



## **Foreword**

For sports organisations, the staging of events is an important and often demanding task. The IBSA Judo is grateful to its member federations and the individuals who take on the workload connected with delivering its programme of major events. The success of these events, and of the IBSA Judo itself, is determined by the standard to which they are organised and managed.

It is important that we do everything possible to make the work of our local organising committees more straightforward, effective and enjoyable. For this, they need information. Understanding the requirements and the expectations of the IBSA Judo and its partners, is critical from the moment consideration is first given to hosting an event, throughout the bidding process and, of course, during the organisation period. Everyone involved must share a common philosophy and picture of how the event should be delivered.

In 2007, the IBSA Judo started to fill the information gap by publishing the first part of this manual, the Bidding Manual, which was well received by our federations and potential organisers. I am pleased to announce that the second part, the Organisation Manual, is now ready. The contents of the complete manual are an essential resource for all IBSA Judo event organisers and, I am sure, will make an important contribution to the success of our major events in the future.

Jean-Claude Prieur  
IBSA Judo Chairman



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## FINANCE AND BUDGET

It hardly needs mentioning that careful preparation of the financial aspects is essential for the success of an IBSA Judo event. This work includes identification of the main sources of income and decisions on the expenditure for the event. Combined, these two aspects form the event budget, which is presented as an element of the candidature. If the event is awarded, the event budget becomes a condition of the event contract. A template for the event budget is given in Appendix 1.

Work in this area covers both 'political' and 'commercial' issues and requires the careful attention of the LOC, particularly in the bid phase. Later, the management of the event budget will be referred to the Administration Function but it must at all times be followed closely at the top management level.

### 1.1 Income

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The LOC must understand the potential sources of income for its event and be prepared to secure from them the cash and other resources required. The most important work on this Project must take place in the bid phase, as identification of the main sources and a guarantee for any deficit are a requirement of the bid documentation and the event contract. In planning this Project the following should be considered:

- Contributions from national and local authorities and other entities
- Ticket sales
- Profits from the exploitation of the LOC's national commercial rights

### Guidances notes

By exploiting all possible income sources, it is possible to cover the costs of the event and many IBSA Judo event organisers have finished off with a surplus. A key to maximising income is to understand that it may take the form of cash or what is called "value in kind" (VIK). VIK can be the provision of goods or services required for the event for which the organisers would otherwise have to pay. Forms of VIK that IBSA Judo organisers have obtained in the past include:

- Promotional assistance for the event
- Secondment of staff who continue to be paid by their regular employers (which gives the employers the value of both being associated with the event and the experience gained by its staff when they return to their normal jobs.)
- Decoration of the venue

#### Social Programme activities

- Security staff
- Office space
- Office machines, furniture and other services
- Required products from sponsors

Often authorities and sponsors are better able or more willing to support the event with VIK or a mixture of VIK and cash. Many sports events have been organised successfully with relatively little cash by attracting enough VIK. It is important, however, to make a distinction between VIK that is required to organise the event and VIK that is not strictly necessary.

The exploitation of the LOC's national commercial rights is discussed in Chapter 8, Commercial Management. When preparing an event budget, organisers often assess the risk that part of their anticipated income will not be realised. Typically a risk rating using a scale of 1 to 3 or 1 to 5 is assigned to each identified source. This tool helps the organisers to better understand the potential income for the event and plan accordingly.



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## 1.2 Expenditure

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The LOC must identify the areas of expenditure for its event and allocate costs in line with organising requirements, including various contractual obligations, and available income. This Project will see important decisions on expenditure taken in the bid phase so that the event budget can be included in the bid documentation and, should the event be awarded, become a binding part of the event contract.

In planning this Project the following should be considered:

- Understanding of LOC and IBSA Judo obligations
- Detailed list of expenses
- Prioritisation of expenses
- Contingency

### Guidance Notes

Before preparing the expenditure part of the event budget, it is important to fully understand the specific obligations of the LOC and the IBSA Judo as detailed in the bidding application and event contract. Without this understanding, it is possible to assume erroneously that the IBSA Judo or another party will meet costs that are the responsibility of the LOC.

A list of an organiser's typical costs for the World Championships is given in the budget template in Appendix 1. This can be adapted for allocating costs for any IBSA Judo event. As the event budget is prepared in the bid phase before many aspects of the LOC's expected income are received or certain (ticket sales, commercial rights revenues, etc), Organisers normally prioritise their expenditure items (see box). This procedure helps the organisers to make expenditure cuts in a controlled manner if, at a later stage, some of the anticipated income is not realised or other problems arise. It should be noted that any cuts to the expenditure plans given in the bid that may affect the quality of the event must be approved in writing by the IBSA Judo. To ensure that the event budget is as realistic as possible it is also important that a figure for inflation and a contingency to cover unforeseen expenditure are added. The inflation figure will vary according to the specific circumstances and economic conditions. The recommend contingency to add when the expenditure is planned in the bid phase is 10%. This figure can be adjusted later as the event budget is refined.

#### **PRIORITY SCALE**

Typically, a priority rating of 1 to 3 is assigned to each identified line of expenditure in the event budget, though some organisers use a 1 to 5 scale. In either case, the highest priority is assigned to "must have" items, the second level of priority is given to items that are very important and the lowest priority is given to items that it would be "nice to have" but would be the first to be cut in case of problems. Obligations of the event contract for an IBSA Judo event should, of course, be given the highest priority.

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## 1.3 Financial Management and Control Procedures

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The LOC is responsible for putting into place adequate procedures for the management and control of the event's finances. The Committee must also oversee the operation of these procedures throughout the entire organisation of the event. In preparing for this Project the following should be considered:

- Appointment of a Financial Director
- Cash-flow projection
- Banking arrangements
- Procedure for the approval of expenditure



- Procedure for monitoring and adjustment of the event budget
- Accounting and audit arrangements
- Insurance

It is a condition of the event contract that the organisers provide the IBSA Judo with a final audited account for the event by a specified date. Further information on financial management procedures is given in Chapter 10, Administration.

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## VENUE INFRASTRUCTURE

The LOC is responsible for providing a venue to the specifications set for the event and agreed in the contract with the IBSA Judo. The venue includes the arena or competition area as well as warm-up areas and ancillary facilities for the media, sponsors and competition management. Preparation work on the venue infrastructure could include construction or refurbishment of permanent facilities and installation of temporary facilities.

There may also be a requirement to manage the venue during the period of the event.

As the venue is perhaps the most visible and striking aspect, particularly of the major arena events, its preparation will be a key consideration in how the event is judged. This is clearly a strategic issue for organisers because of its importance and the ‘political’ nature of dealing with venue operators and sources of funding. Therefore, it must be handled directly by the leadership of the LOC with co-ordinated input from appropriate Functions.

### **2.1 Construction and Installation Planning**

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The LOC must carefully assess its proposed venue against the event requirements and international standards and then plan any construction or installation work required. Though it is unusual for event organisers to undertake major Projects on an arena, if only because of the capital investment that is normally involved, it will be necessary to work closely with whomever is responsible to ensure that work is carried out according to relevant technical regulations and deadlines.

In preparing for this Project the following should be considered:

- Activity and services space requirements
- Technology requirements
- Utility requirements
- Plans and diagrams
- Approval of plans
- Work schedules and milestones

#### **Guidance Notes**

It is important that early in the planning, organisers identify all the groups, activities and services involved in the management of the event and determine the size and location of the spaces required for each operation. The process should include the Operational Functions covered in this manual and additional information to be provided by the IBSA Judo and others.

The organisers are responsible for ensuring that all rooms and working areas are ready for use by the agreed dates. The activity space plans can be checked by creating a flow chart (see example diagram) for each group involved in the event showing the relationship and route between all its possible activities at the venue from the time of arrival until departure. Many activities at the venue will involve technology, which may have major installation implications, particularly cabling and routing, which must be planned for early. These include:

- Television production facilities
- Video screens
- Sound system
- Information systems

Utility requirements (power, water, lighting, heating, air conditioning) should also be assessed early so that any required modifications can be planned and carried out. Organisers are required

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to provide location diagrams for all administration and storage room possibilities. The IBSA Judo and the organisers will plan the allocation of rooms together. Detailed plans and drawings of facility and equipment installations, with any modifications indicated, must also be produced. These must also be supplied to the relevant marketing, technical and broadcast partners so that the plans can be approved and the work schedules can be monitored.

## **2.2 Venue Management**

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During the event, it is important that the venue is effectively managed and that all services are delivered efficiently. This will normally involve the handover from the arena operator of some or all functions to the organisers. This handover will be for a period starting just before the event, so that final preparation of the venue can take place, and lasting until just after the event is completed.

In preparing for this Project the following should be considered:

- Identification of the different responsibilities of the organisers and arena operator
- Schedule for hand-over and return of functions
- Provision for delivery of services under the responsibility of the organisers

See Chapter 4, Logistics for additional details.



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## COMMUNICATIONS

Communications, which should not be confused with Media Services (see Chapter 7), covers the exchange of information with all groups involved in an IBSA Judo event, including the authorities, sponsors, media, staff and volunteers, participating teams and the general public. Good communications play a vital role in the preparation, operation and promotion of the event.

As the risk of poor communication at any time is a negative perception of the event (which could lead to reduced spectator and media audiences), it is of great strategic importance that the leadership of the LOC directly manages this area. Though there are operational aspects of communications, it is generally a mistake to delegate responsibility to an operational Function.

### 3.1 Communications Infrastructure

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Organisers will require the appropriate infrastructure and personnel to manage their various communications tasks. The arrangements and tools to be used will be specific to each situation but the principles and planning are the same for all cases.

In preparing this Project the following should be considered:

- Official Spokesperson
- Personnel
- Information
- Information Technology

#### Guidance Notes

It is important for organisers to make an early choice of one or at most two Official Spokespersons with the authority to speak for the event. Limiting the number of authorised speakers helps increase their effectiveness and makes it easier to control the communication of messages.

Ideally, the Chair of the LOC should be the main speaker for the organisation and event. If this is not possible, the Spokesperson should be a member of the LOC, be well informed about all policies and activities related to the event and have access to any relevant information. A Spokesperson should have the appropriate skills and experience of dealing with the media. A background in journalism or advice from an experience journalist can be helpful. He/she must also be capable of managing communications support personnel. Organisers will need to produce and maintain a basic collection of easily accessible information on the event, the IBSA Judo and judo. This should include fact sheets, maps, schedules, statistics and summaries from past editions of the event. Up-to-date information technology is essential. This will include PCs, fax, administration databases, etc. It will also include a permanent high-speed Internet access with a good e-mail service.

### 3.2 Website

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Organisers are required by the event contract to establish and maintain an exclusive website (which is not a part of the Member Federation site) as an information and promotion tool for the event. The website has a dual function: to promote the event and to provide fast and detailed information about the event.

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In preparing this Project the following should be considered:

- Design and Layout
- Content management (including regular updating)

#### **Guidance Notes**

The design of the event website should be an integral part of the organiser's event design (see below) and should be planned and produced in conjunction with the IBSA Judo Marketing Director. Aspects such as a secure online transaction system (for ticket sales with credit card payment) must normally be created with the co-operation of an experienced web-design company.

It is very important that the website is "living", i.e. it is regularly updated and maintained and is topical, so that visitors will be encouraged to return. It should also contain practical information required by the media and teams prior to the event. It would be a mistake to leave the responsibility of managing the website content to a PR agency, a web programmer or a web designer. Instead, it is recommended that the organisers involve a competent editor for this task. The website must be online by the date fixed in the event contract, at least 6 months before the event, and remain online for at least 3 months after the event.

### **3.3 Event Design**

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The purpose of creating an event design is to provide the event with a corporate identity that is easily recognisable. This will comprise key branding elements such as the logo, typeface and event colours, which should, ideally, be developed simultaneously.

The event design will greatly assist the organisers in establishing and promoting the event should be strictly followed on all event materials, information releases and the website.

In preparing this Project the following should be considered:

- Design proposal and approval
- Co-ordination with IBSA Judo and sponsor designs
- Production of a design manual

#### **Guidance Notes**

Organisers should refer to the IBSA Judo Graphic Guidelines for detailed guidance on the creation of an event design. Note that the event design must be approved by the IBSA Judo Marketing Director.

### **3.4 Official Publications**

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Organisers are responsible for producing a list of official publications, each with a deadline specified in the event contract. Each of these publications provide information to one or more of the various groups involved with the event in a format that has become established over the course of many IBSA Judo and other international judo events. In some cases, the required contents will be sourced from other Projects with this Project responsible for the production aspects.

In preparing this Project the following should be considered:

- Content requirement and sourcing of each publication
- Design and layout (including co-ordination with the event design)
- Printing
- Distribution



### **Guidance Notes**

The official publications include the following:

- Bulletins (see section 10.4 for further information)
- Statistics Handbook (see section 7.6 for further information)
- Team Manual (see section 6.2 for further information)
- Event Guide (see section 7.3 for further information)
- Media Guide (see section 7.6 for further information)
- Daily Programmes
- Final Report (see section 10.4 for further information)
- Newsletters
- Volunteer Handbook
- Results Book
- Souvenir Photo Book

### **3.5 Communications Plan**

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Organisers must be proactive in their communication in order to promote interest, generate ticket sales and avoid potential problems by ensuring a frequent flow of positive information to all concerned groups. They must also be prepared to react quickly and effectively to any negative stories that might arise. Managing such a programme requires careful planning and co-ordination.

In preparing this Project the following should be considered:

- A theme for the event's communications
- Tools and activities
- Co-ordination
- Contingency arrangements
- Monitoring

### **Guidance Notes**

Organisers should consider the various media and public relations tools available to them and, using as many as possible, create a well thought out, long-term schedule of public relations (PR) activities. The aims should include raising awareness of the event and sending appropriately timed messages. It can be very helpful to start with PR before making requests for support.

Useful tools and activities to consider include:

- Personal contacts
- Events (receptions, launches, sponsor signings, schools events, etc.)
- Media tools (releases, conferences, selected briefings, photo opportunities and interviews)
- Promotion campaign
- Printed materials (official publications and newsletters)



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## LOGISTICS

Logistics may not be a very common word in judo but it is entirely appropriate for describing the co-ordination of many important aspects of the organisation of an IBSA Judo event. Good logistics are essential for the smooth operation of an event and will greatly enhance the experience of those involved. This work includes the interrelated Projects of Accommodation, Catering, Transportation, Arrival and Departure, Venue Management, Seating, Security and Accreditation, and Official Clothing. Logistics will involve interfaces with most other Functions.

The expertise required for the various logistical Projects is not always called for in the day-to-day operation of judo. Thus, it is a common mistake to assign responsibility for one or more of these Projects to an individual on the basis of his/her position in the federation or sport rather than any practical knowledge or experience. It is wise, particularly for larger events, to look for professionals or people with extensive experience in a specific field to manage these Projects. A second common mistake is to split up these Projects within the organisational structure of the event. Good co-ordination is essential and, therefore, it is strongly recommended that organisers structure this Function so that a senior staff member has overall responsibility for all the Projects covered in this section.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

### “LOGISTICS”

The word “logistics” comes from the French word *logistique*. It was first used during the 19th century in relation to the supply and movement of armies. Nowadays it refers to complex operations involving many people, facilities or supplies.

## 4.1 Accommodation

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The Accommodation Project is more than a question of securing the necessary numbers of rooms. It is about using the available facilities to create the best possible living and working conditions during the event for each of the various groups involved in a scheme that has a clear logic. This Project will involve close co-operation with both the Technical and Media Service Functions.

### 4.1.1 Accommodation Plan

The accommodation plan should make provision for all groups that will be involved in the event, including spectators. The plan can involve complex arrangements and contracts. Work on it should begin early in the bidding phase, as information on the official hotels and prices to be charged must be included in the Bid documentation. For these reasons it is advisable, particularly for larger events, to utilise a hotel association or experienced travel agency. Work on the plan should start with consideration of international category room requirements provided in the Bidding Manual and the needs of the organisers, Member Federation, local sponsors and other domestic groups. Each group will have a specific set of requirements and priorities, which should be anticipated in the plan. Normally these include:

- Suitability, quality and price for the particular group
- Proximity to the event venue and other official sites
- Ease of access for transport services and parking
- Availability, suitability and price of meals (especially extended meal service for athletes, competition officials and event management personnel)
- Availability of service areas (welcome/information desk, work and meeting/conference rooms, storage for event related equipment, gym, swimming pool, space for event medical staff)



- Possibility of flying the IBSA Judo and event flags on the hotel flagpole, placing sponsor branding in the lobby and other public areas and distributing products provided by sponsors (particularly beer and water) free of charge.

After the event has been awarded, the organisers should obtain specific requirements from the official groups, particularly the needs for offices and meetings rooms, before the final contracts are signed so that expensive “surprises” can be avoided. Final room allocations for the International category groups will be made by the IBSA Judo.

The accommodation plan should also cover:

- Required support personnel
- Links with the official transportation and security services

A date for the completion of the accommodation plan will be set in the event contract.

The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **4.1.2 Guest Management**

Final confirmation deadlines for hotel bookings should be negotiated with the official hotels (the norm is 2 months before the event) and should be communicated, together with any penalties that may be applied, to the IBSA Judo, Member Federations and other groups as soon as possible. It is also advisable to remind people of this information in subsequent communications. From their arrival at their accommodation until their departure, the guests may require assistance from event support personnel who have received specific training and briefings. For larger events, these will normally include Co-ordinators for each group, Welcome/Information Desk volunteers, Team Attachés and Attachés for the competition officials and event management personnel. As the majority of guests will leave on the same day, careful thought should be given to checkout and departure so that checkout times can be co-ordinated with the transportation services and to ensure the procedures are smooth and efficient.

#### **4.1.3 Welcome & Information Desks**

Each official hotel should have a Welcome & Information Desk installed in the hotel lobby. The locations should be visible and the desks should operate from the time of arrival of the first guest, until after the final guest has departed. Each desk will need a notice board, telephone line and list of key telephone numbers. A sufficient number of personnel should be assigned to run the desks from 08.00 until 20.00 each day. A rota should be prepared to insure that there are sufficient personnel on hand at all times, even during meal times or slow periods. Personnel must speak English and, if possible, other language speakers should be available. All personnel must be carefully briefed and have available extensive information on the event, the city and any relevant activities in order to help guests with enquiries.

### **4.2 Athlete Accommodation**

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Athlete accommodation normally covers the largest group of guests and involves very specific requirements, which can affect performances and the success of the event. Because of its importance and the need to provide certain details it is treated as a separate Project. Athlete accommodation will normally require a separate plan that is integrated into the overall accommodation plan.

#### **4.2.1 Planning**

The essential requirements to consider in planning the athlete accommodation are:



- The location of the accommodation must be no more than 30 minutes drive from the competition venue.
- The accommodation should be compact and of uniform quality. Good quality student accommodation is acceptable, otherwise a single hotel (or adjacent hotels of the same quality) will do. There should be no more than two athletes per room.
- The meal arrangements must be flexible enough to provide for athletes competing late in the evening and very early in the morning and the food must be of good quality. (See section 4.3, Catering for further information)
- The accommodation must have sufficient ancillary rooms and spaces for meetings and the team services (see below) provided by the organisers and the teams themselves.
- It must be possible to provide security to meet the requirements of the relevant local authorities.

The plan should also cover:

- Required support personnel
- Provision of team services
- Links with the Official Transportation and Security services

The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **4.2.2 Athlete Accommodation Management**

Once the athlete accommodation plan has been approved, if not before, the person directly responsible for this task must be appointed and begin preparations. The choice of this person is important; should have knowledge of the needs of competitors and must speak English (and ideally other languages). He/she should operate under the co-ordination of the person responsible for accommodation. However, due to the nature of the activity, when the event period begins he/she should be given full authority and responsibility for the management of this operation.

#### **4.2.3 Team Services**

Information on all team services provided by the organisers should be available at the athlete accommodation, in the Technical Information Centre (TIC) and in the Team Manual.

#### **Team Attachés**

Team Attachés are an important link between the organisers and the teams. For this reason the choice of individuals to serve in this position is important. Attachés can be a student/judoka working on a volunteer basis. They must be enthusiastic and conscientious and, ideally, they should speak the language of their assigned team.

In addition to the general training given to all the event's volunteer personnel, Attachés should be specially prepared to ensure they are well informed about the different aspects of the organisation of the event, knowledgeable of the city and have at least a minimum appreciation of athletics. (As the job of the Team Attachés and the attachés for the Event Management personnel are the same, their preparation can be combined). The number of Attachés to be appointed to each team depends on the number of athletes and team officials of each country, on the days of competition and on the pattern of the competition. It is important that an Attaché Co-ordinator with experience in this area be appointed to prepare and manage the attachés.

#### **Athlete Care**

Basic first aid should be available at all times in the athlete accommodation. Specific areas should be assigned and properly supplied. It is also a good idea to have medical doctor on call.

It is also necessary to provide physiotherapists or masseurs. These will also require properly supplied areas to work. Additional working areas should be provided for teams that bring their own competitor care staff.



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### **4.3 Catering**

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Catering for the groups accommodated in the official hotels and athlete accommodation will normally be provided by the operators or by catering service contractors arranged by the organisers. However, it is important that the organisers are involved in the planning and supervision of all operations to ensure that the quality and any specific diet requirements are met. Organisers must also be aware of and plan for the possibilities of catering for one or more groups at other locations including the competition venue (for officials and other volunteers, VIPs, etc) and the various media locations.

#### **4.3.1 General Catering**

For most of the groups involved in the event, the restaurant provision that one would expect at a good quality hotel will be adequate. It may be necessary to make special arrangements for the restaurants in the hotels used by the technical officials and personnel involved with the Competition Management and Event Presentation are open long enough to serve those who will return late from the competition.

VIPs will tend to eat many of their main meals at official functions and therefore hotel packages that include meals other than breakfast may not be appropriate.

#### **4.3.2 Athlete Catering**

It almost goes without saying that food is very important for the athletes and can have an effect on their performance. Thus, the catering requirements for the athletes are more specific than for other groups. Special consideration must be given to the quality, quantity and, above all, the variety of food available. The catering service should prepare menus in advance with the advice of a sport nutritionist and one or more athletes for approval by the organisers. Consideration must also be given to the hours of service, which will need to be adjusted according to the competition schedule and approved by the organisers. Meals should be served for extended hours in the evening after late competition. It is strongly advised that a self-service buffet style is used in order to speed up service. Judokas must also be able to take away drinks, fruit and (self-made) sandwiches. Free (bottled) still water must be available in the athlete accommodation and at all training areas and competition sites. An international or national supplier could provide this water but if such arrangements are not in place, the organisers will be responsible for this service. For additional information, see Appendix 3.

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### **4.4 Official Transportation**

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It is not sufficient for the Official Transportation Project to just provide an adequate number of busses and cars. The Project will need to deliver a complete and reliable service, which is fully integrated with the Accommodation Project and includes well-planned schedules of vehicle movements and trained drivers.

#### **4.4.1 Transportation Plan**

The transportation plan must make provision for the movements of all categories of accredited participants in the event, their baggage and equipment. Creation and delivery of the plan calls for an experienced specialist in this work. Military service personnel are often used for this purpose. Work on the plan will normally require consultation with the Host City authorities about road access, parking possibilities, etc.

Participants in the event will need transportation for the following movements:

- From the place of arrival (i.e. the airport or main railway station) to the accommodation and return at the end of the event



- From the accommodation to training sites and/or competition venues and return
- From the accommodation to any official functions or activities associated with the event and return

The required number of vehicles will depend on the number of participants, the distances to be covered and the traffic conditions. In most cases, the biggest movement of people at one time will be the return from the venue to the accommodation at the end of a day's competition. The capacity to cope with this demand in a reasonable amount of time gives the number of vehicles required. All other movements, and the required vehicles, can be calculated as a percentage. Though the transportation plan must be integrated, the system for each category of accreditation should operate independently of the others. The nature of each system will also depend on the circumstances. For example, if all the judokas are accommodated at a single location it is possible to run a shuttle bus service to the training and competition sites. If they are in separate hotels, a more complex system of schedules and dedicated vehicles may be required. When it is complete, the transportation plan should show the movement of each vehicle throughout each day of the event.

It should also cover:

- Location and operation of the transportation management office during the event
- Preparation and management of vehicles
- Preparation and management of drivers and other support personnel
- Identification and decoration of vehicles
- Identification and marking bus stops and other pick-up/drop-off sites served
- Communication arrangements
- Parking arrangements at the venue and various sites served
- Transport of baggage and equipment (including vaulting poles)
- Administrative procedures for the purchase and use of fuel (petrol/diesel).
- Contingency plans (including extra vehicles to cover breakdowns)
- Insurance arrangements

A date for the completion of the transportation will be fixed in the event contract. The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo. It is important that the plan includes the assignment of specific responsibility for managing the athlete, VIP and media transportation systems. Generally, the responsible persons will work under the Head of Transportation but during the period of the event, they must have the authority to take urgent decisions when problems arise. For further information, see Appendix 4.

#### **4.4.2 Vehicle Management**

The "fleet" of official vehicles will normally include a mixture of coaches, mini-buses, vans, pool cars and dedicated cars. The vehicles to be used need to be modern and have air-conditioning in warm weather and heating in cold weather. Official cars must be decorated with the event logo and the car supplier logo. All branding will need to be approved by the IBSA Judo. It should be remembered that vehicles can break down or be damaged. Therefore, it is necessary to be prepared with repair and cleaning services and an adequate number of reserve vehicles.

#### **4.4.3 Driver Management**

In most cases, volunteers will drive the official cars mini-buses and vans. These drivers will need to be carefully selected, the most important qualities being a good driving record and experience driving in the Host City. All drivers will need to be trained (including instruction on routes, access to venues, parking arrangements and how to address their passengers) and given appropriate uniforms.



During the event, drivers and vehicles will need to be positioned to meet pre-arranged and anticipated requirements. It will be necessary to plan for providing the drivers with meals and rest breaks. It is useful to have rooms available, both for refreshment and coordination, at the main points in the transport system (airport, hotels, competition venue, etc).

Bus companies normally provide their vehicles with experienced drivers, which makes management somewhat easier. However, it will be necessary to ensure that these drivers are briefed in the same way as the volunteer drivers (particularly on access to venues and parking arrangements). It may also be necessary to plan for providing bus drivers with meals during the period they are on duty.

#### **4.4.4 Communication**

Drivers will need to be provided with mobile phones and/or radios for co-ordination. They must also have a printed list of important telephone numbers. Transportation Desks or Transportation Offices should be set up wherever transport requests might be made (airport/hotels/competition venue). If possible, these should be combined with the Welcome & Information Desks in the same location. In any case, they must have adequate signage, all relevant information on the transportation system and communication links. Information on the transportation system will need to be included in the Event Guide and Team Manual. The information must cover in detail all relevant procedures and timetables. It must be made clear in the Team Manual that the official cars are for official services and not for any other use.

#### **4.4.5 Parking Arrangements**

At any of the main points in the transportation system (airport/hotels/competition venue) there is likely to be a need to park official vehicles. Arrangements, including any identification required, must be made in advance for each site in order to avoid problems during the event. In some cases, teams will require parking passes for their private cars or other vehicles. Drivers should be instructed on the parking arrangements at each site and given printed detailed information to refer to during the event.

#### **4.4.6 Public Transport System**

At the IBSA Judo events, it is customary for the Host City to make it possible to use all public transport (buses, trams, trains, underground/subway) free of charge on presentation of the event accreditation card. This is a valuable service and can help to supplement the organisers' transportation system, providing a "safety net" and helping to reduce the number of transport requests that have to be satisfied individually. The availability of this service must be indicated in the Bid documentation. Information about the public transport system (including routes, maps and timetables) should be made available at the Information Desks in the official hotels and athletes accommodation.

### **4.5 Arrival and Departure**

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The first impression that most participants have of an event is how their arrival is handled. Often, this impression will be the same as their judgement of the whole organisation of the event. And, of course, the handling of departure procedures is no less important. For these reasons, arrival and departure arrangements are treated as a separate Project requiring its own plan, which is integrated with the transportation plan.

#### **4.5.1 Planning**

The arrival and departure plan must provide the conditions for these procedures to run smoothly and with a minimum of stress for the participants in the event. In this type of operation, particularly at an airport, anything can happen. From the organisers' point of view, it can be challenging and difficult. It is more than a question of proper planning; the continuous and numerous exceptional circumstances that will arise must be managed. It is



important, therefore, that an experienced person who has good contacts with the airport, railway and other authorities is appointed to lead the Project.

The essential elements to consider in planning the arrival and departure procedures are:

- Passport control and customs assistance
- Baggage collection and transport
- Transport Desks
- Departure management

The arrival and departure procedures plan should also cover:

- Required support personnel
- Links with the Official Transportation service

The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **4.5.2 Passport Control and Customs Assistance**

It is helpful if a representative of the organisers can meet each arriving team to monitor the passport control and customs procedures and provide assistance when required. The arrival of individuals normally does not call for such assistance but it is a good idea if the representative is on call in the airport or railway station. Care must be paid to the access of medicines that are nowadays controlled by national laws. Teams should be informed of any relevant regulations before they travel.

It is important that the organisers are also prepared to give assistance to the IBSA Judo's International Technical Partners (IBSA Judo-ITPs) or visiting broadcasters crossing borders in vehicles carrying technical equipment (data, timing/distance measurement, cameras, etc) for the event. The organisers should make themselves aware of the procedures and any required information (i.e. vehicle make and model, registration number, driver names, date and estimated arrival time at border, etc) and provide it to the appropriate authorities. This work should be co-ordinated through the IBSA Judo.

#### **4.5.3 Baggage Collections and Transportation**

To speed up arrival of teams it will be necessary to organise an efficient service for the collection and transportation of baggage at each point of arrival. Some airports are ready to provide special service for speeding up the distribution of the baggage and dedicate a specific area where the baggage can be collected. In such a case, it would be good to issue and distribute specific baggage tags to participants before they depart for the event. For the arrival of large groups or groups with large amounts of equipment, a separate vehicle to transport baggage and equipment should be arranged with the transportation service.

#### **4.5.4 Transport Desk**

The organisers should place a Transport Desk at each point of arrival. The desk should be located just outside the arrival area and should be immediately visible and identifiable as being connected to the event. If possible, a second desk should be located inside the Customs area. This type of operation will benefit greatly from good co-operation with airport and or railways authorities. Transport Desks must have a notice board, telephone line and list of key telephone numbers. Personnel must speak English and, if possible, other language speakers should be available. All personnel must be carefully briefed and have all relevant information on the transportation system in order to help guests with enquiries. While the Transport Desks should assist any visitor they should be prepared for the teams/athletes as they often arrive in large groups and may need special assistance.

#### **4.5.5 Departure Management**

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The departure process is as important to guests as their arrival. For this reason it must be organised with the same care and attention to all aspects: transport to the point of departure, baggage, customs, departure forms, flight bookings etc. The Transport Desks should be moved to the departure area so that the personnel are available to assist.

#### **4.6 Security**

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Security is nowadays a very delicate matter, which must be handled according to the specific circumstances of each event. It is therefore not possible to give organisers more than a general overview of this Project.

Some form of security will normally be required for all areas where official activities of the event take place, including the competition venue, training areas, hotels and special activities. It may also be required for the official transportation service. Normally, a mixture of specially briefed volunteers, venue and hotel staff, professional security agencies and the police are required to provide security for an event. It will be necessary to brief all security personnel at the venue on the event's accreditation system (see below).

Organisers are advised to consult their own security authorities, presenting all logistical plans and different activities of the teams/athletes. The security plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **4.7 Accreditation**

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Every individual officially involved with the delivery of the event (athletes, organisers, competition officials, event management and presentation staff, volunteers, commercial partners, the media, etc) must be accredited. This is important from both the security and operations points of view, as the system delivered by this Project will help to ensure that only those individuals who require access to an area obtain it. This restricts the number of people there and gives those involved in the operations a chance to carry out their work unimpeded.

##### **4.7.1 Accreditation System Plan**

The accreditation plan, which will be developed in close co-operation with the IBSA Judo, must be designed to deliver an effective system for controlling access to identified areas at the competition venue. Responsibility for the creation and delivery of the plan should be assigned to a person with experience in this type of work and the IBSA Judo will usually insist that the accreditation system is operated by the same company that provides the competition with data service. The key aspects to be covered by the plan are:

- Identification system
- Application and approval
- Design and production of ID cards
- Distribution of ID cards
- Marking of controlled zones
- Operation of the system

A date for the completion of the accreditation system plan will be fixed in the event contract. The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo. It will be important for all accredited personnel to be informed about the system and procedures prior to their arrival at the event. After the plan is prepared, this information should be included on the event website and in the various manuals that are produced in advance of the event (i.e. the Team Manual, Media Manual).



#### **4.7.2 Identification System**

The key to an accreditation system is a system of identification that clearly shows the areas to which the individual is allowed access. The IBSA Judo has prepared a standard system, which is based on the needs of a World Championships.

It utilises cards with three elements of identification:

- Card user category (Alpha-numeric and colour-coded)
- Accreditation zones (numbered)
- Zone access granted to each card user

The system used by the organisers should be broadly in line with the IBSA Judo standard system, but may be adapted and simplified according to the type of event and the layout of the venue. The decision on the system to be implemented for an event rests with the IBSA Judo. In cases where organisers use an existing system for other events at the venue, it may be possible to integrate this into the IBSA Judo's overall concept. This issue must be raised at the time of the evaluation visits. However, in all cases, the IBSA Judo's accreditation system will be the final authority for access and control during the event.

#### **4.7.3 Application and Approval**

##### **Teams**

The organisers will be responsible for distribution of accreditation application forms for the teams. The respective entry forms will be prepared by the IBSA Judo in consultation with the organiser.

##### **Media**

The organisers will be responsible for distribution of accreditation application forms for the media (including broadcasters, written press and photographers). Requests are usually handled through an online form provided by the organisers on the event's website or with application forms on paper (downloadable from the IBSA Judo website as Word and pdf files). All media request forms will be returned directly to the organisers

##### **Other Groups**

Accreditation requests by other groups (VIPs, sponsors, future organisers, meeting directors, etc) will be handled through the IBSA Judo website. The IBSA Judo reviews all requests for accreditation. The organisers should therefore provide the IBSA Judo with an overview, by category, of all applications received.

Approval of applications will be as follows:

- Host Broadcaster to be responsible for reviewing and approving TV accreditation requests
- IBSA Judo and organisers to be responsible approving other media accreditation requests
- IBSA Judo and organisers to be responsible for approving team accreditation requests
- IBSA Judo to be responsible for approving visiting guest accreditation requests

In principle, the identification cards should be produced in advance of the event – this means that the organisers should set sufficiently early deadlines for return of the application forms. Even with the best planning in the world, there will always be last minute accreditation requests. It is therefore prudent to set up procedures to help manage this efficiently. The IBSA Judo and the organisers will each need to appoint one person to be responsible for approving such requests on site. No card should be distributed without this approval. Having said that, the impression should never be given that it is easy to get an accreditation card on site by simply avoiding the application procedures that were so carefully put in place earlier.

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#### **4.7.4 Design and Production of ID Cards**

Standards for the look, layout and size of the identification cards are covered in the IBSA Judo's Graphic Guidelines. Photos will be required for cards produced for the World Championships. For other events, inclusion of photos will be left to the organisers' discretion. All accreditation cards must be laminated or plasticised – this will help to prevent the cards being changed or altered independently. For the World Championships in particular, the organisers should utilise a production system that reduces the possibility of forgeries being made. The production system should also allow for corrections and last-minute requests to be made. The cords for the cards will be provided by the IBSA Judo and will be branded with the IBSA Logo only.

#### **4.7.5 Distribution of ID Cards**

An Accreditation Centre (or centres) will be required for card distribution. The centre(s) should be easily accessible by the different groups (the competition venue, athlete accommodation and official hotels can be used) and open at times to be agreed by the IBSA Judo and the organisers. Whenever possible, there should be a data link between Accreditation Centres. A formal distribution system will need to be set up in order to ensure that the right person receives the right card. In addition, a sufficient number of people should be available to help distribute the cards quickly and efficiently. The issuing of accreditation cards should start as early as possible. In some instances, the organisers may wish to distribute cards prior to arrival at the event.

#### **4.7.6 Marking of Restricted Zones and Directional Signs**

All entrances to all accreditation zones must clearly display the accreditation access numbers that are allowed entry. This may take the form of an accreditation poster or of some other entrance control device to be agreed with the IBSA Judo. This display will help cardholders to quickly see their access rights. Depending on the layout of the venue, there may be separate entrances for the different categories of persons (athletes, media, VIPs etc). In such a case, the main approaches leading to the venue (e.g. roads, paths) should be clearly identified with signs for each category. Inside the venue, directional signs should be displayed showing the routes to each zone or facility within the venue. The organisers are responsible for ensuring that the necessary directional signs are displayed around the venue.

#### **4.7.7 Operation**

As a part of their responsibility for safety and security at the venue, the organisers must ensure the effective policing of the accreditation system. This will involve placing an adequate number of reliable, well-briefed security personnel on each entrance to each controlled zone. These control points must be staffed constantly from when the system begins operation until after the event is finished. The accreditation system should be operational two days before the start of the event. Whilst the accreditation system control may only come into operation just prior to the event itself, the LOC must guarantee the safety and security of the personnel working on the event, and their property, for the duration of their time at the venue. For the system to function effectively, it is vital that a full briefing with all security personnel takes place well in advance of the event. As well as understanding the system and access rights, they should, upon request, be able to direct persons to other areas within the venue – a good knowledge of the venue is therefore necessary. The IBSA Judo will make representatives available for such a briefing, to assist the organisers and provide additional information as required.

### **4.8 Venue Management**

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A number of operations and activities that must be carried out at competition venues are not obviously the responsibility of either the venue operator or the organisers. It is important therefore that these are understood and that agreement is reached on which party will carry them



out during the period of the competition. Those that fall under the responsibility of the organisers will form this Project.

Areas that organisers should consider in discussions with the venue operator include:

- Cleaning (including tribunes, toilets, offices and working areas, competition area, parking areas and outside the venue)
- Parking area control (including security staff and directional signage)
- Catering facilities and arrangements (for spectators, VIPs and operational personnel)
- Directional signage (requirements, installation, removal)
- Access control and security (prior to the event security and accreditation system coming into operation – particularly important in relation to the delivery of equipment and materials for the event)
- Utility installation (supplies of power, water)
- Technology installation (phone lines, cabling, main scoreboard, video screen, etc)
- Installation of venue decorations
- Health and safety arrangements (including First Aid stations)
- Ticket collection

#### **4.9 Venue Communication**

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The ability to communicate with others in different parts of the venue and elsewhere is important for most of the groups working at the event. The system most often used calls for a combination of two-way radios (walkie-talkies) and mobile (or cellular) telephones. Guidance on these is given below. The organisers must determine the best system for their venue and then prepare the required equipment and put procedures in place to ensure its smooth operation.

##### **4.9.1 Walkie-Talkie System**

The organisers are responsible for providing the necessary walkie-talkie handsets and frequencies for the use of the following groups:

- The organisers' personnel
- IBSA Judo delegates and staff
- Host Broadcaster staff
- IBSA Judo International Marketing Partner (IBSA Judo-IMPs) staff
- IBSA Judo International Technical Partners (IBSA Judo-ITPs) staff

According to the requirements of these groups, walkie-talkie accessories (headsets, hands-free microphones, belt clips, etc) must also be provided. The IBSA Judo Marketing Director will advise the organisers of the number of handsets and the accessories required for its own use and the use of the IBSA Judo-ITPs, as well as when they will be required. Occasionally, some of the IBSA Judo-ITPs bring their own walkie-talkies to the venue. In these instances, the organisers will be responsible for obtaining the necessary clearance for the radio frequencies to be used by the respective IBSA Judo-ITPs. The IBSA Judo-ITPs will also require one handset from the organisers in order to be integrated into the venue system. The organisers should allocate a room at the venue, for distribution, as well as charging handsets overnight.

##### **4.9.2 Channel Allocation**

In principle, the radio channels should be allocated by operational group e.g. competition, protocol, marketing, etc. The organisers will therefore need to have at least six channels available for use. The final allocation of channels should be agreed with the IBSA Judo. Each person should remain on his/her allocated channel. However, there will be a need for a limited number of key persons (to be identified and agreed by IBSA Judo and organisers) to switch to the other channels. The organisers will need to ensure that the handsets and system selected



will allow this. Each handset should display a summary of the allocation of channels and the key people on those channels.

#### **4.9.3 Using the Walkie-Talkie**

The organisers should arrange a briefing for everyone using the walkie-talkies, to review:

- How to operate the handset and accessories
- How to communicate with and respond to others, use of languages
- Importance of keeping communications short / keeping the channels free
- Collection/returning handsets overnight

#### **4.9.4 Mobile Phones**

The IBSA Judo delegates, IBSA Judo Marketing Department staff, and the IBSA Judo-ITPs will all have their own mobile phones. The organisers should ensure that all of their key personnel also have a mobile phone during the event. This includes personnel not based in a fixed office (e.g. airport welcome desks, transport offices, etc). If a mobile phone/SIM card sponsorship is in place, the product supply agreement should include a sufficient number of phones for the organisers' needs. Otherwise, the normal situation is for most people to use personal mobile phones. The organisers will be responsible for producing a pocket-sized directory of important phone numbers for the event. The organisers will also be responsible for co-ordinating with the relevant companies to ensure that the mobile phone coverage system can handle the volume of calls that can be expected at the venue during the competition (remember that the spectators will be using their phones as well!). It may be necessary to temporarily increase the capacity.

### **4.10 Venue VIP Hospitality**

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The purpose of hospitality at an event is to provide a relaxed environment for guests to meet and to socialise whilst enjoying local and international cuisine and refreshments. The organisers are responsible for the cost, set-up and operation of a hospitality facility, known as the 'IBSA Judo Club'.

The Club is normally located adjacent to the VIP tribune and operates for a period of time agreed between the organisers and the IBSA Judo.

#### **4.10.1 Facility Set-up**

The size of the facility and the number of guests to be served in the IBSA Judo Club depends on the event and will be a provision of the event contract.

The layout of the Club is important and should be planned so as to allow easy access and free movement:

entrance/exits, buffet tables, refreshment tables/bars, guest tables, etc. The provision of cloakrooms and toilets should also be foreseen. Unless otherwise agreed, the general rule for the provision of tables is 75% seated tables and 25% standing at (high) tables. Depending on the season, the provision of heating or air-conditioning should be foreseen. Other technical equipment to be considered includes microphones, TV monitors and video machines.

#### **4.10.2 Catering, Staff and Service**

A selection of menu proposals for the IBSA Judo Club must be submitted to the IBSA Judo for its approval. Unless otherwise agreed, the catering proposal should be based on buffet style service.

The proposal should include:

- Selection of hot and cold food
- Variety to be offered between competition days



- Hot and cold drinks, alcoholic and non-alcoholic (excluding any sponsor provision)  
Professional staff should be hired to ensure the smooth running and cleanliness of the Club, under the control of a Supervisor. Staff should include security and cloakroom/ toilet attendants.

#### **4.10.3 Decoration**

The presentation of the IBSA Judo Club is as important as the refreshments that are provided. The facility's external entrance and interior must be decorated in a style and to a standard to be agreed with the IBSA Judo. Decoration should complement the existing architectural style, where possible. Elements and themes from the overall event design should also be incorporated into the Club's decorations. Fresh flowers and plants should be placed on buffet and guest tables. Neutral (nonbranded) table linen should be used. Sponsors may wish to install product displays or to decorate the Club with branded materials. All such activities will need the prior approval of the IBSA Judo International Marketing Partner.

#### **4.10.4 Access Control**

Access to the IBSA Judo Club will be controlled by either an accreditation ID card (refer to section 4.7 for further details) or by a separate invitation card to be exchanged for a wristband. Most guests will use the accreditation ID card to enter the IBSA Judo Club. The invitation/wristband system can be used for guests requiring access to the IBSA Judo Club only. Hostesses and a minimum of two security staff should be available at each of the Club's entrances.

### **4.11 Venue Seating**

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Seating arrangements at the venue are important from several points of view. The purpose of this Project is to ensure that contractual obligations, working requirements and spectator needs are best met within the capabilities of the venue. The final approval of the seating plan will be made by the IBSA Judo with the organisers being closely involved in the planning and responsible for implementing all decisions.

#### **4.11.1 Seat Allocation**

Before seat planning can start, the numbers required by the IBSA Judo must be taken into consideration – guidelines for the event are provided in the Bidding Application Form and the actual seat allocation will be decided by the IBSA Judo. Seats must not be sold to the public or otherwise allocated, until they are released by the IBSA Judo. Seats/space for spectators can only be allocated once the IBSA Judo's requirements have been fulfilled.

The key principles to be considered when planning the seating are:

- Media seats are normally positioned at the finish line (see Chapter 7, Media Services for further details)
- VIP seating should be accommodated as close as possible to the competition area.

#### **4.11.2 Access and Security**

Access to the media and team seating areas will be via accreditation card together with the necessary access number. For VIP tribunes, the access control system will depend on the specific situation. In all cases it must be thought through carefully in the planning. The tribunes allocated to the media, teams and VIPs must have security staff to protect the seats, as well as stewards/hostesses to assist people to their seats. Where there are no fixed barriers around the allocated seating areas, the organisers should either erect temporary barriers or hire additional staff to protect the seats



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## 4.12 Official Clothing

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To easily identify the personnel working at the event, organisers are responsible for providing official clothing. This 'uniform' helps to bring the officials and volunteers together, adding to the sense of being part of one team as well as linking them to the prestige of the event. This Project requires careful planning, which must begin well in advance of the event so that orders can be placed and fulfilled. A date for the completion of the official clothing plan will be set in the event contract.

### 4.12.1 Supply

At least one year before the event, the organisers will need to agree with the IBSA Judo on the groups that will be given official clothing and the specific items to be supplied. These decisions will be influenced by the availability of a sponsor or supplier for these items as well as the size and nature of the event.

The groups receiving official clothing normally include:

- IBSA Judo appointed Delegates
- IBSA Judo Technical Officials (ATOs/ITOs)
- Local officials and other event volunteers
- Local event management staff
- IBSA Judo International Technical Partner (IBSA Judo -ITP) staff

A clothing supply list should be prepared showing the clothing items that should be allocated to each person. The organisers may wish to consider using different colours for some of the items to be supplied (e.g. polo shirts or caps) for the different groups, to make a distinction between their functions. In addition to the official clothing, organisers should consider more formal clothing for persons performing special duties, for example in the area of protocol, where a jacket and tie or scarf will be required.

### 4.12.2 Ordering

Getting official clothing in the right sizes can be challenging. As the clothing order may need to be placed long before the officials and volunteers are known or appointed, approximate quantities in the various sizes will need to be ordered – the clothing supplier may be able to provide some guidance, based on past experience. Organisers should anticipate a deadline for the clothing order of four or more months prior to the event.

### 4.12.3 Delivery and Distribution

The official clothing should be available at the venue at least 15 days but not more than 4 weeks (to avoid misplacement or loss) prior to the event to allow time for distribution. Personnel to manage the distribution and an area with changing room facilities should be arranged. A specific day should be set aside for exchanges in case of sizing difficulties. Organisers should ensure that the area where the official clothing is stored before its distribution is secure.

### 4.12.4 Control

Organisers should prepare official clothing guidelines, for distribution to everyone wearing the official clothing. These guidelines should cover such issues as how, when and where the clothing should be worn. The organisers will be responsible for ensuring that these guidelines are adhered to.

Sample guidelines are given in Appendix 5.

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## 4.13 Health and Safety

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It is the responsibility of the organisers to ensure that the environment at the event venue is safe and complies with all statutory provisions and that the welfare of each participant, including spectators, is looked after. This includes ensuring that all necessary steps are taken to protect people from the hazards related to the athletic events themselves, especially the field events. To discharge this duty of care, a Project encompassing detailed planning and preparation, carried out in conjunction with the emergency services, will be required.

#### **4.13.1 Planning**

The health and safety plan for the event should be developed in close co-operation with the emergency services (police, fire, medical) and other safety experts. Responsibility for the creation and delivery of the plan should be assigned to a person with experience in this type of work. Planning should begin with a review of all applicable regulations, measures currently in place at the venue and the records of any incidents that have taken place.

Issues that should be considered include:

- Number of entrances and exits, including display of clear information about emergency routes and exits
- Flow of people around the venue and keeping accesses clear
- Security checks to be conducted at all main entrances
- Use of surveillance cameras and central control room
- Use of public announcement system and/or video screen for information about safety and emergency issues
- Hire of help/information staff, stewards and security staff
- Access to/provision of public telephones (even with the increased use of personal mobile phones)
- Provision of first aid rooms to provide medical assistance
- Provision of sufficient number of toilets for men and women

Note that this list is not intended to be complete and that additional issues should be considered in light of the specific circumstance of the venue.

Organisers should produce a risk management strategy, which includes the following elements:

- Identification of hazards, those who might be harmed and how they might be harmed
- Evaluation of the risk (low, medium, high)
- Assessment of precautions and control measures
- Recording of findings
- Implementation of agreed precautions and control measures
- Purchase of appropriate insurance cover
- Review and, if appropriate, revision of the strategy

The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **4.13.2 Certification**

It is assumed by the IBSA Judo that all certificates and permits required by the local authority's public health and safety code for the competition venue will have been obtained by the organisers and will be valid for the period of the event.

#### **4.14 Medical Services**

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The health and well being of all participants and spectators should be of the highest priority for the organisers. Provision must be made for appropriate medical services at the competition venue as well as the athlete accommodation and other sites used by the event. Responsibility for this Project should be assigned, preferably to a person or group with experience in this area,



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in plenty of time for necessary preparations to be made. The plan should include preparation milestones that can be checked by the LOC and the IBSA Judo Technical Delegate.

#### **4.14.1 First Aid Services**

Basic First Aid services must be available at the competition venue, warm-up areas and training venues to all event participants (competitors, event personnel, media, volunteers, VIP guests and spectators). First Aid services should also be provided at the athlete accommodation and official hotels if they are not already available from the operators of these facilities. The plan for these services should include treatment areas, equipment and supplies, personnel and communication. In many countries, these services are provided through volunteer first aid or ambulance associations. Wherever possible it is always a good idea to have a medical doctor present, or on call. Organisers must arrange with the nearest available hospital to receive emergency cases. It is also necessary to have a plan for transporting these cases. This plan will include the personnel responsible, vehicles to be used, routes to be followed and contact telephone numbers.



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## EVENT PRESENTATION

In all IBSA Judo events, the presentation of the activities that take place in and around the competition area is critical for the enjoyment of spectators and media audiences and for the performances of the judokas. The key aspects of this work are the management and delivery of an approved schedule of activities and a complex flow of information to the spectators. Also important are interfaces with the Competition Functions, Protocol and Ceremonies (for co-ordination of award ceremonies) and the Host Broadcaster.

The technology and techniques used in this Function are constantly evolving and it is therefore important that the person given responsibility and his/her team are experienced, up to date and flexible. Good people management skills, fluent English and the ability to work well with both competition management and Host Broadcaster operations are essential as well. It is normal for organisers to hire professional production companies for this highly specialised Function. It will also be necessary to have adequate personnel and resources to carry out the required preparations.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

### 5.1 Preparation

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The aim of event presentation is to create a show that is compatible with the television production. This show will be a combination of the competition and other activities taking place at the venue, audio elements (announcers, music, crowd reactions), video elements (video screen with TV broadcast and/or coverage of the announcers action) and graphic elements (scoreboard, written information like start lists and results). Co-ordination of these elements requires a carefully planned and managed preparation Project

#### 5.1.1 Event Presentation Plan

Planning for event presentation must integrate the following elements:

- A Competition Timetable that should be the best possible for all involved (athletes, spectators, TV, press)
- Co-ordination of competition and ceremonies
- Co-ordination of venue information services
- Co-ordination of event presentation and event start times
- Co-ordination of sponsor crowd competitions

To make the concept run smoothly and that the elements look and sound professional, it is necessary to elaborate first a script covering these items and then a very detailed running order, or Event Presentation plan, of the start and finish of every activity that will be taking place at the venue. This must be prepared in close co-operation with the Competition Director and the Host Broadcaster's Producer. It is also essential to have an experienced event presentation team and all the technical requirements.

The event presentation team will include:

- Event Presentation Manager (EPM)
- Assistant Event Presentation Manager
- Video Screen Operator
- Scoreboard Operator
- Music Producer
- English Announcer
- French Announcer



- Local Language Announcer (if the local language is not French or English)
- TV Camera Operators

The technical requirements will include:

- A control booth with a view of the entire arena (ideally located adjacent to the Competition Director's booth)
- High quality Public Address system
- A communication system linking the members of the event presentation team with each other and with the competition Referees

Finally, it is essential that rehearsals involving the whole event presentation team, the Host Broadcaster and all the technical equipment are planned and carried out. A date for the completion of the event presentation plan will be fixed in the event contract. The plan should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **5.1.2 Preparation Process**

The following work plan is recommended for the preparation of the event presentation:

- Organisers appoint the EPM
- EPM appoints members of the event presentation team
- Event presentation team members deliver working draft for their respective roles (following the general philosophy of the EPM)
- Initial testing of technical equipment (maintenance or repairs if required)
- Event presentation team meets to develop working drafts, script and running order
- EPM meeting with the Host Broadcaster Producer and IBSA Judo Organisational Delegate and IBSA Judo Technical Delegate to explain the plan and co-ordinate the works
- EPM meeting with the competition referees to explain the plan and address any doubts
- Event presentation team meets to finalise script and running order
- Final test of technical equipment and rehearsals

### **5.2 Operation**

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Event presentation is a relatively new operation in judo. It is therefore useful to outline the tasks of the key members of the event presentation team whose roles might not be universally understood by event organisers.

#### **5.2.1 Event Presentation Manager**

The Event Presentation Manager (EPM) is responsible for the implementation of the prepared script and running order. He/she may give the relevant orders to change the plans in case of external or internal needs that may arise in the course of the event. He/she should be an expert in judo, have an agile mind, have the conviction and capacity to lead, be able to work under extreme pressure and have a sound technical knowledge of television and audio-visual means.

#### **5.2.2 Video screen Operator**

The Video Screen Operator is in charge of presenting the video screen images and information on the competition under the direction of the EPM. The video screen may be set up to show only the images from the TV feed produced by the Host Broadcaster. In this case, the operator need only be a competent technician who will make the connection and control the broadcast. A more creative (and costly) arrangement is for the video screen to be connected to all the images produced in the arena. In this case, the Video Screen Operator will be responsible for choosing the most interesting images at any particular moment and coordinating these with the work of the announcers, graphic presentations and other activities taking place in the arena.

#### **5.2.3 Music Producer**



The Music Producer is responsible for preparing appropriate music and introducing it to the presentation in accordance with script and running order for the event. With developments in technology it may be possible for one of the Announcers to act as the Music Producer, thus improving the co-ordination of the two functions.

#### **5.2.4 Announcers**

There are two types of announcers on the event presentation team. The first type is the “generalists” who work from a box in the stands and provide information in the local language, English and French. This information is largely scripted for timing and co-ordinated with the video screen and scoreboard. The second type is the Announcer who, in the local language, conducts flash interviews, crowd competitions and improvises announcements at appropriate moments. Normally, two-thirds of announcements should be made in the local language and one-third should be made in English and French (if they are not the local language). The announcers must be carefully chosen for their professional skills and knowledge of judo. Their work must be directed towards creating a good atmosphere in the arena and spectator satisfaction.

#### **5.2.5 Co-ordinators**

The Co-ordinators are the “hands” of the EPM and thus play an extremely important role. Their responsibilities include assisting the Announcer with athlete interviews, delaying or speeding up the start of an event when required and moving people who disturb the broadcast.

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## COMPETITION

The competition is, of course, the central activity of any IBSA Judo event and the importance of this Function is obvious. The key aspects of this work include preparation of facilities and equipment, management of the competition and the co-ordination of logistics for the personnel involved. This work also involves critical interfaces with the Venue Infrastructure and Event Presentation Functions.

It is essential that the person responsible for this Function, normally called the Competition Director, has a thorough knowledge of the IJF Rules, extensive experience of managing competitions and speaks English. Ideally, he/she should also have an understanding of event presentation, good people management skills and at least a basic knowledge of information technology and television production. He/she will be required to meet with IBSA Judo Delegates on a number of occasions throughout the preparation period. It is strongly recommended that the organisers begin the process of identifying the individual with the broad range of attributes required for this role early in the Bid phase. The structure and plans for this Function must be specifically approved by the IBSA Judo.

### **6.1 Facility and Equipment Preparation**

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This Project is required to ensure that the venue is completely ready for the competition. It calls for understanding of the various competition related operations that will take place. In addition to the information provided in this manual, the guidance of the IBSA Judo Technical Delegate will be of great value to the organisers. Ideally, plans for this Project should be developed in close co-ordination with Venue Infrastructure.

#### **6.1.1 Rooms and Working Areas**

The room and working area requirements for the competition operations are specific to the event. The IBSA Judo Technical Delegate is responsible for the final decision on what will be required for a specific event and the location of each room/working area at the venue.

Consideration of the security needs for each room/working area should be given and required work planned accordingly. The plan for the preparation of competition related rooms and working areas should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **6.1.2 Competition Facilities and Installations**

The competition facility and installation requirements are also specific to the event. It hardly needs to be said that in all cases, the highest international standard will be required. A survey should be conducted as early as possible, and certainly before the bid documentation is submitted, to determine the remedial and upgrade work that will be required. The plan for the preparation of competition facilities and installations should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **6.1.3 Warm-up Facilities and Installations**

Warm-up facilities and installations are required for events. The survey and planning procedure should be the same for the warm-up facilities as for the competition facilities and installations.

#### **6.1.4 Competition Equipment**

All competition equipment to be used in an IBSA Judo event must be in full conformity with the relevant IJF Rules and IBSA Judo Rules. The organisers are responsible for providing implements, the type and quality of which are appropriate for the level and needs of the

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competing athletes. A list must be submitted to the IBSA Judo Technical Delegate for approval. Once this is obtained, the information should be circulated to the participating federations well in advance of the event.

The IBSA Judo Technical Delegate(s) may, on request, accept the use of other IJF approved implements. These must be checked, approved before the competition and put at the disposal of all participants. The plan for obtaining new competition equipment and/or remedial work on existing equipment should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

#### **6.1.5 Equipment Support Crews**

It will be necessary to recruit and train the support crews for moving equipment and assisting with other tasks during the event. This task is normally included in the Facility and Equipment Preparation Project because during the event these crews work under the direction of the Technical Manager. The plan for this work should include preparation milestones that can be monitored by the LOC and the IBSA Judo.

### **6.2 Competition Management Operation**

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This Project covers the competition management tasks and operations that take place mainly just before and during the period of the event. Although the personnel involved will have experience in these procedures and confidence in their ability to deliver, it is essential to ensure that planning and preparation are carefully carried out in advance.

#### **6.2.1 Technical Information Centre**

The main role of the Technical Information Centre (TIC) is to ensure the smooth liaison between each team delegation and the organisers, the Technical Delegates and the Competition Management personnel by facilitating the flow of technical information between those parties and through the provision of other services. The TIC should be sited as close as possible to the team seating, to enable easy access for athletes, coaches and team officials. Although all accredited team members have access to the reception area and notice boards in the TIC, only specifically authorised personnel will have the necessary keys to enable them to pick up information and other items from the pigeon-holes. Copies of all information should be posted on the notice boards (using different colour paper for male and female events and for amendments to previously posted information).

The TIC works in a close relationship with the Data Service provider, which handles the entries and produces the results and most of the other technical information. Therefore, a printer interface is required with the Computer Room where the Data Service provider operates. The TIC must also be equipped with an adequate number of good quality and reliable copy machines. The TIC should be in operation when the first teams arrive and operate throughout the event. The number of staff required for the operation of the TIC will depend on the event and the number of competitors. It is very important that there are TIC staff members who are competent in English, French, German and Russian and it is helpful if other languages are also available.

#### **OTHER INFORMATION POINTS**

When the TIC is not located close by, it can be useful to have a set of notice boards, a printing point and copiers at the main warm-up area. It may also be appropriate, depending on the layout of the venue, to have other information points as well.



### **6.2.2 Technical Meeting**

The purpose of the Technical Meeting is to provide a final opportunity for the organisers to update the team representatives and key officials regarding the arrangements for the competition and to answer questions they might have. The meeting should be held the day before the event begins. It should be chaired by the Technical Delegates and should not be too long. Normally only questions submitted in advance will be addressed.

The meeting will be attended by the:

- IBSA Judo Chairman (or a representative)
- IBSA Judo Delegates
- Representatives of the LOC
- Chief Technical Officials
- International or Area Technical Officials
- Competition Director
- Venue Manager
- TIC Representatives
- Doping Control Delegate
- Data Service provider representative
- IBSA Judo Event Co-ordination staff

Each team may be represented by a maximum of two people and, if necessary, an interpreter. The meeting room should be of adequate size to comfortably accommodate all the participants and be arranged so that they can all easily follow the information to be given. Computer and overhead projection equipment for presentations would be ideal. Standard agenda points for a Technical Meeting are given in Appendix 6.

### **6.2.3 Equipment Management**

During the event, the Technical Manager is responsible for the delivery, installation and return to storage of all equipment required for the competition. In an ideal situation, there should be no need for the Technical Manager to communicate with the competition management, as all the planning and preparation, including the elaboration of checklists, will have been done in advance. However, the nature of athletics meetings means that the unexpected will often occur and adjustments must be made. For a timely response to each situation an alert Technical Manager and equipment team, good contingency planning and an efficient communication system are required.

### **6.2.4 Call Room**

The efficient and timely operation of the Call Room is critical to the conduct and presentation of any competition, and particularly the World Championships. This can be achieved through accurate preparation of the judokas flow (see section 2.1) and the Call Room schedule. Once it has been ascertained which judokas are present for a particular event, and no later than the time set for this purpose on the Call Room schedule, the Call Room should notify the Data Service provider of any alterations to the start list or event sheet. A corrected copy should accompany the competitors to the event site, to ensure that the officials are aware of any changes.

Other Call Room responsibilities include:

- Check that number bibs are correctly worn
  - Confiscate any items that judokas are prohibited from taking on to the field (a Confiscation Form should be completed and the items should be returned to the judoka at the TIC)
  - Check that correct competition uniforms are worn (photos of the official competition uniforms of all competing teams should be available in the area where this check takes place)
  - Check that any logos and markings on the judokas' clothing and competition kit are in conformity with the rules
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Because of the need to communicate with the Data Service provider the Call Room must have a data input terminal (a PC) linked with the Computer Room and a printer. The IBSA Judo Technical Delegate will be able to provide additional information on the operation of the Call Room.

#### **THE CALL ROOM SCHEDULE**

The Call Room schedule should provide a list of each contests and timings for each of the following activities for that event:

- The time at which a first announcement will be made at the warm-up area for judokas to report to the Call Room
- The time that a final announcement will be made at the warm-up area for judokas to report to the Call Room, which will, in effect, also be the time at which all judokas for the event should be in the Call Room (or first Call Room if two are being used, as is often the case)
- The time at which the judokas will be escorted from the Call Room to either the second Call Room or the event site
- The time at which the escorted judokas will arrive at the event site

#### **6.2.5 Competition area and Post-Event Operation**

The Competition Director (assisted by the Venue Manager) must continually monitor all activities on the competition area and ensure, among other things, that:

- The Technical Manager has prepared each event site for competition well prior to the judokas arriving and that changeovers from one event to another occur as quickly as possible after each event concludes
- Each of the other officials has reported and is undertaking the duties allocated to them
- All officials and volunteers are correctly uniformed and enter/exit the competition arena in an orderly fashion
- All personnel on competition area conduct themselves appropriately
- The flow of judokas from the warm-up area to the Call Room(s) to the competition arena is maintained according to the set schedule
- The “Basket Crews” collect the competitors clothing and equipment then exit the competition area before the start of each contest taking the baskets to the Post-Event Control area in an orderly manner
- There is a close co-ordination with the Event Presentation Manager and that each event starts at the scheduled time or is adjusted as required and all affected parties are notified as quickly as possible
- The correct result of each event is determined, announced and published as quickly as possible

Award ceremonies occur according to the agreed schedule and, where this is not possible, are "slotted in" in co-ordination with the Event Presentation Manager. As soon as each individual event concludes, the competitors should be directed or escorted to the Mixed Zone. This is normally done by the officials at each event, according to the plan set down by the Competition Director.

After passing through the Mixed Zone, and any quick interviews they might wish to give to media, the judokas should come immediately to the Post-Event Control area where they can retrieve the clothing and equipment that was removed by the “Basket Crew” and be reunited with team officials. Other activities that normally take place in the Post-Event area are:

- First aid and medical services
- Notification of the need to report to doping control and subsequent management of same
- Preparation for medal ceremonies
- Co-ordination for more formal media conferences



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### **6.2.6 Competition area Security**

The issue of security and competition area access is of extremely high importance. Often, professional security staff or police authorities will be required to work with the venue staff or event volunteers to carry out this task properly. The person given the job of co-ordinating the planning and preparation of this work with the overall security operation is the Venue Manager.

An important aspect of this task is to set up an effective system of checkpoints at every possible point of entry to the competition area. Anyone without the correct accreditation must not be allowed past these points. The Arena Manager is responsible for constantly surveying the competition area for unnecessary persons and equipment or individuals not conducting themselves appropriately. He/she must have the authority to act as necessary and have the means of communicating quickly with the officials and others who can take prompt corrective action as directed. During the competition, he/she should be located together with the Event Presentation Manager and Competition Director.



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## MEDIA SERVICES

The vast majority of people who experience an IBSA Judo event do so through the media, which include the press, television and radio broadcasters, and the Internet. The impressions and images the media convey make an important contribution as to how the event is judged. This Function is concerned with providing each group within the media with the facilities, equipment, information and other services they require to do their jobs. Its aim is to create working conditions that allow the media to focus on the judokas and competition, rather than organisational shortcomings. This work will involve co-operation with the IBSA Judo Marketing Director, Host Broadcaster and the other media as well as critical interfaces with the Venue Infrastructure and Logistics Functions.

The important responsibility for Media Services must be assigned to a person who has an understanding of all aspects of the media, including its ever-changing technology, and experience of working in media operations at major events. He/she must speak English and preferably other languages as well. He/she must also be able to manage people, work under pressure and have an understanding of the latest technology in this field. Work on Media Services starts early in the preparation of the event and it is therefore necessary that he/she is appointed as soon as possible.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

### 7.1 Facilities

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At an IBSA Judo event the media will need to work in a number of areas in and around the venue. This Project is about the preparation of the facility and equipment requirements for these areas. Fulfilment of the organisers' obligations will be facilitated if an experienced representative of the Host Broadcaster is a member of the LOC and there is close co-operation with the IBSA Judo Marketing Director.

#### 7.1.1 Media Tribune

The Media Tribune is more than a place where broadcast commentators and journalists watch the competition. Organisers are expected to make the Media Tribune a functional and comfortable space with easy access to the other areas where media staff will be required to work. The idea is to give broadcast commentators the best possible view for the contests and to minimise the distance that journalists must walk to get to the mixed zone for interviews immediately after a contest. In some arena, excellent media facilities (mainly used for football) are permanently located in the middle of the main tribune. In such a case it is possible to consider locating some or all of the media there to take advantage of the existing infrastructure and save unnecessary costs. It is important that there is a clear separation, with physical barriers, between the media tribune(s) and adjacent spectator seating. The basic elements of the Media Tribune are two types of working position, one for broadcast commentators and one for written press journalists. These are normally separated into different areas within the tribune.

Each type of position has specific technical requirements but, in general, they all require the following:

- Seating (with enough space for easy access, so that every journalist can come and go without disturbing others)
- Working table or desk space
- Access to power and telephone lines
- Access to TV monitors (normally provided by the Host Broadcaster)
- Access to electronic information systems



- Delivery of printed information on the event (start lists, results, etc). The space requirement for the Media Tribune will depend on the event and the number of accredited media staff. Normally, all journalists who have been accredited by a set deadline are guaranteed a working position on the tribune. For additional media staff and/or those not working to tight deadlines during the event (e.g. magazine journalists) seats without a desk/table can be offered.

### **7.1.2 Media Centre**

The Media Centre is a second “office” for the work of the media, a place where media staff can relax and where additional services can be provided. Like the Media Tribune, Organisers are expected to make the Media Centre both functional and comfortable. Ideally, the Media Centre should be located directly adjacent to the Media Tribune.

Working positions in the Media Centre will require the following:

- Seating
- Working table or desk space
- Access to power (2 sockets, 1 for notebook computers and 1 for mobile phone)

There will also be a requirement for a communications area with the following:

- Public telephone phone lines with modem plugs (RJ11) (payment options should include cash, access code, credit card, prepaid card)
- Public facsimile lines (see payment option details above)
- Private lines (analogue, ISDN, ADSL, Public WLAN) by order and at the cost of the customer

It is important that correct, detailed and UNDERSTANDABLE information on the use of these communication links and technical staff to assist with any problems are available.

Other facilities and services normally provided in the Media Centre include:

- Accreditation Desk
- Information Desk and bulletin board for important announcements and personal information)
- Pigeon-holes (for distribution of start lists, results, etc)
- Interview area
- Refreshment area
- Internet corner with printers
- Data monitors with access to the competition data (start lists, results) and with printers
- Large television monitors with feeds of the event (normally provided by the Host Broadcaster)
- Lockers (for storage of equipment and papers during the day and overnight)

The total space required for the Media Centre must take into account the number of accredited media representatives and their working position needs. At events where there are two sessions with a long break in between, the number of positions required is normally higher than at events where there is only one session, when most of the work has to be done on the Media Tribune.

### **7.1.3 Mixed Zone**

The Mixed Zone is an area where the media and the judokas can meet immediately after the competition for interviews. For more than two decades, it has been a feature at major judo events that is critical for the work of the media but difficult to set up. For this reason it is important that an experienced representative of the media be consulted early in the planning.

The Mixed Zone is located as near as possible to the point where the judokas must leave the competition area on their way to where they will be able to retrieve their clothing. The idea is



that all judokas must pass by the media as they go through the Mixed Zone, whether they chose to give an interview or not is another matter. Within the Mixed Zone, athletes and the media are separated by a fixed barrier, over which interviews can be held. The spaces for the two sections of the Mixed Zone do not have to be very wide. It is better to have a long Mixed Zone so each group (e.g. 1 athlete, 20 journalists) has enough room. It is suggested that the Mixed Zone barrier be built with bays, so a better grouping around an athlete is possible.

The various media should be positioned along the length of the Mixed Zone in the following order of priority:

- Host Broadcaster
- Other TV broadcasters
- Radio broadcasters
- ENG/radio
- Written press and local radio Journalists often do not have enough time to move back to the Media Tribune to watch the next event and many will spend most of their time in the Mixed Zone.

Therefore, the Mixed Zone should be equipped with:

- TV monitors (normally provided by the Host Broadcaster)
- Data monitor and 1 printer

## **7.2 Broadcast Technical Requirements and Operation**

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In addition to the facility requirements mentioned above, the needs of broadcasters, particularly television, can have a significant affect on the set up of the venue and operation of the competition. This Project is necessary to ensure that the organisers fulfil all their contract responsibilities in this area. Again, fulfilment of the obligations in this area will be facilitated if an experienced representative of the Host Broadcaster is a member of the LOC and there is close co-operation with the IBSA Judo Marketing Director.

### **7.2.1 Planning**

The Letter of Guarantee signed by the Host Broadcaster and submitted with the Bid for the event says that the standards for broadcast production that have been agreed between the IBSA Judo and the European Broadcasting Union (EBU) will be met. Careful study of these, the most important of which are those relating to television, is essential for planning this Project. Once they are fully understood, the organisers and the Host Broadcaster should discuss the implications (responsibilities, construction, cost, etc) in relation to their specific situation and agree on an action plan.

### **7.2.2 Technical Requirements**

Without prejudice to the plans agreed with the Host Broadcaster, the organisers should take into account two important sets of technical requirements. The first, which applies to events taking place in an arena, is for sufficient artificial lighting to ensure the quality of the colour television picture. The minimum requirement is 1200 lux. Testing of the light levels must take place in the presence of EBU engineers and on the basis of judo events. The second set of requirements applies to the broadcaster commentary positions in the Media Tribune. Commentary positions for television broadcasters must be 2 metres wide (in order to give enough space to seat 3 persons) and 1 metre deep. Commentary positions for radio broadcasters need only be wide enough to seat 2 people. In both cases, there must be ample space behind seats for easy circulation during the competition. A standard design for commentary positions is included in the Bidding Manual. The Host Broadcaster is normally responsible for the cost and installing of one TV monitor at each commentary position. The exception to this is at the World Championships where these are the responsibility of the organisers. Each position will



also have a CIS terminal, for which the cost, installation and cabling to the servers are the responsibility of the organisers. All decisions on the placement of broadcasters in the available positions will be made by the IBSA Judo after consultation with the EBU and the organisers.

### **7.2.3 Camera Plan and Access**

The plan for placement of the Host Broadcaster and other TV broadcaster cameras on the course or in the arena where the event will be held is another important matter that should be agreed between the organisers and the Host Broadcaster. These positions will sometimes “kill” seats by taking their space or blocking their view. Organisers must be aware of all seat kills before offering tickets for sale. Construction of extra platforms for these positions, if required, is normally the responsibility of the organisers.

It is mandatory at the World Championships that access to camera positions is controlled using a system of bibs. The bibs will be supplied by the IBSA Judo to the Host Broadcaster, which will then be responsible for distributing them on a day-by-day basis to its own staff and the staff of the unilateral broadcasters. It is also mandatory at the World Championships that stickers are used to identify the cameras of broadcast rights holders so that non-right holders can be prevented from filming.

## **7.3 Written Press Technical Requirements and Operation**

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Written press journalists mostly work under extreme pressure and on an individual basis (compared to the teams involved in the broadcast media). They can, therefore, have complicated requirements and are sometimes particularly demanding. Moreover, there are normally 2 or even 3 times as many representatives of the written press as there are of the broadcast media. The facilities and services that organisers can provide to make their work smoother and more efficient are greatly appreciated and will impact how the event is presented to the world. The aim of this Project is to understand and meet the needs of the written press. This work will require close co-operation with the IBSA Judo Marketing Director.

### **7.3.1 Technical Requirements**

As described above, one of the main working areas is the Media Tribune where most accredited journalists will have a reserved working position. Written press working positions normally consist of a table of at least 60 cm x 55 cm (70 cm x 60 cm is better) and a movable chair. For shorter events (1 - 2 days), a regular spectator seat or a bench can be acceptable. Written press working positions must have at least one power socket for each journalist (normally used for notebook computers). They should also have a phone line available for each journalist who requests one (call costs to be paid by the user). It is normal to have one TV monitor (normally provided by the organisers and installed by the Host Broadcaster) and one CIS terminal for every three journalists. The organisers should provide delivery of all printed event materials (start lists, results, etc) to each written press position and a box for holding the papers in windy weather. All decisions on the placement of written press journalists in the available Media Tribune positions will be made by the IBSA Judo after consultation with the organisers.

### **7.3.2 Press Conferences and Flash Quotes**

#### **Opening Press Conference**

An opening press conference, co-hosted by the organisers and the IBSA Judo, should be held on the day before the first competition. This conference can take place at either the Media Centre or the Headquarters Hotel depending on the available space and facilities. As the journalists are normally quite busy the day before the competition, it does not make sense to move them to a special place for this conference. So that the journalists can make their



deadlines, the conference should not take place too late in the day. However, especially for the smaller events, many journalists will be arriving on this day so it should not be first thing in the morning either. The ideal compromise is to start between 12:00 and 14:00. The presence of one or more well-known judokas will increase the attraction of the conference for journalists. The IBSA Judo can give support by arranging for judokas to attend. A small buffet with refreshments and snacks is always very welcome at a press conference but a bigger and/or longer reception should be organised on another day.

#### **“Flash Quote” Service**

At the World Championships and other large events, it is normal for the organisers to provide a “Flash Quote” service. These quotes are obtained by a small team working in the Mixed Zone and provided to the media on printed sheets and through the CIS. The journalists working on this service should be experienced and have good language skills (at least English and French and preferably other languages as well). The IBSA Judo can provide a list of journalists who are experienced Flash Quote interviewers. It is better to use them (even if that means higher costs) instead of inexperienced people.

#### **Post-Event Press Conferences**

At the World Championships, a press conference will be organised with the medal winners of each contest. These conferences normally take place just after the Award ceremony and before the medallists go to doping control. At other IBSA Judo events, it is suggested that the organisers arrange press conferences as the need arises. The organisers should produce a standard procedure for the post-event conferences (including approximate timetable) and arrange for an experienced person to moderate. Normally, the Moderator will start with a number of prepared questions so that the athletes are not asked the simple, boring questions (how do you feel?) that might otherwise arise.

### **7.4 Photographer’s Technical Requirements and Operation**

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As with the other media representatives, photographers work under great pressure and have their own set of specific technical and operational needs. These are often misunderstood and can be a source of friction between photographers and organisers. The aim of this Project is to make it possible for photographers to do their work with minimum distractions and capture the brief and unrepeatable moments that will define the event.

#### **7.4.1 Technical Requirements**

Most agency and newspaper photographers work with digital cameras and to maximise the advantage of this technology they need to be able to transmit their pictures as quickly as possible – preferably without leaving the competition venue. Therefore, one or more Photographer Rooms with high-speed telephone connections for all photographers who require them (call costs to be paid by the user) must be provided. These rooms need to be secure so that notebook computers and other equipment can be left in them while the photographers work.

For the World Championships Photographer Rooms can be placed at the following locations:

- On the Media Tribune, preferably in a corner close to the finish line area (with direct access to the photographers' position)
- Behind the finish line area on or under the tribune (with direct access to the photographers' position)
- In or near the Mixed Zone

Photo agencies often request high-speed telephone connections in the competition area at arena events. One possibility is to install connection points inside the triangle formed by the timing



boards. The latest technology allows a wireless network connection between the photographers and the Media Tribune, so that pictures can be sent "on air" from the camera to a Photo Editor's Desk or directly to external points. Only a few photographers, mainly those working for magazines and books and therefore not on a tight deadline, ask for a film development service these days. It may be that photo labs are no longer required, even at the World Championships.

#### **7.4.2 Positions and Access**

The positions from which they will shoot their pictures are perhaps the most important considerations for photographers, who are always trying to get a special shot or an unusual angle. Organisers need to make available as many areas and locations as possible while at the same time controlling access so that the photographers are not impeded by others and do not unnecessarily interfere with the operation of the competition, the work of the other media or the view of the spectators. All Photographers must wear numbered bibs provided by the organisers when working.

All photographers also need to be accredited for the following areas:

- Media Centre
- Media Tribune
- Mixed Zone

It is recommended that on the day before the competition, all photographers attend a special briefing where their bibs can be distributed and all operational procedures (including "no go" areas) can be discussed.

### **7.5 Media Logistics**

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Because of the importance of the media and special needs of various representatives, it is important that logistical matters are given special attention. Though plans and arrangements should be made by the Logistics Function, it is necessary that all matters pertaining to the media are co-ordinated through this Project.

#### **7.5.1 Accommodation**

Though media accommodation must be included in the overall accommodation plan, it is also closely connected to the accreditation procedure and therefore must be strictly supervised by the Head of Media Services. Media accreditation and accommodation request forms should be combined. They should contain information about the different hotels available (a variety of standards and costs should be offered) and deadlines for requesting accommodation bookings. Some media representatives will request accommodation in the official hotels while others will make their arrangements independently. Once accreditation is approved (see section 7.5.4), the requested hotel booking can be co-ordinated with the Logistics Function.

#### **7.5.2 Transportation**

The organisers must provide transportation between all official media hotels and the competition venue. It is also normal to provide a service from/to the airport and other major arrival points. As with accommodation, transportation for the media is included in the general transportation plan but during the event, it should be managed separately. The organisers are not responsible for the transport of media representatives who book their own accommodation but these representatives should be authorised to use the transportation system from the official hotels. If the media hotels are located close to each other, even if they are different standards, it will make the operation of the media transportation system simpler.

#### **7.5.3 Catering**



Refreshments must be made available for all media representatives. For smaller events, complimentary coffee and cold drinks are always provided and snacks (sandwiches, cookies) are very welcome. At larger events, particularly those in hot weather, refreshments must be provided in the Media Tribune, Media Centre, Mixed Zone, so that those working do not have to leave to stand in line in the spectator area to buy what they need. If an event schedule has a break between two sessions, a place where the media can have a meal in or close to the venue should be organised. Normally, this is a buffet style service. Of course, it would be very welcomed if accredited media representatives received complementary meals in such a situation but this is not mandatory.

#### **7.5.4 Accreditation**

Accreditation of all media must follow the IBSA Judo accreditation plan. Media accreditation forms must be sent to all IBSA Judo federations at least 3 months before the event. Normally the Host Broadcaster will approve all broadcast accreditation requests before passing on the hotel request to organisers. It is important to agree this procedure in advance. For most events, the organisers and the IBSA Judo will set the total number of accreditations for written press and photographers. For the World Championships, the organisers, the IBSA Judo and the International Sports Press Association (AIPS) will agree. The IBSA Judo and AIPS will be responsible for the allocation of the accreditations before passing on the hotel requests to the organisers. Again, it is important to agree the procedure for booking hotels in advance.

### **7.6 Other Media Services**

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This Project is concerned with making available important information and other services that are much appreciated by the media. The specific tasks should be planned together with the IBSA Judo Marketing Director.

#### **7.6.1 Event Website**

Organisers are required by the contract with the IBSA Judo to establish and maintain an exclusive website as an information and promotion tool for the event. As much of the information on the website will be of particular interest to the media, it is normal for Media Services to support the Communication Function by providing content before and during the event. For further information, see Chapter 3, Communication.

#### **7.6.2 Statistics Services**

Organisers are required to publish a statistical handbook for their event under the direction of the IBSA Judo. This will include results of previous editions of the event and other statistical information useful to the media. The same information should be made available electronically through the event website. The IBSA Judo can provide the contents and copies of previous statistical handbooks.

#### **7.6.3 Media Centre Services**

Organisers should plan for providing the following services at the Media Centre:

- News-stand
- Lockers
- Rental services (cars, mobile phones, etc)
- Camera loan and repair
- Travel agent

#### **7.6.4 Media Guide**

A media manual or Media Guide must be produced and distributed to all the media personnel attending the event. In addition to general information about the event, it should contain logistical, service, technical facility and other information that applies to the media. The IBSA



Judo will provide the organisers with a list of contents appropriate for the event. A generic template is given in Appendix 8. The organisers are responsible for adding specific details, printing and distributing the guide. This Project should be responsible for providing the content for the Media Guide but, to ensure a unity of production standards and adherence to the event design, all other aspects should be co-ordinated by the Official Publications Project (see section 3.5). For the World Championships and other major events, this guide should be sent to accredited media personnel so that they receive it before they depart from their country for the event.



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## COMMERCIAL OPERATIONS

Commercial activities such as sponsorship and merchandising are important sources of revenue and “in kind” (VIK) benefits for an IBSA Judo event. In addition to management of sponsorship and other commercial rights related to the event, this Function is also concerned with the fulfilment of obligations to the IBSA Judo’s commercial partners, which, in turn, makes the IBSA Judo grant to the LOC possible. To provide maximum benefit for the event, this work must be carefully co-ordinated and requires close co-operation with the IBSA Judo Marketing Director and sponsors as well as important interfaces with the leadership of the LOC. Responsibility for this Function should be assigned to a person with a good commercial mind, attention to detail and the ability to work with people. He/she must speak English and have an understanding of the relevant rules and regulations for sponsorship and advertising at judo events.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

### **8.1 Sponsorship Rights Management**

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In this context, sponsorship can be defined as a relationship in which a company pays (in cash, by supplying product or providing a service) for specific rights that will help it to further its commercial aims. Anything that might help a sponsor with its promotional efforts can be considered a right. This Project is concerned with ensuring that relations with sponsors of the event are conducted correctly and that contractual obligations, including those between the organisers and the IBSA Judo, are fulfilled.

#### **8.1.1 Clean Venue**

It is an absolute condition of allocating an event that the LOC guarantees a “clean“ venue and this is stated in the event contract. Clean venue means that there can be no advertising or promotional material anywhere (not even non-commercial material). This is often quite difficult to achieve and it is common to find all kinds of commercial branding around an arena; especially connected with catering, or vending activities where refrigerators, cool boxes, drinks dispensers, glasses, tables, umbrellas, etc often carry commercial logos. All such branding must be removed or covered in good time before the event starts so that official sponsor’s branding can be positioned. The IBSA Judo Marketing Director will carry out a rigorous inspection of the venue a few days prior to the event and it is the responsibility of organisers to remove all offending material.

Clean venue also means that there cannot be any franchises. If a venue has made franchise contracts with caterers, beer or soft drink vendors, sports retailers etc, these must be suspended for the duration of the IBSA Judo event and, again, it is the responsibility of the organisers to guarantee this. It should not be forgotten that the venue does not just mean the place where the competition takes place. It also includes places that are directly linked to the event, including training and warm-up areas, hospitality areas, media facilities, etc. Even official hotels should be regarded as part of the venue and agreements should be made accordingly with the management. It would not be good for the IBSA Judo or the organisers if the head of an important sponsor arrived at his/her VIP hotel to discover that a competitor had organised a conference there at the same time. Organisers must be open and co-operate fully with the IBSA Judo on this point.

#### **8.1.2 Sponsorship Plan**

##### **General**



It must be stated that all sponsorship rights to an IBSA Judo event belong to the IBSA Judo. This is important for several practical reasons. Firstly, the IBSA Judo must be able to generate its own income, which it needs in order to give financial support (organising, accommodation and travel subventions, etc) to the event itself. Secondly, the IBSA Judo's international sponsors want to be associated with the whole of the IBSA Judo's 4-year programme and the IBSA Judo must be in a position to make contracts on that basis. Thirdly, at each event the IBSA Judo has to be able to guarantee the contracted rights, especially the important exclusivity that all sponsors want. Sponsors are essential to the financing of an event and, as such, are important to both the organisers and the IBSA Judo. Organisers must work closely with the IBSA Judo to ensure that all sponsors, but particularly the IBSA Judo's international sponsors, are treated correctly and receive all the rights and benefits for which they have paid. In order to assist organisers to raise their own monies and VIK, the IBSA Judo grants specific local sponsorship opportunities to the LOC. However, these local rights can be used only with the specific permission of the IBSA Judo. This is to avoid conflicts. Before any commercial activity starts, the organisers and the IBSA Judo Marketing Director must agree on a plan that takes into consideration all sponsorship opportunities related to the event, the different levels of sponsors, the different packages of rights to be offered to each level and the procedures to be followed before any agreement is concluded.

#### **International Sponsors**

The IBSA Judo Marketing Director will inform organisers as to who the international sponsors are and the rights they have contracted.

The most important rights will usually include:

- Advertising at the venue (competition area, bibs, etc)
- Advertising on all official printed publications (including tickets)
- Complimentary tickets in the best seats
- Complimentary hospitality (the IBSA Judo Club)
- Complimentary transportation (VIPs may need personal cars)
- Complimentary social programme, if appropriate
- Complimentary invitations to official receptions
- Assistance with hotel reservations

Each international sponsor representative and guest must be treated as a VIP and will normally receive a personal gift bag, VIP event guide, etc. Some international sponsors may wish to arrange special trips or additional hospitality activities or parties for their guests. Activities over their contractual entitlements have to

be paid for by the sponsors but the organisers must give every assistance with the planning and organisation. Each international sponsor has the right to receive a fixed number of VIP event tickets as a contractual entitlement. Organisers must also reserve extra VIP seats for sponsors who may wish to purchase them in addition to their entitlement. VIP tickets entitle the holder to use the hospitality facilities in the IBSA Judo club. In the period before an event, representatives of international sponsors will wish to visit the venue and other official sites to ensure that everything to which they are entitled to and that they may need will be delivered correctly. Organisers must give every assistance on these occasions. Some international sponsors will also be providing services (timing, etc) and other practical benefits (products) to the event and will need special facilities (working rooms, volunteer help, transport of equipment), which the organisers must provide.

#### **National/Local Sponsors**

It hardly needs to be said that no national or local sponsor that conflicts in any way with an IBSA Judo international sponsor can be allowed. There must also be a proper balance between international and national/local sponsors. The event contract will specify the product categories/business areas where the organisers are free to sign up sponsors. Even in these cases,



however, the actual sponsor and the proposed rights must be approved by the IBSA Judo and its refusal is always possible. All other product categories/business areas are retained under the control of the IBSA Judo but organisers can apply for the release of a particular category or area if it has a serious sponsorship possibility. The IBSA Judo will try to help whenever possible. All rights granted to national/local sponsors must strictly comply with the relevant EBU and IJF advertising regulations and organisers are advised to have full understanding of these.

### **8.1.3 Approval Procedure**

Whenever organisers have a serious sponsorship possibility with a national/local company, they should inform the IBSA Judo as soon as possible. The IBSA Judo Marketing Director will require full details of the proposed deal including the name of the company, business category, rights to be granted and value (cash or VIK). Organisers must also submit the proposed contract (which must be in English). When the IBSA Judo has given its written approval for the deal, but not before, the organisers may sign the contract. The IBSA Judo may place conditions on its approval and these must be followed. A copy of the signed contract must be given to the IBSA Judo.

### **8.1.4 Ambush Marketing Protection**

IBSA Judo events are a tempting opportunity for unauthorised advertisers and many ingenious ways have been designed by companies that are not contracted to (and have therefore not paid) to the event. Such “ambush marketing” seeks to attract the attention of TV cameras and the paying spectators. As would be expected, official sponsors find ambushing objectionable and it is the responsibility of the LOC to take all possible steps to prevent it happening.

Some precautions that organisers can take include:

- A ban on spectators taking advertising material or products of sponsor competitors into the arena. This would be coupled with a right to eject the offending person and/or materials.
- Agreement with the Host City to control public advertising positions in sensitive places.
- Offer of complimentary invitations to likely offenders on condition that they do not abuse.

## **8.2 General Servicing**

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Sponsorship is a two-way relationship. Sponsors expect benefits and value in return for the payments they make to an event. This Project deals with providing this value, or servicing, through the type of commitments that are normally found in sponsorship contracts, regardless of the event. It is important that the various responsibilities of the organisers and the IBSA Judo are well co-ordinated to ensure the best possible service is delivered.

### **8.2.1 Venue Advertising**

The most visible signs of sponsorship are the advertising boards and other material (bibs, etc) at the competition venue and other official sites connected with the event. The more valuable are those within the normal view of the television cameras and most of these positions are reserved for the international sponsors. In addition, “composite” boards and other signage with the logos and branding of sponsors will be positioned at various places, including hotel lobbies, the IBSA Judo Club, Media Centre, etc. The positioning of the advertising boards will be decided by the IBSA Judo Marketing Director. Organisers are responsible for assisting with installation and transportation as well as ensuring that, during competitions, all boards are kept free of obstructing persons or items. All international sponsor boards will be produced by the IBSA Judo’s contracted board service company. Organisers may arrange for their own production of national/local sponsor boards, provided they are made to the same specification and quality, or they may use the IBSA Judo’s contractor. Sub-standard boards may be removed by the IBSA Judo. The IBSA Judo Marketing Director and the IBSA Judo’s board service company will carry out a site survey well before the date of the event. Representatives



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of the organisers must be present for the survey. The venue must be made available for the installation and positioning of advertising materials at least two days before the start of the event. The materials will be removed immediately after the conclusion of the event.

#### **8.2.2 VIP Tickets and Hospitality**

Tickets for good seats at the event and hospitality during the competition are a second important right for sponsors and suppliers. The organisers are required to provide VIP seats for all IBSA Judo international sponsors. These must be located in a prime seating location. The seats are to be numbered (or named) and the seating area must have both security and hostess support appropriate to the number of seats and venue configuration. The IBSA Judo international sponsors will have the right to access the IBSA Judo Club (see section 4.10).

#### **8.2.3 Promotion, Display and Sales Franchise**

Sponsors have the right to promote, display and sell their products and services at the venue. The organisers are required to provide suitable space within the venue for these activities. The choice of space for each company will be co-ordinated with the IBSA Judo Marketing Director.

#### **8.2.4 Crowd Competitions**

Although most promotional activity at the venue will take place away from the competition area, many companies request crowd competitions to be incorporated into the presentation of the event. These, of course, must be subject to the efficient and timely running of the competition. Plans for these competitions must be approved in advance by the IBSA Judo.

### **8.3 Sponsor Village**

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At the World Championships (and some other IBSA Judo events if the demand is identified) sponsors require an area where they can offer their guests private hospitality. If there is sufficient demand, organisers should consider having a "Sponsor Village" where sponsors and other affiliated organisations (such as the State, Regional and Host City authorities, Member Federations and local VIPs) can provide their hospitality either individually (in separate marquees) or in combination (a single marquee with separate tables or areas). A well designed Sponsor Village can add to the overall quality and image of the event.

#### **8.3.1 Planing**

The Sponsor Village is usually located in a space convenient to the VIP entrance of the competition area in an existing facility, in purpose built marquees or an appropriate area within the arena. The space must be provided at no cost to the IBSA Judo international sponsors. Marquees, power, water, food preparation, food and drink supplies, service, etc will be at the cost of the individual IBSA Judo international sponsor. Arrangements with national/local sponsors can be varied in the respective contracts. If sponsors wish to develop their own exclusive area, provided such an area is available, this again would be at the cost of the sponsor, with the space being provided at no cost. The organisers should create an overall visual concept to help the sponsors and other prospective participants understand the opportunity. The decision to organise a Sponsor Village should be made well in advance (at least 6 months before the World Championships) as the IBSA Judo international sponsors and other prospective participants will need time to decide upon and plan their involvement.

### **8.4 Market Square**

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At the World Championships and other large IBSA Judo events, it is important to create the right atmosphere both outside and inside the arena. This can be done very successfully by establishing a "Market Square" in an area near the arena along the route followed by the



spectators. The Market Square is usually a combination of commercial activities, sponsor opportunities, catering outlets and entertainment. If well planned, it can make an important contribution to spectators' enjoyment and memory of the event.

#### **8.4.1 Planning**

Organisers and the IBSA Judo need to co-operate closely in developing a Market Square concept. The space for the Market Square must be provided at no cost to the IBSA Judo international sponsors. Marquees and amenities such as power and water will be at the cost of the sponsor. Arrangements with national sponsors and suppliers can be varied in the respective contracts. Positions within the Market Square are to be allocated to IBSA Judo international sponsors first, followed by any national sponsors and suppliers.

Market Square visitors will also enjoy entertainment and refreshments from other companies separately licensed by the organisers, provided these companies are not competitors of the various sponsors and that their products and services add benefit to the Market Square concept. The Market Square is regarded as part of the venue and must be strictly controlled to prevent unauthorised or conflicting advertising/franchising.

The organisers should create an overall visual concept to help the sponsors and other prospective participants understand the opportunity. The decision to organise a Market Square should be made well in advance (at least 6 months before the World Championships) as the IBSA Judo international sponsors and other prospective participants will need time to decide upon and plan their involvement.

### **8.5 Merchandising**

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For many major sporting events, the production and sale of mascots, souvenirs and other branded items has become an essential tool for both promotion and income generation. IBSA Judo international sponsors are entitled to participate on an exclusive basis in the event merchandising. This Project is concerned with the planning and operation of the merchandising programme.

#### **8.5.1 Planning**

Effective merchandising needs professional expertise and organisers are advised to seek appropriate advice. Often the entire merchandising operation is contracted to a specialist company.

Key aspects to be considered when developing a merchandising plan include:

- Design
- Copyright and patents
- Licensing and production
- Distribution and sales

Organisers should plan for the physical space required to accommodate merchandising sales points for companies licensed to produce and sell event related products. Amenities or any special sales structures required are normally at the cost of the seller. A merchandising plan must be consistent with the event design and must be approved in advance by the IBSA Judo .

#### **8.5.2 Production Approvals and Distribution**

The organisers must provide actual samples of all licensed products to the IBSA Judo Marketing Director for written approval prior to production and/or packaging. Care must be taken when distribution is through established sales channels so as to avoid competing products being sold by a retailer who has been licensed.



IBSA JUDO

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## PROTOCOL AND CEREMONIES

Protocol is a key aspect of managing relationships with the authorities, sponsors and other VIPs who make an IBSA Judo event possible and thus its value is obvious. The ceremonies (Opening, Closing and Awards) must be considered "events within the event" and these are also important as they are always highly valued by the judokas, spectators and supporters. The two sets of tasks are normally grouped together in one Function because the primary aim of both is to bring a sense of dignity and importance to the event. Work in this area involves co-operation with entities outside the event organisation structure and key interfaces with the leadership of the LOC Logistics and Event Presentation and the Functions.

Responsibility for this Function should be assigned to a person who has understanding and experience of working in both the areas it comprises. He/she must speak English (and preferably other languages as well) and have confidence and tact when working with VIPs. He/she must also be able to organise activities, manage people and work under pressure.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

### 9.1 VIP Recognition

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The essence of protocol is in treating important people in a correct and respectful manner. Application of this principle is appreciated by guests and is often the lasting impression of the event that they take away when they leave. The aim of this Project is to prepare and implement the proper forms of address and order of precedence, which show that their position and status have been properly recognised.

#### 9.1.1 Planning

There is an international code governing the address of different important persons and dignitaries both in politics and in sport. A King or Queen is "Your Majesty, a "President is "Mister (or Madam) President", an Ambassador is "Your Excellency", etc Specific titles also apply to lower level authorities including regional/city authorities and other institutions. Likewise, there are specific customs and preferences for exactly how people's names are written. The correct forms must be known and used by everyone who may come into contact or write to any VIP on behalf of the event. If nine people get it right and one gets it wrong, which will be remembered? Of equal importance is the need to observe the order of precedence at formal functions, such as ceremonies and banquets, and seating arrangements at the event venue.

Normally the national public protocol must be combined with international/national sports protocol, if any. This task will involve research and the dissemination of the information through an information sheet and possibly a briefing of relevant personnel.

### 9.2 VIP Logistics

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Because of the importance of the VIPs, it is important that logistical matters are given special attention. Though the Logistics Function should be responsible for plans and arrangements, it is necessary that all matters pertaining to the VIPs are co-ordinated through this Project.

#### 9.2.1 Accommodation

It can be assumed that every guest wants the very best accommodation. For this reason, it is essential when booking the VIP Hotel to check that the quality of the rooms is appropriate. Rooms must then be inspected individually before they are assigned to guests. This task must



be assigned to a well-trained person who is given full responsibility to handle this delicate matter. All VIP guests should be informed, normally through a welcome letter, of the expenses (i.e. extras like mini-bar, telephone, laundry, etc) for which they will be personally responsible. The VIP hotel should be contracted accordingly. It would be wise for the organisers to check the bills the night before the end of the event and deal with any problems. The responsible person from the organisers must be available when guests are checking out. The VIP hotel must have an Information/Hospitality Desk and appropriate translators to assist the guests. Both services can be assigned to volunteers or ad hoc personnel, but it is essential that those who are appointed are well-informed and able to deal with the different queries that will arise. Planning for VIP accommodation should also include provisions for First Aid and medical services.

#### **9.2.2 Transportation**

Though VIP transportation will be included in the overall transportation plan, during the operation period it must have its own management. When dedicated cars are provided, the service must be carefully planned and organised. All drivers for VIPs (often volunteers) must be screened for a valid driving license, driving ability, knowledge of the roads and suitability for working with VIPs. They should then be given appropriate training and briefings. When transportation requirements are met by a shuttle system, there should be careful planning and a co-ordinator on hand to deal with any problems. See section 4.4 for further information.

#### **9.2.3 Arrival and Departure Management**

The procedures for arrival and departure of VIPs are very important and must be given careful attention. See section 4.5 for further information.

#### **9.2.4 Accreditation**

The accreditation of the VIPs should take place at the VIP Hotel.

### **9.3 Other VIP Services**

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This Project is concerned with the various activities and services that are appreciated by guests and can make their experience of the event memorable. The specific tasks of the Project should be planned together with the IBSA Judo Event Manager.

#### **9.3.1 Social Programme**

It is important that a social programme of receptions, meals and excursions be organised for the guests at any event lasting more than 2 days. A basic programme must be provided free of charge. On special occasions, and with the approval of the IBSA Judo Delegates, it is possible to offer a programme for which the guests pay. Excursions must not conflict with the time of the competition. A date for the completion of the social programme plan will be set in the event contract.

#### **9.3.2 VIP Gifts**

If any gifts are to be given to VIPs by the organisers, it is essential that they be delivered in a proper manner and at the right time. In order to avoid confusion, the concierge at the VIP hotel should be advised that no envelopes, packages etc from any source should be distributed to guests without the formal consent of the organisers, which in specific cases should request the advice of the IBSA Judo.

#### **9.3.3 VIP Guide**

An event guide or VIP Guide must be produced and distributed to all the important guests of the event. In addition to general information about the event, it should contain logistical, social programme and other information that applies to the VIPs. The IBSA Judo will prepare



the contents following a standard template. The organisers are responsible for adding specific details, printing and distributing the guide. This Project should be responsible for providing the content for the VIP Guide but, to ensure a unity of production standards and adherence to the event design, all other aspects should be co-ordinated by the Official Publications Project (see section 3.5). For the World Championships and other major events, this guide should be sent to invited guests so that they receive it before they depart from their country for the event.

## **9.4 Flag Management**

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The international nature of the event is symbolised by the use of flags as a decoration and as an important part of the programme. Because of the identities and ideals that flags represent, a strict protocol must be observed. This Project is concerned with obtaining the flags required for the event and their proper use during the event.

### **9.4.1 Planning**

The different types of flags that will be required include:

- The flag of the Host Country
- The flag of the Host City
- The flag of the Region (if any)
- The flag of the IBSA Judo
- The flag with the logo of the event
- The flags of the participating countries
- The flags for the award ceremonies

Different sizes of flags will be required for the different locations and occasions at which they will be shown.

These occasions include:

- In the Host City
- Outside the venue
- Inside the venue
- At the opening and closing ceremonies
- At the award ceremonies
- At other official sites (hotels, Media Centre, etc)

It is, of course, imperative that the correct flag is flown. A competent person must be appointed to obtain and check all flags (there are a number of different sources, including the IBSA Judo, IJF and the Internet) to ensure that the flags that are intended for use are the right ones. It is also important that flags used for different locations and occasions are of a uniform size and type.

## **9.5 Opening and Closing Ceremonies**

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Both, the Opening Ceremony and the Closing Ceremony are important in their own right as they set the atmospheric starting point of an event and mark its completion. They allow the Host Country to welcome and bid farewell to all guests (the athletes and officials as well as the spectators). They also provide opportunities for the display of national or local identity and creativity. Because there is such a wide scope of possible ways that these ceremonies can be staged, it is only possible to give general guidance for planning this Project. The detailed formats of ceremonies must be provided to the IBSA Judo for approval well in advance. Close contact should be kept between the organisers and the IBSA Judo at all stages of the



development of ideas for the ceremonies especially if the organisers have in mind to create something elaborate.

#### **9.5.1 Opening Ceremony Plan**

A well-designed Opening Ceremony should combine elements of national/local identity and an artistic/cultural show with the official protocol (sequence, flags, anthem, speeches etc) as stipulated in the respective competition regulations.

The protocol can be summarised as follows:

- Entrance of the delegations
- Anthem of the country of the Organising IBSA Judo Member
- Welcome Speech by the President of the LOC (maximum 3 minutes)
- Speech by the IBSA Judo Chairman (maximum 3 minutes)
- Opening of the Event by the Head of the State or his or her representative
- Hoisting of the IBSA Judo flag in the venue while music is played

The duration of the whole ceremony must not exceed 30 minutes for the World Championships and should be less for the smaller events. The opening ceremony may be conducted in a market square or other suitable location in the Host City so that it attracts the local population and enhances their identification with the event. The concept of the ceremony should also take into account the needs of the judokas. Those that participate must not be forced to stand for a long time in either the assembly area or the venue. They must also have a chance to watch the major part, if not all, of the ceremony.

#### **9.5.2 Closing Ceremony Plan**

Though a less formal occasion than the Opening Ceremony, the Closing Ceremony of an event does have a specific protocol sequence (flags, anthem, speeches etc) set in the respective competition regulations that must be observed.

This can be summarised as follows:

- Entrance of the delegations in their approved uniforms (team officials may take part)
- Speech by the IBSA Judo Chairman (maximum 3 minutes)
- Lowering of the IBSA Judo flag while the IBSA Judo anthem is played
- Handing over of the IBSA Judo flag to the representative of the Host City of the next edition of the event will be staged
- Departure of the delegations.

The remainder of ceremony is a moment of relief and joy for the participants mixed with the sadness of farewell but also looking forward to the next event. It is also the forum to thank the judokas for their performances, the organisers for their efforts and the spectators for their support.

### **9.6 Award Ceremonies**

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Award ceremonies at championships and other major judo events are extremely important for the judokas, their federations, the spectators and the television audience. They bring elements of occasion and national pride that are often missing in other events. They must, therefore, be carefully planned and conducted in a dignified manner. At the same time, they must not be allowed to disturb the other competitions or the television transmission.

#### **9.6.1 Podium**

Because of the importance of the moment of an award ceremony, careful thought and planning must be given to the setting where it will take place. The design of the victory podium should



integrate with and reflect the event design. The podium itself should be positioned to be highly visible. Decoration and other enhancements that do not interfere with other aspects of the event should also be employed to create a spectacular image.

#### **9.6.2 Timetable**

This planning normally takes place at the same time the Competition Timetable and the event presentation plan are prepared. The basic principles for planning the award ceremony timetable include:

- A standard pattern and duration for each award ceremony must be used
- Whenever possible, an award ceremony should take place on the same day of the competition
- Under no circumstances should an award ceremony be held in an empty arena; in cases where it is foreseeable that this will happen this victory ceremony should be planned for the following day.

The award ceremony timetable should be published well in advance so that it is available when the bulk of the spectators purchase their tickets. It should also be published in the Event Programme.

#### **9.6.3 Awards**

Medals to be awarded must be of high quality and the design should reflect the overall event design. Judokas taking part in the award ceremony are traditionally given flowers and possibly an official event mascot or other item as well as their medal. The organisers are responsible for providing the medals and other items but must confirm their plans in advance with the IBSA Judo Event Manager.

#### **9.6.4 Award Ceremony Management**

The Award Ceremony Manager will be responsible for the preparation and staging of the ceremonies according to the published timetable (subject to any variations required by the Event Presentation Manager) and following the official pattern. At the World Championships, the Award Ceremony Manager and his/her assistants will work from an area with direct access to the position of the victory podium, the VIP seating and the judoka's Post-Event Area. The working area will include secure storage for the medals, flowers and equipment required for the ceremonies. It must also have communications links with the Event Presentation Manager (EPM) and Flag pole operation.

The key aspects of managing an award ceremony are as follows:

- Giving the instruction which flags must be used and controlling that this is correctly done
- Having ready in advance the list of those who will present medals / flowers and collecting the appropriate individuals for the ceremony
- Preparing the medals, flowers and the trays
- Collecting the attendants who will carry the awards
- Collecting – in collaboration with the responsible technical person – the judokas for the ceremony
- Controlling that the judokas are correctly dressed (approved team uniforms), that the award ceremony bibs are properly affixed and that no items are carried on to the field
- Contacting the EPM – at least 5 minutes before the Award Ceremony is scheduled to take place – to confirm that he/she is ready and the names of the medal presenter and accompanying persons (if any)

It is important that the entire process is carefully rehearsed and tested several times before the event begins.



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## **9.7 Souvenir Gifts**

Organisers are expected to provide a number of gifts and recognition items to various groups involved in the event. The purpose of this Project is to co-ordinate the sourcing or production of these items and their distribution. The Tasks described here include the most common gifts given but the Project may be used to provide other items as required by the organisers.

### **9.7.1 Welcome Bags**

Welcome bags have become a tradition at major judo events around the world.

They are normally given to the following groups:

- Team members (including officials)
- Technical Officials (local and ITO/ATO)
- Media
- VIPs

Normally, welcome bags are given as the individual checks into his/her accommodation. The contents of the welcome bags will vary from group to group as the information included (Team Manual, Media Guide, Event Guide, etc) will certainly be different and normally the other items will be chosen according to the group as well. These items may include city maps and local guides, a gift from the Host City, sample items from the sponsors and toiletries (toothbrush, soap, etc) provided by the organisers or local suppliers. All items to be placed in welcome bags must be specifically approved in advance by the IBSA Judo.

### **9.7.2 Commemorative Medals**

Organisers are required to produce commemorative medals. These are normally given to all accredited individuals, including volunteers. The design of these medals should reflect the event design and it must be approved by the IBSA Judo.



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## ADMINISTRATION

Administration is the foundation for the success of an IBSA Judo event. Good administration is essential for the smooth and effective operation of all the other Functions covered in this manual. As practices will vary from country to country and organiser to organiser, it is only possible to give general advice on the key areas that must be considered. The Projects addressed here are the management of the personnel and office required for the specific work of organising the event, financial management and reporting (a contractual obligation not covered by the other Functions). The Administration Function also involves providing the initial point of contact for the world with the organisers and, of course, interface with every other Function.

The Administration Function will be under the direct control of the senior executive officer (the exact title will vary from situation to situation). This individual is to be responsible for, and co-ordinate all the operational functions required to deliver the event. His/her attributes will include leadership, management and communication skills as well as experience in the organisation of sport events. For the World Championships and other larger events, it is normal to appoint an Office Manager to assist the senior executive in this area. The appointment of the senior executive must be made as early as possible and certainly by the deadline set in the contract with the IBSA Judo.

The structure and plans for this Function must be specifically approved by the IBSA Judo.

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### 10.1 Personnel

#### 10.1.1 Staff Management

As in any organisation, the questions associated with the employment of staff must be faced early in the planning because of budget implications and because of the need to make preparations for aspects of personnel management. It is essential that any employment is strictly within the national and local laws and regulations.

The other issues that must be addressed include:

- Assessment of the event's staff requirements
- Timeline for recruitment and employment of staff
- Descriptions for positions
- Recruitment
- Orientation and Training
- Motivation
- Co-ordination and control
- Pay
- Services (uniforms, meals, recognition souvenirs, parties, etc)

As the work of preparing an IBSA Judo event has a limited time span, many if not most of the people employed will not be making a career in this line of work. This brings specific challenges in all the areas listed above, but perhaps the two that are unique are recruitment and motivation.

General advice on recruitment applicable to all event organisers includes:

- For the sport related Projects, try to recruit people from the judo family (clubs etc). They will tend to have a "feel" for the work, understand the problems involved and have experience.



- For the other Projects not specifically directly related to judo, try to recruit individuals with skills and experience in that specific field.
- In all cases it is important that, through pre-requisites or training supplied by the organisers, staff are able to use modern technology and can speak English.

With regard to motivation, it is helpful if the leadership understand that an IBSA Judo event is an opportunity for creativity, experience and growth for everyone involved. This must be communicated to staff in particular and efforts should be made at every level to ensure that these values are realised. It is also important to develop the right atmosphere and a “team spirit“ through the delegation of responsibility and the avoidance of any tendency towards the organisation becoming a ”one-man-show”. Organisers should be aware that there is a need for certain key staff to continue working for a period after the event in order to meet obligations of the event contract. It is recommended, therefore, that employment contracts for these individuals be written to continue for at least three months beyond the event.

#### **10.1.2 Volunteer Management**

In most cases, because of the large number required and their importance for the delivery of the event, the management of volunteers is particularly important. This task should be given the same priority and thought that is given to the management of staff. Volunteers should never be considered free labour, as there will inevitably be costs involved.

Issues and possible costs that need to be considered include:

- Assessment of the event’s volunteer requirements
- Timeline for recruitment and employment of staff
- Descriptions for positions
- Recruitment
- Orientation and training
- Motivation
- Co-ordination and control
- Services (uniforms, meals, recognition souvenirs, parties, etc)

Recruitment and motivation are challenges here as well. In addition to the advice on recruitment given above for staff, Organisers should look to universities and voluntary organisations for assistance. If anything, the advice on motivation of staff applies even more for volunteers. Many Organisers produce a volunteer handbook or Volunteer Guide containing information on the event and Host City, general volunteer information, contact numbers, etc that volunteers will require in the course of their work. This Project should be responsible for providing the content for the Volunteer Guide but, to ensure a unity of production standards and adherence to the event design, all other aspects should be co-ordinated by the Official Publications Project.

### **10.2 Office**

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The office used by the organisers is important to the entire operation. Its location, look and atmosphere send messages to staff and volunteers and to everyone who visits about the event and the professionalism of the organisers. As with personnel management, custom and conditions vary so much that only general advice can be given on this Project.

#### **10.2.1 Planning**

While it is possible that at the start, the organisers can be based in the offices of the Member Federation or the Host City or another entity, it is absolutely necessary that a separate operation and identity is eventually established.



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## **10.3 Financial Management**

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It is vital that the handling of the event's finances are correct and above criticism. To have clear finances is a sign of a good organiser. An important contribution to achieving this ideal is made by strictly implemented financial procedures. The tasks in this Project outline the key elements that must be considered.

### **10.3.1 Budget**

The budget is the financial plan for the event and one of the most important parts of the organisational effort. It shows, perhaps better than anything else, exactly what the organisers can and cannot do. It must, therefore, be given careful attention from the very start of the bidding process right through to the last day of work by the organisers. Development of the budget should start with an examination of the sources of income and the items of expenditure. To simplify this work, a standard budget format for all IBSA Judo events has been produced (see Appendix 1) and all organisers are advised to use this as a basis for their budgets. Information on income and expenses that is relevant to the organiser's event and situation should then be gathered and incorporated. A provision for contingency should also be added. If, in the end, the budget shows a deficit, a legally binding guarantee of underwriting must be obtained before the Bid can be put forward.

### **10.3.2 Cash Flow**

The cash flow is a prediction of when the event will receive its income and when it will need money to pay its expenses. By listing the dates when income is expected and when payments are due, organisers can see if there are periods with a surplus or deficit of cash and make adjustments to their plans accordingly. There are a number of software programs that will make the preparation of a cash flow simple and organisers are advised to invest in one of these.

### **10.3.3 Bank Account**

Normally, an event will require a number of services from a bank, including a bank account. Statements should be obtained regularly and checked immediately against the records of the organisers. This will enable the Financial Director to identify mistakes or discrepancies and act to correct them.

### **10.3.4 Approval for Expenditure**

No payments should ever be made unless procedures agreed in advance by the LOC are followed. Payments should relate to invoices for budgeted items and any claims for expenses should be accompanied by receipts or other written documentation. The persons who sign cheques or payment requests must be specifically authorised to do so by the LOC. It is a common practice for two signatures to be required. A procedure for considering and approving non-budgeted payment requests should be established and strictly followed.

### **10.3.5 Monitoring**

It is wise to review the budget and cash flow regularly. Sometimes the original budget or cash flow prove inaccurate in light of new information or circumstances and it becomes necessary to revise them with predictions that are more accurate.

### **10.3.6 Account and Audit**

A final account will be required by the IBSA Judo and by the national authorities. The deadline for submission of the account to the IBSA Judo will be fixed in the event contract. The Financial Director should produce the account in a form that is in accordance with the relevant regulations. Normally, this account must be checked and certified as correct by a qualified auditor according to local regulations.



### **10.3.7 Insurance**

Insurance is an essential matter and must be handled with great care.

The main types of insurance that must be provided for are:

- Health and accident
- Liability
- Cancellation of the event and failure to broadcast

The IBSA Judo will take out appropriate cover for cancellation, failure to broadcast and other items required by its contracts. The event contract will require the organisers to take out all other coverage and make sure that the IBSA Judo's interest is noted. The IBSA Judo must approve the type and level of coverage. The organisers must provide copies of all policies to the IBSA Judo. Organisers should consult with experts in this field at an early stage so that arrangements can be made and the cost can be included in the event budget.

## **10.4 Reporting**

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The IBSA Judo continually strives to improve its events from all points of view. The transfer of knowledge from one event to the next is therefore crucial. This Project is concerned with the production of the organisers' report, an important part of the transfer process that provides future organisers and other key partners (Host Broadcaster, technical partners, etc) with an overview of the event planning, preparations and onsite management.

### **10.4.1 Progress Reports**

It is a provision of the event contract that the LOC provide written reports on its activities as well as such information that the IBSA Judo require. The dates for these reports will be fixed in the event contract and the IBSA Judo Event Manager will advise the organisers on the topics to be covered.

### **10.4.2 Official Bulletins**

In addition to providing important technical information, the Official Bulletins are a progress report on the work of the organisers for public distribution. They are also a required official publication and a promotional tool for the event. The dates for the publication of Official Bulletins are set in the event contract. Contents of the Official Bulletins should also be available on the event website. This Project should be responsible for providing the content for the Official Bulletins but, to ensure a unity of production standards and adherence to the event design, all other aspects should be co-ordinated by the Official Publications Project (see section 3.5). A list of contents for the Official Bulletins is available from the IBSA Judo.

### **10.4.3 Final Report**

Once an event is over, everyone involved in the organisation normally breathes a sigh of relief. The work, however, is not quite over. All the hard work carried out during the planning stages and the event itself, all the successes and the problems will be quickly forgotten unless a proper record is kept. Therefore, the LOC must submit a written Final Report to the IBSA Judo by the date specified in the event contract. The IBSA Judo provides a report template, which should be completed as fully as possible. As well as preparing a statistical summary of the resources and equipment used during an event, organisers will be expected to make constructive comments that will assist the IBSA Judo and future organisers. These should include highlighting successful practices and ideas that could be adopted for future events and making recommendations for improving less successful aspects.



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## EVENT BUDGET TEMPLATE

### 1. INCOME

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#### **National Contribution**

- 1 Government Support
- 2 Regional/City Support
- 3 Other Authorities (National Lottery etc.)
- 4 Eventual Value in kind or services achievable by National or Local Authorities
  - Promotion
  - Decoration
  - Security Staff
  - Personnel
  - Headquarters (office rooms)
  - Furniture and other office equipment and services
  - Concessions
  - Others

#### **Marketing**

- 1 National Sponsor & Services (Cash)
- 2 National Sponsor & Services (Value in kind)
- 3 Local Supplier (Cash and value in kind)
- 4 Merchandising

#### **Entrance Tickets**

#### **Others**

- 1 Fund Raising
- 2 Bank Interest
- 3 Others

#### **TOTAL**

### 2. EXPENSES

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#### **Rules – Obligations according to IBSA Judo Competition Regulation**

1. Financial consideration
2. Accommodation
  - Teams
  - IBSA Judo Officials
  - IBSA Judo Staff
3. “Per day” allowance
  - IBSA Judo Officials
  - IBSA Judo Staff
4. Travel
  - IBSA Judo Officials
  - IBSA Judo Staff

#### **General Organisation**

- 1 Headquarters, Rental, Heating, Cleaning etc.
- 2 LOC Office during the event
- 3 Personnel (full time incl. social charges)



- 4 Consultants (legal, auditors etc.)
- 5 Insurance
- 6 Telephones, Faxes, Mails, Copiers and Paper etc.
- 7 Furniture and Office Equipment (computer systems etc.)
- 8 Office Supplies
- 9 Permission and Concessions

#### **Transport**

- 1 Dedicated Cars, Pool Cars, Vans, Minibuses
- 2 Buses, Trucks
- 3 Fuel
- 4 Drivers – Staff & Management
- 5 Traffic ancillaires etc.
- 6 Parking Management
- 7 Signage and Graphics

#### **Logistic**

- 1 Management Hotel(s)
- 2 Personnel and Volunteers
- 3 Accommodation Personnel and Volunteers
- 4 Uniform for Personnel and Volunteers
- 5 Training Programmes for Staff and Volunteers

#### **Facilities**

- 1 Competition venue
- 2 Training venue
- 3 Competition Equipment
- 4 Training Equipment
- 5 Technical Information Centre, Set up and Management

#### **Competition**

- 1 Timing
- 2 Event Presentation
- 3 Video Boards
- 4 Independent Cameras
- 5 Hardware for Music and Presentation

#### **Technology**

- 1 TV Video for Media and Press
- 2 TV Video for other part of the Venue
- 3 Cabling of TV Sets for distribution TV and Data Signal

#### **Television and Media**

- 1 Commentary Positions (TV/Radio)
- 2 Written Press Seats
- 3 Media Centre(s)
- 4 Media Services

#### **Promotion and Ticketing**

- 1 Artwork Design, Logo, Mascot, etc.
  - 2 Print Material
    - Bulletin / Posters
    - Volunteer Guide
    - Daily Programme
-



- Statistical Book
- VIP Guide
- Team Manual
- Final Report
- Media Manual
- 3 Event Website
- 4 Press Conferences
- 5 Videos
- 6 Promotion Activities (general and through Media, TV)
- 7 Promotion Management
- 8 Ticket Promotion
- 9 Ticket Production
- 10 Ticket Sales
- 11 Ticket Controls

#### **Marketing**

- 1 Presentation and Promotion
- 2 LOC-Boards for National Sponsors & Services in the venue
- 3 Other Identification Boards
- 4 VIP Hospitality (Set-up, Catering and Management)
- 5 Set up and Management & Catering of Sponsor Village (if any) for International & National Sponsors
- 6 Market Square
- 7 Merchandising

#### **Security**

- 1 Set up
- 2 Staff

#### **Medical/Anti-Doping**

- 1 General Medical Assistance
- 2 First Aid (all categories)
- 3 Doping Controls

#### **Protocol and Ceremonies**

- 1 Opening and Closing Ceremonies
- 2 Award Ceremonies
- 3 Medals (Victory Ceremonies / Commemorative medals)
- 4 Flags and National Anthems
- 5 Social events (before the Event)
- 6 Social events (during the Event)
- 7 Closing Banquet
- 8 Social Program / Sight-seeing

#### **TOTAL**

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## EVENT WEBSITE GUIDELINES

Each IBSA Judo event must have an event website online at least 6 months before the event (12 months before the World Championships). The website is to be regularly updated and must remain online for at least 3 months after the conclusion of the event. It is important that the event website has a prominent link through to the IBSA Judo website ([www.ibsa-judo.org](http://www.ibsa-judo.org)) and to the IBSA website ([www.ibsa.es](http://www.ibsa.es)).

### 1. Content

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The event website is for the general public, the participants (judokas, coaches, officials), and the media. Therefore, content to meet the different needs of each group should be posted. Basic content requirements for each group include:

#### General Public

- Date of the event
- Venue location and access map
- Pictures of venue etc
- History of the event
- Statistics
- LOC / Organising Member Federation information (link to federation website)
- Host City information (Links to other websites)
- Ticket sale information
- Timetable
- Participants
- Contest lists, results

In addition to the basic content, a “news“ section should be included. This section should be updated frequently. It is suggested that content for this section should be managed through a close co-operation with a journalist or newspaper.

#### Participants

- Entry information and deadlines
- List of implements
- Team Manual (pdf download)
- Contents of the Official Bulletins

#### Media

- Accreditation procedure and deadlines
- Accreditation Forms (pdf download)
- Hotel booking form (pdf download)
- Communication booking form (pdf download)
- Contents of the official event Bulletin

### 2. Design

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The website is a key element of the event’s corporate identity and thus must reflect the event design and logo.

Required elements of the design include:

- Event logo



- IBSA logo
- IBSA Judo logo (following the IBSA Judo Graphic Guidelines)
- Organising Member Federation logo
- Host City logo (together with the tourist office)
- IBSA Judo international sponsors and supplier logos
- National supplier logos

The sizes of all logos must be in accordance with the IBSA Judo Graphic Guidelines. The design must be approved by the IBSA Judo Marketing Director.

### **3. Operation**

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The basic requirements for publishing an event website are:

- A personal computer (PC)
- Phone line and modem
- Internet access through an Internet Service Provider (ISP)
- Space on a webserver

This equipment is, of course, normally available in an office or at home. During the competition period, Organisers must ensure that similar conditions are available at the arena so that the website can be updated and managed from there. Software for the layout and production of simple pages can be found on a freeware or shareware basis on the web or in all shops. A wide collection of professional software can be bought in electronic shops, software or book stores. However, the quality and look of a site are not necessarily dependent on the software used. Some of the common office tools (MS Office, Star Office) and their elements contain menus to save files in a web format (html). For the publication of large documents, like the Team Manual or the Media Guide, a software programme for converting documents to pdf format (Acrobat) is recommended. For uploading to the server, an ftp software (file transfer protocol) is generally required. With regard to the webserver, free of charge space can be used but it is recommended that organisers rent space on a paid and well supported level. A website that has gone down or is otherwise not accessible just before or during the event gives a negative image of the organisers and the event.



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## TEAM SERVICES GUIDELINES

### 1. Before arrival

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- Make sure that all IBSA Judo Member Federations receive the Team Manual at least four weeks before the first day of competition. The Team Manual must be published on the event website.
- Personal photographs (digital) of all team delegation members should be requested from the Member Federations in advance so as to have the accreditation cards ready when the team arrives.
- At the accreditation site, desks or counters have to be available in sufficient numbers to ensure speedy processing. An accreditation site must be arranged to handle special cases. Peak arrival times have to be considered. The waiting time has to be kept to a minimum and refreshments must be available.
- The accreditation site preferably should be at the judokas' village / hotel.
- Team officials should be encouraged to arrive before the team in order to check the team's needs.

### 2. Upon arrival

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- A dedicated teams' welcome desk must be established at the airport and/or railway station. If possible, team attachés should meet the teams in the baggage claim area (e.g. before going through Customs).
- Dedicated transport, with minimum waiting, should take teams directly to their accommodation.
- The whole team should not have to wait for the team manager to settle accounts. Finance should be arranged in advance, if possible by means of bank transfers or credit cards. It is recommended that (say) 80% of the total sum due should be transferred in advance and the remainder settled during the stay and not necessarily as the first thing upon arrival.

### 3. Accommodation

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- Choose hotels that are near to parks or green areas in order to give middle distance judokas training opportunities.
- If possible, offer "in-town" locations so that teams feel part of the event and are not relegated to a suburb.
- Guarantee the appropriate number of single rooms for the teams in accordance with the chart shown at the end of these guidelines. Offer additional single rooms (subject to availability) at the teams' cost. In the past, too often in fact, single rooms have not been available in the team hotels and this is no longer acceptable.
- Judokas can be accommodated two to a room but not three. A proportion (at least 5%) of the beds should be extra long to suit jumpers and throwers.
- At their hotels, teams also need:
  - Dedicated rooms for physiotherapy that can be shared but need to have screens to guarantee privacy.
  - A 'Teams Office' for general administration and information.
  - Meeting rooms for teams. If all the teams are accommodated together, the required number of available meeting rooms must be considered carefully as all teams have similar schedules for training, competitions, meals etc and clashes of reservations need to be avoided.
  - Access to medical assistance.



- Ice machines, ideally on each floor.
- Television sets with Host Broadcaster feeds and video input in order for athletes and coaches to connect their cameras and thereby study their own events.
- An information desk for transport, travel, and tourist information.
- A Technical Information Centre (TIC) including an Intranet system – to be set up at least 3 days prior to the first events.

#### **4. Food**

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- The restaurant shall be arranged in self-service buffet style.
- The hours of operation should be as long as necessary according to the hours of competition. Breakfast shall start 4 hrs before the first event starts.
- Food shall be very varied with particular emphasis on carbohydrates. Spicy sauces must be avoided. There should be more pasta rather the rice. The buffet should offer also bread, meat, chicken, fish, cheese, vegetables and fruit.
- Bottled water (no gas) must be available.
- Teams shall be able to take away water, fruit, and (self-made) sandwiches.
- Honey and jams shall also be available at lunch and dinner times.
- Packed meals shall be arranged for combined events athletes and their respective coaches (by order).
- Late arrivals of judokas and doctors attending doping controls shall be considered and some cold meals reserved for them.

#### **5 Transport**

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- Shuttle bus transportation to and from training venues, warm-up and the arena should start 2 hours before the first events start and continue until at least 1 hour after the conclusion of the last event.
- Minimum frequency – 20 min.
- Dedicated transport must be available for persons involved in doping controls.
- Car pools should be available for the transport of team officials to the technical meeting, to social functions, for those administrative needs that teams may have and to the final banquet. The possibility of early return from the final banquet should be given.
- Sufficient transport capacity must be available at peak times.
- A dedicated parking area for teams' own vehicles has to be arranged.

#### **6 Warm-up area**

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- Ice, bottled water, drinks (cold / hot), fruit, biscuits should be available.
- Television sets and (if possible) a result service by intranet computers should be available to follow the events taking place in the arena.
- Tents and physiotherapy beds shall be available in sufficient numbers to serve all needs.
- A medical service shall be available.
- A weight-lifting room with proper equipment should be provided.

#### **7. Arena**

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- The team seating should be convenient to the warm-up area.
  - The TIC shall be suitably located to ensure convenient access, preferably near to the teams' seating areas.
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- A refreshment area for teams shall be arranged convenient to their seating where ice, bottled water, drinks (cold / hot), fruit, and biscuits shall be available.
- Working areas for accredited coaches and team managers should be provided, convenient to the TIC.
- Monitors supplying both pictures and data should be provided in the TIC, working areas and refreshment areas for the use of accredited team officials.
- Accreditation of heads of delegation or press officers or deputies shall enable them to visit the media tribune accompanied by a judoka. It is recommended to give each team a respective access card. The access and use of such cards shall be controlled by the IBSA Judo Marketing Director.
- Access to the Mixed Zone should be granted according to the size of the team.

#### **8. Miscellaneous**

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- The possibility of offering free or discounted stadium tickets to athletes' relatives should be considered.
  - Subject to the availability of space, teams should be given two invitations to each social function.
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## OFFICIAL TRANSPORTATION GUIDELINES

The LOC transportation plan should cover the following areas and provide details of how each area will be handled.

### 1. Transportation System

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The transportation system should extend to **teams, media (TV, written press, photographers), VIP guests and IBSA Judo's technical partners.**

The service should include the following locations/activities:

- Airport terminals
- Official hotels
- The Arena
- Official functions:
  - Press conferences
  - Training
  - Technical Meeting
  - Social functions

The transport system should be based around a fixed schedule, providing transport from the official venues and events during the event. The principal means of transportation will be coaches. Drop off and collection points (especially at the stadium) must be clearly communicated to all guests. All buses should display a large sign, clearly showing its route/destination. All courtesy vehicles should be branded with event 'decals' (stickers showing the event logo and title).

### 2. Courtesy Vehicle Pool

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A limited number of VIPs, IBSA Judo delegates and technical staff will have the use of a minimum of 4 vehicles – which will **supplement** the fixed coach schedule. Principal use of the courtesy vehicles is for transportation to/from the airport, arena and official hotels. For social functions, guests will use the official buses (with some exceptions for those persons with immediate access to a courtesy car).

Immediate use of courtesy cars upon request (or through prior booking):

- IBSA Judo Chairman (1 car)
- IBSA President/IBSA Treasurer/IBSA General Secretary (1 car)
- IBSA Judo Event Manager/IBSA Judo Technical Delegate (1 car)

Use of courtesy cars within 15 minutes of request or through prior booking:

- Doping Control Delegate (1 car)
- IBSA Judo staff (1 car)

All other vehicles should be placed in a 'pool' and must be controlled via the central transport desk. The LOC should ensure that all official vehicles are maintained prior to use (cleaning, petrol). All drivers should be familiar with routes to/from airport, the city and all official venues, and should be briefed about the event. The LOC should ensure that drivers are always well presented.



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### **3. Airport Welcome**

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LOC should provide information about the location of welcome/transportation desks in the airport (e.g. in baggage hall, arrivals hall), including:

- Opening times
- Number of staff
- Communication installations (phone, fax)
- VIP collection procedures, e.g.
  - Name boards
  - Accompany to official vehicle
- Team collection procedures, e.g.
  - Team attaches
  - Accompany to official buses
  - Paspassport control/luggage assistance
- Parking/waiting area for transport outside terminal

IBSA Judo will provide the LOC with arrival and departure information for all of its guests.

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### **4. Transportation Schedule**

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LOC should prepare a schedule, incorporating the following information:

- Date
- Time
- Event / occasion
- Collection location
- Drop-off location
- Guest category / number of people
- Vehicle type (i.e. bus, car) and number of vehicles provided

A daily transport schedule between the arena and the hotel should be displayed in hotel lobbies. The LOC should ensure that all guests know from where their respective bus will depart at the arena. The LOC Transportation Chief must approve all requests for transportation outside of the official schedules or vehicle allocations. The LOC should issue a departure form to all guests in order to properly plan and coordinate departures.

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### **5. Transportation Offices**

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The LOC should provide information about the location of transportation offices, including:

- LOC main co-ordination office location
  - Arena
- Subsidiary office locations
  - VIP Hotels
  - Team hotels
- Opening times
- Number of staff
  - Briefing and information
- Communication installations (phone, fax, email)



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## OFFICIAL CLOTHING GUIDELINES

### 1. General

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- All personnel allocated a uniform should wear the correct, full uniform at all times whilst working at the event.
- The uniform should not be mixed with any other clothing, such as branded sports wear, especially if they are competitive with the products of the uniform supplier.

### 2. Outside the Venue

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- Some personnel may be required to wear the uniform before the event starts and after the event is completed if performing duties related to the event. For example:
  - Drivers
  - Staff and volunteers at official hotels
  - Staff and volunteers at airport welcome desks

### 3. Exceptions

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- The following personnel are not required to wear the uniform:
  - Those LOC members and officials that the LOC deems should wear smart clothing (i.e. jacket and tie for men)
  - VIP hosts/hostesses
  - VIP Hospitality bartenders and waiters/waitresses
  - Catering staff
  - Staff who have no contact with the public or will not be in the view of television cameras



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## TECHNICAL INFORMATION CENTRE GUIDELINES

These guidelines apply to the work of the Technical Information Centre (TIC) at the World Championships. The exact requirements for other events will vary and should be discussed with the IBSA Judo and other relevant parties.

### 1. Duties

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The TIC's specific duties include:

- Preparation of the documentation to be distributed in the Technical Meeting, including the judoka number bibs
- Distribution of all event related technical information (contest lists, results and official announcements from the organisers and IBSA Judo, etc.), on notice boards, through a pigeon-hole box system (or any other more modern system) and directly to the Information Desks at the team accommodation
- Collection and distribution of any urgent written notices to the delegations from the Technical Delegates and competition management
- Distribution of the daily programmes, when they are produced
- Reception of written questions to be answered during the Technical Meeting
- Reception of final confirmations
- Point of contact for team leaders (or other team officials) to call the relevant Referee to present a protest
- Reception and immediate forwarding to the Technical Delegates of written demands, questions
- Reception of written appeals (and required financial deposits)
- Issuing, at the request of team leaders, certificates for the later ratification of national records established in the competition
- Distribution of items not otherwise delivered to the team leaders
- Safe keeping and return of items confiscated in the Call Room (against signed receipt)
- Safe keeping and return of the personal implements (against signed receipt)

### 2. Layout

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The TIC should be divided into 5 enclosed areas, which should be connected to each other.

#### Reception Area

This is the only area where non-TIC staff will be allowed. It will be where team leaders and others can get general information at an information desk. Authorised personnel should also be able to pick up items specifically addressed to them or their team members through a locking "pigeon hole" box system (or any more modern system). There should be as many boxes as participating teams, identified with the name of the country and functional enough for a quick storage of and access to the documentation by the TIC staff. There should also be boxes for the IBSA Judo appointed delegates, although it is advisable that most items are distributed directly to their working rooms. This area should have TV monitor displaying the international TV signal.

#### Co-ordination Area

This area should be reserved to the TIC staff only. It should be equipped with tables and chairs, computers and all office supplies that may be necessary. The Data Service provider printing point(s) should also be located here.



### **Copy Centre**

This, which should be directly adjacent to the Co-ordination Area, is where all the documents produced by the Data Service provider, through the installed printing points will be photocopied for distribution.

This area should be equipped with fast copy machines and paper in the following colours:

- White (start lists and general information)
- Blue (men results)
- Pink (women results)
- Yellow (corrections)
- Green (urgent notices)

The number of machines and amount of paper necessary will be proportional to the number of teams participating in the competition and the number of events.

### **Working Area**

There should be office space that can be used by delegation leaders (team leaders, head coaches, etc). It should be equipped with an event intranet linked computer.

### **Meeting Room**

It is also advisable to have an area reserved for meetings between the team delegates and the competition officials. This room should have a round table, chairs, a TV and a video.

## **3. Operation**

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The variety and complexity of the tasks carried out at the TIC demand a considerable number of people working there. The most important requirements include:

### **Reception Area**

There should be enough personnel to assist the team members and give them the information from the pigeon-holes, receive protests, etc. The Reception Area staff should have foreign language skills in the most spoken languages (English, French, German and Russian) and some should have a judo technical background.

### **Co-ordination Area**

One person at the Co-ordination Area should be responsible for collecting the print-outs produced by the Data Service provider, and delivering them to the Copy Centre Coordinator.

### **Copy Centre**

There should be at least as many Copy Centre staff as copy machines. The Copy Centre Co-ordinator should be responsible for giving the staff information on the paper colour to use, the number of copies needed etc.

Copies produced should be separated by:

- Copies to be placed at the TIC pigeon-hole
- Copies to be distributed to other areas of the stadium
- An example of each item for the TIC notice boards

Different people should be assigned for the delivery of copies to each of the above listed destinations.



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## AGENDA POINTS FOR A TECHNICAL MEETING

The Technical Meeting agenda should include the following items:

- Welcome by the President of the LOC
  - Welcome by the IBSA Judo Chairman or his/her representative
  - Presentation of the Technical Delegate(s)
  - Presentation of the International Officials
  - Presentation of the Competition Officials
  - Information briefing by the Technical Delegate(s)
  - Technical information
  - Call Room procedures and schedule
  - Qualifying procedure
  - Competition sites
  - Presentation of the competition and warm-up sites
  - Mixed Zone operation
  - Opening Ceremony and Closing Ceremony
  - Award ceremony procedure
  - Doping control
  - Advertising Rules and Regulations
  - Answering of questions submitted in writing by federations
  - Distribution of number bibs
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## MEDIA GUIDE CONTENTS TEMPLATE

The following information should be included in the Media Guide:

- Contact, Staff
    - Contact details key persons (LOC staff, IBSA Judo)
    - Relevant Addresses
  - Travel Information
    - Arrivals (Airport, Railway Station, Bus Station)
    - Transport to the hotels / Accreditation Center / Media Center / Arena
    - Car parking
    - Public transport system
    - Taxi information (phone numbers)
  - Accommodation
    - Location, details
    - Services provided in the hotels
    - Restaurants (opening hours for late dinner)
  - Media Kit / Documents
    - Content (competition relevant)
    - Distribution Procedure
  - Media Centre
    - Info Desk
    - Opening times
    - Facilities / services
    - Information distribution (pigeon-holes, Electronic Systems)
  - Accreditation
    - Area System explanation
    - Accreditation desk location, opening hours
    - Procedures, Loss
  - Media Tribune
    - Seating plan
    - Access, restrictions
    - Services
  - Mixed Zone
    - Location
    - Setup
    - Access, restrictions for TV and Radio rights-holders
  - Communication
    - Services, locations
    - Order, rental possibilities (Rate Card)
    - Payment methods
  - Flash Interviews
    - Content, language,
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- Availability (printed, electronic)
  - Commentator's Information System (CIS)
    - Availability (positions)
    - User instructions and information
  - Photographers
    - Photographer's briefing
    - Competition area access, bib allocation
    - Photo services (lab, work space, location map)
  - Web Services
    - Addresses, content provided
  - Social programme (for media)
    - Details
    - Invitation
  - Country and Host City Information
    - General facts and figures
    - Tourist information
    - Technical standards (power, phone, TV system, etc)
- Note: Some of the general information (public transport, country and Host City information) can also be distributed as separate publications (e.g. city tourism brochures).*
- Event and Competition Details
    - LOC / IBSA Judo officials
    - Timetable
    - Qualification systems
    - Country Codes (full list)
    - Training areas (including Media access/restrictions)
    - Team accommodation

*Note: Event and competition details can be taken partly from the Team Manual and/or VIP Event Guide.*



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## EVENT PROGRAMME GUIDELINES

### 1. Co-ordination

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The IBSA Judo Event Manager will work with the LOC and provide assistance on editorial content. The LOC should advise who will be responsible for co-ordinating this project.

### 2. Design

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Basic requirements regarding size and the cover design are provided in the IBSA Judo Graphic Guidelines. The overall design and quality of the programme is important, as the programme will be kept as a souvenir of a memorable event.

### 3. Contents

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The programme should be printed in local language, English and French. The LOC is responsible for arranging all translations. The following list provides examples of some of the contents that should be included in the programme. This list is **not** exhaustive and the LOC should provide a contents proposal for IBSA Judo review and agreement.

- The Organisation
- Official messages from:
  - IBSA Judo Chairman – IBSA Judo to provide copy
  - LOC President – LOC to prepare copy
  - City dignitaries (e.g. Mayor, Sports Minister) – LOC to provide copy

**The LOC should aim to keep the number of official local messages to a minimum, as this is not particularly interesting to the public.**

- List of competition officials and IBSA Judo delegates
- The Competition
- Explanation about the event: format, scoring, etc
- Event history IBSA Judo to provide this information
- Competition timetable
- Ceremony information (Opening and Closing Ceremony information)
- Team/judoka profiles
- Contest lists
- Past results and statistics
- The Venue
- City information, historical and current
- City maps and plans
- Arena details: history, architect and construction details, arena capacity and other interesting information
- Stadium plan, showing floor plan and key areas including entrances/exits, toilets, seats (disabled areas)
- The Sponsors
- International sponsor advertisements\* (see below for more information)
- National sponsor advertisements\* (see below for more information)
- Photographs
- Photos from previous IBSA Judo events taken by the IBSA Judo (available for use)



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#### **4. Pagination and Advertisements**

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A template is available from the IBSA Judo. This should be completed and maintained by the LOC to show what will be printed on each page. Each international sponsor will have one full page of advertising in the programme unless the LOC is otherwise informed by the IBSA Judo. The IBSA Judo will provide the LOC with the exact location for all international sponsor advertisements once the programme contents are known. National sponsors are also entitled to one page of advertising each. The total number of national and local advertisements should not exceed the number of international sponsor advertisements. Local sponsors may be entitled to a half page of advertising, subject to space. All national and local advertisements must be submitted for IBSA Judo approval prior to inclusion in the programme – these should be provided in pdf format. No sponsors conflicting with the IBSA Judo's international sponsors may appear in the programme. All advertisements should appear on left hand pages only, with text on the right. Doublepage advertisements are not allowed. The team start lists should appear in the centre pages.

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#### **5. Production and Deadlines**

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As the team start lists should be included in the programme, production cannot start until the IBSA Judo provides the approved lists from the online entry system. However, all other programme pages can and should be finalised before this date. The LOC can send individual articles and pages for review and approval. However, a complete draft copy (in pdf format) should be provided to the IBSA Judo for review and approval. Deadlines for this proofing process should be agreed between the IBSA Judo and LOC, to ensure that the final printing date can be met. The programme should be ready for distribution to the teams, media and VIPs 4 days before the start of the event. The IBSA Judo will advise the number of complimentary programmes required for these groups.

The LOC will be responsible for ensuring that the programme is available in the following locations:

- Official hotels (at information desks, for teams, media, VIPs)
- Media Centre
- IBSA Judo Club