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How to utilise Olympic Day data to identify needs and ways to enhance NOC activities?

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I would like to thank the people who helped me in this project.

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1. Introduction

On 23 June 1894, delegates from 12 countries assembled at the Sorbonne in Paris, and voted unanimously to support Pierre de Coubertin's proposal to revive the Olympic Games. This marked the birth date of the modern Olympic Movement and the founding of the International Olympic Committee (IOC, n.d.). In January 1948, at the 42nd IOC Session in St Moritz, the members adopted the project of a World Olympic Day to commemorate the founding of the modern Olympic Movement and promote the Olympic ideals. The first Olympic Day was celebrated on 23 June 1948, by nine NOCs who organised ceremonies in their respective territories.

Since then, every 23 June, Olympic Day is celebrated all around the world by millions of people of all ages who participate and get moving in sporting and cultural activities. Olympic Day has developed into the only annual worldwide celebration of the Olympic Movement and is a day to promote a healthy and active lifestyle. Since 2008, NOCs base their activities on the three pillars, Move, Learn, and Discover (IOC, n.d.):

Move: Encourage people to get active on Olympic Day. Refer to all sorts of physical activity for people of all ages and abilities. Examples of activities include: Olympic Day Run, beach volleyball match, tango class, or walk rather than take the car.

Learn: Promote the role of sport in society and the importance of the Olympic values. Highlight the role sport play in improving social conditions that can affect communities. Offer programmes to teachers and educators who can then implement some of the elements in their classrooms, such as workshops on anti-doping.

Discover: People trying new sports and activities that they have never done before. For instance, by inviting Olympians to do a demonstration of their sport or workshop in which participants can try the sport under an athlete's guidance.

Over the last years, Olympic Day has evolved beyond the above-defined pillars, with NOCs organising concerts and online activities. The IOC launched a digital campaign to amplify the event which has become an extensive project involving many IOC departments.

1.1 Presentation of the problem

The NOC Relations (NOCR) department, specifically the NOC Information Services & Projects Unit, is in charge of the NOC Olympic Day project. It provides NOCs with various resources for the planning and organisation of their Olympic Day events and collects the relevant data via an online platform.

Most of the data collected from NOCs remains in a raw, unstructured format and when information from a previous edition is needed internally, it is not easy to find. No proactive analysis of the data is done and assumptions are being made regarding the NOC needs.

In recent years, due to lack of human resources because of another priority project, the NOCR department has been weak in delivering the following services:



Data-driven decision based on NOC data



Impact measurement



Tailor-made services for NOCs to ensure compliance and support them in their mission



Internal and external communication regarding the event

It is a priority for the NOCR department to improve the current data collection and evaluation systems in order to make optimal use of data and base the decisions on informed opinions in order to meet NOCs' expectations vis-à-vis the IOC. This will contribute to the unit's mission which is to collect, structure and provide strategic information on and for NOCs.

Through this research, there is an opportunity to review and analyse the Olympic Day data, turn it into useful data that will help understand the real NOC common needs and improve the resources provided by the IOC to the NOCs.

1.2 Research question

This project aims to review the current Olympic Day process and answer the following research question:

How to utilise Olympic Day data to identify needs and ways to enhance NOC activities?

Based on the analysis of the NOCs' data, it should confirm whether the current Olympic Day structure and the resources offered to NOCs correspond to the NOC needs.

1.3 Research aims

Provided NOCs are one of the IOC's main stakeholders, and Olympic Day is one of the programmes with the highest NOC participation rate, it is important to evolve and innovate the Olympic Day format to the new reality. The objectives of this project are therefore to:

- Identify NOCs' challenges in hosting Olympic Day.
- Identify survey questions that are irrelevant or need adjustments to ensure resources meet needs of NOCs.
- Identify trends of the Olympic Day activities over the years.
- Provide recommendations on best ways to share Olympic Day insights with stakeholders.

2. Literature review

Before analysing the available data, it was important to understand what data is, how to analyse it, and why it is important for an organisation to collect, manage and process data to make informed decisions.

2.1 What is data?

Data is part of everyone's connected lifestyle and can be found everywhere. Dobre & Xhafa (2014) report that every day the world produces about 2.5 quintillion bytes of data that comes from various collection methods such as surveys, laboratory tests, web searches, social media, videos, and many more. According to Fried & Mumcu (2017), data can be defined as information that is available in many different forms such as numbers, words, images, videos, measurements, and observation, to name a few. Digital data collected online can be used in an incredibly diverse range of situations, is easy to save, and very accessible.

2.2 Data expansion over the years

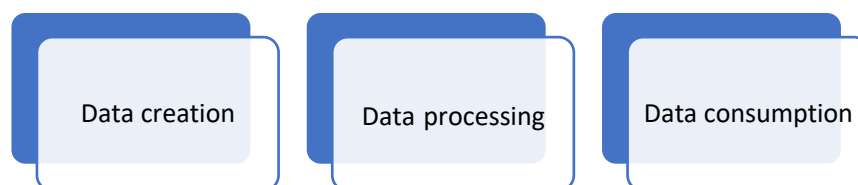
With the advances of technology, more online data is being collected, stored and analysed than ever before, and this trend is expected to continue to grow considerably in the near future (García Márquez & Lev, 2017). This phenomenon is referred to as "Big Data", which is generally defined in terms of the following five characteristics:



As Chen et al. (2016) explains, "the goal of big data research is to extract useful information from massive data and to apply it to facilitate decision-making" (p.1).

2.3 Data lifecycle

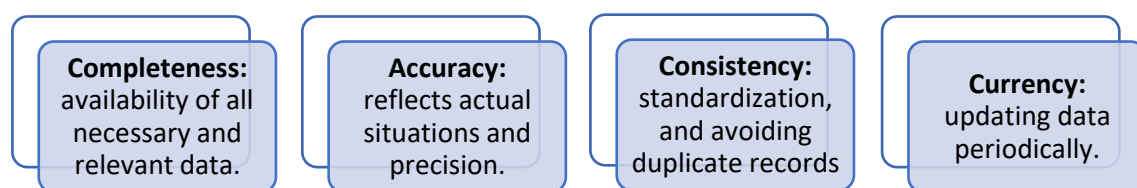
The data lifecycle can be divided into three phases:



As mentioned by Walker (2015), data creation worldwide seems to be increasing at a faster rate than data processing and data consumption leading to the conclusion that data is used in various situations but it is not always used efficiently and non-processed data is lost. Sivarajah et al. (2017) report that 90% of the data generated in the world is unstructured data, which means it is raw data and is not really usable for accurate data analysis.

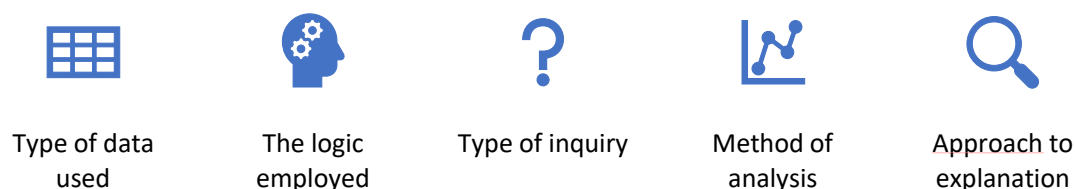
For the purpose of clarity concerning the expectations of the analysis, organisations should first identify the reasons for the data collection and the relevance of the data collected. Data is important because it measures whether the organisation is achieving its goals and, if not, why not. It can be collected and obtained from both internal and external sources, and the source of data changes depending on the type of data required (Fried & Mumcu, 2017).

Data collection and analysis can be considered as the input, and the idea is to gather the data, select relevant information, pre-process the data by detecting, cleaning and filtering unnecessary, inconsistent and incomplete data to transform it into more useful data (Tsai et al., 2015). It is important to assess the quality of the data, as it is necessary for accurate results. According to Fried & Mumcu (2017), some of the important aspects of data quality are:



When data is extracted from its source in a raw format, it must be cleaned by removing data that does not meet the above quality criteria. As Kenett (2014) explains “Data quality is a critically important subject. Unfortunately, it is one of the least understood subjects in quality management and, far too often, is simply ignored” (p.13). However, it should be noted that sometimes even a clean, accurate and complete data set might not contain any useful information for the problem under investigation. Data quality is not only dependent on the data itself, but also on the strategies used to collect and analyse the data (Fried & Mumcu, 2017).

Once the raw data has been transformed into a usable format, it must be analysed to identify different trends and insights. The type of data must be defined to ensure that the right type of analysis is used. Qualitative and quantitative data approaches were distinguished based on (Bazeley, 2004):



A visual representation can highlight characteristics, trends or patterns that can produce actionable analysis and provide deeper insight. Descriptive analysis includes quantifying and testing population effects using data summaries, graphic visualisations, statistical models, and statistical tests (Kenett, 2014). After data collection and analysis comes the evaluation and interpretation of the analysis, which will lead to the outcomes.

2.4 Impact of data on organisations

As a result, organisations are impacted by the amount of data generated and as Dobre & Xhafa (2014) states, “Big data is more than simply a matter of size; it is an opportunity to find insights in new and emerging types of data and content, to make businesses more agile and to answer questions that were previously considered beyond our reach”(p.2).

As organisations adapt to this changing environment, they are changing the way they process information and making more data-driven decisions. This usually leads to a quality decision that positively impacts their performance and provides a competitive advantage (Shamim et al., 2019).

Given the above, data or data analytics offers both great opportunities and great challenges for organisations. According to Kaisler et al. (2019), less attention has been given to the threats and challenges that arise from data analysis, the main big challenges are:

- **Characteristics of the data itself:**
 - I. Volume, variety, veracity, volatility, quality, discovery.
- **Data processing techniques:**
 - I. How to capture, integrate, and transform the data.
 - II. How to select the right analysis model.
 - III. How to deliver the results.
- **How to manage data:**
 - I. Confidentiality, security, governance, qualified personnel, sufficient resources, ethical aspects.

On the other hand, proper data processing and management could uncover new insights and facilitate timely responses to emerging opportunities and challenges. Data enables decision makers to make decisions based on what they know rather than what they think, leading them to make data-driven decisions rather than making assumptions. When organisations base their business decisions on analytics, they increase efficiency, resulting in better service delivery, both internally and externally (Sivarajah et al., 2017).

In conclusion, when used properly, data is one of the most valuable assets for most businesses today, and access to relevant and actionable data is essential for the sustainable growth and development of an organisation. Whether it is valuable consumer information or proprietary product information, data loss can be a potentially damaging competitive and financial challenge. Presenting consistent operational data to all team members is critical to making smart, informed decisions. It is important to turn data into assets that can be understood and used by everyone, from the CEO to workers across the company, whenever they have a decision to make.

Comparing this literature review with the data analysis currently in place at the International Olympic Committee (IOC) for the Olympic Day programme confirms that there is a need to improve the way data is utilised for this programme in order to identify needs and ways to enhance NOC activities.

3. Methodology

3.1 Overall approach to the project

The Olympic Day programme is currently available on RELAY, the online platform to apply for Olympic Solidarity (OS) projects and funding. Each year, NOCs are requested to complete an online application prior to the Olympic Day celebrations. After their event, NOCs must complete a financial and a technical report to indicate the activities that were carried out on their territory. NOCs have access to various resources provided by the NOCR department in collaboration with other IOC departments. Types of resources include:

Toolkit
Message from IOC President
Olympic Day Logo
Olympic Day Diplomas
NOC Short Stories
Activity Sheets

By applying through RELAY, all NOCs can receive funding for up to USD 5,000 per year depending on the justification reported within the financial report. The technical and financial reports are interconnected and must be submitted together. For each edition of Olympic Day, the NOCR department collects NOC data from March to June for the application data, and from June to September for the reports data.

3.2 Technical report data

Primary data received by NOCs related to the Olympic Day editions from 2018 to 2021 was extracted and analysed. It was decided to select the years 2018 to 2021 because 2018 is the first year the unit took over the project and, in addition, it provides data from before, during and after COVID-19.

3.2.1 Technical report structure

The technical report has remained fairly consistent, with the same baseline questions over multiple editions. However, some questions have been updated, added or deleted over the years, which leads to the collection of slightly different data depending on the edition of Olympic Day. The technical report consists of an average of 17 questions with a mix of mandatory and optional questions. Depending on the type of questions used, the response format may be a free text field, a radio button, a calendar or a check box. The technical report presents both qualitative and quantitative results.

3.2.2 Data cleaning

Data was extracted from RELAY into a single Excel file per Olympic Day edition, which contains raw, unstructured data collected from NOCs. From there, prior to producing the graphs, the data was cleaned to fix or remove the anomalies discovered. All missing data such as "blanks", "N/A", "RAS", "none", or data that was not linked to the question was removed from the analysis to avoid misleading results. A check was performed to remove any duplicate data or formatting errors and to ensure that each NOC response appeared only once. A manual inspection was performed to ensure that data that could lead to misleading results was removed and that data quality issues were resolved.

3.2.3 Data analysis and interpretation

After cleaning the data, a descriptive data analysis was performed on all quantitative questions in the technical report for the four editions. Each answer was converted into graphs, pie charts and tables, depending on data type. Bar charts were used to present a single data series, pie graphs were used to illustrate the percentage breakdown of a small number of data points, if the data had more than one value per category, a grouped bar chart was used to make comparisons across different categories of data. In addition, due to the lack of an established scale, some items were measured using a scale developed by the NOCR department (such as for the duration of the event, a scale of '1 day', '1 week or less' and 'more than a week'). Open-ended free text responses were manually analysed for common themes and tagged into general categories.

The analysis for each year resulted in graphs that represented the overall result with all participating NOCs to give an overview of the global situation, and graphs that represent the result per continent (e.g., Africa, America, Asia, Europe and Oceania). The aim was to have a global trend and a continental trend, so that the continental trend could be compared by edition and correlated with the global trend.

To facilitate the comparison of data between editions and continents, results were converted into percentages to analyse the increase or decrease in specific areas from one edition to another. Finally, after the independent analysis by year, a final analysis was made to compare the data from 2018 to 2021 and to identify trends, challenges or changes over the years.

3.3 Application and technical report data comparison

The technical report is the report with the most accurate data, as NOCs complete it after their event. In the application, NOCs give an estimate of what they plan to organise. Most of the questions in the application are also found in the technical report. Therefore, an analysis of the data from the 2021 application and technical report was conducted to determine if the answers were similar and to identify limitations and opportunities of the application questions.

3.3.1 Application structure

The results of the 2021 application were analysed following the same methodology described in section 3.2. The structure of the application consists of 12 main questions, with a mix of mandatory and optional questions. Depending on the type of questions used, the response format can be a free text field, a radio button, a calendar or a check box. The application presents both qualitative and quantitative results.

3.3.2 Comparison and analysis methods

The graphs from the technical report were compared to similar graphs from the application, identifying discrepancies between what the NOCs planned to do and what they actually reported after the event, to understand whether the application data is reliable or if the NOCs activities change a lot between what they plan to organise and what they actually organise.

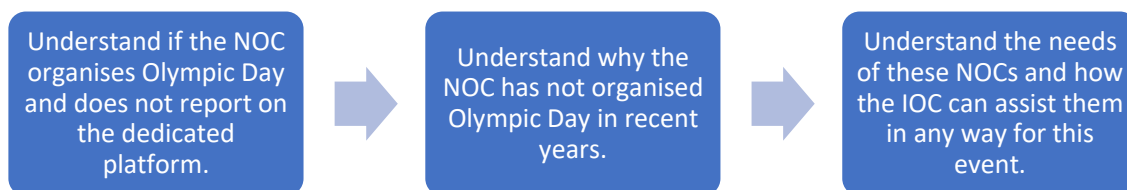
The other objective was to identify whether the questions asked in the application are relevant and to identify what could be done with the data from the application, as currently, there is no clear process for reviewing the application. This would be an opportunity to be proactive in analysing NOC application data and targeting their needs.

3.4 Interviews with NOCs that did not report on Olympic Day

To ensure that the entire NOC community was mapped, NOCs that did not report on an Olympic Day activity between 2018 and 2021 were identified. A comprehensive list of all NOCs that organised Olympic Day at least once between 2018 and 2021 was created and NOCs that were not on this list were identified as the target group.

A total of 18 NOCs met these criteria. All of these NOCs were contacted by email and given the option to respond directly by email or by a scheduled phone call. This was done to give them some flexibility in how they wanted to respond. However, it was noted that it was easier to do so by phone, as it avoided a succession of emails to clarify things. Of the 18 NOCs, 9 responded, which was sufficient for the analysis. No reminders were therefore sent to the other NOCs.

The objectives of these qualitative interviews were as follows:



3.5 General limitations in the methodology

The following limitations were encountered during the data collection and analysis.

- As not all questions were mandatory, some questions were left unanswered and it was difficult to determine what the lack of responses meant.
- No guarantee that all NOCs that have organised an event notified the NOCR department.
- Some of the open-ended responses were ambiguous making it difficult to analyse and gain any usable insights.
- As NOCs are self-reporting, it is possible that they exaggerate or underestimate their responses.
- The COVID-19 crisis started in 2019 and had a significant impact on the 2020 and 2021 editions of Olympic Day, resulting in lower participation rates for these editions.
- Some questions were added, deleted or updated from one edition to another.
- The reality between NOCs is very different and it is a heterogeneous group.

4. Results and analysis

Converting the raw data into visual graphs made it easier to understand, interpret and acquire the knowledge needed to work with the data. The data analysis focused on finding trends, measuring the impact of Olympic Day and identifying areas of improvement to support NOCs.

The results and analysis are divided into three main sections:

- Interviews with NOCs that did not report on Olympic Day between 2018 and 2021.
- Analysis of the technical report data from 2018 to 2021.
- Comparison of 2021 data from the application and the technical report.

4.1 Interviews with NOCs that did not report on Olympic Day

As indicated in the methodology, of the 206 NOCs, 18 NOCs were identified as not having reported on Olympic Day between 2018 and 2021. The aim is to understand why they did not report on the event.

4.1.1 List of identified NOCs

As per Table 1, NOCs represented in this sample are very different from one another in terms of size, location, development, which resulted in a wide diversity of NOCs and different realities and explanations.

Table 1

List of NOCs that have not reported on Olympic Day between 2018 and 2021

Africa	America	Asia	Europe	Oceania
Comité National Olympique Marocain (MAR)	Bahamas Olympic Committee (BAH)	Brunei Darussalam National Olympic Council (BRU)	Comitato Olimpico Nazionale Sammarinese (SMR)	Marshall Islands National Olympic Committee (MHL)
Comité Olympique Malgache (MAD)	Comité Olímpico de Puerto Rico (PUR)	National Olympic Committee of Iraq (IRQ)	Comité Olímpico Español (ESP)	
Egyptian Olympic Committee (EGY)	Comité Olímpico Peruano (PER)	Syrian Olympic Committee (SYR)	Hungarian Olympic Committee (HUN)	
Libyan Olympic Committee (LBA)		Kuwait Olympic Committee (KUW)	Nederlands Olympisch Comité*Nederlandse Sport Federatie (NED)	
Liberia National Olympic Committee (LBR)			National Olympic Committee and Sports Confederation of Denmark (DEN)	

4.1.2 Qualitative interviews results

The NOCs listed in Table 2 below agreed to be interviewed. Through these interviews, it was possible to understand exactly where they stood instead of making assumptions about why they did not organise Olympic Day and to identify their needs.

Table 2

Responses from NOCs interviewed

NOC	Person interviewed and role in the NOC	Channel of communication	Reason for not reporting on the event between 2018 and 2021
EGY	Inas HUSSEIN, <i>Director of OS & International Relations</i>	Conversation by email	<ul style="list-style-type: none"> Organised an event in person in 2018 but did not report on it. No events were organised in 2019 and 2021. Virtual celebrations organised in 2020. Did not apply through the platform because they had no significant costs and did not know they still had to report on the event if no reimbursement were needed.
HUN	Viktória DÓSA, <i>Games and International Relations</i>	Conversation by email	<ul style="list-style-type: none"> NOC did not have the time and human resources to organise an event. Other projects were prioritised. Strict COVID-19 restrictions in place.
BAH	Romell KNOWLES, <i>Secretary General</i>	Conversation by email	<ul style="list-style-type: none"> In 2018 and 2019, NOC organised an event but did not inform the IOC about it. In 2020 and 2021, COVID-19 restrictions prohibited public gatherings.
DEN	Kim KRISTOFFERSEN, <i>Commercial director</i>	Conversation by phone call	<ul style="list-style-type: none"> Do not organise Olympic Day because their NOC is associated with the Danish Sports Confederation and they have many other sports events. They have a small country and do not want to host more events.
IRQ	Haitham ABDHULHAMEED, <i>Secretary General</i>	Conversation by phone call	<ul style="list-style-type: none"> The situation of the NOC is very unstable and there have been governance problems, so events could not be organised. In 2021, the NOC organised activities in different provinces but did not take the time to send the data through RELAY.
ESP	Nacho CASARES, <i>Graphic Editor</i>	Conversation by email	<ul style="list-style-type: none"> Had an Olympic Day in 2018 and 2019 but did not report on it. NOC could not explain why. In 2020 and 2021 they did not organise the event because of the COVID-19.
PER	Mercedes HUAMBACHANO, <i>Administration</i>	Conversation by email	<ul style="list-style-type: none"> Hosted an event in 2018 and 2019 but could not explain why they did not report on it because the person that was in charge of the event in the past has left the NOC. In 2020 and 2021 they did not host an event because of COVID-19 restrictions.
MAD	Jean Alex HARINELINA, <i>Secretary General</i>	Conversation by email	<ul style="list-style-type: none"> Other politicians and the government are trying to make Olympic Day a political movement. There is an internal conflict that prevents Olympic Day from being organised.
LBA	Mohamed GREMIDA, <i>International Relations Director</i>	Conversation by phone call	<ul style="list-style-type: none"> Organised an event in 2018. Did not report on it because situation in the country was too unstable. For the other years, the situation in the country was too unstable to organise an event.

These discussions with the NOCs were very valuable and helped to better understand the reality of each NOC. As in the case of Denmark, the reality of the NOCs shows that they already have many events in place and limited resources and that it is difficult for them to organise Olympic Day in this context.

In order to better meet the needs of NOCs in this regard, the following recommendations have been identified:

- Integrate Olympic Day into an existing event close to 23 June to avoid having to create a specific Olympic Day event.
- Pay particular attention to the list of NOCs identified in Table 1 and follow up with them on Olympic Day each year.
- Provide specific easy-to-use resources that can be adapted to each territory to ensure that unstable territories with few resources can easily join the Olympic Day celebrations.

For those NOCs who organised an event but did not report on it, it was mainly because no financial support was needed and they did not know that they still had to send the reports. The IOC's external communication should be improved to better explain to the NOCs why the IOC needs the data and to enforce the fact that the NOCs have the responsibility to complete the reports on the dedicated platform if they organise Olympic Day.

4.2 Technical report data analysis from 2018 to 2021

The technical report contains the most accurate data, as the NOCs complete it after their events, with actual data. This data is valuable for the NOCR department, as it defines what NOC activities, common trends and NOC needs are.

4.2.1 NOC participation over the years

As shown in Table 3, Olympic Day is well known within the Olympic Movement, with over 70% of NOCs having organised activities in 2018 and 2019. There was a decrease in participation in 2020 and 2021, but as indicated in the limitations, this is mainly due to the COVID-19 restrictions. Looking at the NOC participation rate by a continental trend, in 2018 and 2021 Oceania had the highest participation rate, in 2019 it was America, and in 2020 it was Europe.

Table 3

NOC participation rate from 2018 to 2021

Olympic Day edition	Total participating NOCs out of 206	% of participating NOCs
2018	150	73%
2019	157	76%
2020	96	47%
2021	117	57%

4.2.2 Timing and duration of the event

Olympic Day is celebrated on 23 June, to commemorate the founding of the modern Olympic Movement and promote the Olympic ideals. It is important to keep this date as the main date in order to amplify the worldwide celebration on that day.

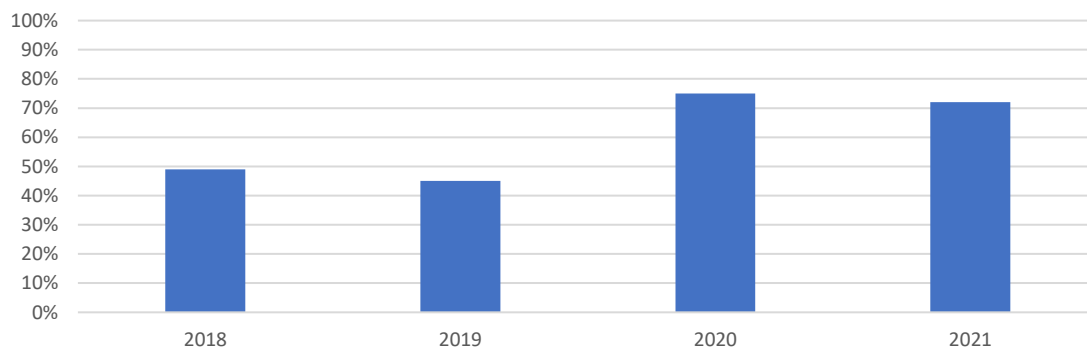
In recent years, as shown in Figure 1, the percentage of NOCs that organised Olympic Day or at least part of the celebration on 23 June has increased significantly. The online format of Olympic Day has played a role in this increase, according to the 2021 data:

- 95% of NOCs that organised an online-only event celebrated Olympic Day on 23 June.
- 77% of NOCs that organised a mixed event with online and in-person activities celebrated Olympic Day on 23 June.
- 60% of NOCs that organised an in-person event only celebrated Olympic Day on 23 June.

The IOC should therefore promote the online celebration and provide more online resources for NOCs to take part in the 23 June celebration by posting messages on social media, organising online activities, and participating in the IOC digital campaign.

Figure 1

NOCs that organised Olympic Day on 23 June



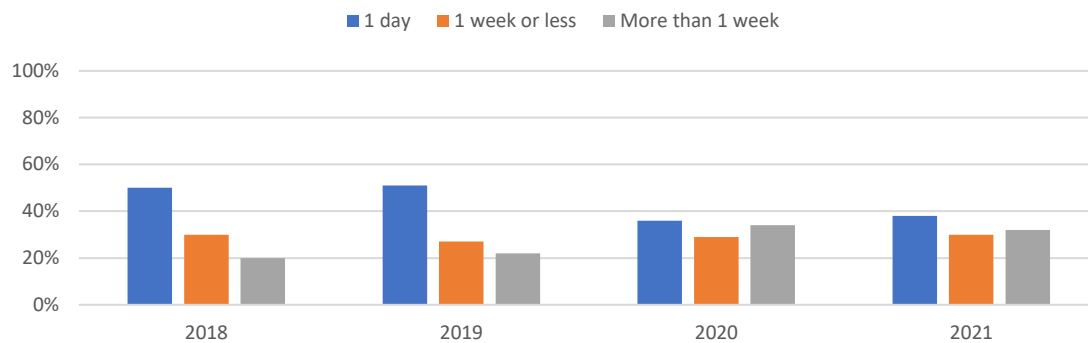
As illustrated in Figure 2, the duration of Olympic Day in each territory can vary from one day, to several weeks or even months. The main change can be identified between 2019 and 2020, where the trend in 2019 was to have the event on one day, but in 2020 the percentage of NOCs that hosted celebration for more than one week increased significantly.

Most of the resources provided by the IOC, especially the digital assets, are for 23 June, and are delivered only a few days before 23 June, which creates limitations mostly for NOCs in Europe and Oceania which, in 2021, tended to celebrate Olympic Day for more than one week, starting before 23 June. NOCs in Africa and America tended to celebrate Olympic Day mainly for one day.

The recommendation would be to take into consideration that Olympic Day within the NOC community is not celebrated only on 23 June and the resources provided by the IOC should reflect this reality.

Figure 2

Duration of Olympic Day activities



4.2.3 Olympic Day location

Olympic Day can be organised in one or multiple locations. As shown in Figure 4, the majority of NOCs organise Olympic Day activities in different locations. The only exception is Africa, where the majority of NOCs celebrate Olympic Day in one location.

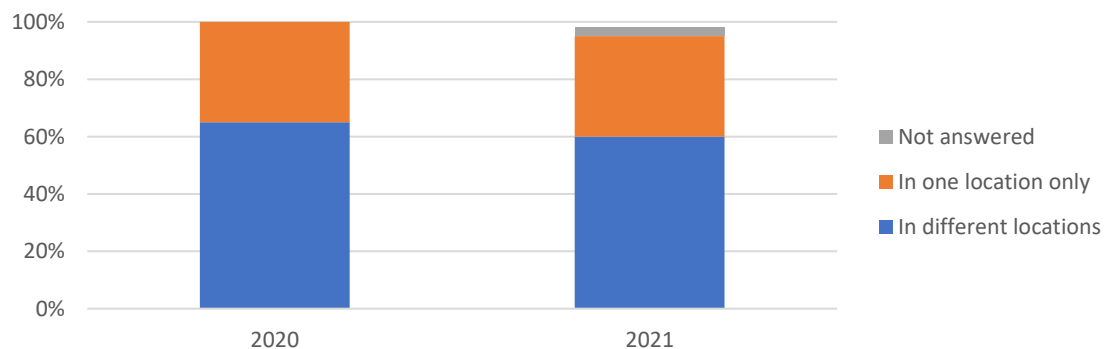
The data currently collected is not useful because it is a mixture of two questions. The question is: “Was Olympic Day organised in different cities/ venues”. This question should be revised to obtain more useful data. The recommendation would be to have two specific questions:

1. Ask if Olympic Day was organised in one or more cities.
 - Instead of a free text field where they have to indicate the name of the city, have a drop-down list where they can select the number of cities.
2. Ask NOCs to indicate the type of venue where the event was organised.
 - Add check boxes that include specific venues such as: stadium, swimming pool, beach, schools, public areas such as a park, NOC HQ, other (specify with free text).

The data would then be easier to analyse and provide statistics and resources.

Figure 4

Location of the Olympic Day event

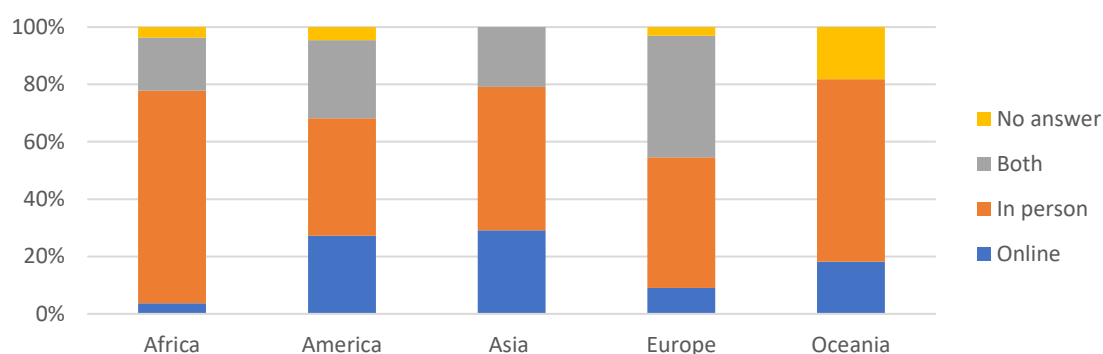


In 2021, the majority of NOCs had in-person activities. Figure 5 shows that Europe is the continent where having a mix of in-person and online activities was most implemented and Africa is the continent where online activities are least implemented.

The COVID-19 pandemic accelerated the existing trends toward more online activities and digitalisation. Some of these trends will become a more permanent part of the post-pandemic’s “new normal” (Powell, 2020).

Figure 5

Format of the Olympic Day event by continent in 2021



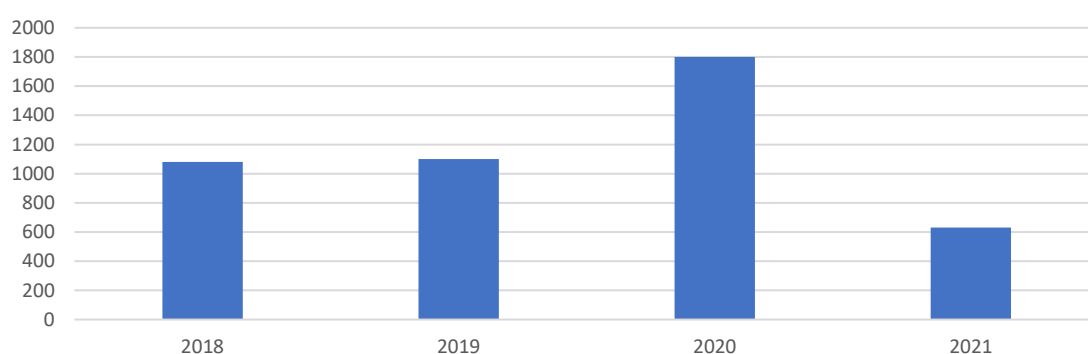
4.2.4 Olympic Day participants

For each Olympic Day edition, participants from all around the world take part in the celebration. In 2021, the total number of participants was just over 3 million. The number and type of participants vary considerably depending on the NOC and the size of the territory, and the total number of participants per edition is not representative of all the territories.

To have a more accurate number of participants per NOC, the median number of participants was calculated. As shown in Figure 6, the number of participants per NOC has decreased significantly in 2021.

Figure 6

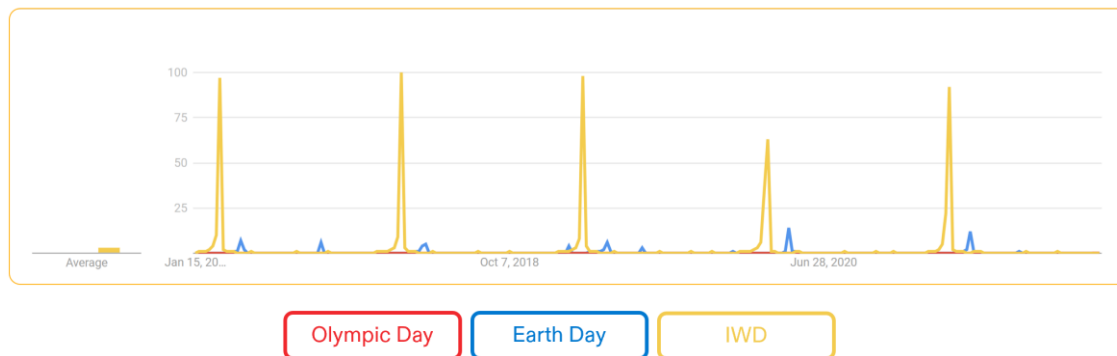
Median number of participants by NOC



As per Figure 7, Olympic Day is celebrated within the Olympic Movement, but is not well known outside the Olympic Movement, and awareness of Olympic Day among the general public is significantly lower than for other international events.

Figure 7

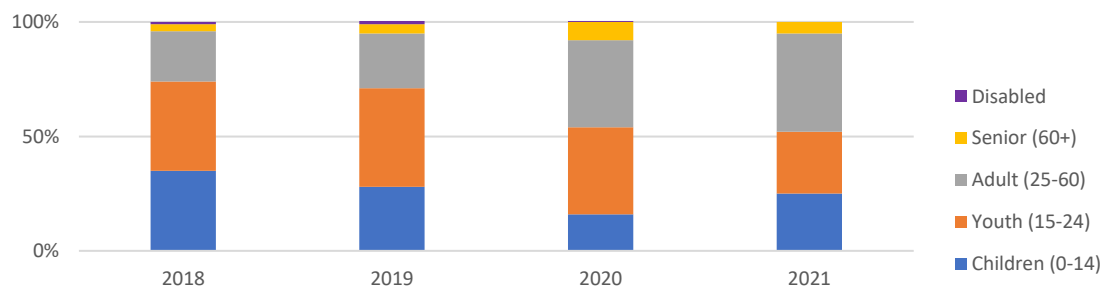
Google Trends, comparison between Olympic Day, International Women's Day, Earth Day



As shown in Figure 8, since 2020 the number of participants in the adult category has increased and the youth category has decreased significantly. Thus, a change in the audience for Olympic Day can be noted. As one of the IOC's missions is to promote sport and Olympic values in society, with a focus on young people, it is essential to reach out to young people by offering activities that are more attractive to this target audience.

Figure 8

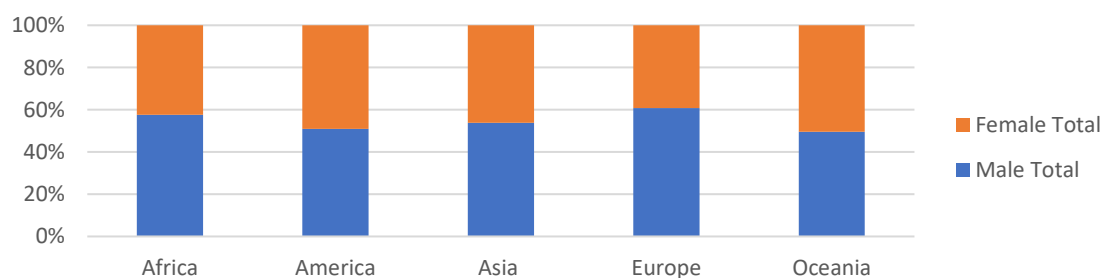
Participants per age category



In Figure 9, the breakdown of participation by gender by continent is available for the year 2021. This question was not available for the other editions. The Olympic Day event is fairly balanced in terms of gender. Men are slightly more represented than women on all continents, with the exception of Oceania where they are equally represented.

Figure 9

Gender breakdown by continent



Through the analysis of Figure 6 to 9, the below limitations and recommendations were identified:

- The number of participants per category is requested, but no information is requested on how the NOC will actually measure the number of participants.
- The IOC should provide a registration template to NOCs to assist and guide them as to what information should be requested in the form.
- Now that NOCs are organising both online and in-person activities, the two types of audience should be reported on separately.
- The age range of the participants is known, but not the category they belong to (athletes, general public,...).
- NOCs should have a database containing their list of participants in order to create an internal community and to have a comparative advantage for the future development of sponsorship.

4.2.5 Olympic Day invitation

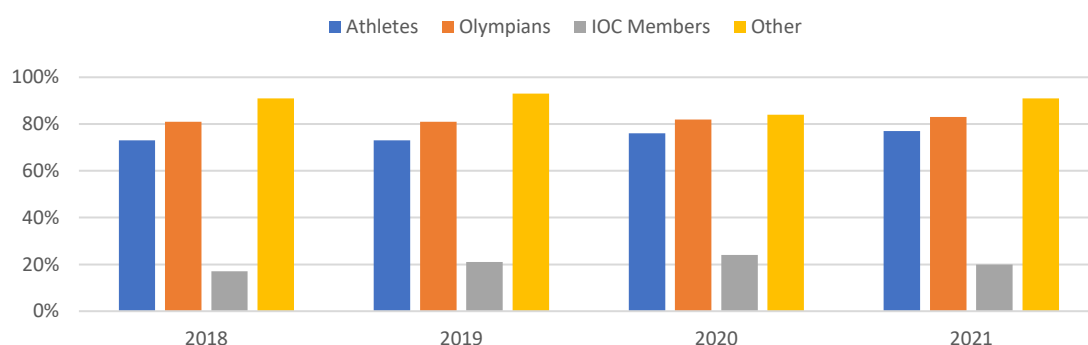
Each year, specific guests are invited to Olympic Day. As Figure 10 shows, the most represented category is "other". Responses in this category include answers such as: NOC representatives, other sport organisation, government officials, politicians, ministry and ambassadors.

Nothing is currently being done with the data from this question and it does not cover all the persons that could be invited to the event. The following recommendations have been identified:

- The categories should be reviewed to include all the different Olympic stakeholders (e.g. media, sponsors, IOC, IF, NOC officials).
- The IOC should proactively recommend to the NOCs to invite all the different Olympic stakeholders to the event in order to increase the visibility of the event (e.g. if media representatives are invited, they will cover the event).
- The question should be updated so that NOCs also indicate the role of the guest at the event, to understand whether the guest will simply attend the event or do something.

Figure 10

Persons invited to the event



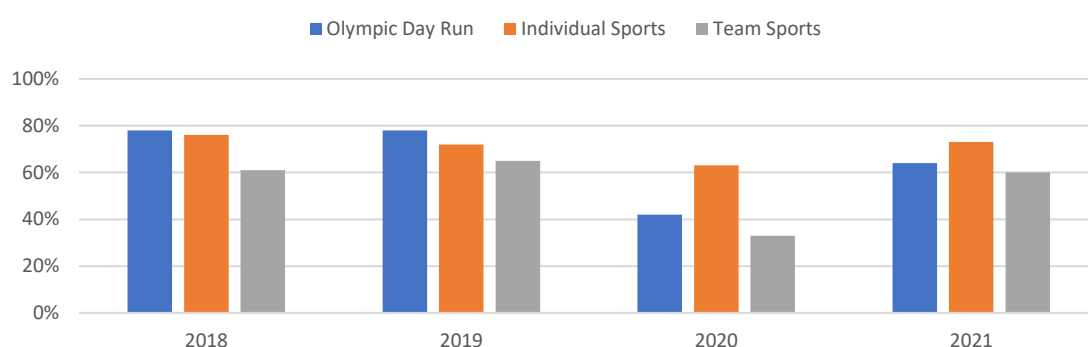
4.2.6 NOC activities – Move, Learn, Discover

Under the pillar "Move", as shown in Figure 11, the common trend until 2019 was to have an Olympic Day run. In 2020, NOCs mainly organised activities including individual sports, probably to comply with the COVID-19 restrictions in each territory.

In 2021, individual sports remain the main trend on all continents except Oceania, where the Olympic Day run was the activity with the highest percentage. For Asia in 2021, the activity with the highest percentage across all pillars is in the individual sports category. It confirms that Olympic Day is much more than just a run.

Figure 11

NOC activities under the MOVE pillar

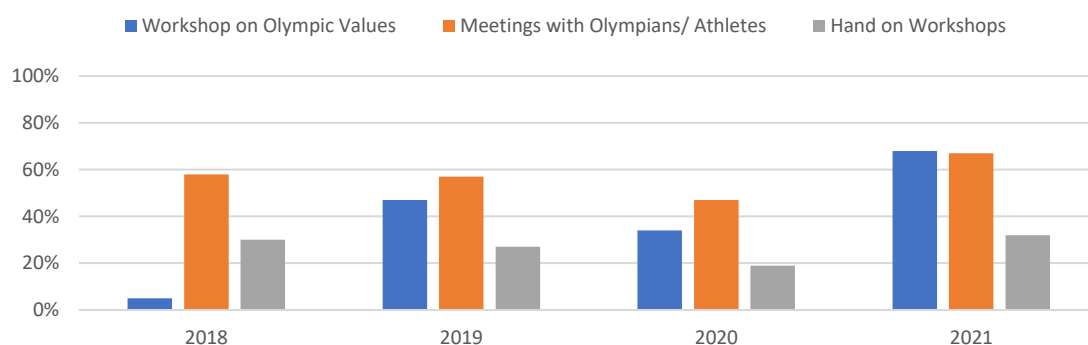


Under the pillar "Learn", as shown in Figure 12, the trend of activities has changed drastically, with the "Workshop on Olympic Values" being the least represented in 2018 and the most represented in 2021. The other two areas have remained fairly constant over the years, with activities under "Meetings with Olympians/Athletes" being one of the most popular activities organised.

In 2021, in Africa, the activity "Workshop on Olympic Values" was the main activity organised, all pillars combined. In Europe it was the activity "Meetings with Olympians/Athletes", with 91% of European NOCs organising activities related to this activity.

Figure 12

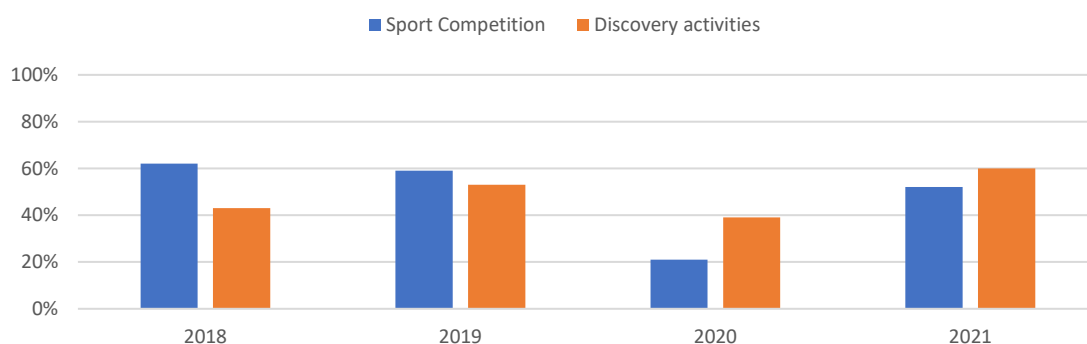
NOC activities under the LEARN pillar



Under the pillar “Discover”, as shown in Figure 13, the trends changed in 2020 and more “Discovery activities” were organised than “Sport Competition”. In 2021, “Discovery activities” was the main activity organised in Oceania, all pillars combined. Conversely, for America, “Sport Competition” was the main activity organised in 2021, all pillars combined.

Figure 13

NOC activities under the DISCOVER pillar



As shown in Figures 11 to 13, trends vary considerably from year to year and from continent to continent. Olympic Day is celebrated in many territories around the world, but there is no common thread as NOCs have different realities and have to adapt their activities to their reality. It would therefore be difficult to ask NOCs to celebrate with one common activity, which is why several different activities are proposed under the pillars.

However it makes it difficult to have a common approach to increase the overall visibility of Olympic Day and the IOC has a role to play as a connector, amplifier, and facilitator, giving NOCs the tools they need to join a global campaign. This would give visibility to the NOCs’ efforts and create a sense of togetherness. In this regard, the recommendation would be to add a new overarching pillar entitled “**Together, for a better world**”, which would include activities aiming to bring people together to contribute to a better world through sport.

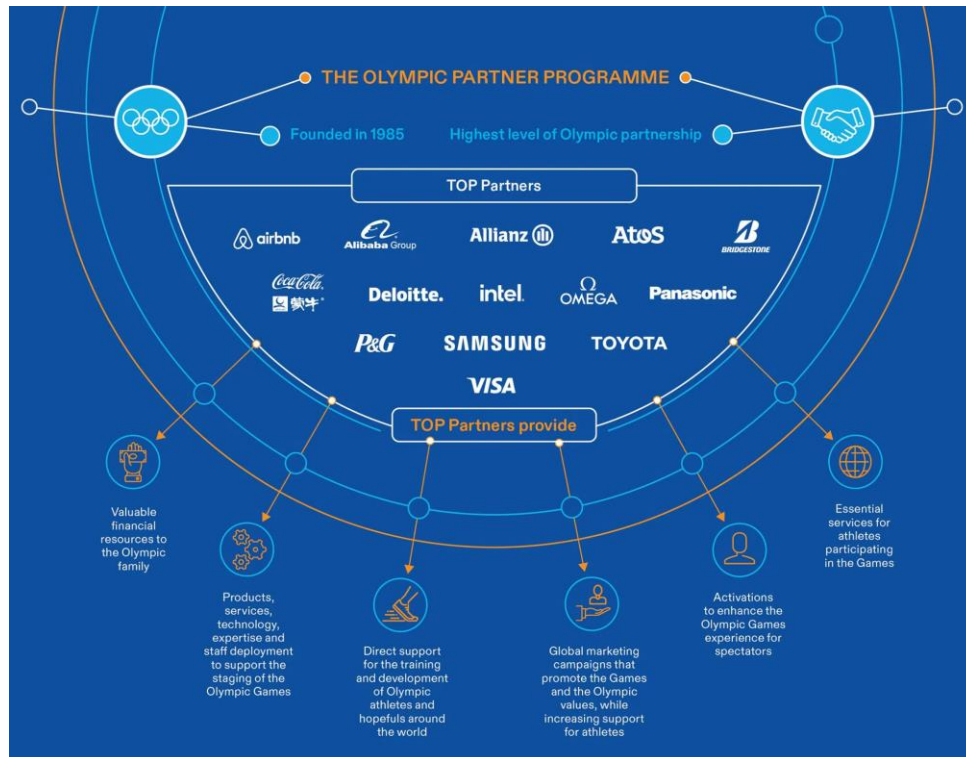
Under this pillar, each year an annual theme would be selected and would serve as a common thread throughout the world. It would also be in line with the IOC’s key trends which are (IOC, n.d.):

- the need for greater solidarity within and among societies;
- the growth in digitalisation, while keeping in mind the need to expand digital capability to the currently digitally underserved;
- the urgency of achieving sustainable development;
- the growing demand for credibility, both of organisations and institutions; and
- the need to build resilience in the face of the financial and economic consequences that will result from the COVID-19 pandemic and which will influence priority-setting among governments and enterprises.

4.2.7 Sponsors

Sponsors are important for the success of the event as they can open up location options, provide value, promote and generate a bigger audience. NOCs manage local sponsorship in non-competing categories to the TOP Partners that also support sports development activities. These sponsorship programmes grant Olympic marketing rights within the NOC country or territory only.

The Olympic Partners (TOP) programme is the highest level of Olympic sponsorship, granting category-exclusive marketing rights to the Summer, Winter and Youth Olympic Games to a select group of global partners identified below (IOC, n.d.):



As shown in Figure 14, the involvement of TOPs in Olympic Day NOC activities is very low, and the percentage seems to be decreasing over the years. In the past, the IOC had negotiated to have an official partner for Olympic Day to financially subsidise NOCs that organised Olympic Day. First it was Coca-Cola, and then it was McDonald, but now, there is no official Olympic Day partner.

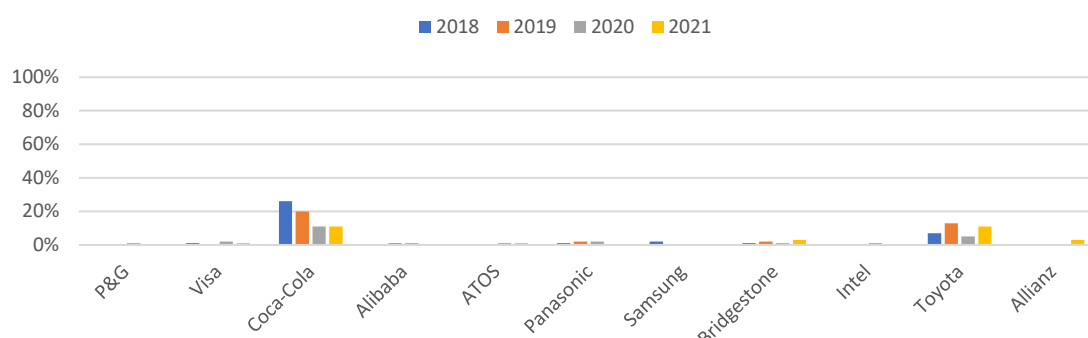
With the current format, a high number of NOCs engage with partners that are in conflict with the TOPs. This creates a marketing ambush problem, as NOCs want to ensure the visibility of their commercial partners. The IOC has a role to play in:

- Facilitating communication between TOP Sponsors and NOCs.
- Ensuring that each entity understands its role and responsibility to each other.
- Encourage TOP Sponsors to support NOCs.
- Educate NOCs on the use of sponsors.

In order to discuss this situation, a meeting was held on 28 April 2022 between the NOCR department and the IOC NOC Commercial team to discuss the best option to resolve this issue. As a result of the meeting, various actions were agreed upon to help NOCs reach out to TOP sponsors and to ensure that there is no sponsor involvement that conflicts with TOPs on the NOC side.

Figure 14

TOP sponsors involved in the NOC activities



As per Figure 15, NOCs have various other sponsors for Olympic Day. The government and the National Federations are the main partners of the NOCs. At the IOC level, work could be done with the International Federations (IFs) to include them more in the Olympic Day, as they can complement the promotion of the event at the world level and encourage National Federations to engage with NOCs.

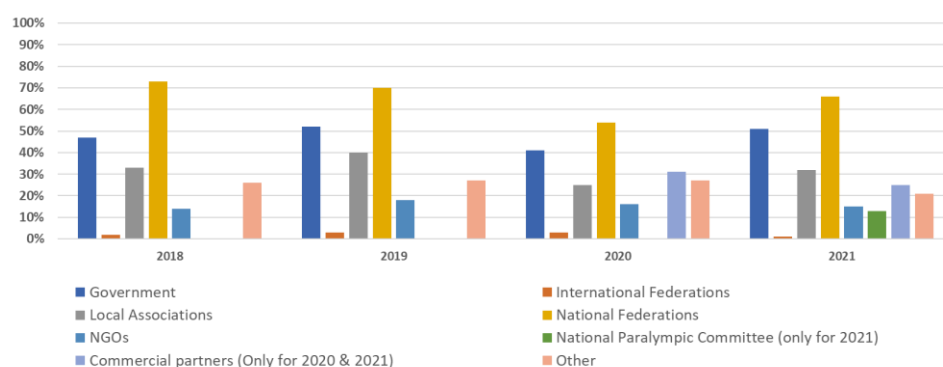
The involvement or partnership with the National Paralympic Committee (NPCs) should also be evaluated because according to Figure 8, the number of disabled participants is almost non-existent. As the idea of the new Olympic Day concept described in chapter 4.2.6, is to be more inclusive, one of the actions that could be taken internally would be to organise a joint Olympic and Paralympic Day, or at least to ask NOCs to collaborate more closely with their National Paralympic Committee.

However, these partnerships with IFs and NPCs have to be managed on a case-by-case basis, as they have their own sponsors, which sometimes conflict with TOPs.

The limitation of this question is that only the name of the partner is indicated but there is no indication about the type of sponsorship and the nature of the partnership. This should be added to ensure that the type of partnership does not conflict with a TOP sponsor and it would also be useful to know what kind of support is useful for NOCs to celebrate Olympic Day (beverages, sportswear, gifts, etc.).

Figure 15

Other partners' support involved in the event



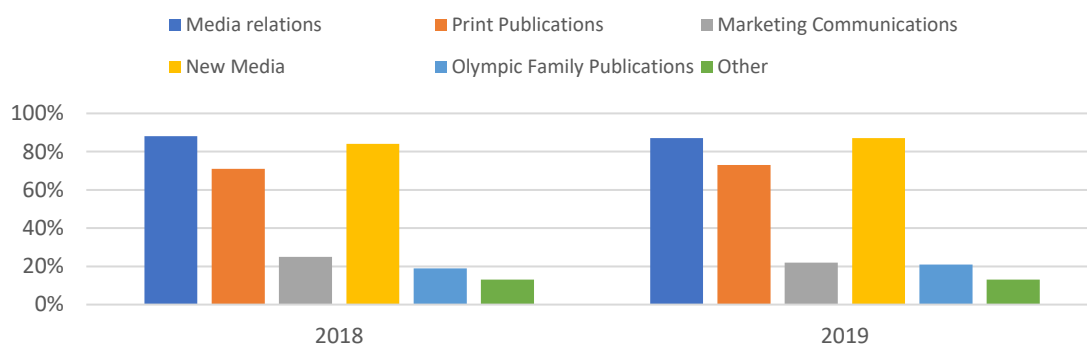
4.2.8 Olympic Day communication

The question regarding communication channels was updated for the 2020 edition, therefore, two different sets of responses will be available. Figure 16 illustrates the data for 2018 and 2019, and Figures 17 to 20 illustrate the data for 2020 and 2021.

As shown in Figure 16, until 2019, media relations (i.e radio, TV, press release) and new media (i.e social media) were the two main communication channels used to promote Olympic Day activities in NOC territories. Print publications were still used by a high percentage of NOCs, but for the other categories, the representation was very low.

Figure 16

Communication channels used to promote Olympic Day



In 2020, the question was reviewed in order to be more specific regarding the different categories of the communication channel. As shown in Figures 17 to 19, the communication channels that have the overall highest percentage in terms of utilisation within NOCs territories in 2021 are:

1. Facebook
2. Press release
3. Instagram

Two of the top three communication channels used are social media, and according to Pegoraro & Frederick (2021), social media has changed the way communication takes place in the sports world. More and more self-made communicators such as athletes and fans have entered the scene and can promote the event. As the content and the target group determine the choice of social media platforms, there are new opportunities available and that could be utilised for the Olympic Day event, especially to target specific groups.

Knowing the communication channels used by the NOCs for Olympic Day is useful as the IOC could align with the NOCs' communication channel and provide targeted resources on those channels. It would also make it easier to post/share the communication and amplify it.

This question is limited by the fact that it does not ask anything about how the NOC has monitored and measured the actual reach and impact of promotion through the various channels. Categories should also be reviewed to remove or update those that are no longer relevant.

Figure 17

Media relations communication channels to promote Olympic Day

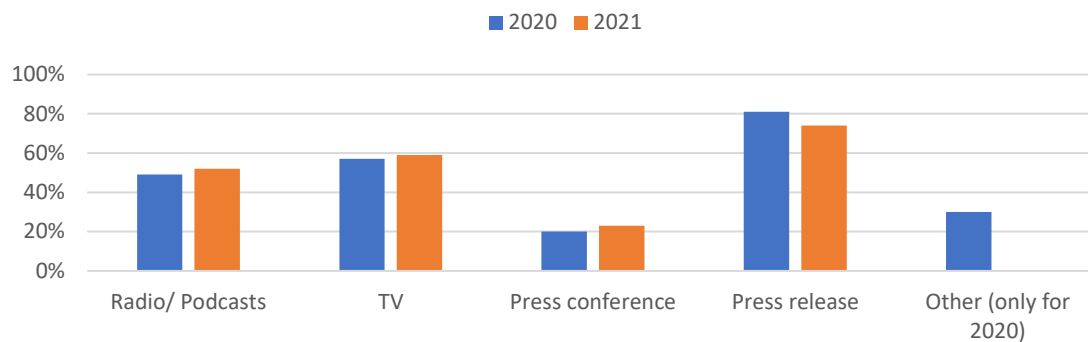
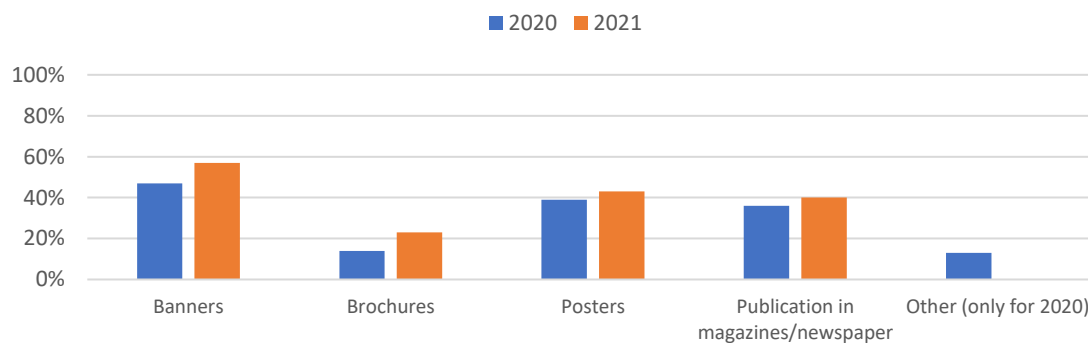


Figure 18

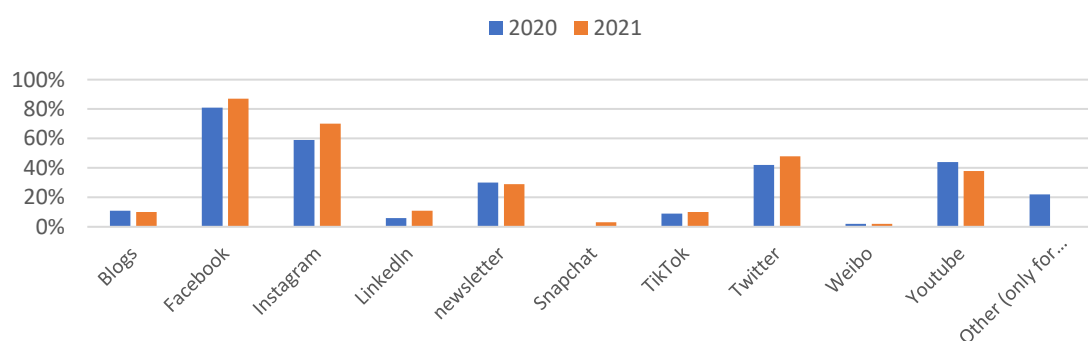
Print publications communication channels to promote Olympic Day



As shown in Figure 19, the leading digital media is still Facebook. According to Cuesta-Valiño et al. (2022), social networks like Facebook are losing interest among digital influencers. TikTok is the growing social media platform and is particularly popular among Generation Z (Genoveva, 2022). As it is the target audience for Olympic Day, one of the recommendations would be to add assets, tips or examples of activities that NOCs could use on TikTok to increase the number of NOCs that use this channel and, therefore, engage the Generation Z audience more in Olympic Day activities.

Figure 19

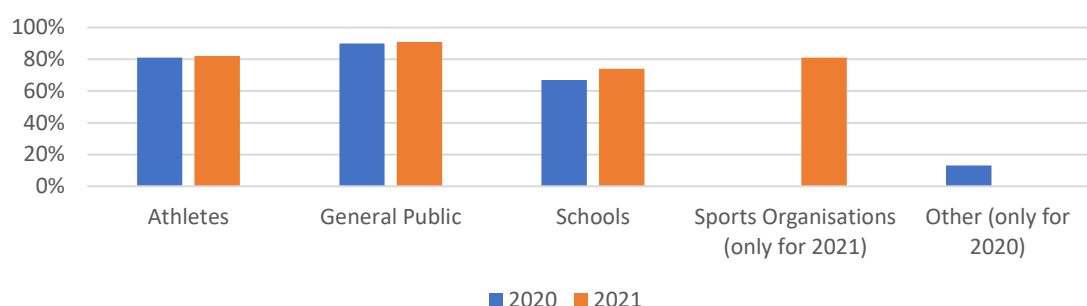
Digital media communication channels to promote Olympic Day



Athletes, the general public, schools and sports organisations are the active target audience for the communication. The IOC should provide a common message that the NOCs could share with these stakeholders and ask them to publish this message to amplify the movement.

Figure 20

Communication target audience



Improving and amplifying the communication around Olympic Day will increase the awareness as well as the engagement on social media. It is a virtuous circle, as by increasing the visibility of Olympic Day and what it represents, new opportunities for NOCs will arise, for example in the form of potential sponsors, who will offer new funding possibilities.

There is an opportunity to raise awareness of Olympic Day and what it represents among the general public and those outside the Olympic Movement. Getting people who are not the most engaged sports fans to talk about and participate in Olympic Day. Furthermore, this would respond to the recommendation of the IOC Olympic Agenda 2020+5 to “Reach out beyond the Olympic community” (IOC, n.d.).

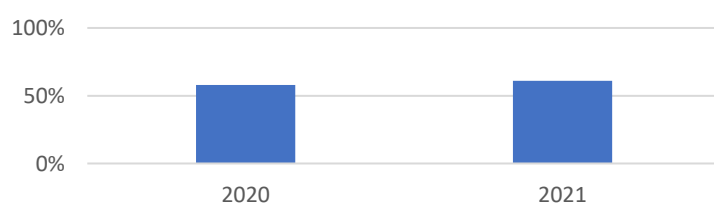
4.2.9 Link to the Olympic Games

The Olympic Games are held every four years, and alternate between the Summer and Winter Olympics every two years during the four-year period, but Olympic Day is celebrated every year. Incorporating Olympic Games-related elements into the Olympic Day celebration could be used as an opportunity to promote the upcoming Olympic Games and build the excitement for the games.

Figure 21 shows that about 60% of the NOCs associate their Olympic Day with the Olympic Games. America is the continent where this trend is least represented, as in 2021, only 36% of the American NOCs indicated that they associate the Olympic Games with their activities. In Oceania, 100% of the NOCs that organised Olympic Day associated their celebration to the Olympic Games.

Figure 21

NOC that Included elements linked to the Olympic Games to the event



4.2.10 IOC resources and prizes awarded

The IOC provides different resources to the NOCs in order to help them in the organisation of their event. As shown in Figure 22, overall, the percentage of NOCs that use the resources provided by the IOC is low and NOCs are not making full use of the assets made available to them. It is recommended that resources be reviewed and updated based on the results of this research. The resources are there to assist NOCs and meet their needs and the fact that only a small percentage of NOCs are using these resources is a problem. This means that the resources provided are not currently targeting the correct needs of NOCs, or NOCs do not know how to use them.

Once resources have been reassessed, communication needs to be coordinated to ensure that NOCs are aware of these new resources. This could be done through a workshop, to present the resources to the NOCs and highlight their importance. Before creating new resources, a sample of NOCs should confirm whether the IOC is going in the right direction.

Figure 22

IOC Resources used for the Olympic Day event by the NOCs

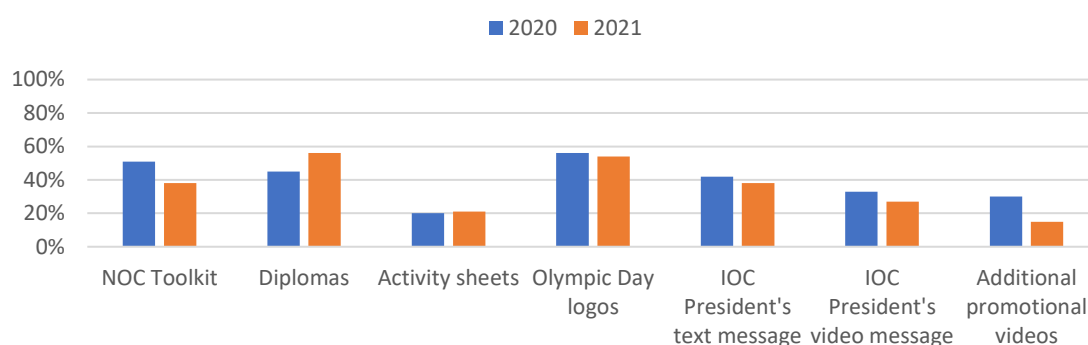
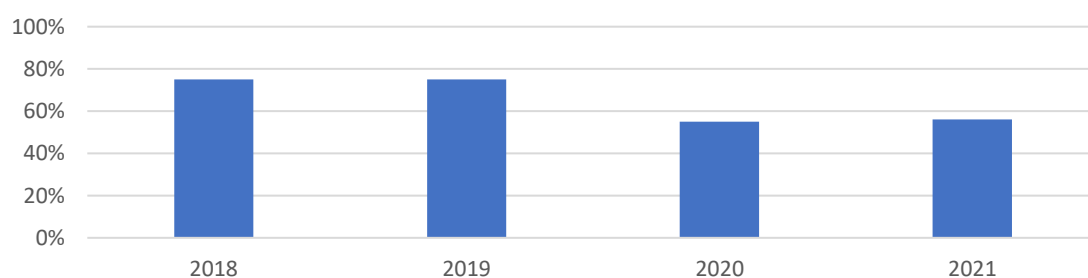


Figure 23 represents the NOCs that offered prizes to participants. The original purpose of this question was to congratulate the participants with a gift, so that the general public would benefit from the event by receiving a T-shirt, vouchers, diplomas or other gifts. The percentage of NOCs awarding prizes to participants has decreased considerably over the years, but more than half of the NOCs continue to award prizes to participants. Currently nothing is done with the data in this question, which is a free text field in which NOCs have to list the prizes granted. To make the question more relevant, a yes/no radio button and information regarding who sponsored or paid for the prizes should be added.

Figure 23

NOCs that awarded prizes to participants

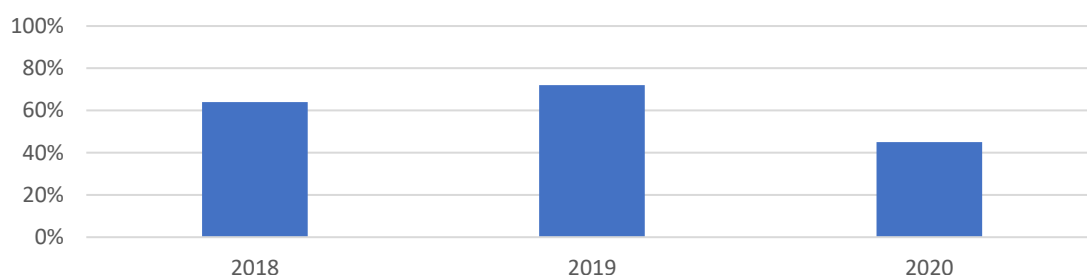


Until 2019, the Olympic Day diplomas were printed and sent to the NOCs that requested them. NOCs then distributed the diplomas to the participants. For environmental sustainability reasons, this was stopped and the NOC Olympic Day subsidy was increased to compensate for the amount that the IOC paid to print and deliver the diplomas.

When the IOC stopped sending out the printed diplomas, the percentage of NOCs that printed diplomas decreased, as the IOC encouraged NOCs to provide digital diplomas to their participants where possible. This question was removed after the 2020 edition.

Figure 24

NOCs that printed diplomas



4.2.11 Feedbacks from NOCs

At the end of the technical report, NOCs give their feedback on Olympic Day, on how it could be improved and on their expectations from the IOC. Over the years, some of the feedback is similar, the 5 most common pain points raised by NOCs through the feedback were identified as follows:

- **Date of the event - Challenging to organise activities on 23 June**
 - a. The competition schedule for other sports falls on the same date.
 - b. Weather is not adequate to host an event at that time of the year.
 - c. Schools are already closed at this time.
- **Funding – Difficulties in funding the event**
 - a. The USD 5,000 subsidy from IOC and OS is not enough and should be increased.
 - b. NOCs would like to receive an advance payment for this event.
- **Sponsors - Challenges to find sponsors**
 - a. Value in kind and monetary sponsorship are difficult to find.
 - b. NOCs face difficulties in reaching TOP sponsors.
 - c. IOC should help NOCs to establish contact with TOP sponsors.
- **IOC Resources - Not efficient**
 - a. Receive more promotional items.
 - b. Lack of digital design concept ready to be edited and adapted to each country.
 - c. Recommendations on how to measure the data and the impact.
 - d. Inform about IOC resources and campaign earlier in the year.
 - e. Review of the online forms as the current reporting categories do not cover all activities organised by NOCs.

- **Knowledge sharing between NOCs and best practices**
 - a. Share what is being done in other territories.
 - b. Share social media posts of the NOC to amplify activities.
 - c. Have a common themed Olympic Day.
 - d. Share best practices of other NOCs.

It is interesting to note that the pain points identified in the open feedback from NOCs are similar to the challenges highlighted by the technical report data analysis.

4.3 Comparison of 2021 Olympic Day application and technical report data

NOCs submit two surveys through the dedicated online platform. The pre-event survey is the application that provides estimated data on what NOCs are planning to organise, and the post-event survey is the technical report that provides information on what was actually organised by NOCs. The 2021 analysis will be based on the application received by 123 and the reports received by 117 NOCs. The difference is because 6 NOCs cancelled their events.

In the current application process, the minimum is done by the IOC in terms of data analysis when the application is received. Through this analysis, the aim is to confirm whether the data from the application is similar to the technical report, and to identify how the application data could be used to assist NOCs prior to Olympic Day.

As per Figures 25 and 26, there are no big discrepancies in the overall percentage of NOCs that organised Olympic Day specifically on 23 June and the duration of the event. More than 70% of the NOCs do not celebrate Olympic Day on a single day but spread it over several days or weeks. One recommendation would be to give more explanations to the NOCs on how to keep the date of 23 June as a highlight while organising several activities on the other days.

For example, some NOCs mentioned that their activities would already start before 23 June and what was suggested to them was to post on social media on 23 June the highlights of the activities they did during the week to amplify the movement on 23 June. Another NOC mentioned the opposite, that the activities only start after 23 June, and it was recommended that they promote their event on 23 June to get people excited and to emphasize the day of 23 June.

To meet the needs of the NOCs, the IOC should provide them with resources that could also be used before and after 23 June.

Figure 25

NOCs that organised an Olympic Day activity on 23 June specifically

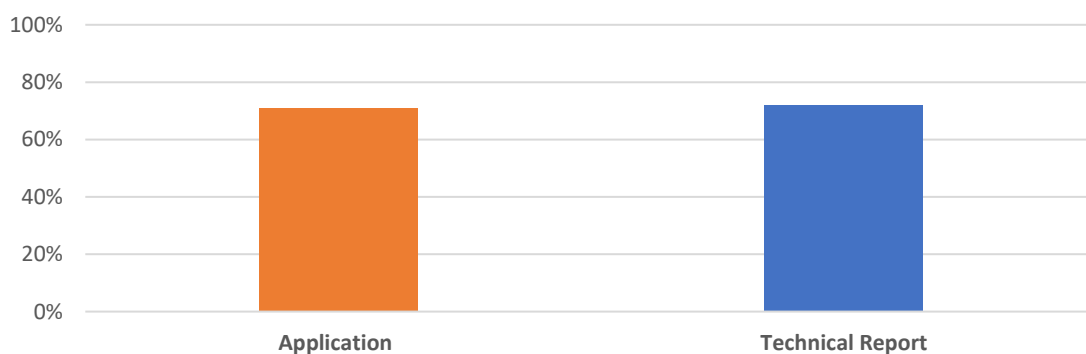
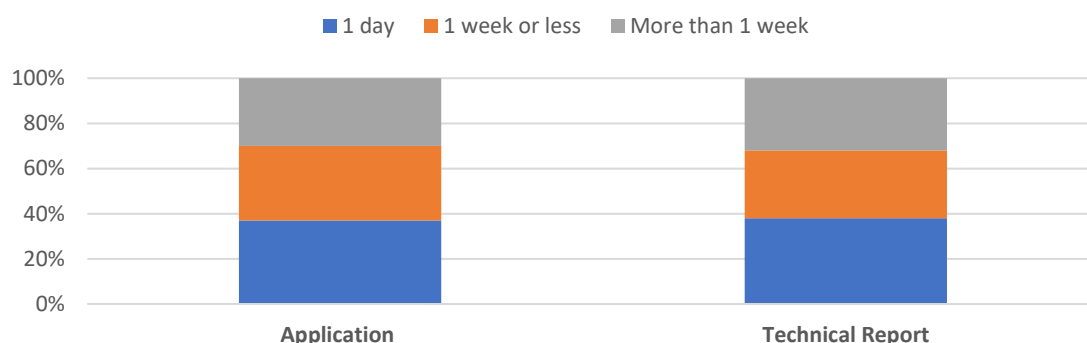


Figure 26*Duration of the event*

As shown in Table 4, there is a discrepancy between the result of the application and that of the technical report. In the application, the total number of participants was estimated at 3,667,963, while in the technical report it was 3,067,883. The estimated median number of participants per NOC in the application is of 1,000 participants while in the technical report it is 723 participants. All continents, with the exception of Oceania, show a discrepancy.

One of the reasons for this discrepancy is that it is difficult for NOCs to estimate the number of participants at the event as they do not necessarily have a measurement system in place. That is why the application numbers are exaggerated.

The limitation of this question is that NOCs only need to capture the estimated number of participants, but a question should be added on how they plan to measure the reach, and whether the estimated participants are for online or in-person activities.

The IOC's role is also to provide guidance to NOCs on the different ways to measure the number of participants and why it is important for the NOC to have this information before the event. NOCs should measure the estimated impact of Olympic Day on the territory, as this data could then be a competitive advantage in the search for sponsors, for example.

Table 4*Median number of participants per NOC*

	Africa	America	Asia	Europe	Oceania	Overall
Application	1000	700	2000	5000	600	1000
Technical Report	530	411	846	4120	592	723

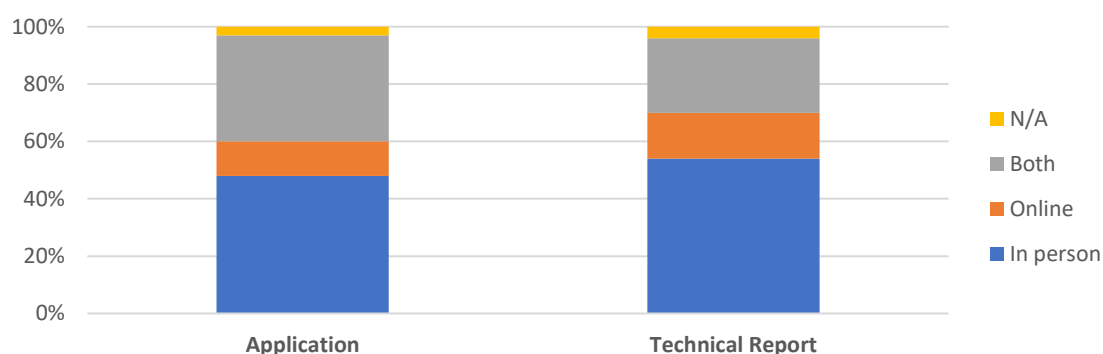
As shown in Figure 27, there is a slight discrepancy between the two sets of data regarding the format of the Olympic Day event intended to be used and the one actually used. This is to be expected, as in recent years COVID-19 restrictions frequently change in each territory and NOCs have to adapt to their realities.

However, the main trends remain the same and in both surveys NOCs organise activities mainly in person or in a mixed format and only a few organise a fully online event.

As this information is available before the event, the IOC could also use it to determine the trend to be followed each year. If most NOCs plan to organise an in-person event, resources in that direction should be created, and vice versa.

Figure 27

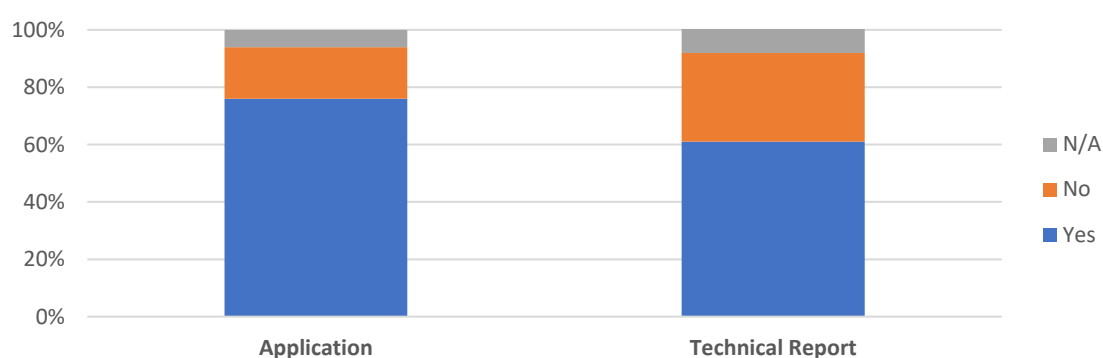
Format of the Olympic Day activities



As shown in Figure 28, 76% of the NOCs planned to link their activities to the Olympic Games, but this figure dropped to 61% of the NOCs that actually did so. This confirms that NOCs are interested in linking the promotion of the Olympic Games to their Olympic Day but do not have the opportunities or resources to do so, which may explain the decrease in the number of NOCs in the technical report.

Figure 28

NOCs that incorporated elements linked to the Olympic Games to their event



The activities organised under the three pillars as represented in Figures 29 to 31, are fairly consistent between the application and the technical report data.

This means that when NOCs fill in their application, their ideas for activities do not change drastically before the event and the data from the application could be used to write NOCs' stories about the activities they plan to organise and promote their activities before the event.

Through the application data, the IOC can already have a good idea of what NOCs will organise for Olympic Day.

Figure 29

NOC activities under the MOVE pillar

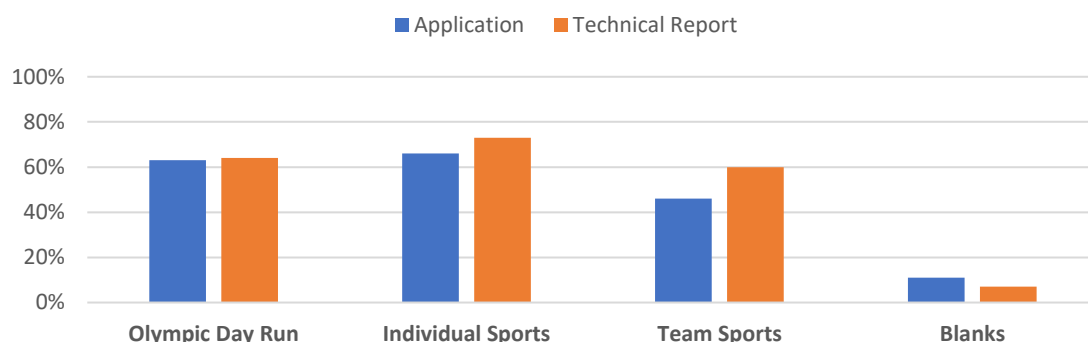


Figure 30

NOC activities under the LEARN pillar

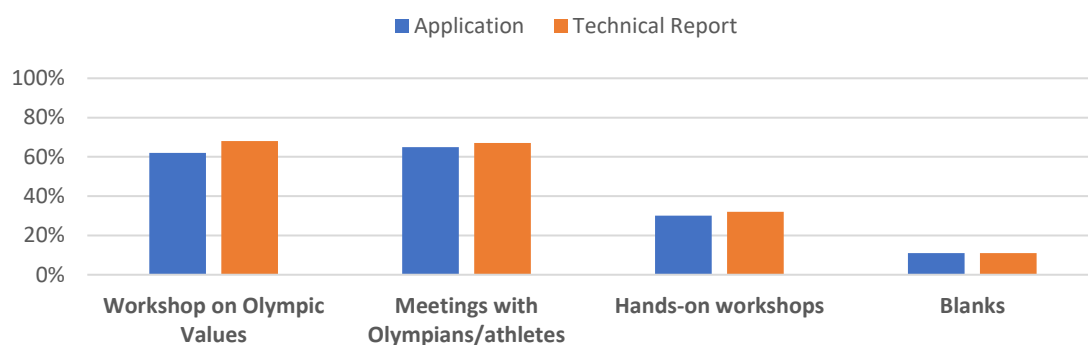
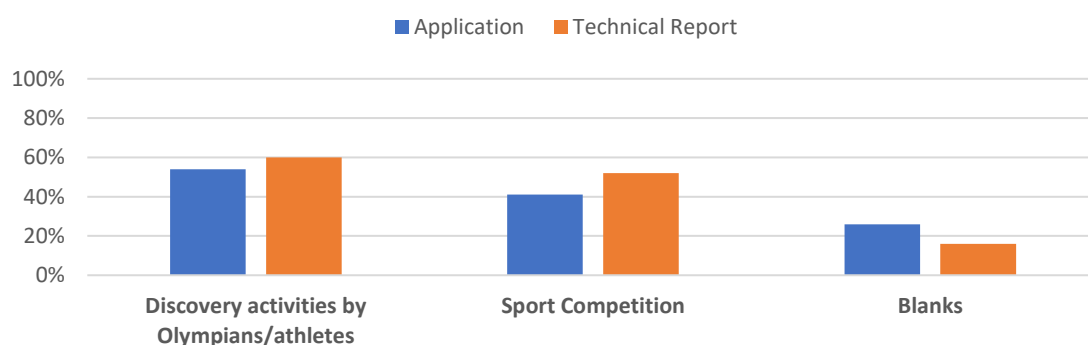


Figure 31

NOC activities under the DISCOVER pillar

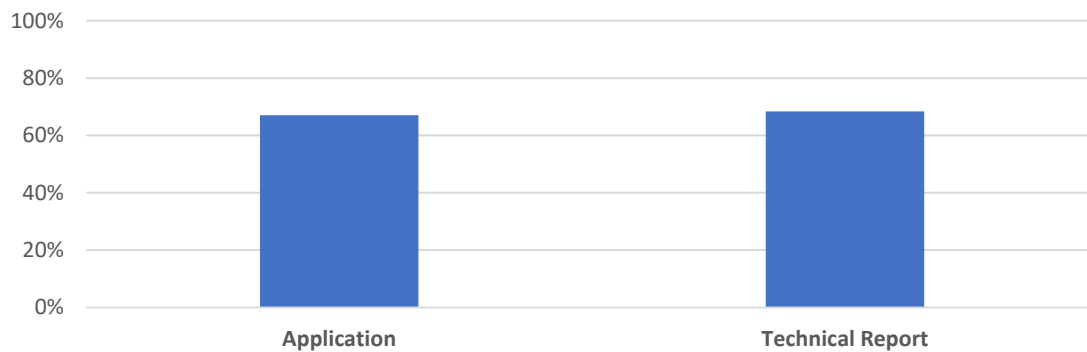


As already discussed in this project, sponsors are an important topic in the NOCs' Olympic Day activities. As per Figure 32, the percentage of NOCs who state that they will seek sponsors and those who actually do so are similar. Given that NOCs are already informing the IOC of the sponsors they will be using for Olympic Day at the application level, the sponsors that the NOCs are planning to integrate into their celebrations should be reviewed by the IOC NOC commercial team.

This would confirm that they are not in conflict with the rights of the TOP partners, and identify NOCs that do not have sponsors to see if they need any help or advice from the IOC.

Figure 32

NOCs that use sponsors for Olympic Day



As shown in Figures 33 to 36, no major discrepancies are identified regarding the communication channels used by NOCs. The IOC should ensure that it provides promotional material for the channels that are mainly used by the NOCs. This will allow for a more targeted communication campaign.

Figure 33

Media relations communication channel used by NOCs

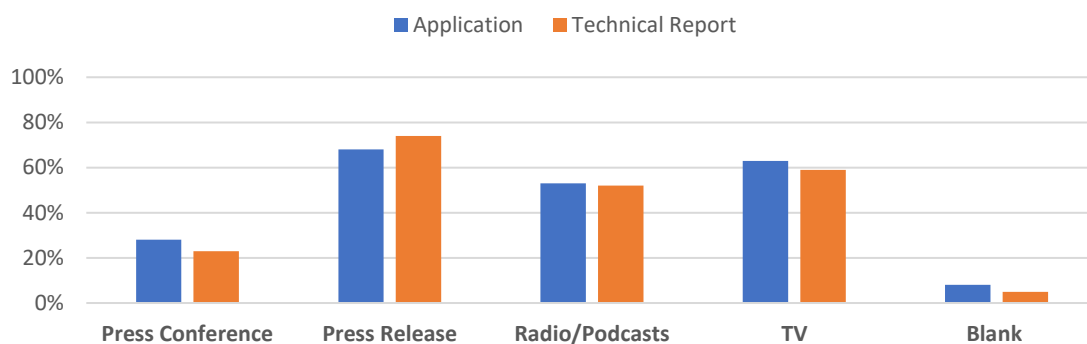


Figure 34

Print publications communication channel used by NOCs

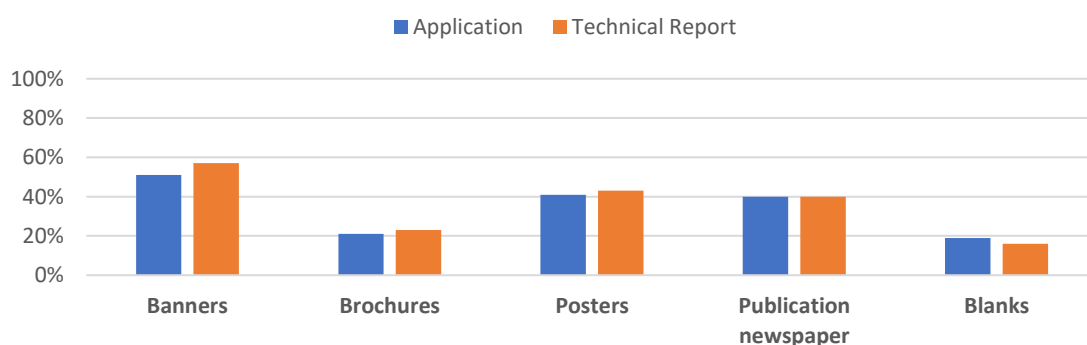


Figure 35

Digital media communication channel used by NOCs

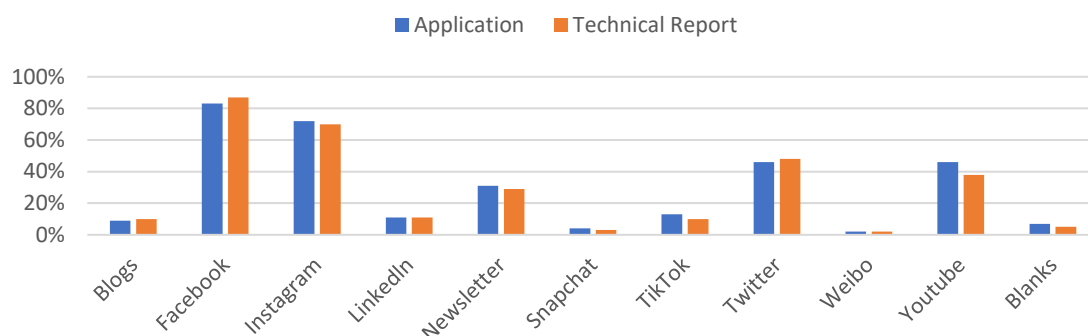
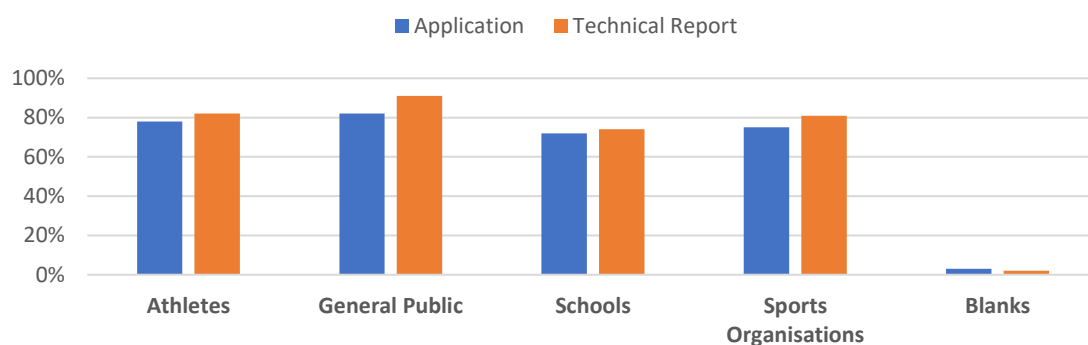


Figure 36

Target audience for NOC communication



According to this comparison of the 2021 Olympic Day forms, the data from the application and the technical report are quite similar with a small margin of difference. This confirms that the application data is reliable and means that it can be used by the IOC to :

- Analyse the application data each year to identify when and how NOCs plan to organise their activities, and the main trends of the year.
- Prepare Olympic Day publications based on the application data. As the data from the technical report is only received in September, it is useful to know that the data from the application can be used in publications just after Olympic Day without taking too much risk on the veracity of the data.
- Ensure that the resources are relevant and ready in time to assist the NOCs in their organisation. NOCs mentioned that sometimes IOC resources arrived too late to be integrated into the event.








As the Olympic Day application is launched on RELAY at the end of March. One recommendation would be to launch the application earlier, at the end of January, to give more time to the NOCs to send in their application and the IOC to properly analyse the data and take the necessary actions.

5. Recommendations

Taking into account the needs and challenges of the NOCs that were mapped throughout this project, it was possible to identify what the IOC is already doing that works, what is already being done that needs to be improved or cancelled, and what opportunities exist for the future. On this basis, four main recommendations for implementation were identified. They are listed below, together with the different actions to be taken to achieve them.

5.1 Ameliorate internal communication

Value the communication within different IOC departments and follow a common and coherent approach to communicate to NOCs.

Priority	Action	Lead	Resources	Timescales	Critical success factors
1	Share data and report of NOC Olympic Day activities through: <ul style="list-style-type: none"> Internal debrief meeting with working group. Townhall to the whole IOC. 	Margaux Kaltenbacher	 ¹  ²  ³	Jul. 2022	<ul style="list-style-type: none"> Access to information facilitated. Be the reference at the IOC in term of Olympic Day for NOC activities. Other IOC department to share information provided with their stakeholders (TOP, IF, OCOG, World Olympians Association, Athletes,...).
2	Map the different IOC departments and stakeholders involved in the project. <ul style="list-style-type: none"> Set clear needs, roles and responsibilities. 	Margaux Kaltenbacher		Aug. 2022	<ul style="list-style-type: none"> Create and share a document outlining ways IOC departments and stakeholders can support Olympic Day. Ensure that it is understood and validated by all parties involved.
3	Create an internal Olympic Day working group: <ul style="list-style-type: none"> Develop partnerships and a community within the IOC. Define a clear strategy and timeline for the next Olympic Day. 	Margaux Kaltenbacher	 ¹  ²  ³	Sept. 2022	<ul style="list-style-type: none"> Schedule meeting once a month until the end of 2022. Record attendance and participation. Each IOC department to provide an activity update at each meeting.









¹ Staff Availability

² Time







³ Space

5.2 Ameliorate external communication



Set up a means of communication where the NOCs can have a global vision of the project rather than only a national one.


Priority	Action	Lead	Resources	Timescales	Critical success factors
1	Have Olympic Day workshops with NOCs each year before Olympic Day to: <ul style="list-style-type: none"> • Share global strategy and campaign. • Present Toolkit and explain available opportunities. • Educate and advise NOCs on different areas. 	Margaux Kaltenbacher	  	May 2023	<ul style="list-style-type: none"> • Collective performance and processes improved. • Create cohesion and build a sense of community. • Measure NOC participation and engagement rate. • Be the reference within NOC community in terms of Olympic Day for NOC activities.
2	Have Olympic Day workshops after Olympic Day to: <ul style="list-style-type: none"> • Share Olympic Day highlights and NOC activities. • Inform of next year's direction. • Select targeted NOCs to present their expertise. 	Margaux Kaltenbacher	  	Oct. 2022	<ul style="list-style-type: none"> • Build a sense of community. • Fulfil NOCs' need of recognition and value their actions. • Co-create the products. • NOCs can benefit from the experiences and know-how of identified NOCs. • Measure NOC participation and engagement rate.
3	Contact all IOC stakeholders and ask them to post about Olympic Day on 23 June: <ul style="list-style-type: none"> • Provide them with a template message. • Ask them to post it on their social media. • Ask their followers to do the same. • Send newsletter to encourage to join the celebrations. 	Margaux Kaltenbacher	 	Jun. 2023	<ul style="list-style-type: none"> • Check posts on 23 June to see if stakeholders have joined the movement. • The IOC will repost content posted by stakeholders. • The spirit of Olympic Day is spreading around the world.

5.3 Review of the Olympic Day forms and resources

Priority	Action	Lead	Resources	Timescales	Critical success factors
1	Review application and technical report forms: <ul style="list-style-type: none"> • Implicate relevant IOC departments. • Review identified limitations and suggestions. 	Margaux Kaltenbacher	  	Dec. 2022	<ul style="list-style-type: none"> • Questions meet the needs of the IOC departments and data is used for analysis. • Easier to analyse data received from NOCs.
2	Review the resources provided by the IOC and ensure that they are linked to the needs of the NOC: <ul style="list-style-type: none"> • Easy to use. Adaptable to all territories. • Promotional items to be shared with stakeholders. • Templates and checklists to be provided to NOCs. 	Margaux Kaltenbacher		Dec. 2022	<ul style="list-style-type: none"> • Measure the extent to which resources have been used by NOCs. • Ensure that unstable territories with few resources are able to easily organise using the checklist and templates provided. • Requesting feedback from NOCs.
3	Make all the resources and forms available earlier in the year to allow NOCs more preparation time.	Margaux Kaltenbacher	 	Jan. 2023	<ul style="list-style-type: none"> • 2023 forms and resources to be available online by end of January 2023

5.4 Innovation of current Olympic Day

Priority	Action	Lead	Resources	Timescales	Critical success factors
1	Integrate a new overarching pillar: <i>Together for a better world.</i> <ul style="list-style-type: none"> • Participation for a clear purpose by giving people a reason to care, to share and to take part. • Rally the global Olympic Movement to create engagement and acquisition. 	Margaux Kaltenbacher	 	Jun. 2022	<ul style="list-style-type: none"> • Concept validated by IOC directors. • Concept integrated into the Olympic Day internally and by stakeholders. • Consultation with a sample of NOCs to get their opinion on the idea. • NOCs can more easily categorise their activities.

2	<p>Introduce an annual theme as a common global thread.</p> <ul style="list-style-type: none"> • Ask all IOC stakeholders to join the annual theme. • Create common messaging, visual identity, digital assets and content. 	Margaux Kaltenbacher		Jun. 2022	<ul style="list-style-type: none"> • Concept validated by IOC directors. • Concept integrated into the Olympic Day internally and by stakeholders. • Annual theme selected and amplified each year. • NOCs recognise that they are contributing to a global event, not just a local one. • Create awareness and visibility of Olympic Day.
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6. Conclusion

Through this in-depth review of the Olympic Day project, the objectives of the research were achieved. Challenges and weaknesses were identified, survey questions that need to be readjusted were pointed out, trends in Olympic Day activities were discussed and recommendations on what to start implementing were proposed.

The main challenges and weaknesses from the Olympic Day project were:

- The collaboration with TOP Partners and access to funding.
- Missed internal and external communication opportunities.
- The current project format is not adapted to the new world.
- Resources provided by the IOC do not cover the needs of the NOCs.
- The event is celebrated in many territories but there is no sense of global belonging.
- A few survey questions provide no useful insights while useful data could be collected and is not currently being collected.

Recommendations have been made to improve the pain points identified above, and the main improvements that will be achieved through implementation are as follows:

- Innovate Olympic Day with the introduction of the new pillar **“Together for a better world”** and the annual theme which will create a common thread.
- Have an internal IOC working group to align on the Olympic Day message, have a coherent strategy and campaign.
- Have resources that target the needs of the NOCs and help them in the organisation of their Olympic Day.
- Organise workshops with the NOCs to further integrate them into the project, get their buy-in and improve communication.
- Review form questions to ensure that the right questions are asked to identify the needs of the NOCs.

Through these implementations, the IOC will strengthen its role in improving coordination and providing diversified services to the NOCs. The IOC will promote the event at world level, while the NOCs will be responsible for national promotion. This will result in making the celebration of Olympic Day consistent worldwide and give a sense of community for NOCs and participants.

The actions of both entities will then be complementary with the sole aim of serving a common mission and objectives as outlined in Agenda 2020+5.

The implementation of the above recommendations is a first step, and the Olympic Day process should be reassessed every year. The needs of the NOCs evolve over the years and, in order to meet the right requirements, it is important to always base the Olympic Day strategy on the needs based on the NOC data, rather than on assumptions.

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8. Abstract

8.1 Abstract in English

Olympic Day has been celebrated every 23 June since 1948. It is a day to connect across five continents and an opportunity to encourage people to get together, be active, learn about the Olympic values and discover new sports. It is the only International Olympic Committee (IOC) event that takes place every year and involves the general public, both sporting and non-sporting, in around 150 territories, bringing together a total of more than 3 million participants per year.

At the IOC, the NOC Relations department, specifically the NOC Information Services & Projects Unit, has a role to play in ensuring that through the resources offered to NOCs, the needs of the latter are met, thus guaranteeing the smooth running of the event and the promotion of the Olympic spirit and values throughout the world.

Since 2008, there has not been a thorough review of the current Olympic Day process. This research aims at reviewing NOC data from 2018 to 2021 in order to:

- Identify the current Olympic Day activities' trends over the past few years.
- Identify NOCs challenges in hosting Olympic Day.
- Identify NOCs' weaknesses and ways of supporting the development of the Olympic Movement in their territory through Olympic Day activities.
- Identify survey questions that are irrelevant or need adjustments to ensure that the resources meet the needs of NOCs.

To this end, the data from the technical report that NOCs completed from 2018 to 2021 was analysed in depth, a comparison between the 2021 application and technical report data was conducted, and NOCs that had not hosted an Olympic Day in recent years were contacted and interviewed.

Through the results obtained from the data analysis and the interviews, it was possible to identify the real common needs of the NOCs, and to provide recommendations on the implementation of new actions and strategies to be applied in the current Olympic Day process in order to enhance NOC activities and the IOC resources made available to them.

The final objective is to implement all the recommendations provided through this research in order to fulfil both the needs of the NOC and the mission and objectives of the IOC NOC Relations department.

8.2 Abstract in French

La Journée olympique est célébrée tous les 23 juin depuis 1948. C'est une journée pour se connecter à travers les cinq continents et une occasion d'encourager les gens à se réunir, à être actifs, à apprendre les valeurs olympiques et à découvrir de nouveaux sports. C'est le seul événement du Comité International Olympique (CIO) qui se déroule chaque année et implique le grand public, sportif et non sportif, dans environ 150 territoires, rassemblant au total plus de 3 millions de participants par an.

Au sein du CIO, le département des relations avec les CNO, plus précisément l'unité des services d'information et des projets des CNO, a pour rôle de veiller à ce que, grâce aux ressources offertes aux CNO pour cet événement, les besoins des CNO soient satisfaits afin d'assurer le bon déroulement de cette manifestation et de l'utiliser comme un événement amplificateur pour promouvoir l'esprit et les valeurs olympiques dans le monde entier.

Dans la structure actuelle, depuis 2008, il n'y a pas eu de révision approfondie du processus actuel de la Journée olympique. Cette recherche vise à analyser les données des CNO de 2018 à 2021 afin de répondre aux besoins ci-dessous:

- Identifier les tendances des activités actuelles de la Journée olympique au cours des dernières années.
- Identifier les défis des CNO dans l'organisation de la Journée olympique
- Identifier les faiblesses des CNO et les moyens pour soutenir le développement du Mouvement olympique sur leur territoire par le biais des activités de la Journée olympique.
- Identifier les questions des formulaires qui ne sont pas pertinentes ou qui nécessitent des ajustements afin de garantir que les ressources répondent aux besoins des CNO.

À cette fin, les données du rapport technique que les CNO ont rempli de 2018 à 2021 ont été analysées en profondeur, une comparaison entre les données de la demande de 2021 et celles du rapport technique a été effectuée, et les CNO qui n'avaient pas organisé de Journée olympique ces dernières années ont été contactés et interviewés.

Grâce aux résultats obtenus à partir de l'analyse des données et des interviews, il a été possible d'identifier les véritables besoins communs des CNO, et de fournir des recommandations sur la mise en œuvre de nouvelles actions et stratégies à appliquer dans le processus actuel de la Journée olympiques afin d'améliorer les activités des CNO et les ressources du CIO mises à leur disposition.

L'objectif final est de mettre en œuvre toutes les recommandations fournies par cet essai afin de répondre à la fois aux besoins des CNO et à la mission et aux objectifs du département des relations avec les CNO du CIO.

9. Appendices

9.1 Application form 2021

Event Date: *Start Date / End Date* : [Calendar field]

Venue(s) (*list all cities/regions*) : [Free text field]

Estimated number of participants for Olympic Day: [Number field]

Options: ☐ In person ☐ Online

Do you plan to incorporate elements linked to the Summer Olympic Games Tokyo 2020 and the Winter Olympic Games Beijing 2022 into Olympic Day? Yes | No

According to the three Olympic Day pillars "Move, Learn and Discover", please indicate which of these themes/activities you intend to develop in your event:

Move: ☐ Individual sports ☐ Olympic Day Run ☐ Team sports

Learn: ☐ Hands-on workshops ☐ Meetings with Olympians/athletes ☐ Workshop on Olympic Values

Discover: ☐ Discovery activities by Olympians/athletes ☐ Sport competition

Communication channels

Media Relations

☐ Press conference ☐ Press release ☐ Radio/ Podcasts ☐ TV ☐ Other (please specify)

Print Publications

☐ Banners ☐ Brochures ☐ Posters ☐ Publication in newspaper ☐ Other (please specify)

Digital Media

☐ Blogs ☐ Facebook ☐ Instagram ☐ LinkedIn ☐ Newsletter ☐ Snapchat ☐ TikTok
☐ Twitter ☐ Weibo ☐ Youtube ☐ Other (please specify which one)

Communication target audience

☐ Athletes ☐ General Public ☐ Schools ☐ Sports Organisations ☐ Other (please specify)

For each of the selected above target audiences please specify which channel was used: [Free text field]

Do you intend to use partners? Yes | No

Please state the names of the partners and describe their involvement or explain why no partners are involved: [Free text field]

9.2 Technical report form 2021

Event Date: *Start Date / End Date* : [Calendar field]

Total number of participants (Please indicate the number per category)

Children category (0-14): Male [Number field] | Female [Number field] | Total [Number field]

Youth category (15-24): Male [Number field] | Female [Number field] | Total [Number field]

Adult category (25-60): Male [Number field] | Female [Number field] | Total [Number field]

Senior category (60+): Male [Number field] | Female [Number field] | Total [Number field]

Disabled: Male [Number field] | Female [Number field] | Total [Number field]

Total: Male [Number field] | Female [Number field] | Total [Number field]

Who did you invite to Olympic Day? (Please list all the sports officials - name and title)

Athletes [Free text field] | Olympians [Free text field] | IOC Members [Free text field] | Other (Government, NOC Board Members, etc.): [Free text field]

Options: ☐ In person ☐ Online

Was Olympic Day organised in different cities/ venues? Yes | No

Where was it organised? [Free text field]

Did you incorporate elements linked to the Olympic Games Tokyo 2020 and Beijing 2022 into Olympic Day? Yes | No

Move

Please tick all the sports activities organised and include a brief description of the events.

☐ Individual sports ☐ Olympic Day Run ☐ Team sports

Learn

Please tick each educational activity

☐ Hands-on workshops ☐ Meetings with Olympians/athletes ☐ Workshop on Olympic Values

Discover

Please tick all sports introductions-to, traditional sports introductions-to, etc. and include a brief description.

☐ Discovery activities by Olympians/athletes ☐ Sport competition

Partners

Please tick relevant boxes and specify which of these partners you worked with.

- ☐ Airbnb ☐ Alibaba Group ☐ Allianz ☐ ATOS ☐ Bridgestone ☐ Coca-Cola ☐ Deloitte
☐ Intel ☐ Omega ☐ Panasonic ☐ Procter & Gamble ☐ Samsung ☐ Toyota ☐ Visa

Other partners support (nature of the partnership)

Please tick relevant boxes and specify which other partners you worked with.

- ☐ Commercial partners ☐ Governmental organisations ☐ International Federations
☐ Local Associations ☐ National Federations ☐ National Olympic Academy
☐ National Paralympic Committee ☐ NGOs ☐ Other

Communication channels

Media Relations

- ☐ Press conference ☐ Press release ☐ Radio/ Podcasts ☐ TV ☐ Other (please specify)

Print Publications

- ☐ Banners ☐ Brochures ☐ Posters ☐ Publication in magazines/ newspaper
☐ Other (please specify)

Digital Media

- ☐ Blogs ☐ Facebook ☐ Instagram ☐ LinkedIn ☐ Newsletter ☐ Snapchat ☒ TikTok
☐ Twitter ☐ Weibo ☐ Youtube ☐ Other (please specify which one)

Communication target audience

- ☐ Athletes ☐ General Public ☐ Schools ☐ Sports Organisations

Resources

Please tick below the IOC resources used by your NOC to organise Olympic Day

- ☐ Toolkit ☐ Diplomas in various languages ☐ Activity Sheets ☐ Olympic Day Logos and Holding Shapes ☐ IOC President's Text Message ☐ IOC President's Video Message ☐
Additional Videos ☐ Other, please specify which one

Prizes awarded by your NOC: Please list all prizes awarded to participants (e.g. medals, certificates):
[Free text field]

Your feedback: Please add any comments or recommendations you might have on Olympic Day to help us improve. [Free text field]