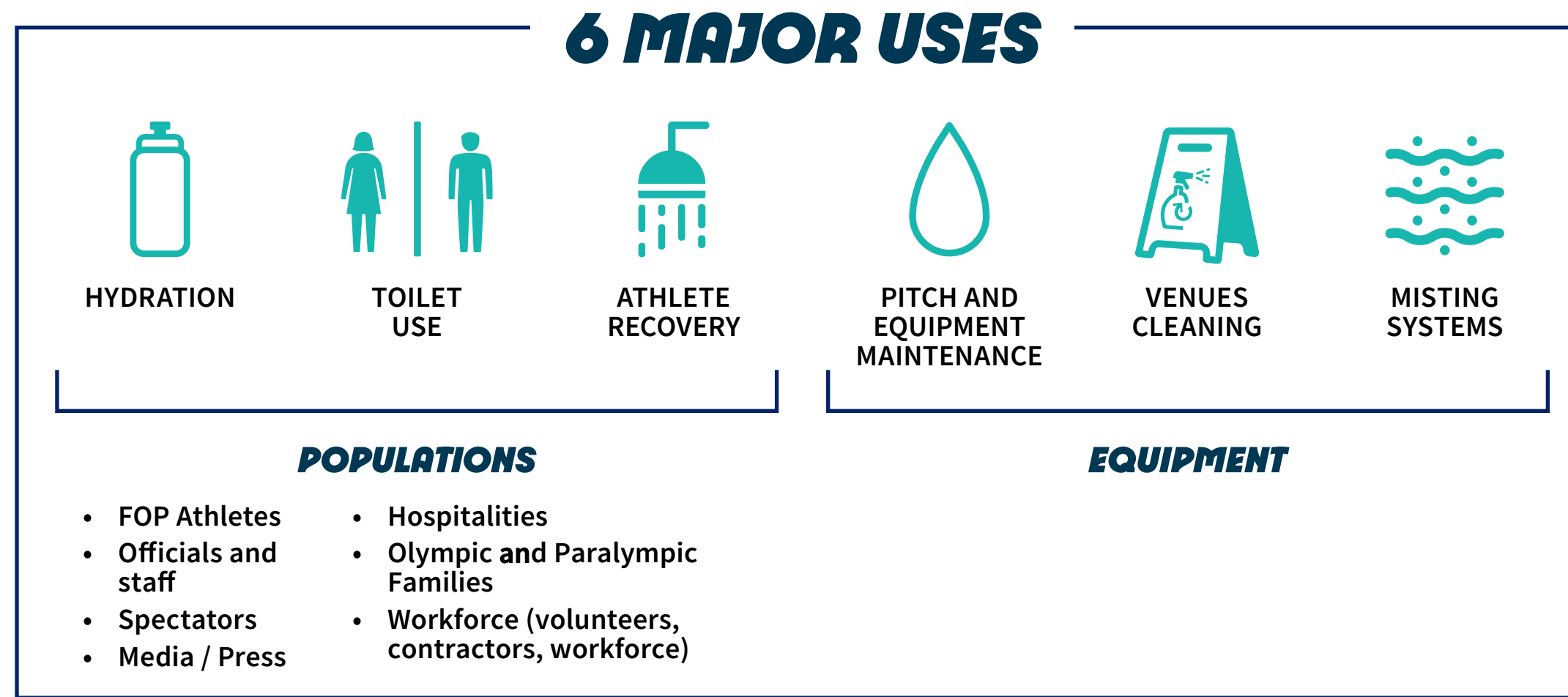
In the changing rooms >

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Estimating the “water footprint”



← BACK



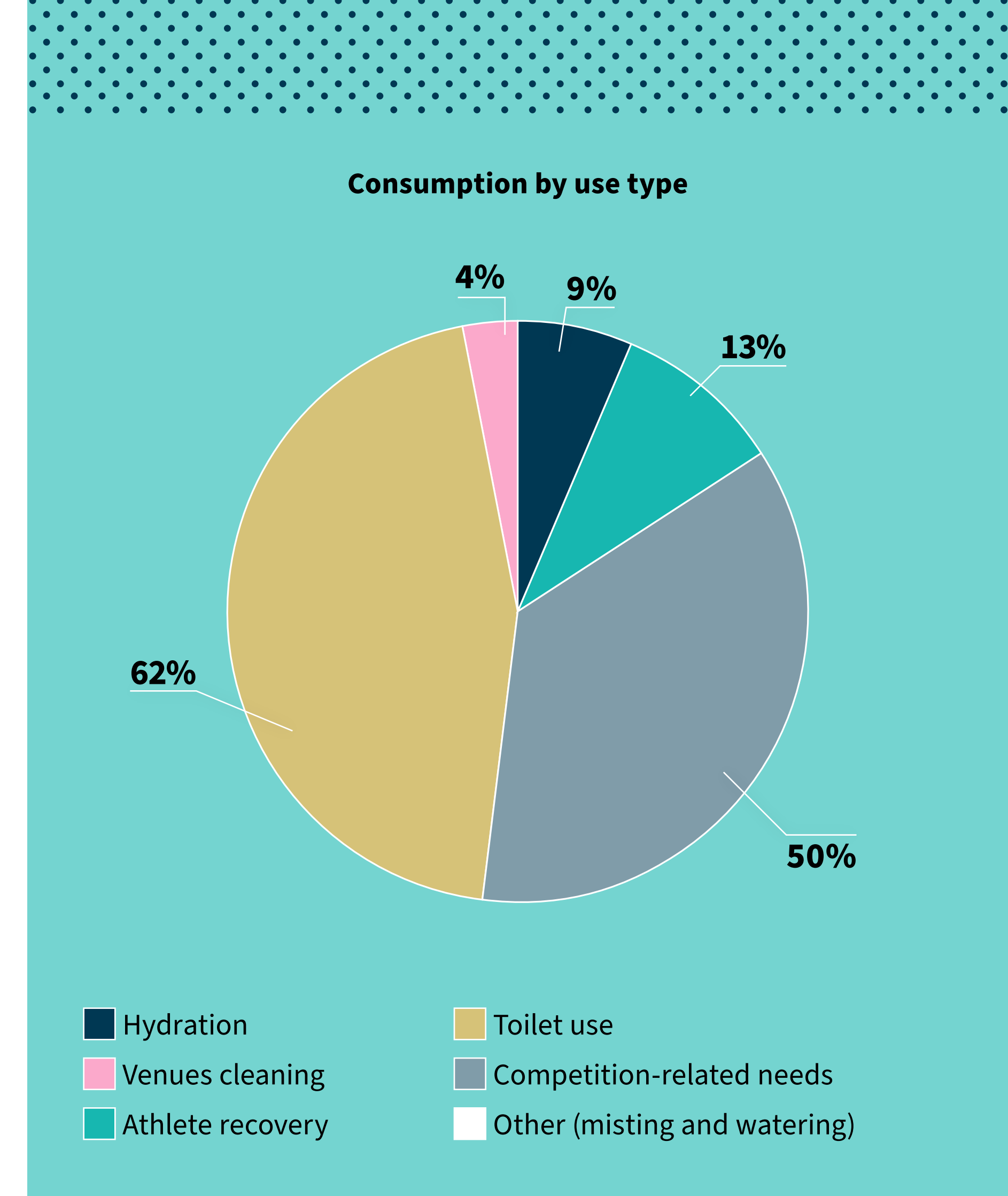
↓ HOW?

Paris 2024 is the first Organising Committee to have estimated the quantity of water consumed at the venues during the Games.

This approach was crucial in order to better manage water consumption. It allowed for the definition of reduction measures to put in place at each venue, the identification of potential vulnerabilities, and better anticipation of contingency plans in the event of a drought decree.

In the absence of comprehensive existing data, Paris 2024 had to estimate water consumption by use type (hydration, toilet use, athlete recovery, pitch and equipment maintenance, venue cleaning, misting systems) at each venue. **As such, Paris 2024 created a matrix estimating the consumption of each sports venue by inputting “key” data:** number of people present, number of days of competition, etc.

This work provided solid conclusions and notably demonstrated that half of water consumption was connected with toilet use, which requires quantities of water that cannot easily be compressed and are not subject to drought decrees, unlike sports competitions which represent a quarter of water consumption.



The estimates also showed that 9 venues alone accounted for 70% of water consumption during the Games: these venues were those hosting the most people and with the greatest water needs for sport purposes.

NEXT →



[← BACK](#)

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

The support of the Event and Venue Management department, which facilitated the process with the Paris 2024 operational divisions. Each use at each venue was input by the teams, allowing for a better understanding of water needs and to study these based on use.

The teams also worked with MTD, the world leader in the supply of temporary water systems, which carried out the estimation of all water consumption related to the temporary infrastructure installed during the Games.

Innovations implemented by our different partners and service providers:

- **MTD also deployed the “Smart Water Meter”** to allow for real-time monitoring of water consumption at the venues during the Games.
- **Myrtha Pools** supported Paris 2024 in the installation, maintenance and dismantling of its temporary pools. The company notably developed the perlite filtration system, which allows for significant water savings (up to 90% less water wasted) and electricity savings (up to 50% less), and reduces the construction space needed for positioning in the building by 75%.

↓ AND FOR THE NEXT GAMES?

The upstream estimation of water consumption followed by the measurement of actual consumption during the competitions provides a solid benchmark to support future Organising Committees and sports events organisers in their water management. In order to consolidate this methodological legacy, Paris 2024 will transmit a deliverable to the IOC comprising the calculation matrix and the different avenues for action.



ECO-DESIGN GUIDE APPLIED TO TEMPORARY ARCHITECTURE

NEW PROCESS

PILOT DIVISION: VENUES AND INFRASTRUCTURE

The temporary infrastructure for Paris 2024 had to take a number of issues into account, including respect for the environment, budget control, the technical requirements specific to particular sports and different service levels, and the ‘spirit’ of Paris 2024. With this in mind, Paris 2024 provided a dedicated tool to guide the architects who designed them, support the companies responsible for installing them and get all departments working together to achieve the aim of “sustainable temporary architecture”.

↓ WHY?

In keeping with the IOC’s New Norm and Agenda 2020, Paris 2024 was committed to organising a responsible edition of the Games. With this in mind, the design of the Games’ temporary infrastructure was a major lever in controlling the event’s carbon footprint, promoting the circular economy and respecting biodiversity.

In addition to the principles of sustainability, this infrastructure also had to meet a large number of expectations in terms of functional needs, budgetary

constraints, the expression of an architectural ambition specific to Paris 2024, etc., which was no small ask. Paris 2024 created a tool encompassing the principles and methodologies of eco-design, along with a range of existing solutions, as part of its efforts to guide the architects working on Paris 2024 and the event delivery entities (EDEs) responsible for bringing their designs to life, and to share its ambitions regarding the ephemeral architecture of the various venues.

NEXT →



Thanks to this guide, we hope that “sustainable temporary architecture” will become a new standard for major international events.

The project team



160,000 m²
of temporary infrastructure

200,000
seats in temporary stands



EXPLORE THE INNOVATIONS

In the changing rooms >

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Eco-design Guide...



← BACK

↓ HOW?

The guide served as a reference tool for determining and supporting the implementation of strategic principles concerning the architectural and technical design of Paris 2024's temporary infrastructure.

The guide, outlining an eco-design strategy that was itself highly innovative, covered the following:

- **Extensive sourcing**, particularly with regard to alternatives to standard solutions;
- **A wide range of solutions to implement** (taking into account environmental, budgetary and service level criteria);
- **Classification of sites into 4 groups** based on their intrinsic characteristics to enable the strategy to be applied differently depending on the specific requirements of each group;
- **The results of the comparative studies** conducted in 2020 by Paris 2024 on temporary infrastructure, including an analysis of previous editions of the Games.

The jointly developed guide evolved as the organisation of the Games progressed, from a strategic document to an operational tool for determining the allocation of sustainable infrastructure both by space and by venue.

NEXT →



↓ POST-GAMES FOCUS

Wood was used wherever possible for all temporary venues and infrastructure.

A total of **40% of the spectator facilities, such as the kiosks, refreshment stands and shelters, were made of wood, which is a low-carbon material.**

This edition has reduced the carpeting requirements for this type of event by 60%, **saving more than 50,000m² of carpet – the equivalent of over 6 football pitches.**

80% of air-conditioning systems were more energy-efficient and/or used a gas that was less harmful to the environment.

[← BACK](#)

↓ NOTHING WOULD HAVE BEEN POSSIBLE WITHOUT...

Raising awareness and formalising evidence, both internally and with service providers and partners, to convince them of the benefits of incorporating the principles of eco-design while taking into account the challenges of each delivery entity.

These efforts were put in place right from the design phase, allowing for the specific features of the venue map, together with environmental and legacy issues.

The absence of any frames of reference or documents on which to draw, which is inherent to any innovative project, could have been an obstacle to the guide's development, but strong commitment on the parts of the teams involved helped to overcome this.

↓ AND FOR THE SPORTING MOVEMENT?

This guide is intended to inspire all those involved in building temporary infrastructures for future editions of the Games and other international sporting events.

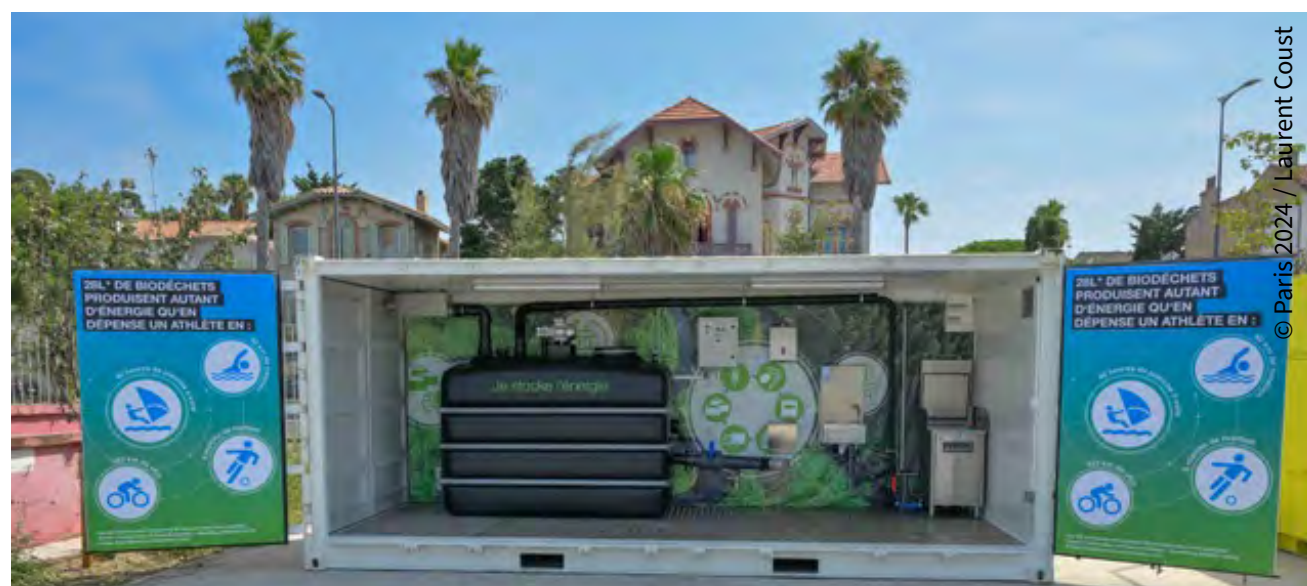


CLEAN ENERGY: A STRATEGIC CHALLENGE FOR PARIS 2024

PILOT DIVISION: ENERGY


Paris 2024 made a commitment to halve the carbon footprint of the Games as compared with previous editions.

The constraints and requirements connected with the power supply for sports events pose specific challenges when it comes to managing these impacts. Due to their scale and the mobilisation they generate, the Games can also foster the emergence of innovative solutions for clean energy, which can be used for future sports events, and by society as a whole.




↓ 2 INNOVATIONS

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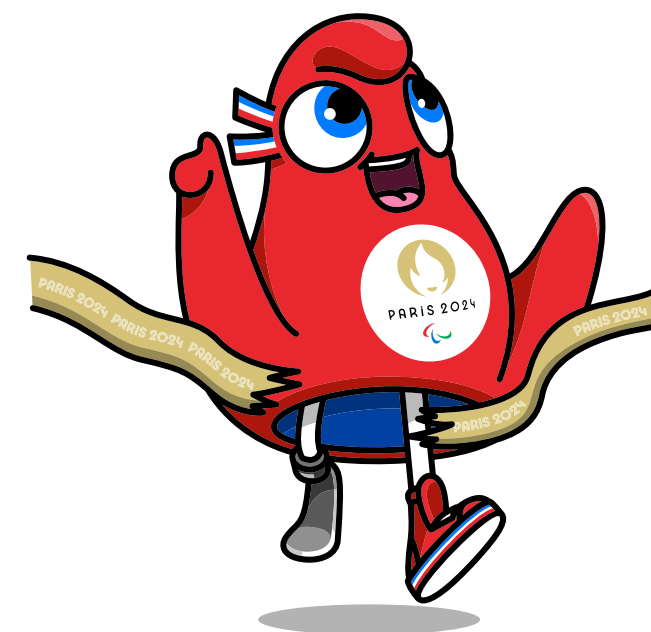


Low-carbon off-grid electricity →

© Paris 2024



Trackelec: tracking renewable energy →



And tomorrow? →



100%
electricity from
renewable sources
powering 100% of
Paris 2024 venues

44
official competition
and non-competition
venues powered by the
grid during the event

0.1%
of the overall Paris 2024 carbon
budget represented by energy

EXPLORE THE INNOVATIONS

In the changing rooms >

To go further >

Clean energy...

LOW-CARBON OFF-GRID ELECTRICITY

CLEAN ENERGY: A STRATEGIC CHALLENGE FOR PARIS 2024

Within the framework of its partnership with Paris 2024, Enedis delivered and operated mobile battery packs at the Château de Versailles venue during the Games. Within the framework of its partnership with Paris 2024, the GL Events – Loxam group delivered and operated a hydrogen-powered generator at the Golf National venue and container-base photovoltaic panels at the Vaires-sur-Marne venue during the Games.

THE PROBLEM

Certain zones at the Games venues are remote from the grid, and therefore need to be supplied by means of mobile power generation solutions.

1

However, until now these off-grid power solutions have relied on diesel or biofuel generators, which are sources of pollution and noise.

2

OUR CHALLENGES

identifying and deploying innovative or emerging mobile, low-carbon energy solutions.

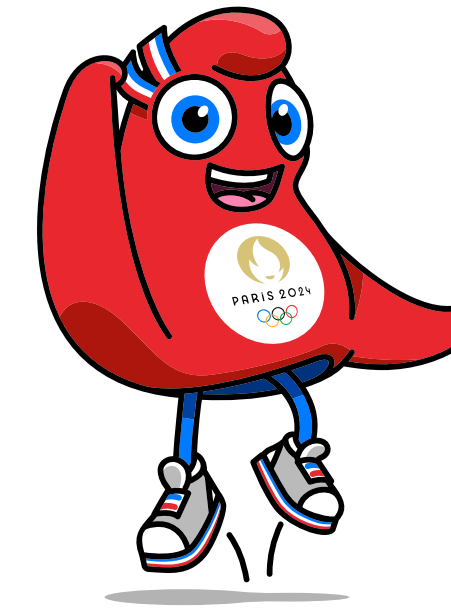
3

THE PROPOSED SOLUTIONS

→ **At the Château de Versailles venue:** mobile battery packs delivering electricity with zero carbon emissions and minimal noise via batteries recharged on the grid upstream of the event. A hydrogen-powered generator was also deployed.

→ **At the Golf National venue:** several hydrogen-powered generators providing a reliable, silent and non-polluting alternative to combustion engine generator sets.

→ **At the Vaires-sur-Marne venue:** a solution based on photovoltaic panels coupled with a battery pack.



HOW IT WAS OVERCOME

→ **Mobile battery packs:** by setting up a nearby charging zone on the grid (Public Distribution Station), which enabled easy recharging of mobile battery packs via the grid before transporting them to the zone to be supplied with electricity (big screens, cameras, etc.).

4

THE OBSTACLE

- Limitation of available power,
- Logistics constraint of recharging of batteries before and between competition sessions,
- Supply of green hydrogen in France is in high demand and expensive.

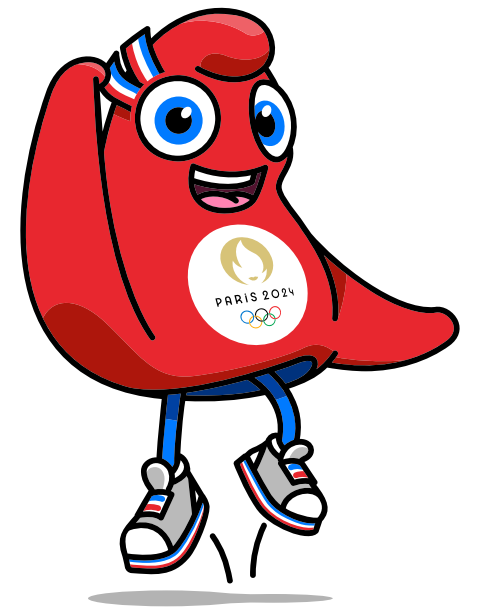
5

→ **Hydrogen-powered generator:** working hand in hand with partner GL Events – Loxam in order to implement a supply chain adapted to the constraints of the event.

→ **Photovoltaic panels and battery pack:** by developing an innovative solution in collaboration with partner GL Events – Loxam.

TRACKELEC: TRACKING RENEWABLE ENERGY

CLEAN ENERGY: A STRATEGIC CHALLENGE FOR PARIS 2024



HOW IT WAS OVERCOME

By using feedback from previous Games as a basis, while taking into account the levels of service specific to Paris 2024.

5

THE OBSTACLE

The implementation of this solution needed to be based on a precise estimate of electricity consumption during the Games.

4

THE PROPOSED SOLUTION

3

Trackelec, an innovation in the energy market, is a service provided by EDF, offering hour-by-hour traceability of renewable electricity between sites producing energy from renewable sources and consumption sites, based on blockchain technology.



© Paris 2024

2

OUR CHALLENGE

Going beyond the principle of guarantees of origin in order to show the consumption of electricity from renewable sources during the Games.

1

THE PROBLEM

Paris 2024 undertook to supply its venues with 100% renewable energy,

but the traceability solutions on the market (guarantees of origin) are still inadequate to show the correlation between the production of renewable electricity at a given production site and consumption at the client site.

Within the framework of its partnership with Paris 2024, EDF put in place this technology in order to track renewable electricity consumption at the Paris 2024 venues.

[← BACK](#)

↓ AND TOMORROW?

These innovative solutions, which meet the specific needs of the events sector, could be used by organisers of future major sports or cultural events seeking to manage their carbon emissions.

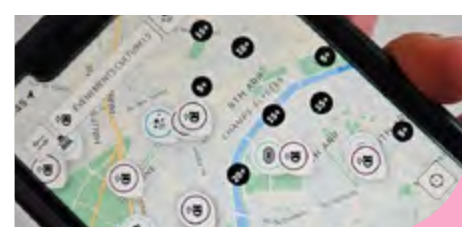
« The principal innovation of these Olympic and Paralympic Games is connecting all of the venues to the grid and thus supplying the venues with renewable energy in order to avoid the use of generators and improve the carbon footprint by 13,000t CO₂eq. Nevertheless, remote sites require electricity production systems that limit emissions. This was made possible by the innovative systems described above, some of which (Enedis event terminals) will leave behind a legacy.

Frédéric Le Brun

Paris 2024 Venues and Infrastructure Deputy Technical Director



TECHNOLOGICAL INNOVATIONS



THE GAMES MAP



DIGITAL VENUE TWINNING



MEASURING REAL-TIME ATTENDANCE



PARIS 2024 CONNECTED MARATHON POUR TOUS



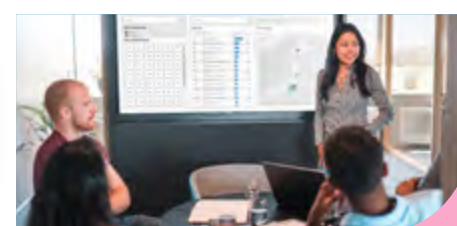
PRIVATE 5G



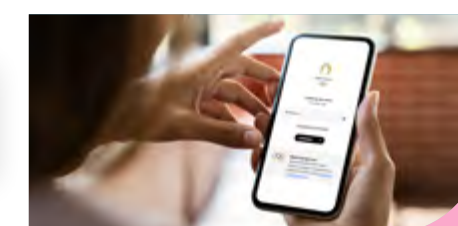
TICKETING



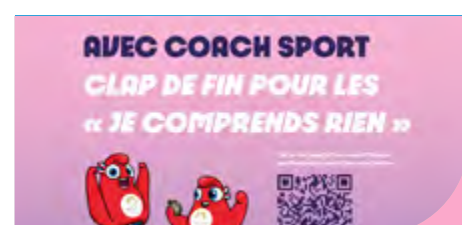
UNIVERSAL ACCESSIBILITY



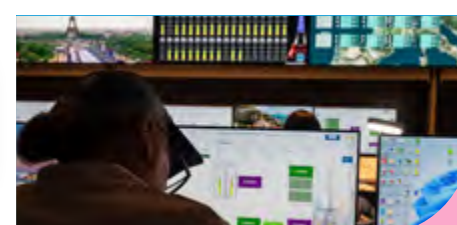
ANALYSIS OF OPERATIONAL DATA



PARIS 2024 CONNECT



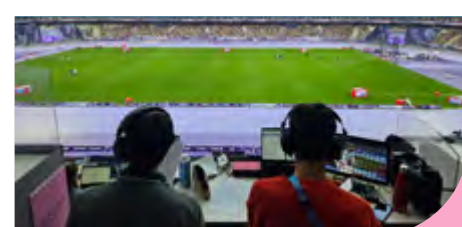
SPORT COACH



OVER-THE-TOP (OTT) TECHNOLOGY



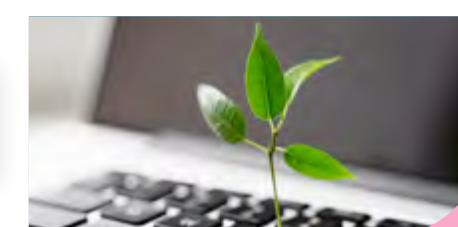
VOLUNTEERS: REGISTER IN 3 CLICKS



AUDIO FOR ALL



VOLUNTEERS RECRUITMENT



RESPONSIBLE IT



CLIMATE COACH



NEW COLLABORATIVE TOOLS



CPOP



CYBERSECURITY



LAST BUT NOT LEAST, A WHOLE ECOSYSTEM HAS BEEN INNOVATING AS PART OF THE GAMES...

THEY'VE INNOVATED TOO

↓ ACCESSIBILITY SERVICES IN HOTELS

During the Paris 2024 Games, Accor stepped up its work on continuing to improve its hotels' accessibility thanks to new innovations.

The Group has, for example, accelerated the «Tourism & Disability» labelling of its hotels, with more than 400 French hotels joining this initiative in September 2024.

The initiative will continue after the Games, and Accor is aiming to label as many of its hotels as possible while sharing best practices with other regions across the world.

Accor hotels have also made digital tools available to travellers, such as remote controls that activate voice systems at pedestrian crossings, in hotels, etc., facilitating safe travel for people with visual impairments.

1,000 remote controls were distributed during the Paris 2024 Paralympic Games to Paralympic athletes and visually-impaired guests staying in hotels in the Games' host cities.

Finally, the Group's "Smart Room" concept, blending attractive design and useful functionality and providing adaptations for people with reduced mobility without compromising on aesthetics, continues to be deployed as and when hotels are opened or refurbished.

[For more information](#) →

↓ AEROPHILTERS

Solideo has developed innovative "aerophilters", designed to capture fine particles outdoors.

These smart devices, connected to the Internet, successfully tested at the Athletes' Village during the Paris 2024 Games, offer a sophisticated technological solution to improve air quality in urban environments.

[For more information](#) →



↓ AI-ASSISTED SPORTS MOVEMENT CAPTURE

At the forefront of innovation, Alibaba offered a novel activity during the Paris 2024 Games whereby spectators could create a personalised GIF showing themselves in sporting action. From just a photo, the system generated a video showing the spectator performing their chosen sport. Powered by artificial intelligence and enhanced by the synchronisation of multiple strategically placed cameras, this immersive experience makes advanced motion capture accessible to all.

[For more information →](#)

↓ IMMERSIVE SHOPPING EXPERIENCE: WONDER AVENUE

Alibaba showcased the future of shopping during the Paris 2024 Games with its Wonder Avenue offering an AI-powered immersive shopping experience.

Thanks to a smart assistant making use of visitor data, Alibaba offered personalised product recommendations demonstrating the impact of AI on innovation in e-commerce.

[For more information →](#)

↓ TO THE GREATNESS OF HER

Alibaba produced a short film showing how gender equality has developed since the 19th century.

Using Alibaba's Cloud-based artificial intelligence, vintage photographs and videos highlighting the achievements of female athletes at past Olympic Games have been colourised and restored.

[For more information →](#)

↓ CLOUD 3.0

Alibaba Cloud, in partnership with OBS (Olympic Broadcasting Services), launched OBS Cloud 3.0 for the Paris 2024 Olympic Games, a solution transforming worldwide broadcasting of sports events.

It provided real-time distribution via the Cloud, with multi-camera, AI-enhanced systems offering ultra-precise replays. Broadcasters could consequently access more than 11,000 hours of content from the Cloud platform. This year, two-thirds of MRHs (Media Rights Holders) made use of broadcasting via the Cloud. This advance reduces the logistical burden while offering immersive coverage, including in ultra-high definition. A revolution for viewers and media organisations.

[For more information →](#)

↓ VOLUNTEER MANAGEMENT AND TRAINING PLATFORM

Cisco reinvented the volunteer experience by creating an engaging community for training and content sharing.

Using the Webex Meeting and Webex Webinar platforms, large-scale online sessions could be coordinated effortlessly, while Webex Message became the core for seamless, immersive communication. This solution offered total connectivity and provided constant support for each volunteer, while allowing organisers to run events with unprecedented agility and efficiency.

[For more information](#) →

↓ THOUSAND EYES MONITORING

This Cisco innovation incorporates ThousandEyes licenses in its DNA Advantage offering to meet the challenge of managing more than 300 applications spread across various cloud providers and SaaS solutions.

Through this solution, combined with CX (Cisco Business Services) to create specific use cases, Cisco is improving the monitoring of critical operations, reducing service recovery times and improving visibility within the Technical Operations Centre. This innovation also optimises incident correlation, thereby enhancing operational efficiency.

↓ ENERGY OPTIMISATION OF NETWORK INFRASTRUCTURES

Cisco introduced an innovative solution for the Games, designed to monitor and optimise network infrastructures in large buildings and high-density sites with the goal of reducing energy consumption.

Using an open-source script, this technology enables integrators to connect to existing networks and collect data to automatically activate or deactivate a given system based on its actual use.

This innovative concept specifically targets buildings where utilities are used intermittently, thus allowing for smarter and more efficient energy management. Deployed in partnership with Orange, including at the Orange Velodrome as part of a pilot project, this solution is designed for all large buildings wishing to reduce their energy footprint while optimising their utility infrastructures.

↓ CONNECTION EXPERIENCE FOR JOURNALISTS

Cisco deployed an innovative solution delivering reliable Wi-Fi/5G connectivity for journalists travelling on long-distance bus routes. Thanks to the rugged IR1831-K9 device, managed via the IOT OD (Operations Dashboard) platform and the Cisco Spaces captive portal, journalists were able to work smoothly while on the move. Planning for future events has also been improved using bus and fleet data.

The initiative was optimised by means of Orange SIM cards accessing the public 5G network, ensuring a stable network, high-quality connectivity and reliability, supported by Intel's technological expertise.

↓ MAISON DELOITTE

Maison Deloitte, Deloitte’s hospitality space for the Olympics, pushed the boundaries of innovation with an immersive “first to future” experience. Visitors could interact with a digital version of Global CEO Joe Ucuzoglu, explore advanced cybersecurity solutions, and participate in podcast recordings. An AI activation (creative marketing collaboration to promote a brand), supported by Intel, added an extra dimension to this experience, illustrating Deloitte’s commitment to innovation.

↓ OPTIMISATION OF THE OLYMPIC MULTIMEDIA LIBRARY

Deloitte put a cutting-edge digital solution in place for the Paris 2024 Olympic Games through optimised distribution of digital assets. In conjunction with the International Olympic Committee (IOC), Deloitte deployed an integrated platform based on Salesforce (Sales Cloud, Service Cloud, Platform, Marketing Cloud) to facilitate the worldwide management and distribution of photos, videos, and sound archives. This innovation meant the IOC was able to process over 22,000 photos, 9,200 hours of video, and then officially release opening ceremony media in just 4 hours, significantly improving operational efficiency.

↓ PRODUCTION AND BROADCASTING OF THE OLYMPIC TORCH RELAY

France TV innovated by offering the first production and broadcasting solution entirely based on the cloud and private 5G over the Starlink network, allowing the Paris 2024 Olympic Torch Relay to be tracked live.

Cloud content production for more flexibility and responsiveness, easier image capture using mobile cameras, and management of live streams were just some of the innovations enabling the broadcasting of 10 hours of live coverage every day for 69 days, tracking the Olympic flame’s route over a dedicated channel, “France.tv Paris 2024”. For viewers, this innovation delivered a fuller experience with richer and more immersive content closer to the action, all under an environmentally-friendly operation saving 600 tonnes of CO₂ emissions, and completed on budget.

For more information



↓ UHD AND DOLBY ATMOS

France TV introduced broadcasting innovations for the Paris 2024 Games, offering an unparalleled experience for the competitions, broadcasting on France 2 UHD (channel 52 on DTT) and France 3 UHD (channel 53) in 4K (3840 x 2160) HDR at 50 frames per second.

In addition to digital terrestrial TV, these channels are available from most Internet service providers and on the Molotov service. What made this innovation particularly noteworthy was the incorporation of Dolby Atmos on France 2’s 4K channel, offering immersive sound in 5.1.4 with audio description and dialogue intelligibility, thus allowing viewers to feel as if they were in the crowd at sporting events from the comfort of their own home.



↓ STANDARD PROTOCOL ST-2110

France Télévisions is revolutionising television production in adopting the ST-2110 standard, a cutting-edge technology that modernises the distribution of linear streams by switching to IP.

This protocol not only reduces the complexity inherent in conventional cabling but also offers increased flexibility for upgrades and new industry demands. For the Paris 2024 Games, a brand new infrastructure was designed to natively receive UHD signals produced by OBS from the International Broadcasting Centre (IBC). ST-2110 optimises video management and makes equipment more scalable, paving the way for a future where broadcasting can be more agile and innovative.

↓ ECO-LIVE BICYCLES

In response to the challenges of urban travel during major events, France TV chose a solution that is both green and efficient: electric bikes connected via 5G and Starlink. These 'Eco-Live Bikes' provided high-quality media coverage in an environmentally-friendly way.

[For more information →](#)

↓ TRANSCRIPTION AND TRANSLATION

Using an automated transcription and translation system, France TV simplified its teams' workload and improved the viewer experience for those watching the Paris 2024 Games.

This solution, which is adaptable to the specific features of each sport, made it possible to offer richer content, more accessible to an international audience. For example, this solution automated the translation of scripts sent by OBS (Olympic Broadcasting Services), a previously manual, time-consuming and laborious process. It also enabled interviews to be transcribed and translated into different languages, and placed in appropriate contexts, thereby facilitating the work of journalists and editors.

↓ SPECTATOR EXPERIENCE AND AI

Intel enhanced the spectator experience at the Paris 2024 Olympic and Paralympic Games through its artificial intelligence technologies.

At the Stade de France, for example, spectators were able to challenge themselves in various sports activities during which physical performance data was captured and then analysed to instantly discover the sport that best matched them, through the power of Intel processors.

Intel has also implemented this innovation at a number of professional football clubs, to anticipate and prevent any risk of player injuries.

[For more information →](#)

↓ AI-SUPPORTED BROADCASTING

For the Paris 2024 Olympic Games, Intel used artificial intelligence to automate the summary creation process for 14 different sports, delivering faster and more efficient post-production.

Using AI, content can be generated more quickly and tailored to suit broadcasters' differing needs. It also enabled automatic content creation for social networks and improved workflow by identifying the key moments in events more quickly.

[For more information](#) →

↓ 8K TECHNOLOGY AND THE BROADCASTING EXPERIENCE

Intel is improving TV broadcasting for the Paris 2024 Olympic and Paralympic Games using its 8K technology. This technological advance has made the broadcasting of high-quality images possible, consequently offering viewers an unprecedented visual experience. 8K resolution, four times more detailed than 4K, makes all competitions more immersive and enthralling. The technology employed uses high-definition cameras and advanced image processing solutions to provide comprehensive and detailed coverage of each event. This innovation was designed to offer fans an unprecedented viewing experience, whether on the giant screens at the stadiums or watching online broadcasts.

[For more information](#) →

↓ UNIVERSAL GPS ACCESSIBILITY SOLUTION

As part of the Intel RISE Technology Initiative (IRTI), Intel and one of its partners have developed a high-quality GPS solution for the visually impaired. Deployed for the International Paralympic Committee (IPC) and at the Team USA Training Site during the Paris Games, this innovative technology enables easier and safer movement inside buildings, thereby giving users more independence and confidence. Intel is continuing to refine this solution by working on advanced mapping algorithms and artificial intelligence innovations, demonstrating its ongoing commitment to accessibility and social equity.

[For more information](#) →

↓ NEURAL OBJECT CLONING FOR THE OLYMPIC LEGACY

Working on preserving the Olympic legacy, Intel has developed an innovative asset digitisation application, powered by AI, that transforms the Olympic Museum's historical collections into 3D digital artefacts. Visitors can examine and explore objects as if they were holding them in their hands.

[For more information](#) →

↓ AUGMENTED REALITY EXPERIENCE

At the Paris 2024 Games, Intel offered the general public an augmented reality experience featuring Olympians, Paralympians, and other celebrities to allow everyone to try out immersive technologies.

This experience was deployed through a library of pre-produced content, augmented reality captures produced during the Games, and real-time integration of video streams in a virtual studio.

↓ OBS AND VIDEO PLAYERS:

Intel played a key role in updating the OBS technological infrastructure by introducing two major innovations for the Paris 2024 Games.

Firstly, the usual outside broadcast vehicle model was redesigned by transferring essential applications, previously run on fixed equipment (such as file management, live feedback, and data streams), onto Intel platforms, the aim being to create a private cloud able to efficiently manage all aspects remotely. Secondly, Intel revolutionised the management of live video sources at the International Broadcasting Centre with the OVP (Olympic Video Player) project, replacing the previous technology with a more modern cloud-based system.

This transformation not only enabled workflows that were previously outsourced to be incorporated, but it also delivered greater flexibility and better media management under the Intel platform, thus strengthening the Games' entire media production.

[For more information](#) →

↓ AI-BASED DIVE ANALYSIS

Omega, in partnership with World Aquatics, facilitated sports event judging by integrating artificial intelligence into the Paris 2024 Games, delivering improved accuracy. In the diving events, a cutting-edge AI system analysed each dive, capturing details such as the distance between the diver's head and the platform, or whether the dive was perfectly aligned, with unequalled precision.

[For more information](#) →

↓ COLOURISATION OF THE PARIS 1924 ARCHIVE IMAGES

The IOC has revitalised history by restoring colour to images from the Paris 1924 Games through artificial intelligence. This innovative technology enables exceptional precision and large-scale processing of archives, consequently offering a new dimension to our sports heritage.

↓ AI-BASED MEDIA COVERAGE SUMMARY

The IOC revolutionised information management by using artificial intelligence to automate the daily summary of press articles. Thanks to this cutting-edge technology, employees received accurate, comprehensive summaries, saving them valuable time while keeping them fully informed.

↓ THE CHAMPIONS' STAMP

The French post office, La Poste, launched an exclusive, innovative activation, in both physical and digital forms, for the Games, enabling athletes from the Olympic and Paralympic Village to create their own official stamps.

Combining technologies (i.e. a photobooth, scanner, and QR codes), athletes' accreditations were scanned to instantly generate a sheet of personalised stamps with their photo. Athletes could also scan a QR code via their smartphone to be sent a collector's souvenir of the Games. A unique way to celebrate champions blending the traditional and the contemporary..

↓ PRIVATE PUSH TO TALK

Orange innovated at the Paris 2024 Games by introducing a private Push To Talk system over its mobile network, a first in the history of the Games. The system, installed on 14,000 smartphones, allowed operational, emergency, and security teams to communicate by voice and video. Thanks to Orange's extensive network and prioritisation mechanisms, the service offered complete coverage with guaranteed availability and security.

[For more information →](#)

↓ KAIROS: REMOTE VIDEO BROADCASTING

Panasonic deployed its Kairos technology, a major advancement in remote video broadcasting, for the Paris 2024 Games. This innovative solution, which proved its worth in Tokyo, was used to simultaneously cover all venues for Sports Presentation, two competition sites for the first time for OBS (Judo & Wrestling), and the Opening Ceremonies. By replacing the usual outside broadcasting trucks with remotely located servers, Kairos allowed teams to work on production remotely while reducing the amount of equipment needed. This system not only optimised the management of multiple sites but also helped to significantly reduce the carbon footprint, reinforcing the Games' ecological commitment.

[For more information →](#)

↓ OPENING CEREMONY BROADCASTING EXPERIENCE

Intel, Orange, Cisco, and Samsung joined forces to transform the Paris 2024 Olympic Games broadcasting experience.

During the Opening Ceremony on the Seine and the sailing events in Marseille, more than 200 Samsung Galaxy S24 Ultras were mounted on boats to capture high-resolution images. Private 5G networks set up by Orange were used to broadcast these images in real-time, offering fans unprecedented immersion in athletes' emotional responses, with outstanding visual quality.

[For more information →](#)



↓ INTERACTIVE TERMINAL

The French rail infrastructure operator SNCF Gares&Connexions installed a specially designed interactive terminal to welcome and guide travellers and spectators for the Paris 2024 Games.

This innovative device offered a unique interactive experience making it easier for visitors from all over the world to find their way around. During the Olympics, the avatars of Sarah-Léonie Cysique and Cédric Nankin, both SNCF athletes, were used to give travellers information.

[For more information →](#)

↓ TRADSNCF

To facilitate communication with visitors to the Paris 2024 Games and to welcome them in the best possible way, SNCF has built a multilingual solution using a mobile translation app especially designed for its employees. This innovative solution overcomes language barriers, ensuring a warm welcome and delivering efficient help for visitors from the world over.

[For more information →](#)

↓ VIRTUAL TOURS OF THE ATHLETES' VILLAGE

The Paris 2024 Athletes' Village virtual tours project, initiated by Solideo, offered an immersive experience to the general public, elected representatives, businesses, etc, to explore the Village and the main purposes it serves, over two timeframes, i.e. firstly during the Paralympic Games, and secondly when it converts into an actual neighbourhood of the city.

[For more information →](#)

↓ TOYOTA ECODRIVER ECO-DRIVING APP

Adopting an eco-design approach for the Paris 2024 Games, Toyota developed an innovative app that helps volunteer drivers to optimise their eco-driving performance. The app enabled volunteers to better understand, visualise and improve their environmental impact, while making transport more sustainable and responsible.

[For more information →](#)

↓ EARLY CHECK-IN AT THE OLYMPIC AND PARALYMPIC VILLAGE: EFFICIENCY AND SIMPLICITY

ADP Group deployed an off-terminal check-in system within the Olympic and Paralympic Village to allow sports delegations to check in the day before their flight, facilitating and streamlining their departure on the day. Using this OAP (Off Airport Process), luggage could be checked in from the Village, delivering real time savings and averting congestion in airports.

Once checked in, the luggage was transported to Paris-Charles de Gaulle and Paris-Orly and then securely stored before being transported to the planes in due course.

[For more information →](#)

↓ TRADIVIA - INSTANT TRANSLATION

Using artificial intelligence, Tradivia enables more than 17 languages to be translated instantly, consequently offering real-time multilingual help. Installed on the tablets of over 3,000 RATP employees, this innovative solution was designed to improve visitors' experience during the Paris 2024 Olympics. The aim is to make Tradivia a permanent feature to serve the needs of the 50 million tourists who visit the French capital every year.

[For more information →](#)

↓ AI SYSTEM TO PROTECT ATHLETES FROM ONLINE ABUSE

The IOC implemented an innovative AI solution to protect Paris 2024 athletes by detecting and reporting abuse on social media.

[For more information →](#)

↓ COMPETITION VENUE SECURITY

Panasonic provided cameras with embedded artificial intelligence for enhanced security of competition and non-competition venues alike at Paris 2024. The AI algorithms make possible early detection of any intrusion attempts around the perimeter of the sites.

[For more information →](#)

↓ RAPID SPECTATOR ENTRY INSPECTION

Rapiscan Systems installed its rapid inspection system at the spectator entrances at certain competition venues. This technology provided Paris 2024 with efficient checks, quick entry for spectators, and control over security human resources. .

[For more information →](#)



↓ INCLUSIVE MOBILITY SOLUTIONS PROVIDED IN THE ATHLETES' VILLAGE THROUGH TOYOTA AND KINTO

To facilitate individual mobility within the Village for Paralympic athletes, Toyota provided a fleet of 35 C+walk S (electric scooters) and 50 Yosh-E (wheelchair e-pullers).

A mobile app by KINTO, allowed users to organise how they shared use of the fleet. The scheme, a world first, was a great success, with 1,000 users registered on the platform and 11,000 km travelled using the 85 units made available. It proved a worthy complement to the APM (Accessible People Mover) system of inclusive electric shuttles previously deployed at the Tokyo Games in 2021.

[For more information →](#)

↓ ANTI-DRONE EFFORTS

Under the impetus of the French Defence Innovation Agency and the procurement and technology agency, the Directorate General of Armaments, an anti-drone roadmap was developed at the French Ministry of the Armed Forces to use innovative solutions to keep airspace secure during the Paris 2024 Olympics.

The solutions selected included a jamming rifle that disrupts and neutralises communications between a drone and its pilot, and a laser system for detecting and neutralising micro-drones.

[For more information →](#)

↓ AI VIDEO ANALYSIS FOR THE SECURITY OF THE GAMES

The French Ministry of the Interior deployed advanced technology with built-in artificial intelligence to provide real-time analysis of security camera footage. This up-to-date approach boosted law enforcement's effectiveness in keeping the Paris 2024 Games safe, offering quicker and more accurate surveillance and incident response.

[For more information →](#)

↓ AI-GENERATED AUDIO COMMENTARY

NBC offered audio and video recaps of Paris 2024 events, enhanced by the AI-generated voice of a famous American sports commentator. This innovation presented fans with competition highlights featuring authentic-sounding and engaging narration.

[For more information →](#)



↓ TELEPRESENCE ROBOT FOR CHILDREN UNABLE TO ATTEND

As part of the Paris 2024 Games, vulnerable young sports fans unable to physically attend the Games were able to enjoy them through a telepresence robot that allowed them to experience the Games from hospital.

Two robots were involved in the Games over four days (two during the Olympic Games, two during the Paralympics), giving many in-patient children in eight hospitals a behind-the-scenes experience of the Games. For an hour, the youngsters could connect to a mobile system to explore competition venues and key locations, interact with people on site, and feel the atmosphere and vibe of the Games via telepresence.

[For more information →](#)

↓ VIBRATING VESTS FOR THE DEAF AND HARD OF HEARING

Thanks to technology that converts the audio spectrum into vibrations, deaf and hard of hearing spectators were able to enjoy the atmosphere of the Paris 2024 Olympic and Paralympic Games.

The service was deployed during various events at the Stade de France and the Eiffel Tower Stadium.

A mobile phone's microphone detects the sound and atmosphere, then an algorithm processes this sound signal and converts it into vibrations on the vibrating vest. The vibrations gave spectators a fuller competition experience.

↓ LOW-VISION HEADSETS FOR VISUALLY IMPAIRED

For visually impaired individuals, a low-vision headset (used to zoom in on action) was available during the Paris 2024 Games at the Stade de France for the athletics and Para athletics events, as well as both Closing Ceremonies. This technology represents a significant advance in the inclusion of the visually impaired in major sporting events, offering a more immersive and detailed experience.

[For more information →](#)



MORE ABOUT INNOVATION AT PARIS 2024

THE 5 STAGES OF INNOVATION

To support the development of innovative projects, the Innovation Task Force came up with its own 5-stage model.

Inspired by methods employed by other organisations adapted to the specific characteristics of the project: brand protection, compliance with public procurement, compliance with partners' marketing categories, consideration of the constraints of each stakeholder, etc.

This model incorporates cycles of convergence and divergence in five incremental stages.

EMPATHY

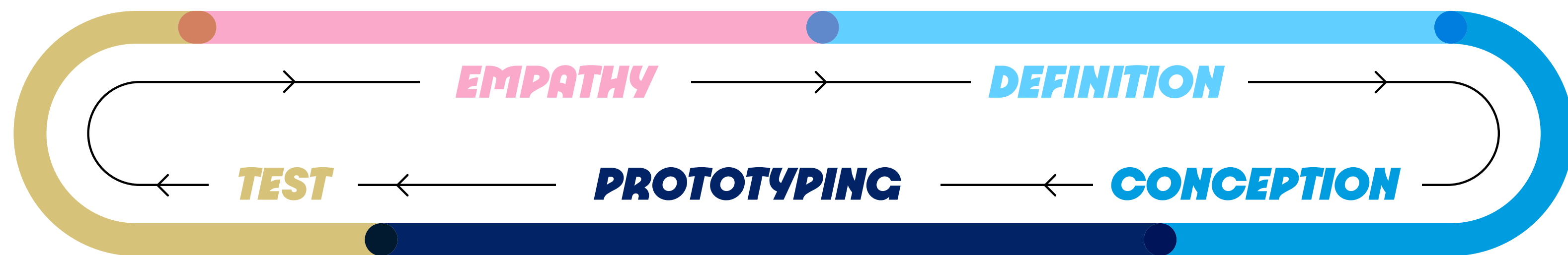
The aim of this first phase is to put ourselves in the shoes of the end-user, to experience their experience and/or to observe their behaviour in the field in order to identify their pain points.

Once these initial observations have been made, a monitoring and 'anthropological' phase is carried out to better identify the expressed need and thus define the obstacle to be overcome. The information gathered during this phase of monitoring, observation and situational analysis enables us to be better equipped for an ideation session based on factual elements (pain points, target audience, solutions already on the market, etc.) and not on feelings, convictions or outdated experiences in relation to the needs of the current end user.

DEFINITION

Once you have put yourself in the shoes of the end user, you can now make an initial comparison between the initial hypothesis of the project leaders and the definition of the pain point to be overcome.

The elements gathered during the empathy phase, together with the monitoring work, enable the initial general need to be broken down into specific need(s). With the empathy and problem definition in hand, the project team can get down to work and launch the ideation phase.



TEST

Once the prototype has been produced, it is important to see how it is adopted by the target audience. The sooner ideas are made tangible, the faster we can evaluate and optimise them.

The Paris 2024 Innovation Observatory is encouraging project teams to adopt the 'quick & dirty' approach rather than refinement in the early stages of prototyping. This approach helps project leaders to avoid the pitfall of remaining indefinitely in the ideation phase where nothing tangible is delivered, risking a loss of credibility in the feasibility of the project, frustration and a lack of visibility on the project's end goals.

PROTOTYPING

To validate or refute an idea, it needs to be tested and therefore prototyped. It's important to stress the essential nature of rapid prototyping.

Whether it's done on the back of a napkin or using an expensive 3D printing machine, prototyping is a crucial and effective way of making an idea tangible, so that you can work on it and improve it. All too often, this stage is seen as a waste of precious time, yet prototyping generates results more quickly. Do we think we spend more time building an idea (sketches, models, simulations) than thinking it through? Perhaps, but hardly anyone can come up with THE right idea the first time.

CONCEPTION

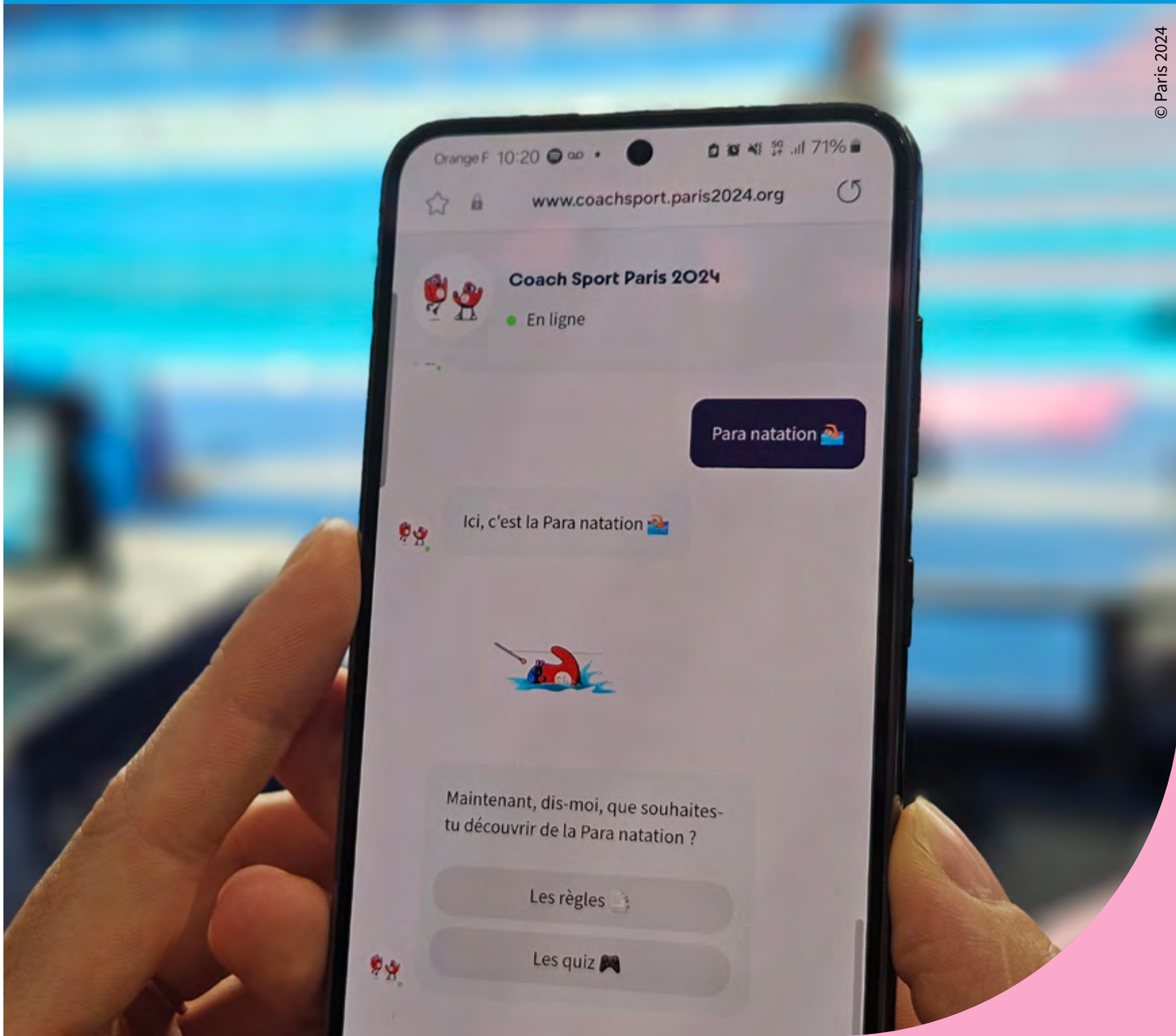
With the work of empathy, monitoring and definition carried out, the project team at this stage has sufficient elements in hand to launch an ideation session.

At the end of the ideation sessions, there are two possible paths to take:

- If a solution exists on the market, enter directly into a 'classic' purchasing phase as part of a call for tenders or purchase from a partner, because the solution is in its marketing category.
- If the solutions available on the market need to be optimised, it is therefore necessary to enter a development phase that begins with prototyping.

All of the innovation initiatives piloted by Paris 2024 are based on this model.

THE EXAMPLE OF THE “SPORT COACH” INNOVATION



© Paris 2024

EMPATHY: The rules of some sports are less well-known than others and some spectators may feel lost watching an event, or end up losing interest due to a lack of understanding.

DEFINITION: The official rules set out by the international federations consist of hundreds of pages, and often do not make for an easy read. A fun tool therefore needed to be designed allowing for a quick understanding of the Olympic and Paralympic sports as well as the impairment classifications.

CONCEPTION: Hundreds of ideas emerged: a mini video game explaining the rules and classifications; a chatbot; dedicated signage to allow spectators to learn the rules while travelling to the venue and contributing to the smooth flow of entries.

PROTOTYPING: 12 prototypes were developed before resulting in the final products: an interactive chatbot, an arcade game and sports articles. The proposed signage as presented was not taken up, as the technical feasibility and agreements needed around the venues were too difficult to overcome.

TEST: The arcade game was tested in real life with a handball club, including installation of dedicated signage on site. The sports articles were tested directly on the pages of the website of our partner Decathlon. The chatbot was tested during 2022 Olympic Day, as well as with a sports federation at several events.

It should be noted that the model did not follow a step-by-step approach. During the implementation of the innovation initiative, prototypes resulted in new conceptions and the tests altered the initial empathy and definition hypotheses. The approach was therefore iterative.

THE EXAMPLE OF THE “ACTIVE DESIGN” INNOVATION



EMPATHY: The French population is becoming increasingly sedentary. The Games can create an impetus to encourage physical activity and sport on a daily basis. How cities are designed is a determining factor in achieving this goal (according to many observations in French cities).

DEFINITION: Public health studies recommend 30 minutes of physical exercise a day for adults (60 minutes a day for children). This means being able to exercise everywhere, at any time of day, without having to think about it. Thanks to Active Design, the urban space is designed to encourage this daily physical activity in a simple and fun way.

CONCEPTION: Some twenty ideas emerged from the brainstorming, observations and field analyses, as well as the concept of dedicated training to devise the city playground differently.

PROTOTYPING: Active Design prototypes were produced based on the approved idea, combining different themes (Art, signage and challenges around stadiums, in companies, nudges in streets and on the metro, etc.).

TEST: Cities were identified as test cities to incorporate the principles of Active Design and evaluate the positive impacts on their populations. Pulse, the Paris 2024 headquarters, also introduced fun signing in stairwells: use increased by 111% after this operation!

INNOVATIONS BY DIRECTION

↓ ACCESSIBILITY



UNIVERSAL ACCESSIBILITY:
A STRATEGIC CHALLENGE
FOR PARIS 2024



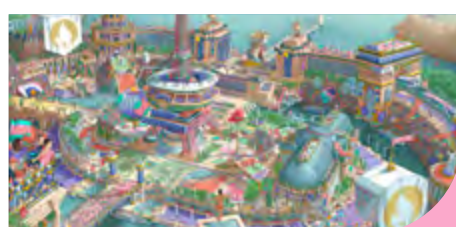
AUDIO FOR ALL



↓ BRAND, IDENTITY & LOOK OF THE GAMES



A SHARED EMBLEM



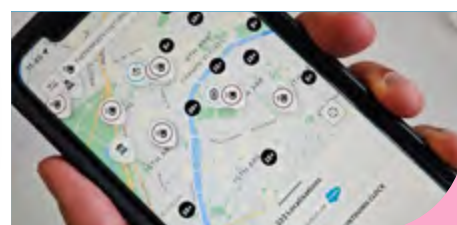
PARIS 2024
OFFICIAL POSTERS



↓ CELEBRATIONS



CHAMPIONS PARK



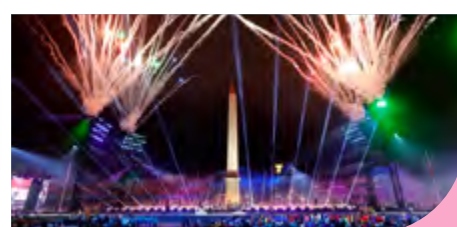
THE GAMES MAP



↓ CEREMONY



OPENING CEREMONIES
OUTSIDE A STADIUM



HANDOVER
CEREMONIES IN
THE HEART OF PARIS



↓ CITY OPERATIONS



CUSTOMISABLE
LOOK OF THE GAMES



↓ CLEANING & WASTE



CIRCULAR ECONOMY
STRATEGY



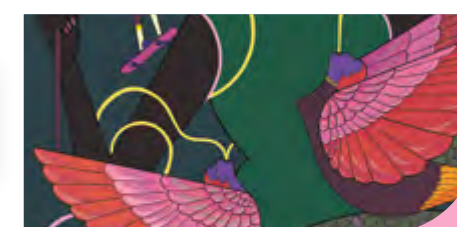
↓ COMMUNICATION



MEDIA SEMINARS FOR
THE PARALYMPIC GAMES



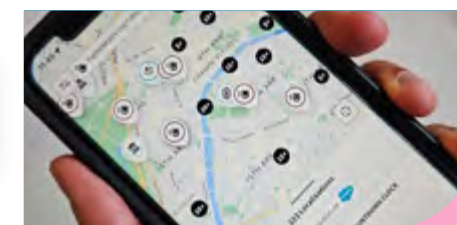
↓ CULTURE



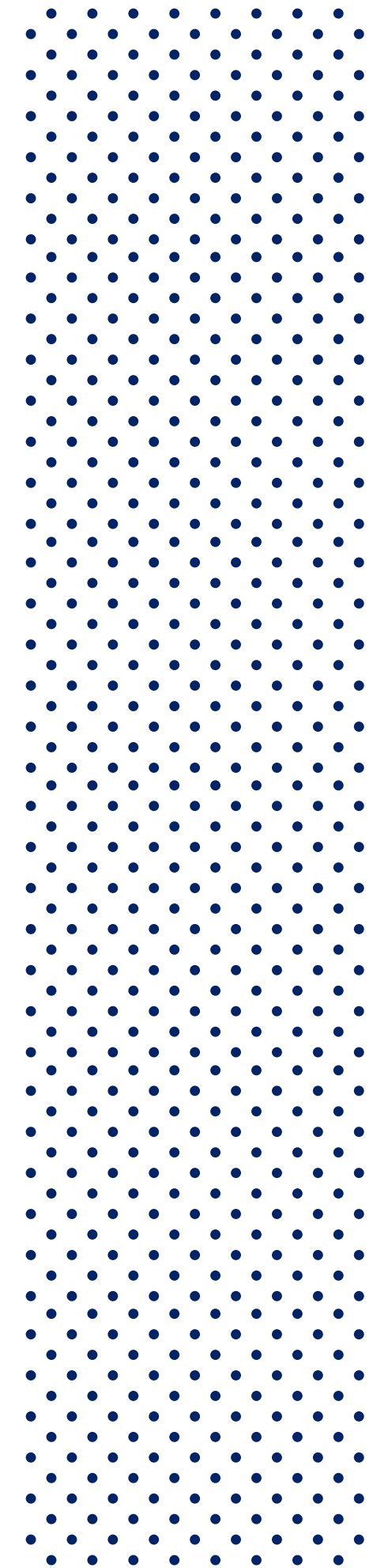
ART POSTERS



↓ DIGITAL



THE GAMES MAP



INNOVATIONS BY DIRECTION

↓ ENERGY



CLEAN ENERGY: A STRATEGIC CHALLENGE FOR PARIS 2024



↓ ENGAGEMENT



SUPPORTER ENGAGEMENT



CLUB PARIS 2024



'TERRE DE JEUX 2024' NETWORK



PARIS 2024 CONNECTED MARATHON POUR TOUS



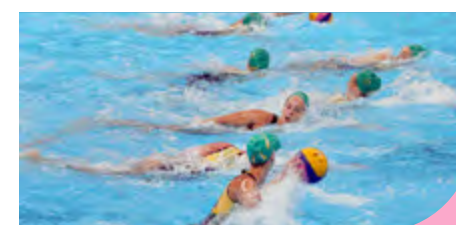
ACTIVE DESIGN



↓ EVENT AND VENUE MANAGEMENT



NEW GAMES DELIVERY MODEL



NEW TEST MODEL



↓ FOOD & BEVERAGE



NEW COLD DRINKS DISTRIBUTION MODEL



↓ HOSPITALITY



NEW HOSPITALITY MODEL



↓ IMPACT & LEGACY



OLYMPIC AND PARALYMPIC WEEK



THE PARIS 2024 ENDOWMENT FUND



ACTIVE DESIGN



30 MINUTES OF EXERCISE AT SCHOOL EVERY DAY



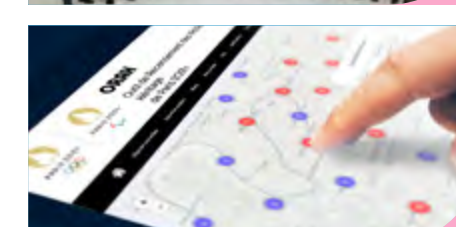
"ATHLETE ENTREPRENEUR" PROGRAMME



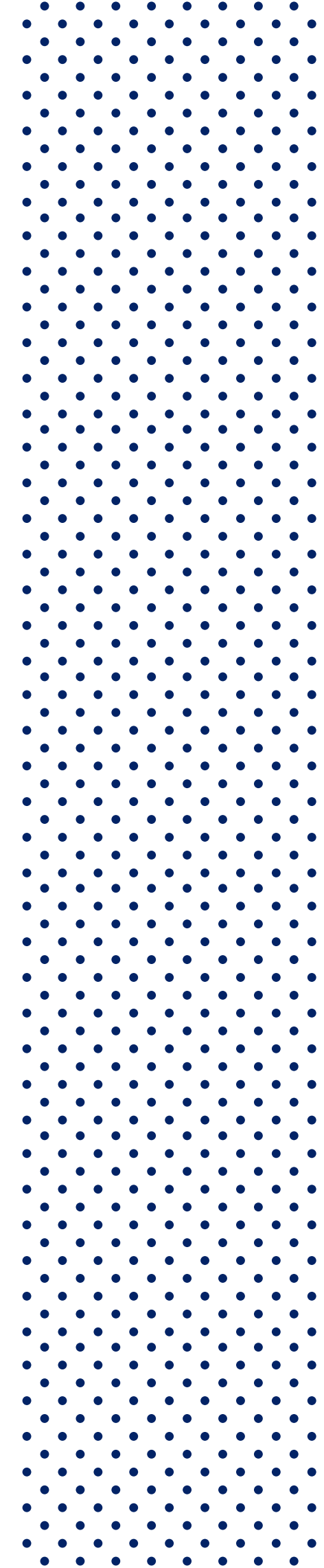
RESPONSIBLE PROCUREMENT STRATEGY



SOCIAL CHARTER



ORAH



INNOVATIONS BY DIRECTION

↓ INFORMATION, KNOWLEDGE AND GAMES LEARNING



ANALYSIS OF
OPERATIONAL DATA



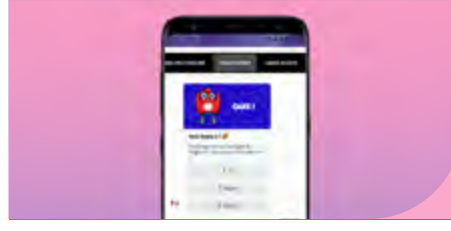
MEASURING
REAL-TIME ATTENDANCE



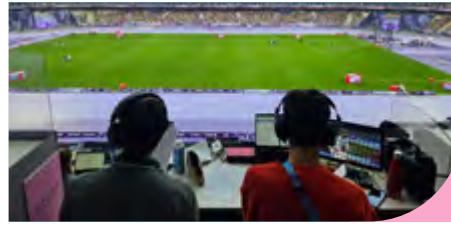
↓ INNOVATION



PARIS 2024 CONNECTED
MARATHON POUR TOUS



SPORT COACH: A NEW
WAY TO EXPLAIN SPORTS



AUDIO FOR ALL



DIGITAL VENUE
TWINNING



INNOVATION
TASK FORCE



↓ INTERNATIONAL



“ATHLETE
ENTREPRENEUR”
PROGRAMME



↓ LICENCING



ECO-DESIGN OF
LICENSED PRODUCTS



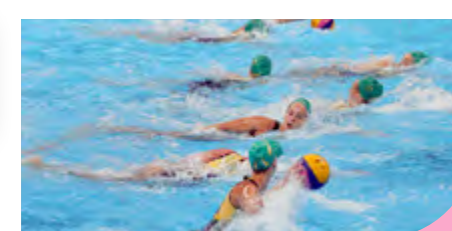
↓ MARKETING PARTNER SERVICES



PARTNERS CENTRAL
TO THE GAMES



↓ OPERATIONAL READINESS



NEW TEST MODEL



↓ PARALYMPIC GAMES INTEGRATION



MEDIA SEMINARS FOR
THE PARALYMPIC GAMES



↓ PEOPLE MANAGEMENT



VOLUNTEERS
RECRUITMENT



VOLUNTEERS:
REGISTER IN 3 CLICKS



↓ PLANNING & COORDINATION



NEW COLLABORATIVE
TOOLS



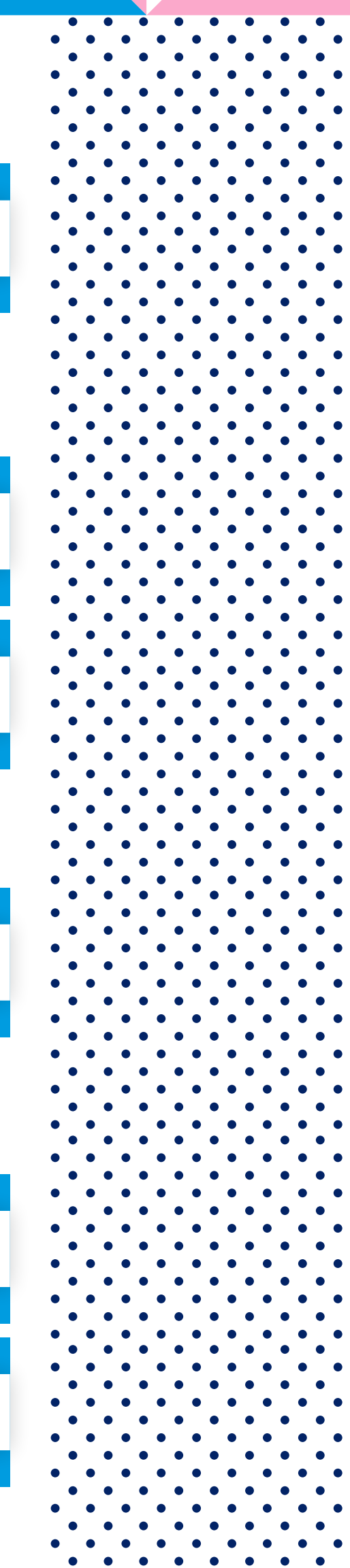
↓ PROCUREMENT



RESPONSIBLE
PROCUREMENT STRATEGY



SECOND LIFE
COMMISSION



INNOVATIONS BY DIRECTION

↓ SPECTATOR EXPERIENCE



PARTNERS CENTRAL TO THE GAMES



↓ SUSTAINABILITY



CLIMATE COACH AND CLIMATE COACH FOR EVENTS



↓ TECHNOLOGY & INFORMATION SYSTEMS



UNIVERSAL ACCESSIBILITY: A STRATEGIC CHALLENGE FOR PARIS 2024



↓ SPORTS



MARATHON POUR TOUS



CARBON METHOD



AUDIO FOR ALL



PARIS 2024 CONNECTED MARATHON POUR TOUS



RESPONSIBLE PROCUREMENT STRATEGY



CPOP



GREATER DIVERSITY AT THE GAMES



CIRCULAR ECONOMY STRATEGY



DIGITAL VENUE TWINNING



SUSTAINABLE HOCKEY TURF



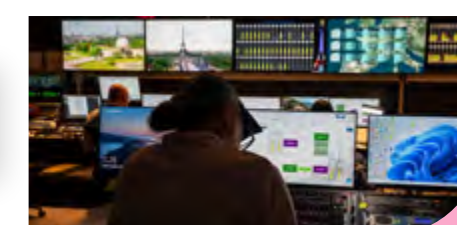
SECOND LIFE COMMISSION



PRIVATE 5G



ECO-DESIGN OF LICENSED PRODUCTS



OVER-THE-TOP (OTT) TECHNOLOGY



ASSESSING THE MATERIAL FOOTPRINT



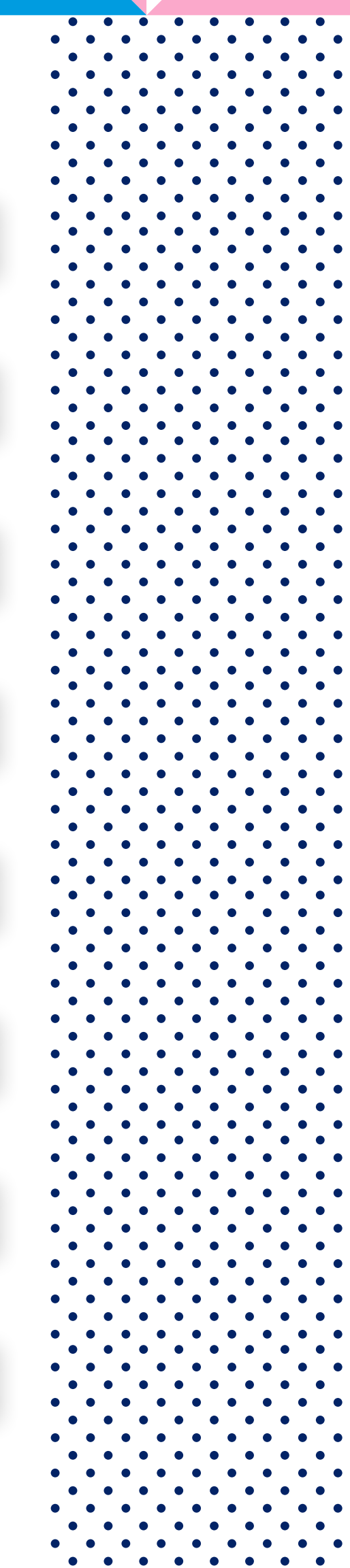
NEW COLLABORATIVE TOOLS



ESTIMATING THE "WATER FOOTPRINT"



CYBERSECURITY: A STRATEGIC CHALLENGE FOR PARIS 2024



INNOVATIONS BY DIRECTION



↓ TRANSPORT



PARIS 2024 CONNECT →



CYCLING GAMES →



TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024 →



NEW TRANSPORT PLAN →



RESPONSIBLE IT →

↓ VENUES AND INFRASTRUCTURES

↓ TICKETING



TICKETING: A STRATEGIC INNOVATION CHALLENGE FOR PARIS 2024 →

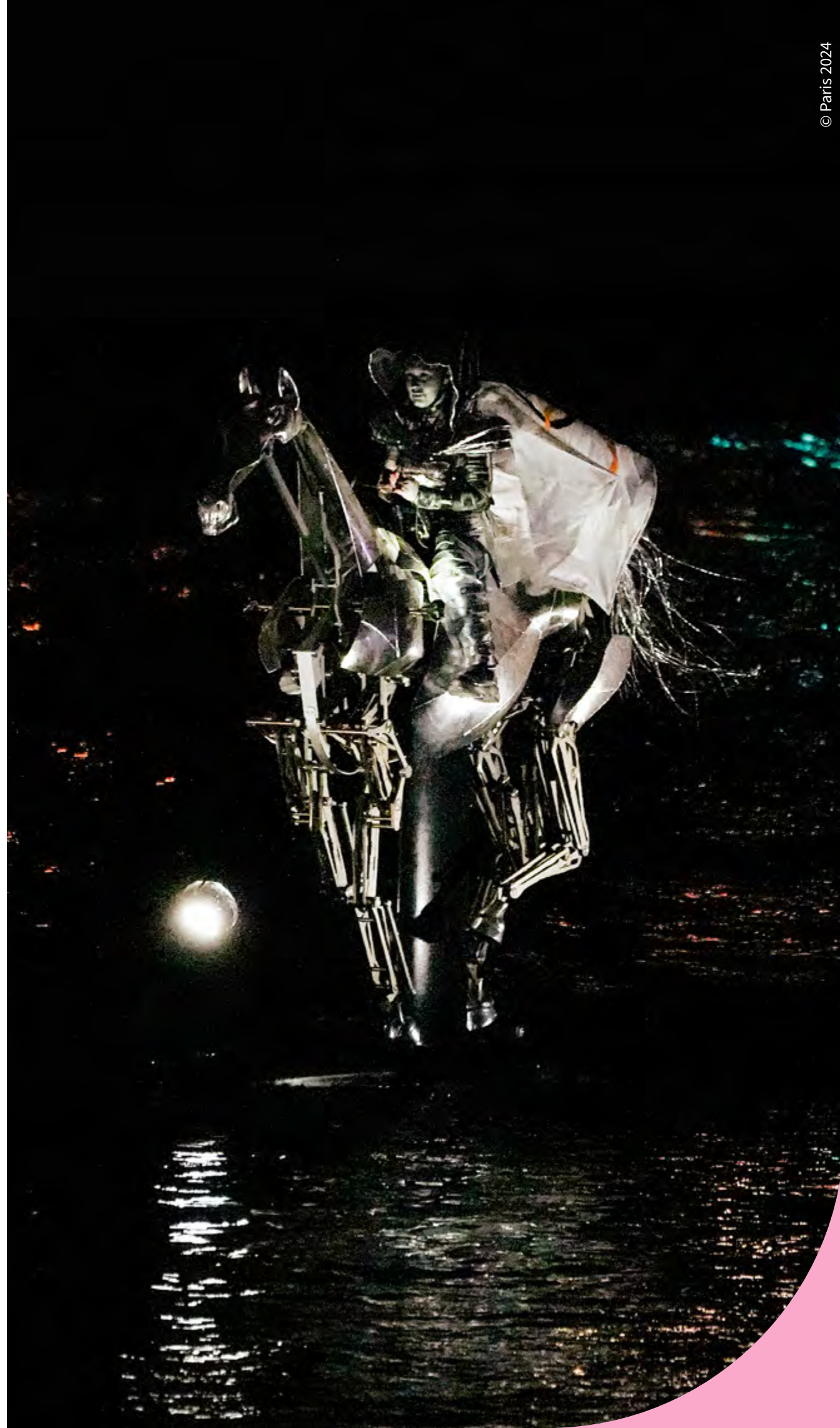


ECO-DESIGN GUIDE APPLIED TO TEMPORARY ARCHITECTURE →

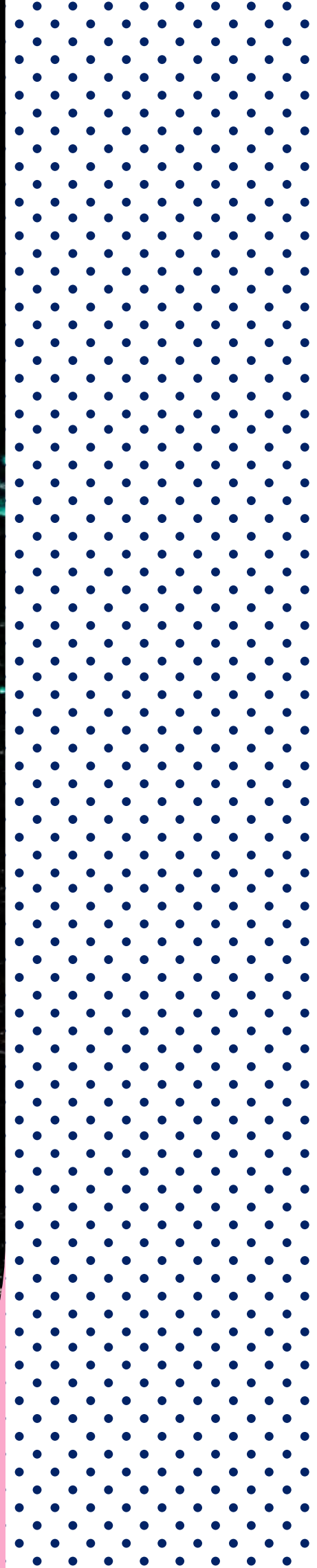
↓ VILLAGES MANAGEMENT



TEAM SPORTS UNIFORMS LAUNDRY →



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