

***Tokyo 2020 Games Foundation Plan
February 2015***

The Tokyo Organising Committee of the Olympic and Paralympic Games

The Outline of the Tokyo 2020 Games Foundation Plan

The Tokyo 2020 Olympic Games will be staged from 24 July to 9 August 2020 followed by the Tokyo 2020 Paralympic Games from 25 August to 6 September 2020.

In the lead up to 2020, it is the responsibility of Tokyo 2020 Organising Committee to lead the complex and wide-ranging preparation efforts for the Games within the limited timeframe of five and one-half years.

The Games Foundation Plan (GFP) serves as a framework for the preparations toward the delivery of the Games. The Tokyo 2020 GFP states Tokyo 2020 Organising Committee's strategic goals for the Games, outlines the preparation work needed, defines the legacies to be achieved as an outcome of the Games, and the development of collaborative structures, both within Tokyo 2020 Organising Committee and with its external partners.

During development of the GFP, Tokyo 2020 Organising Committee actively facilitated and coordinated discussions internally and externally. Consequently, a deeper understanding and knowledge of the Games' tasks and requirements has been obtained, and a solid foundation for the Games has been established. With this GFP as a starting point, Tokyo 2020 Organising Committee will steadily undertake detailed planning of the concrete initiatives and actions in respective areas, in parallel with enhancing an All-Japan cooperative and collaborative structure.

The Tokyo 2020 Games Foundation Plan consists of seven chapters.

Chapter 1: Games Vision

Tokyo 2020 Organising Committee has developed the Games vision that underpins the Tokyo 2020 Olympic and Paralympic Games, building on our Bid slogan "Discover Tomorrow".

This chapter also defines approaches towards the Tokyo 2020 Paralympic Games as the first Games in history to be staged in the same host city for a second time.

Chapter 2: Games Clients

Games clients are categorised into eight groups. Tokyo 2020 Organising Committee will ascertain individual client needs and requirements and ensure client-oriented planning and operations, driven by the Japanese *Omotenashi* spirit of hospitality.

Chapter 3: Venues and Infrastructure

An approach to the development of venues and infrastructure is defined. A review of our Games venue plan including locations of competition venues is underway at the time of publication of the GFP and will continue through discussions with involved parties.

Chapter 4: Games Support Functions

The establishment of 52 Functional Areas (FAs) required for delivery of the Games and their respective activities are clarified. Missions, key objectives and key tasks of each FA are defined in alignment with the Games vision.

Chapter 5: Games Support Structure

The roadmap towards the Games is developed. Tokyo 2020 Organising Committee will facilitate integrated approaches within and outside the organisation. A Games support structure is defined, establishing clear organisational structure of Tokyo 2020 and divisions of roles and responsibilities with relevant parties.

Chapter 6: Action & Legacy

The “Action & Legacy Plan” will be established in 2016. Tokyo 2020 Organising Committee, the Government of Japan, the Tokyo Metropolitan Government, the Japanese Olympic Committee, the Japanese Paralympic Committee, the business community and other relevant stakeholders will work together from the initial planning phase as a single integrated team to define and implement

comprehensive action plans to deliver pre-Games and post-Games legacies.

Chapter 7: Engagement

A Tokyo 2020 engagement strategy will be developed aimed at maximising support and supporters engaged in the co-creation of the Games through implementation of various programmes inside and outside Japan.

Games Foundation Plan

Table of contents

Chapter 1	Games Vision	1
1.1	The Vision for the Tokyo 2020 Games	
1.2	Tokyo 2020 Approach to the Paralympic Games	
Chapter 2	Games Clients	17
2.1	Client Services	
2.2	Planning Approach of Client Experience	
Chapter 3	Venues and Infrastructure	23
Chapter 4	Games Support Functions	27
Chapter 5	Games Support Structure	135
5.1	Roadmap	
5.2	Integration with relevant entities and integration within the organisation	
5.3	Planning Approach	
5.4	Organisational Structure	
5.5	Budget	
Chapter 6	Action & Legacy	163
6.1	Action & Legacy Plan	
6.2	Actions and Legacies Included in the Plan	
Chapter 7	Engagement	173
7.1	Engagement strategy	
7.2	Organisational Framework and Relationship with FAs	

Chapter 1 Games Vision

1 Games Vision

The vision for the Tokyo 2020 Games is as follows:

Sport has the power to change the world and our future.

The Tokyo 1964 Games completely transformed Japan. The Tokyo 2020 Games, as the most innovative in history, will bring positive reform to the world by building on three core concepts:

“Striving for your personal best (Achieving Personal Best)”

“Accepting one another (Unity in Diversity)”

“Passing on Legacy for the future (Connecting to Tomorrow)”

1.1 The Vision for the Tokyo 2020 Games

1.1.1 The policy behind formulating the Games vision

Formulating the Games vision for the Tokyo 2020 Games started with the bid slogan, “Discover Tomorrow,” and considering what exactly should be ‘discovered’ through the Tokyo 2020 Games.

Two points were particularly important when considering the Games vision. First, adopt clear and accessible expressions to ensure that the citizens of Tokyo, all of Japan, and the world would not only enjoy watching the Games but also feel that they were a part of creating the event. Second, encourage as many people as possible to contribute to the creation of the Games vision, so that the process of drafting it would help drive momentum towards the Olympic and Paralympic Games.

Please refer to the reference section for further details on the process for creating the Games vision.

1.1.2 The three core concepts underlying the Games vision

(1) The three core concepts

During the process of creating the Games vision, we asked many people to envision what “tomorrow” the Games should seek to achieve, and three common themes – “Achieving Personal Best,” “Unity in Diversity,” and “Connecting to Tomorrow” – emerged. Just as the *basso continuo*, underpins a piece of music, these three concepts provide the foundation for the Games vision.



1) Achieving Personal Best

First and foremost, the Olympic and Paralympic Games should be a festival of sports for the athletes. Through flawless preparation and execution, the Tokyo 2020 Games aim to deliver an event where every athlete can realise their best performance and achieve their personal best.

This aim, however, does not only extend to the athletes’ performance. The world’s best technologies will be adopted in developing competition venues and in operating the Games. Also, all Japanese citizens, including Olympic and Paralympic volunteers, will employ their utmost resourcefulness as hosts to welcome visitors from around the world with the best Japanese ‘*Omotenashi*’, or hospitality. Athletes and spectators alike will bring excitement to the Games and have the best experience of their lives.

Everyone, not only athletes, will be free to enjoy the Tokyo 2020 Games, to participate in the Games in their own way, and to achieve their personal best.

2) Unity in Diversity

We live in a world that is diverse, rather than homogenous, and the differences among us span wide-ranging areas, from race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth, level of ability or other status. Readily accepting these differences and respecting one another allows peace to be maintained and society to continue to develop and flourish. This is the essence of the Olympic and Paralympic values, and there is no doubt that sport has the power to help achieve this goal.

The Tokyo 2020 Games will foster a welcoming environment and raise awareness of unity in diversity among citizens of the world.

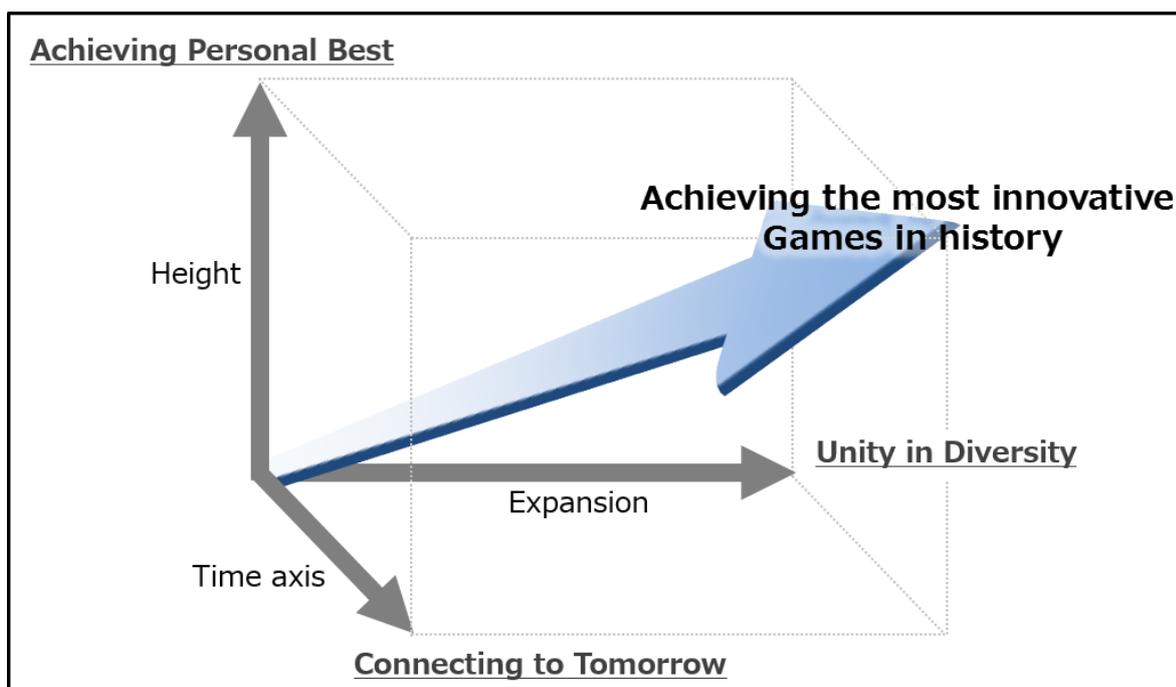
3) Connecting to Tomorrow

The Tokyo 1964 Games completely transformed Japan. Facilities constructed for the event continue to be used and cherished to this day, and some will also serve as competition venues for the Tokyo 2020 Games. Motorways and *Shinkansen* bullet train lines constructed at the time helped form the foundations of Japan's economic growth, and remain indispensable to the country's economic and cultural infrastructure. In those days, opportunities were rare for Japanese citizens to interact with people from overseas. Put simply, the Tokyo 1964 Games enhanced Japanese people's awareness of the outside world and helped bring about rapid growth of Japan's economy.

More than 50 years have passed since Tokyo last hosted the Games. What will be the legacy of the Tokyo 2020 Games for future generations of Tokyoites and Japanese? What message will Japan, now a mature economy, communicate to the world through the Games? After having benefited so significantly from the Games in 1964, what changes will Japan be able to contribute to the world this time? From the very start of the planning process, the Tokyo 2020 Games have been focusing closely on these important questions, to create a comprehensive plan to ensure that we 'connect to tomorrow' and leave a positive legacy for future generations.

(2) Correlation of the three core concepts

Metaphorically speaking, "Achieving Personal Best," "Unity in Diversity," and "Connecting to Tomorrow" represent height, expansion, and time, respectively. The vision for the Tokyo 2020 Games seeks to deliver the most innovative Games in history and bring positive reform to the world by employing this three-dimensional concept to achieve a common goal. The notion of the three core concepts follow the idea of the Olympism.



1.1.3 Implementing the Games vision

(1) Reflecting the Games vision in the operation of the Games

The Games vision serves as the foundation for running the Tokyo 2020 Games. It is important that its essence be concretely reflected in the actual operation, rather than being something abstract.

The Games vision is reflected, in one form or another, in each of the 52 Functional Areas' (FAs') missions and key objectives shown in Chapter 4. For example, the Venues & Infrastructure and Doping Control FAs emphasise the importance of providing quality services to provide athletes with a platform for "Achieving Personal Best". Likewise, the Broadcast Services and Technology FAs place emphasis on communicating the excitement and allure of the Games to a global audience by adopting the world's most advanced technologies.

Regarding "Unity in Diversity" and "Connecting to Tomorrow," the Ceremonies FA states that the opening, closing, and other ceremonies will give people from around the world access to the best possible ceremony experience, irrespective of age, gender, or level of ability. The Legacy FA stipulates that the Tokyo 2020 Games will create a widely varying legacy that will be handed down to future generations.

(2) The Games vision and the five pillars

1) The extent of impact of the Games

The Tokyo 2020 Games will not merely be a sporting event held in Tokyo from July to September in 2020, but a celebration that will go far beyond sports in several respects.

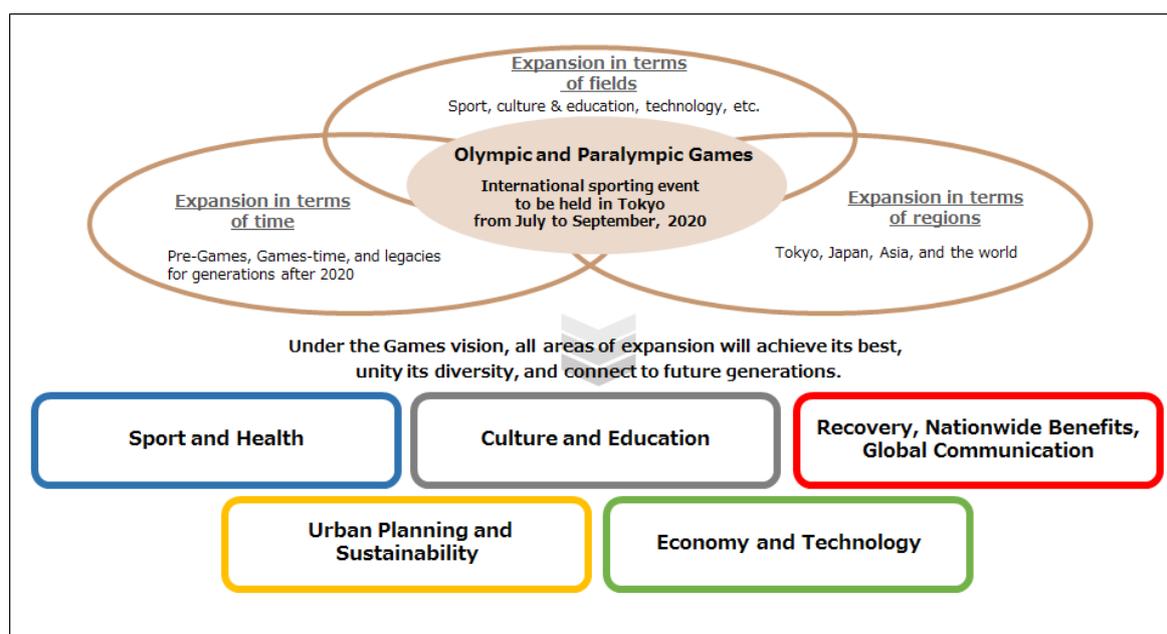
The effects of the Tokyo 2020 Games will be widely felt, expanding in terms of

“fields,” such as in culture and education, as well as in terms of “time”, ensuring that the Games are not a transient event in 2020 but one that leaves a positive impact for generations to come. The Games’ influence will also expand beyond Tokyo in terms of “regions”, further strengthening the Olympic and Paralympic Movement across Japan, Asia and the world.

The Games vision has to reflect in all the areas of expansion outlined above as well as in the Games operations itself. Under the Games vision, all areas of expansion will achieve its best, unify its diversity, and connect to future generations. True success of the Tokyo 2020 Games will come only when we can accomplish our goal of achieving a positive impact in the areas of expansion.

2) Development of the five pillars

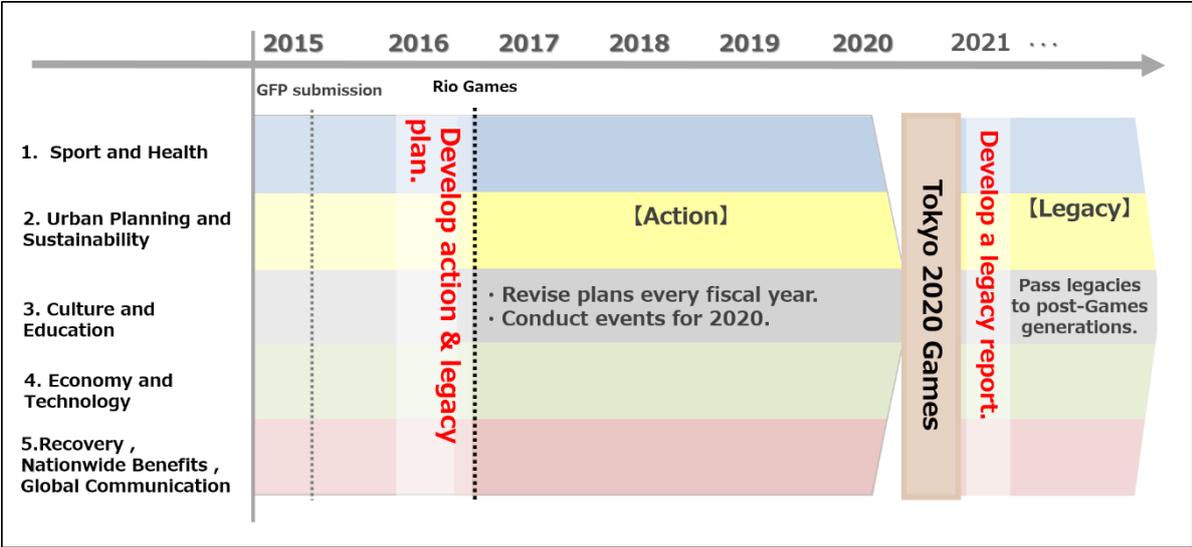
Specifically, comprehensive efforts will be made on the basis of the following five pillars: “Sport and Health,” “Urban Planning and Sustainability,” “Culture and Education,” “Economy and Technology,” and “Recovery (from the Great Earthquake), Nationwide Benefits, Global Communication”.



3) Implementation structure of the five pillars

Tokyo 2020 Organising Committee will play the principal role in establishing the cross-functional system required, focusing on these five pillars and working in conjunction with the Government of Japan, Tokyo Metropolitan Government, JOC, JPC, other sporting organisations, privately-owned corporations, and individuals.

Under this system, specific Action and Legacy Plan will be developed four years prior to the Games. The Plan will outline what legacy should be passed on to future generations and what concrete actions should be taken by the Tokyo 2020 Games to secure this legacy. Further details on these points are included in Chapter 6.



(3) Alignment with the Olympic Agenda 2020

The Olympic Agenda 2020 was adopted at the IOC Session in December 2014. While covering a range of contents, the Agenda’s essence is closely aligned with the concepts of “Achieving Personal Best,” “Unity in Diversity,” and “Connecting to Tomorrow” outlined in the Tokyo 2020 Games vision.

While the budget may be limited, the ideas powering the Tokyo 2020 Games will be limitless. Reflecting the spirit of the Olympic Agenda 2020 wherever possible, the Tokyo 2020 Games will strive to become a starting point for reform of the Olympics under this new Agenda.

(Reference) The Games Vision Development Process

(1) Crystallization of the Bid Slogan, “Discover Tomorrow”

In September 2013, Tokyo was selected as the Host City for the 2020 Games. The slogan employed by Tokyo for the bid was “Discover Tomorrow.” The Tokyo 2020 Organising Committee, established a year after the bid, decided to concretely define the “tomorrow” concept of the slogan before developing the Games’ vision, which sets out the basic guidelines for their implementation. During this process, the committee gathered opinions from the widest possible range of people to engage with individuals from all walks of life and build nationwide excitement for the Games.

(2) Hearing from a Wide Variety of People

In July 2014, Tokyo 2020 Organising Committee launched the “Creating Tomorrow Together” project on its website, to which anyone can send their opinions regarding the Games. By September 2014, more than 2020 comments had been collected and posted online, with the number of visitors to the website exceeding 170,000. The comments include opinions from people affected by the Great East Japan Earthquake as well as athletes with an impairment aiming to compete in the Paralympics.

In Japan, elementary and junior high schools have long-term holidays in summer, and various assignments are given to students for the period. The Tokyo 2020 Organising Committee requested elementary and junior high schools all over the country to give, for summer vacation, students an assignment of writing an essay regarding their expectations for the Tokyo 2020 Games. As a consequence, more than 20,000 essays were submitted from all parts of the country. Additionally, the Tokyo 2020 Organising Committee cooperates enthusiastically with universities, which is a project unique to the Tokyo 2020 Organising Committee. The number of universities under the cooperation agreement exceeded 750, which is one half of the total number of universities in Japan, and is expected to increase in the future. In cooperation with these universities, the Tokyo 2020 Organising Committee held forums throughout the nation to collect ideas from university students. It is anticipated that hearing opinions of the youth continuously and incorporating the opinions into the development of the Games vision will make the Tokyo 2020 Games open to much wider range of generations.

Opinions regarding the ideal Games were also sought from the Tokyo 2020 Organising Committee officials, including executive board members, auditors, councilors, and advisors. Advisors, in particular, are representatives in various fields of the country. Sharing the examination process with them, therefore, contributes to the Tokyo 2020 Games having relations with a wide range of fields.

Furthermore, through consultation with a commission consisting of athletes and

media staff, and discussions with stakeholders, including the Government of Japan; Tokyo Metropolitan Government; other Regional/Local Governments; JOC; and JPC, the Games vision has been refined.

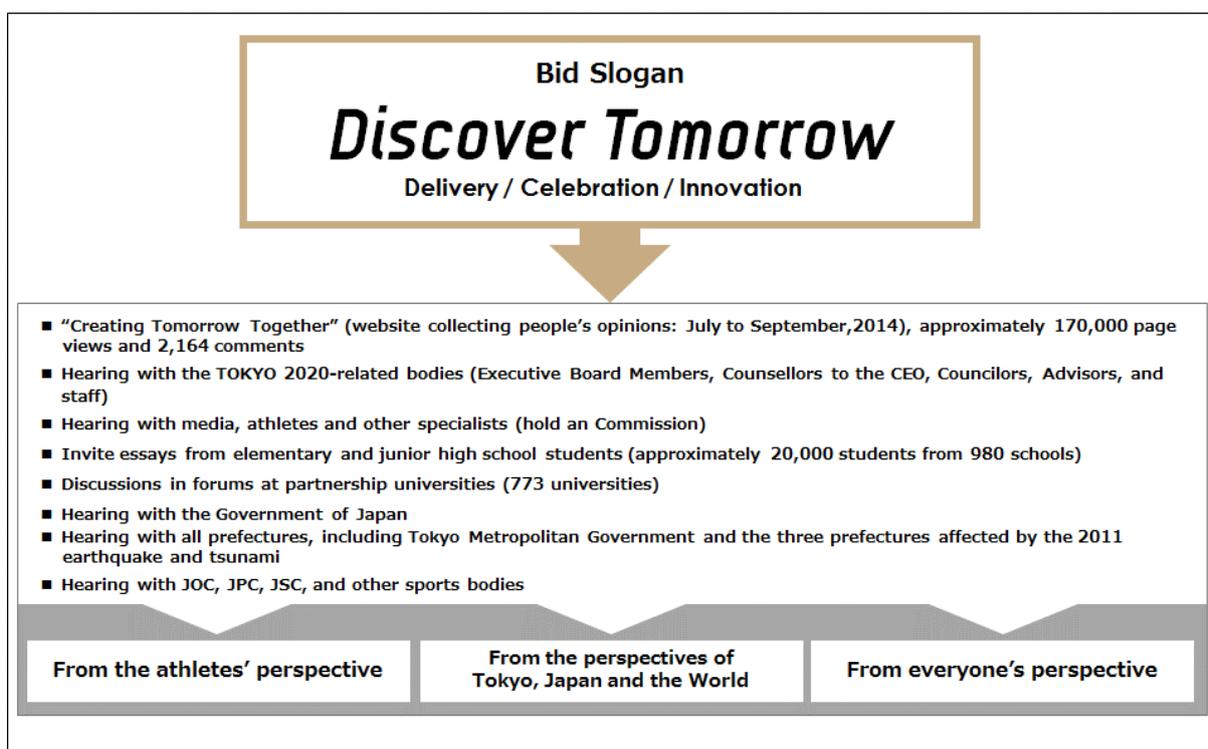
(3) Analysis from Three Perspectives

The Tokyo 2020 Organising Committee collected opinions from a large number of people regarding the topic “what ‘tomorrow’ they hope to ‘discover’ through the Games.” The collected “tomorrow” was analysed from the following three different perspectives:

The first analysis is from the “athletes’ perspective.” “Tomorrow” in this category is from the athlete-first point of view, centring mainly on the following: the penetration of the Olympic and Paralympic spirit; the Games operations allowing each athlete to achieve their best in a well-organised environment; and the post-Games promotion of sport through efforts by the Government of Japan, local governments, and sport organizations to enable more people to enjoy sport. The Olympic Agenda 2020, which was adopted by the IOC Session and includes several athletes’ related recommendations, will be incorporated into the Tokyo 2020 Games as much as possible, making the Tokyo 2020 Games a key milestone in the strengthening of the Olympic and Paralympic Movement.

The second analysis is from the “perspectives of Tokyo, Japan and the World.” “Tomorrow” in this category is from a viewpoint where it is considered what type of positive impact will be made on Tokyo, Japan and the World by the Tokyo 2020 Games, which is akin to legacies discussed later. “Tomorrow” here includes the following: the success of the Games by using the most advanced technology for the Games operations, and handing down Japanese traditions and culture to future generations by communicating Japanese values, such as “harmony is the ultimate value,” to the world.

The third analysis is from the “everyone’s perspective.” Compared to “tomorrow” from the second macro perspective, this is “tomorrow” from micro individual perspective. Numerous opinions gathered from all over Japan through the Internet and the essay competition include various anticipations and ideas of individuals, such as “I hope that Japanese people will welcome visitors in creative and original ways as far as possible” and “I hope that the excitement of the Tokyo 1964 Games will revive in the Tokyo 2020 Games and be communicated to the world.” These opinions will be utilised for comprehensive coordination and operations of the Games.

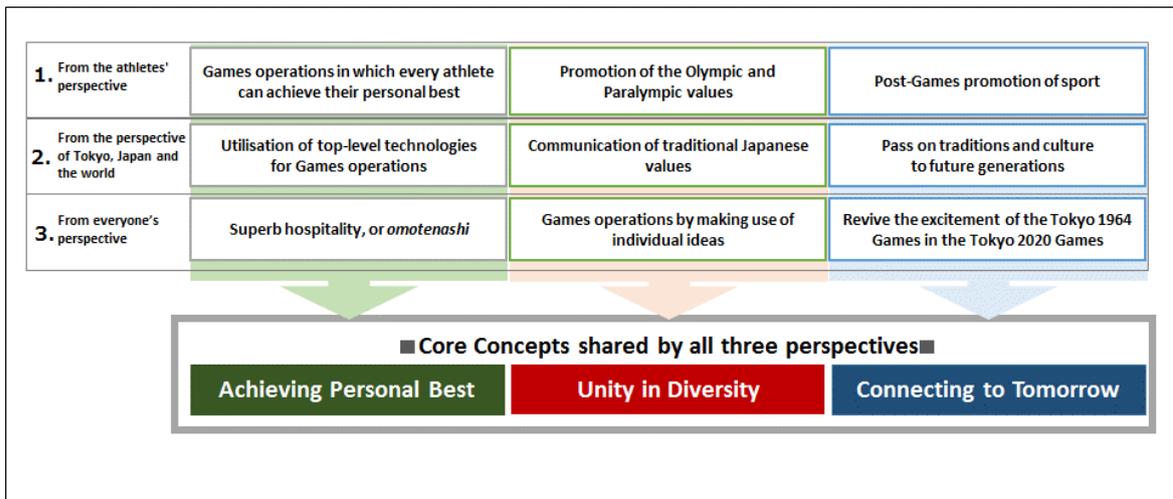


(4) Common Elements in "Tomorrow" from the Three Perspectives

The analysis of "tomorrow," which was gathered from a large number of people, from the three perspectives leads to the recognition of common elements. One of the common elements, "Achieving personal best," for example, can be derived from the following opinions: "Games operations in which every athlete can achieve their personal best" from the athletes' perspective, "utilisation of top-level technologies for Games operations" from the perspectives of Tokyo, Japan and the world, and "superb hospitality, or *Omotenashi*" from everyone's perspective.

Likewise, "Unity in Diversity" can be derived from opinions such as "promotion of the Olympic and Paralympic values," "communication of traditional Japanese values," and "Games operations by making use of individual ideas." "Connecting to tomorrow" can be derived from "post-Games promotion of sport," "pass on traditions and culture to future generations," and "revive the excitement of the Tokyo 1964 Games in the Tokyo 2020 Games."

The three core concepts included in the Games vision, "Achieving Personal Best," "Unity in Diversity" and "Connecting to Tomorrow," were developed by analysing those various opinions from the three perspectives.



1.2 Tokyo 2020 Approach to the Paralympic Games

The aforementioned Games vision presents the basic concepts of both the Olympic and Paralympic Games, and is a central pillar of the Games Foundation Plan. The success of the Paralympic Games is critical to the realisation of “Unity in Diversity,” one of the concepts of the Games vision. It is no exaggeration to say that the national and international evaluation of the entire Tokyo 2020 Games will be dependent on the evaluation of the Paralympic Games. Here is the approach that Tokyo 2020 Organising Committee is going to take toward the success of the Paralympic Games:

The term “Paralympic” was used for the first time in the previous Tokyo Games in 1964. The present Games format is rooted in the Tokyo 1964 Games in which the Olympic venues were utilised and non-wheelchair athletes participated for the first time. The Tokyo 1964 Games encouraged participation of persons with an impairment in Japan in social activities and created a foundation for the development of a social activity enabling system.

Tokyo will become the first city to host the Paralympic Games for a second time, and there are high expectations that the Tokyo 2020 Games will contribute to further development of the Paralympic Movement.

It is important to recognise that the Paralympic Games are a distinctive event with their own values, offering unique opportunities to the Host City and country. The delivery of the successful Paralympic Games will require a good understanding of the Paralympic clients’ distinct needs and focus on the planning of the relevant specific elements. Tokyo 2020 Organising Committee will adopt strategic approaches, particularly focusing on, for example, the following:

(1) Operations of the Organisation Focusing on the Paralympic Games

Tokyo 2020 Organising Committee has been working to create an organisation, from the organising committee’s establishment, which focuses on the Paralympic Games in every aspect of the planning and preparation through to Games operations, such as appointing persons involved in the Paralympic Games to key posts. The preparation of the Paralympic Games has been done effectively and efficiently in parallel with that of the Olympic Games, such as by considering different characteristics of athletes and accessibility from cross-organisational perspectives. Thus Tokyo 2020 is minimising the venue and facility overlay works during the transition period from the Olympic Games to the Paralympic Games.

(2) Raising Awareness about Paralympic Sport

Engagement with the Paralympic Games will be enhanced in order to raise awareness about Paralympic sport and para-athletes. Tokyo 2020 Organising Committee will promote the efforts to broaden the appeals of Paralympic sport and para-athletes, such as by providing opportunities to watch and experience each sport or to interact with Paralympians prior to the Games, in collaboration and cooperation with the JPC, NFs, the Tokyo Metropolitan Government and the Government of Japan, and seek to expand the fan base of each sport.

Watching sport at the Paralympic Games will be an once-in-a-life time event for many people. Tokyo 2020 Organising Committee will actively publicise the opportunities to watch Paralympic sport and to experience sport prior to the Games, and will increase media exposure of the Paralympics to rouse enthusiasm among more and more people who want to experience the attraction of Paralympic sport at the venues.

(3) Setting the Atmosphere for the Games

In order to enable para-athletes to aim to achieve their personal best in the best possible environment, it is vital that spectators contribute to creating a great atmosphere at the Games. For ticketing, accurate sales forecasts will be generated for each sport, based on analysis of the previous Games as well as research and demand forecasting through the NFs, IFs and NPCs. The ticketing system will be designed to be accessible to all including persons with an impairment. Along with spectacular sports presentation, services that match the characteristics and needs of spectators of the Paralympic Games in every aspect of Games operations will be provided, so that every ticket holder will feel comfortable visiting the venues and will enjoy an unforgettable experience through watching the Games in vibrant venues where spectators and athletes unite.

(4) Enhancement of the Brand Value of the Paralympic Games

The success of the Paralympic Games, through their spectacular moments of the sports presentation and ceremonies shared by athletes, spectators and other persons involved in the same arena as well as by the rest of the world through images, will contribute to the enhancement of the brand value of the Paralympic Games. Furthermore, Tokyo 2020 Organising Committee expects that broadening the significance of the Paralympic Games as well as the appeals of each sport at various stages of the planning phase in cooperation with Marketing Partners and media, will lead to enhancement of the Partners' engagement as well as a deeper understanding of the Paralympic Games from the general public and all stakeholders involved and as a result, will enhance the Tokyo 2020 Paralympic Games brand value.

Tokyo 2020 Organising Committee will make the most of the achievements and experiences accumulated during and after the Tokyo 1964 Games, and collaborate with various persons involved in the Games, including spectators, to realise further development of the Paralympic Movement through the efforts toward the Tokyo 2020 Games. Tokyo 2020 Organising Committee will expand the effect of the Paralympic Movement globally, and contribute to the realisation of a cohesive, vibrant society where everyone can enjoy sport for a lifetime in their local community.

Chapter 2 Games Clients

2 Games Clients

The Olympic and Paralympic Games have unique clients. In preparing for Games operations, it is important to gain these clients' satisfaction by paying full attention to their needs. This will influence the success of the Games.

The Tokyo 2020 Games aim to achieve the following in accordance with the Tokyo 2020 Games vision:

- Client services that enable each client to achieve his or her personal best;
- Service provision that takes account of the diverse characteristics of each client;
- Pass down to future generations *Omotenashi* hospitality developed through the client services experience.

Tokyo 2020 Organising Committee will do its utmost to provide appropriate services to clients.

This chapter clarifies the objectives of client services, client categories and their definitions, and planning approaches.

2.1 Client Services

2.1.1 Objectives of Client Services

By mobilizing not only Japanese values, such as Japanese traditional *Omotenashi* / hospitality and the spirit of cherishing harmony, but also creativity and innovation, the members of Tokyo 2020 Organising Committee will do their best to provide all clients with appropriate services and to help the clients enjoy unforgettable experiences from the Games.

The main objectives of client services based on the aforementioned ideas are as follows:

- Fully ascertain the clients' needs and requirements throughout the Games lifecycle through regular and consistent communications with Games clients.
- Ensure client-oriented planning and operations, driven by the Japanese *Omotenashi* spirit of hospitality.
- Provide all clients with an end-to-end experience based on clear and consistent communication, integrative and effective services, including a range of opportunities to actively participate in Games activities through enhanced accessibility and robust cooperation with all Games delivery partners.
- With an emphasis on the Paralympic Games, identify characteristics and differences between Paralympic and Olympic clients, such as diversity and the particular requirements of Paralympic clients.

2.1.2 Definition of Clients

Games clients receive Olympic and Paralympic Games-related services from Tokyo 2020 Organising Committee and/or its partners.

Functional Areas that manage client services for respective Games clients (hereinafter called client-owner FAs) have been established to coordinate client-related planning and the overall provision of services to each client. Functional Areas responsible for these services (hereinafter called service-provider FAs) will deliver their respective services - such as transport, accommodation, medical, etc. - to the clients (see Chapter 4 for the details of FAs).

Tokyo 2020 Organising Committee has categorised the Games clients into eight groups. The respective groups and client-owner FAs are as follows:

Client Group (in alphabetical order)	Description	Client-owner FA
Athletes, National Olympic Committees(NOCs)and National Paralympic Committees(NPCs)	Athletes, team officials and NOC/NPC officials	NOC &NPC Services
International Federations (IFs)	IF Executive Board Members, Technical Delegates, Technical Officials (officials, judges, jury members), Equipment Technicians, IF administration/staff.	Sport
Marketing Partners	TOP partners and local partners	Marketing Partner Services
Olympic & Paralympic Families and Dignitaries	IOC/IPC members and their guests, IOC/IPC guests and IOC/IPC administration/staff IF Presidents and Secretaries General of IFs and their guests Presidents and Secretaries General of NOC/NPC with participating athletes and their guests International Dignitaries Domestic Dignitaries TOP Chairman and CEOs	Olympic & Paralympic Family Services

Client Group (in alphabetical order)	Description	Client-owner FA
	RHB senior executives Future OCOGs/YOGOCs executives CAS, WADA	
Olympic Broadcasting Services (OBS) and Rights Holding Broadcasters(RHBs)	Olympic Broadcasting Services (OBS), Rights Holding Broadcasters	Broadcast Services
Press	Accredited photographers, journalists and non-rights holding broadcasters.	Press Operations
Spectators	Spectators with a ticket, spectators without a ticket but wishing to enjoy the atmosphere of the Games.	Spectator Experience
Workforce	Paid-staff, volunteers and contractors for the Games.	People Management

2.1.3 Roles of Client-owner FAs

Each client-owner FA should properly grasp the needs and requirements of its clients, facilitating service provisions that will satisfy the clients.

The major roles and responsibilities of client-owner FAs are as follows.

- Client-owner FAs should know and understand the characteristics of their clients, communicate with them proactively, and work as liaisons between Tokyo 2020 Organising Committee and the clients.
- Client-owner FAs should provide educational training to service-provider FAs and partners regarding the needs and requirements of clients, and facilitate their understanding of clients. This training will be conducted throughout the Games lifecycle.
- Client-owner FAs should establish service levels as well as the methods and procedures of providing services for clients in coordination with the service-provider FAs and the IOC and IPC.
- Client-owner FAs should monitor services provided to clients during the Games, and when necessary, make appropriate adjustments in cooperation with the service-provider FAs and partners.

2.2 Planning Approach of Client Experience

Tokyo 2020 Organising Committee will use the following approaches to support planning for the client experience.

2.2.1 Planning Client Experiences

- Planning the experiences of all Tokyo 2020 Games clients will be undertaken in an integrated and centralised manner in close cooperation with each FA while aligning with operational plans for FAs and venues, and plans regarding human resources and finance. (Refer to Chapter 5 “Integration” and “Planning Approach” for the overall development process of planning).
- Client-owner FAs should grasp the needs and requirements of their clients, and develop service levels to deliver in collaboration with service-provider FAs and in coordination with clients when necessary.
- Client Plans will be developed and substantiated in each Tokyo 2020 Games preparation phase. The service levels and other information will be constantly reviewed from the perspective of clients before they are confirmed and implemented. In these processes, differences among client groups and between the Olympic and Paralympic Games will be given due consideration.

2.2.2 Client service approach

- Workshops organised by client-owner FAs.
The service standards for each client will be discussed cross-functionally and shared to ensure that clients’ requirements are completely integrated in the service-provider FAs’ planning, and also in venue operations planning.
- Simulation of client journey.
The client experience - before, during and after the Games - will be discussed and analysed by relevant FAs. Site inspections and walk-throughs will also be conducted. Through these measures, potential issues will be identified at an early stage, and solutions will be devised.
- In the process of client planning and service level development for each client, client-owner FAs, service-provider FAs and other delivery partners will hold meetings on a regular basis to define their respective roles and plan how they will work together.
- If needed, research will be carried out to understand what kind of services clients need and what level of services is required.

Chapter 3 Venues and Infrastructure

3 Venues and Infrastructure

(Policies Regarding the Development of Venues and Infrastructure)

The Olympic and Paralympic Games are the world's largest events where people from all over the world come together and the value of sport can be shared. In undertaking the venue development for the Games, it is important to fully examine the locations of venues and transportation services to ensure athletes are able to perform to the peak of their abilities and to maximise the experience of the other client groups. It is also essential to design venues that incorporate the concepts of unity in diversity, including the perspectives of universal design, accessibility and sustainability, as well as the concept of Games Operations. Tokyo 2020 Organising Committee will proceed with the development of permanent and temporary venues in light of all those aspects and also the effective use of venues after the Games.

(Venue Plan Review)

- The Japan Sport Council (JSC) has started the development of the New National Stadium Japan; the Tokyo Metropolitan Government has announced its venue development plan and submitted it to the Tokyo Metropolitan Assembly in November 2014.
- In line with the recommendations adopted in the Olympic Agenda 2020, a review of the Games Venues, Sports and Infrastructure Master Plan is currently underway with particular attention being given to the perspectives of legacy, the impact of venue development on the citizens of Tokyo and Japan, and the efforts to control and optimize venue construction costs.
- The results of ongoing discussions with IFs, NFs, the IOC and the IPC will be taken into consideration during the venue plan review.
- Tokyo 2020 Organising Committee will constantly incorporate the above approach in designing and developing the venues while creating a venue and infrastructure plan that provides an overall picture of venue locations.

(Venue Use Agreements (VUAs))

Venues will be available for Tokyo 2020 Organising Committee's use during the required period for preparation and operations of the Games, including for test events. In order to use the venues, Tokyo 2020 Organising Committee will coordinate with respective venue owners and/or operators to conclude the VUAs.

The required adaptations to venues for Games-time venue operations will vary depending on the nature of the respective venues: temporary / permanent, existing / newly-

built, owned by the Government of Japan, Regional/Local Government and corporate body. The VUAs should fit the nature of each venue for the purpose of smooth and cost-effective operations of the Games.

Tokyo 2020 Organising Committee will internally work on the development of VUAs in parallel with conducting negotiations with parties concerned aiming at achieving early agreement.

Chapter 4 Games Support Functions

4 Games Support Functions

As the Olympic and Paralympic Games are the world's largest sports and cultural events, people's expectations of the Games far exceed those of ordinary sporting events.

For the success of the Games, it is imperative to identify the necessary activities and operations to be delivered as well as the advance preparations through effective integration of these activities and operations. Tokyo 2020 Organising Committee has established 52 Functional Areas (FAs) and outlined the activities and operations of each FA.

As each FA develops plans and prepares for Games operations, it follows the principles below, while also reinforcing integration with other FAs.

- (1) Aim to provide the outstanding services; accumulate best practices within each FA.
- (2) Prepare the Games in consideration of the wide range of clients, keeping in mind the ultimate objective of delivering an integrated event, communicate the rich diversity of Japan and demonstrate Japan's spirit of harmony that encourages mutual respect and recognition.
- (3) Leverage Japan's innovation and creativity and generate as many outcomes as possible that can be passed to the future as legacy.

Efforts will be made for the best use of resources available to achieve effective and efficient preparation for the Games; all relevant stakeholders and partners will provide their respective know-how and knowledge to the maximum and collaboration with external experts will be examined where necessary.

This chapter outlines the mission, key objectives and key tasks of each FA in line with the Tokyo 2020 Games vision to ensure safe and secure Games operations and an environment where athletes can perform to the peak of their abilities.

The links with the vision are underlined in the mission and key objective statements, where relevant, for each FA.

List of Functional Areas

1	Accommodation	ACM
2	Accreditation	ACR
3	Arrivals & Departures	AND
4	Brand Protection	BRP
5	Brand, Identity & Look of the Games	BIL
6	Broadcast Services	BRS
7	Business Development	BUS
8	Ceremonies	CER
9	City Activities & Live Sites	LIV
10	City Operations	CTY
11	Cleaning & Waste	CNW
12	Communications (including Digital Media and Publications)	COM
13	Communications, Coordination & Command/Control	CCC
14	Culture	CUL
15	Doping Control	DOP
16	Education	EDU
17	Energy	NRG
18	Event Services	EVS
19	Finance	FIN
20	Food & Beverage	FNB
21	Government Relations	GOV
22	IF Services (included under Sport)	INS
23	Information & Knowledge Management	IKM
24	Language Services	LAN
25	Legacy	LGY
26	Legal	LGL
27	Licensing	LIC
28	Logistics	LOG
29	Marketing Partner Services	MPS
30	Medical Services	MED
31	NOC & NPC Services	NCS
32	Olympic & Paralympic Family Services (including Dignitary Programme and Protocol)	OFS, PFS
33	Operational Readiness	OPR
34	Paralympic Games Integration	PGI
35	People Management	PEM
36	Planning & Coordination	PNC
37	Press Operations	PRS
38	Procurement (including Rate Card)	PRC
39	Risk Management	RSK
40	Security	SEC
41	Signage	SIG
42	Spectator Experience	SPX
43	Sport	SPT
44	Sustainability	SUS
45	Technology	TEC
46	Test Events Management	TEM
47	Ticketing	TKT
48	Torch Relay	OTR
49	Transport	TRA
50	Venue Management	VEM
51	Venues & Infrastructure (including Venue Development and General Infrastructure)	VNI
52	Villages Management	VIL

Accommodation (ACM)

1. Mission

Provide sufficient and suitable accommodation to meet the requirements of each accredited client group of the Olympic and Paralympic Families during the Games. The comfort shall be provided during their stays through efficient service and the traditional Japanese way of hospitality called *Omotenashi*.

2. Key Objectives

- To provide and secure a wide range of accommodation styles and prices, taking advantage of the vast inventory offered by the Tokyo hotel infrastructure.
- To implement smoothly the allocation of rooms, meeting the individual needs of each client group, such as the IOC and IPC, IFs, NOCs and NPCs, Dignitaries, Marketing Partners and Media, as well as to establish a platform function to flexibly respond to changes and questions.
- To ensure that the contractual obligations related to accommodation are fulfilled for client groups.
- To ensure that the accommodation operations run smoothly, and to provide functional equipment, accessibility, efficient services and traditional Japanese hospitality known as *Omotenashi*, in the best possible way.
- To establish a system to welcome client groups and spectators in the city, by maintaining a strong cooperation with stakeholders such as travel agencies, hotel chains/sector and industry groups.

Accommodation (ACM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Establish the Council on Accommodation for the delivery of the Tokyo 2020 Games, in cooperation with stakeholders such as accommodation and travel industry groups, the Tokyo Metropolitan Government and the Japan National Tourism Organization (JNTO).	Pre-Games			
Negotiate with all the accommodation providers that guaranteed the provision of guest rooms at the time of bidding, and conclude contracts with them.	Pre-Games			
Build and/or acquire the IT system which carries out effective room inventory control and reservation, change and cancellation, for client groups.	Pre-Games			Use the same system as for the Olympic Games.
Build and/or acquire the IT system which carries out charging, payment collection, payment to accommodation properties and refunds, to client groups.	Pre-Games			Use the same system as for the Olympic Games.
Conclude a contract with each of the Olympic/Paralympic Family Hotels upon approval from the IOC/IPC.	Pre-Games			
Develop the Final Accommodation Allocation Plan (including room rates) and submit it to the IOC/IPC.	Pre-Games			
Secure accommodations for the Torch Relay, test events and other official functions as needed.	Pre-Games			
Collect payment for accommodation from client groups.	Pre-Games			
Provide enhanced operational and customer-focused services at Games-time to ensure the accommodation operations run smoothly.		Games ops		

Accreditation (ACR)

1. Mission

To ensure that only the appropriately qualified and eligible Games-related people are entitled to have access to specific areas within venues, and to provide them with an environment where they can perform their necessary roles for the Games operations efficiently and safely.

2. Key Objectives

- To confer the necessary access rights to Games-related people for fulfilling their roles at the Games.
- To deliver simple and seamless services to Games-related people, from application for accreditation to validation at an accreditation centre.
- To allow accredited Games-related people to smoothly enter the host country during the necessary period.

*Accreditation: ensures that only the appropriately qualified and eligible people are entitled to participate in the Games; ensures that they reach areas they need to go to perform their official functions; and keeps unauthorised people out of the areas by allowing only authorised people entry.

Accreditation (ACR)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop operating plans for accreditation facilities.	Pre-Games			
Conduct tests regarding accreditation at test events.	Pre-Games			
Develop and implement plans regarding the procedure of permission for entry and stay, by cooperating with the relevant organisations.	Pre-Games	Games ops		
Establish and operate standards regarding accreditation by cooperating with the IOC/IPC and the relevant organisations in Japan.	Pre-Games	Games ops		
Process paperwork related to Accreditation Card issuance.	Pre-Games	Games ops		
Manage each of the accreditation facilities.	Pre-Games	Games ops		

Arrivals & Departures (AND)

1. Mission

Provide smooth and comfortable services of arrivals and departures to the Games clients from around the world to Japan for the Tokyo 2020 Games.

2. Key Objectives

- To provide heart-warming hospitality of Japan (*Omotenashi*) in harmony with the cultural diversity of each country in the process of arrivals and departures, as the gateway to welcoming everybody to the Games and the host country.
- To provide support for the end-to-end arrivals and departures process for the Games clients holding an Olympic/Paralympic Identity and Accreditation Card (OIAC/PIAC).
- To deliver a ready-to-receive arrivals and departures plan that meets the demand for the Games and the needs of the Games clients, and can respond to emergencies and unexpected changes.
- To provide seamless services in transfer to/from an arrival location and the Olympic and Paralympic Village or accommodation, in coordination with each Tokyo 2020 Organising Committee FA, especially the Transport FA, and relevant organisations.

Arrivals & Departures (AND)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Decide the official points of arrivals and departures of Tokyo 2020 Organising Committee and present the official procedures of immigration, customs clearance and services provided at each point to IOC/IPC and the Games clients.	Pre-Games			
Ensure adequate space in the airports (information booths etc.)	Pre-Games			
Ensure policies and procedures are developed and communicated for imports/ exports of restricted items and items that need special handling.	Pre-Games			
Develop an integrated, smooth immigration service model with all related FAs and organisations, and take responsibility for related actions.	Pre-Games	Games ops		
Coordinate closely with stakeholders (each airport, government-affiliated agencies etc.) and ensure the delivery of an integrated Airport Operating Plan in cooperation with all delivery partners.	Pre-Games	Games ops		
Establish and operate the handling system for accompanying baggage in cooperation with the Logistics and Transport FAs.	Pre-Games	Games ops		
Ensure smooth arrivals and departures procedures for the Games clients, by collaborating with relevant organisations (government-affiliated agencies, airports and airline companies, etc.).	Pre-Games	Games ops	Post-Games	
Coordinate policies and procedures regarding charter and private flights.	Pre-Games	Games ops	Post-Games	
Develop off-airport processing and a departure plan, and set up and operate support desks for arrivals and departures in the Village, IOC/IPC hotels and the IBC/MPC.		Games ops		

Brand Protection (BRP)

1. Mission

Protect intellectual properties of the Tokyo 2020 Games including the Tokyo 2020 Games emblem, mascot, pictograms and the Look of the Games, all of which are newly created by Tokyo 2020 Organising Committee. Likewise, protect Olympic and Paralympic intellectual property owned by the IOC and IPC. Protect the rights to use intellectual property that is entitled to TOP Partners, Rights Holding Broadcasters, Tokyo 2020 Marketing Partners and licensees, in order to enhance the value of the Olympic and Paralympic brands that has been transferred.

2. Key Objectives

- To assist in creating a legacy for Olympic and Paralympic brand values by making the anti-ambush concept well-known through the implementation of anti-ambush marketing campaigns, public relations activities and by protecting official Marketing Partners.
- To prevent ambush marketing in advance and deal with it promptly if it occurs
- To prevent illegal sales (selling counterfeit goods, resales, street selling) in cooperation with relevant organisations.
- To properly manage and control outdoor advertising space to create a unified celebration of the Games.
- To consider the non-commercial use of the Tokyo 2020 Games brand, following the recommendation made in the Olympic Agenda 2020 on expanding the range of use of the Olympic brand for non-commercial purposes. In this process, proper management and licensing of the Games' intellectual property should be taken into consideration.

*Ambush Marketing: intentional or inadvertent activity using the Olympic and Paralympic intellectual property (Olympic and Paralympic symbols, emblems, mascots, pictograms, names, materials including images, moving images, voice sounds and musical compositions, medals, torch relay programmes etc.) or using measures to create a connection with the Olympic and Paralympic intellectual property, by an organisation or individual other than the Tokyo 2020 Marketing Partners without permission.

Brand Protection (BRP)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Prepare guidelines for the use of Olympic and Paralympic IP corresponding to each client including TOP Partners, Tokyo 2020 Marketing Partners and licensees.	Pre-Games			
Prepare guidelines for the non-commercial use of Olympic and Paralympic IP by the NOCs, NPCs, the Host City and the Government.	Pre-Games			
Provide workshops on brand protection for not only Tokyo 2020 Organising Committee staff, but also for relevant entities.	Pre-Games			
Create the inventory of intellectual property owned and managed by the IOC, IPC and Tokyo 2020 Organising Committee.	Pre-Games			
Develop processes and tools to cope with and find good solutions for ambush marketing issues.	Pre-Games			
Prepare a list of procedures concerning clean venues* based on the results of field surveys on commercial and other activities in and around the Games venues as well as clean venue requirements and implement the procedures.	Pre-Games	Games ops		Sponsors' advertising signs in Paralympic venues are approved in accordance with IPC's guidelines
Plan and develop anti-ambush marketing campaigns.	Pre-Games	Games ops		

*Clean venue: state of all Olympic competition and non-competition venues where no commercial, political or religious message is present and only the existence of Look of the Games and approved Games sponsors is visible.

Brand, Identity & Look of the Games (BIL)

1. Mission

Create and realise a consistent Brand, Identity and Look that represents the Tokyo 2020 Games vision, showcases the values of the Tokyo 2020 Games to the world, while respecting and enhancing the Olympic and Paralympic brands.

2. Key Objectives

- To create a unique, inspiring, consistent, unified and memorable Brand and Identity.
- To create the Look of the Games, a unified outward appearance that builds on and strengthens the original Brand and Identity of the Tokyo 2020 Games and to develop it uniformly throughout all the competition and non-competition venues and the Host and Co-host Cities of the Games in order to create a unique Tokyo 2020 Games atmosphere.
- To promote the Olympic and Paralympic Movements through the use of the Brand, Identity and Look of the Tokyo 2020 Games.
- To guarantee the consistency and the unified use of the Tokyo 2020 brand to protect and enhance the value of the Olympic and Paralympic Games.
- To develop Brand, Identity, and Look guidelines and tools for stakeholders and partners to ensure the Tokyo 2020 brand applications are used correctly.

* Look of the Games: is comprised of many different brand applications (signage, tickets, media backdrops, workforce uniforms, pictograms, spectator entrances, sport equipment etc.) that reflect the elements of the visual identity created by Tokyo 2020 Organising Committee. It is recognisable by all Games stakeholders/partners and significantly enhances their Olympic and Paralympic Games' experience.

Brand, Identity & Look of the Games (BIL)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Create, register and launch Tokyo 2020 Olympic and Paralympic emblems.	Pre-Games			
Prepare and publish the guidelines for the use of Tokyo 2020 Olympic and Paralympic emblems.	Pre-Games			
Create and launch the mascot of the Games and prepare and publish the guidelines for the use of the mascot at the same time.	Pre-Games			
Create the Kit of Parts (a detailed visual representation of all Games-time look applications)	Pre-Games			
Design the Look of the Games in Olympic and Paralympic venues (including non-competition venues).	Pre-Games			
Design articles related to the Olympic and Paralympic Torch Relays including the torch, emblem, uniforms, pictograms and other Look, and prepare and publish the guidelines for the use of them.	Pre-Games			
Create and announce pictograms and prepare and publish the guidelines for the use of the pictograms at the same time.	Pre-Games			
Create the Games' motto (slogan).	Pre-Games			
Create the Look elements for the Test Events.	Pre-Games			
Publish the guidelines for the use of the Look of the Games.	Pre-Games			
Design every competition and non-competition venue, including Field of Play (Games competition area) and all venues areas and submit the design to relevant stakeholders (each IF, IOC, IPC, OBS) for approval.	Pre-Games			FOP advertising can be presented.
Prepare the plan for transition of the Look from Olympic Games to Paralympic Games.	Pre-Games	Games ops		

Broadcast Services (BRS)

1. Mission

With state-of-the-art broadcast and telecommunications technology, ensure the best working conditions are provided to Olympic Broadcasting Service (OBS) and Rights-Holding Broadcasters (RHBs) to enable them to produce and distribute around the world coverage of the Olympic and Paralympic Games, as well as the beauty and charm of Japan.

2. Key Objectives

- To make sure OBS and RHBs are considered key clients for Tokyo 2020 Organising Committee, and to coordinate with all FAs and parties concerned for the sake of broadcasters' needs, rights and expectations.
- To ensure excellent, efficient and conveniently located media facilities (including the IBC and accommodation) and services (including IT services, power supply and transport) are provided for OBS and RHBs.
- To assist OBS and RHBs in producing international signals and unilateral signals for their own territories, respectively.
- To support OBS and RHBs in taking advantage of advanced broadcasting technology (including Ultra High Definition Television) and telecommunications technology (including IT/second screen applications) in order to deliver higher quality audio and visual to the worldwide audience, and leave a legacy of broadcasting for the future.
- To assist OBS and RHBs to showcase the beauty and charm of Japan.

Broadcast Services (BRS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
To ensure OBS can produce and distribute the ITVR signal of the Games in the IBC and at all venues without any issues.	Pre-Games	Games ops		
To coordinate with relevant FAs in order to ensure that OBS and RHBs have the highest standard of services and conditions for their work and stay in Japan.	Pre-Games	Games ops		
To ensure the IBC and venues are developed properly.	Pre-Games	Games ops		
To ensure OBS and RHBs are provided reliable, efficient and accurate information services by taking advantage of highly advanced information technology.	Pre-Games	Games ops		
To ensure the Paralympic Games broadcasters produce and distribute the ITVR signal in the IBC and at all venues without any issues.	Pre-Games	Games ops		

Business Development (BUS)

1. Mission

Select cooperative long-term Marketing Partners in accordance with marketing policies that are designed to strengthen the value of Olympic and Paralympic brands. Lead Tokyo 2020 Games toward success and connect to the future as a new legacy by developing marketing programmes that make the best use of Japanese market features, securing funds and know-how of the private sector to support the preparation and operations of the Tokyo 2020 Games in collaboration with Marketing Partners.

2. Key Objectives

- To collaborate and coordinate with the IOC and IPC and comply with the Marketing Plan Agreement (MPA) and Paralympic Marketing Plan Agreement (PMPA).
- To secure income steadily and aim for a successful marketing model for future Olympic and Paralympic organising committees by acquiring excellent domestic Marketing Partners based on appropriate categorisation and ranking in accordance with the domestic market trend and in line with Tokyo 2020 Games values.
- To promote Olympic and Paralympic Movements by creating opportunities for sponsorship activation.

Business Development (BUS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop the Tokyo 2020 Marketing Plan including sponsorship architecture (e.g. pricing, rights) concerning sponsorship agreements and other sources of income.	Pre-Games			
Taking Japanese market trends into consideration, strategically select local Marketing Partners and conclude agreements with them.	Pre-Games			
Maximise marketing income to support stable financial management.	Pre-Games	Games ops	Post-Games	

Ceremonies (CER)

1. Mission

Embody the Tokyo 2020 Games vision through the Olympic and Paralympic Games ceremonies, generating a storm of enthusiasm to various audiences all over the world and to all the participants of these ceremonies.

2. Key Objectives

- To design best ceremonies that can be universally accessible and engage all people throughout the world regardless of age, gender or ability.
- To stage-manage the Opening Ceremonies and the Closing Ceremonies by incorporating key elements of the Tokyo 2020 Games vision and Japanese culture so that the experience of the ceremonies will be remembered for generations by people throughout the world.
- To provide athletes with the best environment possible in which to celebrate their achievements through Victory Ceremonies.
- To extend a welcome to teams by highlighting Japanese culture at the Team Welcome Ceremonies.
- To hold ceremonies in strict conformity with IOC and IPC Protocol Guides.

Ceremonies (CER)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Hold the Flag Handover Ceremonies at the Rio 2016 Games Closing Ceremonies.	Pre-Games			
Formulate and implement the creative concept for the Opening Ceremonies.	Pre-Games	Games ops		Concept is different.
Formulate and implement the creative concept for the Closing Ceremonies.	Pre-Games	Games ops		Concept is different.
Hold Victory Ceremonies, in cooperation with each venue team.		Games ops		
Hold Team Welcome Ceremonies at the Olympic and Paralympic Villages.		Games ops		

City Activities & Live Sites (LIV)

1. Mission

Create opportunities for all spectators (ticketed and non-ticketed) and for the whole community to enjoy the atmosphere of the live Games by delivering diverse City Activities through various events such as Live Sites, Fan Trails, Community Celebration and the Cultural Programme.

These activities will embrace the Tokyo 2020 Games vision and the Olympic and Paralympic values and will be designed to leave a legacy for the future.

2. Key Objectives

- To provide areas for local communities and visitors to enjoy live broadcasts of the Olympic and Paralympic Games and to experience the excitement of the Games.
- To bring the lively atmosphere of the Games all over the Host City by utilising public spaces and to help extend opportunities for the public to experience the Olympic and Paralympic Games through support for delivering excellent live spectator experiences.
- To deliver the best performance and Omotenashi hospitality of each community, demonstrating a creative ingenuity in order to welcome all visitors to the Host City.
- To introduce the Host City's fascination rich in Unity in Diversity to the international community.

City Activities & Live Sites (LIV)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop City Activities and Live Sites strategy for both the Olympic and Paralympic Games. Define the various services, activities and concepts (such as Live Sites, Fan Trails), in cooperation with the Spectator Experience FA.	Pre-Games			
Based on the various services, activities and concepts developed, define the roles and responsibilities among Tokyo 2020 Organising Committee, the Tokyo Metropolitan Government and other stakeholders.	Pre-Games			
Define marketing opportunities in relation to City Activities and Live Sites activities in collaboration with the Marketing Partner Services FA and the Spectator Experience FA.	Pre-Games			Events specific to the Olympic and Paralympic Games
Secure broadcasting rights for Live Sites activities.	Pre-Games			Events specific to the Olympic and Paralympic Games
Determine the Live Sites content and programmes.	Pre-Games			Events specific to the Olympic and Paralympic Games
Finalise the selection of locations for the Live Sites, and finalise the Operating Plans.	Pre-Games			Events specific to the Olympic and Paralympic Games
Develop Live Sites and Host City's Look in accordance with the guidelines formulated by the Brand, Identity & Look of the Games FA and the Signage FA.	Pre-Games	Games ops		Events specific to the Olympic and Paralympic Games
Determine the goals of City Activities and Live Sites legacy after consultation with organisations concerned.	Pre-Games	Games ops		
Implement City Activities and Live Sites in cooperation with the Tokyo Metropolitan Government and Regional/Local Governments.	Pre-Games	Games ops		

City Operations (CTY)

1. Mission

Support coordination between each FA and the Cities*in order to provide safe and reliable city services which are delivered with consistency and hospitality through the Tokyo 2020 Games for the benefit of various people including visitors and residents of cities.

2. Key Objectives

- To make client and residents experience as wonderful as possible by closely cooperating and coordinating with the cities so that they can effectively provide safe and reliable services while maintaining the regular functioning of the Cities.
- To identify the better solutions regarding the city operations in cooperation with the Cities.

* “Cities” include Tokyo Metropolitan Government, local governments, co-Host Cities and other providers of city services.

City Operations (CTY)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Cooperate closely with the Cities and ensure good relations.	Pre-Game	Games ops	Post-Games	
Identify a clear scope of responsibility between Tokyo 2020 Organising Committee and the Cities.	Pre-Game			
Understand all the Games-related activities being planned in the Cities.	Pre-Game			
Monitor the provision of services by the Cities.		Games ops		
Cooperate with the event and spectator-related FAs to ensure enjoyable experiences for spectators and visitors in the Cities during the Tokyo 2020 Games.		Games ops		

Cleaning & Waste (CNW)

1. Mission

Make maximum use of the Japanese standard of cleanliness and hospitality, to keep each venue clean at the highest level.

Dispose of waste generated from the Tokyo 2020 Games in an effective, efficient and sustainable manner and hand down this method of disposal to the future.

2. Key Objectives

- To facilitate the thorough reuse and recycling of waste following the prevention or reduction of waste to the maximum extent possible. To leverage as much unavoidable waste as possible for energy use.
- To provide clean venues so that all clients can feel comfortable in a welcoming atmosphere.
- To avoid negative impacts on clients at venues caused by delayed cleaning time.
- To discuss with the Venues & Infrastructure FA during the design phase how to minimise waste so that measures to reduce the generation of construction and demolition waste can be taken.
- To consider a simple method for waste separation in the venues, facilities and common domain.
- To coordinate the best way to minimise food waste, in cooperation with the Food & Beverage FA, which is the largest waste producer.

Cleaning & Waste (CNW)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Formulate operational plans, policies and procedures for cleaning and waste collection and transport.	Pre-Games			
Deliver cleaning services at venues.	Pre-Games	Games ops	Post-Games	
Collect waste at venues and dispose of it in the most sustainable way.	Pre-Games	Games ops	Post-Games	
Provide clearly labelled bins that support waste separation at venues.	Pre-Games			
Provide educational activities to spectators by, for example, displaying the request for waste separation on screens of the competition venues.	Pre-Games	Games ops		

Communications (COM)

1. Mission

Establish strategic Communications activities aimed at creating a festive atmosphere and building momentum for the Tokyo 2020 Games; promote a diverse range of programmes to encourage widespread participation in the delivery of Games both in Japan and internationally; maximise the Games legacy by leveraging the power of sport and contribute to passing this legacy on to future generations. Respond appropriately to any Games-related issues that may occur while ensuring that the reputation of the entire Games is upheld from the earliest stage through to the post-Games period.

Through the implementation of a series of well-planned communications activities towards the success of the Games, strive to further promote the Olympic and Paralympic Movements and communicate their respective values.

2. Key Objectives

- To plan a distinctive communications strategy, and contribute to maximising the success of the Games by ensuring the aims of the five pillars included in the Action and Legacy Plan are achieved.
- To create a festive atmosphere and build momentum among the citizens of Tokyo, Japan, and the world by devising programmes that celebrate the diversity and values of different cultures, while upholding the reputation of the Games. Work closely with each FA and exert the utmost efforts towards maximising participation and support for the Games.
- To strive to become the most reliable point of contact for the media, build trust between Olympic media organisations, Rights-Holding Broadcasters, and international and national media organisations from the preparation stage through to the post-Games period, and provide support and information to members of the media swiftly and accurately.
- To maintain a firm grasp of prevailing attitudes and perceptions among the media and the citizens of Tokyo, Japan, and throughout the world. Constantly harbour a sense of responsibility for all external communications by Tokyo 2020 Organising Committee, and conduct accurate and appropriate communications activities.
- To build strong, collaborative relationships within Tokyo 2020 Organising Committee and with all stakeholders to ensure the promotion and communication of consistent messages, and an integrated approach when responding to issues.
- To establish prior relationships with FAs concerned directly with engagement programmes, and provide appropriate support for the communication and promotion of the programmes.
- To utilise various communication tools and platforms including digital and social media to provide accurate and useful information to the domestic and global audience from the earliest stage of preparations through to the post-Games period.

Communications (COM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop strategies and operations for national and international communications, work closely with various types of media organisations to promote recognition of the values of the Olympic and Paralympic Movements, the Games vision and the legacy of the Olympic and Paralympic Games.	Pre-Games	Games ops	Post-Games	Development of a communications strategy that takes into account the requirements of the Paralympic Games.
Support national and international media through the provision of timely press releases, reports, press kits, and visual data. Conduct regular news monitoring.	Pre-Games	Games ops	Post-Games	
Maintain close cooperation with the IOC,IPC, IFs, NOCs, NPCs and other key international stakeholders, as well as with the Communications Departments of the JOC, JPC, NFs, the Tokyo Metropolitan Government, the Government of Japan, the Japan Sport Council, Marketing Partners and other key national stakeholders. Ensure solid issue management and consistent messages through collaboration with the relevant communications teams.	Pre-Games	Games ops	Post-Games	
In addition to supporting all communications activities of Tokyo 2020 Organising Committee, strive to become a hub for the communication activities of related organisations including Marketing Partners, and ensure that the timing and contents of communications are appropriate and effective.	Pre-Games	Games ops		
Establish prior collaboration with FAs directly involved in engagement programmes for the Torch Relay, Ticketing and People Management (volunteers),and provide support for the formulation of their respective communications strategies.	Pre-Games	Games ops		
When developing and promoting communications strategy for digital media, utilise social media to build momentum and uphold the reputation of the Games.	Pre-Games	Games ops	Post-Games	
Provide support to the engagement programmes and communication activities conducted by other FAs and stakeholders.	Pre-Games	Games ops		

Communications, Coordination & Command/Control (CCC)

1. Mission

Coordinate the development and implementation of a governance model which clarifies the framework of the Communications, Coordination & Command/Control (C3) for Games planning and operations, including integrated management of Games operations. The Main Operations Centre (MOC), which gathers information related to Games operations and ensures Games-wide operations coordination, provides a consistent issue resolution, decision-making and communication platform.

2. Key Objectives

- To create a C3 framework which enables swift and appropriate planning and operations for the Tokyo 2020 Games.
- To set up the MOC at an appropriate location and coordinate operations of the Games smoothly.
- To properly define the level of decision-making in order to solve issues quickly and effectively during the Games.
- To share information smoothly during Games planning and operations to allow all Games-related people to perform to the peak of their abilities.

*Communications, Coordination & Command/Control: A framework of information sharing system and command and control structure.

Communications, Coordination & Command/Control (CCC)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Create a C3 Concept for Pre-Games and Games time.	Pre-Games			
Develop a framework of information transmission required for Pre-Games & Games operations.	Pre-Games			
Manage MOC operations and coordinate Games operations.	Pre-Games	Games ops	Post-Games	
Gather information from venues, Games clients and partners.	Pre-Games	Games ops	Post-Games	

Culture (CUL)

1. Mission

Bring the best out of cultures in Tokyo, Japan and around the world and develop diverse programmes inspired by the Games vision. Deliver the best Cultural Programmes at the Tokyo 2020 Olympic and Paralympic Games to transmit cultures in Japan and around the world beyond 2020.

2. Key Objectives

- To offer the most innovative and best interactive Cultural Programmes by diverse cultural organisations and artists in Japan and around the world.
- To enhance cultural awareness and communicate the message of the Olympic and Paralympic Games to everyone through the various Cultural Programmes as part of the overall communication strategy.
- To further expand initiatives to share diverse cultures and values through challenging projects, such as support for cultural exchanges amongst young artists and artists
- To share the vision for cultural legacies and promote the Olympic and Paralympic Movements to the future generations through the Cultural Programmes.
- To develop the Action & Legacy Plan for culture and implement various initiatives to achieve legacies.
- To consider the non-commercial use of the Tokyo 2020 brand on the Cultural Programmes, following the recommendations made in the Olympic Agenda 2020 on expanding the range of use of the Olympic brand to non-commercial purposes.

Culture (CUL)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Determine the scope, target, and delivery requirements of the Cultural Programmes.	Pre-Games			
Consider a mechanism to approve the Pre-Games Cultural Olympiad and Games-time Cultural Programme projects organised by Tokyo Metropolitan Government, Government of Japan, private organisations and other organisations.	Pre-Games			
Plan the Pre-Games Cultural Olympiad concept.	Pre-Games			
Discuss the Cultural Programme emblem and the involvement scale of Marketing Partners.	Pre-Games			
Plan the communications strategy for the Pre-Games Cultural Olympiad and Cultural Programmes.	Pre-Games			
Select artists and organisations that will engage in the Cultural Programmes and foster cooperation.	Pre-Games			
Develop the Pre-Games Cultural Olympiad.	Pre-Games			Distinctive elements of the cultural programme of the Paralympic Games to be duly considered and addressed while the programme will be planned and integrated with Cultural Olympiad.
Design the Games-time Cultural Programmes.	Pre-Games			
Implement the Cultural Programme projects hosted by Tokyo 2020 Organising Committee.	Pre-Games	Games ops		
Follow up and evaluate the outcomes of the Cultural Programmes.		Games ops	Post-Games	

Doping Control (DOP)

1. Mission

Conduct an appropriate and efficient anti-doping programme in order to host Olympic and Paralympic Games where clean athletes can reliably compete on a level playing field under the authority and guidance of the IOC and IPC and in compliance with the World Anti-Doping Code and international standards.

2. Key Objectives

- To establish an environment that enables the rigorous detection of doped athletes and protects clean athletes, allowing athletes to compete on a level playing field.
- To promote a structure that enables the existing National Anti-Doping Organisation (NADO) - the Japan Anti-Doping Agency (JADA) - to take full advantage of its experience and knowledge, and to create a model that will contribute to future Olympic and Paralympic anti-doping programmes by establishing an overall cooperative framework on planning and operation among Tokyo 2020 Organising Committee, JADA and the IOC and IPC.
- To establish a structure and environment in the fields of intelligence and investigation to be trusted by the IOC, the IPC and the IFs in order to help develop the Test Distribution Plan (TDP).
- In cooperation with the JADA, the World Anti-Doping Agency(WADA), the IOC, the IPC, the Government of Japan and relevant anti-doping organisations, train high-quality English speaking Doping Control Officers (DCOs) and Chaperones and encourage the understanding of anti-doping among athletes and other client groups through educative and promotional activities as part of the Sport For Tomorrow programme and other national government funding programmes. This will contribute to the advancement of anti-doping programmes in both Asia and the world through a Games legacy of more skilled and experienced DCOs and a deeper understanding of anti-doping by all Games participants.
- To conduct an effective, efficient and environment-conscious doping control programme by showcasing Japanese technology.

Doping Control (DOP)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Work with the Venues & Infrastructure and Sport FAs to define Doping Control Station requirements for each sport and reflect them in venue designs; create operating plans that match the characteristics of each sport and the specifications of Doping Control Stations.	Pre-Games			
Work with anti-doping related organisations (JADA, the Japan Sport Council <JSC>, Ministry of Education, Culture, Sports, Science and Technology<MEXT>) and other governmental organisations, and establish a doping control structure by developing necessary processes and measures including consideration of compulsory legislation.	Pre-Games			
Strengthen and enhance functions of the doping control laboratory, in cooperation with related organisations, to deal with a drastically increased number of samples during the Games.	Pre-Games			
Recruit the Games-time doping control workforce and train them through sport events including test events, national/international competitions and out-of-competition testing in cooperation with the JADA.	Pre-Games			
Test the doping control operating plan at suitable events such as test events, national/international competitions, including national/international multi-sports events taking place in Japan.	Pre-Games			
Conduct appropriate out-of-competition testing in cooperation with the JADA and other NADOs, the IOC and IPC, the WADA, IFs and NOCs/NPCs and prevent doped athletes from participating in the Games.	Pre-Games	Games ops		
Conduct appropriate and smooth doping control operations at each competition venue and certain non-competition venues such as official training venues, the Olympic/Paralympic Village and accommodation facilities.		Games ops		

Education (EDU)

1. Mission

Based on the Tokyo 2020 Games vision, convey the powerful messages of the Olympic and Paralympic Games to people all over Japan through Education Programmes, thereby sharing the Games' spirits and values and creating a diverse and inclusive society to be inherited by future generations.

2. Key Objectives

- To promote Olympic and Paralympic education while making the most of every opportunity provided by the Games, including the ceremonies, the Torch Relay, and Cultural Programmes.
- To broaden acceptance of diverse values within our society and foster globally competent human resources by conveying the Olympic and Paralympic spirit through maximum collaboration of all stakeholders including the Government of Japan, the Tokyo Metropolitan Government, elementary schools, junior and senior high schools, universities, local communities and Marketing Partners.
- To provide opportunities to enhance understanding, awareness and positive attitudes toward sports for athletes with impairments and for the persons with an impairment through Paralympic Games experience.
- To contribute to the realisation of world peace through the Olympic Truce Programme, by promoting understanding of the significance and meaning of this programme both in Japan and overseas.
- To share the vision for educational legacies and pass on the Olympic and Paralympic Movements' values to the future generations through Education Programmes.
- To develop the Action & Legacy Plan for education and implement various initiatives to achieve legacies.
- To consider the non-commercial use of the Tokyo 2020 brand on the Education Programmes, following the recommendation made in the Olympic Agenda 2020 on expanding the range of use of the Olympic brand to non-commercial purposes.

Education (EDU)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Determine the scope, target, and delivery measures of the Education Programmes.	Pre-Games			
Adjust relations with existing educational curriculums provided by the Government of Japan and Regional/Local Governments.	Pre-Games			
Plan the concept of the Education Programmes.	Pre-Games			
Consider the creation of an emblem for the Education Programmes and discuss the involvement of Marketing Partners in the programmes.	Pre-Games			
Plan the communications strategy of the Education Programmes.	Pre-Games			
Implement Education Programme projects hosted by Tokyo 2020 Organising Committee.	Pre-Games	Games ops		
Plan and implement the Olympic Truce Programme.	Pre-Games	Games ops		
Follow up and evaluate the outcomes of the Education Programmes.		Games ops	Post-Games	

Energy (NRG)

1. Mission

Ensure that efficient and reliable energy will be provided to fulfil each of the Olympic and Paralympic client demands in every competition venue and non-competition venue throughout the Games, so that clients can perform their best.

Examine and explore approaches toward legacy use of urban infrastructure to be developed for efficient and reliable energy supply, in collaboration with stakeholders.

2. Key Objectives

- To provide, design and implement energy (electricity and gas) in accordance with venue needs and client demands.
- To supply reliable energy even if an unexpected issue happens.
- To fully cooperate with the Government of Japan and energy companies (electricity and gas) in planning and preparing energy supply at all venues.
- To deliver temporary power services and necessary support operations to all competition, non-competition and support venues for Games time.

Energy (NRG)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Confirm client service levels and power requirements	Pre-Games			
Review energy supply services requirements for critical functions, non-critical functions, specific venues, Opening and Closing Ceremonies, Security	Pre-Games			
Propose methodology and procedures for achieving green energy/sustainability projects	Pre-Games			
Define detailed energy supply services design requirements for each FA	Pre-Games			
Prepare detailed design documents (plans) and define specifications per venue	Pre-Games			Lighting requirements and configurations may need to be adjusted based on FOP reconfigurations from Olympic to Paralympic use, changes in athlete routes and mixed zones
Monitor and complete construction based on deadlines, and deliver reliable energy supply services	Pre-Games	Games ops		
After the delivery of power infrastructure, test all power systems for competition venues and non-competition venues	Pre-Games			
Provide comprehensive Games energy operations, including monitoring and supervision systems in cooperation with power companies.		Games ops		
Collect and process Games energy data, including design related data and actual Games-time power consumption and prepare the Post-Games Energy Report in cooperation with the IOC		Games ops	Post-Games	

Event Services (EVS)

1. Mission

In the Tokyo 2020 Games competition venues, provide all ticketed spectators and other client groups with a safe and comfortable environment and the superb spirit of Omotenashi, Japanese traditional hospitality.

2. Key Objectives

- To provide spectators with effective and high-quality services and superb Games experiences for each of them at competition venues.
- To establish close and effective relationships with related FAs (such as the Security FA, Venue Management FA etc.) and support safe and smooth operations of the Games.
- To engage in the designing of the venues through appropriate spectator modelling (ingress and egress, queue management, seating management etc.) and optimise spectator flows.
- To prepare, develop and conduct safe and effective circulation plans for spectators in venues.

Event Services (EVS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Specify and analyse potential obstacles, dangerous points and crowded areas to design pedestrian routes.	Pre-Games			Greater needs of consideration for accessibility
Conduct pedestrian flow walkthroughs.	Pre-Games			
Provide effective alerts regarding heat stroke, by monitoring weather information.	Pre-Games	Games ops		
Check and scan tickets.		Games ops		
Manage storage space for wheelchairs and prams.		Games ops		
Monitor and report prohibited acts/items and other issues at venues.		Games ops		
Check accreditation at Accreditation Check Points.		Games ops		
Manage the Lost and Found Centre to receive, record, keep, track and return lost property.		Games ops	Post-Games	
Control the flow of pedestrian traffic and guide spectators at venues. Facilitate egress, especially after competitions when crowded conditions are anticipated.		Games ops		
Provide evacuation guidance for spectators in case of emergencies in collaboration with the Security FA.		Games ops		

Finance (FIN)

1. Mission

Contribute to high quality Games operations reflecting the Games vision with a limited budget but unlimited ideas, through maintaining sound finance by providing useful and transparent information on financial status and establishing a proper financial risk management system.

2. Key Objectives

- In line with the Olympic Agenda 2020, to strengthen flexibilities of Games operations with effective budget implementation as well as to establish a stable budget whilst reducing costs in cooperation with FAs and related organisations.
- To support realisation of perfect Games readiness and smooth Games operations within a limited budget, having financial discussions with each FA from the financial standpoint regarding planning and initiatives for the Games.
- To report useful and transparent information on financial conditions and management status to internal and external stakeholders.
- To manage financial risks appropriately by obtaining insurance to cover a variety of risks and anticipate risks related to cash flow management, foreign exchange etc.
- To develop and implement proper dissolution plans after the Tokyo 2020 Games.
- To develop proper structures, systems and processes such as placing budget managers for each FA under the direct supervision of the Finance FA, to ensure well-established financial and risk management governance for Tokyo 2020 Organising Committee.

Finance (FIN)

3. Key Tasks

Task	Pre-Games	Games -Time	Post-Games	Paralympic Specifics
Establish the Lifetime Budget of Tokyo 2020 Organising Committee. Manage financial operations including cash management, accounting treatment and budget management for all commercial activities of Tokyo 2020 Organising Committee.	Pre-Games	Games -Time	Post-Games	
Implement asset management, cash flow management etc. to achieve proper resource management and balanced budgets.	Pre-Games	Games -Time	Post-Games	
Periodically report on financial conditions to the IOC and IPC.	Pre-Games	Games -Time	Post-Games	
Implement proper risk management for various incidents and issues of Games operations.	Pre-Games	Games -Time	Post-Games	
Develop dissolution plans for Tokyo 2020 Organising Committee and implement them according to established procedures.	Pre-Games	Games -Time	Post-Games	

Food & Beverage (FNB)

1. Mission

Develop and implement plans necessary to meet the needs of each client group for sustainable food and beverage services during the Tokyo 2020 Games and ensure the excellent quality. In addition, showcase the high quality of Japanese food as a legacy of the Tokyo 2020 Games, whilst providing diversity and harmony of food and beverages with tastes from the world.

2. Key Objectives

- To ensure that fresh and well-balanced food and beverages are offered in sufficient quantities and in a wide variety in accordance with the requirements of the Games clients.
- To assure the excellent quality in line with the guidelines of the IOC and IPC as well as Japanese standards when offering goods and services.
- To respect each client's ethical, cultural, religious and other specific needs in dietary habits and offer food and beverages in line with them.
- To collaborate closely with the Sustainability FA, Cleaning & Waste FA and Procurement FA to work on reducing as much waste as possible and stimulate sustainable and eco-friendly food.

Food & Beverage (FNB)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Create the vision and strategy for food and beverage and the concept of food safety.	Pre-Games			
Plan, lead, manage and implement food and beverage services for all client groups in all competition and non-competition venues.	Pre-Games	Games ops		Achieve necessary downsizing to deliver services efficiently and avoid waste of resources.
Develop the master list of food and beverage spaces for all venues.	Pre-Games			
Coordinate with clients to meet with their approvals on the required level of delivering food and beverage services.	Pre-Games			
Develop food and beverage menus (including service operational hours, prices and nutritional and allergy information) for clients and all venues.	Pre-Games			
Offer meals in line with requirements of cultures, religions and ethics.		Games ops		

Government Relations (GOV)

1. Mission

Build a cooperative structure between Tokyo 2020 Organising Committee and the Government of Japan, the Tokyo Metropolitan Government, and other Regional/Local Governments (hereinafter referred to as “Government Authorities”) and facilitate smooth operations of the Tokyo 2020 Games by sharing information through regular meetings. Provide assistance to each FA’s coordinating activities in order to receive the public services necessary for the Games from Government Authorities.

2. Key Objectives

- To maintain a good relationship with Government Authorities through regular meetings and engagement.
- As a primary liaison office for Government Authorities, to help to ensure that the coordination work between each FA and Government Authorities will move forward smoothly.
- To assist in maximising capabilities of each FA and Government Authorities through collaboration with each other to deliver seamless activities together toward Games operations.
- To agree with Government Authorities on provision of public services that are necessary for each FA.

Government Relations (GOV)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Build the cooperative structure by sharing information with Government Authorities appropriately.	Pre-Games	Games ops		
Set up regular meetings with Government Authorities to assist in delivery of seamless activities of the Authorities and each FA toward the Tokyo 2020 Games.	Pre-Games	Games ops		
Provide timely reports to Government Authorities where appropriate as a primary liaison office for Tokyo 2020 Organising Committee.	Pre-Games	Games ops	Post-Games	
Assist each FA in identifying criteria of public services necessary for Games operations.	Pre-Games			Service levels must be reviewed in view of ensuring a barrier-free environment.
Coordinate with Government Authorities on provision of necessary public services, acting as a primary liaison office.	Pre-Games			
Assist each FA to ensure smooth coordination with Government Authorities.	Pre-Games	Games ops		

Information & Knowledge Management (IKM)

1. Mission

Establish and implement a strategy for obtaining, capturing and managing information and knowledge essential to delivering the Games, and create an environment in which staff can improve their skills day-by-day, thereby raising the organisation's capability and promoting organisation-wide communication.

2. Key Objectives

- To manage information and knowledge essential to delivering the Games in an efficient and standardised way, accessible by each FA.
- To develop a strategy for maximising the opportunity to learn from previous Games editions.
- To help obtain information and knowledge about Games operations by studying techniques to develop essential event evaluation skills at the time of inspecting sports and other events.
- To develop a culture in which the whole organisation supports information and knowledge management.
- To transfer the footsteps of the organising committee from bid to completion of the Games, to future Games cities.
- To build a strong partnership with the IOC and IPC as a means to helping the Games knowledge management programmes grow and develop to the benefit of both Tokyo2020 and other Games.

Information & Knowledge Management (IKM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Define and implement an Information and Knowledge Management (IKM) strategy (including learning strategy) and policy.	Pre-Games			
Design and implement policies, processes and systems to manage core information assets.	Pre-Games	Games ops		
Plan and deliver initial briefings for Games knowledge management, observer programmes, secondments and previous Games debriefings.	Pre-Games			
Transfer knowledge to future Games through observer programmes during the Tokyo 2020 Games, debriefings and by other means.		Games ops	Post-Games	
Define and implement the strategy and process to contribute to knowledge transfer.	Pre-Games	Games ops	Post-Games	

Language Services (LAN)

1. Mission

Provide appropriate language services so as to facilitate communication between Games clients and Tokyo 2020 Organising Committee, and maximise their positive experience of the Tokyo 2020 Games.

Support athletes with language services so that they can concentrate on competitions and give their best performances.

2. Key Objectives

- To secure adequate human resources experienced in international competitions including Olympic and Paralympic Games who are proficient in various languages.
- To ensure that services are efficiently delivered at the level determined for each client.
- To provide interpretation and translation services in key languages, with a strong knowledge of Olympic and Paralympic terminology as well as the ability to communicate the accurate nuances of original languages.
- To receive clients with a spirit of *Omotenashi*, Japanese traditional hospitality, not just providing language services.

Language Services (LAN)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop and update language services plans.	Pre-Games			French is not an official language.
Develop staff and volunteer assignment plans.	Pre-Games			With fewer official languages, there will be fewer professional interpreters and translators necessary for official press conferences.
Develop and deliver interpretation services leveraging information communication technology including telephones.	Pre-Games	Games ops		
Support the creation of a glossary of terms specific to the Games in order to standardise the terms.	Pre-Games			
Develop and deliver a Language Services volunteer training programme including manuals, presentations and role playing exercises.	Pre-Games			
Provide language services in all competition venues.		Games ops		
Provide language services in non-competition venues on request.	Pre-Games	Games ops		
Provide language services for official announcements including at press conferences.		Games ops		
Provide translation for minutes and flash reports.		Games ops		
Translate official reports and other relevant documents.			Post-Games	

Legacy (LGY)

1. Mission

Create the Action & Legacy Plan according to five pillars that are built upon the Games vision. By taking various actions during the pre-Games period to achieve the best outcomes through engagement of a variety of stakeholders, create legacies of the Tokyo 2020 Games and hand them down to future generations for long periods of time.
[Five Pillars are]

- Sport and Health
- Urban Planning and Sustainability
- Culture and Education
- Economy and Technology
- Recovery (from the Great Earthquake), Nationwide benefits, Global communication

2. Key Objectives

- To create legacies of “Sport and Health” by creating environments that facilitate the practice of sport and demonstrate role models for health promotion in aging societies with declining birth rates.
- To create legacies of “Urban Planning and Sustainability” by developing cities in which everyone can live safely and comfortably as well as by communicating the importance of sustainability.
- To create legacies of “Culture and Education” by communicating Japan’s diverse culture to the world as well as by fostering the development of globally competent human resources with an international perspective through Olympic and Paralympic education.
- To create legacies of “Economy and Technology” by contributing to Japan’s economic recovery through the Games delivery as well as by showcasing innovation utilising leading-edge technology.
- To create legacies of “Recovery (from the Great Earthquake), Nationwide benefits, Global communication” by showcasing efforts on recovery from the Great East Japan Earthquake and communicating Japan’s values such as “harmony is the ultimate virtue.”

Legacy (LGY)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Examine approaches to develop legacies for the Tokyo 2020 Games.	Pre-Games			
Make arrangements with stakeholders regarding their share of responsibilities and roles in terms of legacy commitments.	Pre-Games	Games ops		
Create legacy commissions for each of the five pillars and monitor the progress of legacies in cooperation with stakeholders.	Pre-Games	Games ops		
Provide the press and broadcasters with information on legacies to support their promotion.	Pre-Games	Games ops		
Coordinate each approach for legacies made by responsible organisations/groups, and closely monitor the progress of the efforts.	Pre-Games	Games ops	Post-Games	
Discuss with responsible stakeholders and make adjustments for the post-Games succession of legacies.	Pre-Games	Games ops	Post-Games	

Legal (LGL)

1. Mission

Provide first-class legal support for all Functional Areas in the preparation for, staging and the post-game period of the Tokyo 2020 Games. This will be achieved by ensuring that all activities meet the legal requirements and/or obligations under the Host City Contract, and are carried out in a manner that complies with the all relevant applicable laws and regulations, including international and national legislation, thereby minimising potential legal risks and enhancing the efficiency of Tokyo 2020 Games operations.

2. Key Objectives

- To provide fair and the best possible legal support for all Functional Areas
- To ensure that Tokyo 2020 Organising Committee legally fulfils its obligations to relevant organisations including the IOC and IPC and provides necessary legal support as required.
- To ensure that all contractual processes at Tokyo 2020 Organising Committee are fair, efficient, cost effective and legally robust.
- To support Tokyo 2020 Organising Committee in establishing policies and bylaws to perform its social and environmental responsibilities and maintain the highest level of compliance.
- To ensure thorough protection of the Olympic- and Paralympic-related brands and intellectual property and other proprietary rights including enforcement against ambush marketers.

Legal (LGL)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic Specifics
Provide legal support to firstly establish compliance policies, and thereafter ensure that they are complied with	Pre-Games	Games ops		
Review and draft marketing-related agreements including sponsorship agreements and license agreements	Pre-Games			
Create anti-ambush marketing and anti-piracy manuals and ensure that anti-ambush marketing measures are properly and thoroughly implemented	Pre-Games	Games ops		
Obtain and maintain intellectual property rights including trademarks for Tokyo 2020 official emblems and mascots	Pre-Games	Games ops	Post-Games	
Handle any legal disputes and litigations	Pre-Games	Games ops	Post-Games	
Provide legal support for dissolution of Tokyo 2020 Organising Committee			Post-Games	
Provide legal support in preparing documents including agreement required for the Games operations	Pre-Games	Games ops	Post-Games	

Licensing (LIC)

1. Mission

Provide a licensing and retail programme that can contribute to the positive image and identity of the Tokyo 2020 Games through the predominant use of Japanese design, manufacturing and showcasing know-how while simultaneously maximising revenue. Products will have high quality representing Japan's world-leading technology, culture and tradition, enhancing the image of the Olympic and Paralympic Games and ensuring that the products become tangible *omiyage* ("souvenirs") that awaken vivid memories of Tokyo 2020 Games and leave a lasting legacy of the Games.

2. Key Objectives

- To develop a seamless licensing programme with the licensing partners to design, produce and distribute relevant products that introduce the Tokyo 2020 Games vision and Japanese local culture and tradition and support the financial revenue necessary for the delivery of the Tokyo 2020 Games.
- To approve and supervise the production and sale of goods and commemorative coins and stamps as tangible *omiyage* that awaken vivid memories of the Tokyo 2020 Games, and that promote the Olympic and Paralympic Movements.
- To provide an environment where quality and high-performance licensed products can be stably distributed to people over the widest possible area, through strong communications platforms and support by leading distribution contractors and retailers.
- To provide a consumer products programme that can enhance the appeal and act as a showcase of Japanese technology, culture and tradition, inspiring the market prior to and during the Olympic and Paralympic Games.

Licensing (LIC)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Develop a licensing strategy that can secure revenue and enhance the value of the Olympic and Paralympic Games, Tokyo 2020 Games and the Japanese National Team and leave a lasting legacy of Japanese know-how.	Pre-Games			
Taking Japanese market trends into consideration, strategically select licensees and conclude agreements with them.	Pre-Games			
Identify licensees which can stably provide quality products and/or services, and coordinate the conditions of contracts while integrating the licencing programme for the Tokyo 2020 Games and the Japanese National Team.	Pre-Games			
Select contractors to be partners of the Tokyo 2020 Super Store/official goods shop and direct marketing programmes (e-services, catalogue etc.) to promote and sell licensed products.	Pre-Games	Games ops	Post-Games	
Have good communication with distributors, retailers and Games Partners, and establish selling bases of licensed products.	Pre-Games			
Contract concessionaires and develop product and retailing programmes dedicated to retailing in competition venues and other related venues with dedicated experienced personnel to manage and supervise operations to ensure that all Games participants and spectators are offered products as souvenirs of their experience.	Pre-Games	Games ops		

Logistics (LOG)

1. Mission

Manage and supervise all logistics in terms of collection and delivery, trace, disposal and reuse of materials and goods required during operations (including the test events period) in order to deliver the Tokyo 2020 Games.

2. Key Objectives

- To provide high-quality and efficient logistics services meeting each client's needs.
- To provide and manage sufficient warehousing facilities in appropriate locations to meet Games demand.
- To provide an appropriately trained and equipped venues-based workforce to support venue bump-in and bump-out processes.
- To develop and implement a freight-forwarding and handling process.

Logistics (LOG)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Secure storage space that meets the needs of all FAs and of main stakeholders.	Pre-Games			
Develop and manage concrete logistics policies and procedures for materials and goods necessary for the Games delivery, including customs clearance, import and export.	Pre-Games	Games ops	Post-Games	
Manage the delivery, including resupply, of materials and goods necessary for the respective venues.	Pre-Games	Games ops	Post-Games	
Secure all materials and goods at the end of venue operations, and control their return to the Main Distribution Centre and Marketing Partners.		Games ops	Post-Games	

Marketing Partner Services (MPS)

1. Mission

Toward the Tokyo 2020 Games, provide and create places and opportunities for Marketing Partners to demonstrate to the world their roles of contributing to the Olympic and Paralympic Movements, as well as places and opportunities for Marketing Partners to promote a wide variety of on-site/off-site activation (e.g. advertising, promotion), and provide support for these activities. Moreover, in response to support by Marketing Partners for the Olympic and Paralympic Movements, support their hospitality activities to ensure they are unforgettable.

2. Key Objectives

- To act as a true partner to realise the Marketing Partners' goals and objectives.
- To act as a Marketing Partner's advocate and educator within the Tokyo 2020 Organising Committee to ensure that Partner rights, benefit and contributions are fully understood at all levels within the organisation.
- To define Marketing Partners' rights and soft assets such as know-how and systems that can be used for the Games, and to ensure that various rights, including supply rights, are executed. Also, to ensure that Marketing Partners' experiences and knowledge are fully utilised for the preparation and operation of the Games without infringing other Partners' rights, and to ensure that they contribute to Games operations.
- To ensure that Marketing Partners' rights are fully developed at on-site activities (concessions, showcasing, Torch Relay and ancillary events), thereby enhancing the celebratory momentum of the Games.
- To support the Marketing Partners in enhancing their value, and to contribute to further promotion of the Olympic and Paralympic Movements, through the Tokyo 2020 Games.
- To collaborate with the Brand Protection FA to address ambush marketing in order to protect the Marketing Partners' rights.

Marketing Partner Services (MPS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Establish excellent working relationships with all Marketing Partners and work to clearly understand their goals and objectives with regard to their sponsorship of the Tokyo 2020 Games.	Pre-Games	Games ops	Post-Games	
Establish partner services-focused organisation, and ensure that the organisation will be engaged in multiple tasks of supply rights, activation and hospitality services.	Pre-Games			
Hold Marketing Partner working groups and workshops, and secure communication with Partners.	Pre-Games			
Implement Marketing Partner recognition.	Pre-Games	Games ops		
Manage outdoor advertising and prevent ambush marketing.	Pre-Games	Games ops	Post-Games	
Promote the engagement of Marketing Partners in managing signature properties, such as Torch Relay.	Pre-Games			
Provide support for on-site activities at venues.	Pre-Games	Games ops		

Medical Services (MED)

1. Mission

Provide appropriate medical services to all client groups of the Games at all designated Games venues during the Games.

Establish a framework for top-level medical services for Games clients including athletes.

2. Key Objectives

- To provide athletes with medical services ranging from orthopaedic surgery to internal medicine by allocating sports doctors and medical specialists to the Village Polyclinic; to introduce the necessary advanced medical equipment; and to develop a multilingual service system.
- To establish athlete and spectator medical stations in competition venues and to provide athletes with appropriate medical services as circumstances demand by allocating sports doctors well-informed about the characteristics of each sport to athlete medical stations.
- To deliver smooth medical transport services linking venues, polyclinics and Olympic hospitals/Paralympic hospitals ensuring on-site ambulances dedicated to the Games are available and emergency medical technicians are allocated at each competition venue and at the Olympic and Paralympic Villages, and provide seamless procedures for patient acceptance, admissions and discharge.
- To select several Olympic hospitals/Paralympic hospitals with a wide variety of departments including surgery and emergency care in consideration of their locations and emergency care systems.
- To establish an environment where NOC/NPC team doctors can smoothly provide medical treatments to the members of their respective delegations.
- To allocate appropriate medical staff familiar with the specificities of Paralympians during the Games, and provide athletes with prosthetic, orthotic and wheelchair repair services at the Paralympic Village and competition venues.
- To prevent the outbreak and spread of infectious diseases and food poisoning in collaboration with public health authorities ensuring a safe public health environment, and offer protection against heat by issuing multilingual reminders and taking other measures.

Medical Services (MED)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Coordinate to enable each pre-registered NOC/NPC team doctor to provide appropriate medical services to members of their own delegation.	Pre-Games			
Coordinate to enable each NOC/NPC team to smoothly import and re-export pharmaceuticals and medical equipment which meet requirements, into and out of Japan.	Pre-Games			
Coordinate with medical organisations and medical institutions in cooperation with the People Management FA to secure necessary medical team staff including interpreters.	Pre-Games	Games ops		
Work with major medical organisations and medical institutions to develop and deliver a coordinated transfer, acceptance and admission system of patients.	Pre-Games	Games ops		
Provide medical services in all designated venues.		Games ops		Establish and operate orthotic, prosthetic and wheelchair repair service booths in the venues selected through coordination with the IPC.
Operate the Village Polyclinic.		Games ops		Establish and operate an orthotic, prosthetic and wheelchair repair service centre in the Paralympic Village.
Work with public institutions to ensure comprehensive monitoring and surveillance systems about public health.	Pre-Games	Games ops		
Report regularly the number of diseases and trends among patients to the IOC and IPC Medical Commissions.		Games ops		
Finalise and submit records of all medical services provided within Games venues to the IOC and IPC Medical Commissions.			Post-Games	

NOC & NPC Services (NCS)

1. Mission

By building strong relationships and maintaining mutual understanding with National Olympic Committees (NOCs) and National Paralympic Committees (NPCs) through the accurate and timely exchange of information, represent within Tokyo 2020 Organising Committee the needs and expectations of all NOCs and NPCs participating in the Olympic and Paralympic Games and ensure efficient delivery of consistent and equitable service levels.

2. Key Objectives

- To establish relationships of mutual trust with the NOCs/NPCs by understanding and respecting racial, religious and cultural differences, regardless of the regions or sizes of the NOCs/NPCs from an early stage of the preparations.
- To provide clear and timely information thoroughly and accurately for the NOCs/NPCs, with a constant “athletes first” perspective.
- To faithfully strive to resolve any issues associated with the NOCs/NPCs’ participation in the Tokyo 2020 Games as the FA representing both the NOCs/NPCs and Tokyo 2020 Organising Committee, in cooperation with relevant entities.
- To support the NOCs/NPCs in such a manner that they can experience and deeply feel Omotenashi - a form of hospitality unique to Japan - during their stay in Japan by providing high-quality services based on thoughtful consideration.

NOC & NPC Services (NCS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
As the sole client representative for NOCs/NPCs (athletes and officials), work with the Functional Areas (FAs) to define and validate services and service levels for the NOCs/NPCs.	Pre-Games	Games ops		
Establish a centralised communication system for the NOCs/NPCs.	Pre-Games	Games ops	Post-Games	
Liaise between each FA and the NOCs/NPCs and make sure always to be informed about issues or plans of both parties. Coordinate any issues that may occur among them and explore possible solutions that will satisfy all the involved parties.	Pre-Games	Games ops	Post-Games	
Devise operating plans for the NOC/NPC Service Centre and Relations Office and run the office during the Games to provide diverse information and coordinate services from arrivals to departures of each NOC/NPC.	Pre-Games	Games ops		
Plan and prepare for NOC/NPC visits including accommodation, transport, inspection tours and meeting agenda.	Pre-Games			
Prepare for the Chefs de Mission Seminars (including site, agenda, presentation content, accommodation, transport, and inspection tours) and organise the seminars one year prior to the Games.	Pre-Games			
Conduct Delegation Registration Meetings (DRMs) to confirm and coordinate the point of contact for Chefs de Mission, final entries, arrival and departure schedules and the Team Welcome Ceremony (starting during the Olympic and Paralympic Village's pre-opening period and ending by the day prior to the Opening Ceremony).	Pre-Games			
Hold Chefs de Mission Meetings, chair the meetings, strive to solve issues brought up in the meetings, and distribute the minutes on the day.		Games ops		
Confirm the amount of the support grant, rate card and damages with the NOCs/NPCs, and liaise with the Finance FA on calculation and payment.	Pre-Games	Games ops	Post-Games	

Olympic & Paralympic Family Services (OFS,PFS)

1. Mission

Provide appropriate levels of service to the Olympic and Paralympic Family (OF/PF) client group prior to and during the Games. Ensure that the management of the Games is aligned with IOC and IPC protocols. Create and provide to the clients the services that could be a good model for future Games, understanding the diversity of the Games clients.

2. Key Objectives

- To determine and provide the level of services which allow OF/PF members and Dignitaries to perform their duties in the best conditions (and the best environment) prior to and during the Games
- To ensure that IOC and IPC protocols are strictly followed by all FAs of Tokyo 2020 Organising Committee and stakeholders
- To establish a good working relationship with the OF/PF including the IOC and IPC
- To facilitate understanding of the role and responsibility of the OF/PF in the Games and advocate for their needs within Tokyo 2020 Organising Committee and with external stakeholders
- To manage requests and resolve issues arising from the OF/PF promptly and adequately

Olympic & Paralympic Family Services (OFS,PFS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Facilitate IOC and IPC meetings and events pre-Games and at Games-time	Pre-Games	Games ops		
Ensure IOC and IPC protocols in meetings and events	Pre-Games	Games ops		
Plan for, operate and manage OF/PF lounges in competition venues and at the Olympic/Paralympic Village (e.g. food and beverage, drop zones and walking paths) as well as the OF/PF stands in competition venues (e.g. location, number of seats)	Pre-Games	Games ops		
Plan for, operate and manage OF/PF lounges (e.g. food and beverage drop zones and walking paths) and stands for the Opening and Closing Ceremonies (OC/CC) (e.g. location, number of seats)	Pre-Games	Games ops		
Plan and provide services in the Olympic and Paralympic Family Hotel(s) (including IOC and IPC offices)	Pre-Games	Games ops		
Plan and provide services to international dignitaries in conjunction with relevant external stakeholders	Pre-Games	Games ops		
Plan a strategy for and provide services to domestic dignitaries	Pre-Games	Games ops		
Produce, manage and distribute medals, diplomas, certificates, pins and bouquets	Pre-Games	Games ops		
Plan for and manage IOC and IPC protocols in various places and occasions (e.g. Olympic and Paralympic Village, arrivals and departures, Victory Ceremonies and Main Stadium)	Pre-Games	Games ops		
Produce and manage national flags, protocol flags and IF flags	Pre-Games	Games ops		

Operational Readiness (OPR)

1. Mission

To efficiently prepare and train for the Games during which all related people can achieve their best, integrate all people, procedures, technology and infrastructure, and enhance the practical ability of staff by coordinating Games-wide operational readiness activities.

2. Key Objectives

- To ensure effective preparation for the Games based on the Games-wide operational readiness activity plan by all entities involved in delivering the Games.
- To centrally coordinate all elements of the Games-wide operational readiness activity plan.
- To formulate, implement and monitor the plan incorporating the “Plan, Do, Check, Action” cycle and support each FA and venue to enhance their proficiency in operational readiness for the Games.
- Review and provide feedback on the results of readiness activities prior to the Games to each FA including the core operator, Communications, Coordination & Command/Control FA, in order to ensure more reliable Games operations.
- To monitor and manage the progress of all operational readiness activities in order to fully prepare for the Games.
- To complete the preparations at all levels of the organisations involved in Games delivery, and to build confidence.

Operational Readiness (OPR)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Formulate, implement and monitor the Games-wide operational readiness activity plan.	Pre-Games			
Formulate, implement and monitor the plan that describes roles and responsibilities of concerned parties and the time schedule regarding readiness activities.	Pre-Games			
Coordinate and monitor readiness activities.	Pre-Games			
Monitor the progress of each FA, venue and delivery partner toward Games preparations.	Pre-Games			
Conduct training for trainers of each FA and venue teams regarding the objectives of operational readiness preparation to enable them to hold FA-specific and venue-specific exercises.	Pre-Games			
Organise debriefings for readiness activities and share the outcomes and issues to be addressed.	Pre-Games			

Paralympic Games Integration (PGI)

1. **Mission**

Overview preparations of the Paralympic Games by supporting key decision-making on Paralympic matters and assisting all Tokyo 2020 Organising Committee Functional Areas in the provision of appropriate services, which will lead to the delivery of great and memorable Games experiences for Paralympic Games clients, including persons with an impairment, and contribute to the growth of the Paralympic Movement and realisation of a truly inclusive society.

2. **Key Objectives**

- To ensure the Paralympic Games is planned by all Functional Areas as a unique and equally important event as the Olympic Games.
- To confirm that the Tokyo 2020 Paralympic Games correspond with the vision and mission of the IPC and contribute to the evolution of Paralympic Movement.
- To contribute to the smooth and positive transition from the Olympic Games to the Paralympic Games to ensure that the excitement of the Olympic Games will flow seamlessly to the Paralympic Games.
- To develop the accessibility guidelines for Tokyo 2020 Games and ensure that preparation of venues and Games services are provided properly based on the criteria of the guidelines.
- To contribute to raising the awareness and knowledge of the Paralympic Games, Paralympic Movement and Paralympic sports.

Paralympic Games Integration (PGI)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Ensure appropriate preparation of the Paralympic Games through contributing to all Functional Areas of Tokyo 2020 Organising Committee on Paralympic-specific requirements.	Pre-Games	Games ops		
Review and validate the various policies and plans regarding the Paralympic Games.	Pre-Games			
Participate in development of the plan for Paralympic test events: evaluate and contribute to the learning outcomes and propose solutions.	Pre-Games			
Contribute to the development of effective and efficient transition plans from the Olympic Games to the Paralympic Games.	Pre-Games			
Contribute to development of the Paralympic elements of Education Programmes that raise the awareness of the Paralympic Games.	Pre-Games			
Contribute to maximising media attention and exposure of the Paralympic Games, Paralympic events, athletes, accessibility and persons with an impairment.	Pre-Games			
Assist and collaborate with all FAs in identifying accessibility issues, adopting effective solutions and monitoring progress.	Pre-Games			

People Management (PEM)

1. Mission

Engage, secure, induct, train and develop, manage and retain effectively and efficiently the people who will play a key role in planning and delivering successful Tokyo 2020 Games and ensure the best possible Games Workforce client experience. Invest in the development of a large workforce comprised of Japanese citizens as a precious legacy to future generations.

2. Key Objectives

- As it relates to the staff of Tokyo 2020 Organising Committee:
 - To recruit the best possible staff including secondees and direct Tokyo 2020 Organising Committee hires both nationally and internationally.
 - To ensure Tokyo 2020 Organising Committee staff have the skills and competencies necessary for successful delivery of events in their pre-Games and Games-time roles.
 - To engage and retain Tokyo 2020 Organising Committee staff to avoid them leaving their positions early and to create an environment in which they can achieve their best by enhancing their motivation for working as well as by maintaining a good working environment.
- As it relates to the Games-time Workforce:
 - To ensure successful Games operations by grasping accurate information on the workforce necessary for the Games and by timely employment of a wide variety of workforce members.
 - To develop skills necessary for Games workforce through high-quality training, as well as to provide all visitors with *Omotenashi* (Japanese hospitality).
 - To ensure successful Games operations by securing and developing the necessary number of volunteers, as well as to make the spirit of volunteerism a legacy of the Games.
 - To implement proper positioning of the Games time workforce through consultation with FAs and the event and venue planning processes.
 - To create and distribute uniforms which symbolise Tokyo 2020 Games and play an important role in the overall Look of the Games.

People Management (PEM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Design an organisational structure to ensure paced parallel planning and operations of Tokyo 2020 Organising Committee.	Pre-Games			
Engage and employ Tokyo 2020 Organising Committee staff members both nationally and internationally and allocate them appropriately to each Tokyo 2020 section.	Pre-Games			
Engage, recruit and select volunteers.	Pre-Games			
Provide and/or monitor training for the Games-time workforce (paid, volunteer and contractors) to ensure skills and knowledge necessary for their roles.	Pre-Games			Training specific to the Paralympic Games (e.g. programmes to increase awareness toward persons with an impairment, Paralympic sports)
Motivate the workforce to stay on the job.	Pre-Games	Games ops		
Create and distribute uniforms.	Pre-Games	Games ops		
Manage the workforce deployment during the Games.		Games ops		

Planning & Coordination (PNC)

1. Mission

Create an integrated planning environment which ensures the synchronised engagement and collaboration of the Functional Areas, stakeholders and partners, enabling them to plan effectively for the successful delivery of the Games. Ensure that the planning activities are constantly undertaken in alignment with the Tokyo 2020 Games vision, which consists of the following three core concepts, “Achieving Personal Best”, “Unity in Diversity” and “Connecting to Tomorrow”.

2. Key Objectives

- To play the central role in the Tokyo 2020 Games planning activities by leading the key planning processes with cross-functional integrated approaches.
- To provide FAs with support for their best practices and ensure that organisation-wide planning activities are aligned, integrated and fully consider the unity in diversity perspective.
- To facilitate the delivery of successful Games by creating an organisation-wide culture of operationally-focused planning processes and leaving a Games legacy to future generations.
- To undertake appropriate monitoring based on the planning and provide executives and decision-making forums with regular updates and prompt reporting of issues.
- To lead and coordinate FAs, stakeholders and partners in the preparation required for updates, reports, discussions and follow-up for key IOC and IPC meetings (including the coordination of agendas and development of presentation materials).

Planning & Coordination (PNC)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Lead and assist FAs, stakeholders and partners to ensure that all planning activities are jointly and efficiently undertaken throughout all the Games phases.	Pre-Games			
Facilitate cross-functional approaches for integrated Games planning.	Pre-Games			
Coordinate timing of planning activities with other organisation-wide priorities.	Pre-Games			

Press Operations (PRS)

1. Mission

Provide accredited written and photographic press and non-rights holding broadcasters with the best working conditions to ensure wide and in-depth media coverage of the Tokyo 2020 Games and to promote Olympic and Paralympic values through overseeing delivery of services to the accredited press by other Tokyo2020 Organising Committee Functional Areas (FAs).

2. Key Objectives

- To properly manage the Main Press Centre as the main base for accredited press.
- To successfully manage and operate press locations such as the Venue Media Centres (VMCs), press tribunes and mixed zones at all competition venues, in order to ensure high quality of coverage.
- To successfully operate the Olympic and Paralympic News Services (ONS/PNS) in order to provide accurate and prompt coverage including the Games updates and results all over the world.
- To provide a suitable environment for photographic coverage which communicates the excitement and dynamism of sport to the world.
- To deliver a range of services including accommodation and transport to fulfil the needs of accredited press from all over the world allowing them to work efficiently and comfortably.

Press Operations (PRS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Plan services for the press.	Pre-Games			
Develop plans for the Main Press Centre (MPC), Venue Media Centres (VMCs), and all other press areas within the competition and non-competition venues (including special requirements for the Paralympic Games).	Pre-Games			Reduced scale
Develop the Olympic and Paralympic News Services (ONS/PNS) and the INFO2020 system (the system that delivers results, outlines of interviews, overview of Games information and other information to terminals installed at media-related facilities of the IBC, MPC and the other venues through the intranet).	Pre-Games	Games ops		Reduced scale
Organise the World Press Briefings.	Pre-Games			
Develop photo positions plans in all competition and some non-competition venues in collaboration with the Sport FA and the OBS.	Pre-Games			
Plan and organise the daily press briefings.		Games ops		
Operate press facilities at the Main Press Centre (MPC) and all press areas in the venues including Venue Media Centres (VMCs), press tribunals, mixed zones, press conference rooms, media lounges and photo positions.		Games ops		Reduced scale

Procurement (PRC)

1. Mission

Regarding the materials, goods and services required for the operation of the Tokyo 2020 Games, conduct procurement with careful consideration of impartiality, fairness, cost efficiency and sustainability.

Contribute to achieving high-quality Games operations, based on the Tokyo 2020 Games vision, by completing tasks with a limited budget but unlimited ideas including achieving appropriate procurement and contract management, conducting suitable Value in Kind (VIK) management, providing a rate card which fulfils the expectations of the Olympic and Paralympic Families, and establishing order-receiving and distribution systems.

2. Key Objectives

Procurement

- To procure materials, goods and services suitable for needs, in a most cost-efficient way, by adequately understanding the requirements of each FA including quality, specificity and delivery deadlines within a limited budget.
- To conduct fair and equitable procurement based on an open-door policy.
- To conduct procurement based on the adequate consideration of related risks, sustainability, and compliance with laws and regulations.
- To achieve procurement closely connected with budgetary management, in order to maintain a balanced budget regarding the Games.
- To procure VIK related materials, goods and services, for the quantity required and at the lowest possible cost in the same manner as procurement by cash, by closely cooperating with the Marketing Partners FA and Business Development FA to gain a synergy effect.
- To establish procurement and contract management structures, systems and processes in order to achieve the above key objectives, by allocating a Procurement Manager and a VIK Manager at an early stage, and also by closely cooperating with the Finance FA.

Rate Card

- To prepare catalogues of goods and services with fair prices to meet requirements of Games clients.
- To develop efficient and user-friendly ordering systems and timely delivery systems.
- To develop a structure, systems and processes for proper ordering and delivering management.
- To reconcile accounts with clients (such as payments and refunds) working closely with Finance FA and the financial system of Tokyo 2020 Organising Committee.

*Rate Card: the rate card is the catalogue of goods and services to be provided to the Games clients.

Procurement (PRC)

3. Key Tasks

Tasks	Pre-Games	Games -Time	Post-Games	Paralympic specifics
Work with the FAs on their need analysis and perform a market analysis once the needs of the FAs have been identified.	Pre-Games			
Procure the needed goods and services in a timely manner and in a most cost-efficient way.	Pre-Games	Games -Time	Post-Games	
Establish a procurement system, create standard contracts and form the organisational structure to implement contracts for Tokyo 2020 Organising Committee.	Pre-Games			
Establish and operate the procurement and contract management system.	Pre-Games	Games -Time	Post-Games	
Create catalogues (rate card) listing terms and conditions, products and services to be provided to different client groups.	Pre-Games			
Liaise with the rate card clients, and act as a liaison between the involved FAs.	Pre-Games	Games -Time	Post-Games	
Design and manage the rate card portal (in collaboration with the Technology FA).	Pre-Games	Games -Time	Post-Games	
Ensure close collaboration of the involved FAs (Logistics, Technology, Transport, NOC & NPC Services, Press Operations, Broadcast Services, Marketing Partner Services, IF Services, Finance) in the design, delivery and final reconciliation of the rate card programme.	Pre-Games	Games -Time	Post-Games	

Risk Management (RSK)

1. Mission

Identify and understand the risks related to the Tokyo 2020 Games. Manage these risks appropriately and give the utmost, in order to realise the concepts and goals of Tokyo 2020 Games vision which are “Achieving Personal Best”, “Unity in Diversity” and “Connecting to Tomorrow”.

2. Key Objectives

- To identify, understand and properly manage the risks involved in hosting the Games from the planning stage through to the dissolution of Tokyo 2020 Organising Committee.
- To provide appropriate guidance to each FA regarding how to manage/mitigate the identified risks with a cost-effective perspective.
- To minimise the probabilities and impacts of risks in cooperation with each FA through a proper risk management approach.
- To raise awareness of risk management with all parties involved in the Games.
- To establish appropriate plans to respond in case incidents occur from the planning stage of the Games.

Risk Management (RSK)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Determine the Risk Management Strategy and provide it to the entire Tokyo 2020 Organising Committee.	Pre-Games			
Identify risks related to the entire Tokyo 2020 Organising Committee by cooperating with each FA, collecting the relevant information and managing these risks systematically.	Pre-Games	Games ops	Post-Games	
Coordinate with each involved FA in order to reduce identified risks.	Pre-Games	Games ops		
Manage the risks associated with the FA operations of Tokyo 2020 Organising Committee.	Pre-Games	Games ops	Post-Games	

Security (SEC)

1. Mission

Ensure the safety and the security of the Tokyo 2020 Games through the “All Japan” cooperative structure that will showcase good practices for the future, and ensure that all Games clients, spectators and surrounding local communities have no need for concern about their personal safety and security in order to set up the condition in which all people can share the excitement produced by the Games.

2. Key Objectives

- To promote cooperation between the public and private sectors to broaden the range of people contributing to security by promoting wider engagement of security volunteers in the Games, with consideration given to the contribution to realising the concept of “Japan as the World’s Safest Country”.
- To secure the safety and security of the Olympic and Paralympic Games, obtain understanding and cooperation from all Games’ clients, spectators and involved communities with harmonizing with a sports fest.
- To take appropriate security measures for venues and Games-related facilities including competition venues and the Village during construction and renovation phases, and to ensure that an effective security plan is developed according to the risks identified for each venue or facility.
- To prepare a sufficient number of private security staff and security volunteers who receive adequate training and who have the necessary abilities, and to take measures for robust and smooth security operations using proven technologies.
- To coordinate closely with related organisations and to ensure a structure and processes necessary for Games operations, in order to cope with terrorist attacks, the occurrence of large-scale disasters and Games operations threats in cyberspace, with consideration given to establishing a response system for future potential emergencies.

Security (SEC)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Liaise and coordinate between each client and the IOC, IPC, IFs, NOCs and NPCs and request cooperation regarding security.	Pre-Games	Games ops		
Liaise and coordinate with related agencies, define roles and responsibilities of each agency and establish a collaboration system.	Pre-Games	Games ops		
Coordinate with related agencies and provide crisis management in case of critical incidents, such as terrorist attacks or large-scale disasters.	Pre-Games	Games ops		
Establish guidelines regarding how to deal with cyber attacks against Games-related systems.	Pre-Games			
Under the cooperation of related agencies, develop the Integrated Olympic and Paralympic Security Plan and security plans for each competition venue, non-competition venue and the Torch Relay.	Pre-Games			
Assume responsibilities for the security services of the Games-related venues and facilities, contracting with private security companies, utilising security volunteers, and conducting training/job management.	Pre-Games	Games ops		
Liaise and coordinate with related agencies and develop the security guidelines for venue construction and renovation, or installation site of the equipments.	Pre-Games			
Procure appropriate security equipment requested for the security measures for the Games-related venues and facilities, screening of pedestrians and vehicles, and security monitoring.	Pre-Games			
Conduct venue access control and screening operations, operate security monitoring systems, and patrol competition venues with private security staff.		Games ops		
Liaise and coordinate with other FAs and provide the security standards needed for each FA.	Pre-Games	Games ops		
Understand the progress status of other FAs and collaborate on the development of security plans systematically and effectively.	Pre-Games			

Signage (SIG)

1. Mission

Provide the signage for the Tokyo 2020 Games which leads all clients to their destinations and helps contribute to the smooth delivery of the Games and an exciting atmosphere.

Adopt universal design standards in the signage, considering the principles of unity in diversity.

2. Key Objectives

- To produce temporary signage that is easy to read and understood by anyone and to integrate it within one of the world's most widespread cities.
- To work closely with the Brand, Identity & Look of the Games FA to design a signage system which is integrated with the Look of the Games.
- To set up appropriate signage at the appropriate places for the appropriate clients (including persons with an impairment).
- To manage proper transition by integrating the signage for the Olympic Games and the Paralympic Games, while preserving the identity of both Games.
- To participate in the Tokyo2020Sustainability Plan by using recyclable and environmentally-friendly materials and reusing the signage as much as possible.
- To ensure an integrated signage plan in place amongst the various delivery stakeholders inside the venues and within the public and urban domains.

Signage (SIG)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Create the signage setup plan and update as necessary.	Pre-Games	Games ops		
Select languages to be used on signage elements.	Pre-Games			
Develop list of pictograms and glossaries.	Pre-Games			
Identify procedures and obtain permissions related to signage installation.	Pre-Games			
Produce signage (including the production and confirmation of mock-ups).	Pre-Games			
Confirm each FA's needs for signage, agree on signage installation locations and quantities and coordinate signage installation in the venues.	Pre-Games			
Create a database for signage installation.	Pre-Games			
Manage and adjust deliveries and storage sites.	Pre-Games	Games ops		
Install and maintain signage systems in all venues and around these venues.	Pre-Games	Games ops		
Deal with changes, modifications and rearrangements during the Games.		Games ops		
Adapt signage for Paralympic Games use (reuse the Olympic signage as much as possible).		Games ops		
Remove and dispose of signage according to Tokyo 2020 Sustainability Plan.			Post-Games	

Spectator Experience (SPX)

1. Mission

Provide the best services and opportunities for each spectator at the peak of Tokyo 2020's ability so that the Olympic and Paralympic Games are an once-in-a-lifetime experience through the spirit of Omotenashi, Japanese traditional hospitality. Then ensure that all spectators create the best stage possible by becoming one with athletes so that the Games are staged in an exciting and emotional atmosphere leaving a lasting memory for generations.

2. Key Objectives

- To formulate, share and advocate for a vision for spectator experience drawn from the Tokyo 2020 Games vision throughout Games planning and delivery.
- To ensure that necessary information is provided to spectators efficiently.
- To identify all spectators' touch points with the Games and analyse spectators' profiles in order to provide superb hospitality and opportunities to fit with their expectations.
- To monitor the levels of service provided by each service-provider FA and collaborate with external partners so that all spectators will be offered a range of services at the appropriate level during their journey.
- To ensure that a festive atmosphere will be created utilising world-class technologies in and outside the venues and throughout the City.

Spectator Experience (SPX)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Formulate the vision and strategies for the spectator experience.	Pre-Games			
Determine spectators' expectations and needs regarding their involvement with the Games.	Pre-Games	Games ops	Post-Games	There may be different needs and expectations from the Olympic Games.
Conduct surveys of spectators, including spectator satisfaction, and share their results with FAs that provide services for their planning and operational improvement.	Pre-Games	Games ops	Post-Games	
Review and monitor optimal services provided to spectators.	Pre-Games	Games ops		
Identify and oversee the implementation of optimal opportunities provided to spectators.	Pre-Games	Games ops	Post-Games	
Provide information necessary for spectators through various channels so that spectators can make plans to go to the Games, participate in Games-related activities and enjoy the Games.	Pre-Games	Games ops	Post-Games	

Sport (SPT)

1. Mission

Create the best possible environment for athletes to perform at their best at Games-time. Provide competition venues and training facilities of the highest standard and will develop a spectacular sports presentation programme to allow athletes and spectators to enjoy a unique experience that will leave behind long-lasting legacies to the people of Tokyo and the entire country of Japan.

2. Key Objectives

- [Athletes] To provide a world-class competition and training environment at all times to support athletes in reaching their best performances in a fair and safe manner.
- [Games operations] To deliver Games operations efficiently in sports-related matters at the highest standard.
- [Venues and equipment (tangible legacy)] To collaborate with stakeholders, partners and related FAs to prepare competition venue layouts, training venues and equipment with the latest technology for the Games which can also be utilised after the Games as a legacy.
- [Human Resources (intangible legacy)] To develop and implement training to personnel such as International Technical Officials (ITOs), National Technical Officials (NTOs) and volunteers in order for them to play an active role during and after the Games in collaboration with International Federations (IFs) and National Federations (NFs).
- [Test Event/Games operations] To improve operating capability for Games-time by fully utilising successes, challenges and operational experiences gained during test events.
- [Sports presentation] To develop a spectacular sports presentation programme which allows athletes, spectators and viewers to enjoy a unique experience that reflects the nature of sports and aspects of Tokyo and Japan through the integrated concept of Tokyo 2020 Organising Committee.
- [Collaboration] To provide information in a prompt manner and communicate effectively with related organisations and clients, especially to the IFs and NFs who are one of the most important clients to sports.
- [Olympic Agenda 2020] To establish a working group in order to investigate the opportunity to propose the inclusion of one or more additional sports or events on the Olympic Programme of Tokyo 2020 Games as presented in the Olympic Agenda 2020.

Sport (SPT)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Fulfil the needs and requirements of the IFs, as the main client-owner of the IFs.	Pre-Games	Games ops		Specific elements such as classification and mobility aids repair services to be considered
Arrange the entire competition schedule and ensure world-class competition and training environments, based on the Olympic and Paralympic Programme decided by IOC/IPC.	Pre-Games	Games ops		
Manage the training schedule at the competition and training venues.	Pre-Games	Games ops		
Discuss and plan the guidelines and specifications of equipment provision with the IFs.	Pre-Games			
Develop and manage the entire sport entries process.	Pre-Games	Games ops		
Deliver weather information in collaboration with a weather information provider.	Pre-Games	Games ops		
Define criteria for the recruitment of NTOs and sports volunteers based on discussions with IFs and NFs.	Pre-Games			
Plan and arrange the schedule of test events with IFs and related organisations and partners.	Pre-Games	Games ops		
Develop high quality competition-related sport publications.	Pre-Games			
Discuss, plan and implement the concepts of sports presentation.	Pre-Games	Games ops		

Sustainability (SUS)

1. Mission

Support Tokyo 2020 Organising Committee in planning and operating sustainable Olympic and Paralympic Games and promote the Tokyo 2020 Sustainability Plan in partnership with the Tokyo Metropolitan Government (TMG) and other key delivery partners.

Support Tokyo 2020 Organising Committee in facilitating the achievement of legacy objectives which will pass on to the future the positive effects, both inside and outside Japan, of hosting the Olympic and Paralympic Games.

2. Key Objectives

- To share and promote the Tokyo 2020 Sustainability Plan which covers diverse and wide areas with all FAs and extensively incorporate the Plan in Games operations and organisational operations from an early stage.
- To enhance Olympic and Paralympic values by implementing sustainable Games and passing on a legacy of sustainable practices and a sustainability framework to the future.
- To optimise legacy opportunities through the Sustainability Plan.
- To communicate the importance of a sustainable society by ensuring the delivery of “green” Games and environment-friendly venues.
- To formulate the Tokyo 2020 Event Management System by implementing the ISO20121 framework.
- To use the planning and staging of the Tokyo 2020 Games to raise awareness and educate society on how to live, work and play in a sustainable manner.

Sustainability (SUS)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Lead the strategic planning in the area of sustainability in cooperation with key stakeholders, including Tokyo 2020 Sustainability Plan.	Pre-Games			
Conduct the Olympic Games Impact Study (including Paralympic related elements).	Pre-Games	Games ops		
Coordinate and build a sustainability management system (including ISO20121 authentication).	Pre-Games	Games ops		
Develop and provide sustainability training programmes to Tokyo 2020 Organising Committee staff and volunteers and act as an internal resource to other FAs.	Pre-Games			
Contribute to the development of an advanced city through sustainability initiatives and integration of Japanese tradition and culture with use of advanced technology in cooperation with relevant FAs.	Pre-Games	Games ops		
Setup a monitoring and reporting programme to track Tokyo 2020-wide sustainability performance.	Pre-Games			
Make awareness programmes for sustainability education part of the communication and engagement activities of Tokyo 2020 Organising Committee.	Pre-Games	Games ops		

Technology (TEC)

1. Mission

Realise smooth and efficient operations of the Tokyo 2020 Games. Provide various stakeholders (Athletes, NOCs and NPCs, OBS and RHBs, Press and Workforce) with technology systems which are secure, convenient and reliable, whilst operating and managing these systems appropriately throughout the Games with the purpose of allowing everyone to share the excitement and values of the Tokyo 2020 Games. Showcase Japanese innovation beyond 2020 by developing cutting-edge technology for the Games.

2. Key Objectives

- To provide simple and consistent solutions in order to satisfy the various needs of stakeholders and user groups regarding information technology systems and communication services supporting stakeholders and user groups operations.
- To implement technology systems and operations that will maximise efficiency of Games operations.
- To contribute to allow Olympic & Paralympic Families and Dignitaries, OBS and RHBs, Press, Spectators and other internal and external clients to share extraordinary experiences by providing appropriate technological resources, including the information systems.
- To contribute to the future development of the Olympics and the Paralympics by showcasing Japanese technology innovation, which achieves a new level of convenience and comfort.
- To efficiently operate the management system by planning, establishing and implementing comprehensive back-office systems.

Technology (TEC)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Create the technology architecture.	Pre-Games			
Define hardware/software/maintenance requirements.	Pre-Games			
Develop and operate the central administrative systems.	Pre-Games	Games ops	Post-Games	
Develop and operate the systems related to competitions.	Pre-Games	Games ops		
Implement and manage technology telecommunications infrastructure & services.	Pre-Games	Games ops	Post-Games	
Develop and operate the systems for broadcasting and the press.	Pre-Games	Games ops		
Reserve and allocate the required number of radio frequencies to stakeholders.	Pre-Games	Games ops		
Arrange the test events and Technical Rehearsals for the technological systems and services.	Pre-Games			
Implement appropriate level of technology support services to support all phases of Games planning, delivery and operations, including central command operations through the Technology Operations Centre (TOC)	Pre-Games	Games ops	Post-Games	

Test Events Management (TEM)

1. Mission

Formulate a framework related to the test events programme, to support the organisation of these events so that Tokyo 2020 Organising Committee's staff and venue teams can be tested and developed. The Test Events Programme Management will take the lead in this framing process and then provide central support to the venue teams in delivering the events. Also, make best use of the results of all the test events (both competition and non-competition events) for operational improvements so that all FAs, venue teams and partners can achieve their utmost during the Tokyo 2020 Games.

2. Key Objectives

- To map an effective framework and policies regarding the test events, based on the objectives of the Games-wide readiness plans.
- To clarify the goals of the test events and the responsibilities of each relevant party.
- To create overall programme and matrix for test events-related matters, and conduct effective and efficient test events.
- To provide support for conducting effective tests regarding sport competition management and technology.(Field of Play and timing & scoring tests)
- To coordinate and support each FA involved in test event operations, in creating practical testing plans and conducting the tests.
- To organise debriefings after the test events and share the outcomes among the relevant organisations, in order to achieve further improvement.

Test Events Management (TEM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Formulate overall plan and policies regarding the test events programme.	Pre-Games			
Determine the involvement of each FA and partner in the various test events.	Pre-Games			
Monitor the progress of the test event venue operations plans.	Pre-Games			
Provide support for Sport FA regarding the development of the test event calendar.	Pre-Games			
Organise debriefings after the test events.	Pre-Games			

Ticketing (TKT)

1. Mission

Provide as many people as possible with fair opportunities to directly experience the Tokyo 2020 Games live, ensure that venues are full with an atmosphere of unity between spectators and athletes, and support a sound operation of the Tokyo 2020 Games by achieving ticket sales revenue.

2. Key Objectives

- To identify the number of available seats to be sold based on the detailed plan of each venue, and to identify the appropriate number of tickets that may be issued.
- To establish simple and effective procedures and systems for ticket information, ordering, distribution and exchange and to develop a fair and highly-reliable ticketing programme.
- To make a strategic selection of reliable ticket distributors for local and overseas sales in cooperation with each NOC/NPC.
- To maximise the number of ticket-holding spectators through adopting ticket redistribution systems for official tickets and unused tickets in order to set the stage for athletes being inspired by dynamism of spectators to perform at their best and promote the Olympic and Paralympic Movements.
- To realise appropriate ticket allocation and set up sales prices, which also contributes to the Games finance.
- To ensure that ticketing and hospitality programmes are delivered with integrity and enforcement through the provision of Japanese Omotenashi hospitality.
- To promote the sales of tickets through announcement, advertisement and sales activities supporting an appropriate and effective ticketing programme, and to spread the spirit of the Olympic and the Paralympic Games.

Ticketing (TKT)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Plan and deliver a local and worldwide ticket sales program for the public.	Pre-Games	Games ops		
Plan and deliver a client group ticket sales and servicing programme.	Pre-Games	Games ops		
Plan and deliver relevant Hospitality programmes for spectators and client groups.	Pre-Games	Games ops		
Support development of Ticketing Communications and Information plans, linked with Spectator Experience journeys.	Pre-Games			
Implement a ticketing programme and a marketing and ticket price survey.	Pre-Games			
Produce tickets.	Pre-Games			
Finalise the ticketing operational plan including quantities, prices and design.	Pre-Games			
Launch the ticketing marketing campaign and launch public sales (including on-site sales.)	Pre-Games	Games ops		
Establish and implement countermeasures against counterfeit tickets.	Pre-Games	Games ops		
Establish and operate call centres responding to inquiries on tickets.	Pre-Games	Games ops		

Torch Relay (OTR)

1. Mission

Boost the excitement of the Games, deliver impressive experiences and communicate the Tokyo 2020 Games vision to the public through the Torch Relay prior to the Games' opening. Facilitate sharing of the Games spirit among people within and outside Japan through the Torch Relay.

2. Key Objectives

- To design a Torch Relay that can be universally accessible and engage all people throughout the world regardless of age, gender or ability.
- To foster momentum toward the Games through torchbearers, spectators, local communities and other people concerned and facilitate their best performance.
- To transmit the power of peace and recovery to the future by communicating the current conditions of people and areas afflicted by the Great East Japan Earthquake to people throughout the world.
- To select the route that passes through major sightseeing locations in Japan and provide people with opportunities to discover Japanese history and culture. in order to publicise the attractiveness of Japan to the world through the Torch Relay.
- To share the Olympic and Paralympic spirit with all people in Japan and the rest of the world by promoting engagement of residents in cities where the Games will not be held, in close cooperation with the Torch Relay Host Cities.

Torch Relay (OTR)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic Specifics
Create the Torch Relay vision and concepts.	Pre-Games			There are differences in the Torch Relay vision and concepts.
Determine the Torch Relay route in cooperation with organisations concerned.	Pre-Games			It is acceptable to hold the Torch Relay on several routes.
Invite, select and train torchbearers in cooperation with the Torch Relay Host Cities.	Pre-Games			
Prepare the daily run sheets during the Torch Relay.	Pre-Games			
Organise and manage the Torch Relay in cooperation with the Torch Relay Host Cities.	Pre-Games	Games ops		
Make arrangements for the Torch Relay with the IOC/IPC.	Pre-Games	Games ops	Post-Games	

Transport (TRA)

1. Mission

Ensure swift, safe and accessible transport services by the best alignment of an efficient Games transport network and public transport with the location of the Olympic and Paralympic Games venues.

Deliver client-specific services meeting their specificities and their various needs.

2. Key Objectives

- To ensure swift, efficient and comfortable transport functions, including the establishment of the Olympic and Paralympic Road Networks (ORN/PRNs), and deliver qualified transport services that meet the variety of client-specific needs.
- To transfer spectators smoothly by leveraging the extensive public transport network in Tokyo.
- To minimise impacts on daily activities of the public and cities against increased demands on transport for the Games.
- To mitigate environmental impacts due to initiatives including the use of low carbon emission vehicles, and contribute to environmentally friendly Olympic and Paralympic Games.
- To leave the Games legacy of enhanced accessibility in Japan for future societies.

Transport (TRA)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Establish the Olympic/Paralympic Transport Centre and the Olympic/Paralympic Transport Specialty Committee.	Pre-Games			
Develop an Olympic and Paralympic Road Network (ORN/PRN) strategy.	Pre-Games			Paralympic Road Network shall be downsized in its operation.
Develop a transport information strategy (such as transport desk, guide and on-line information) for the Games clients.	Pre-Games			
Address traffic demand management in cooperation with relevant institutions to reduce background traffic.	Pre-Games	Games ops		
Use low-emission or fuel efficient vehicles within the Games fleet to minimise the environmental impact.	Pre-Games	Games ops		
Ensure the provision of traffic information by the Olympic/Paralympic Transport Centre, which cooperates with relevant organisations, including the TMPD(Tokyo Metropolitan Police Department) Traffic Control Centre and railway companies, to contribute to the smooth transport.		Games ops		

Venue Management (VEM)

1. Mission

Lead venue operations planning and venue teams* to integrate all Functional Areas (FAs), stakeholders and partners in order to ensure safe and reliable Olympic and Paralympic Games operations that fulfil the demands of all people involved in the Games at all competition venues and some non-competition venues.

2. Key Objectives

- To coordinate processes to ensure safe and effective venue operations so that all FAs, stakeholders and partners can perform at their best.
- To facilitate mutual understanding among FAs, stakeholders and partners on the events and venues and solve various problems in cooperation with parties concerned.
- To develop the venue teams smoothly from the planning phase to the venue operations phase to contribute to making the Games memorable as a future legacy.
- To integrate all staff members from FAs, stakeholders and partners concerned in the venue teams.
- To make necessary arrangements in order to ensure smooth and effective transition from the Olympic Games to the Paralympic Games.
- To manage risks at the events within the venues.

* A venue team is an organisation for each venue (including some non-competition venues) that consists of members from FAs, stakeholders and partners and carries out actual event & venue operations for the relevant venue.

Venue Management (VEM)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Coordinate principles on venue operations.	Pre-Games			
Solve problems regarding the event and venue planning and operations.	Pre-Games	Games ops		
Develop the list of all names and codes of all venues.	Pre-Games			
Coordinate the seating allocation process for accredited clients.	Pre-Games			Modify to meet Paralympic client needs.
Coordinate with FAs concerned so that safety on venues can be ensured.	Pre-Games	Games ops		
Collaborate with the People Management FA to recruit persons responsible to lead each venue and provide training and development education to them.	Pre-Games			
Integrate the venue teams, which consist of members from FAs, stakeholders and partners, on all competition venues and some non-competition venues at Games time.	Pre-Games	Games ops		The ratio of spectators who need assistance increases.
Lead venue operations at test events.	Pre-Games			
Coordinate the venue transition from the Olympic Games to the Paralympic Games.		Games ops		Necessary space, accessibility, Look and signage are different.

Venues & Infrastructure (VNI)

1. Mission

Provide all clients of the Tokyo 2020 Games with venues in the centre of dynamic and safe cities and convey a legacy of sports-oriented and healthy living to future generations.

2. Key Objectives

- To make athlete-first, compact venue location decisions for the Tokyo 2020 Games, and to develop venues with consideration to sustainability from the design phase.
- To provide venues complying with high standards needed for staging the Tokyo 2020 Games and sports competitions and enable athletes to perform to the peak of their abilities, in collaboration with the International Federations.
- To efficiently develop venues with consideration for safety and security in order to achieve reliable operations for test events and for the Tokyo 2020 Games.
- To integrate Games-time requirements with legacy needs and deliver competition venues and other facilities that can be used for sports and cultural activities after the Games.
- Make a smooth transition from Olympic venues to Paralympic venues.

Venues & Infrastructure (VNI)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Undertake venue development and deliver overlay (temporary structures such as seating bowls, lighting and air conditioning equipment installation, signboards and signs, video display devices, media facilities and equipment).	Pre-Games			
Incorporate clients' and FAs' needs into venue designs and coordinate each venue's facility plan and design requirements. Take into account the Tokyo 2020 Games overlay plans in this process with regard to transition to Paralympic venues.	Pre-Games			Understand sport-specific requirements.
Collect and remove all overlay facilities and dismantle temporary structures.			Post-Games	

Villages Management (VIL)

1. Mission

Provide functional Olympic and Paralympic Villages, warmly welcoming athletes and delegates, so that athletes can aim for their best and be completely focused on success in their competitions.

Provide a relaxing atmosphere and programmes so that athletes and teams coming from all over the world can interact with each other and deepen social exchanges at Games-time and even after the Games.

2. Key Objectives

- To secure a residential area with high-levels of safety, comfort and accessibility and appropriately provide athletes and delegations with services which satisfy their requirements.
- To provide athletes with opportunities to touch a variety of Japanese cultural traditions, the *Omotenashi* warm hospitality spirit and “Cool Japan” experiences at the Olympic and Paralympic Villages.
- To formulate a plan to deliver services, taking into consideration the Unity in Diversity concept and inclusiveness and avoiding delivery of ordinary quality in services, in order to ensure that athletes will have a comfortable stay.
- To align the Villages design with consideration of the effective use of facilities after the Games.
- To formulate a plan to minimise the transition processes to the Paralympic Games.

Villages Management (VIL)

3. Key Tasks

Task	Pre-Games	Games ops	Post-Games	Paralympic specifics
Prepare the plans related to Village operations.	Pre-Games			
Develop and manage the plans related to facilities in cooperation with the Venues & Infrastructure FA, the Tokyo Metropolitan Government and developers.	Pre-Games			
Formulate the plan for transition to the Paralympic Games.	Pre-Games			The FA must acknowledge the fact that the transition period from the closing of the Olympic Village to the pre-opening of the Paralympic Village is significantly short.
Allocate space to each client.	Pre-Games			
Assume responsibility for the planning and the operations of the Olympic and Paralympic Villages.	Pre-Games	Games ops		The FA must acknowledge the specific needs of Paralympic –athletes and reflect on the planning and operation.
Efficiently manage the Villages in collaboration with relevant entities and FAs.		Games ops		
Solve Villages operational issues at Games time.		Games ops		
Handle the transition to the Paralympic Village.		Games ops		
Cooperate with the Venues & Infrastructure FA to dismantle and remove temporary facilities and hand over permanent residences to developers.			Post-Games	

Chapter 5 Games Support Structure

5 Games Support Structure

For the delivery and success of the Games, it is imperative to establish reliable governance that enables the Tokyo 2020 Games vision to be shared amongst relevant parties and milestones set at each stage to be progressively attained. Structures to support the Games planning and delivery should be defined at an early stage with regard to the identification of major goals, the organisational structures and roles and responsibilities of Tokyo 2020 Organising Committee, as well as collaboration with and division of roles of stakeholders. Internal and external integration will be consolidated based on this structure.

The following are basic concepts for the establishment of governance structures and reliable governance models will be developed based on them.

- (1) Ensure the maximum provision of resources by all relevant parties, capitalise on their mutual strengths, and perform at the peak of an “All Japan” efforts.
- (2) Achieve good coordination and consensus with a range of stakeholders and partners, which serves a solid basis for issue management and problem solving.
- (3) Pass on the future experience, know-how and cooperative relationships with relevant entities that are enhanced through the Tokyo 2020 Games, and contribute to the further development of Japan.

This chapter describes roadmap leading to the Games, integration amongst relevant parties and within Tokyo 2020 Organising Committee, as well as the organisational structure of the Tokyo 2020 Organising Committee.

5.1 Roadmap

Tokyo 2020 Games Roadmap (see appendix) presents a general outline of the process from preparation for Games delivery to completion and dissolution. Presenting operations to be conducted in the five phases shown below, the Roadmap serves as a guide to understand the process to lead to successful Games.

(1) Foundation Phase (from 2013 to 2015)

This was the phase to commence preparation for the Games delivery following the selection of Tokyo as the Host City. The following activities have taken place:

- Established Tokyo 2020 Organising Committee as a corporation; shifted to Public Interest Incorporated Foundation.
- Defined the Games vision and missions of each Bureau.
- Developed the Games Foundation Plan as a comprehensive framework for preparing for the Games.
- Commenced collaborative engagement activities aimed at creating excitement and enthusiasm in the build-up to the Games. In particular, collaborating with universities, disaster-affected areas and Regional/Local Governments.
- Commenced the venue development process.

(2) Planning Phase

1) Before the Rio 2016 Games (from 2015 to 2016)

This is the phase to begin concrete preparation for the Tokyo 2020 Games operations during which the following activities will be undertaken:

- Commence developing individual plans corresponding to specific situations and clients' needs.
- Prepare for the Handover Ceremony at Rio 2016 Games.
- Launch the Tokyo 2020 Games emblem.
- Commence requests for information which will be included in a guidebook for candidate pre-Games training camps.
- Implement the steady development of the venues.
- Develop the "Action & Legacy Plan" that will contain a range of programmes for the success of the Tokyo 2020 Games. (see chapter 6)

2) After the Rio 2016 Games (from 2016 to 2019)

This is the phase to improve each plan based on lessons learnt at Rio 2016 Games during which the following activities will be undertaken:

- Review concrete plans regarding operations continuously.
- Launch the Tokyo 2020 Games mascot.
- Announce a process for volunteer recruitment, followed by actual recruiting.
- Publish a guide for candidate pre-Games training camps and regularly update.
- Continue developing venues steadily and accelerate preparations in terms of venue operations.
- Commence various actions in the Action & Legacy Plan, including Culture and Education Programmes.

(3) Readiness Phase(from 2019 to 2020)

This is the phase to enhance organisation-wide practical skills through operational readiness exercises and to make the transition from planning to operations during which the following activities will be undertaken:

- Conduct test events and operational readiness exercises to examine, evaluate, and revise the plans.
- Announce the Torch Relay route.
- Commence selling tickets.
- Implement various actions in the Action & Legacy Plan, including Culture and Education Programmes.

(4) Games Operations Phase(in 2020)

This is the phase to deliver the Games operations with mutual coordination and cooperation amongst parties concerned in order to lead to successful Tokyo 2020 Games.

(5) Dissolution and Legacy Phase (from 2020 to 2021)

This is the phase for business closure, retrofit and return of venues and account settlement, while completing the final report with evaluation and feedback about the Games. Outcomes of actions and legacies will be in Legacy Report, and legacies will be inherited by future generations.

Tokyo 2020 Games Roadmap

	2014	2015	2016	2017	2018	2019	2020	2021		
Phase	Foundation Phase	Planning Phase (before Rio 2016 Games)	Planning Phase (after Rio 2016 Games)			Readiness Phase	Games Operations	Dissolution & Legacy Phase		
Key Events	Sochi 2014 ● Establishment of Tokyo 2020 Organising Committee	● Shift to Public Interest Incorporated Foundation	Rio 2016		PyeongChang 2018	Test Events	Tokyo 2020 Games	● Dissolution of Tokyo 2020		
Games Planning/Preparation	Coordination Commissions, Project Reviews and various meetings with IOC and IPC						Olympic and Paralympic Games Operations	Official Report (Reports/Films)	Legacies for the Future	
	Games Foundation Plan	Planning of client services, functions and venues → Planning improvements based on lessons learnt at Rio 2016 Games			Readiness enhancement					
	Coordination with relevant entities/preparation (Sport/Broadcast Services/Energy/Security/Paralympic Integration/Sustainability/Brand Protection, etc.)									
	Promotions aimed at creating excitement and enthusiasm in the build up to the Games; domestic and international Engagement activities toward the successful delivery of the Games									
Ceremonies, Torch Relay			● Handover Ceremony at Rio 2016 Games			● Torch Relay route announcement	Torch Relay	● Opening Ceremony		
Games Brand, Ticketing Sales		● Launch of Tokyo 2020 Games emblem			● Launch of Tokyo 2020 Games mascot	● Ticketing sales announcement				
Games Volunteers					Announcement of application process; Recruitment procedure; Training					
Universities/Junior Colleges Partnerships	University Cooperation Forums; Collaborative activities (e.g. Olympic/Paralympic education, development of global human resources, etc.)									
NOC/NPC Pre-Games Training		Requests for information to candidate pre-Games training camps			Publish guide to candidate pre-Games training camps (guides to be regularly updated)					
	(Relevant Regional/Local Governments will conduct direct discussions, and conclude separate agreements and contracts)									
Collaboration with Disaster-affected Areas and Regional/Local Governments	Support for recovery efforts (Actions to be coordinated by the Liaison Committee to Support the Recovery Effort in Tohoku); Coordination with Regional/Local Governments (e.g. Education/Cultural Programmes, promotion of local products, etc.)									
Venue Development	Venue locations confirmed; Basic plans; Design; Construction; Renovation of existing venues									
Action & Legacy Plan		Establishment of Action & Legacy Plan		Annual updates of the plan; carry out respective actions				Legacy Report		

5.2 Integration with relevant entities and integration within the organisation

5.2.1 Importance of Integration

It is a great honour as well as a big challenge for a Host City to deliver the Olympic and Paralympic Games.

The Olympic and Paralympic Games are incomparable in scale and operational complexity to other sport events. The organising committee needs to identify the Games requirements for venue development and operations, clearly determine the respective roles and responsibilities among relevant entities and procure a range of resources. It needs to make steady progress with preparations in a finite time. For the successful delivery of the Games, the originality and characteristics of the Host City must be fully recognised and appropriate solutions for Tokyo-specific challenges need to be identified.

Beyond sport, the Games involve various aspects of city activities such as culture, education, sustainability, accessibility, and urban development for safe and secure neighbourhoods. The Games will have a large impact and will leave both tangible and intangible legacies for the city. To successfully plan and deliver such city activities requires a collective effort of all relevant entities.

For these reasons, it is essential that all the relevant entities cooperate and collaborate with each other, and are integrated in the preparation processes of the Games toward the common objective of successful Games delivery. Throughout these preparations, Tokyo 2020 Organising Committee will play a central role to lead planning, preparation and operational activities by facilitating cooperation among the relevant entities.

5.2.2 Integration within Tokyo 2020 Organising Committee

(1) Information Sharing among Executives

It is also essential to effectively share information throughout the extensive preparation activities among the various Functional Areas within the rapidly expanding organisation. Therefore, Tokyo 2020 Organising Committee convenes a weekly meeting with attendance of CEO and senior personnel including Executive Directors who manage each Bureau. The CEO's policies, strategies and status updates as well as working schedule of each Bureau are shared in the meeting to promote smooth business operations. Tokyo 2020 Organising Committee will continue to manage this framework, to ensure information sharing and good communication among executives.

(2) Integration among Functional Areas

To respond to the operational needs of delivering the Games, Tokyo 2020 Organising Committee has established the necessary Functional Areas (FAs), each of which will develop and deliver its respective services to Games clients (refer to Chapter 4.)

However, integration among FAs is essential to effective service delivery and operations. Therefore, Tokyo 2020 Organising Committee will facilitate communications and discussions among FAs throughout the planning phase which will assist in embedding cross-functional integrated approaches.

Developing various plans for Games services brings opportunities to facilitate integration. Representatives from all FAs gather and learn the scope, policies and procedures of each FA, and discuss issues to gain deeper insight and to avoid duplications and exclusions. This will assist with integration of projects and business activities (refer to Chapter 5.3 “Planning Approach”).

Tokyo 2020 Organising Committee will continue to run weekly meetings of FA directors relevant to Games operations in order to share information and issues currently being addressed.

Ad hoc working groups will be established as needed to solve particular issues by coordinating horizontal integration within the organisation such as a working group for venue construction and operational space requirements, a working group for sustainability-related activities, and a working group for engagement-related activities.

The focus of Tokyo 2020 Organising Committee’s activities will shift from planning and coordination to preparations and actual operations with the approach of the Games operations phase (refer to Chapter 5.1 "Roadmap"). The Tokyo 2020 Organising Committee will develop optimal cooperative approaches and structures at each phase.

(3) Impact of Information and Knowledge Management

As the organisation rapidly expands throughout its lifecycle, accumulation as well as sharing of information and knowledge about the Games will be a critical success factor to enable integration within the organisation.

To achieve this, a common platform will be established for all FAs to avoid insufficiency of and gaps in information and knowledge while facilitating centralised documentation management. Tokyo 2020 Organising Committee will also train a key person in each FA to facilitate communications among staff in each FA and serve as a trainer for them.

5.2.3 Integration with Relevant Entities

Various parties - including the Tokyo 2020 Organising Committee, the Government of Japan, the Tokyo Metropolitan Government, the Japanese Olympic Committee (JOC), the Japanese Paralympic Committee (JPC) and private entities - need to be integrated as

an “All Japan” team for the preparation and delivery of the Tokyo 2020 Games.

It is also necessary to collaborate with IOC, IPC, and Olympic and Paralympic movement partners including IFs, NOCs and NPCs etc. for the preparation and delivery of the Games.

To ensure effective integration, Tokyo 2020 Organising Committee identifies the respective scopes of operations as well as roles and responsibilities of each stakeholder (parties that have an interest in the outcome of a decision, or have input to or approval of a decision or proposal made by Tokyo 2020 Organising Committee) and partner (organisations that work with Tokyo 2020 Organising Committee to deliver services for the Games, for example, the national or municipal police authority, marketing partners, suppliers) during the planning phase while always keeping a focus on operations and ensuring no duplications or exclusions of any Games-related work.

Some FAs need to provide services in especially close collaboration with partners such as Venues and Infrastructure and Security. Through activities such as developing service levels during the planning process, these FAs will integrate with stakeholders and partners by clearly identifying and agreeing the respective scopes, roles and methods of collaboration.

To coordinate with these stakeholders and partners, Tokyo 2020 Organising Committee has established a range of forums. Each forum establishes solid governance structures and processes including a clear decision-making system, accountability and collaboration mechanisms.

▪ **Tokyo 2020 Olympic and Paralympic Multi-Party Leaders Meeting**

The Tokyo 2020 Olympic and Paralympic Multi-Party Leaders Meeting comprises representatives from Tokyo 2020 Organising Committee, the Government of Japan, the Tokyo Metropolitan Government, JOC and JPC who are appointed to overview and coordinate the overall preparation and operation of the Games outside the control of Tokyo 2020 Organising Committee, including coordination of subjects of special importance.

The Meeting consists of the following five members:

- President of the Tokyo Organising Committee of the Olympic and Paralympic Games
- Minister of Education, Culture, Sports, Science and Technology, and Minister in charge of the Tokyo Olympic and Paralympic Games
- President of the Japanese Olympic Committee
- Chairman of the Board of the Japanese Paralympic Committee
- Governor of Tokyo.

▪ **Council of Persons Responsible for Practical Affairs**

Tokyo 2020 Organising Committee, the Government of Japan, the Tokyo Metropolitan Government, JOC and JPC established the Council of Persons Responsible for Practical Affairs in order to discuss planning and issues that necessitate the cooperation of the government and relevant entities to ensure each party plays its respective roles.

The members of the Council are CEO, COO, the Vice Director General and Executive Directors of Tokyo 2020 Organising Committee, Directors-General of the Bureaus of the Ministries and Agencies involved, Directors-General of the Tokyo Metropolitan Government, Vice President of JOC, and President of JPC.

Under the Council, groups from the relevant agencies cooperate closely to address specific issues such as security, transport and culture/education.

▪ **Liaison and Coordination Committees**

Liaison and Coordination Committees will be established to focus on matters that need cooperation among a range of relevant entities, including private companies. The following three committees are planned to be established and other committees when necessary.

(1) Venue Liaison and Coordination Committee:

The objective of the Venue Liaison and Coordination Committee is to coordinate venue development, with owners and managers of the venues such as the Tokyo Metropolitan Government and Japan Sport Council (JSC).

* See the table below for roles and responsibilities for Venue Development.

Tokyo 2020 Organising Committee	TMG	Government of Japan	Venue Owner	Private Sector
<ul style="list-style-type: none"> - Develop the overall plan. - Develop temporary venues. - Develop overlay. - Coordinate with IOC/IPC,IFs/NFs, etc. 	<ul style="list-style-type: none"> - Develop new venues where TMG is in charge, with consideration of legacies. - Make available existing TMG facilities. 	<ul style="list-style-type: none"> - Make available national property to be used as competition venues for the Tokyo 2020 Games. 	<ul style="list-style-type: none"> - Develop competition venues. 	<ul style="list-style-type: none"> - Construct permanent residential zones in the Olympic/ Paralympic Village.

- Provide accessibility guidelines (barrier-free standards) to relevant entities.	- Implement environmental assessments.			
---	--	--	--	--

(2) Security Liaison and Coordination Committee:

The objective of the Security Liaison and Coordination Committee is to coordinate Games security. Both public and private entities will be involved.

* See the table below for roles and responsibilities for Security.

Tokyo 2020 Organising Committee	TMG (Metropolitan Police Department)	Government of Japan	Private Sector
<ul style="list-style-type: none"> - Develop an “Integrated Olympic/Paralympic Security Plan”. - Ensure safety and security at Games venues/facilities mobilising private security guards etc. - Establish contingency management structures for emergencies in collaboration with relevant entities. 	<ul style="list-style-type: none"> - Play a central role in ensuring security and implementing safety measures (within Tokyo). - Assume responsibility for overall security including venue security, anti-terrorism measures, protection of dignitaries(within Tokyo). 	<ul style="list-style-type: none"> - Coordinate tasks of security agencies within the Government of Japan and related Regional/Local Governments. - Ensure maritime, coast-line and air space security around venues. - Implement crisis management for antiterrorism and large-scale natural disasters. - Control customs and immigration check. 	<ul style="list-style-type: none"> - Provide private security services based on Tokyo 2020 Organising Committee outsourcing contract(s).

(3) Transport Liaison and Coordination Committee:

The objective of the Transport Liaison and Coordination Committee is to develop policies and coordinate with relevant entities concerning transport-related matters, such as Olympic and Paralympic Lanes, spectator flows. Relevant entities such as the National Police Agency (NPA), Tokyo Metropolitan Police Department (TMPD), Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan Coast Guard, relevant Local Governments and public transport companies will be involved in the committee.

* See the table below for roles and responsibilities for Transport.

Tokyo 2020 Organising Committee	TMG	Government of Japan	Private Sector
<ul style="list-style-type: none"> - Deliver transport services to Games clients including spectators. - Establish and manage the Olympic/Paralympic Transport Centre. - Implement Olympic/Paralympic Lanes. - Establish and manage transport hubs. - Provide accessibility guidelines (barrier-free standards) to relevant entities. 	<ul style="list-style-type: none"> - Construct and maintain transport infrastructure such as roads (within Tokyo). - Implement traffic regulations for Olympic/Paralympic Lanes, and coordinate the implementation with relevant entities (within Tokyo). - Promote barrier-free access to transport within Tokyo. 	<ul style="list-style-type: none"> - Construct and maintain transport infrastructure such as roads (nation-wide). - Comprehensively supervise public transport agencies. - Ensure coordination with regional police departments. 	<ul style="list-style-type: none"> - Transport spectators using airplanes, trains, buses, etc. - Promote barrier-free access to all facilities, transport etc.

The roles and responsibilities of each entity indicated in the above tables are as of the developing stage of the Games Foundation Plan, and are subject to change from future reviews. With regard to delivering the Games at venues outside Tokyo, it is essential to

ensure cooperation and collaboration with relevant entities such as co-host cities. Tokyo 2020 Organising Committee will further examine and coordinate practical cooperative and collaborative actions.

- **Accessibility Council**

Tokyo 2020 Organising Committee established an Accessibility Council, where relevant entities deliberate, aiming to develop the Tokyo 2020 accessibility guidelines in compliance with national laws and ordinances and in reference to IPC accessibility guidelines, which will be adopted in the process of developing and managing both hard and soft aspects toward the Games delivery.

The Accessibility Council comprises working-level officials of Tokyo 2020 Organising Committee, related Ministries and Agencies, the Tokyo Metropolitan Government, co-host cities with competition venues outside Tokyo, related private organisations, disability groups etc.

Working Groups for Physical Structures, Transport, and Communications and Services were established under the Council in order for relevant entities to develop practical guidelines through closely collaborating and deliberating respective, specific topics including technical barrier-free requirements to be applied in competition venues and technical requirements for information communications.

- **Public Relations Meeting**

This is a bi-monthly meeting of public relations representatives from Tokyo 2020 Organising Committee, the Ministry of Education, Culture, Sports, Science and Technology, the Tokyo Metropolitan Government, JOC, JPC and the Japan Sport Council to promote the Olympic and Paralympic Movements.

Through consultations at these liaison coordination meetings, Tokyo 2020 Organising Committee will clarify and identify the roles and responsibilities of relevant parties for Games operations, gain optimum collaboration / cooperation from them and accomplish the management of assured Games Operations.

5.3. Planning Approach

5.3.1. Basic Planning Approach

Preparations for and operation of the Olympic and Paralympic Games will involve various Functional Areas (FA). In addition, a large number of stakeholders and partners providing a range of services will be engaged directly in Games operations. In order to ensure provision of all the services necessary for the Games and to organise the Games successfully, relevant parties will consolidate their cooperation by implementing an integrated planning approach.

It is also essential to make the most of lessons learnt from the previous Games as well as of the mechanism of Information & Knowledge Management (IKM) so that education of the FAs and communication amongst FAs are facilitated, contributing to effective and efficient planning.

(1) Cross-organisational integrated approach

During planning, all FAs are required to have common understandings regarding the purposes, aims and timelines of each plan, as well as its connections to other plans.

Scheduling and priorities of planning will be coordinated by the Planning and Coordination FA (PNC). The Lead FA for each plan will then be designated and the responsible FA will facilitate the preparation of plans while coordinating with other relevant FAs.

A cooperative framework across the organisation needs to be developed through holding forums to facilitate communication amongst FAs and establishing problem-solving working groups (please refer to the previous chapter 5.2).

(2) Secure a strong cooperative structure with stakeholders and partners

Liaison and coordination committees will be organised for the coordination amongst stakeholders and partners to prepare the Games according to respective responsibilities (please refer to the previous chapter 5.2).

(3) Make good use of lessons learnt from previous Games

Utilise previous Host Cities' materials such as reference data, debriefings, observer programmes and secondment to other organising committees to the fullest extent in order to have the best possible understanding of the Games. Moreover, during the Rio 2016 Games, initial plans will be reviewed by fully observing the Games for further improvements from the perspective of actual operations.

(4) Utilise Information and Knowledge Management (IKM)

By having close cooperation with the IKM FA, information and knowledge will be properly obtained, stored and managed in the organisation and be transferred effectively to staff. Through these processes, the staff's knowledge levels concerning planning and operations will be improved and communications among FAs will be enhanced.

(5) Make good use of IOC and IPC expertise

Through regular contacts with the IOC and IPC, including at meetings, make good use of their expertise and expand Tokyo 2020 Organising Committee's knowledge necessary for Games planning and operations.

5.3.2 Resources for Planning

(1) Utilise reference data from previous Game

Planning will be made with reference to the plans of previous Games; it will also incorporate the unique characteristics of the Tokyo 2020 Games.

(2) Develop cooperative structure with other organising committees

Information exchange with other organising committees will be facilitated through observer programmes, debriefings and participation in secondment programmes or in test events, and through inspection or meetings to be conducted when necessary. This will establish a cooperative structure with these committees.

(3) Communication at various forums

Information sharing and opinion exchanges among FAs will be promoted to develop integrated planning.

5.4 Organisational Structure

5.4.1 The Tokyo Organising Committee of the Olympic and Paralympic Games

On 24 January 2014, the Tokyo Metropolitan Government and the Japanese Olympic Committee jointly established the Tokyo Organising Committee of the Olympic and Paralympic Games, generally called “Tokyo 2020”, which acts as the primary organiser of the Tokyo 2020 Games.

On the basis of private funds obtained from such means as the IOC (television broadcast rights, worldwide sponsorship), domestic sponsorship, ticketing revenue, and donations from various sectors, Tokyo 2020 undertakes: the operations of the Tokyo 2020 Games; the development of temporary facilities for the Games; the staging of Opening and Closing Ceremonies; and the provision of services including, but not limited to, transport, security, and medical for those involved in the Games.

Pursuant to Japanese law, Tokyo 2020 was established as a General Incorporated Foundation. In January 2015, Tokyo 2020 converted into a Public Interest Incorporated Foundation which takes the fullest advantage in operation and taxation.

Tokyo 2020 will be exempted from corporate tax as a result of the conversion.

5.4.2 Organisational Structure of Tokyo 2020

See the attached Sheet 1 for the governance structure of Tokyo 2020.

Pursuant to the provisions of laws and regulations, Tokyo 2020 has established a Council, an Executive Board, and an Auditor. Currently, the Council consists of 6 persons, the Executive Board consists of 35 persons, and the Auditor role is fulfilled by 2 persons.

Tokyo 2020 has established the Secretariat of Tokyo 2020, Counsellors to provide advice to the CEO, Commissions to provide advice from experts’ standpoint on Games operations and a range of Games-related activities, and the Advisory Meeting to receive advice from various fields.

(1) Council Board

1) Roles and Responsibilities

The Council Board appoints and dismisses Executive Board members and Auditors, and amends the articles of incorporation as necessary.

2) Members/Structure

The Council Board consists of six members: two members are appointed from each of the two founders, the JOC and the Tokyo Metropolitan Government; and the other two members are appointed from amongst independent experts taking neutral positions.

3) Frequency of Council Board Meetings

The Council Board is held at the time of the statement of accounts each year and whenever necessary in case of extraordinary business requirements.

(2) Executive Board of Tokyo 2020

1) Roles and Responsibilities

The Executive Board plays a role as the final decision-making body with regard to planning, preparations and operations of the Tokyo 2020Games. The Executive Board is in charge of approving budgets and accounts, making decisions on important matters, overseeing the execution of duties by each of its members, and appointing and discharging executives of the Executive Board.

2) Members/Structure

Executive Board members will be appointed according to the resolution of the Council Board.

The Executive Board consists of President as the head, six Vice Presidents, one Lead Executive Board Member, three Senior Executive Board Members and 24 Executive Board members. Members are selected from individuals representing various organisations such as the JOC, the JPC, the Tokyo Metropolitan Government, the Government of Japan, the business community, sports federations and athletes forming an All-Japan system.

Each of the Executive Board members with expertise is expected to actively participate in and present his/her opinions at the Commissions, explained later in this document.

In order to realise an athlete-first Olympic and Paralympic Games, Tokyo 2020 has invited young athletes from different sports to actively participate in the organisation of the Games as Executive Board members.

Approximately 20% (7 persons) of all current Executive Board members are female.

3) Frequency of Board Meetings

In principle, the Executive Board will meet four times per fiscal year and additional meetings can be held whenever necessary.

(3) President

• Roles and Responsibilities

The President, as the representative member of the Executive Board, represents Tokyo 2020 in all official activities and executes its duties. In accordance with the decisions made by the Executive Board, the President performs legal acts such as concluding a range of contracts and executing various decisions related to the management and integration of Tokyo 2020.

In addition, the President plays a leading role in collecting and coordinating inputs from all bodies regarding the planning, preparation and delivery of Games operations; coordinating with the Government of Japan and other government authorities to plan, prepare and deliver the Games operations; and making full use of functions and capability within Tokyo 2020. The President also acts as the lead interface with the executives of the IOC and IPC.

The President is selected from the Executive Board members following are solution of the Executive Board.

Office of the President will be created in order to assist the President in operations and coordination for the Tokyo 2020 Games.

(4) Vice Presidents

• Roles and Responsibilities

There are currently six Vice Presidents representing the business community, the Government of Japan, the Japan Sport Council, the JOC, the JPC and the Tokyo Metropolitan Government, who have the role of coordinating with their respective organisations. A representative of the business community acting as a representative of the Vice Presidents has the role of comprehensively supporting the President. Another Vice President assists the President in operations and coordination for the Tokyo 2020 Games.

(5) Honorary President

• Roles and Responsibilities

The Honorary President has the role of supporting the President and providing advice to the Executive Board when needed. This position has been assumed by a representative of the business community. A voting right is not vested in the Honorary President.

(6) Auditors

1) Roles and Responsibilities

The Auditors will monitor the execution of duties of the Executive Board Members, and complete audit reports pursuant to laws and regulations.

2) Members/Structure

The Auditors consist of two members from the founders of Tokyo 2020: one from the JOC and the other from the Tokyo Metropolitan Government.

(7) Secretariat of Tokyo 2020

1) Roles and Responsibilities

The secretariat's role is to smoothly carry out the planning and administrative duties of Tokyo 2020 in accordance with resolutions of the Executive Board.

2) Members/Structure

See the attached Sheet 2 for the current organisational structure of the Secretariat of Tokyo 2020.

Tokyo 2020 was established in January 2014 with approximately 50 staff. As of February 2015, the organisation consists of approximately 220 staff.

1) Executives

• Director General

The Director General serves concurrently as Lead Executive Board Member and as head of the Secretariat. The Director General is responsible for and supervises all duties of the Secretariat under the directions of the President. The Director General also acts as Chief Executive Officer (CEO).

• Vice Director General(s)

The Vice Director General(s) appointed from amongst Senior Executive Board Members assist the Director General and act on his/her behalf in case of any unexpected absence of the Director General. A Chief Operating Officer (COO) is appointed from the Vice Director General(s) to supervise the execution of duties in respect to business operations of the Secretariat.

A Vice Director General was appointed initially upon formation of Tokyo 2020, and an additional Vice Director General was appointed in September 2014 in order to enhance collaboration with the Tokyo Metropolitan Government as an essential stakeholder for Tokyo 2020.

• Sports Director

Tokyo 2020 has appointed Mr. Koji Murofushi, an Olympic Champion and Executive Board Member of Tokyo 2020, as the Sports Director. The Sports Director serves to reflect opinions from athletes in overall Games operations in order to realize an athlete-first Games. As an executive responsible for operations for sport competitions, the Sports Director takes a role in coordinating with sport associations and NOCs and NPCs of each participating country/region. In addition, as a representative of the Sport department of Tokyo 2020, the Sports Director communicates messages/information to the public in collaboration with the Bureau of Sports and International Relations in charge of staging Games competitions.

• Others

The Executive Director of Bureau of Administration was appointed as Chief Compliance Officer (CCO), who is responsible for ensuring compliance across the

organisation. In May 2014, the Legal Section was established following the conclusion of a contract with a law firm. In July of the same year, an organisation for internal auditing was established to further ensure internal compliance.

The Executive Director of the Bureau of Planning and Finance was appointed as the Chief Financial Officer (CFO), who plays a role as a comprehensive coordinator of financial affairs (such as financial planning and revenue) to ensure successful financial management for the sake of reliable and efficient Games preparation and operations.

2) The Missions of Each Bureau

In June 2014, the organisational structure was transformed from having six Departments to having ten Bureaus, where an Executive Director is responsible for the management of each Bureau, in order to enhance the organisational structure and collaboration amongst Bureaus and clarify the division of respective roles. Listed below are the duties of each Bureau.

- **Office of the CEO**

The office of the CEO, established under the CEO, performs administrative work for and carries out special assignments from the CEO as necessary.

- **Bureau of Administration**

This Bureau handles all aspects of general affairs: Human Resources management, labour management, legal affairs, specific duties for a public interest incorporated foundation, internal audit, compliance, and recruitment and training of volunteers. It also deals with matters relating to communication and coordination with relevant parties and organisations.

- **Bureau of Planning and Finance**

This Bureau is in charge of: organising the Council, the Executive Board, Advisory Meeting, and Commissions; formulating basic concepts for the Games vision, Action & Legacy, the Opening/Closing ceremonies and the Torch Relay; financial duties such as formulating budget plans, implementing and managing the budget, procurement, insurance and accounting; and other cross-organisational coordination.

- **Bureau of Communications and Engagement**

This Bureau deals with domestic and international media, conducts press conferences and interviews, liaises with the press agencies, boosts the excitements to the Games, promotes the Olympic and Paralympic movement, and undertakes the design and planning of the Engagement Strategy.

- **Bureau of Marketing**

This Bureau is in charge of the sales of the sponsorship for the Tokyo 2020 Games,

the development of the Games emblem, the management of licensing, the development of measures against ambush marketing, and the management of ticket-related matters.

- **Bureau of Sports and International Relations**

This Bureau is responsible for: communication and coordination with the IOC, the IPC, the IFs, the NFs and other relevant organisations; management of protocol-related matters; management of all competition aspects for each sport and services to be provided for NOCs and NPCs; the arrangement of training camps prior to the Games; and the arrangement of services to be delivered to Olympic and Paralympic Families and Dignitaries.

- **Bureau of Games Operations**

This Bureau is in charge of: development of Games-related plans such as the Games Foundation Plan; Games operations regarding accommodation, transportation, etc.; the planning for information and knowledge management; the management of sustainability; and the management of Paralympic Games integration.

- **Bureau of Security**

This Bureau communicates and coordinates with relevant parties in regard to overall security issues for the Games venues and facilities; builds cooperative relations with private security firms; and takes measures against terrorism and cyber attacks.

- **Bureau of Technology Services**

This Bureau communicates and coordinates with related parties and organisations involved in establishing an information technology infrastructure; establishes, maintains and manages information systems required for Games operations; and ensures cyber security.

- **Bureau of Venues**

This Bureau handles the planning and development of venues including temporary facilities and overlays.

- **Bureau of Coordination for Infrastructure**

This Bureau communicates and coordinates with the Government of Japan, the TMG and other organisations in regard to the development of infrastructure and facilities around competition venues.

(8) Counsellors to the CEO

1) Roles and Responsibilities

Counsellors provide the CEO with advice.

They are individually called upon to advise when their expertise is necessary for

operations of the Secretariat of Tokyo 2020 and the delivery of the Olympic and Paralympic Games.

2) Members/Structure

In June 2014, 12 experts with expertise in legal, information technology (IT), and other fields were appointed as Counsellors.

(9) Commissions

1) Roles and Responsibilities

Commissions are organisations which provide expert advice to the Secretariat of Tokyo 2020 through consultation amongst experts with regard to various approaches toward successful Games operations and relevant programmes.

In September 2014, the Athlete Commission and Media Commission were established. Tokyo 2020 will also establish three more commissions: the Urban Planning and Sustainability Commission, the Culture and Education Commission, and the Economy and Technology Commission.

2) Members/Structure

The Athlete Commission consists of approximately 20 athletes who have experiences in participating in the Olympic or Paralympic Games. The Media Commission consists of approximately 35 members mainly from media agencies representative of Japan, who have abundant experience in the Olympic and Paralympic Games coverage and considerable insights about overall media industry.

(10) Advisory Meeting

1) Roles and Responsibilities

To invigorate the interest and participation in the Olympic and Paralympic Games nationwide, Tokyo 2020 established the Advisory Meeting in June 2014. The Advisory Meeting receives inputs from and coordinates with various fields with regard to the management of the organising committee.

One of the aims of the Advisory Meeting is to facilitate engagement in the Olympic and Paralympic Games, rather than acting as a decision making authority.

Tokyo 2020 is anticipating advice on Games operations from a broad perspective of appointed advisors representing various interests. Another objective of the Advisory Meeting is to ensure Meeting members will take actions within their respective organisations in order to enhance participation in and enliven the Olympic and Paralympic Games.

2) Members/Structure

Approximately 170 members have been appointed as the members of the Advisory

Meeting, including the Prime Minister; speakers from both houses of the Diet; cabinet members; representatives of local governments including disaster-affected Tohoku areas; business associations; media agencies; and academic experts in various fields such as culture.

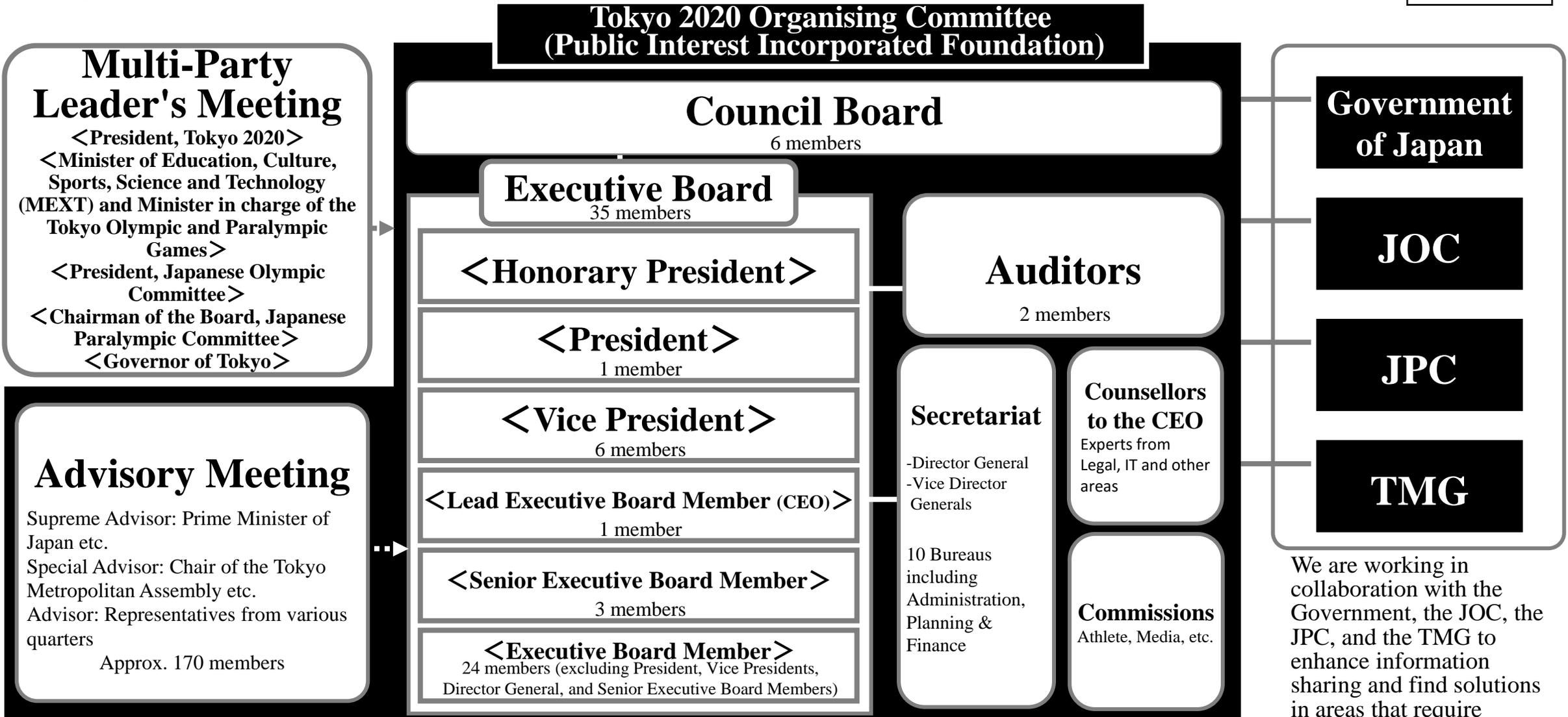
Currently, 20%of Advisory Meeting members are female.

3) Frequency of the Meetings

The Advisory Meeting will convene when necessary.

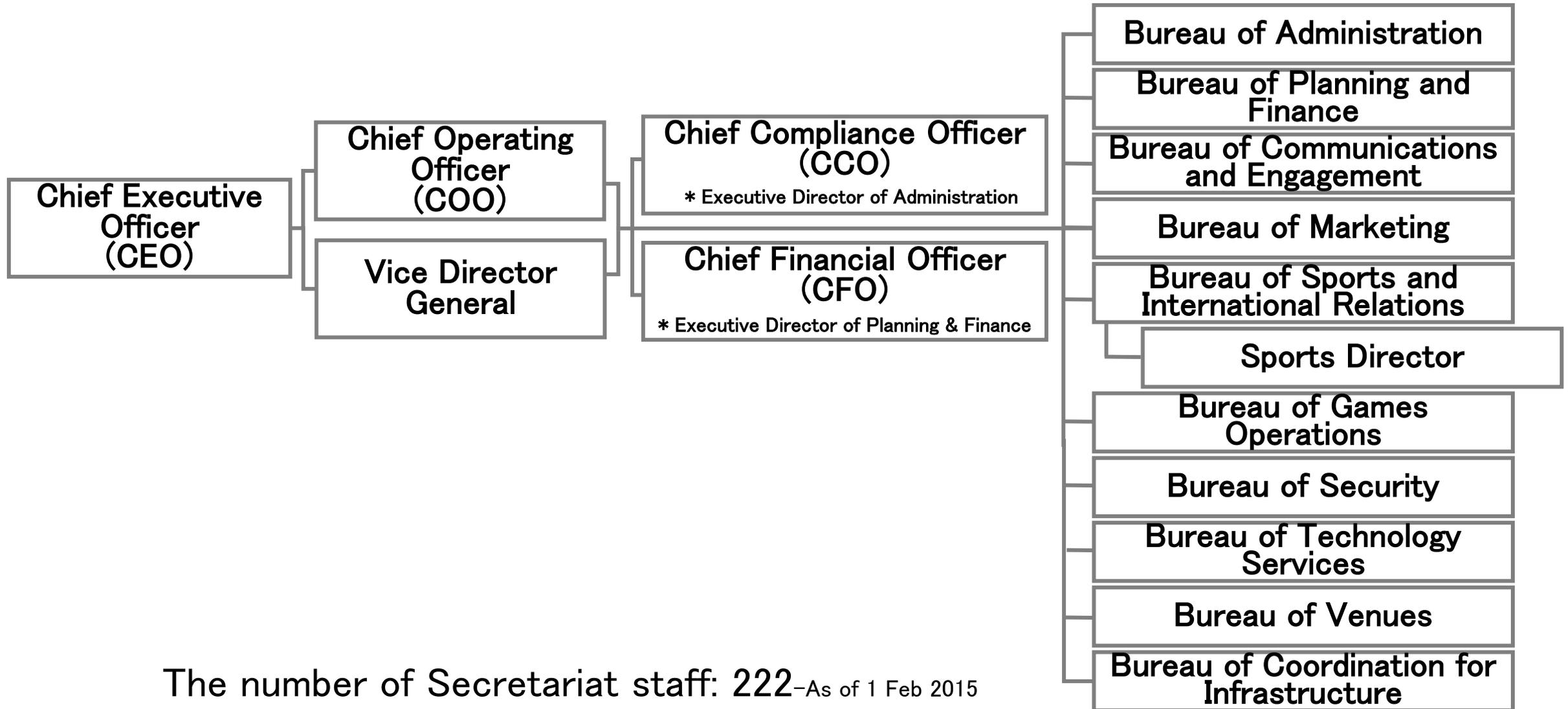
Organisational Structure for the Tokyo 2020 Games

Sheet 1



Organisation Chart

Sheet 2



The number of Secretariat staff: 222—As of 1 Feb 2015

5.5 Budget Structure

5.5.1 Budget

The projected budget of Tokyo 2020 Organising Committee during the bid phase was US\$3.4 billion (301.3 billion yen) including operational costs for the Olympic and Paralympic Games, such as costs for sports management/operations and construction of temporary venues.

The financial resources of the budget are mainly generated by the IOC contribution, domestic marketing revenues and ticket sales revenue. In addition, financial contributions from the Government of Japan and TMG are to cover 50% of operating costs of the Paralympic Games and are included in the budgeted resources.

Currently, the budget is being reviewed both on the revenue and expenditure sides. Tokyo 2020 Organising Committee will thoroughly examine and reduce costs of the temporary and overlay facilities and operational costs such as for technology and security following the Olympic Agenda 2020. Tokyo 2020 Organising Committee will realise its Games objectives with a limited budget but unlimited ideas, maintaining sound finance.

5.5.2 Management

The management and control of the budget will be made for each of the current 52 FAs.

*For the 52 FAs, please see the attached sheet.

For proper organisational budget management, our financial governance will be enhanced by the right balance of centralised and decentralised controls according to the nature of expenditures; budget managers will be assigned to support each FA under the direct supervision of the Finance FA.

Structural unit for budgetary management (52 sections)

1	PEM	11	BUS	21	CCC	31	LIV	41	MED	51	CTY
2	LGL	12	TKT	22	GOV	32	CUL	42	ACM	52	OPR
3	LGY	13	OFS,DIP,PRT	23	RSK	33	EDU	43	AND		
4	FIN	14	SPT	24	TEM	34	FNB	44	TRA		
5	PRC,RTC	15	INS	25	VEM	35	SPX	45	PRS		
6	COM,DIG,PUB	16	NCS	26	VIL	36	SUS	46	BRS		
7	MPS	17	PNC	27	EVS	37	SIG	47	NRG		
8	BIL	18	IKM	28	CNW	38	LAN	48	TEC		
9	BRP	19	PGI	29	CER	39	LOG	49	SEC		
10	LIC	20	ACR	30	OTR	40	DOP	50	VNI,VED,INF		

Chapter 6 Action & Legacy

6 Action & Legacy

6.1 Action & Legacy Plan

The success of the Games should not be achieved as a sporting event in Tokyo alone, but also as by leaving positive legacies in sport and other various fields for Japan and around the world even after 2020. To this end, “All Japan” – Tokyo 2020 Organising Committee as well as stakeholders including the Government of Japan, the Tokyo Metropolitan Government, Regional/Local Governments, the JOC, the JPC and other sport organisations and economic organisations—should work together on various actions for the success of the Games.

Diverse stakeholders will work in collaboration and perform actions to leave legacies. Tokyo 2020 Organising Committee, therefore, decided that each stakeholder will work together and take comprehensive actions from the planning phase for the following five pillars: “Sport and Health”, “Urban Planning and Sustainability”, “Culture and Education”, “Economy and Technology”, and “Recovery (from the Great Earthquake), Nationwide Benefits, and Global Communication”.

A two-stage meeting, a “Working Team” and a “Commission” will be organised for each of the five pillars. The former consists of representatives of each stakeholder who are responsible for practical work, and each representative proposes specific actions. The latter consists mainly of experts and well-informed persons. Stakeholders also attend this meeting. The Commission dispenses advice regarding actions proposed at the Working Team level, and ultimately summarises specific actions from 2016 to 2020 and the legacies after 2020 in “Action & Legacy Plan” to be developed in mid-2016.

Each stakeholder will implement their actions according to the Plan after the Rio 2016 Games. From then on, every March, Tokyo 2020 Organising Committee will revise the Plan focused on actions for next year which will include information on outcomes and influences of previous actions. Legacies, which are the outcomes of actions, will be subsequently summarised along with the post-Games follow up structure as the “Legacy Report.”

When each stakeholder performs respective actions according to the Action & Legacy Plan and the Games delivery are successfully completed, legacies of the Games will be passed on in various fields.

6.2 Actions and Legacies Included in the Plan

In this section, the actions which will lead to the success of the Games are classified according to the direction of the legacy which will be created and handed down through the actions.

The actions below are current examples on the basis of the “Tomorrow” which was

proposed during the process of developing the Games vision as what people hope to discover through the Games. Specific details and stakeholder responsibilities for implementation are to be fully discussed together with the Government of Japan, the Tokyo Metropolitan Government, the JOC, the JPC and economic organisations at the Working Teams and Commissions described in the preceding section, and to be specified in the Action & Legacy Plan.

6.2.1 Sport and Health

(1) Promotion of Olympic and Paralympic values in Japan and throughout the world

(Examples of actions)

- 1) Promotion of the “Sport for Tomorrow” initiative
- 2) Promotion of local programmes related to the Games, such as pre-Games training camps and the Torch Relay
- 3) Realisation of the Games which will unite spectators and athletes
- 4) Organise events that enhance Olympic and Paralympic values by promoting the main stadium and other facilities as well as creating opportunities to interact with athletes
- 5) Organisation of Olympic Games based on the Olympic Agenda 2020

(2) Benefits from Increase in Health Consciousness and Activated Community Sport

(Examples of actions)

- 1) Promotion of grassroots sport, such as development of community sport instructors and sports facilities
- 2) Improvement of measures to enable senior citizens and persons with an impairment to participate in sport to improve their health
- 3) Enhancement of physical education and club activities at schools
- 4) Effective utilisation of Games-related facilities
- 5) Organisation of events to encourage daily sport and physical activities

(3) Enhancement of Top Athletes’ International Competitiveness

(Examples of actions)

- 1) Further promotion of discovery, development and training of athletes
- 2) Promotion of research in sports science and sports medicine
- 3) Promotion of efforts by corporates and universities in the field of sports
- 4) Enhancement of functions of the National Training Center (NTC) and the Japan Institute of Sports Sciences (JISS) (including utilisation for Paralympic Sport)
- 5) Promotion and enhancement of Para-sports

(4) Improvement of Social and International Status of Athletes/Enhancement of Transparency and Fairness in the Entire Sport World

(Examples of actions)

- 1) Expand opportunities for international exchange for athletes and instructors
- 2) Training of talent who can achieve success in the international sport world, such as enhancement of programmes to study abroad
- 3) Assurance of fairness in sport, including the further strengthening of anti-doping measures
- 4) Improvement of governance within sport federations
- 5) Enhance career transition assistance for athletes

(5) Transformation in People's Consciousness and Development of an Inclusive Society Built by the Momentum of the Paralympic Games

(Examples of actions)

- 1) Create opportunities to experience and get to know Paralympic Sport
- 2) Organise events to interact with Paralympians

6.2.2 Urban Planning and Sustainability

(1) Effective utilisation of Games-related facilities

(Examples of actions)

- 1) Envisioned development of Games-related facilities, such as their efficient use after the Games and collaboration with urban planning in surrounding areas
- 2) Active consideration of the post-Games usage of materials and facilities used for temporary facilities

(2) Implementation of Urban Planning to Ensure Secured and Comfortable Living for Everyone

(Examples of actions)

- 1) Development of venues and the Village focused on accessibility
- 2) Incorporate barrier-free design in transport systems and public facilities
- 3) Advancement of multilingual supports which will remove language barriers for visitors from other countries/regions
- 4) Development and improvement of transport infrastructure such as roads, railway networks, airports and ports around the venues
- 5) Preservation and development of beautiful landscapes, parklands, green spaces and waterfront areas around the venues
- 6) Establishment of security systems and enhancement of security infrastructure through public-private partnerships, in preparation for disasters, terrorism, cyber

attacks, etc. during the Games

- 7) Implementation of elimination of utility poles in central areas, around venues, around roads adjacent to major stations and around roads for emergency transport

(3) Communicate the Importance of Sustainability through Efforts Triggered by the Games

(Examples of actions)

- 1) Integration of sustainability into Games preparation and operations by full implementation of 3R (reduce, reuse and recycle) and by applying environmental technologies such as fuel cell vehicles and the use of renewable energy
- 2) Further promotion of energy-saving measures modelled on Games efforts
- 3) Implement countermeasures against summer heat, for athletes and spectators, such as the development of pavement which suppresses a rise in surface temperatures
- 4) Implementation of efforts to introduce smart energy such as hydrogen

6.2.3 Culture and Education

(1) Communication and Succession of Cultures of Japan and the World through the Cultural Programme and other events

(Examples of actions)

- 1) Develop the best Cultural Programme, which will be interactive and innovative, by diverse cultural organisations and artists in Japan and around the world
- 2) Promotion of international cultural exchanges amongst diverse groups such as the youth, the senior citizens and persons with an impairment
- 3) Communication and Succession of diverse Japanese culture, such as traditional culture, gastronomic culture and pop culture, through the Japan House during the Rio 2016 Games, and through the Opening and Closing Ceremonies and Torch Relay of the Tokyo 2020 Games
- 4) Communication and Succession of messages that the Olympic and Paralympic Games stress (respect for diversity, peace building, respect for human rights, etc.)
- 5) Consideration of an engagement strategy in each programme by the Government of Japan, Regional/Local Governments, corporates and organisations, such as the use of the Tokyo 2020 brand

(2) Promotion and Succession of Olympic and Paralympic Values through the Education Programme

(Examples of actions)

- 1) Development of an Education Programme to promote the Olympic and Paralympic

values

- 2) Further expansion of efforts made during the Games preparation phase, such as soliciting opinions from elementary and junior high school students, and the partnership arrangement with universities
- 3) Consideration of measures to provide opportunities to communicate the excitement of the Tokyo 1964 Games to today's children
- 4) Promotion of programmes in collaboration with Education for Sustainable Development (ESD) to learn about the importance of sustainability

(3) Training of Human Resources Who Actively Participate in Activities of the International Society and Local Communities

(Examples of actions)

- 1) Training of globally competent human resources through raising awareness of the worlds by spectating at the Games or interacting with athletes
- 2) Training of positive attitudes to participate in activities of local communities, led by volunteering experience or contact with visitors from other countries/regions

(4) Development of Respect for Diversity

(Examples of actions)

- 1) Encourage acceptance of diversity in race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth, level of ability or other status
- 2) Enhance mutual acceptance regardless of the level of ability through the Paralympic Games

6.2.4 Economy and Technology

(1) Contribution to the Recovery of Japan's Economy and Getting Its Growth on Track in full-scale through the Games

(Examples of actions)

- 1) Making active efforts to draw foreign investment by promoting attractive Japanese technology and markets
- 2) Development of "the Initiative for the Tokyo Global Financial Center" to make Tokyo one of the main centre of International Finance
- 3) Organise events related to economy and technology

(2) Communication of Japanese Scientific and Technological Innovation by Showcasing the Games

(Examples of actions)

- 1) Promote research and development of the world's top level technology, such as robots, fuel cell vehicles, machine translation technology, ultra-high definition imaging technology (4K or 8K), and its use in the Games
- 2) Implement technology to enable spectators and audiences with an impairment to enjoy the Games
- 3) Improvement of ICT infrastructure and environment through public-private partnership, such as a free public wireless LAN environment and digital signage (displaying information on electronic devices)
- 4) Promotion of cashless payment, such as expansion of the use of credit cards issued outside Japan as electronic payment is expected to increase along with visitors from other countries/regions

6.2.5 Recovery (from the Great Earthquake), Nationwide Benefits, Global Communication

- (1) Support and show the world the recovery of the areas affected by the Great East Japan Earthquake

(Examples of actions)

- 1) Cooperation through the Meeting of the Liaison Committee to Support the Recovery Effort in Tohoku of the Government of Japan, the Tokyo Metropolitan Government, and the three prefectures stricken by the disaster
- 2) Support the disaster areas through the Torch Relay and other events
- 3) Communicate the recovery to the world through the Cultural Programme and Education Programme

- (2) Promotion of the Olympic and Paralympic Movement by "All Japan" structure

(Examples of actions)

- 1) Introduction of the detailed Games support plans such as volunteering, donations, and suggestions for events and ideas by individuals, corporations, and other organisations
- 2) Boost the mood of the entire nation through Torch Relay, pre-Games training camps, and the Cultural Programme and Education Programme
- 3) Communicate attractions of each region of Japan by integrating local festivals in the Opening and Closing Ceremonies and providing Japanese cuisine at the Village
- 4) Development and proactive use of city volunteers and Games volunteers
- 5) Consideration of measures to spotlight everyone involved in Games operations

- (3) Regional Revitalisation of Japan and Tourism Promotion through the Games

(Examples of actions)

- 1) Promotion of Regional Revitalisation of Japan by communicating local cultures through the pre-Games training camps, Host City Town Plan, Cultural Programme, Torch Relay, and organisation and operation of Live Sites
- 2) Development of tourism resources, such as local traditions and cultures, nature, and Socio-ecological Production Landscape, '*Satochi-satoyama*'
- 3) Attract visitors from all over the world to the entire country by communicating the brand of Tokyo and Japan
- 4) Improvement of the environment for welcoming visitors from other countries/regions, such as multilingual supports, implementation of barrier-free environment and ensuring security.

(4) Communication of Olympic and Paralympic Values and Japanese Values

(Examples of actions)

- 1) Reflect traditional Japanese values in the Games, such as 'harmony is the ultimate virtue' and superb hospitality, '*Omotenashi*'
- 2) Promote Paralympic values through the implementation of activities and projects, such as Paralympic Wall and other events
- 3) Promote peace through Sport initiatives such as the Olympic Truce Promotional Activities
- 4) Raise awareness toward global issues, such as discrimination, poverty and war

Chapter 7 Engagement

7 Engagement

Engagement is a series of activities aimed at promoting the Games as widely as possible and involving people from across Japan and the world in the creation and delivery of the Games. Promotion of the Games will consist of the following concepts:

- (1) Formulation of a unique Engagement strategy to contribute to the delivery of an outstanding Tokyo 2020 Games.
- (2) Devising and implementing a diverse range of programmes to ensure that people from all walks of life – regardless of age, nationality, language, ability, etc. – are able to participate in the delivery of the Games.
- (3) Striving to evoke feelings among participants of having been actively involved and having made a significant contribution to the success of the Games, and bequeath this as a new legacy to future generations.

This document features the specific achievement targets, factors to ensure success, and the promotional framework for the Engagement strategy.

7.1 Engagement Strategy

7.1.1 Achievement Targets

Planning and implementing a diverse range of programmes to ensure that people from across Japan and the world are able to take part in the delivery of the Tokyo 2020 Games, regardless of whether or not they are directly involved in the Games; maximising the number of supporters of the Games, and raising widespread awareness of the necessity of achieving the Games vision.

This will result in participants feeling that they have been actively involved in and made a significant contribution to the success of the Games. They will be able to bequeath this as a new legacy to future generations, and will have contributed to further raising awareness of and promoting the values of the Olympic and Paralympic movements.

7.1.2 Formulation of Strategy

Tokyo 2020 will develop a unique Engagement strategy incorporating the Japanese sense of *kizuna* (bonds), consideration for others and the spirit of mutual help, demonstrated during the recovery efforts in the disaster-affected Tohoku areas, in order to further promote the Olympic and Paralympic Games Engagement activities aimed at widespread sharing of the Games vision and maximising the number of people engaged in the co-creation of the Games.

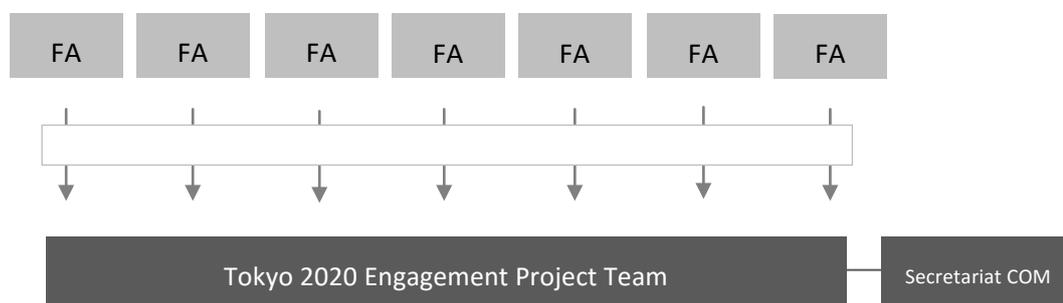
7.1.3 Factors to Ensure Success

- Cooperating with respective FAs and stakeholders towards the planning and implementation of a wide variety of programmes– not limited merely to sports – to ensure the participation of as many people as possible.
- Establishing programmes that enable people to take an active role and engender a palpable feeling amongst participants of having personally contributed to the success of the Tokyo 2020 Games, and to bringing about positive change throughout the world and for the future.
- Establishing close working relationships with Tokyo 2020 Organising Committee FAs and all other stakeholders, and formulating a series of continuous Engagement programmes from the earliest stages of preparations for the Games.
- Leveraging programmes of FAs with a strong engagement drive from the earliest preparatory stages, and ensuring that all programmes incorporate the aims of the Engagement strategy (high-profile Engagement programmes include the launch of the Games Emblem and Mascot, the Torch Relay, Ticketing and Volunteers and Marketing Partner activities).
- Working closely with the Communications FA, formulating a Communications strategy that incorporates the aims of the Engagement strategy, and maximising the effectiveness of all programmes.
- Achieving the maximum effect of the Games and engendering a positive mutual effect through interactions and collaborations with Olympic and Paralympic Engagement programmes.
- Ensuring the values of the Olympic and Paralympic movements are widely understood, and leveraging these to promote Engagement programmes.
- The Engagement strategy serves as a means to achieving the aims of the Games vision, and will contribute to leaving a lasting legacy to future generations.

7.2 Organisational Framework and Relationship with FAs

- Tokyo 2020 Organising Committee will establish a project team made up of members from each FA of Tokyo 2020 Organising Committee, with the Communications Bureau assuming a supervisory role. The team will provide support, for example, in facilitating understanding of the Engagement strategy, sharing practical cases and collaborating with stakeholders. In addition, beneficial or useful information obtained by the Project

Team will be shared both within the Organising Committee and externally. (The organisational chart of the project team as of 2015 is depicted below).



- As the level of contribution toward the Engagement programmes through activities conducted by FAs and stakeholders varies, it is important that a flexible approach be adopted towards collaboration during the preparatory stage. It is particularly important to work with FAs in charge of projects that will have a high public profile from the earliest possible stage (e.g. Torch Relay, People Management, Ticketing, Education, Culture and Marketing Partner Services).
- Ensure regular communications with other related FAs and stakeholders including the Government of Japan, the Tokyo Metropolitan Government, the Japanese Olympic Committee, the Japanese Paralympic Committee, the Japan Sport Council, etc. Promote the development of programmes by these FAs and stakeholders that incorporate the aims of the Engagement strategy.
- Provide swift and appropriate support by appointing dedicated staff in the Communications Bureau, which serves as the project secretariat, when new Engagement programmes are devised.
- The Communications Bureau will conduct promotional activities for Engagement programmes, including online, TV and newspaper advertisements, and by liaising with various general media outlets and Games-specific media. Requests will also be made for support regarding the conduct of regular surveys to ascertain the success of these promotional campaigns.
- With the above points firmly in mind, Tokyo 2020 Organising Committee has a wide range of ideas and an enormous passion to promote the Engagement strategy to cover all aspects of the Tokyo 2020 Games. Tokyo 2020 Organising Committee will create an "All-Japan" team centred on the organising committee to promote a wide variety of Engagement programmes, and strive to deliver an all-inclusive 2020 Games that contribute to the development of people able to change the world and the future.