

**The XVIII Olympic Winter Games**  
**Official Report**

**I**

**Planning and Support**

**Official Report of the XVIII Olympic Winter Games**  
**Vol. I Planning and Support**

Published by: The Organizing Committee for the XVIII  
Olympic Winter Games, Nagano 1998 (NAOC)  
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Graphic design: Landor Associates International Limited

Layout: Urban Translation Inc.

Printing: Toppan Printing Co., Ltd.

 This publication was subsidized by promotional funding  
from the Japan Keirin Association.


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ISBN 4-7840-9825-9 (Vol.I), ISBN 4-7840-9826-7 (Vol.II), ISBN 4-7840-9827-5 (Vol.III)



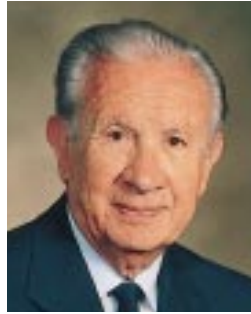
One world – a balloon representing the earth carries aloft hopes for peace and unity at the Opening Ceremony of the Nagano Games



**The Nagano Olympic Games  
are a link to the 21st century,  
inspiring our search for wisdom for the new era,  
respect for the beauty and bounty of nature,  
furtherance of peace and goodwill.  
Friends worldwide are welcome to share,  
in the spirit of competition and fair play,  
the joys and glory  
of the XVIII Olympic Winter Games**

**Vision for the Nagano Games**

Early morning sunlight illuminates the mountains of Hakuba (background) and the peaked roof of the M-Wave speed skating arena in Nagano City.



On behalf of the Olympic Movement, I am pleased to introduce the Nagano Olympic Organizing Committee's (NAOC) Official Report on the XVIII Olympic Winter Games in Nagano in 1998. I would also like to take this opportunity once again to convey my sincere congratulations to NAOC for having presented to the world the best organization in the history of the Olympic Winter Games.

After the Games of the XVIII Olympiad in Tokyo in 1964 and the XI Olympic Winter Games in Sapporo in 1972, Japan again earned the honour and privilege of organizing the XVIII Olympic Winter Games in Nagano from 7 to 22 February 1998. Olympism has been firmly established in Japan since 1912 and its development has been crowned with success over the decades thanks to the dynamism of the National Olympic Committee and the support of the IOC members.

Japan is a country with a long sporting heritage in which traditional sports such as sumo and judo are practised alongside all the sports of the modern age. In addition to sporting traditions, during the Games in Nagano, the people of the world were invited to experience the beauty of the Japanese cultural traditions.

According to the principles of the Olympic Charter, the mission of the Olympic Movement is to contribute to building a peaceful and better world through sport and the Olympic ideal. This principle was echoed in all aspects of the XVIII Olympic Winter Games, from the United Nations resolution on observance of the Olympic Truce which was introduced by Japan, co-sponsored by a record number of member states, and adopted by the General Assembly, to the Nagano Peace Appeal, the concern shown for the environment, friendly nature of the competitions, and the tremendous contribution of the thousands of volunteers.

The city of Nagano, traditionally one of Japan's best loved resorts for winter sports, is now a state-of-the-art centre for sports training and practice. Indeed, NAOC made enormous efforts to ensure the success of the Games and receive the Olympic family with the hospitality for which Japan is famous. The construction of the "M-Wave" sports palace, the "White Ring" skating rink with its exquisite architecture, the "Hokuriku Shinkansen" high-speed train line and many other infrastructural features make Nagano a modern Olympic city in the service of international sport. The investments made by the state, the prefecture and the city will undoubtedly bring a long-term benefit.

These last Olympic Winter Games of the 20<sup>th</sup> century have therefore left a shining memory for the millions around the world who were able to share the excitement, and they are depicted in this voluminous report prepared by the Organizing Committee for the XVIII Olympic Winter Games in Nagano.

Juan Antonio Samaranch  
Marqués de Samaranch  
President of the IOC



To the enthusiastic applause of 50,000 spectators in the stadium, including the heads of state of some 20 countries, and with a television audience of millions worldwide, His Majesty the Emperor declared the XVIII Olympic Winter Games open in Nagano on February 7, 1998.

Seventy-two National Olympic Committees sent more than 2,300 athletes to compete in sixty-eight events in seven sports, making these Nagano Games the largest Olympic Winter Games in history. Over sixteen stirring days, more than 1,440,000 enthusiastic fans filled the venues and packed the ski slopes, and billions more around the world followed the unfolding spectacle of one of the greatest sports festivals on earth.

These were the first Olympic Winter Games in over twenty-six years to be held in Asia. At the Organizing Committee, we celebrated along with the rest of the country the successes of Japanese athletes. More than this however, we are proud that we were able to realize our dream of welcoming the world to our home – we will treasure forever the friendships that we made. Much of the credit for the success of the Games must go to the 32,000 enthusiastic volunteers, and thousands of other supporters, who gave so much of their time and energy.

The Nagano Games received the highest praise from His Excellency Juan Antonio Samaranch and many other quarters, and the International Olympic Committee has presented the citizens of Nagano with the Olympic Cup in symbolic and eternal recognition of their achievement.

These, the last Olympic Winter Games of the 20<sup>th</sup> century, were truly a “Games from the Heart” based on a foundation of love and participation. The three themes that we selected to guide every facet of the Games were the “participation of children”, “homage to nature”, and “festival of peace and friendship”. We are delighted that these goals were fully achieved. Through the “Nagano Olympic Peace Appeal” the people of Nagano sent a message of hope to the world for a new century without war, a message that sports can unite the world in peace and friendship. We are sure that our friends in Salt Lake City will keep the flame of peace alight.

Our profound thanks go to the International Olympic Committee, National Olympic Committees, International Federations, Media, and Sponsors – all the members of the worldwide Olympic Family. To all our supporters across the country as well, we humbly thank them for their invaluable encouragement over the years.

As a record of the emotion and excitement of the twelve years since Nagano first began its quest to host these Games, and as a guide for organizing committees of the future, we sincerely hope that the reader will find this official report to be a stimulating and forthright account of the dedicated efforts of thousands of people.

斎藤英四郎

Eishiro Saito  
President of NAOC

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LES XVIIIES JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



1  
Goals for the Games

NAGANO 1998

## Overview – Goals for the Games

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The XVIII Olympic Winter Games were held in Nagano City and four surrounding towns and villages over a sixteen-day period from February 7 – 22, 1998. Following the Tokyo Games of 1964 and the Sapporo Games in 1972, the Nagano Games were the second Olympic Winter Games and the third Olympic Games overall to be held in Japan.

Located near the geographical centre of the Japanese archipelago at 36°38'45" N latitude, Nagano City is the nearest to the equator the Olympic Winter Games have ever been held. Surrounded by the mountains of the Japan Alps soaring to 2,000 and 3,000 metres, Nagano is often called the "Roof of Japan" and is blessed with spectacular vistas and rich natural resources.

### Festival of Sport

From seventy-two countries and regions around the world, 4,638 athletes and team officials gathered in Nagano for the last and largest Olympic Winter Games of the century. With the official debut on the Sports Programme of curling, snowboard, and women's ice hockey, athletes competed in a total of sixty-eight events in seven sports. Professional players from the

National Hockey League took part for the first time in the Olympic Winter Games, helping to make the Nagano hockey competition truly a "dream" tournament.

Great care was taken in preparing venues and facilities in order to provide the athletes with the best possible conditions in which to compete. They responded by setting seven new world records and sixteen Olympic records. Poor weather forced changes in the scheduling of some alpine ski events, but the remarkable cooperation of athletes, officials, and support staff helped to overcome these delays and all events were completed.

For athletes from the host nation, it was their most successful Olympic Winter Games ever. Led by speed skater Hiroyasu Shimizu, Kazuyoshi Funaki and others of the ski jumping team, freestyle skier Tae Satoya, and short track specialist Takefumi Nishitani, Japanese athletes won five gold medals and ten medals in total, capturing the hearts and imaginations of their countrymen. This unprecedented success added much to the mood of celebration and festivity in the streets.

Surrounded by "Snowchildren", anti-personnel landmine activist Chris Moon runs into the stadium with the Olympic torch during the Opening Ceremony.





## Goals for the Nagano Games

With the ideals of “respect for the beauty and bounty of nature” and “furtherance of peace and goodwill” embodied in the Vision for the Nagano Games, NAOC planned the Games around the concept “Games from the Heart – Together with Love”, and set three fundamental goals for realizing this:

1. Participation of Children
2. Homage to Nature
3. Festival of Peace and Friendship

A variety of innovative programmes were introduced to encourage the participation of children. For the first time at the Olympic Winter Games a youth camp officially approved by the IOC was held, and was attended by 217 youths from 51 countries. Furthermore, all children’s tickets to sports events were half price,

and 100,000 tickets were reserved exclusively for children. Thousands of children experienced the excitement of the Games firsthand and many had opportunities for exchange and discussion with the athletes. Through this, they amassed treasured memories of peace and goodwill to last their lifetimes as they lead us into the next century.

For the Winter Games, coexistence with nature takes on particularly strong significance, and respect for the beauty and bounty of nature was given priority at every stage in preparing for the Nagano Games. For example, the bobsleigh/

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## ■ The Nagano Games at a Glance

1. Period	February 7 - 22, 1998
2. Sports and Events	7 sports: Skiing, Skating, Ice Hockey, Biathlon, Bobsleigh, Luge, Curling 68 events
3. Host City	Nagano City, Japan
4. Host Sites	Nagano City, Hakuba, Yamanouchi (Shiga Kogen), Karuizawa, Nozawa Onsen
5. Countries and Regions	72 NOCs
6. Participants	
Athletes	2,305
Team Officials (incl. 869 Extra Officials)	2,333
Media	8,329
7. Operations Staff	
NAOC	995
ORTO	2,919
Competition Officials	3,570
Self-Defense Forces personnel	2,169
Support Staff from Host Sites	1,834
Volunteers	32,579
TOTAL	44,066
8. Spectators at Venues	1,442,700

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luge track was the first of its kind in the world to feature two uphill sections that followed the natural contours of the mountain, and used no environmentally-damaging freon gas for ice making. The biathlon venue planned for the village of Hakuba was moved to Nozawa Onsen after environmental assessments discovered the nests of rare goshawks protected under the Washington Convention at the original site. The priority given to nature conservation was also evident in the implementation of comprehensive tree planting and topsoil restoration projects, and in the extensive utilisation of low-pollution vehicles. Further proof of the commitment to the environment by NAOC and the people of Nagano was provided by the issue of the start point for the men's alpine downhill event; while recognizing the desire of the International Ski Federation (FIS) to raise the start point to provide the most challenging course possible, NAOC was com-

mitted to protecting the fragile ecosystem of the national park class one special zone above the course. A compromise solution was reached and the issue successfully resolved only two months before the start of the Nagano Games.

The promotion of peace is one of the fundamental goals of the modern Olympic Games, and the IOC and NAOC worked together closely to further this cause. In November 1997, the United Nations adopted an "Olympic Truce" calling for the cessation of all armed conflict during the Nagano Games. Though the threat of conflict loomed, ultimately the truce was upheld and hostilities avoided. As well, in cooperation with various private groups, NAOC launched the "Nagano Olympic Peace Appeal" to raise funds in support of various causes, including the worldwide call to ban anti-personnel landmines.



The Slovakian and Slovenian delegations enter the stadium during the Opening Ceremony.



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## Friendly and Efficient Games Operations

A warm welcome was extended to athletes, officials, and other visitors from around the world. To support Games operations, the latest and most reliable technology and methods were utilised. Extensive use of high technology in broadcast and information transmission, communications, weather forecasting, transportation, security, and medical systems played a vital role in the smooth running of the Games. Technical cooperation from Sponsors also helped ensure that the goal of staging a high tech Games was achieved.

As one example of new technology, a new system combining the “Olympic Identity Card” and “Accreditation Card” into one card was introduced that effectively reduced processing time without compromising access control. For athletes and officials, tired after the long journey to Japan, the quick and smooth immigration and accreditation procedures were a highly welcome development.

Though some transportation services and accommodation facilities may have been simple, the genuine and sincere hospitality offered to all helped to overcome any difficulties in language or custom. Games information was available in French and English through the official newspaper, the Info’98 system, and the Internet, all of which earned high praise for their easy to understand style and user-friendly format.

The last word of thanks and a well-deserved round of applause must go to the volunteers and people of Nagano and Japan. Without their invaluable support, and that provided every step of the way by the City and Prefecture of Nagano, the police, the Self-Defense Forces, and thousands of other organizations and individuals, the Nagano Olympic Winter Games could not have been the unqualified success they ultimately proved to be.



Planting trees at Snow Harp (Oct. 1996, Hakuba)

The Second Secretary of the Norwegian Embassy interacts with the children of Shiozaki Elementary School in the “One School, One Country” programme.



## Peace Appeal

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In keeping with the Nagano Games' goal of hosting a "festival of peace and friendship" NAOC launched the Nagano Olympic Peace Appeal to invite people everywhere to share in the Olympic Spirit and advance the cause of universal peace. Thousands joined hands to help spread the message of peace, and through their efforts, a ring of goodwill was created that encircled the globe and extended aid to those in less fortunate regions.

### The "Olympic Truce"

A "Nagano Olympic Winter Games Truce" resolution calling on all warring parties to cease hostilities during the period of the Nagano Games was presented to the General Assembly of the United Nations, and unanimously adopted on November 25, 1997. Revived by the IOC from ancient Olympic tradition, the truce resolution was presented to the United Nations on NAOC's behalf by the government of Japan, and co-signed by a record 178 countries in all. During the Nagano Games, though the threat of armed conflict loomed, ultimately the truce was upheld and hostilities avoided. By drawing attention to issues of war and famine, a symbolic message of peace for the coming century was delivered from Nagano to the world.

1997 Nobel Peace Prize recipient Jody Williams of the International Campaign to Ban Landmines (ICBL) speaks out for world peace during the Nagano Olympic Peace Appeal.

### Support for Campaign to Ban Anti-Personnel Landmines

In cooperation with the Japanese Olympic Committee, the Shinano Mainichi Daily Newspaper, the Association to Aid Refugees, and various other groups, NAOC established a steering committee to develop programmes to support the campaign to ban anti-personnel landmines. A variety of projects, events, and exhibitions were held prior to and during the Nagano Games to raise money for groups working to remove an estimated 120 million landmines buried in 71 countries, and to aid the more than 2,000 victims injured or killed by landmines every month around the world.

Out of the monies raised, a total of US\$500,000 will be donated to various humanitarian organizations, including US\$50,000 donated in March 1998 to the British-based NGO Halo Trust to help continue its work in Cambodia. Other contributions have been directed through the Olympic Harmony Fund set up by the City of Nagano to aid children in poverty-stricken and war-ravaged countries by providing them with basic educational materials and sports equipment.

### Torch Relay

At the climax of the Opening Ceremony, British anti-landmine activist Chris Moon ran into the stadium as one of the final torchbearers. Since losing his right arm and leg while deactivating a landmine in Africa, Moon has worked to raise awareness of the plight of landmine victims by running in numerous marathons every year. His entrance into the stadium surrounded by the children of Nagano sent a powerful message of peace to the world, and was one of the defining moments of the Nagano Games.



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## Charity Peace Walks

On February 1, IOC President Juan Antonio Samaranch and Nobel Peace Prize laureate Jody Williams joined 1,600 citizens in a fund-raising charity walk through the streets of Nagano via Zenkoji Temple. Chris Moon was the special guest at a similar walk in Tokyo held on February 11.

## Auction

On each of the sixteen days of the Nagano Games, an auction to raise funds for the Peace Appeal was held at Central Square, the venue for Victory Ceremonies. One specially designed T-shirt signed by the day's gold medallists, and a variety of other memorabilia donated by sports and entertainment celebrities, were auctioned each evening.

## Exhibition

From January 31 to February 2, a special exhibition was held at a department store in central Nagano to raise public awareness of landmine issues. The exhibit included artwork by anti-landmine activists and other items. A similar exhibition was also held at a site near the Victory Ceremonies venue during the period of the Games.

## Film Screening

On February 20, a preview screening of the latest film directed by and starring Kevin Costner was held in Nagano. Costner lent his support by attending the preview, and monies were raised from donations and a charity auction.



Some 10,000 patchwork blankets being readied for shipment to Sarajevo.

## Benefit Concert

Ryoko Moriyama, who sang the Peace Appeal theme song "When Children Rule the World" during the Opening Ceremony of the Nagano Games, held a special benefit concert on February 21. Along with some of the "Snowchildren" of Nagano, the magic of the Opening Ceremony was revisited, and a special "Peace Appeal" declaration was presented to IOC Director General François Carrard. All proceeds from the evening were donated to the Appeal.

## Patchwork Blanket Campaign

A campaign to knit blankets was launched to show support for the citizens of the devastated city of Sarajevo, capital of Bosnia and Herzegovina, and host city of the 1984 Olympic Winter Games. Patchwork pieces were collected from across Japan and made into blankets with the cooperation of a handicraft school in Nagano. The steering committee worked with the Olympic Committee of Bosnia and Herzegovina to distribute the blankets to the elderly and sick in Sarajevo.

# Environmental Considerations

Snow and ice are the stage upon which the drama of the Olympic Winter Games unfolds. As construction of facilities and the daily operations of the Games can have a negative impact on the natural world, every effort should be made to limit damage, including drawing up detailed environmental planning throughout the preparations phase.

Building on the legacy begun by Lillehammer, Nagano Games' organizers incorporated comprehensive environmental strategy at every stage of preparations. In keeping with NAOC's stated goal of respecting the beauty and bounty of nature, the decision was made to utilise existing venues and courses wherever possible in order to reduce the need for new construction. A series of extensive conservation measures, including comprehensive recycling programmes, was implemented to ensure that environmental impact was minimized.

## Sensitive Planning

Creating world-class competition facilities while at the same time preserving the natural environment is an issue faced by all Games' organizing committees. In the initial Nagano Games bid proposal, a new run for staging the downhill ski events was planned for Mt. Iwasuge in Shiga

Kogen. However, as the proposed course would have cut through a national park, after thorough review and consultation, the decision was made to shift the downhill events to an existing course on Happo'one in Hakuba. As a result, no new courses were required for staging alpine ski events at the Nagano Games.

Discussion regarding preparations on Happo'one for the men's downhill event revolved around raising the start point. Balancing the need to protect delicate alpine flora growing in the national park class one zone located on the top section of the mountain with providing the most challenging course for the athletes, a final decision to raise the start point to 1,765 m was reached only two months before the Games. To safeguard the fragile ecosystem, no spectators, grooming machinery, or chemical hardeners were allowed on the top part of the course.

## Preserving Animal Habitats

In Hakuba at the proposed site for the biathlon venue, environmental surveys conducted prior to construction discovered the nests of goshawks and buzzards protected under the Washington Convention. In light of this, the decision was made to relocate the venue to Nozawa Onsen to make use of an existing course.



Rocks dug up on site during road construction were used for reinforcing banking.



In Shiga Kogen, tunnels constructed under roads allow woodland animals to cross safely.





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At Spiral, the venue for bobsleigh and luge events, gaps were left under perimeter fencing to allow small animals to pass through freely. Similarly, tunnels were constructed along the Shiga Route for animals to cross under the road.

### Preserving the Natural Landscape

The track at Spiral, designed to follow the natural contours of the mountain, is the first bobsleigh / luge track in the world to feature two uphill sections. An innovative indirect cooling method utilised for ice making required less than 1/60 the amount of environmentally damaging ammonia used in direct cooling methods at the Lillehammer bobsleigh / luge course.

The Nature Conservation Study Council oversaw the carrying out of detailed environmental assessments at each event site before construction, and also served as a forum for discussing and developing environmental policy.

At the biathlon, cross-country, and other venues, conservation measures included carefully storing topsoil removed before construction, and returning it to the original site after work was completed. By restoring the original topsoil and implementing tree planting programmes, native plant life was regenerated and the natural ecosystem preserved.

### Recycling Programmes

Efforts were made to utilise recycled, recyclable, and environmentally-friendly materials whenever possible. For example, 24,000 Games personnel received uniforms manufactured using new technology which allows the fabric, zippers, and buttons to be completely broken down and made into new material over and over.

In Shiga Kogen (Yamanouchi) at the Mt. Higashidate venue for the alpine giant slalom events, part of the course was constructed using 122,000 recyclable plastic PET bottles collected by local children.



The "Snowlets" Games mascots were based on owls like this one living in the forests of Nagano.

In cafeterias and restaurants at the Olympic Village, Main Press Centre (MPC), and other non-sports facilities, 900,000 paper plates made from a combination of apple pulp left over from juice production and paper pulp were used to serve food during the Games. After use, the plates were composted or recycled into solid fuel or cardboard products.

Food waste produced at the Olympic Village restaurant and cafeteria was dehydrated and composted into fertilizer. This was packaged and distributed to visitors touring the village, and also utilised in planters at the village.

At the alpine ski slalom and snowboard giant slalom venue at Mt. Yakebitai in Shiga Kogen, wastewater was purified and utilised in snow making equipment.

These were only some of the environmental measures and policies implemented in preparation for staging the Games. In 1996, the Nagano Prefectural Nature Conservation Research Institute began a four year follow-up study of the effectiveness of these policies, and these results will be made available in English and Japanese for future host cities.

As we head into the 21<sup>st</sup> century, the importance of protecting our home, the Earth, from environmental damage grows ever more vital.

## Participation of Children

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As one of the goals for the Nagano Games, organizers sought to encourage the active participation of children. From the outset, innovative ways to include children in the programme of events were introduced before and during the Games. Opportunities were created for children to join in the torch relay and Victory Ceremonies. During the Opening and Closing Ceremonies, children from schools participating in the “One School, One Country” programme were magically transformed into the “Snowchildren” who charmed audiences worldwide.

By being involved in the Games from the very beginning – planting trees at venues, welcoming athletes and officials from participating countries, choosing names for the Olympic facilities, and in countless other ways – children developed a sense that these Olympic Games were their Games.

So that as many children as possible could observe the events firsthand, a total of 100,000 tickets were reserved exclusively for children. In addition, for the first time ever at an Olympic Games, children received a 50% discount on all regular tickets. Their lively and enthusiastic voices as they cheered on the athletes were an unforgettable part of the atmosphere at every competition.

### Snowlets Camp

The international youth camp at the Nagano Games was the first at the Winter Games to have official IOC approval. A total of 217 youths between the ages of 15 and 20 from 51

NOCs participated in the camp, held over sixteen days from February 4 – 19 in the town of Karuizawa. Camp participants attended the Opening Ceremony and various sporting competitions, and joined in cultural exchange activities and homestays. Through their firsthand experience of the Games, and by meeting people from all over the world, camp participants learned and practiced the values of friendship and sportsmanship.

### One School, One Country

The Nagano Games provided a unique opportunity for the schoolchildren of Nagano to deepen their international awareness and understanding. Under the “One School, One Country” programme, each of the 76 elementary, junior high, and special schools in Nagano City was paired with a country or region participating in the Nagano Games. Students learned about the culture and customs of their partner country and many exchange activities and programmes were developed. During the Games, athletes and delegations visited the schools and were introduced to the food, music, and traditions of Nagano by their excited hosts. Through these exchanges, both students and visitors gained a deeper appreciation of each other’s cultures.

Students at each school were asked to draw scenes of everyday life in their partner country. Under the guidance of artist Masuo Ikeda, the children turned their designs into bronze bas-reliefs measuring 90cm x 60cm, and these were put on permanent display outside the main entrance to the M-Wave speed skating arena.

During the Games, children attending events waved flags and cheered for “their” athletes. For the athletes, the warm welcome they received both in and outside the venues helped to dispel the feeling of being far from home. As part of the legacy of the Games, the friendships and ties fostered between the schools and their adopted countries are sure to continue.

Getting into the spirit of the Games



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## Education Programme

To encourage interest and awareness of the Nagano Games, the Ministry of Education, and the Nagano Prefectural Board of Education developed special textbooks for use in classrooms across Japan. The Ministry of Education published a full colour “Winter Olympics” reader in 1994 and 1995 that was distributed to all elementary, junior high, and special schools nationwide. Another version was distributed to high schools, universities and libraries, and sold in bookstores. The books contained colourful pictures and illustrations, introduced the Vision for the Nagano Games, and gave an overview of the Games. From 1994, the Ministry of Education also produced two types of “Olympic News” newsletters for distribution to elementary / junior high schools and libraries throughout the country. Projects and assignments based on these materials were enthusiastically carried out, and the high degree of interest shown by students, not only in Nagano but also all over the country, undoubtedly contributed to the spread of the Olympic Movement among the youth of Japan.

The Nagano Prefectural Board of Education published a series of textbooks on the Nagano Olympic and Paralympic Winter Games focusing on the spirit of the Games, their role in promoting world peace and friendship, and the consideration given to the natural environment in preparation for staging the Nagano Games.



Boy scouts marching during the Peace Appeal charity walk

## Snowlets Club

A total of 5,000 children nationwide joined the Snowlets Club, a club formed to educate children about the Olympic Games. Members received newsletters and other information three times yearly, and special tours of Nagano Games facilities and social gatherings were organized.

## Students Cultivate ‘Winter’ Flowers

Starting three years before the Nagano Games, students at the twelve agricultural high schools of Nagano Prefecture began cultivating nearly 5,000 primroses, pansies, and a variety of other flowering plants. These plants, which ordinarily bloom only in summer, were used by the students to decorate the Olympic Village, victory podiums, and other Olympic facilities during the Games.

## “Thank you, Volunteers!”

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Volunteers collecting discarded cans

Without the efforts of thousands of dedicated volunteers the Nagano Games could not have succeeded. Some 32,000 volunteers were involved supporting Games operations, over 15,000 helped with staging the Cultural Programme, and yet more opened their homes to visitors for homestay programmes and assisted in other ways.

From all over Nagano, across Japan, and around the world people volunteered for the Nagano Games. A number of organizations lent their support, including Shinshu University in Nagano, nursing colleges, computer colleges, and numerous private enterprises. In order to enlist and coordinate support from labour and business groups, labour and economic organizations in Nagano Prefecture established a special liaison network. Led by the mayor, the entire village office of Neba in southern Nagano Prefecture volunteered their help. These are just some of the many examples.

### Smiling Faces

Nearly 3,000 of the registered volunteers were over the age of sixty. Anonymous and thankless help was required in every facet of the Games – from driving buses through snow and ice in the middle of the night, to directing traffic in parking lots, to waking up at 2 a.m. to assist with venue and course preparations. Doing their best, there were nonetheless times when volunteers felt frustrated, or were criticized or chastised. Through it all they kept smiling, and left a friendly and lasting impression on all who attended the Games. “Nagano deserves a gold medal” read the editorial in one American newspaper, and this sentiment was echoed by many.

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## Team '98

“Team '98” was established to provide a network for Games volunteers to discuss and exchange ideas. Members published a regular newsletter and assisted with content on the official NAOC home page. Through training seminars and home study, volunteers familiarized themselves with their responsibilities and arrived at their assignments prepared and ready to go. The enthusiasm and desire of the volunteers to help make the Games a success were in evidence everywhere.

Local residents opened their homes so that the families of athletes and team officials could stay in Nagano and share the joy and thrill of watching their loved ones compete; others warmly welcomed media personnel or volunteers from out of town. Overcoming differences of language and culture, many new friendships were formed and a wonderful experience enjoyed by all.

For many individuals, companies, and local governments this was the first time that they supported volunteer efforts by taking or allowing special volunteer leave from work. This will surely set a precedent that will encourage similar endeavours with other volunteer projects throughout Japan.

After the Games, a volunteer exchange centre opened in Nagano City in May 1998 as a place for people to research, discuss, and exchange volunteer ideas. This too will provide a forum for the spread of volunteer activities.

“Arigato, Nagano!” were IOC President Samaranch’s words at the Closing Ceremony. Certainly no one deserved this thanks more than the myriad of smiling volunteers.

Kimono-clad volunteers during the medal ceremonies at short track speed skating



## Nagano Welcomes the World

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To make the stay of athletes, officials, and spectators as enjoyable as possible and create lasting memories of friendship, citizens groups organized a variety of programmes to greet visitors coming to Nagano. After winning the bid to host the Games, preparations to welcome the world began in earnest, and for many people in Nagano unaccustomed to interacting with international visitors discussion focused on how best to welcome overseas guests.

In districts across the city, the “Hearty Nagano” volunteer network organized welcome parties, and made souvenir gifts for visitors. Through the “One School, One Country”

Local citizens provided hot soup to cold visitors.



programme, schoolchildren met with visitors from partner countries they were studying, and their enthusiastic support for their adopted teams and athletes added to the mood of excitement at the venues.

The overwhelming support and hospitality offered by so many community groups touched all those who participated in the Games and reflected the great desire of the people of Nagano to hold a true festival of friendship. The opportunity for visitors and the local community to share together in the spirit of the Games was one of the most rewarding and enduring legacies. Helping visitors from around the world feel at home in Nagano was an essential part of the success of these “Games from the Heart.”

### Hearty Nagano

The “Hearty Nagano” programme was formed to support the Nagano Games and Paralympic Games at the community level. Committees were set up in each of Nagano’s 26 districts to offer a “hearty” welcome to athletes, officials, and spectators visiting Nagano and introduce them to local specialities and culture. During the Games, as well as at the international competitions held prior, the various communities enthusiastically engaged in a variety of activities, including hosting welcome parties for the athletes, carving decorative snow sculptures at the venues, and providing homemade soup and *oyaki* buns to spectators.

### Host Sites

Residents in areas hosting competitions lent their support by assisting with course preparations and snow removal, and by greeting visitors in the streets and at the venues. As well, spectators were welcomed with a variety of lively events, giving them a taste of local culture, traditions, and customs.

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## Welcome Gifts for Participants

“Games from the Heart – Together with Love.” The local community welcomed athletes and officials with souvenirs to commemorate their stay in Nagano. Gift bags for athletes and officials containing *temari* silk balls, paper dolls, and other handmade items, along with printed explanations in French and English, were placed in the rooms at the Olympic Village. *Mizuhiki*, a type of decorative string used traditionally to symbolically link people’s hearts together in friendship, were also presented to athletes, officials, IOC members, and media personnel. A speciality of the Iida region of Nagano Prefecture, 16,800 of these *mizuhiki* were given out during the Games.

## Introduction to Nagano’s Culture

Approximately 15,000 cultural volunteers entertained spectators with performances of traditional song and dance, and introduced such Japanese arts as *ikebana* (flower arrangement), *sado* (tea ceremony), and *kimono* (traditional clothing) to visitors. At the venues and the IOC hotel they performed at receptions and dinner parties, and were a resplendent part of the celebrations at the Victory Ceremonies, train stations, and in the streets.

## Grassroots Support

Ever since the bidding period, support for the Games was provided by citizens groups such as the “Nagano Olympic Wave” in a whole plethora of ways, from assisting with events to mark the countdown to the Games, to holding English language courses for shopkeepers, taxi drivers, and employees of hotels and restaurants. To help visitors find their way around the city, a number of groups published colourful maps and restaurant guides. So that they could share news with loved ones at home, each athlete and youth camp participant received five telephone cards from a total of 29,497 donated by the citizens of



Athletes and officials entering the Olympic Village were welcomed with handmade gifts from local schoolchildren.

Nagano. Shops lining central Nagano’s Chuo Dori Street formed a “One Store, One Country” programme, and displayed flags, information panels, and “Welcome to Nagano!” signs written in the native language of partner countries and regions participating in the Games.

# High Technology

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Image and data transmission; traffic management; weather forecasting – the staging of an Olympic Games has always relied on the support of the latest technology. Nagano is home to a world-renowned precision machine industry, and showcasing state-of-the-art technology in a preview to the 21<sup>st</sup> century was one of the aims of Games' organizers. The implementation of this technology has helped to modernize Nagano and make a more convenient city in which to live and work.

## Car Navigation Systems

In order to avoid unnecessary delays and ensure the smooth flow of traffic in the Olympic Area, buses and cars for transporting athletes, officials, and media personnel were equipped with a Vehicle Information & Communications System (VICS). Roadside sensors located near venues transmitted the position of Olympic vehicles to the VICS Centre for analysis. Information about traffic conditions, linked with the Dynamic Route Guidance System (DRGS) showing the least time-consuming route to the chosen destination, was then relayed to monitors located in the vehicle.

In Nagano City, electronic signs displaying the location and availability of parking spaces

were installed to reduce roadside parking and traffic congestion.

## Access Control Systems

During the Nagano Games, the latest control systems were used for high security areas. At the Olympic Village, entry to the biathlon rifle storage facility was secured by an iris scan access control system. Utilised for the first time at the Olympic Games, this technology scanned the iris patterns unique to each person, and allowed access only to those with proper security clearance. The system took approximately two seconds to verify identity and there were zero cases of failure during the Games.

A fingerkey access control system for high-speed fingerprint verification was utilised at the doping control laboratory.

## Video Technology

In an Olympic Games first, a Video on Demand (VOD) system linked 73 terminals installed throughout Nagano and at all competition venues via a fibre-optic cable network with the Fullnet Centre located in Nagano City. This system allowed users to play back video footage taken from the international signal produced at the International Broadcasting Centre (IBC), as

An iris scan system was used to guard the biathlon rifle storage facility at the Olympic Village.





well as archival footage from previous Olympic Games. After the Nagano Games, the system was transferred to elementary and junior high schools in Nagano for use as a teaching aid.

The latest in three-dimensional High Vision Television technology was used to screen live footage at special theatres located at the Olympic Pavilion in central Nagano and at the IBC. Images created utilising this technology offered vivid depth perception and were more realistic than ever before, imparting to audiences a real sense of actually being at the venue.

For event spectators, giant video displays set up for the first time at all competition venues, the stadium for Opening and Closing Ceremonies, and the Victory Ceremonies site carried close-ups and other images of the athletes in action, helping to convey the on-the-spot thrill of the competition to spectators throughout the venues.

### Data Transmission Network

A dedicated fibre-optic network was used to carry images and sound of the competitions on a satellite Closed Circuit Television (CCTV) system to all competition venues, the Main Press Centre (MPC), the Olympic Village, and the IOC hotel. Distortion-free digital technology was utilised for recording images and sound at the venues, and transmitting the international signal to the IBC for editing and delivery to the respective broadcasters. Use of special microphones embedded in the ice at the skating and ice hockey venues, along with advanced tracking cameras at skating and skiing events, provided for exciting images and sound that helped bring spectators and audiences into the thick of the action.

Media and other Games personnel had access to full Games' information and results through the Info'98 system. Making use of Intranet technology, information was available on the system in French, English, and Japanese



Video footage from past Olympic Games was easily accessible at every venue through the Video on Demand (VOD) system.

in an easy-to-use format that proved extremely popular with users.

### Weather Forecasting System

Due to the wide-ranging terrain and nature of the weather systems affecting the Nagano region, an effective and accurate weather information system was critical for the efficient staging of the Games. An around-the-clock information system was created linking the latest Doppler radar equipment with satellite imaging, numerical data from the Japan Meteorological Agency, and observations from the venues, making it possible to provide accurate weather forecasts at each venue in one-hour increments up to 48-hours in advance. This information was vital in making changes to competition and transportation schedules.



During the Closing Ceremony, athletes and spectators celebrate to the song "Let's Make a Circle and Dance".



LES XVIIIES JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



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The Road to the Games

NAGANO 1998

At the Birmingham Session, IOC President Juan Antonio Samaranch announces that "the City of Nagano" has won the right to host the 1998 Winter Games.



## Bidding for the Games

The host city for the XVIII Olympic Winter Games was set to be announced on June 15 1991 at the International Olympic Committee's 97<sup>th</sup> Session held in Birmingham, England. The atmosphere was tense in the International Convention Centre as all attention was focused on IOC President Juan Antonio Samaranch holding the envelope with the winning city's name. Giant video screens had been installed in all the bidding cities as people around the world awaited the live transmission of the announcement. It came at 7:28 p.m. Greenwich Mean Time, 3:28 a.m. on June 16 in Japan, when President Samaranch opened the envelope and announced "The City of Nagano".

Jubilant cries arose from the Japanese contingent gathered in Birmingham and from crowds in the streets of Nagano – people jumping for joy, hugging each other and crying. The dream of hosting the Olympic Winter Games, which the citizens of Nagano had cherished for half a century, had at long last become reality. This moment marked the successful conclusion of six years of work in bidding for the Games. It also marked the beginning of preparations towards Nagano 1998.

**NAGANO – Joyous celebration at Zenkoji Temple following the announcement**



### Third Time Lucky

Before the Second World War, people had already discussed the possibility of hosting the Winter Games in Nagano Prefecture. At that time, the Olympic Charter stipulated that the host country of the Summer Games would have priority in choosing the venue for the Winter Games. In 1932, Tokyo launched its successful bid to host the Summer Olympics of 1940, and there was fierce competition within Japan among numerous cities, including Sapporo, Nikko, and Shiga Kogen in Nagano to host the Winter Games. After an intense campaign, they were finally awarded to Sapporo. The outbreak of hostilities between China and Japan in 1937 however, together with the worsening international climate resulted in the cancellation of both 1940 Games.

In 1961, several areas in Nagano declared their intention of bidding to host the 1968 Winter Olympics, but again the domestic vote went to Sapporo. The 1968 Games were eventually awarded to Grenoble, France, and Sapporo went on to host the 1972 Games. Nagano's bid for the 1998 Games was therefore its third attempt to bring the Games to the Japan Alps.



Congratulations all round in Birmingham

### Presenting a Unified Front

In 1983, the private sector in Nagano started discussing the idea of launching a bid. The movement gathered strength and momentum, and in February 1985 the Nagano Prefectural Assembly decided unanimously to launch a bid to host the 1998 Winter Games. Similar resolutions were soon adopted at other local governments within Nagano.

Taking lessons from past mistakes, the leaders of the bid recognized the importance of presenting a unified front and concentrated their efforts on streamlining the Nagano bid. The final bid plan featured Nagano City as the host city and site for ice hockey, figure skating, bobsleigh and luge, and some skiing events, while other skiing events would be held in Yamanouchi and Hakuba, two areas of outstanding natural beauty with extensive experience in hosting world-class sporting competitions.

The Nagano Winter Olympics Bid Committee was formally established on July 24, 1986 and sent its formal application to the Japanese Olympic Committee (JOC) on November 28 of that year. In its bid for the domestic nomination, Nagano faced stiff competi-

tion from the cities of Asahikawa, Yamagata, and Morioka.

The Japanese team enters the stadium at the XI Olympic Winter Games in Sapporo.



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## The Domestic Nomination

On June 1, 1988 after presentations from the four hopeful cities, the 45 members of the JOC held a vote at the Kishi Memorial Hall in Tokyo to select their candidate. Nagano captured a majority of 34 votes in the first round of voting. Before submitting its official bid to the IOC, the bid committee obtained the necessary backing and financial support for facilities from the Japanese government at a cabinet meeting on June 6, 1989.

## Support Garnered from all Quarters

With Nagano's selection as the domestic candidate, it was necessary to enlarge the bid committee and build support at the national level. Accordingly, a revamped bid committee was launched on October 12, 1989 spearheaded by the Prime Minister, and the leaders of the House of Councillors and the House of Representatives, who acted as honorary advisors. The 511 members of the committee included members from the Diet, business and sports organizations, media organizations, as well as representatives from the local governments of Nagano Prefecture, Nagano City, Yamanouchi, and Hakuba. An additional thirty people were asked to act as advisors.

On February 12, 1990 an official delegation visited the IOC Headquarters in Lausanne to hand the Nagano bid directly to President Samaranch. Nagano's rivals in the race to host the Games were the cities of Aosta (Italy), Jaca (Spain), Ostersund (Sweden), Salt Lake City (USA), and Sochi (former Soviet Union).

Nagano wins the domestic vote as Japan's candidate for the XVIII Olympic Winter Games (Kishi Memorial Hall).



Governor Goro Yoshimura (right), Mayor Tasuku Tsukada (centre), and Nagano Skating Federation President Yasuakira Hayashi (left), react to the announcement.



## The International Campaign

Efforts were expanded and promotions were conducted at international sports competitions, and at meetings of the IOC and International Federations. As Nagano was not a household name, early campaign efforts concentrated on introducing the area and familiarizing people with its charms and traditions.

The 96<sup>th</sup> IOC Session was held in Tokyo for eight days from September 13 – 20, 1990. At the Session, the bid committee unveiled its mascot “Snowple” and launched a campaign under the slogan “A Beautiful Olympics Fit for the Earth Generation”. The Session proved to be an excellent opportunity for IOC members to inspect the area, and many made the journey to Nagano. On September 16, Prime Minister Toshiki Kaifu and five other leaders of the bid committee made presentations to the IOC members, which were very well received. The bid committee continued its campaign right up until the Birmingham Session, when the host city was to be selected.

## Burgeoning Support from Local Groups

The bid rapidly gained support, not only from the local community, but also from nationwide organizations. A committee was set up to organize support events, while other groups rallied the support of citizens and volunteers. The Junior Chamber of Commerce and Industry with its nationwide network proved invaluable in garnering attention for the bid campaign, and Japanese athletes and sports officials formed a support group for the Nagano bid. The “Nagano Olympic Friends Club” contacted IOC members.

These are just a few examples of the efforts of many dedicated organizations, all of which worked in close coordination with the bid committee in organizing various promotional activities. Individuals, too, were eager to support the bid: the “Olympic Bid Friends Club” formed in March 1989 boasted as many as 132,339 members.



The IOC's Study and Evaluation Commission arrives at Happo'one by helicopter.

The bid committee mascot "Snowple" (right) parades on the streets of Nagano.



## Bid Documents Presented to IOC

The Nagano Bid Book, together with a detailed document replying to the IOC Questionnaire, were submitted on October 30, 1990. An overview of the bid documents was sent to all IOC members, International Sports Federations, and various media organizations.

In January 1991, Nils Holst Sorensen, IOC member in Denmark, chaired a meeting in Nagano of the IOC's Study and Evaluation

Commission for the Preparation of the Olympic Games in 1998. A copy of its report was sent to all IOC members and was incorporated into documentation at the time of the vote. The excitement of bidding for the Games reached fever pitch with the May 1991 visit of IOC President Samaranch.

## IOC Session in Birmingham

The bid committee sent a 185-person delegation to the June 1991 IOC Session in Birmingham. Citizens from Nagano, including members of the Nagano Olympic Friends Club, Diet members, members of the London branch of the "Friends of Nagano" Association, and other Japanese residents living in Europe also converged on Birmingham, and the number of Nagano supporters swelled to 750. A group of young "Suzuki Method" violinists also travelled to Birmingham, where they captured the hearts of many.

All five of the bid cities made their final presentations on June 15. First on the agenda was Ostersund, followed by Jaca, Aosta, Nagano, and finally Salt Lake City. Nagano's delegation was introduced by Chiharu Igaya, IOC member in Japan, and this was followed by a video presentation introducing the beauties of Nagano. There were speeches from Goro Yoshimura, Chairman of the Bid Committee and Governor of Nagano Prefecture, and from Hironoshin Furuhashi, President of the Japanese Olympic Committee. A video message from Prime Minister Kaifu was followed by a few words from Mayor Tsukada. Figure skater Midori Ito, dressed in traditional Japanese kimono, lent charm to the occasion. The presentation concluded with final words from Soichiro Yoshida, Vice Chairman of the Executive Committee.

The voting began at 5:45 p.m. No city gained a majority in the first round of voting, therefore the city with the least number of votes was eliminated, and votes were cast again.

The crowd at Zenkoji Temple awaits the decision from Birmingham.





Voting continued until the fifth round, when Nagano captured 46 votes and the honour of being elected host city. Though it was the middle of the night in Nagano, a crowd of 3,500 had gathered in front of Zenkoji Temple to await the decision. As the result was announced live via satellite the whole area erupted in joyous celebration. The bid delegation came home to a rapturous reception, with a crowd of 2,000 gathered at Nagano's train station.

### A Bid Supported by Citizens

From the very start, the Nagano bid captured the imagination and support of the people of Nagano, who lent their wholehearted support every step of the way. As this was the first time that Nagano had ever launched an international project of this magnitude, it was a time of trial and error. The fervent cooperation of many thousands of local people was therefore of special importance. After Nagano won the bid, "Team'98" was set up as a forum for local people to volunteer their services. Later, the activities of Team'98 members proved to be one of the vital factors in the success of the Games themselves.



Citizens of Iida City in southern Nagano Prefecture rally to show their support for the bid.

BIRMINGHAM – Breaking open a barrel of sake in celebration



JOC President Hironoshin Furuhashi (right) and International Table Tennis Federation President Ichiro Ogimura flash the "victory" sign in Birmingham.



# Nagano – The Host Region



## Nagano Prefecture

Lillehammer, at 61°N latitude, was the northernmost host city in the history of the Winter Games. In contrast, Nagano City at 36°N latitude – roughly the same as North Africa and the Mediterranean Sea – was the southernmost. Despite its location, the northern part of Nagano Prefecture is, in fact, one of the snowiest regions in the world.

### The Roof of Japan

Located near the geographical centre of the Japanese archipelago, Nagano Prefecture is surrounded by a chain of 2,000m – 3,000m mountains and is known as the “Roof of Japan”. In winter, cold winds sweeping down from Siberia pick up moisture

over the Japan Sea and deposit this as snow in the mountains of Nagano. Areas of Nagano near the border with Niigata Prefecture have been known to experience more than 7m of snow.

In winter, late night and early morning temperatures fall to nearly -20°C, creating conditions ideal for skiing and skating. Since 1928 when Japan first sent a team to the Olympic Winter Games in St. Moritz, more Winter Olympians have come from Nagano than any other area of Japan except Hokkaido.

Early European mountaineers climbing in the hinterland of northern Nagano noted the similarity of the Hida mountain range to mountains in Europe, and these majestic peaks were christened the “Japan Alps”. Large rivers flow out of these mountains and converge on the Zenkoji Plain. In land area, Nagano Prefecture is the fourth largest prefecture in Japan, and is home to some 2,200,000 inhabitants.

Many old traditions and customs have been carefully preserved in Nagano, and to many it represents the Japan of days gone by. To welcome athletes, officials, and other visitors from

Riding a log down the mountainside during the *Onbashira* festival



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around the world, the Opening and Closing Ceremonies of the Nagano Games featured a series of *matsuri*, hometown festivals drawing upon local traditions from every part of Nagano Prefecture. The colourful and unique character of the local culture, and the generous hospitality offered by the people of Nagano, ensured a wonderful stay for all.

### Bountiful Nature

Blessed with mild summers and snowy winters, the highlands of Nagano are situated close to the metropolitan centres of Tokyo, Osaka, and Nagoya. With four national parks and an abundance of natural hot springs, Nagano is a favourite tourist destination and welcomes 100 million visitors annually. The prefecture is a major agricultural heartland for vegetables such as lettuce and cabbage, and the climate lends itself well to growing fruits like apples and grapes. Nagano is also home to a thriving electronics and precision machinery industry, worth over ¥6.8 trillion annually. Building on these three pillars of tourism, agriculture, and industry, Nagano Prefecture continues to look to the future.

For people living in this pleasant environment, average life expectancy is among the highest in the world, with men living an average of 78.59 years (1<sup>st</sup> in Japan), and women 84.4 years (4<sup>th</sup>). Education has played an important part in peoples' lives in Nagano since the Meiji period (1868-1912) when Nagano was known as the "Education Prefecture". This spirit of learning continues to this day and can be said to have played a crucial part in the success of the Games.



The Northern Japan Alps behind Matsumoto Castle



A lettuce field in the shadow of Mt. Asama



Zenkoji Temple's Gokaicho festival, held once every seven years, draws millions of pilgrims from around the country.

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## Nagano City

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Nagano City developed as a temple town around historic Zenkoji Temple, and in 1871 was designated as the seat of the prefectural government and as a centre for commerce. With a population of 360,000 and a newly-developed high-speed rail and road network, Nagano is a popular destination for both work and leisure, and is a city whose star is very much on the rise.

Situated on the Zenkoji Plain in the northern part of Nagano Prefecture where the Chikuma and Sai rivers merge, Nagano City lies at an altitude of 362m above sea level, and February temperatures average  $-0.5^{\circ}\text{C}$ , with a maximum one-day snowfall of approximately 15cm.

Games facilities located in Nagano City included the stadium for Opening and Closing Ceremonies, the Olympic Village, the two Media Villages, the Main Press Centre (MPC), and the International Broadcasting Centre (IBC). Competition venues included the "M-Wave" speed skating arena, "White Ring" for figure skating and short track speed skating, and the "Big Hat" and "Aqua Wing" arenas for ice hockey. Twenty minutes by car to the north of the city, Iizuna Kogen was the site for the freestyle skiing and bobsleigh / luge events.

### Zenkoji Temple – The Heart of Nagano

Over its 1,300-year history, Zenkoji Temple has become one of the most important temples in Japan due to its practice of welcoming all pilgrims regardless of gender or creed, and today greets more than seven million visitors annually. The current main hall, which dates from 1707 and took five years to complete, is a masterpiece of mid-Edo period Buddhist architecture and has been designated a cultural national treasure. During the Games, the main thoroughfare of Chuo Dori Street leading up to the temple teemed with thousands of visitors.

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As the seat of the prefectural government, Nagano City is home to the regional offices of national governmental agencies, as well as the head offices of regional financial institutions, newspapers, and broadcasting companies. Main industries include electrical and electronic product manufacturing, publishing and printing, and agricultural products such as rice and apples.

Other attractions include the old samurai town of Matsushiro, famous for its pottery and Edo-style architecture. Located there as well is a set of caverns to where, near the end of World War II, the wartime government intended to move. They were never used, but today a part of them is utilised as an earthquake observatory.

Situated at an altitude of approximately 1,100m, Iizuna Kogen in the north of the city is a popular leisure area for skiing and snowboarding in winter, and golf, tennis, and hiking in summer. In October 1996, Nagano Prefecture opened the Nature Conservation Research Institute in Iizuna Kogen as a research centre for conducting environmental studies, including follow up assessments of construction methods used during the Games.



Central Nagano City



Apples, one of the many fruits for which Nagano is famous.

Snow monkeys luxuriating in the hot springs of "Hell Valley".



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## Yamanouchi Town

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With half of its area located inside the Joshin'etsu National Park, the town of Yamanouchi (population 16,800) lies in lush natural surroundings. The cool highlands of Shiga Kogen and Kita Shiga Kogen, and the hot spring resorts of Yudanaka and Shibu Onsen lure thousands of tourists every year. Situated on terraced banks and an alluvial fan, Yamanouchi is also noted for its rich harvest of fruits, such as apples and grapes.

Shiga Kogen, site of the snowboard and technical events of the alpine ski programme for the Games, is dominated by the peaks of Mt. Iwasuge, Mt. Shiga, Mt. Yokote, and other mountains rising to 2,000m. An area of breathtaking natural beauty, this treasure trove of more than 70 lakes and ponds and a plethora of trees and plants is home to a wide variety of birds and woodland animals.

## International Ski Resort

In winter, deep snow covers Shiga Kogen, one of the premier ski resorts in Asia. During the ski season, approximately 2.6 million skiers visit Shiga Kogen, where use of a common lift

ticket allows access to all the slopes of the 21 ski areas. Yamanouchi's experience in hosting a number of international ski events was a contributing factor in Nagano's successful bid for the Olympic Games.

The ski resort got its start in January 1947, when American soldiers built Japan's first ski lift in Maruike. It was this lift that Chiharu Igaya (now IOC Executive Board member) used as a young lad in training on his way to becoming Japan's first Winter Games medallist ever, at the VII Olympic Winter Games in Cortina d'Ampezzo.

At the entrance to Shiga Kogen are the nine natural hot springs of Yudanaka and Shibu Onsen, among the most renowned hot springs in Japan. Here too is the Jigokudani ("Hell Valley") nature reserve, where wild monkeys may be seen luxuriating in the temperate waters.

Mt. Kasadake and the Northern Japan Alps, as seen from Mt. Yokote in Shiga Kogen



The Olympic downhill course at Happo'one



## Hakuba Village

Nestled at the base of the 3,000m high northern Japan Alps, the village of Hakuba (population 9,400) was the scenic setting for the nordic skiing programme and the alpine speed events of the Nagano Games. Hakuba originally developed as a base for mountaineering and skiing, but the variety of traditional family-run inns and international hotels – more than 1,000 establishments in all – and the easy availability of various sporting and leisure activities such as tennis, paragliding, camping, and mountain biking help to attract nearly four million visitors annually from around Japan and overseas. Hiking on trails along the snowfields on Mt. Shirouma up to the celebrated *Ohanabatake* alpine flora nature preserve, or visiting the numerous charming museums in the area are also popular summertime activities. In winter, seven different resorts offer skiers and snowboarders every type of terrain imaginable to choose from.

The men's and ladies' downhill, super-g, and combined events were all held on existing courses at Happo'one, while a new ski jumping stadium and venue for cross-country skiing were constructed.

As the stage where the success of the Japanese ski jumpers was played out, the ski jumping stadium has become a popular year-round tourist attraction.



New Year's celebrations at the ski jumping stadium

Equestrian competition  
at the Tokyo Games



## Karuizawa Town

Lying in the shadow of Mt. Asama, a 2,568m active volcano in eastern Nagano Prefecture, the town of Karuizawa (population 16,000) played host to the first official curling competition at the Olympic Winter Games. In 1964, Karuizawa also served as the site for the equestrian events of the Tokyo Games, and thus has the unique distinction of being the only town in the world to have hosted events for both the Summer and Winter Games. Situated high on a plateau 950m above sea level, cold temperatures make skating a favourite winter pastime, while cool breezes lure urban Tokyoites seeking leisure and relaxation during the summer months.

It was the Scottish missionary Alexander Croft Shaw in 1886 who first built a summer home in Karuizawa. Today, many writers, diplomats, politicians, and other leading figures from the business establishment and the world of entertainment also have summer retreats in this town. With more than 13,000 private lodges and cottages, the population increases tenfold in the summertime, and more than eight million visitors annually are drawn by Karuizawa's golf courses, tennis courts, shops, and other leisure facilities. For nature lovers, the wide variety of walking trails and streets lined by deciduous and other broadleaf trees, and more than 130 varieties of wild birds, make Karuizawa an ideal getaway only one hour from Tokyo by high-speed bullet train.

The annual Karuizawa  
Ice Festival



Summer in Karuizawa





## Nozawa Onsen Village

The development of skiing in the village of Nozawa Onsen in northern Nagano Prefecture is synonymous with the history of skiing in Japan. No wonder, then, that when plans to build the Nagano Games biathlon venue in Hakuba were cancelled due to the discovery of protected bird species on the proposed site, Nozawa Onsen quickly stepped in with offers to modify an existing cross-country course to Olympic specifications.

Skiing was first introduced to the village in 1912; the village built the precursor to the present-day resort in 1924, and installed the first chair lift in 1950. Over the years, the village-owned ski resort has become the largest of its kind in Japan, with over one million skiers visiting each year. In January 1995, the 15<sup>th</sup> Interski Congress with delegations from 35 countries was held in Nozawa Onsen. Japan's only ski museum is located in Nozawa Onsen, and is a storehouse of the history of skiing in Japan and around the world.

Not only has Nozawa Onsen been successful in developing facilities for the recreational skier,



Boiling vegetables in the natural hot spring water



A banner cheers on local Olympic athletes in Nozawa Onsen's main hot spring district.

but has been active in training top-calibre athletes as well. With facilities for summer ski jumping and other dedicated training sites, along with expert coaching provided by local ski groups, 12 Olympic competitors have come from this village of 5,000 people since 1956.

As may be discerned from the *onsen* in the village's name, Nozawa Onsen is also famed for its abundance of hot springs, some of which come out of the ground at 90°C. Other attractions include the spectacular *Dosojin* Fire Festival held every year on January 15, when a giant beechwood shrine is burned to the ground. A replica of this was used as the cauldron for the Nagano Winter Paralympic Games.



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



NAGANO 1998

3

The Organizing  
Committee

## Establishment of the Organizing Committee

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**President Eishiro Saito**



**Vice President  
Goro Yoshimura**



**Vice President  
Hironoshin Furuhashi**



**Vice President  
Yoshiaki Tsutsumi**



**Vice President  
Tasuku Tsukada**



**Director General  
Makoto Kobayashi**

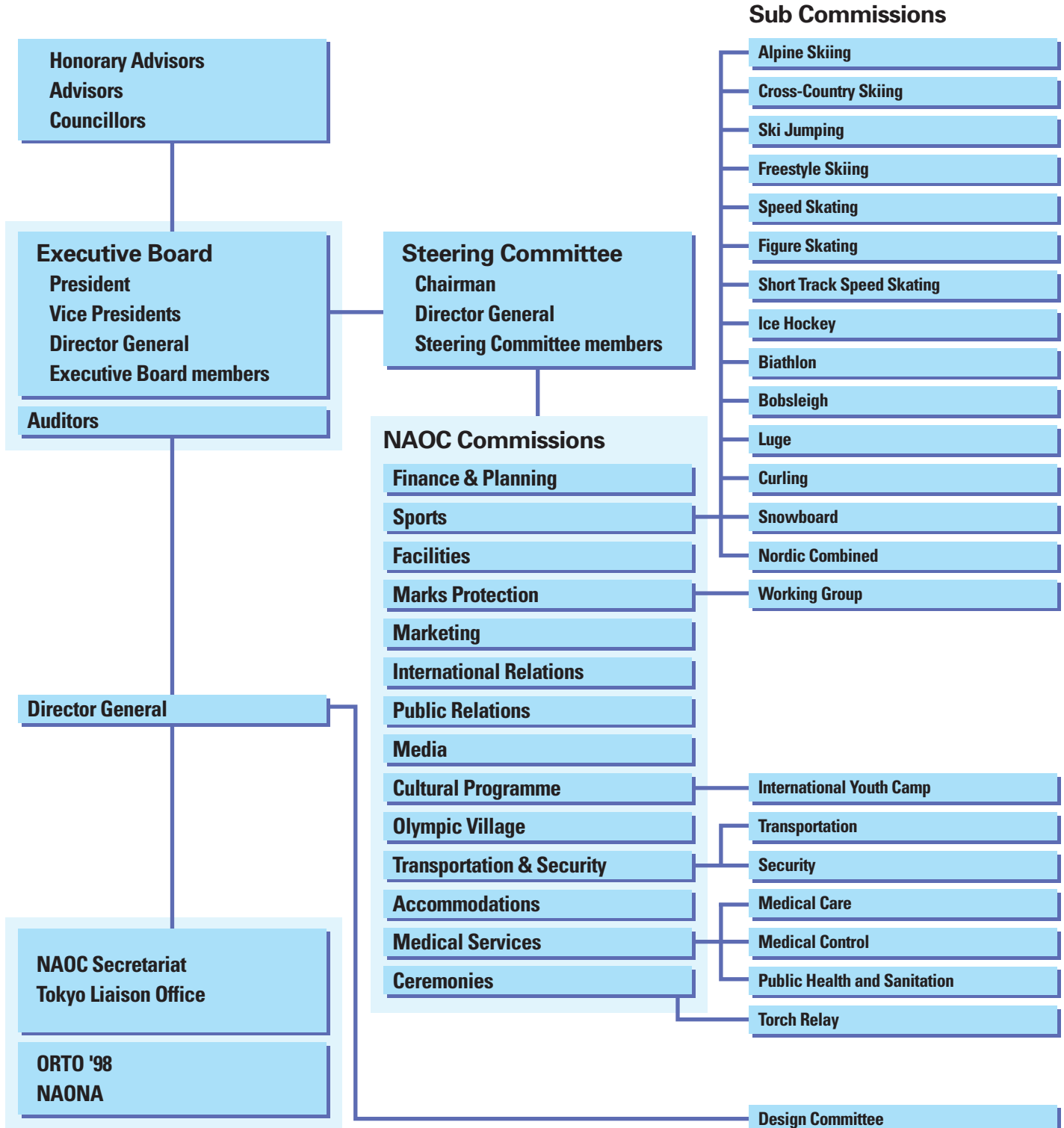
Immediately following Nagano's selection as host city in June 1991, steps were taken to establish an organizing committee to oversee all aspects of Games' preparations and operations. Although Japan had hosted the Games twice previously, passage of the intervening years required a committee that could meet the demands of a new age.

In August, an advisory body with representatives from the Ministry of Education, Science, Sports, & Culture, the Japanese Olympic Committee (JOC), the Nagano Prefectural Government, and the municipal government of Nagano City was formed to set up such an organizing committee. In November, the articles of association were established, and approval as a non-profit foundation was granted by the Minister of Education. The JOC and the City of Nagano contributed ¥60 million and ¥40 million respectively in initial assets. Eishiro Saito, President of the Sports Fund Foundation, was appointed as President of the new Organizing Committee for the XVIII Olympic Winter Games. Governor of Nagano Prefecture Goro Yoshimura, JOC President Hironoshin Furuhashi, Ski Association of Japan (SAJ) President Yoshiaki Tsutsumi, and City of Nagano Mayor Tasuku Tsukada were designated as Vice Presidents. Tadashi Tsuda, former Vice Minister of the Ministry of Home Affairs, was appointed as Director General. He was succeeded in 1993 by Makoto Kobayashi, also former Vice Minister of the Ministry of Home Affairs.

President Saito receives official recognition of NAOC's establishment as a non-profit foundation from Education Minister Kunio Hatoyama (right).



## Organization of NAOC (February, 1998)





### Executive Board

The Executive Board convened for the first time on November 27, 1991 and was originally composed of 25 – 35 members (later revised to 29 – 39). As the top decision-making body within the Organizing Committee, the Executive Board was responsible for setting up a Steering Committee and various advisory commissions, approving budgets and plans, and for decisions related to preparations and management of the Olympic Games. The Executive Board comprised the IOC members in Japan, representatives from the JOC and the host sites, and persons with specialized knowledge or experience.

### Steering Committee and Commissions

The Steering Committee, which met for the first time on January 22, 1992, was charged with carrying out directives of the Executive Board, as well as overseeing the advisory commissions.

Since staging an Olympic Games involves many complex tasks performed on a vast scale, commissions were established under the authority of the Steering Committee to advise on specialized subjects. The 14 commissions were Finance & Planning, Sports, Facilities, Marks Protection, Marketing, International Relations, Public Relations, Media, Cultural Programme, Olympic Village, Transportation & Security, Accommodations, Medical Services, and

Ceremonies. Furthermore, 22 sub commissions were set up under six of the commissions to deliberate issues to an even higher degree of specialization.

### Honorary Advisors, Advisors, Councillors

Close cooperation with legislative and other governing bodies was essential for the Games to be a success. For this reason, the following persons were asked to act as honorary advisors, advisors, and councillors:

- **Honorary Advisors**

All Prime Ministers of Japan, Speakers of the House of Representatives, and Presidents of the House of Councillors since the time of Nagano's bid

- **Advisors**

All Ministers of Education since the time of Nagano's candidacy (excl. the current Minister)

All current Cabinet Ministers (excl. the Chief Cabinet Secretary and the Minister of Education)

Chairman, Vice Chairman, Directors, Secretary General, and Deputy Secretary General of the Diet Members' Sports Association

Members of the Diet from the host region

- **Councillors**

Presidents of the six local government organizations (National Governors' Association, National Association of Chairmen of Prefectural Assemblies, National Mayors' Association, National Association of Chairmen of City Assemblies, National Association of Towns and Villages, National Association of Chairmen of Town and Village Assemblies)

**The first meeting of the  
chairmen of the NAOAC  
Commissions**



Honorary President of the JOC; Honorary IOC member in Japan  
Other persons with pertinent experience or academic qualifications

### Secretariat

The Secretariat for the Organizing Committee was established in November 1991. Appointed as Director General to oversee the work of the Secretariat was Tadashi Tsuda. In April 1993, he was succeeded by Makoto Kobayashi.

### Government Support Network

In January 1992, the Ministry of Education, Science, Sports, & Culture established its Olympic Winter Games Office. In February, the national government set up its Council for Preparatory Measures for the Olympic Winter Games in Nagano comprising the vice ministers and deputy directors general of relevant ministries and agencies. With the introduction in each host site's government of teams responsible for Olympic-related preparations, this meant that a governmental support network was established at the national, regional, and local levels.

In May 1992, legislation introducing special measures for the preparation and management of the Games was promulgated. This allowed for the sale of commemorative stamps and postcards to help fund the Games, and also ensured that civil servants and local government officials dispatched to work long-term for the Organizing Committee remained on their home institutions' payrolls with no loss of retirement benefits.

**The Olympic flag  
arrives in Nagano.**



# Vision and Games Operations Plan

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## Vision for the Nagano Games

The Vision (see preface) was the underlying foundation for Games planning and management. The final draft was drawn up at the 3<sup>rd</sup> Finance & Planning Commission meeting held on October 8, 1992 and ratified six weeks later at the 4<sup>th</sup> NAOC Executive Board meeting on November 26. In setting policy, NAOC was careful to ensure that all its decisions were made in accordance with the Vision.



## Themes for the Games

Between December 1, 1992 and February 1, 1993, suggestions were collected from across Japan for slogans that would serve as unifying themes to complement the Vision for the Nagano Games. The winning three were chosen in March 1993 from a total of 11,412 entries. They were widely used in many promotional activities throughout the preparations period, as well as during the Games.

*From around the world — to flower as one.*

Takahiko Hirose, 21, from Kyoto

*I want to make winter my friend, and meet people from all over the world.*

Chie Eguchi, 7, from Nagano

*My dreams will come true in Nagano.*

Ken'ichi Fukai, 34, from Osaka

## The Basic Plan for Games Operations

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In July 1994, NAOC began drafting its Basic Plan for Games Operations. Each section within the Secretariat compiled a detailed plan of operations for areas in which it was responsible, and in March 1995, these plans were ratified at the 11<sup>th</sup> Executive Board meeting. The Games Operations Plan was the definitive blueprint both during the preparations period and actual Games operations. It comprised three sections, as outlined below.

### Guiding Principles

The first section covered the guiding principles of the Games, and set “Games from the Heart – Together with Love” as the fundamental concept. The Nagano Games would be built on the enthusiasm people have for becoming part of the Olympic experience. Three specific areas of action were delineated to support this aspiration: i) Encouraging the participation of children; ii) Respecting the beauty and bounty of nature; iii) Holding a festival of peace and

friendship. This trio of thematic pillars would define the Nagano Games.

### Participation of Children

As a link to the 21<sup>st</sup> century, the Nagano Games will inspire grand dreams in children – who are our future – and foster in them an understanding of the importance of peace.

### Homage to Nature

In homage to the beauty and bounty of nature, the Nagano Games will impart to future generations the joy of living on this beautiful planet.

### Festival of Peace and Friendship

As a festival of peace and friendship, the 1998 Olympic Winter Games will foster a feeling of joy in all people who gather for the Games.

In addition, special consideration was given to the following matters during planning for Games operations:

### Simplicity

Ostentation will be eschewed in favour of simple, efficient organization. Effective utilisation of capital and staff will produce a reliable and smoothly-run Nagano Games that future

Olympic organizers will wish to emulate.

### Hospitality

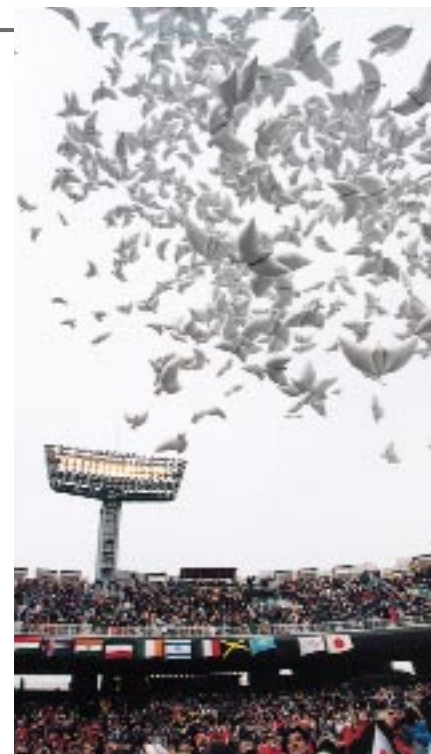
A warm welcome will be given to visitors from around the world, and attention will be given to making the Nagano Games readily accessible for disabled and elderly persons.

### State-of-the-Art Technology

The Nagano Games will be a showcase for state-of-the-art technology that offers a preview of the 21<sup>st</sup> century, including the latest in information systems and telecommunications networks.

### Outline of the Games

The second section of the Games Operations Plan contained an outline of the Games, including such details as the period, host city, host sites, organizing body, expected number of participating countries and regions, expected number of athletes and officials, and a schedule of the sports programme.



1,998 biodegradable dove-shaped balloons fly over the Opening Ceremony.

Period	February 7 (Saturday) to February 22 (Sunday), 1998
Host City	Nagano City
Host Sites	Nagano City, Yamanouchi (Shiga Kogen), Hakuba, Karuizawa, Nozawa Onsen
Organizing Body	The Organizing Committee for the XVIII Olympic Winter Games, Nagano 1998
Countries and Regions	More than 60 countries and regions (NOCs)
Athletes and Officials	Approximately 3,000
Sports and Events*	7 sports (64 events) 29 ski events, 20 skating events, 2 ice hockey events, 6 biathlon events, 2 bobsleigh events, 3 luge events, 2 curling events

\* Snowboard events were added to the Sports Programme at the IOC Executive Board meeting in December 1995 to make a final total of 68 events.



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## Eight Basic Plans

The third section of the Games Operations Plan divided Games preparations into eight separate areas: sports, culture & ceremonies, media, logistics, Olympic Village, information & telecommunications systems, operational structure & staffing, and public relations & design. Basic Plans for each of these areas of operations were drawn up, and are outlined below.

- **Sports**

As sports are the centre of Games operations, in cooperation with the national and international sports federations as well as with managing bodies at the venues, NAOC will prepare a competition management system and superb competition venues that comply fully with the rules and international standards for each sport.

- **Culture & Ceremonies**

Blending sport with culture, Olympism seeks to create a balanced whole of body, will and mind in the individual. Recognizing the importance of culture, the Cultural Programme and Opening and Closing Ceremonies will provide the ideal opportunity for people to learn from each other and deepen their sense of friendship. They will also introduce the culture of Nagano and Japan to the world.

- **Media**

Approximately 7,000 media personnel will cover the Games, and state-of-the-art facilities will be provided for these media to relay information around the world. The Main Press Centre will serve the needs of journalists and photographers, while the International Broadcasting Centre will be the base for sending international television and radio signals.

Guests visiting their partner school in the "One School, One Country" programme.



- **Logistics**

The smooth operation of the Games depends on such services as transportation, accommodations, accreditation, security, ticketing, medical care, waste disposal and cleaning, information distribution, and protocol. These services will be suffused with a human warmth that conveys a feeling of welcome. A high standard of service will be provided for domestic and international sponsors.

- **Olympic Village**

A safe and comfortable living environment will be provided where athletes can relax in order to compete in top condition. The Olympic Village will also be a place for the fostering of friendship and goodwill among participants.

- **Information & Telecommunications Systems**

NAOC will develop reliable, state-of-the-art information & telecommunications systems to provide accurate and up-to-date information to Games officials, spectators in Nagano, and audiences around the world.

- **Operational Structure & Staffing**

In light of the magnitude and complexity involved in creating a successful Games, the organization will be as efficient as possible. Another goal in staff management will be the development of a volunteer network that will continue after the Games, thereby further advancing the ideals of the Olympic Movement.



Children enthusiastically participated in tree planting programmes.

- **Public Relations & Design**

An ongoing public relations programme will be developed to maintain a high level of interest and develop a unified image to impart a strong visual impression of the Games to domestic and international audiences.

## Addition of Sports / Events and Changes in Venue

### ■ Original Plan (6 sports, 57 events)

#### Skiing

Cross-Country	Men's 15km Classical, 15km, 30km, 50km, 4 x 10km Freestyle Ladies' 10km Classical, 10km, 15km, 30km, 4 x 5km Freestyle
Jump	Individual Normal Hill K=90m, Large Hill K=120m, Team
Nordic Combined	Individual, Team
Alpine	Men's Downhill, Super-G, Giant Slalom, Slalom, Combined Event Ladies' Downhill, Super-G, Giant Slalom, Slalom, Combined Event
Freestyle	Men's Moguls Ladies' Moguls

#### Skating

Speed	Men's 500m, 1,000m, 1,500m, 5,000m, 10,000m Ladies' 500m, 1,000m, 1,500m, 3,000m, 5,000m
Short Track	Men's 1,000m, 5,000m relay Ladies' 500m, 3,000m relay
Figure	Men's Singles, Ladies' Singles, Pairs, Ice Dance

#### Ice Hockey

Men's Ice Hockey

#### Biathlon

Men's 10km, 20km, 4 x 7.5km relay  
Women's 7.5km, 15km, 4 x 7.5km relay

#### Bobsleigh

Two-man, Four-man

#### Luge

Men's Singles, Doubles  
Woman's Singles

### Addition of Women's Ice Hockey and Curling

At the July 1992 IOC Session and Executive Board meeting in Barcelona, the IOC made the following decisions regarding additions to the Sports Programme:

- All sports and events held at the Albertville Games shall be included in both the Lillehammer Games and the Nagano Games. The addition of freestyle skiing aerials and the men's 500m and ladies' 1,000m events in short track speed skating are also approved.
- Women's ice hockey shall be included in the Olympic Winter Games as of the 2002



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Games, although if the Organizing Committee of the Nagano Games were to agree, women's ice hockey could be included in the 1998 Games.

- Both men's and women's curling shall be included in the Olympic Sports Programme beginning with the 2002 Games, but it is hoped that they will be included in the Nagano Games in 1998.

These items were discussed at the meeting of the IOC Coordination Commission for the Nagano Games in November, and after considering issues of competition facilities, accommodations, and site access, the conclusion was reached that including women's ice hockey and curling at the Nagano Games would be possible. At the 4<sup>th</sup> meeting of the NAOC Executive Board on November 26, the following items were confirmed:

- Freestyle skiing aerials and the two short track speed skating events would be included in the Sports Programme for Nagano.
- If discussions with the appropriate sports federations indicated that logistics and details could be satisfactorily arranged, women's ice hockey could be added.
- Similarly, if investigation of necessary details proved that men's and women's curling could be satisfactorily included, it could be added to the Sports Programme.

Subsequent meetings were held with both the International Ice Hockey Federation and the World Curling Federation, and agreement was reached on the items listed below. NAOC reported its willingness to include women's ice hockey and curling to the IOC Executive Board meeting in Lausanne in June 1993.

### Ice Hockey

- There would be six women's teams.
- All men's and women's games and practices would be held at two competition arenas and one training rink.
- Each team would be allowed up to 25 members, including team officials.
- There would be no increase in referees or linesmen.



### Curling

- Karuizawa Kazakoshi Park Arena would serve as the competition venue.
  - A Satellite Olympic Village would be set up in Karuizawa.
  - All officials would be provided through the World Curling Federation, the Japan Curling Association, and the Nagano Prefectural Curling Association.
-



### **Addition of Snowboard**

At the August 1994 IOC Executive Board meeting in Paris, President Samaranch asked that NAOOC consider including snowboard events in the Sports Programme for Nagano. After gathering information from the concerned parties, the decision was made to include snowboard based on the following considerations:

- Snowboard is wildly popular in Europe and North America, and in recent years has seen a huge increase in popularity in Japan as well, with an increasing number of ski resorts opening slopes to snowboarders.
- Public opinion surveys indicate that over half the people in their 20s support including snowboard in the Games. This is important given the great interest among young people in the Nagano Games and the ensuing increase in television viewing figures which can be expected.
- As a historical first, snowboard's inclusion as an official Olympic competition should draw even more attention to the Nagano Games, leaving an even deeper impression.

In order to avoid increasing the expense of the Games, the decision was made to stage the snowboard events at one of the five sites already hosting competitions. NAOOC laid out two prerequisites for choosing the competition venue: the official agreement of the town or city in question must be obtained, and the host site must cover a portion of the operating expenses. In response to NAOOC's official inquiry, the only one of the five sites that expressed interest in hosting the new events was Yamanouchi. The Mayor of Yamanouchi offered use of the Mt. Yakebitai ski area for giant slalom or slalom, and Kanbayashi Snowboard Park as the venue for halfpipe.

With the tight budgetary situation, NAOOC worked to keep the cost of adding snowboard to the Games as low as realistically feasible. Streamlined management of the event was one approach, and Yamanouchi also agreed to finance a part of the expenses. Also, some financial support was expected from the International Ski Federation (FIS) to help defray accommodation expenses for athletes and officials. FIS additionally agreed to lend their full support.

The 13<sup>th</sup> NAOOC Executive Board meeting on November 17, 1995, gave its approval to the inclusion of snowboard (men's / ladies' giant slalom, men's / ladies' halfpipe) in the Sports Programme for Nagano. This decision was officially approved a month later by the IOC Executive Board at their December meeting in Karuizawa.

## Relocation of Competition Venues

- **Ladies' Alpine Speed Events, Men's and Ladies' Giant Slalom**

The ladies' alpine skiing speed events were originally scheduled to be held on existing courses on Mt. Higashidate in Yamanouchi, but in accordance with recommendations in a FIS inspection report in 1993, the events were instead moved to Happo'one in the village of Hakuba. In addition, the men's and ladies' giant slalom events planned for Mt. Yakebitai in Shiga Kogen were moved to Mt. Higashidate.

- **Biathlon**

Originally, biathlon events were to be held at a new venue in the Kamishiro area of Hakuba. However, an environmental assessment conducted prior to construction discovered nests and offspring of goshawks and buzzards protected under the Washington Convention. The biathlon venue was subsequently moved to Nozawa Onsen.

- **Figure Skating and Short Track Speed Skating**

Initial plans called for figure skating events to be held at a municipally-operated gymnasium in Nagano City, which would be renovated for Games use. However, the land upon which the gymnasium was situated was inadequate to support effective expansion, therefore the City provided a nearby plot of land for construction of a new arena later named "White Ring".

Short track speed skating was originally also to be held at a renovated city property, the Sun Marine recreation centre. Due to the facility's popularity with local residents however, the plan to alter the centre was dropped and short track events were held at White Ring.



A fledgling goshawk nest at the original biathlon venue.

- **Alpine Combined**

The alpine combined event was first planned with the downhill portion to be held at Happo'one in Hakuba and the slalom to be staged on Mt. Yakebitai in Yamanouchi. Concerns about logistical difficulties in moving between the two venues in adverse weather conditions led to the relocation of the slalom portion to Happo'one.

# Operating Budget for the Games

## Division of Responsibility

The Nagano Prefectural Government and host sites were responsible for financing the construction of competition and non-competition venues, while NAOC was responsible for operations expenses.

## Financial Plan

The Financial Plan detailing revenues and expenditures for Games operations from NAOC's establishment in 1991 to its dissolution in 1999 was originally to be included in the Games Operations Plan finalized in March 1995. However, extreme fluctuations in the foreign exchange market between 1994 and 1995 resulted in a drastic fall in the value of revenues paid in US dollars when converted to Japanese yen, creating a very real danger of a deficit in the budget for the Games. After examining several options, no immediate solution for this deficit was apparent. Therefore, it was decided to exclude the budget from the Operations Plan, and to spend one year reworking the Financial Plan. In March 1996, the first Financial Plan was officially adopted at the 14<sup>th</sup> NAOC

Executive Board meeting.

Limited by economic difficulties and budget constraints, NAOC concentrated efforts on maximizing revenue from sources such as the sale of television broadcasting rights and marketing programmes, while cutting back on expenditures by striving for simple and efficient Games operations. Analyzing the status of preparations between April 1996 and March 1997, and based on experience from the pre-Games competitions as well as the Atlanta Games, it became obvious that further revisions to the Financial Plan would be necessary. The newly revised Financial Plan was approved at the 17<sup>th</sup> Executive Board meeting in March 1997.

Major changes in the revised Financial Plan included recalculating the dollar/yen exchange rate from the original \$1 = ¥95 to \$1 = ¥115 to reflect prevailing exchange rates. Expenditures were also revised to reflect lessons learned from the Atlanta Games, such as increasing support for information and telecommunications systems to enable accurate delivery of competition results in real time to the media and the world. Increases were also made to support broadcasting facilities in order to provide an international signal for radio and television of the very highest standard. Additional funds were earmarked for the installation of giant video screens at each competition venue, and for other improvements to venue facilities to enhance the spectators' enjoyment of the Games.

NAOC released estimates of comprehensive revenues and expenditures for 1991 through 1998 in March 1998 after the conclusion of the Games, and again in July 1998, after the closing of the 1998 fiscal year.

Prefabricated construction at venues helped to keep costs down.



NAGANO 1998

## ■ Revenues

(in units of ¥100 million)

		March 1996	March 1997	March 1998	July 1998
				(estimated)	(estimated)
Revenues	Television rights	292	346	352	354
	Marketing	263	281	297	313
	Ticket sales, etc.	59	72	102	105
	Subtotal	614	699	751	772
Other revenues	Local government subsidies (personnel expenses)	65	71	72	66
	Local government subsidies (operating expenses)	50	50	50	50
	Lottery	100	100	100	100
	Facilities usage fees/accommodations payments	42	37	40	40
	Contributions, donations, publicly-run competitions	74	73	87	97
	Other	0	0	0	14
	Subtotal	331	331	349	367
Total revenues		945	1,030	1,100	1,139

## ■ Expenditures

(in units of ¥100 million)

		March 1996	March 1997	March 1998	July 1998
				(estimated)	(estimated)
Administration (personnel & administration)		128	139	143	144
Operations expenses	Planning & Liaison	32	42	51	50
	Marketing	49	61	61	59
	Public relations & media support	181	208	221	216
	Information & telecommunications systems	167	191	189	184
	Competition and venue operations	135	140	158	159
	Equipment	177	177	198	207
	Accommodations, transportation, security	67	67	78	74
	Promotion of Olympic Movement	0	0	0	45
Subtotal	808	886	956	994	
Funds held in reserve		9	5	1	1
Total revenues		945	1,030	1,100	1,139

Revenues Television rights = 60% of total fee for such rights.  
Marketing = 6/7 of total fees from TOP IV Sponsors, Gold Sponsors, Suppliers, etc.  
Subsidies from local governments (personnel expenses) = wages for employees seconded to NAOC from Nagano Prefecture, Nagano City, and other local governments paid by the original employer.  
Subsidies from local governments (operating expenses) = monetary support from Nagano Prefecture and Nagano City for use against operating expenses.  
Lottery = receipts from a series of lotteries with proceeds going to the Games.  
Facilities usage fees / accommodations payments = fees collected for use of Media Villages and Sponsor Village facilities, as well as rental fees for private office space at the IBC and MPC.  
Contributions, donations, publicly run competitions = contributions from cooperating horse racing tracks, the Japan Keirin Association, the Nippon Foundation, the Sports Fund Foundation, Nagano Prefecture Ski Lift Association, Nagano Prefecture Golf Club Federation, etc.

Expenditures Administration = employee salaries, other related expenses.  
Planning & liaison expenses = insurance, design commissions, expenses related to meetings attended overseas.  
Public relations & media support = public relations for the Games, management expenses for the Main Press Centre, producing the international signal.  
Competition & venue operations expenses = expenses for operations for competitions, venues, Olympic Village, medical treatment and drug testing, volunteer expenses, Opening and Closing Ceremonies, Cultural Programme.  
Equipment = equipping of competition facilities, the Olympic Village, IBC, MPC, the Media Villages, and other facilities.  
Accommodations, transportation, & security = expenses for accommodations, transportation of spectators and Games staff, and security services.





Temporary spectator stands at the stadium for Opening and Closing Ceremonies.

### Changing Foreign Exchange Rate and VIK

- The balance between revenues and expenditures fluctuated widely due to the effect of the changing foreign exchange rate on the budget, as much of NAOC's revenues were in US dollars. The Financial Plan was devised to reflect the exchange rate at the time of the Plan's finalization, as well as rates of exchange in the period preceding that time.
- Revenues from sponsoring companies took the form of either cash or value-in-kind (VIK) products. However, both VIK and cash contributions were indicated as a total monetary amount in the Financial Plan.
- In addition to the Financial Plan outlining total revenues and expenditures for fiscal years 1991 through 1999, detailed annual budgets were drawn up for each fiscal year (April through March) within the limits delineated by the Financial Plan. Actual revenues

and expenditures were based on these annual budgets.

In cooperation with the domestic broadcast industry (NHK and five commercial broadcasters), a separate account was designated for production of the international signal.

- All expenditures required the approval of the Director General, a Deputy Director General, or Department Director (depending on amount of expenditure).

## Promotion of the Olympic Movement

### Nagano Olympic Commemorative Foundation

Excellent marketing programme results and higher than expected sales of merchandise and tickets, coupled with lower expenditures for production of the international signal, left a revenue surplus of ¥4.5 billion. In July 1998, NAOC's Executive Board made the decision to use this surplus to promote the growth of the Olympic Movement and create a legacy to benefit winter sports in Japan. Part of the funds have been allocated for use by the JOC to finance athletes' training programmes, and the Nagano Olympic Commemorative Foundation has been established to support the staging of winter sports events.



IOC President Samaranch and NAOC Director General shake hands in front of the plaque commemorating NAOC's donation (June 1998).

### Donation to the Olympic Museum

In order to impart the mood and excitement of the Nagano Games to future generations, and as a contribution to the Olympic Movement, on June 23, 1998 ("Olympic Day") NAOC presented a gift of US\$1 million to the Olympic Museum in Lausanne. A plaque commemorating NAOC's donation is on display in the foyer of the museum.

In October 1998, NAOC presented the museum with a state-of-the-art 3-D High Vision theatre system, which was featured prominently during the Games at the Olympic Pavilion and IBC. Games footage filmed with this new technology impressed visitors to Nagano with its enhanced sense of realism, and visitors to the Olympic Museum will now be able to relive the glory and excitement of the Nagano Games.

The IOC has commissioned a display featuring memorabilia and film footage from the Games.

New NAOC staff receive their written appointments from Director General Kobayashi.



## NAOC Secretariat

The Secretariat for the Organizing Committee was established in November 1991, with its main office in Nagano and a liaison office in Tokyo.

The Secretariat was staffed by personnel dispatched from the national, prefectural, and host site governments, as well as from other local governments within Nagano Prefecture, private companies, or affiliated agencies. A small proportion was directly employed by the Secretariat itself. By Games-time, the Secretariat had grown to 17 departments organized into 47 sections. Including the staff of the Nagano Olympic News Agency (NAONA) and the Olympic Radio and Television Organization '98 (ORTO'98), the number of Secretariat personnel peaked at 995.

### Organization

The Secretariat under Director General Tadashi Tsuda began operating with a staff of 28. Organized at first into four departments with five sections, both the number of employees and the Secretariat itself expanded to reflect changing needs.

- Nov. 1991 4 dept., 5 sections, 28 staff  
General Affairs Department (General Affairs Section, Finance & Planning Section), Public Relations & Liaison Department (Public Relations & Liaison Section), Games Facilities Department (Games Facilities Section), Planning Coordination Department (Planning Coordination Section)
- April 1992 4 dept., 6 sections, 47 staff  
The Public Relations & Liaison Section was split into two separate sections.
- April 1993 5 dept., 12 sections, 86 staff  
Makoto Kobayashi, former Vice Minister for Home Affairs, was appointed Director General.

A Marketing Section and Information Systems Section were added to the General Affairs Department, and a Media Support Section was set up within the Public Relations & Liaison Department. A Venue Management Department was created, comprising a Games Management Section, Volunteer Section, and Transportation & Security Section. In October, ORTO'98 was established.

- April 1994 9 dept., 18 sections, ORTO'98, 190 staff

The Public Relations & Liaison Department was divided into a Public Relations & Media Support Department and a Liaison Department. A Marketing Department, a Technology Department, and an Accommodations & Transportation Department were created.

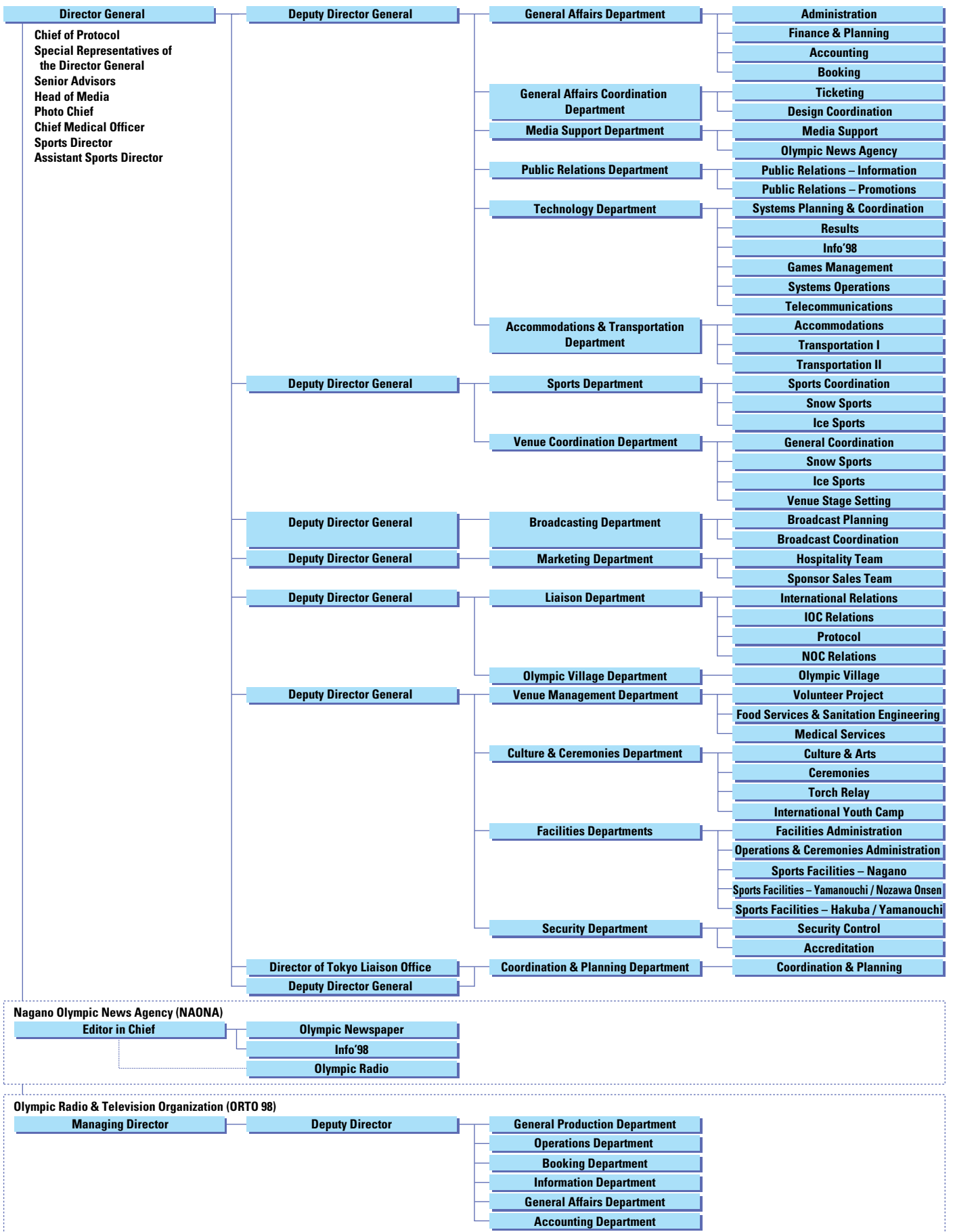
In September, the Marketing Department was divided into Marketing Section I and Marketing Section II, and the Games Facilities Section was divided into the Facilities Section and Equipment Section. In November, a Medical Services Section was added to the Games Management Department, and the Cultural Events & Ceremonies Section divided into a Culture & Arts Section and a Ceremonies Section.

NAOC moved office to meet expanding needs.



## NAGANO 1998

# Organizational Structure of NAOC (February 1998)





NAOC Secretariat

- April 1995 15 dept., 41 sections, ORTO'98, 382 staff  
The Public Relations & Media Support Department was split into separate Public Relations and Media Support Departments, while the Sports Facilities Department was split into the Sports Department and Facilities Department. Similarly, the Games Management Department was divided into the Venue Management Department, Olympic Village Department, and Culture & Ceremonies Department. A Broadcasting Department and Security Department were created. In June, a Broadcast Coordination Section was created within the Broadcasting Department.
- April 1996 16 dept., 48 sections, ORTO'98, 502 staff  
A Pre-Games Competitions Department was established to supervise the international competitions held in Nagano prior to the Olympics. A General Affairs Coordination Department was created in September, comprising a Ticketing Section and a Design Section.
- April 1997 17 dept., 48 sections, ORTO'98, NAONA, 637 staff

In July, the Pre-Games Competitions Department and the Venue Planning Section in the Venue Management Department were combined to create the Coordination Venue Department. A Booking Section was also added to the General Affairs Department. The Public Relations Department was split into separate Information and Promotions Sections.

- April 1998 7 dept., 14 sections, ORTO'98, 161 staff

With the close of the Nagano Games, the Secretariat was reorganized into a General Affairs Department, Public Relations & Media Support Department, Official Report Department, Marketing Department, Information Systems Department, Telecommunications Department, Broadcasting Management Department, and ORTO'98.

### Secretariat Employees

Given that the Olympic Games occur within a specific time frame and are a one-time venture, NAOC decided to limit the number of directly-employed personnel to language services staff and short-term contract employees. The rest of the Secretariat positions were filled by officials and employees from national and local government or employees from private companies, all on secondment to NAOC. The 995 staff working at the time of the Games was made up of 12 national government officials, 348 employees of Nagano Prefecture, 72 Nagano City employees, 7 employees of other host sites, 53 employees from other towns / villages in Nagano Prefecture, 5 municipal / prefectural employees from areas outside Nagano Prefecture, 289 employees from private companies and other organizations, 162 people directly employed by NAOC, and a total of 47 Coordinators for International Relations on loan from the Nagano Prefectural Government.



NAOC staff take part in the summer Binzuru festival through the streets of Nagano.

Reduction in the number of employees began immediately following the close of the Nagano Games. At the end of March 1998, 161 people remained to fulfill post-Games responsibilities.

### Staffing

The enactment of special legislation in May 1992 allowed for the long-term assignment of civil servants and local government officers to NAOC from their home institution. A high level of cooperation was given by the various levels of government and a number of private enterprises in seconding employees to work for the Secretariat.

**National Government:** Seven employees from the Ministry of Foreign Affairs, Ministry of Education, Science, Sports, & Culture, Ministry of Posts & Telecommunications, National Police Agency, and the Shin'etsu Bureau of Telecommunications were sent to the Secretariat. In addition to these long-term dispatches, employees of the Ministry of Foreign Affairs, Shinshu University School of Medicine, and the Self-Defense Force (SDF) were assigned to the Secretariat.

**Nagano Prefecture:** Police officers and teachers made up some of the 190 prefectural employees assigned long-term to the Secretariat; an additional 158 persons were sent between August 1997 and February 1998 to assist on a short-term basis. Coordinators for International Relations (CIRs) employed by Nagano Prefecture were dispatched to work at the NAOC Secretariat.

**Host Sites:** Local governments hosting events also assigned staff to the Secretariat, with 72 employees coming from Nagano City, two from the town of Yamanouchi, four from the town of Karuizawa, and one each from the



Fielding inquiries at the NAOC Public Relations Centre

villages of Hakuba and Nozawa Onsen.

**Other Towns / Villages:** In 1996 and 1997, 53 employees from 36 non-host sites joined the Secretariat. Salaries for staff on loan from the prefectural and local governments were paid by their original employers.

A number of employees from Shizuoka Prefecture, Osaka City, and Joetsu City were seconded to the Secretariat under a cooperation agreement.

### Staff from Private Companies and Other Organizations

Private companies and other organizations sent personnel to help in a variety of specialized fields, including telecommunications and broadcasting. In principle, the original employer paid the employees' salaries. Other staff assignments were classified as a form of value-in-kind from sponsoring corporations, and these accounted for the assignment of 289 people from 100 different organizations.



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



# 4

## Financing

NAGANO 1998

# Marketing

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In recent years, television rights, sponsorship programmes, licensing agreements, and an effective marketing programme have become vital for securing funds necessary for the Games. Sponsor products, technology, and services are indispensable for Games operations, and television and radio broadcasting by Rights Holders bring the Olympic Games closer to millions of people worldwide, contributing to the spread of the Olympic Movement.

Crowds packed the Olympic Plaza on the eastside of Nagano Station.



## Revenues

Revenues generated through the sale of television rights and a proactive marketing programme provided the main source of funding for Games operations. Quality, environmentally-sensitive products and technological services offered by Sponsors were also a vital component in the creation of a “High Tech Olympics”, and helped in the realization of “Respect for the beauty and bounty of nature”, one of the goals for the Nagano Games.

Targets for revenues from television Rights Holders and the marketing programme were set in NAOC’s March 1997 Financial Plan.

Television rights	¥34.6 billion
Sponsorship programme	¥28.1 billion
	(US\$1 = ¥115)

Final revenue figures exceeded these targets and are summarized below (¥ billion) :

Television rights	35.4
Sponsorship programme*	31.3
• Sponsorships	28.0
• Licensing agreements	1.6
• Other	1.7

\* This figure excludes revenue apportioned to the JOC under the terms of the joint marketing agreement.

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A sample of pins

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## Organization

Marketing activities, sale of broadcasting rights and sponsorships, and support services for Sponsors began soon after NAOOC was established, and a Marketing Department was created in April 1994 to coordinate and direct the programme. The department grew in size to a maximum of 31 employees, and continued to conduct sales activities and finalize contracts right up until the Games. During the Games, a Marketing Operations Centre (MOC) administered by 38 people including NAOOC staff and marketing agents provided support for Sponsor hospitality and Sponsor activities at competition venues.

Under the direction of the IOC and NAOOC, a number of consultants and agents were commissioned to help with the development of an effective and wide-ranging marketing programme:

- International Management Group (IMG)  
Provided consulting services for sales of international television broadcasting rights.
- International Sports, Culture & Leisure Marketing AG (ISL)
- Meridian Management SA  
In 1996, Meridian replaced ISL as the agent providing contract services with Worldwide Partners.
- Japan Olympic Marketing (JOM) Ltd.  
Established in June 1993 from capital invested by NAOOC, JOC, Dentsu, Mitsubishi Corporation, Daiichi Kangyo Bank, and Hachijuni Bank. Directed domestic marketing programmes, primarily licensing agreements.
- Dentsu Inc.  
Sub-agent under the auspices of JOM responsible for the domestic sponsorship programme.
- TMI Associates  
Provided legal advice for contracts including all those related to marketing agreements.



Key chains and neckties were popular souvenir items.

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## Television Rights

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Contracts signed with Rights Holders generated much-needed revenues for Games operations and also ensured that the Games would be seen around the world. Rights Holders were provided with the international signal produced by ORTO'98, and were also able to produce their own images. They received exclusive broadcasting rights for Games' images in their designated region in the broadcasting medium as stipulated under the terms of contract. Contracts were signed on a bilateral basis and detailed the amount of assigned working space within the International Broadcasting Centre (IBC), and the provision of other services for Rights Holders such as accreditation, accommodations, transportation, and telecommunications.

### Highest Broadcast Revenues for an Olympic Winter Games

Revenues from broadcasting rights are shared between the OCOG and the IOC. NAOC's portion was set at 60% under the terms of the host city contract in place for the Nagano Games.

With an eye to broadcasting the Games to as large a worldwide audience as possible, negotiations for television rights were held with broadcasters in close consultation with the IOC beginning in 1993 and continued right up until the Games. The contract with CBS for broadcasting rights in the United States was signed in June 1994, and in all, contracts with 16 Rights Holders from 12 regions were concluded. Each of these contracts set record highs for the Winter Games and totalled US\$513 million.



Television crews at work at the Opening Ceremony

### Rights Holders for the Nagano Games

CBS	USA
EBU	Europe
CBC	Canada
NOJC	Japan
Channel 7	Australia
Fox Sports	Australia
TVNZ	New Zealand
OTI	South America
SABC	South Africa
URTNA	North Africa
Supersport Intl.	Africa*
CVM TV	Jamaica
ABU	Asia
KBS	Korea*
Astro	Malaysia*
ATV	Asia*

\* satellite broadcast

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## Marketing Programme

### Developing Rights Packages and the Fundamental Framework

The development of rights packages and the establishment of a fundamental framework were the two essential elements in the planning and preparation stages of the marketing programme.

#### Development of Rights Packages

The development of emblems and other marks to give visual identity to the Games was essential to the marketing programme. After the “Snowflower” emblem and “Snowlets” mascots were introduced in 1993, trademark applications and other similar steps were registered in 43 countries to protect the Games Marks. To prevent misuse, a set of criteria was formulated and use of the marks was granted only after written application and approval.

Based on the IOC’s policy of maximizing revenues by offering exclusive rights to a limited number of companies, only one company was allowed to purchase exclusive rights for any single product or service category. The rights packages developed for Sponsors were based on those offered at previous Olympic Games, with

some changes to reflect the Japanese market. The basic components are outlined below.

- **Exclusive Commercial Use of Intellectual Property**

Rights for the commercial use of Games Marks such as the emblem and mascots are the exclusive property of NAOC and the JOC. Sponsors were permitted to make use of these so long as prior consent was obtained from the IOC, NAOC, and the JOC. This ensured that the rights given to each Sponsor would develop within specific guidelines, and that Sponsor activities would fully reflect the ideals of the Olympic Movement.

Advertising at venues including that by Sponsors was prohibited in accordance with the “clean venue” principle enshrined in the Olympic Charter, and compliance with this was made possible through prior coordination.

Many people visited the “Snowlets’ House”.



The Sponsor Hospitality Village was located adjacent to the stadium for Opening and Closing Ceremonies.



- **Hospitality Packages**

Sponsors were given priority for accommodations, tickets, and transportation services for the hospitality programme they set up for their guests. Fifteen Sponsors and broadcasting Rights Holders purchased space at the 6,800 m<sup>2</sup> Sponsor Hospitality Village next to the stadium for Opening and Closing Ceremonies to welcome their guests and operate hospitality programmes. The village was open from February 7 to February 22, with a cumulative total of 32,000 visits by Sponsors and their guests. Services were provided by NAOO staff, catering companies, security staff, cleaning staff, and over 100 volunteers.

Hospitality tents were set up at the giant slalom, bobsleigh / luge, ski jumping, cross-country, and downhill venues for those Sponsors and Rights Holders who purchased space at the Sponsor Hospitality Village.

- **Recognition Services**

From 1995 a comprehensive recognition programme was implemented to generate awareness of the Sponsors through various media such as television, newspapers, official literature, billboards, and banners. Sponsor banners and advertising on shuttle buses put into place immediately before the Games, along with corporate names on the giant video screens at venues displayed until 30 minutes before the start of the competition, were effective in publicizing the support of Sponsors and contributed to the general Olympic mood. One example of an additional recognition right was the printing of corporate names on the back of event tickets.

- **Anti-Ambush Measures**

Comprehensive measures were taken before the start of the Games to prevent businesses that were not Sponsors from conducting sponsor-like activities – known as “ambush” marketing. To protect Sponsors’ exclusive rights, all Games personnel were briefed in anti-ambush marketing guidelines, and the cooperation of the media and Games-related organizations was enlisted to inform the public of these rules and regulations. During the Games, an anti-ambush team patrolled venues and dealt with violations on the spot, and this was successful in helping to keep ambush activities to a bare minimum.

Speaking at a meeting of the Daily Coordination Committee, IOC Vice President Richard Pound commended the excellence of the marketing programme for the Nagano Games, citing the “perfect example of how the private and public sectors can work together”.



Guests were welcomed with a traditional tea ceremony (Sponsor Hospitality Village).



Olympic banners lining the streets of Nagano

Under the guidance of the IOC, negotiations were held with international companies that expressed interest in becoming Worldwide Partners for the programme covering the Nagano and Sydney Games. Together with the “Gold” Sponsors of the domestic programme, these Worldwide Partners were first tier sponsors. Gold Sponsors were accorded the same rights and benefits as Worldwide Partners but limited to Japan. Second tier Sponsors were designated “Suppliers”. Target prices for each group were established, and a balance created in regard to the rights packages and support offered to Worldwide Partners / Gold Sponsors and Suppliers. Rights of usage of the Games emblem and mascots on commercial products under the licensing programme were limited so that the difference between Sponsors / Suppliers and licensees could be clearly distinguished.



KDD supplied international telecommunications services.

### Establishing a Fundamental Marketing Framework

Under the host city contract signed by the IOC, JOC, and Nagano City, it was agreed that the JOC and NAOC would set up a coordinated joint marketing programme. Not only did this succeed in avoiding confusion in the marketplace, it also guaranteed the exclusive rights of Sponsors. The formal contract was signed between NAOC and the JOC in June 1993, and approval was obtained from the IOC on details of the joint marketing programme, including the tier structure of sponsors, the domestic categories, and estimated revenues.

## Timeline

After the signing of contracts and the completion of the fundamental framework, the stage was set for the execution and implementation of the marketing programme:

### *Period I: January 1992 – June 1994*

- Development of the Games emblem and mascots; obtaining trademark protection
- Analysis of the marketing programmes of previous Games and the domestic market
- Marketing programme established; contracts between the IOC and JOC signed

### *Period II: July 1994 – July 1996*

- Gold sponsorship sales
- Launch of TOP IV sponsorship sales
- Licensing programme sales
- Hospitality programme guidelines established
- Sponsor Recognition programme guidelines established

### *Period III: January 1996 to December 1997*

- Sales programme of TOP IV sponsorships
- Sales of Supplier contracts
- Sales of licensing contracts
- Support services for hospitality programme
- Execution of Sponsor Recognition programme

## SUPPORTING the NAGANO

### Worldwide Partners



### Gold Sponsors



### Official Suppliers / Supporters

THE TOKIO MARINE AND FIRE INSURANCE CO., LTD.	KOKUYO CO., LTD.	BRIDGESTONE CORP.
YAMAZAKI BAKING CO., LTD.	CORONA CORP.	MAYEKAWA MFG. CO., LTD.
PIA CORP.	IDEMITSU KOSAN CO., LTD.	OJI PAPER CO., LTD.
JA NAGANO KEIZAIEN	HANAMARUKI FOODS INC.	BROTHER INDUSTRIES, LTD.
MARUDAI FOOD CO., LTD.	HITACHI ZOSEN CORP.	TOKYO GAS CO., LTD.
SNOW BRAND MILK PRODUCTS CO., LTD.	JAPAN AIRLINES	SANKOSYA CORP.

## Sponsorship Programme

The Worldwide Partners, Gold Sponsors, and Suppliers for the Nagano Games provided much-needed financial and logistical support. During Games preparations and operations they contributed tremendously by offering top quality products, technology, and services in accordance with their contracts. Products and services, such as equipment for video imaging, information processing, and telecommunications, as well as food, beverage, and delivery services were provided as value-in-kind (VIK).



Sponsor logos featured prominently on Games' buses as part of the Recognition Programme.

Advertising and promotional campaigns undertaken by each company were also instrumental in publicizing the Nagano Games worldwide.

## TOP Programme

“The Olympic Programme” (TOP) is the IOC’s highest-level sponsorship programme for the sponsorship rights of the IOC, the OCOGs of the Summer and Winter Games, and the access rights to countries and regions of the 197 NOCs worldwide. Sponsors in this programme are designated TOP Partners or Worldwide Partners, and sponsorship covers a four-year period or “quadrennium”: TOP I (1985 – 1988),

TOP II (1989 – 1992), TOP III (1993 – 1996), and TOP IV (1997 – 2000).

Support from Worldwide Partners for the Nagano Games came in 1994 from IBM and Eastman Kodak, who signed up as “International Partners”. This programme allowed TOP III companies to participate in the TOP IV programme before the TOP IV contracts had been finalized, thus providing NAO with valuable early financial support. In exchange, IBM and Eastman Kodak were allowed to use Games Marks in their promotions in Japan.

Formal TOP IV contract negotiations began in 1995 under the guidance of the IOC, and between October 1995 and December 1997, contracts were signed with 11 international companies:

## Worldwide Partners

Coca-Cola	Non-alcoholic beverages
IBM	Computer / information system services
VISA	Consumer payment systems (credit cards, etc.)
Panasonic	Audio / TV / video and domestic electrical appliances
Xerox	Copiers / printers / facsimile machines
John Hancock	Life insurance / annuities
McDonald's	Retail food services
UPS	Pick-up and delivery of express mail and packages
Eastman Kodak	Film / photographic and imaging
TIME	Publishing
Samsung	Wireless radios / mobile and cellular telephones / pagers / PHS devices



Mizuno signs up at  
the first Gold Sponsor.



## Domestic Sponsorship Programme

Sales of sponsorships in the Gold Sponsor programme began in July 1994 and ended in July 1996, and resulted in contracts with eight domestic companies. Once all Gold sponsorships had been finalized, negotiations began for Supplier contracts. Negotiations lasted until November 1997 and agreement was reached with 18 companies.

## Gold Sponsors

Mizuno	Sports equipment / sportswear
Hachijuni Bank	Banking
Seiko	Timing
Kirin Brewery	Beer / wine / low-alcohol content beverages
NTT	Domestic telecommunications
KDD	International telecommunications
Toyota	Motor vehicles
Amway Japan	Nutritional supplements / cosmetics / toiletries / home care products / water treatment equipment

## Suppliers / Supporters\*

Tokio Marine & Fire Insurance	Damage insurance
Kokuyo	Office furniture / stationery and supplies
Bridgestone	Tires / wheels / tire chains / bicycles
Yamazaki Baking	Bread / Chinese buns / cakes / rice balls / sushi
Corona	Kerosene heating appliances (heaters, hot water boilers)
Mayekawa Manufacturing	Industrial refrigeration compressors / ice-making equipment for ice rinks
Pia	Ticket management
Idemitsu Kosan	Gasoline / kerosene / diesel oil / fuel / LP gas / lubricating oil
Oji Paper	Paper products (for industrial and domestic use)
JA Nagano Keizairen	Agricultural products (fruits / rice / meats / eggs)
Hanamaruki Foods	Miso (soybean paste) – packaged miso / miso in a cup / barrelled miso / instant miso soup
Brother Industries	Sewing machines (home & industrial sewing machines / embroidery machines)
Marudai Food	Processed meats (ham / sausages / wieners)
Hitachi Zosen	Environmental control facilities & technology (solid / water waste treatment systems)
Tokyo Gas	Gas supply services / combustion appliances / safety devices
Snow Brand Milk Products	Dairy products (milk / butter / cheese / ice cream)
Japan Airlines	Airline passenger transportation service
Sankosya	Weather observation devices / lightning protection devices

\* The name "Supporter" was also used depending on the type of service provided.

## Licensing Programme

The licensing programme brought in revenue through the merchandising and sale of products incorporating the design elements developed by NAOC. It was divided into three stages: sales of specialty products from Nagano Prefecture, general nationwide sales, and overseas licensing programmes.

## Domestic Licensing Programme

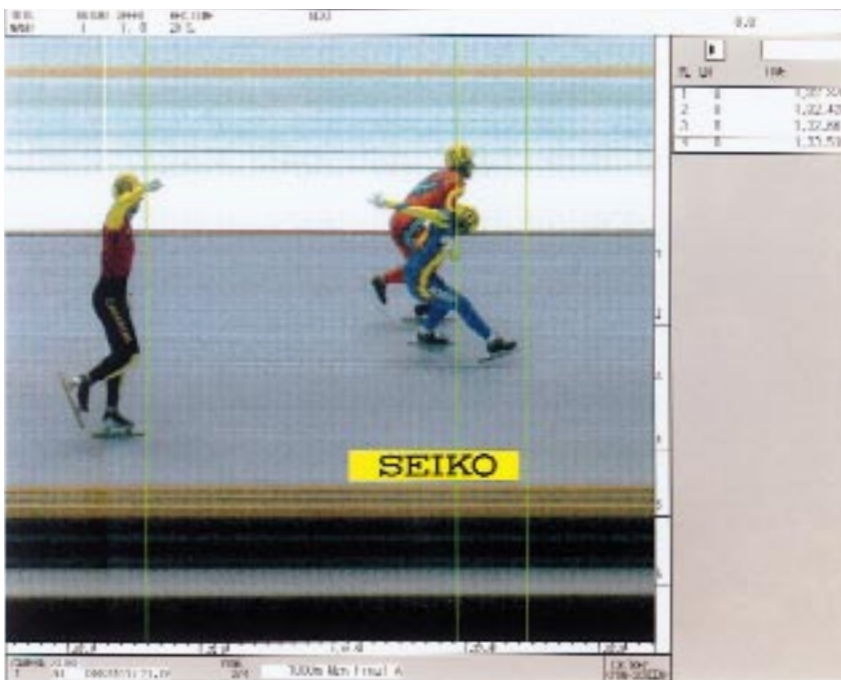
To promote the Games and maximize revenues, NAOC's licensing programme departed from the one company per category policy by allowing numerous companies to develop similar types of products, thus taking advantage of the different distribution methods utilised by each company. Japan Olympic Marketing (JOM), the joint marketing venture established by NAOC and the JOC, analysed the Japanese market and approached businesses interested in developing licensed products. A large number of companies joined the programme and

manufactured a wide variety of goods, thus opening up all of the marketing channels within Japan.

NAOC's graphic standards manual provided guidelines for licensees to follow in product development. Products were strictly monitored for faithful application of designs, and any that did not meet quality standards were removed. In the initial stages, designs incorporating the standard Games emblem and mascots were featured in order to promote and enhance the identity of the Games, while pictograms, subgraphics, and design variations appeared in later products.

The licensing programme began in August 1994 and encompassed a diverse range of products from pins, clothing, jewellery, lacquerware, and handcrafted items, to Nagano specialty food products such as buckwheat noodles, pickles, and chestnuts. In all, 190 companies offered 2,463 products for the domestic market. Sales were conducted along the various channels used by the licensees to obtain maximum visibility, and included setting up stalls at product fairs and events, Internet commerce, and catalogue shopping. This contributed to raising the profile of the Games throughout Japan, and resulted in domestic licensing programme revenues of over ¥37 billion.

Seiko "slit camera" technology was used to judge close finishes.



### Overseas Licensing Programme

Four countries – Australia, Canada, Norway, and the United States – were deemed to have particularly keen interest in the Nagano Games, and therefore the potential for strong merchandise sales. To promote the Games overseas and to increase revenue for NAOC, agreements were put into place for licensing products in these countries. Separately, four companies with leading products in the world market were granted licenses to sell Nagano Games products.

### Snowlets House

In April 1996, NAOC established a chain of seven official stores called the “Snowlets’ House” in Nagano City, Hakuba, and at some indoor competition venues. These stores helped promote licensed products and acted as test stores to monitor the popularity of merchandise. During the Games, the Snowlets’ Houses proved extremely popular with visitors and restrictions had to be placed on the number of people allowed to enter the Snowlets’ House located in the Olympic Plaza at the east exit of Nagano Station. The merchandise and atmosphere at the stores added to the general excitement and mood of the Games, and helped make Nagano a household name.

### Public Relations, Torch Relay, and Coin Programme

#### Public Relations Programme

Beginning 500 days before the opening of the Nagano Games, a daily auction of a one-of-a-kind countdown T-shirt bearing the number of days until the Games was held. The T-shirt for the day prior to the opening of the Games sold for ¥1.55 million. A total of ¥47,646,254 was raised through these auctions. Thirteen posters and ten songs were also created and sold as licensed products.

### Torch Relay Programme

A rights package exclusive to the torch relay was developed and the Coca-Cola Company signed on as sponsor of the event. NAOC and the Coca-Cola Company developed a logo for the torch relay, and 19 licensed companies put 87 products on the market featuring the logo.

### Olympic Coin Programme

To commemorate the Nagano Games, the Mint Bureau of the Ministry of Finance issued nine different commemorative coins. Domestic and international sales began in February 1997 and sales of the third series concluded in March 1998.

Something for everyone – a wide variety of licensed merchandise



# Ticketing

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In order to allow as many people as possible to experience the thrill of watching the Games, careful attention was paid to allocating the maximum number of seats possible to the general public. This was achieved by limiting the number of seats allocated to Games-related personnel.

Tickets went on sale one year before the opening of the Games, and at final count, 1,149,615 tickets representing 89.4% of the total were sold. Despite schedule changes due to inclement weather, a total of 1,275,529 spectators made their way through the gates. Revenues from ticket sales reached ¥8.5 billion, surpassing initial projections of ¥5 billion.

Spectators on their way to the Opening Ceremony



## Tickets for Children

As one of the main goals for the Nagano Games was to encourage the “Participation of children”, these were the first Olympic Games to offer a reduced children’s admission rate for the Opening and Closing Ceremonies and all competitions. In addition, 100,000 domestic tickets were reserved for children, mostly students participating in school outings.

For children up to fifteen years of age, all tickets (A – C categories, H category for wheelchair users) were offered at a 50% discount. Children up to six years of age who did not require a seat were admitted free of charge.

## Ticket Sales

A set number of tickets were available for purchase by overseas spectators, Games supporters, and for the promotion of the theme of children’s participation.

Domestic sales to the general public were conducted in an impartial manner and were available first through subscription sales, and later through advance sales. Any remaining tickets were made available for purchase prior to and during the Games as online tickets.

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### ■ Price of Tickets / No. of Available Tickets / No. of Spectators

Event / Competition	¥Price of Tickets (Adult)	No. of Tickets for Sale	No. of Tickets Sold	Percentage of Tickets Sold	Total No. of Spectators
Opening Ceremony	21,000 ~ 36,750	38,000	38,000	100.0	48,937
Closing Ceremony	15,750 ~ 31,500	39,000	39,000	100.0	49,257
Alpine Skiing	3,150 ~ 8,400	177,200	166,092	93.7	128,211
Cross-Country Skiing	2,100 ~ 4,200	146,000	82,680	56.6	82,770
Ski Jumping	6,300 ~ 10,500	96,000	96,000	100.0	102,641
Nordic Combined (Jump)	7,350	73,000	73,000	100.0	76,544
Freestyle Skiing	2,100 ~ 5,250	37,000	37,000	100.0	37,225
Snowboard	2,100 ~ 5,250	43,000	31,561	73.4	26,006
Speed Skating	3,150 ~ 10,500	93,000	93,000	100.0	118,555
Figure Skating	8,400 ~ 31,500	52,000	52,000	100.0	72,831
Short Track	3,150 ~ 5,250	16,000	16,000	100.0	21,952
Ice Hockey	2,100 ~ 31,500	330,700	295,802	89.4	369,718
Bobsleigh	2,100	35,000	35,000	100.0	37,336
Luge	2,100	39,000	31,040	79.6	30,461
Biathlon	2,100 ~ 3,150	54,000	46,340	85.8	33,475
Curling (incl. tiebreaks)	2,100 ~ 3,150	17,100	17,100	100.0	39,610
<b>TOTAL</b>		<b>1,286,000</b>	<b>1,149,615</b>	<b>89.4</b>	<b>1,275,529</b>

\* No tickets were printed for curling tiebreaks, so this did not affect “No. of Tickets for Sale / Sold”. However, spectators were allowed in free, and this is reflected in “Total No. of Spectators”.

\* “Total No. of Spectators” includes the Olympic Family and other Games-related personnel.



## Domestic Sales

Subscription tickets were available only from NAOC, while other tickets were purchasable through official ticketing agents.

## Requests for 6,460,000 Subscription Tickets

Three million ticket information guides with attached application forms were distributed in late December 1996 to official ticketing agents all over the country, as well as to public offices throughout Nagano Prefecture. Application forms for mail subscription tickets were accepted from February 7, 1997 exactly one year before the opening of the Games.

Of the 610,000 tickets available for the domestic market, 60% (366,000) were set aside for subscription sales. By the March 14 deadline 287,302 application forms requesting a total of 6,460,282 tickets had been sent in from every part of the country. Requests for tickets exceeded available supply by an average of 17.7 times.

Random selection by computer was held for events where the number of ticket requests exceeded availability, and 115 of the 146 ticket categories available by subscription sold out. A total of 70,790 people requesting 307,798 tickets were successful in their application for subscription tickets: of these, 56,122 paid for tickets in cash or by VISA card. Because the remaining 14,668 people did not meet payment deadlines their orders were not processed. Consequently, the 74,746 tickets they had requested were added to the 58,202 unsold tickets, and these were all added to the tickets set aside for advance sale after the subscription sales period had concluded.

## Long Lines for Advance Tickets

Seven national travel agencies specializing in travel packages were designated as official ticketing agents in Japan based on their experience in handling ticketing for international events and their widespread distribution network. The addition of Ticket Pia as the Official Nagano Games Supplier for ticketing management brought to eight the number of companies involved in advance ticket sales domestically.

Advance tickets went on sale June 2, 1997 and hopeful buyers began lining up days before, reflecting the great interest in the Games. Once doors opened, tickets (excluding those sold as part of accommodations / travel packages) sold briskly and in just a few days, tickets for all but a few events had completely sold out. From October 21 to November 28, an additional 325,000 tickets left over from subscription and international sales, and tickets no longer needed for Games operations or guests went on sale.

### Final Round of Ticket Sales

The final round of sales for remaining tickets including those returned by Sponsors or international ticketing agencies was launched on January 15, 1998 and continued through the duration of the Games. These tickets were available at ticket offices established in each of the host sites. Tickets were also available at selected Ticket Pia outlets in cities throughout the country, as well as through Ticket Pia's telephone reservation centre. All ticket outlets were linked through a computer network to ensure the fair distribution of tickets.



Over six million applications were received for subscription tickets.



Lining up for tickets

## International Sales for 59 NOCs

Based on international ticket sales for the Lillehammer Games, 200,000 tickets were set aside for purchase by overseas spectators. Ticketing guides were sent to 82 NOCs or their designated ticketing agency in February 1997, and a total of 59 ordered tickets for sale in their home country or region.

### • Holograms

To prevent reproduction by colour photocopy machinery, every ticket included a hologram produced with the latest technology. The Snowflower emblem of the Games and the word “NAGANO” were incorporated into a beautiful ‘silver snow’ hologram embellishing the front of admission tickets, making them an excellent souvenir of the Games.

### • Micro Lettering

Ruled lines on the ticket were printed with the word “NAGANO” in micro lettering. With the naked eye, micro lettering appears as a fine line, however under magnification, the letters spelling NAGANO can be seen. The word “NAGANO” would not be legible if the ticket were a mere photocopy.

### • Fluorescent Ink

The background design for tickets was printed with ink that glowed when placed under a special black light. Without the light, the fluorescent ink could not be detected, and this effectively helped to deter counterfeiting.

## Ticket Distribution

All data for ticket sales, including the number of tickets sold to each customer for each sporting event and type of seating, was compiled by computer. All tickets excluding those for standing room and wheelchair seating were delivered by courier in December 1997.

Sponsors, Rights Holders, and overseas ticketing agents were responsible for picking up their tickets directly from NAOC.



## Printing of Tickets

Tickets were printed in Japanese, French, and English. Use of the latest printing techniques made it possible to print the “Spectator Rules” legibly on the back of every ticket despite the limited surface area. To deter counterfeiting, a number of precautions were taken to prevent unauthorized reproduction of tickets.



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## Types of Tickets

- **Subscription Tickets (Separate Adult / Child Tickets)**

After determining approximate numbers from application forms for subscription sales and from schools requesting tickets, separate adult and child tickets differentiated by pictograms were printed. The event, seat category and number, and other computer data compiled from the application forms were printed on the tickets.

Only adult tickets were printed for international sales. Children from overseas holding adult tickets were entitled to the same 50% discount on the face value of the ticket as children in Japan, and received a refund at the venue Ticket Information Centre on the day of the event.

- **Domestic Advance Tickets (Combined Adult – Child Tickets)**

In order that official agents could give tickets to the buyer directly at the time of sale, tickets purchasable by either adults or children were printed. On one end of the ticket was a stub to be torn off upon entry to the venue; on the other, were two stubs side-by-side, the outermost stub with an adult pictogram and the inner one with a child pictogram. The adult stub was torn off when a child's ticket was purchased.

- **Online Tickets**

All information on available tickets was stored on a central computer system, and tickets similar in design to the domestic advance tickets were issued at the point of purchase. The type of ticket, i.e. adult or children's, was confirmed before printing.



Cultural volunteers performed at the venues to welcome spectators.

Checking tickets at the venue entrance



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## Refunds

NAOC's original policy was to refund the cost of admission only if a competition was cancelled and could not be held during the period of the Games. However, once the Games began and poor weather forced the rescheduling of a number of events, the policy was changed to allow refunds to people who could not attend the postponed / rescheduled competition. As this decision was made early during the first week of the Games, further confusion due to scheduling changes was avoided.

Refunds on the face value of admission tickets were available from February 23 to March 6. Tickets were refundable in cash at branch offices of official ticket agents nationwide, or in the form of a postal money order from the NAOC Ticketing Centre. NAOC directly handled any requests for reimbursement from NOCs or their designated official ticket agencies, Sponsors, and Rights Holders.

All events and competitions were held during the period of the Games, however 11 events including eight alpine ski events were rescheduled, and thus tickets for these were refundable. In all, approximately ¥215 million was refunded for 59,101 tickets representing 70% of the total number of tickets for which refunds were available.



Children had much to cheer about, with thousands of tickets reserved just for them!



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### Exchanging of Adult / Child Tickets

All tickets for children were subject to a 50% discount. Reimbursements were available from Ticket Information Centres set up in front of the main entrance gate at the stadium for Opening and Closing Ceremonies and at each competition venue.

As the age of ticket holders overseas could not be confirmed when orders were received, only adult tickets were distributed internationally. However, if the adult ticket was then presented at the Ticket Information Centre along with the child's passport, the ticket was exchanged for a child ticket and the difference refunded. There were a total of 413 such exchanges at the venues. Child tickets accounted for 0.5% of international sales.

- **Attempting to Enter Venues with a Child Ticket**

More than a few adults attempted to enter venues using a child ticket. The difference in price had to be paid and an adult ticket was issued. There was a total of 2,044 such exchanges at the venues. Child tickets accounted for 11.6% of the final total of tickets sold.



Watching the action

## Support from All Quarters

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Unlike the Tokyo and Sapporo Games, organizers of the Nagano Games planned to finance Games operations without any funding from the central government. Revenues came from marketing programmes and ticket sales, and were supplemented by contributions from lotteries, various fundraising activities, donations from private individuals and organizations, and financial assistance from government-run sports organizations. In spite of the adverse economic climate in Japan, people nationwide embraced the Games and contributed generously. This support reached a total of approximately ¥18.7 billion.

### Revenues from Lotteries

Beginning in 1996, proceeds from three special drawings of the “Green Jumbo” lottery run by the Ministry of Home Affairs and the National Lottery Council were used to support the Games. The lotteries were held each year in February or early March, and a total of ¥8 billion was raised over the three years. An additional ¥2 billion was raised through the Nagano Prefectural “Numbers” lottery in the four years from 1995 to 1998. Revenues were utilised for equipping Games facilities.

### Fundraising / Donations

#### Major Contributors

The non-profit Sports Fund Foundation, which had previously provided support to international sporting events such as the Tokyo and Sapporo Games, the World University Games in Fukuoka, and the Asian Games in Hiroshima, agreed to help raise funds for the Nagano Games. A target of ¥2.5 billion was set, and despite the long-standing recession in Japan, a total of ¥1.95 billion was raised by targeting groups and companies affiliated with the Japan Federation of Economic Organizations (Keidanren).

#### Golf Club Fundraising

NAOC requested fundraising assistance from the Nagano Prefecture Golf Club Federation. Between April 1995 and the end of December 1997, customers at the 64 golf clubs in Nagano Prefecture were asked to make a donation of ¥50, which was matched by ¥50 from the golf club. Some clubs made an additional donation. Nagano Games promotional posters were displayed at the golf clubs alongside collection boxes. In less than three years of fundraising activity, the Federation succeeded in raising over ¥288 million in donations for NAOC.

Buying lottery tickets to support the Games



### Donations by Ski Lift Companies

The Nagano Prefecture Ski Lift Association was asked by NAOC for donations, and from 1996 to 1998 raised over ¥295 million. In addition, all the ski resorts in Nagano Prefecture assisted the Games effort by setting up collection boxes, and collected a total of almost ¥550,000 from visiting skiers and tourists.

### Pachinko Parlour Donations

For a full year beginning October 1996, the Nagano Prefecture Pachinko Association solicited donations from customers at pachinko parlours all across Nagano. Over ¥18.26 million was successfully raised.

### Lions' Club

The local chapter of the Lions' Club International successfully solicited donations totalling ¥163.35 million from the approximately 164,000 Lions' Club members nationwide.

### Rotary Club

The local chapter of the Rotary Club International was successful in raising funds for the Games effort from 132,000 Rotary Club members across Japan. A cheque for ¥100 million was formally presented to NAOC in January 1998.

### Corporate / Private Donations

Businesses, groups, and individuals demonstrated their goodwill and willingness to support the Games with donations totalling more than ¥1.84 billion (as of July 1998).

In June 1997, NAOC asked for the support of the Nagano Employers' Association, the Nagano Small Business Association, the Nagano Prefecture Chamber of Commerce & Industry, and the Association of Commerce & Industry in soliciting help from local businesses. Executives of NAOC and these four organizations visited local companies in person to seek cooperation

and support and as a result a further ¥116 million was raised.

### Support from Other Government-Affiliated Bodies

NAOC made several requests for donations to gambling / sports-related groups run by the central and local government with a history of contributing to international sporting events and expositions held in Japan. In spite of the gloomy economic situation, these groups recognized that the Games was an event of national pride and made donations raised from horse, bicycle, motorcycle, and motorboat racing.

#### Horse Racing

Between 1995 and 1997, nine horse racing associations sponsored thirteen racing sessions and successfully raised more than ¥130 million.

#### Bicycle Racing

From 1995 to 1998 the Japan Keirin Association donated nearly ¥1.02 billion to NAOC. This money was utilised in many ways, such as for Games' publicity (producing brochures and the official report, running count-down campaigns), and for transportation of Games personnel.

#### Motorcycle Racing

In October 1997, a motorcycle race was held in the city of Kawaguchi, and with cooperation from national motorcycle racing organizations, succeeded in raising over ¥189 million for the Games.



The "Countdown Events" were held with cooperation and assistance from various groups.

### Motorboat Racing

From 1996 to 1997 the Nippon Foundation made donations totalling over ¥364 million. This money was used for the Olympic Newspaper, Olympic Radio, and for installing giant video displays at the venues during the ICPG events.

NAGANO 1998

## Support from Other Organizations

### Municipal Development

In response to its request for financial assistance, NAOC received ¥700 million in funding from the Japan Municipal Development Corporation and the Municipal Development Association of Nagano Prefecture in 1997. This money was utilised for the construction of the Olympic network telecommunications system.

### The Sports Promotion Fund

The Japan Physical Education and Health Centre lent their assistance from the early stages of Games preparations. From 1992 to 1997, the Sports Promotion Fund raised ¥200 million, which was used for IOC / IF-related expenses, and expenses for Games officials.

### The Japan Centre for Local Autonomy

The Centre raised ¥40 million to support the culture and arts programme at the Games. This money paid for three events, including a gala concert by children's choirs from five continents.

### The Mizuno Sports Promotion Association

Mizuno Corporation, Gold Sponsor for the Games, donated ¥20 million in 1997 from its Sports Promotion Association to contribute towards the costs of Games operations.



### The Japan Foundation

In 1993, the Foundation raised ¥15 million for performances of Japanese music and displays of children's art put on at the Lillehammer Games. Similarly, in July 1996, the Atlanta Campaign Steering Committee comprising NAOC, the JOC, Nagano City, and the Shinano Mainichi Daily Newspaper, received ¥1.6 million for cultural performances at the Atlanta Games.

### The Japan Foundation for Regional Art Activities

The Foundation raised ¥5 million which was used to stage a concert by musician Masashi Sada as part of the Cultural Programme at the Nagano Games.

The Japan Centre for Local Autonomy raised money to support the staging of various concerts in the Festival of Art and Culture.

## Booking

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Workspace, facilities, and equipment for media organizations, broadcasters, NOCs, and Sponsors were available for rent during the Games through a “rate card”, and the cooperation of Sponsors and Suppliers helped to keep costs low. In all, 521 organizations booked services through the rate card. Services included private workspace at the MPC, IBC, sub press centres broadcasting positions, telephone lines, and office equipment.

Before the Games, the separate sections at NAOC handled booking requests for equipment and services on the rate card from persons and organizations within their sphere of responsibility, e.g. ORTO’98 for Rights Holders, and Media Support for the press. The NAOC Booking section coordinated orders, issued invoices, and collected payment. During the Games, additional orders or changes were dealt with at the booking office at the IBC, the NAOC office at the MPC, and the NOC Services Centre at the Olympic Village, as well as the telecom service



**Portable radio communications equipment was also available for rent.**

**The Associated Press working room at the MPC**



counters at the IBC, MPC, and Olympic Village. Payment could be made at banks, or by VISA card, after which goods and services were delivered.

For participants wishing to bring electrical equipment from their own countries, details of the Japanese voltage system were published in the rate card, and follow-up briefings were given to participants visiting facilities.





## ■ Booking List

	Broadcasters	Media	NOCs	Sponsors	Total
No. of items on Rate Card	198	142	68	42	450
No. of organizations that ordered items	106	275	57	83	521
Total number of items	19,668	8,689	2,967	1,354	32,678

## ■ Main Items Ordered on the Rate Card

	(Unit = 1 item/connecting line. Workspace = m <sup>2</sup> )				
	Broadcasters	Media	NOCs	Sponsors	Total
Workspace (m <sup>2</sup> )	17,078	6,767	—	—	23,845
Commentary positions	527	—	—	—	527
Office desks	1,374	1,073	57	—	2,504
Office chairs	2,545	1,010	63	—	3,618
Meeting room desks	798	567	45	18	1,428
Meeting room chairs	1,513	1,250	128	45	2,936
Cabinets	773	329	74	1	1,177
Sofas	138	87	—	—	225
Trash cans	455	686	—	—	1,141
Refrigerators	89	62	57	—	208
Microwave ovens	53	39	—	—	92
Transformers	—	28	46	—	74
Coat racks	229	123	47	—	399
Clocks	153	112	—	—	265
Typewriters	19	8	8	—	35
TV sets	282	228	191	29	730
Video recorders	3	37	15	10	65
Info '98 terminals	91	34	12	2	139
Info '98 printers	81	34	25	2	142
Info '98 external connections	24	20	3	—	47
Desktop computers	5	—	6	—	11
International telephone lines	175	16	—	—	191
Domestic telephone lines	694	35	—	2	731
ISDN lines	187	368	4	34	593
Dual intl. / domestic phone lines	486	829	40	148	1,503
Olympic network lines	1,677	623	189	33	2,522
Cellular phones	1,033	848	337	146	2,364
Pagers	669	282	555	600	2,106
Fax / copy machines	181	122	66	30	399
Terminal adapter modems	73	241	—	—	314
Trunked radios	—	—	43	98	141

# Insurance

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Spectators were covered by personal injury insurance.

NAOC made procurement of appropriate insurance a priority and spent a total of ¥600 million to purchase 70 policies in 17 different categories. All insurance policies arranged by NAOC were underwritten by the Tokio Marine and Fire Insurance Co., Ltd., one of the Official Suppliers for the Nagano Games.

## Main Insurance Categories

### • TV Rights Insurance

US\$100 million of TV rights insurance was purchased to insure against financial loss should fees paid for television broadcast rights need to be returned in the event the Games could not be held. This amount would not have covered the entire financial loss, however it was calculated on the assumption that financial assistance could have been obtained from Nagano City and Nagano Prefecture had the Games been unavoidably cancelled.

### • Liability Insurance

NAOC arranged for comprehensive general liability insurance and umbrella insurance, with a comprehensive liability limit of US\$50 million per incident. The coverage included provisions for broadcasting liability and bailee's liability. NAOC also purchased insurance to protect NAOC executives from liability as well as medical malpractice liability insurance.

### • Accident Insurance for the Olympic Family

NAOC purchased accident insurance for members of the Olympic Family, excluding media personnel or contract workers. Similarly, accident insurance covering spectators was also prepared. Because this coverage carried no deductible, processing of minor personal injuries claims would proceed smoothly, and this helped to provide peace of mind for staff and volunteers.

### • Property Insurance

The Olympic Village and most of the indoor competition facilities were newly constructed, and Nagano City arranged for fire insurance. NAOC was responsible only for insuring the IBC, other facilities for which it held title, and certain designated movable properties for an insured total of ¥25 billion.

### • Vehicular Insurance

The broadest possible coverage was arranged for the 1,560 vehicles supplied by Toyota, Gold Sponsor for the Games. The insurance company was responsible for handling all settlements and this greatly reduced the workload for NAOC staff.



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- **Contingency Insurance**

NAOC purchased cancellation and abandonment insurance in case ticket refunds needed to be issued upon cancellation of a competition. Early on in the Games however, NAOC made the decision to issue refunds to ticket holders who could not attend due to sudden event rescheduling. As this had not been outlined ahead of time, it was not covered by the insurance, and NAOC shouldered the costs for these refunds.

In addition, as a precaution against operating losses incurred by damage to broadcasting facilities and equipment that caused interruption to broadcasting services, NAOC purchased 16 days of network cessation loss insurance up to a maximum of ¥100 million per day.

## Incidents

During the Games, there were numerous incidents involving accident and vehicular insurance, but fortunately, these were only minor and there were no deaths or major accidents. Two investigators from the insurance company assigned to NAOC Operations Headquarters and one stationed in the Olympic Village were responsible for responding to incidents at the competition venues. Insurance payments for claims involving minor injury were paid upon receipt of paperwork from the various NAOC medical facilities, and these were handled by an insurance agent assigned to the Medical Command Centre.



Vehicles provided by Toyota had the broadest insurance coverage available.

- **Liability Insurance**

Other than one injury due to insufficient preparation of safety netting at an alpine skiing event, all liability insurance claims were property-related. Most of these incidents involved damage to NAOC facilities such as the Olympic Village and Media Villages, dropped notebook computers, and similar occurrences that were paid by the bailee liability cover.

- **Accident Insurance**

Approximately 1.2 million people including volunteers and spectators were covered by accident insurance, and there were 1,268 reported incidents. Relatively major incidents included a volunteer hospitalized for three months due to a fall, and an Italian athlete who broke a leg and ruptured an Achilles tendon. There were no cases requiring emergency repatriation of a non-Japanese person for treatment, although there were seven cases where insurance benefits were paid for continuing treatment following the return of the insured person to his or her home country.

- **Vehicular Insurance**

There were 148 reported accidents involving NAOC vehicles during the Games, including eight involving personal injury. Vehicles were inspected prior to returning them to Toyota and minor damage noted.

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LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



5

Presenting Nagano  
to the World

NAGANO 1998

# Design

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## Traditional Japan

The Nagano Games presented the opportunity to share some of the traditions of Japan, with its long history and ancient customs, with the world. Through its design concept and public relations activities, NAOC implemented a series of programmes to introduce aspects of “Traditional Japan” that would leave a lasting impression on visitors to the Games.

Beginning with the tolling of the centuries-old bell at Zenkoji Temple and the ancient rites of *sumo* during the Opening Ceremony, through the Cultural Programme and the medal design, and concluding with the medley of hometown festivals at the Closing Ceremony, the Nagano Games were infused with the spirit of traditional Japan.

## Creating a Unified Image

NAOC’s Marks Protection Commission was set up to oversee development of unified visual identification for use in promoting the Games worldwide. The firm of Landor Associates International, Ltd. was the winner of a design contest to create the emblem and other design elements for the Games. A design committee comprising NAOC staff and others with design expertise was established to advise on the overall design concept, colours, and medal, torch, and uniform design.



## Emblem

The Snowflower emblem was unveiled in January 1993. It is composed of stylized athletes arranged in a petal formation, combined with the hexagonal shape of a snow crystal, thus capturing the image of the Olympic Winter Games. It can also be viewed as a flowering alpine plant, underlining Nagano’s emphasis on environmental considerations in staging the Games. The energy focus in the centre symbolizes the passion of people from gathering in Nagano and the drama of the Olympic Games to be shared with the world.

## Design Concept

The design concept was developed with the aim of creating an effective, unified look to complement the Vision for the Games. Key elements of the concept are outlined below.

- **Basic Colour: Blue**

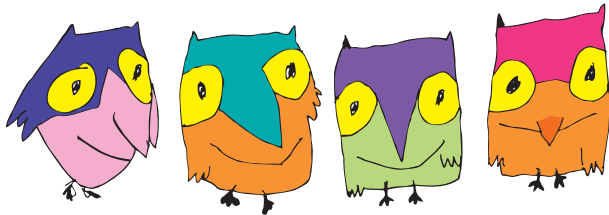
Blue is a popular colour, prevalent in nature. Historically, it has been regarded as a positive colour by people all over the world, representing 'pure' and 'fresh', as well as 'young', 'new', and 'invigorating'. As the predominant colour in the flag of the United Nations, blue has also come to symbolize peace.



The unveiling of the "Snowflower" emblem for the Nagano Games (January 26, 1993)

- **Basic Design: Ori (folding)**

Folded paper, *origami* in Japanese, is recognized the world over as a traditional aspect of Japanese culture. Wrapping gifts with folded paper has long been a mark of hospitality, courtesy, and respect.



# SNOWLETS

## Mascots

The Snowlets, unveiled in September 1993, are the official mascots of the Nagano Games, adored by children and adults throughout the world. The owl, on which the Snowlets motif is based, symbolizes the Vision for the Nagano Games. Revered by people around the world as the embodiment of "the wisdom of the woods", owls appear in Greek mythology as attendants of Athena, the goddess of wisdom. The name Snowlets has several meanings: *snow* suggests the winter season and the Olympic Winter Games, while *let's* calls on everyone to join in the fun. The word *owlets*, meanwhile, is the term for young owls. The four Snowlets, each with its own

unique character, symbolize the four-year Olympic cycle.

Names for the individual Snowlets were solicited from the public when the mascots were unveiled. Out of a total of 47,484 suggestions, the names (from left to right) *Sukki*, *Nokki*, *Lekki*, and *Tsukki* were chosen. The first two letters of each name put together spell "Snowlets" in Japanese.

## Mascot Pose Variations

A series of mascot pose variations was developed, depicting the Snowlets participating in the various sports, in the torch relay, and as flag bearers.

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## Graphic Standards Manual

To ensure that the emblem, mascots, and pictograms were utilised in a consistent manner, a graphic standards manual was created as a definitive sourcebook for usage of Games Marks and the various design elements. The manual was used extensively within NAOC and by Games-related organizations, the host sites, official sponsors, suppliers, and licensees.

## Developments for the Games

In order to impart a clear image of the Nagano Games to worldwide audiences, careful attention was paid to ensuring that the Olympic identity – the Olympic rings, host city identification, and secondary graphics – would be clearly visible in camera shot. Graphics and banners were designed with an eye to embellishing broadcasts as well as enlivening the general atmosphere at the venues. This was a part of the IOC's Olympic Games Identification (OGI) project created to enhance the Olympic brand during televised broadcasts. The OGI project for the Nagano Games earned high praise from the IOC, and laid the foundation for future broadcast imaging standards and effective identification.

The *ori* design was incorporated into entrance gates (Aqua Wing)



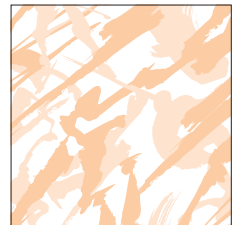
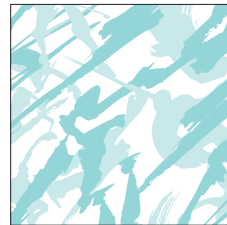
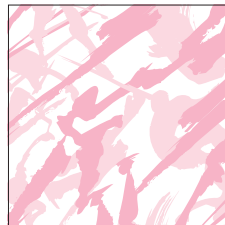
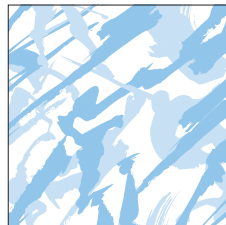
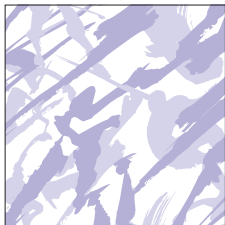
### Pictograms

Pictograms are simple graphic images that convey information effectively without the use of words. The pictograms for the Nagano Games, which feature dynamic portrayals of athletes in each sport, were based on the Snowflower.



### Graphic Pattern (Sub Graphics)

The graphic pattern represents the coming together of all people for the Games, and the joy of participating in the Games. The culture of Japan is evoked by the dynamic use of brush strokes, and the peaks of the Japan Alps are also incorporated into the design.







Banners decorate Nagano Station

## Core Elements

One of the primary achievements of the OGI project was the establishment of an Olympic imaging hierarchy for the Olympic rings, host city identification, and secondary graphics.

- **Olympic Rings**  
The five-ring symbol of the Olympic Movement was used extensively to lend visual identity to the Games.
- **Emblem (Snowflower)**  
Embodying the spirit of the Nagano Games, the Snowflower emblem was utilised extensively in promotions and marketing activities.
- **Mascots (Snowlets)**  
People of all ages all over the world found the Snowlets mascots endearing. Utilised in many public relations activities, including live appearances at venues, and on licensed products.
- **Pictograms**  
Easily recognizable symbols used primarily on maps, guidebooks, and signage.

- **Graphic Pattern (Sub Graphics)**

Graphic design utilised to embellish printed materials, signage, banners, etc.

- **Typography**

Standard typefaces used for consistency of all signage and printed materials.

- **Basic Colour: Blue**

The colour blue was utilised in various shades and hues according to the medium, and combined with different colours that accentuated the blue.

- **Basic Design: Ori**

Venue entrances, start / finish gates, signage and banner poles, medal podiums, and so on were created incorporating the basic *ori* folding design.



## Design Applications

Care was taken to ensure that Olympic identification images were used in a wide variety of places, as outlined below:

- **Decorations / Signage**

Banners, wall panels, perimeter fencing, entry gates, safety mats and netting, start / finish gates, graphics on ice surfaces, signage

- **Games Operations**

Admission tickets, accreditation cards, number bibs, course flags and gates, all guidebooks, staff uniforms, Info'98 and VOD terminals

- **Games Vehicles**

Shuttle buses, athlete transport, support vehicles for the torch relay



- **Ceremonies**

Medals, torch, victory podiums, diplomas

- **Printed Materials**

Public relations and promotional material, competition pamphlets, official programmes

- **Sponsors**

Sponsor recognition programmes, promotional / advertising material developed by Sponsors, officially licensed products

- **Stationery Supplies**

Business cards, envelopes, stationery, report covers

An information signboard at the ski jumping stadium in Hakuba



At figure skating events, the Snowflower emblem featured prominently on the ice.



### Design Sphere

Design elements were featured prominently at the following locations and venues.

- All competition and ceremony venues
- Olympic Village, Satellite Village in Karuizawa, IBC, MPC, Media Villages, IOC hotel, NOC hotel, MAC
- Nagano Station, Tokyo Station, Narita Airport Station, Terminal 2 Station, New Tokyo International Airport
- Major highways and expressway interchanges

### Decorations and Signage

In 1994, Landor Associates International, Ltd. was hired to create and implement a unified design image. From the early stages of the design process, NAOC and Landor oversaw the designs and proposals of Games-related organizations, Sponsors, and licensees to ensure that they were consistent with the overall Games design concept.

In 1997, the production of decorations, and signage was contracted to Tanseisha, a major display advertisement company.

### Coordination with Sports Federations, ORTO'98

Frequent consultation was held with the individual winter sports federations to coordinate placement of signage and decorations at competition venues. With the cooperation of ORTO'98, camera tests were conducted and discussions were held to ensure that visual identification elements were placed in the most effective locations.

### Consultation with the IOC

In April 1997, the IOC's brand imaging team (Copeland Hirthler) made their first visit to Nagano. Over the ensuing nine months, their advice and counsel ensured that a highly-effective and visually striking imaging system was developed.

Rinkside signage at M-Wave





Finish area banners at Snow Harp

### Cooperation with Cities and Towns

The relevant authorities provided assistance and cooperation in the placement of Sponsor Recognition programme signage and decorations at major railway stations, airports, and road thoroughfares.

### Decorations and Signage

Signage and decorations were manufactured from recycled / recyclable materials and production was kept as simple and environmentally friendly as possible. Extensive use was made of existing lamp / sign posts for hanging decorations, and designs and sizes were standardized to help reduce costs.

#### Types of Decorations Produced

Banners	approx.	500
Colour fencing	approx.	1,900m
Decorations for safety netting	approx.	3,500m
Decorations for safety mats	approx.	1,800m
Horizontal banners	approx.	120

#### Types of Signage Produced

General information signs (large)	49
Information / direction signs	5,215
Facilities / room signs	5,512

## Public Relations

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NAOC's efforts to publicize and promote the Games were divided into four stages. Stage one lasted until the end of the Lillehammer Games and focused on promoting awareness of the Nagano Games and the Olympic Movement. Stage two continued up until the end of the Atlanta Games and centred on publicizing the Nagano Games and disseminating information about venue preparations and marketing programmes. During the third stage covering the period leading up to and during the Games, information about Games operations and the special character of the Nagano Games was published and widely distributed. The final stage was implemented after the Games and focused on reporting of Games' results and accomplishments.

Participating in the  
Aalsmeer Flower Festival,  
Netherlands (Sept. 1997)



### Domestic Public Relations Activities

Public relations activities were coordinated between NAOAC and the governments of Nagano Prefecture, Nagano City, and other host sites. In August 1992, a "2,000 Days to Go" event was held in Nagano, Tokyo, and Nagoya, and it was decided to hold events at similar junctures to raise awareness and promote the Games.

From April 1996, Director General Kobayashi held a monthly press conference to provide the media with information about the latest developments. Press conferences were also held to present the medals and staff uniforms for the Games, as well as to unveil designs for posters, special "Countdown T-shirts", and so on. Regular news releases were also sent to media organizations both in Japan and abroad. From October 1996 – January 1997, NAOAC conducted a tour of all prefectures and major cities in Japan to promote and galvanize support for the Games, and the first stop was the office of Prime Minister Ryutaro Hashimoto.

In addition to television, radio, and press, the latest Games information was available through a special fax service as well as on NAOAC's Internet home page.

From 1995, local television stations began broadcasting information programmes to supplement their regular programming on the Nagano Games.

### Overseas Public Relations Activities

Press conferences, news / information releases, and other publications in English and Japanese were utilised to keep international media organizations abreast of the latest developments. These were disseminated through the Tokyo bureaux of major news organizations, as well as through the Foreign Press Club (FPC), and Foreign Correspondents Club of Japan (FCCJ).



PARIS – Dancing in the opening parade of the “Japan Year in France”

With cooperation from the IOC, Ministry of Foreign Affairs, FPC, FCCJ, Japan National Tourist Organization (JNTO), and the Japan External Trade Organization (JETRO), NAOC took an active role in promoting the Games at a variety of international events.

February 1994	Lillehammer Olympic Winter Games	August 1997	CBS press luncheon, New York, USA Screening of Nagano Games promotional video on Japan Airlines’ international flights (until October)
July 1996	Atlanta Games	September 1997	Flower festival & parade, Aalsmeer, the Netherlands 8 <sup>th</sup> SPORTEL conference, Monte Carlo, Monaco
November 1996	Promotion campaign, Korea	October 1997	Festa della Neve, Milan, Italy GAISF General Session, Duisburg, Germany USOC Olympic Summit, Salt Lake City, USA
March 1997	Hawaii Honolulu Festival	November 1997	Sports and Environment Forum, Kuwait FCCJ luncheon, Tokyo
May 1997	2 <sup>nd</sup> East Asian Games, Pusan, Korea Japan Year in France Association International de la Press Sportif (AIPS) Conference, Oviedo, Spain JCI Asia Pacific Conference, Pattaya, Thailand	December 1997	3 <sup>rd</sup> Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP3), Kyoto
June 1997	United Nations General Assembly Special Session on Sports & the Environment, New York, USA		
July 1997	International Tourism Fair, Seoul, Korea Sydney / Nagano Special Event 6 <sup>th</sup> IAAF World Athletics Championships, Athens, Greece		



The 300 Days to Go Countdown Event in Central Square (April 1997)

## Public Relations Resources

### Publications '98 Nagano

The official news magazine of the Nagano Games, '98 *Nagano* featured articles about the Nagano area and updates on Games preparations. The first issue for domestic release was published in May 1995, then three times yearly thereafter. Thirty thousand copies of each issue were distributed to government offices, media organizations, and sports groups. Ten thousand copies of an international edition written in English and French were published in May 1995, subsequently followed by two English editions, one in 1996 and in 1997.

### The Nagano Olympic News

Containing all the latest news about the Games, the Japanese edition of the *Nagano Olympic News* was distributed primarily to news organizations, sports federations, sponsors, and cooperating communities and groups in Nagano Prefecture. It was published twice monthly from May 1992 to January 1998 (110 issues). Monthly English and French editions were

available beginning March 1995 and April 1996 respectively and were distributed to the IOC, NOCs, IFs, international media organizations, and Sponsors.

### Media Update

Written for the media, this comprehensive information guide contained an overview of the Games as well as details about the themes and goals, sports and cultural programmes, venues and facilities, and other preparations. The first English edition was published in time for the Lillehammer Games, followed by a Japanese edition in June 1992, and a French edition in May 1997. It was revised twice a year.

### Official Guide Book

Published in Japanese and English a year before the Games in a handy pocket-sized (1/3 A4 size) format, this 192-page guide book was available in bookstores throughout the country. Aimed at the general public, the official guide book was packed with illustrations and offered explanations of the various sports and venues and other general information. Revised English and Japanese editions, as well as a French version, were published just prior to the Games.

### Official Programme

The official programme was sold in stores as an officially licensed product in separate Japanese, English, and French versions. Published in A4 format and packed with photographs, the 182-page programme featured articles on people and places associated with the Nagano Games, the Games' themes and goals, and other topics of interest.

### Official Map

Working in cooperation with UPS, Worldwide Partner for the Games, 600,000 copies of the official Games map were published in Japanese, and 400,000 in English and French. Showing Nagano City, surrounding areas, and access roads throughout the Olympic area and around the venues, the official map was sent out with ticket orders, and was also distributed to the Olympic Family and spectators.



The official guide book of the Nagano Games, in Japanese, English, and French editions.

### Daily Programme

In cooperation with Panasonic, Worldwide Partner for the Games, a daily programme for spectators was published for each sport, with start lists, graphics, venue map, and other information written in English and Japanese. Approximately 1.2 million copies were printed during the Games.

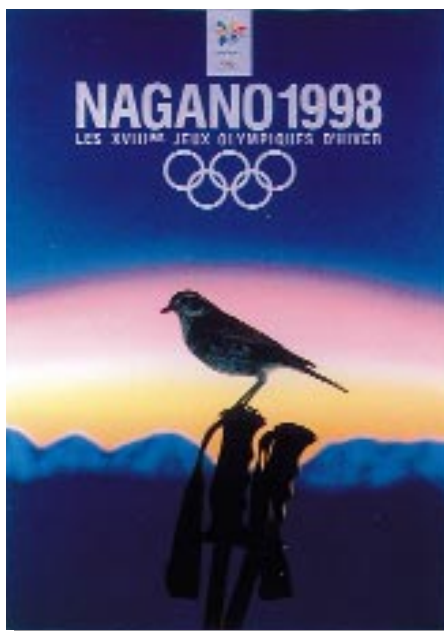
### Other

A pamphlet introducing the various aspects of the Games was published in English and Japanese and distributed widely to help publicize the Games. For the Games, one million copies (750,000 Japanese, 200,000 English, 50,000 French) of a similar pamphlet outlining the schedule of the Sports Programme, transportation, and other information were printed and handed out to spectators. Other information booklets which were widely released included one about high technology at the Nagano Games, and another outlining environmental efforts. During the Games, a daily Olympic Newspaper was also published.



Various magazines, newsletters, and pamphlets were used to promote the Games.





A wild thrush rests upon a ski pole against a backdrop of mountains aglow in the early dawn light. Expressing the desire to stage an Olympic Games in harmony with nature, the poster was designed by Masuteru Aoba and released in January 1994.



The small figure of a ski jumper in flight amid gently swirling snow symbolizes the grandeur of winter and the aspirations of children in the world of tomorrow. Designed by Katsumi Asaba and released in May 1995.



The beauty and grace of a spinning figure skater is captured amidst shimmering light, the balance of the whole representing peace. Created by Katsumi Asaba and released in May 1995.

## Posters

Leading Japanese artists and designers were commissioned to create five posters and seven sport-specific posters for the Games. In addition, for the first time at the Olympic Games, a special poster was created for the Opening Ceremony. The poster by Hiro Yamagata, as well as the poster *A Vous La Victoire* and the seven sports posters by Koji Kinutani, were commissioned and sold as licensed products.

After the Games, NAOOC designated the “Thrush” poster as the official poster for the XVIII Olympic Winter Games to be preserved for posterity.

## Public Relations Videos

A number of promotional videos in Japanese, English, and French introducing the various aspects of the Games were produced for distribution to domestic and international sports federations, foreign embassies in Japan, Japanese embassies abroad, the IOC, NOCs, and cities and towns within Nagano Prefecture. The videos were also shown at a variety of events.

## Introducing the Nagano Games

This video focused on the construction of facilities, the transportation network, and scenes from competitions. Produced in December 1994, the video was revised regularly until February 1997.

## An Invitation from the Snowlets

In this partially-animated video, the Snowlets take viewers on a natural, historical, and cultural tour of Nagano, and outline preparations for Games’ facilities and transportation. It was used mostly for overseas promotional purposes. September 1994.

## Preview to February 1998

Produced in May 1997, this video introduced the natural and cultural heritage of Nagano, scenes from the ICPGs, volunteer and citizens’ activities, and international exchange events such as the “One School, One Country” programme. Distributed to the Olympic Family worldwide, this video was also shown on international Japan Airlines flights between Aug. – Oct. 1997.



Designed by renowned artist Hiro Yamagata and unveiled in September 1996, all the sports at the Nagano Games and bustling activity are depicted against snowy mountains, and represents the concept "Games from the Heart – Together with Love".



Entitled *A Vous La Victoire* the creative motif of Koji Kinutani's poster is "Praise of love of nature and humankind", which complements the concept "Games from the Heart – Together with Love". In a first for an Olympic poster, the five Olympic rings were rendered in gold leaf. Unveiled in February 1997.



Depicted on the poster for the Opening Ceremony is the painting "Autumn and Winter Landscape" by the 15th century master Sesshu. The painting was chosen because it represents the three keywords of the Opening Ceremony – Simple, Dignified, Spiritual. Released in February 1997.

## Respect for the Beauty and Bounty of Nature

This video showed the steps taken by Games' organizers and the citizens of Nagano to preserve the natural beauty of Nagano, as well as efforts to reduce waste and pollution. December 1997

**Pin trading at the 100 Days to Go Countdown Event**





The Nagano Games web page was the first official home page for an Olympic Winter Games.

### Internet Home Page

In cooperation with IBM, the NAOC home page went online in November 1996 as the first official home page ever for an Olympic Winter Games. Complete and comprehensive Games information was available in English and Japanese, including an introduction to the themes and goals for the Games and information about athletes and sports. An abbreviated French-language version was available from December 1997. The home page featured a colourful, easy-to-navigate format that proved extremely popular with users.

During the 16 days of the Games, a total of 634,716,480 access hits were recorded on the home page. This, along with a one-minute total of 110,414 hits recorded at 8:55 p.m. on Feb. 20, broke previous records for visits recorded by an Internet site, and were officially recognized by the Guinness Book of Records.

#### Features included:

- Visual introductions to the sports and competition venues
- “Kids Plaza”, a section with Olympic pictures, stories, and games aimed especially towards young fans
- Virtual tours of the venues and on-site cameras conveyed the feel and mood of the Games to those who could not be in Nagano personally

- Full international flight, train, and shuttle bus schedules, ticket availability, weather, accommodations, and traffic information. A special virtual feature allowed spectators with tickets to preview the venue from their seat location
- Information on the Nagano Olympic Festival of Culture and Art
- Beginning in May 1997, a “Volunteer Corner” which functioned as a forum for volunteers to exchange ideas and suggestions with each other and organizers. Also, volunteers contributed articles and their impressions of events in Nagano for a section entitled “Stories from the Streets”
- Domestic sales of Games merchandise, bidding in the Countdown T-shirt auctions, and a special section for Official Nagano Games Club members
- As part of the Sponsor Recognition programme, bilateral links to sponsor home pages

#### Access Statistics

Number of access hits (Nov. '96 – Feb. 1998)	766 million
Access hits during the Games (Feb. 7 – 22, 1998)	635 million
Maximum hits/day (Feb. 13, 1998)	55 million

From September 1995, an automated fax service was set up to provide users with quick answers to frequently asked questions. Callers could choose from a menu of topics, including competition schedules, ticketing information, venue access routes and the required information would be sent automatically by fax to their machine.



The citizens of Nagano celebrate 100 Days to Go.

## Countdown Events

Beginning in 1992, a series of successful “Countdown Events” were held to commemorate the build up to the Games and to galvanize public spirit.

### 2,000 Days to Go

Held in Tokyo, Nagoya, and Nagano. In Nagano, the general public was invited to write “time capsule” letters, which were saved and sent back to the authors in January 1998, just prior to the Games.

### 1,000 Days to Go

Held in Tokyo and Nagano. In Tokyo, a ceremony was held to commemorate the establishment of the Snowlets Club, and the setting up of the first countdown board indicating the number of days until the Games. At Big Hat in Nagano, approximately 10,000 local citizens gathered for a series of stage performances. Elementary school students held a two-day torch relay around Nagano Prefecture, visiting all 120 cities, towns, and villages.

### Two Years to Go

Held in Sapporo and Nagano, the theme of the celebration was “From Sapporo to Nagano”. Special guest and goodwill ambassador Janet Lynn, bronze medallist in ladies’ figure skating at the Sapporo Games, presided over the dedica-

tion of a giant Snowlets snow sculpture at the Sapporo Snow Festival, and participated in a talk show at Big Hat in Nagano.

### 500 Days to Go

Held in Tokyo and Nagano. Events in Tokyo included the unveiling of the poster designed by Hiro Yamagata, as well as the debut of the Nagano Olympic Ambassadors. In Nagano, activities included a talk show featuring Japanese Olympians from the Atlanta Games, a concert by Anri, singer and composer of the official Nagano Games song *SHARE*, and the launching of a nationwide tour to promote the Games.

### 400 Days to Go

Led by the Snowlets and the Nagano Olympic Ambassadors, a parade was held through the streets of central Nagano.



Countdown T-shirt auction during the 300 Days event



Summer snow at the 200 Days event in Central Square

The grand champions of sumo also joined in the One Year event



### One Year to Go

Tokyo, Sapporo, Nagoya, Nagano. In Nagano, the year-long Nagano Olympic Festival of Culture and Art was opened by a gala concert of children's groups from five continents, and the first public performance of the official Nagano Games song "Dream" by Masashi Sada. In Tokyo, a special live Internet transmission linked the celebration site with the IOC Museum in Lausanne, where the ceremony for the dispatching of invitations to the Nagano Games was taking place.

### 300 Days to Go

Tokyo, Nagano. In Tokyo, celebrations at Takashimaya Times Square included the unveiling of a Nagano Games countdown board. In Nagano, festivities included unveiling a similar board in Central Square and a number of performances by cultural volunteers.

### 200 Days to Go

A live Internet connection linked celebrations in Tokyo, Nagano, and Sydney. Greetings were exchanged between Mayor of Nagano Tasuku Tsukada and the Honourable Frank Sartor, Lord Mayor of Sydney. The festivities were transmitted live on NAOC's web page.

### 100 Days to Go

At Central Square in Nagano and also at the Minami Nagano Sports Park, performances of song and dance by 35 cultural groups and elementary school bands totalling 2,500 people. The members of the IOC Coordination Commission joined in celebrations at Central Square, when everyone danced to the Snowlets' theme song. At the Minami Nagano Sports Park, festivities concluded with a performance by 1,000 *taiko* drummers and a fireworks show.



Countdown T-shirt auction at the 200 Days event



"Let's Make a Circle and Dance" – celebrating to the tune of the Snowlets' theme song (100 Days event)



Young women dressed in their finest *kimono* during the 100 Days parade.

## Supporter Clubs

A number of official clubs were formed in support of the Games. Members received regular newsletters containing the latest Games information, commemorative souvenirs, and chances to win tickets.

## Snowlets Club

This club was formed with the goal of educating children and deepening their understanding of the Olympic Movement. Membership was limited to 5,000 elementary and junior high school students nationwide, a target which was quickly reached. Members received eight news bulletins and a variety of chances to meet Olympic athletes was also created.

## Snowlets Family Club

Established two years before the Games, a total of 11,167 adults and their children joined the Snowlets Family Club. Members received Games stickers and exclusive pins, and a subscription for the official news bulletin '98 *Nagano*. Four hundred lucky members won tickets to Olympic events.

## Official Nagano Games Club

In addition to regular information newsletters, members received Games posters and exclusive members-only merchandise. A total of 4,112 people from overseas and around Japan joined the Nagano Games Club.



The Nagano Olympic Ambassadors at the 500 Days event

## Nagano Olympic Ambassadors

A campaign was held from June 3 – August 12, 1996 to recruit volunteer “Nagano Olympic Ambassadors” to assist with public relations and Games publicity campaigns. Seven ambassadors were chosen from hundreds of applicants all over the country. Along with participating in the nationwide publicity caravan that visited every prefecture in Japan from Oct. 1996 – Jan. 1997, they joined in various promotional events both domestically and overseas, and assisted with the torch relay and with medal presentations and Peace Appeal events during the Games. In addition to the original seven ambassadors, former figure skaters Janet Lynn, Midori Ito, and Emi Watanabe, popular actress Hikaru Nishida, and singer Shinichi Mori were also appointed as Nagano Games Ambassadors.



Countdown T-shirt for Days 500 – 401



Days 400 – 301



Days 300 – 201



Days 200 – 101

## Countdown T-shirt Auctions

With the cooperation of Nagano Games Gold Sponsor Mizuno, beginning 500 days before the Games a daily auction was held for one daily T-shirt embroidered with the date and the number of days remaining until the opening of the Games. Five leading Japanese artists and musicians were asked to create designs for the T-shirts, and the design changed every 100 days. Blind bids were accepted from the public by letter, fax, or through the Internet. Live public auctions were also held on a number of occasions. Proceeds from the auctions went to funding the participation of children in the Nagano Games, and to assisting Japanese athletes with training programmes. A total of ¥47.64 million was raised through the auctions. The highest successful bid for a T-shirt was ¥1.55 million, and T-shirts sold for an average of ¥134,000 each.

## Promotional Songs

In order to help promote the Nagano Games, a number of official songs and official support songs were written.

### Official Songs

#### SHARE

Anri

March 1994

#### Dream

Masashi Sada

Dec. 1996

### Support Songs

#### One Heart, One World / FOR EVERMORE

Yuichiro Oda with VOJA

July 1997

#### Silver Dreams – All Over the World

DEEN

July 1997

## Day 100 T-shirt auction



### ILE AIYE – Let's Make a Circle and Dance

AGHARTA

Aug. 1997

### When Children Rule the World

Ryoko Moriyama

Nov. 1997

### Other Promotional Songs

#### Shiroi Daichi Kara

Wasab'z: 21

May 1995

#### Nagano Toki Sports Ondo

Akira Shimizu/Yukiko Kobayashi

May 1995

#### These Flowers are for You

Emiko Shiratori

Dec. 1995

#### Sekai ga Nagano de Te wo Tsunago

Kunizo Ikeda

June 1997

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## Public Relations Centre

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Set up within the NAOC Secretariat in October 1997, the Public Relations Centre was responsible for handling all inquiries for Games information from the general public and from media personnel without accreditation. In addition to inquiries dealt with through NAOC's Internet home page and fax service, 30 telephone lines were installed specifically for handling requests for ticket and schedule information from the general public. During the Games period, the Public Relations Centre staff comprised a total of 16 NAOC personnel, 105 volunteers, the seven Nagano Olympic Ambassadors, and 30 other personnel on loan from various Sponsors. A total of 65,000 inquiries were handled during the Games period.

An information booth operated by volunteers was set up in front of Nagano Station from February 1996. During the Games, additional information counters were set up at all competition and non-competition venues, and transportation hubs.



Release of the official song "Dream" at the One Year event



The Public Relations Centre at NAOC Headquarters



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## Records of the Games

### Official Film

After inviting proposals from a number of international and domestic production companies, NAOC chose Cappy Productions of the U.S. to make the official film of the Nagano Games. This choice was based on Cappy's experience with previous Games such as Lillehammer, for their particular style of focusing the story on the athletes, and for their cost effectiveness. The contract was signed between the IOC, NAOC, and Cappy Productions.

ORTO coordinated camera positions for the Rights Holders and Cappy. Under the auspices of ORTO, Cappy's staff of 45 was accorded 'Rt' accreditation rights equivalent to the Rights Holders. Accommodations were allocated at the Media Villages, and office space set aside within the MPC. The official film of the Nagano Games was released in the fall of 1998.

### Large Format Film (LFF)

For the first time ever at the Olympic Games, Large Format Film (LFF) technology was also used to record official Games footage.

In January 1996, a contract was signed between NAOC, Educational Marketing Concepts (EMC), and the IOC to utilise Large Format Film (LFF) technology to record official film footage. Camera positions were coordinated by ORTO '98, and during the Games, the EMC 51-member crew used two IMAX cameras, two Iwerks cameras, and two 35mm cameras to shoot footage of the torch relay and various competitions.

LFF technology was used for recording the official film footage of the Nagano Games.



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NAGANO 1998

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## Official Photographs

Based on the quality of their work and their experience at previous Olympic Games, Allsport and its Japanese representative AFLO Photo Agency were designated as the official photo agencies for the Nagano Games in September 1997. While Allsport and AFLO retained all copyrights, NAOC acquired usage of the photos for official publications.

During the Games, AFLO assembled a team of 14 of Japan's top sports photographers to work under the direction of NAOC Photo Chief Yasuo Azuma. "AFLO SPORT" photographers were accorded the same accreditation rights as photographers from the official news agencies, but wore a different-coloured armband during working hours. Office space was allocated within the MPC.

Images taken by the two agencies were used in the production of NAOC's official photo-book, and for exhibitions in Nagano and Tokyo, and are preserved for future generations at the Nagano Olympic Museum.



Re-living the excitement of the Games at an exhibition of official photographs.



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



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Cultural Programme

NAGANO 1998

## Cultural Programme

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Commencing exactly one year before the opening of the Games, the Nagano Olympic Festival of Culture and Art offered an exciting programme of 264 cultural events at locations throughout Japan, though centred on Nagano City. Approximately 2.7 million spectators attended the line-up of exhibitions and concerts, and the festival was instrumental in promoting Nagano and the Olympic Movement, and contributing greatly to the overall success of the Games.

### A Widespread Invitation to Participate

The ancient Olympic Games were festivals exalting skill in both sports and the arts. To continue this tradition, the modern Olympic Games have sought to encompass a culture festival as well as a festival of sports in its programme. The celebration of art and culture which was held at the Nagano Games enhanced the Olympic

Movement's ideals of promoting world peace and friendship.

NAOC's Cultural Programme section comprised seven staff responsible for recruiting performers and artists, as well as for soliciting cooperation from the Ministry of Education, Cultural Affairs Agency, Nagano prefectural and municipal governments, media organizations, and arts and cultural groups. Invitations to performers from Nagano and all over Japan including participation guidelines were published and distributed. Under the direction of the Executive Producer team for Ceremonies and in consultation with NAOC's Cultural Programme Commission, a schedule of events was drawn up from among the many eager applicants.

Message of peace to the world – 1,000 children perform at a Suzuki Method concert at the Nagano Prefecture Cultural Hall



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NAGANO 1998



新能

A dramatic torchlight *noh* performance in Nagano City's Hachimanpara-shiseki Park (Aug. 8, 1997).

The "Gala Concert of Children from Five Continents" gave local children and their counterparts from around the world the opportunity to meet and form new friendships (Feb. 1997).



## One Heart – One World

The theme "One Heart – One World" was chosen to express the desire for a world in which all nations and regions, and people from all walks of life live together in harmony with the natural environment and share in the spirit of a single heart. The programme was implemented based on the following three concepts:

- Reflecting on history and expressing our hopes for the 21<sup>st</sup> century
- Demonstrating respect for the beauty and bounty of nature
- Encouraging children to follow their dreams and cherish a sense of wonder

## Prelude to the Games 160 Events

The Nagano Festival of Culture and Art commenced on February 7, 1997 with a grand "Gala Concert of Children from the Five Continents". Evoking the five Olympic rings, youth groups from the world's five continents gathered in Nagano and gave concerts in the host city and four host sites, and participated in international exchange events with the local community.

Prior to the opening of the Games, more than 160 cultural events were held at venues within Nagano Prefecture and in major metropolitan areas around Japan, thereby promoting awareness of the Nagano Games and the Olympic Movement.

During the Games, people from around Japan and all over the world were treated to a spectacular festival of 99 cultural events featuring a diverse and high-quality programme of music, exhibitions, traditional culture and performing arts, forums, and local festivals. Through the Cultural Programme the people of Nagano warmly welcomed visitors to the city, sharing with them a celebration of local traditions.

The "Gala Concert of Children from Five Continents" featured youth groups from Shanghai (top left), Berlin (top right), New York (bottom left), Australia (bottom centre), and South Africa (bottom right).





A pictogram and other marks were created to give visual identity to the Nagano Olympic Festival of Culture and Art as well as for promotional purposes. The pictogram, in the shape of two people dancing with hands in the air, expressed the joy of participation and the coming together of all people at the Cultural Programme; the bold brush stroke evoked the culture of Japan and the thrill and excitement of the festival, as well as forming the letter “c” for “culture”. This pictogram was paired with the Nagano Games “Snowflower” emblem to create the Festival logo.

For the official festival poster, the painting “Winter Flower” by leading Japanese artist Kai Higashiyama was chosen for its distinctive representation of winter. Posters to promote the festival were distributed over a wide area. Halls and stages were decorated with colourful banners, flags, and streamers to heighten the atmosphere at the performances.



The painting “Winter Flower” by artist Kai Higashiyama was featured on the poster for the Festival of Art and Culture.



Singer Masashi Sada, composer of one of the official songs for the Games, joins the children on stage at the “Gala Concert of Children from Five Continents”.

Two calendars of events were published, the first edition detailing events from February to July of 1997 and the second volume listing the events from August to December. The official festival programme written in French, English, and Japanese and detailing the events from January to March 1998 was distributed widely to visitors at the Games.

### Cultural Volunteers

During the Games, thousands of cultural volunteers were active at the competition venues, the Olympic Village, the IOC hotel, other Games venues, and on city streets, giving performances of traditional dance and music, and demonstrations of Japanese arts such as flower arrangement, tea ceremony, and kimono dressing. Their activities were a colourful and integral part of realizing the Nagano Games concept “Games from the Heart – Together with Love”.

## Events in the Festival of Art and Culture

### ■ Concerts, Musicals

Month	Event	Venue
1997 February	Gala Concert of Children of Five Continents	Nagano City, Yamanouchi Town, Hakuba Village, Karuizawa Town, Nozawa Onsen Village
	Masashi Sada Concert	Nagano City
	VISA Valentine Jazz Concert	Tokyo
	NTT Nagano Talk Concert	Nagano City
March	Beethoven's Symphony No.9 Concert	Matsumoto City
	Performance: Nagano Prefecture Cultural Hall Philharmonic Orchestra	Ina City, Nagano City
	Yumi Matsutoya Strollin' Cowgirl Tour 1997	Matsumoto City
April	Performance: Takarazuka Theatre Company	Matsumoto City, Nagano City
	43 <sup>rd</sup> Traditional Japanese Music: The Society of Sankyoku	Nagano City, Komoro City, Matsumoto City, Iida City
May	Shinshu University Symphony Orchestra	Nagano City, Matsumoto City
	NTT Nagano Prefecture Newcomer's Concert	Nagano City
	Music Festival: Shinshu Renaissance Encounter '97	Maruko Town
June	Folk Song Festival: The Minyo Festival in Matsumoto	Matsumoto City

Performance of the "Zenkoji Opera"



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Concert given by the  
Nagano Winter Orchestra  
at the Matsumoto  
Cultural Hall (Feb. 4, 1998)

	Piano Recital: Alicia de Larrocha	Matsumoto City
	The World of Koto, Shakuhachi, and Niko	Koshoku City
	Sazanami Music & Wind Instrument Festival '97	Kamiyamada Town
	39th Nagano Prefecture Choral Festival	Nagano City
	Moravec in Zenkoji	Nagano City
	Music Story: The Life of Mozart	Shiojiri City
	Hakan Hardenberger & Simon Preston	Matsumoto City
	Vienna-Tokyo Philharmonic Japan Tour '97	Ueda City
	Tokyo Pops Orchestra	Yamanouchi Town
	Concerts in Okushiga-Kogen Music Hall	Yamanouchi Town
July	Lavender Youth Chorus Festival	Maruko Town
	Prefectural Wind Instrument Festival	Matsumoto City
	Noriko Yasuda Organ Recital	Matsumoto City
	Dang Thai Son Piano Recital	Matsumoto City
	11th National Taiko Drum Festival at Matsumoto Castle	Matsumoto City
	9th Prefectural Taiko Drum Festival	Matsumoto City
	Japanese Songs with Yoko Seri	Matsumoto City
	Masashi Sada Concert: Shio no Michi 1-2-3	Omachi City
	Dream'98 Volunteer Concert	Komagane City, Nagano City
August	Kita Shinano Blue Skies Music Festival	Kijimadaira Village
	Geigen Ensembles Summer Concert	Matsumoto City
	Concert of Japanese Music	Maruko Town, Ueda City
	Japan-Aspen Music Festival in Nagano	Nagano City
	23rd Kiso Music Festival	Kiso Region
	Nagano Prefecture Classical Ballet Festival '97	Nagano City
	Bach Organ Special	Matsumoto City
	Saito Kinen Festival '97 in Matsumoto	Matsumoto City

September	SBC Children's Music Contest	Maruko Town, Koshoku City, Ina City, Matsumoto City, Shimosuwa Town
	Musical: Furusato Caravan Theater Company	Throughout Nagano Prefecture
	Vienna Chamber Orchestra Ensemble	Minowa Town, Shiojiri City, Nagano City, Usuda Town
	Chamber Music: Songs from Around the World	Komoro City
	Operetta: Vienna Style	Okaya City
	Salzburg Chamber Orchestra	Ueda City
	'97 Horn Festival in Nagano	Matsumoto City
October	Pastoral Choir	Saku City
	NHK Symphony Orchestra	Ina City
	Concert: 88 Variations of "Wild Rose"	Matsumoto City
	NHK Symphony Orchestra	Nagano City
	Haruhiko Hagimoto Concert: Beaux-Arts Trio	Matsumoto City
	Dance Performance: Tobu '97	Nagano City
	Concert: A Melody From Nagano to the World	Nagano City
	Concert: "Gorsch, the Cellist"	Matsumoto City
	Noriko Kato Shocking Concert	Matsumoto City
	DoCoMo Yuko Shimada Concert	Nagano City
	Concert featuring Akatombo	Matsumoto City
	UP WITH PEOPLE Friendship Tour'97	Ueda City
	Recitals of Songs in Praise of the Chikuma River	Throughout Nagano Prefecture
	55th Matsumoto Symphony Orchestra Concert	Matsumoto City
	Orchestra Asia Concert	Nagano City, Tokyo
	Orchestra Asia Concert	Yamanouchi Town
	Nostalgic Japan: Traditional Japanese Songs to Warm the Heart	Komagane City

**Sound of Japan – A concert of Japanese Music entitled "Pro Musica Nipponia 'Sanka'" (Feb. 8, 1998)**





An exhibition of pressed flower designs was held at White Ring (July 1997).

November	Kimiko Nakazawa Violin Recital	Maruko Town
	Concert at the Kaii Higashiyama Museum	Nagano City
	Russian Philharmonic Orchestra Concert	Suzaka City
	Nagano Municipal Wind Ensemble Concert	Nagano City
	SK Matsumoto Junior Choral Recital	Matsumoto City
	Opera: The Forest Lives	Nagano City
December	Pipe Organ Christmas Concert	Nagano City
	Music with Akemi Masuda	Nagano City
	"A Good Song is a Good Doctor"	
	16th Matsumoto Chamber Orchestra Concert	Matsumoto City
	7th Nagano Prefectural High School Orchestra Concert	Nagano City
	Choral Performance: "Furusato-no-uta"	Matsumoto City
	Chanson de Paris '97	Suzaka City
	Christmas Concert '97	Matsumoto City
1998 January	Beethoven's Symphony No.9 Performed by a Chorus of 5,000	Nagano City
	New Year Organ Concert	Matsumoto City
	Performance by the Leningrad State Ballet	Nagano City
	Concert: The Gala of Japan	Okaya City
	Performance of Hungary's National Budapest Operetta Theatre	Ina City
	Japanese Folk Song Festival	Nagano City
	'98 Hibiki Ikebana and Musical Performance	Matsumoto City
	Yumiko Samejima Concert "Rainbow of the World"	Nagano City
	Student-Teacher Concert	Nagano City
	Traditional Japanese Music Salad	Ina City

	2 <sup>nd</sup> Chorus Festival in Matsumoto	Matsumoto City
	'98 Matsumoto Symphony Orchestra	Matsumoto City
	New Year Concert	
	Opera: "Shinano-no-kuni, Zenkoji Story"	Nagano City
	Circle of Songs from Nagano to the World	Nagano City
February	Nagano Winter Orchestra Concert	Matsumoto City, Okaya City, Nagano City
	-Panasonic Presents- "MJQ LIVE at The Nagano Olympics"	Matsumoto City, Nagano City
	Ballet Performance: Anna Karenina	Tokyo
	1000 Children Bring Peace to the World through Music	Nagano City
	-Suzuki Method Olympic Games Celebration Concert	
	Concert: Hiroko Nakamura and the Bergen Philharmonic Orchestra, Norway	Nagano City

The "Shinshu Rose Exhibition and One Million Roses" concert was held at M-Wave (July 1997).



NAGANO 1998



Glass sculptures bathed in winter light were displayed at Nagano's Wakasato Park (Jan. – Feb. 1998).

'98 New Year Matsumoto Vocal Festival	Matsumoto City
Sound of Japan: Pro Musica Nipponia 'Sanka'	Matsumoto City
Olympic Celebration: Sound of 2000 Japanese Drummers	Nagano City
Wiener Ring Ensemble Concert	Maruko Town, Koshoku City
Saito Kinen Orchestra Concert	Iida City, Hiyoshi Village, Usuda Town
Masashi Sada Concert Tour '97-'98	Ina City
Sound of Japan: Kodo Taiko Group 'Kodo'	Matsumoto City, Nagano City
Masashi Sada Concert Tour '97-'98	Nagano City
SONG & BALLET by Shiki Theatrical Company, and Prix de Lausanne Winners	Nagano City
Asami Maki Ballet: The Lady of the Camellias	Tokyo
Sound of Japan: The Society of Sankyoku in Nagano - Spring Prelude	Nagano City
Organ Recital: Harmony Valentine	Matsumoto City
Elementary and Junior High School Choir and Concert Presentation	Nagano City
Gunma Symphony Orchestra Concert from Takasaki: A City of Music	Nagano City
Jamaican Festival	Nagano City
Concert: Nihon-no-Hibiki 'Nota japonica'	Nagano City
Nagano Olympic Peace Appeal Concert "Ryoko Moriyama in Nagano"	Nagano City
Joint Concert by the Nagano Prefectural Philharmonic Orchestra Association	Nagano City
Miyabi '98: Kimono and Musical Performance	Matsumoto City

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Country & Western Music Concert:  
"Deseret String Band"

Nagano City

The Fujiwara Opera: Verdi's La Traviata

Tokyo

\* For multiple performances, only the opening concert is listed.

**NAGANO** – Exhibition  
featuring artwork from  
VISA's "Olympics of the  
Imagination" contest  
(Jan. – March, 1998).



## ■ Art Exhibitions

Month	Event	Venue
1997 February	Taiji Harada One Man Exhibition	Ina City, Ikeda Town, Nagano City,
	- Seasonal Winds of Home	Ueda City
	Exhibition of Modern Japanese Sculpture	Nagano City
March	Exhibition: "Birth of High-Tech in Japan" -Heritage of Modernization in Meiji-	Tokyo
April	Teddy Bear World Festival	Tateshina Town
	Exhibition: Living Environment of 21st Century	Komagane City
	Exhibition: "Expressiveness of Materials"	Osaka
	Special Exhibition: Masterpieces from the collection of the Nara National Museum	Nara Prefecture

Exhibition of illustrated postcards sent to Nagano from around the world (Feb. 1998)





May	Springtime Exhibition: “The Works of Keiichi Suyama”	Nagano City	
June	48th Exhibition: Hokushin Art	Nagano City	
	Exhibition: Modern Japanese Crafts	Tokyo	
July	Exhibition: “Portraits, an Art Exhibition for Children”	Tokyo	
	Exhibition: Contemporary Wood Block Prints by Masami Teraoka	Obuse Town	
	Exhibition: “The History of Modern Dyeing and Weaving”	Chiba Prefecture	
	Photograph Exhibition: Agriculture and Village Life in Shinshu	Nagano City, Tokyo, Matsumoto City, Osaka, Ueda City, Okaya City	
	Junichi Maki: Exhibition of Mountain Landscapes	Omachi City	
	’97 Shinshu Flower Show	Nagano City	
	Masterpieces of Modern Japanese Art from the National Museum of Modern Art	Tokyo	
	International Pressed Flower Exhibition ’97 in Nagano	Nagano City	
	Shinshu Bonsai Exhibition	Nagano City	
	Exhibition: “Nature” - Cut Paper Designs by Kyoko Yanagisawa	Tokyo	
	Exhibition by Ikuo Hirayama	Nagano City	
	Exhibition: Masters of the Arctic - Art in the Service of the Earth	Nagano City	
	September	Exhibition by Hotaka Yoshida	Suzaka City
		Dazzle & Dare: Japanese Kimono from the Taisho Era	London
		Exhibition: “The World of Kaii Higashiyama”	Ina City
		Exhibition: “Morie Ogiwara and Japanese Rodinism”	Hotaka Town
	October	Exhibition: “Ancient Stone Monuments”	Chiba Prefecture
Exhibition of Folk Culture in Asia: “Illusory Asia; Spirituality”		Komagane City	
Window Gallery: ‘The White Country, Nagano’		Nagano City	
Yamanouchi Romantic Art Festival		Yamanouchi Town	
Taiji Harada One Man Exhibition - Seasonal Winds of Home		Kagawa Prefecture	
Exhibition by Hiro Yamagata: “Beyond Dreams and Time”		Shinshushinmachi Town	
Exhibition: Corporate Art Collection		Nagano City, Tokyo	
Exhibition: “Cultures of the World as Seen in Nagano”		Koshoku City	
Special Exhibition: “Japanese Swords”		Tokyo	
Autumn Exhibition by Munehide Hosokawa	Nagano City		



November	Exhibition: The Collection of the National Museum of Art, Osaka	Osaka
	Tone Viegeland Norwegian Art Jewelry	Tokyo
December	Traditional Korean Handcrafts Exhibition	Tokyo, Komagane City
	Kodak Photo Contest: The Olympic Games are in Town!	Ueda City, Matsumoto City, Nagano City, Okaya City
	Works of Art on Folding Fans by 48 Japanese Modern Art Masters	Nagano City
	Special Exhibition Commemorating the Nagano Games	Obuse Town
	Destination of the Literary School Painting in Modern Ages - Tessai and His Teachers and Friends	Kyoto
	Exhibition of Ukiyoe Prints & Battledores	Suzaka City
	Dream Postcard Contest	Nagano City, Yamanouchi Town, Hakuba Village, Karuizawa Town, Nozawa Onsen Village
	Taiji Harada One Man Exhibition - Seasonal Winds of Home	Tokyo
	Art for the Olympic Games - Posters and Lithographs	Tokyo, Nagano City
1998 January	New Year Art Exhibition	Nagano City
	Special Exhibition of Hokusai	Matsumoto City
	Exhibition: Handmade Calendars	Nagano City, Matsumoto City
	Nagano Ceramic Art Exhibition	Nagano City
	Exhibition: Nagano City Landscape Paintings	Nagano City
	Sports Cartoon Exhibition	Koshoku City
	A Special Exhibition "The Past and Present: The Olympic Games in Karuizawa"	Karuizawa Town
	Winter '98 Shinshu Flower Show	Ina City

The audience enjoys a performance of traditional Japanese performing arts at the Kitano Bungei Theatre (Feb. 1998).





The Omachi / Azumino Festival (Nov. 1997)

	The Olympic Commemorative Textile Works Exhibition in Nagano	Nagano City
	Special Exhibition: Human, Nature and Prayer - Images of Trees in Japanese Art	Nagano City
	Exhibition: The Nature and History of Mt. Kashima Yarigatake and Mt. Jiigatake	Omachi City
	JSGA Open Air Glass Monument Exhibition	Nagano City
	Exhibition: World Famous Wood Block Artists	Suzaka City
	Exhibition: Asian lacquer ware and ceramics from Arihiko Natsume collection	Azusagawa Village
	Exhibition of Children's Art: VISA Street Gallery	Nagano City
February	Issui-Group Exhibition HAKUBA	Hakuba Village
	The Etegami International Exhibition	Sakae Village
	Exhibition of Hina Dolls	Suzaka City
	Exhibition: Kokeshi Dolls	Nagano City
	Nagano Philex '98: - Olympic Winter Games World Stamp Exhibition	Nagano City
	Nagano Olympic Pavilion - The Virtual Venue - Exhibition: Floral Painting	Nagano City
	Trails of Winter Sports 5000 Years of Ski History	Nagano City
	Contemporary Arts of Southern Nagano	Ina City
	'Small Pictures-Great Harmony' Art Exhibition: An International Invitation to Participate	Nakano City
	Exhibition of Children's Art at M-Wave	Nagano City
	The International Children's Art Exhibition	Nagano City
	Exhibition of Jordi Aluma - Nagano 1998	Nagano City
	Japan Contemporary Arts and Crafts Exhibition: Naganokai	Nagano City

\* The above indicates the opening month of the exhibition.

## ■ Japanese Traditional Culture

Month	Event	Venue
1997 February	Kabuki Performance by Ennosuke Ichikawa	Matsumoto City, Ina City, Nagano City
	Exhibition: Flower Arrangement	Throughout Nagano Prefecture
June	Tea Ceremony	Nagano City
	Kabuki Performance by the National Theatre	Ina City
August	Olympic Firelight Noh Performance	Nagano City
	Ueda Castle Firelight Noh Performance	Ueda City
October	International Folk Art Festival	Nagano City
	Festival of Kimono to Welcome the World	Nagano City
November	Festival in Omachi & Kita-azumi	Omachi City
	“Minori Rakugo”	Ina City
1998 January	Bunraku, The National Bunraku Theatre Of Japan	Osaka
	Kabuki Performance	Tokyo
	Ueda Folk Festival	Ueda City
	NHK Charity Grand Sumo Tounament in Tokyo	Tokyo
February	Noh and Kyogen at National Noh Theatre	Tokyo
	Bunraku at National Theatre	Tokyo
	Ryukuan Dance Performance	Nagano City
	Performance: The World of Izumi Kyogen	Nagano City
	Ina Area Traditional Performing Arts	Nagano City
	Nagano Olympic Noh	Nagano City
	Sound of Japan: Folk Singing and Dance Troupe “Warabiza”	Matsumoto City, Nagano City
Kabuki Performance by Shochiku	Nagano City	

\* The above indicates the opening month of the festival, performance, etc.



Traditional tea ceremonies were performed to welcome overseas visitors at the Olympic Village and other venues.

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■ **Forums, etc...**

Month	Event	Venue
1997 February	2nd Japanese Culture Meeting: Beijing Meeting	Beijing
	The 9th Nagano Prefecture Festival of Arts and Culture	Nagano City, Matsumoto City
March	The 13th Annual Nagano "Peace Day" Festival	Nagano City



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Smelling the roses at the "Amway Special Shinshu One Million Roses Exhibition" (M-Wave, July 1997)



	Exhibition: Japanese Clay Dolls	Nakano City
April	Performing Arts Festival	Throughout Nagano Prefecture
	Snowlets & Fellows	Throughout Nagano Prefecture
May	Children's Land '97	Nagano City
	Nagano City Culture and Arts Festival	Nagano City
June	Festival of Culture and Art for Workers in Nagano Prefecture	Nagano City
	Water Environment Forum '97	Nagano City
July	Amateur Theatre Festival	Nagano City
	One Million Roses Exhibition and Concert in Shinshu	Nagano City
	Animated Feature Film: "On the Road to Glory - Chiharu Igaya Story"	Throughout Nagano Prefecture

All dolled up – an exhibition of traditional Japanese clay dolls in Nakano City (March 1997)

Children get into the thick of things at the "International Friendship and Sister City Exchange Festival" at the Nagano Sports Park (Sept. 1997).



	Art Appreciation Program for Children	Usuda Town, Koshoku City, Matsumoto City
August	Miracle Stage of China: "Super Variety Show '97"	Suzaka City
	International Youth Symposium	Matsumoto City
	Okami Forum in Ueda	Ueda City
	Nanshin Kyodo Theatre Performance in Nagano	Nagano City
	Women's International Exchange Forum	Shiojiri City
	'97 Nagano Prefectural Art Festival	Throughout Nagano Prefecture
September	Dream 21 - A Forum on the Ideal Community	Tateshina Town
	Encounter Day at Aqua Pal Chikuma	Nagano City
	Lake Suwa Encounter Festival	Suwa City
	International Friendship and Sister City Festival	Nagano City
October	Fridtjof Nansen Memorial Lecture	Nagano City
	110th Anniversary of the Birth of Shinpei Nakayama: 7th All-Japan Music Summit	Nakano City
	Fire Art Festival '97	Kitamimaki Village
	Prefectural Youth Theatre Performance	Urugi Village, Minamishinano Village, Shimojo Village, Yasuoka Village
	Contemporary Theatre Performance by Kurumaza	Nagano City
	Shinshu Senior Citizens Festival	Ina City
	Olympic Theatre Festival	Nagano City, Hiyoshi Village
	Cityscape Symposium	Nagano City
	Suzaka, Obuse, & Takayama Culture Festival	Suzaka City
	Apple Festival at Shiga Kogen '97	Yamanouchi Town

Jamaica Festival in Central Square (Feb. 1998)



	Olympic Forum	Tokyo
	Mizuno Nagano Olympic Festival	Tokyo
	- Winter Sports Fashion & Live -	
November	Children's Meeting for Environment in Nagano City	Nagano City
	World Dance Festival	Saitama Prefecture
	Fashion Show and Talk Show by Keita Maruyama	Suzaka City
1998 January	Film Festival: People Living in Snow Country	Osaka
	International Cultural Exchange Festival	Sanada Town
	in Sanada, Sugadaira	
	Karuizawa Ice Sculpture International Contest'98	Karuizawa Town
	- 30th Karuizawa Ice Festival	
	Encounter Shimojo Festival	Shimojo Village
February	International Youth Camp	Karuizawa Town
	Youth Science Fair	Nagano City
	Fashion For The Earth	Nagano City
	16th Iiyama Snow Festival	Iiyama City
	International Forum on the Olympic Movement	Nagano City
	in the 21st Century	
	Contemporary Dance Performance	Tokyo

\* The above indicates the opening month of the forums, festival, etc.

Ice sculptures glisten in the sun at the 30th Karuizawa Ice Festival (Jan. 1998)





LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



# 7

IOC, NOC, and  
IF Relations

NAGANO 1998



# International Relations

## Coordination with the IOC

After Nagano was chosen as host city of the XVIII Olympic Winter Games in June 1991, NAOC maintained close and frequent contact with the IOC. NAOC sent delegations to IOC Executive Board meetings and IOC Sessions to report on the status of Games preparations and to obtain IOC approval for policy decisions stipulated in the Olympic Charter and / or the host city contract. In addition, 10 Coordination Commission meetings were convened during which NAOC received much valuable input on all aspects of Games operations.

To assist with preparations, an IOC expert in each particular field of Games operations assisted his / her counterpart at NAOC:

- Competitions: Association of the International Winter Sports Federations (AIWF) President, International Ski Federation (FIS) President, and IOC Executive Board member, Marc Hodler

The IOC Study and Evaluation Commission visited in January 1991 to evaluate Nagano's bid to host the 1998 Olympic Winter Games (Happo'one, Hakuba).



- Press: Press Commission Chairman and IOC Executive Board member, Richard Kevan Gosper
- Broadcasting: Radio and Television Commission Chairman and IOC Executive Board member, Un Yong Kim and working as special advisor, Manolo Romero
- Medical services: Medical Commission Chairman and IOC Vice President, Le Prince Alexandre de Merode
- Security: IOC member and security delegate, Ashwini Kumar

Separate discussions and negotiations on logistical matters were also held between NAOC and the directors of the various IOC departments. In April 1997, the contact network between NAOC and the IOC Secretariat was streamlined so that it was clear whom to contact with regard to each aspect of Games preparations. As well, IOC Secretary General Françoise Zweifel and others visited Nagano on several occasions for detailed discussions, not only with the Liaison Department, but also with staff from Protocol, Accommodations, Transportation, Ceremonies, and Accreditation.

From August to December 1997, a NAOC member of staff was posted to IOC headquarters to strengthen communications as the Games drew closer.

## Reports to the IOC Executive Board / Session

NAOC made its first status report on preparations in February 1992 at the Executive Board meeting held in conjunction with the 98<sup>th</sup> IOC Session in Albertville, and gave regular updates up until the 107<sup>th</sup> IOC Session and Executive Board meeting held in Nagano just prior to the opening of the Games. The IOC Executive Board and IOC members were kept informed of work in progress and approval was obtained on such matters as the programme for the Opening



The decision to add snowboard events to the Sports Programme was ratified at the IOC Executive Board meeting in Karuizawa (Dec. 1995).



Ceremony, and plans for the torch relay. In total, NAOC made eighteen reports to the IOC Executive Board and nine to IOC Sessions. In December 1995, a joint IOC Executive Board / AIWF meeting was held in Karuizawa, where NAOC's report covered transportation, security, accreditation, and other issues.

### Items Approved at IOC Executive Board Meetings

*February 3, 1992 (Albertville)*

- Establishment of NAOC
- Organizational structure

*December 8, 1992 (Lausanne)*

- Emblem

*June 21, 1993 (Lausanne)*

- Mascot
- Use of one venue for both figure skating and short track speed skating
- Establishment of the Olympic Radio and Television Organization (ORTO '98)
- Joint marketing contract and establishment of Joint Olympic Marketing (JOM)
- Addition of women's ice hockey and curling to the Sports Programme

*February 5, 1994 (Lillehammer)*

- Relocation of biathlon venue

*August 28, 1994 (Paris)*

- Relocation of some alpine skiing events

*December 15, 1994 (Atlanta)*

- Basic Plan for Cultural Programme

*June 14, 1995 (Budapest)*

- Separation of Media Village into two Media Villages
- Separation of Main Media Centre (MMC) into an IBC and an MPC
- Basic Plan for International Youth Camp

*December 5, 1995 (Karuizawa)*

- Addition of snowboard to Sports Programme

*July 12, 1996 (Atlanta)*

- Press Rate Card
- Rights Holders' Rate Card
- Targeting system for biathlon

- Location of Victory Ceremonies site

*October 10, 1996 (Lausanne)*

- Seating capacity for figure skating / short track speed skating venue
- Stones for curling competition

*November 15, 1996 (Cancun)*

- Final draft of Sports Programme
- Prices and distribution methods for tickets
- Medals

*NOC Rate Card*

- Procedures for issuing combined accreditation / identity card

*March 4, 1997 (Lausanne)*

- Seating capacity for Ice Hockey Stadium 'A'

*May 21, 1997 (Monaco)*

- Relocation of alpine skiing combined event venue
- Scenarios for Opening, Closing and Victory Ceremonies
- Participants' Commemorative Medals
- Designs for award / commemorative diplomas
- Olympic torch

*Minor changes to Sports Programme*

*August 30, 1997 (Lausanne)*

- Distribution system for Cultural Programme tickets
- Policy for Prime Event Limitations

*December 4, 1997 (Lausanne)*

- Implementation plan for torch relay

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## IOC Coordination Commission

The Coordination Commission for the Nagano Games was chaired by IOC member and FIS/AIWF President Marc Hodler and made up of IOC members, IOC Secretariat executives, and representatives of the NOCs and media. The Commission inspected competition venues and other Olympic facilities, and oversaw operational planning. The first meeting of the Coordination Commission took place in November 1992, with the tenth and final meeting in November 1997. Prior to each Commission meeting, a series of working meetings was held between NAOC and the Commission members, each focusing on a specific area of operations. These played a vital role in preparations for the Games.

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## Coordination with NOCs

In April 1995, the NOC Relations section was established within the Liaison Department to provide information and support to the NOCs as they made their preparations for the Games. NOC Relations was responsible for handling all NOC requests, including arranging tours of Olympic facilities, coordinating meetings with relevant departments at NAOC, producing NOC-specific newsletters and a manual for the Chefs de Mission, and hosting a Chefs de Mission seminar. NOC Relations also made regular status reports to the ANOC General Assembly and to continental NOC association meetings.

From eighteen months before the Games, NOC Relations staff focused on coordinating with specific NOCs, and responsibilities were divided into three different regions: Eastern Europe, Western Europe, and the Americas / Africa / Asia / Oceania.



Chefs de Mission seminar (April 1997, Nagano)

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## NOC Conferences

To report on the status of Games preparations, promote the Nagano Games, and strengthen relationships with NOCs, NAOC participated in several NOC-related conferences. Beginning in 1992, NAOC also participated in each ANOC General Assembly meeting, held biennially and attended by all NOCs. Since it was estimated that over half the NOCs participating in the Nagano Games would be from Europe, NAOC attended meetings of European NOCs whenever possible.

## Chefs de Mission Seminar

A Chefs de Mission seminar was held in Nagano City from April 19 – 21, 1997 to disseminate essential information on Games preparations, operations, and the pre-Games agenda to the NOCs. One hundred sixteen participants from 55 NOCs attended the seminar, which included inspection tours of the competition venues, the stadium for the Opening and Closing Ceremonies, and the Olympic Village. During the seminar, NAOC and the IOC Olympic Solidarity and Sports Departments gave presentations. The NOCs were particularly interested in information about the Olympic Village, accommodations, and transportations, and help desks were set up to answer specific questions about Games operations and how they would affect each NOC. This gave both sides a chance to identify their needs with regard to Games operations.

The seminar provided an excellent opportunity to promote grass roots international exchange. NOC representatives took part in local exchange activities, such as a luncheon party with children from Nagano City's "One School, One Country" programme, and receptions with the "Hearty Nagano" community project. As well, the seminar provided the first chance for NOC representatives to meet the volunteer NOC Assistants who would be working with their



A Croatian delegation visits Tojo Elementary school, its partner school under the "One School, One Country" programme (Feb. 1998).

teams during the Games.

The seminar offered an excellent opportunity for NAOC to strengthen its ties with the NOCs, and proved to be a valuable part of Games preparations.

## NOC Visits to Nagano

NAOC arranged inspections of competition sites and meetings on issues such as transportation and accommodations for NOCs. Beginning with a visit from the United States Olympic Committee in August 1994, approximately 80 visits were made by 21 NOCs prior to December 1997. These visits typically lasted some 3 – 6 days, and delegations usually consisted of 2 – 5 people. In addition to holding discussions with NAOC, NOCs also utilised this time to seek out locations for their hospitality houses, and to secure accommodations near to competition venues for their athletes, officials, and guests. NOC Relations gave assistance in these areas whenever possible.

During their stay, many NOC officials also took time to pay visits to their partner schools in the "One School, One Country" programme, to the delight of all concerned.



Touring a venue during the Chefs de Mission seminar (April 1997)

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## IOC/NOC Hotels

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For the thirty-three days from January 24 – February 25, the Kokusai 21 Hotel and the Mitsui Garden Hotel in Nagano City were the respective headquarters for the IOC and the IOC Medical Commission, while the Matsushiro Royal Hotel served as the NOC hotel.

### IOC Headquarters

IOC members and the presidents of the winter IFs stayed at the Kokusai 21 Hotel, which also functioned as IOC headquarters. Access to the hotel was strictly controlled, and around-the-clock security was enforced. Those wishing to enter the hotel were subject to metal detector checks and personal belongings were examined with X-ray machinery.

In the lobby, Olympic Family service counters were set up to handle inquiries regarding transportation, accommodations, ticketing, and other matters. A sub accreditation centre and medical clinic were located at the hotel. Sponsors provided additional services such as currency exchange, courier and package delivery, and travel services; a postal services counter, and a store selling Olympic merchandise were also set up. Including the hotel car park and nearby lots, parking for 210 vehicles was secured.

Under the direction of the venue manager, Olympic Family services were handled by approximately 240 people, excluding the volunteers assigned as assistants to IOC members and to presidents / secretaries general of the winter IFs. These IOC / IF assistants helped with interpreting and administrative duties, and were frequently in and out of the hotel.

### Provision of Information to NOCs

To keep NOCs apprised of important information, NAOA published a regular NOC newsletter and produced a Chefs de Mission dossier and Chefs de Mission manual.

- **NOC Newsletter**

The first issue of the NOC newsletter was sent out in October 1995 and a total of five issues were distributed before December 1997. The newsletter was written in French and English, and issues four and five were also published in Russian. The newsletter was sent to every NOC and to their Olympic attaché. Each issue contained the latest information on subjects such as transportation, accommodations, ticketing, and the Olympic Village.

- **Chefs de Mission Dossier/Manual**

In February 1997, a Chefs de Mission dossier was produced and sent to each participating NOC, which was followed by a Chefs de Mission manual in November. This contained an outline of the Games, as well as vital information on accreditation procedures, transportation, Olympic Village, and NOC services.

**The Kokusai 21 Hotel,  
IOC headquarters during  
the Games**

### IOC Medical Commission Hotel

IOC Medical Commission members, IOC staff, and IOC guests were accommodated at the Mitsui Garden Hotel. It was also the location of the offices of the Medical Commission. An Olympic Family service counter run by 14 people including staff and volunteers working under the venue manager was located in the ground floor lobby. A pool of 10 dedicated cars with volunteer drivers was also on standby in case of late night calls-outs for Commission members. Security was provided 24 hours a day and access was strictly controlled to protect the confidentiality of the Commission's work.



### NOC Hotel

Presidents and secretaries general of NOCs and their guests stayed at the Matsushiro Royal Hotel. During the Games, an Olympic Family service counter was set up in the ground floor lobby, along with a travel services counter, a foreign currency exchange desk, and a post office. Approximately 30 people worked at the service counter under the direction of the venue manager. Assistants to the NOC presidents providing language and administrative support were also stationed at the venue. The police department patrolled the area around the hotel, and around-the-clock access control was in effect on those floors of the hotel with VIP residents.



**The Matsushiro Royal  
Hotel served as the NOC  
hotel.**

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## Receiving the NOCs

### Travel Subsidy

As a result of discussions with the IOC, NAOC agreed to pay a travel subsidy of US\$1,000 for each athlete not covered by the Olympic Solidarity subsidy. It was agreed that this subsidy would be paid to the NOCs within three months of the close of the Games, and that if the NOC so wished, the subsidy could be used as a deposit against items ordered through the NOC rate card. The total number of recipients was 1,956 from 48 NOCs.

### Olympic Attachés

During the preparations period for the Games, approximately 30 NOCs recruited an “Olympic Attaché” to act as their local representative in discussions with NAOC and the local community. Any Games-related information sent to NOCs by NAOC was also sent to the attachés for their reference. A total of 48 NOCs appointed Olympic attachés with some NOCs recruiting their attachés after the Games began.



The team from Bosnia and Herzegovina enter the Olympic Village.



The Korean delegation makes its way into the Olympic Village.

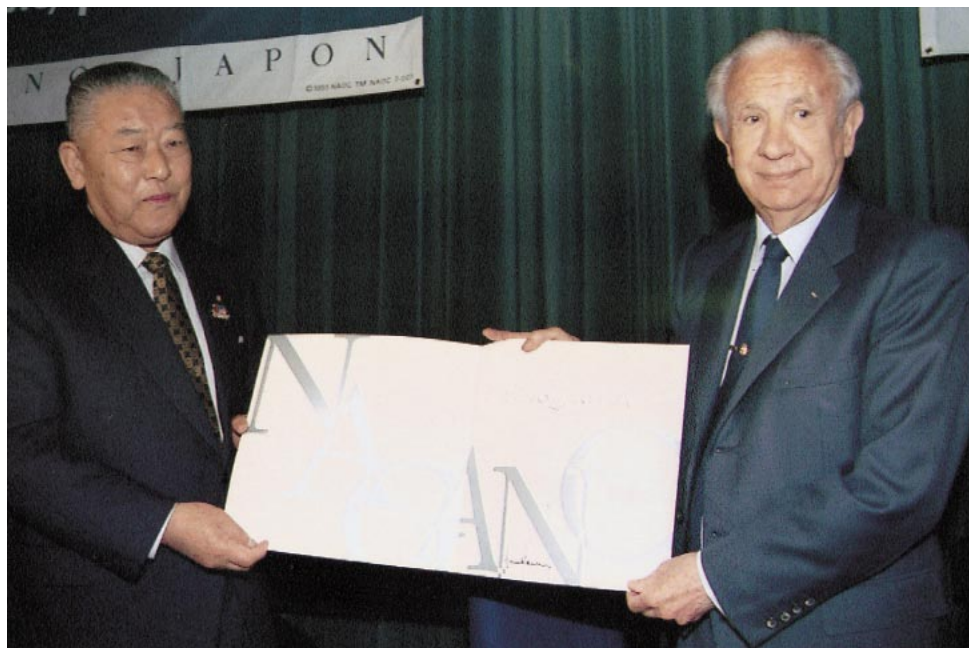
## NOC Assistants

NAOC recruited 406 language support volunteers to work specifically with NOCs and assist them during the Games. Collaborating extremely closely with NAOC staff, the volunteer NOC assistants were responsible for liaising and coordinating between NAOC and the NOCs. They were assigned on the basis of their personality and ability to work with others, language skills, place of residence, and attendance at training seminars. NOCs with athletes staying in the Satellite Village in Karuizawa were each allocated an additional assistant for their team there. The number of assistants assigned was based on the number of people (excluding 'As' category) in each NOC delegation:

Size of Delegation	Assistants
1 – 25	2
26 – 75	3
76 – 150	4
151+	5

Between September 1996 and January 1998, a total of six NOC assistant training seminars were held, four of which were in Tokyo and Osaka. The focus at these seminars was to provide the NOC assistants with practical skills needed for working with their NOC, and included a variety of simulation exercises along with information on Games preparations.

During the Games, NOC assistants were mainly based in the NOC offices at the Olympic Village. The languages most in demand were English, French, German, and Russian, with a total of 22 languages represented in all. Their ability and dedication were very highly commended by the NOCs.



IOC President Samaranch presents JOC President Furuhashi with an invitation for the Japanese team to attend the Nagano Games.

## Official Invitations to the Games

On February 7, 1997, exactly one year before the Opening Ceremony for the Nagano Games, the official ceremony to send invitations to the Games was held in Lausanne, Switzerland. The IOC sent official invitations to all 197 NOCs worldwide, and the ceremony was carried live on the Internet via the NAOC home page.

Initially, 86 NOCs declared their intention to attend the Nagano Games, however three of these subsequently withdrew.



The team from Azerbaijan marches into the Olympic Village.



### Qualification Rules

Each IF set specific qualification standards and only those athletes and teams who met the requirements could participate in the Nagano Games. The qualification standards and assessments of athletes were determined by the IFs. Based on the entry forms and applications for accreditation sent in by each NOC, NAOC forwarded a list of participants to the IFs for confirmation.

### 72 NOCs Finalized

Seventy-four of the 83 NOCs that expressed their intention to participate in the Games returned their entry forms listing names of participants. NAOC sent these forms to the IFs, which investigated the eligibility status of the proposed athletes. Two of the NOCs did not have qualifying athletes, leaving a final total of 72 NOCs participating in the Nagano Games. Of these, five were attending the Olympic Winter Games for the first time: Azerbaijan, the former Yugoslav Republic of Macedonia, Kenya, Uruguay, and Venezuela.

A total of 2,305 athletes – 1,490 men and 815 women – participated in the Games. Both the numbers of athletes and participating NOCs were a record for the Olympic Winter Games, with more than 1.5 times the number of female

athletes participating in Nagano than at the Lillehammer Games.

An Olympic Team Relations group headed by NAOC Sports Director Tsunekazu Takeda was set up to liaise with NOCs, the IOC, and related organizations with regard to entries.

The Japanese team arrives at the Olympic Village.



## Reception Meeting

Each Chef de Mission was required to attend a reception meeting at the Olympic Village before the arrival of their athletes and officials. Final discussions were held to confirm accreditation details on the athletes and officials, as well as to confirm such matters as athlete qualification / entry lists, numbers of officials, numbers of participants staying at the Olympic Village, supply / delivery of items ordered on the NOC rate card, allocation and usage of NOC-assigned vehicles, and the number of parking and vehicle access permits to be issued.



Smiling members of the Dutch contingent make their way into the village.

Welcome ceremony for the delegation from the Democratic People's Republic of Korea

# 107<sup>th</sup> IOC Session

A number of meetings and ceremonies were held immediately prior to the Games. The opening ceremony and reception for the 107<sup>th</sup> IOC Session were held at the Nagano Prefecture Cultural Hall, and all other meetings were held at the IOC hotel.

January 29	IOC Juridical Commission
Jan. 30 – Feb. 1	IOC Executive Board
February 2	107 <sup>th</sup> IOC Session Opening Ceremony & Reception
February 3 - 5	107 <sup>th</sup> IOC Session
February 5	IOC / Chefs de Mission joint meeting
February 6	IOC Executive Board / AIWF joint meeting

## IOC Executive Board Meeting

For three days from January 30 to February 1, the IOC Executive Board held a closed-door meeting. For NAOC's report on January 30, IOC member and AIWF / FIS President Marc Hodler and the IOC Radio and Television Commission special advisor Manolo Romero were also present. Among other points, the report covered the status of the torch relay, *shinkansen* bullet train schedules, and weather forecasts for the Games period. The Executive Board expressed great satisfaction with the state of readiness for the Games, and advised NAOC to continue addressing traffic and security issues.

An IOC Executive Board meeting was held in Nagano just prior to the Games.



NAGANO 1998



His Imperial Highness the Crown Prince declares the 107<sup>th</sup> IOC Session open (Nagano Prefecture Cultural Hall, Feb. 2, 1998).

### Opening Ceremony of the 107<sup>th</sup> IOC Session

The ceremony, attended by Their Imperial Highnesses the Crown Prince and Princess, took place on February 2 at 3 p.m. at the Nagano Prefecture Cultural Hall. Invitations were sent by NAOC, and tickets were sent to those who responded. Identity checks of ticket holders were carried out at the door. Due to the large number of VIP guests in attendance, the Nagano Prefectural Police implemented strict security measures from the day before the event.

The approximately 1,300 participants included: IOC members and their guests, IF and NOC presidents and secretaries general, representatives from Sponsors, future Games organizing committees, bidding committees, NAOC guests (from national, prefectural and local levels), and members of the media. Participants were, in the main, transported to the venue by bus. Direct buses took overseas guests from their hotels to the venue, whilst Japanese guests were met by shuttle buses at Nagano Station.

Delegates at the opening ceremony of the IOC Session enjoy a cup of traditional Japanese green tea.





Young violinists put on a Suzuki Method performance (opening ceremony, IOC Session).

Guests were welcomed with a Japanese tea ceremony in the entrance hall, and local groups put on exhibitions of clay dolls, puppets, and *ikebana* (flower arrangements) to give participants a taste of Japanese and local culture. On display in the windows of the hall were pictures painted by local schoolchildren on the theme of the Olympics. Before the ceremony began, a message was written in calligraphy and an *ikebana* arrangement was displayed on the stage in the main ceremony hall.

The opening ceremony of the IOC Session was divided into three parts. Acting as master of ceremonies was NAOC Director General Makoto Kobayashi. The ceremony was conducted in Japanese, English, and French.

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## Programme

*Part 1: Artistic Programme “Welcome to Nagano” (approx. 20 min.)*

- Traditional puppet drama *Ningyo Joruri* by the Imada Ningyo Joruri group
- Traditional *noh* dance *Ran-no-Mai* by Hideo Kanze

*Part 2: Ceremony (approx. 50 min.)*

- Playing of Japanese national anthem by children from the Talent Education Research Institute (Suzuki Method)
- Welcoming address by NAOC President Eishiro Saito
- Address by JOC President Hironoshin Furuhashi
- Address by IOC President Juan Antonio Samaranch
- Presentation of the IOC Olympic Prize endowed by Parke-Davis
- Declaration of the Opening of the Session by His Imperial Highness the Crown Prince of Japan
- Singing of the Olympic anthem by the Nagano City Children’s Choir

*Part 3: Artistic Programme “To the People of the World” (approx. 20 min.)*

- The Nagano Winter Orchestra under the direction of conductor Seiji Ozawa played the composition “November Steps” by Toru Takemitsu



The Imada Puppet group performs at the IOC Session opening ceremony.

After the recital by the Nagano Winter Orchestra, Their Imperial Highnesses the Crown Prince and Princess left the venue, and the one and a half hour long programme drew to a close. The second part of the ceremony was broadcast live on local television. Immediately after the opening ceremony, NAOC hosted an informal reception in the foyer of the main hall, and buses were standing by for guests to leave whenever they were ready.

The programme for the opening ceremony, venue zoning, and seating protocol were executed according to guidelines contained in the annex to the Olympic Charter and IOC Session guide.



Performance of the noh dance "Ran-no-mai"

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### **107<sup>th</sup> IOC Session**

The 107<sup>th</sup> IOC Session, held February 3 – 5, was attended by 100 of the 110 IOC members and 11 of the 25 Honorary IOC members. At the Session, the longest-serving IOC member, Grand Duke Jean of Luxembourg, announced his retirement after 52 years of active service. He was appointed as Honorary IOC member. Nine new IOC members were appointed for a total of 118 members and 26 Honorary members.

At its February 3 presentation, NAOC reported on the adoption of the Olympic Truce resolution at the 52<sup>nd</sup> General Session of the United Nations, the final number of NOCs participating at the Nagano Games, snowfall at the venues, and traffic restrictions during the Games. At the end of NAOC's 50 minute report, President Saito outlined the aims of the Nagano Olympic Peace Appeal. His words were greeted with enthusiastic applause and support from President Samaranch and the IOC members. Later that the day, the aims of the Nagano Olympic Peace Appeal were released at an official press conference.

### **IOC / Chefs de Mission Joint Meeting**

On February 5, a joint IOC / Chefs de Mission meeting was held following the IOC Session.

### **IOC Executive Board / AIWF Joint Meeting**

On February 6, the members of the IOC Executive Board and the presidents and secretaries general of the seven winter IFs held a closed-door meeting, at which NAOC reported on the status of the competition facilities, athlete entries, the Scheduling Committee, and transportation for teams. Participants at the meeting praised the spirit of cooperation between NAOC and the IFs, as well as overall Games preparations.

The 107<sup>th</sup> IOC Session





The three posters for the Peace Appeal, designed by art director Masuteru Aoba and illustrator Zenji Funahashi.

## PEACE APPEAL FROM NAGANO TO THE WORLD

The Olympic Games - the greatest festival of sport in the world. A place where the youth of the world gathers to demonstrate athletic skills and sportsmanship, and where friendship blossoms. Such powerful images ensure that the significance of the Olympic Games as a festival of peace make a lasting impression on spectators worldwide.

The desire for a lasting peace is universal. As these are the final Olympic Winter Games of this century, we intend to use this opportunity to launch an appeal that the 21st century be an era without armed conflicts, where people of all nations respect each other's dignity and join together to build a peaceful and better world.

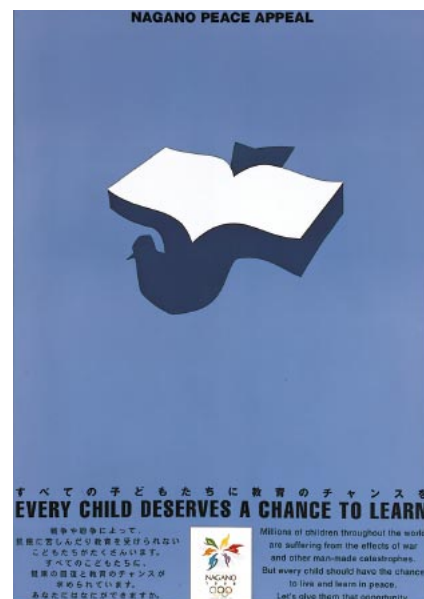
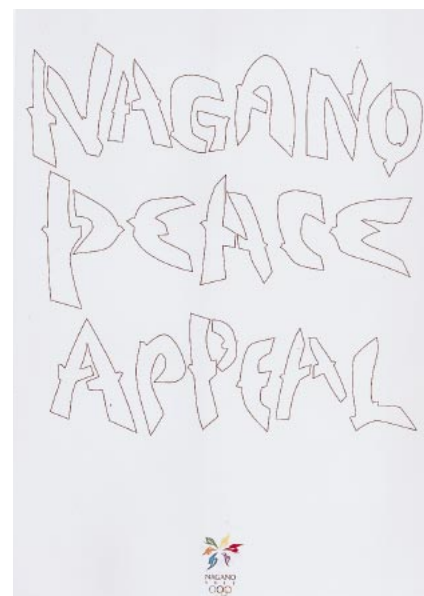
On the 25th of November 1997, the United Nations General Assembly adopted unanimously a resolution on the Olympic Truce co-sponsored by 178 Member States, upon the initiative of the IOC and Japan, host country of the XVIII Olympic Winter Games. The resolution calls upon the Member States to observe the Olympic Truce during the XVIII Olympic Winter Games, from 7 to 22 February, 1998.

Furthermore, one of our goals is to stage a festival of peace and friendship. The Organizing Committee for the XVIII Olympic Winter Games, Nagano 1998 (NAOC) calls therefore upon all parties involved in armed conflicts to respect the Olympic Truce, establish dialogue and seek lasting solutions. We also appeal for the scourge of land mines to be removed and poverty to be eradicated. We pledge, through humanitarian initiatives, to provide assistance to ensure that land mines are eradicated and to help improve the welfare and education opportunities for children in less privileged areas.

During the Games, our hearts will pulse to the same beat. Let us ensure that this spirit emanating from Nagano will continue long after the curtain has fallen on the Games, and form a durable foundation for a new, peaceful era. Let us work together to promote international peace and fraternity.

February 3, 1998

The Organizing Committee for the XVIII Olympic Winter Games





## Cooperation with the International Federations

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FIS course designer Bernhard Russi (dressed in red) inspects the downhill course at Happo'one (Nov. 1997).



Close cooperation was maintained with the International Federations (IFs) for each sport to make preparations for the staging of competitions. Technical advisors appointed by NAOC received invaluable advice and assistance from federation experts, and coordinated preparations with the National Federations (NFs) and Nagano prefectural sports federations.

For the Nagano Games, the following seven IFs were responsible for the technical control and direction of competitions:

- International Biathlon Union (IBU)
- International Bobsleigh & Tobogganing Federation (FIBT)
- World Curling Federation (WCF)
- International Ice Hockey Federation (IIHF)
- International Luge Federation (FIL)
- International Skating Union (ISU)
- International Ski Federation (FIS)

### Technical Delegates

The Technical Delegate (TD) appointed by each federation was responsible for inspecting venues and giving technical advice for the staging of competitions.

(Names of the Technical Delegates for the Nagano Games are listed in Volume III.)

### IF Relations

TDs and other experts from the IFs were invited to Nagano to inspect courses and venues and consult on various matters related to staging the competitions. Representatives from NAOC and the NFs attended IF Sessions regularly to report on the status of preparations. Furthermore, NAOC Sports Director Tsunekazu Takeda attended sessions of the General Assembly of International Sports Federations (GAISF) and joint meetings of the IOC Executive Board with the Association of International Winter Federations (AIWF) to make progress reports and liaise with the IFs.

### Sports Programme

Under the direction of NAOC's Sports Commission, 14 sub commissions (one for each discipline) put together a schedule for the Sports Programme for the Nagano Games. After

analysing the Sports Programme for the Lillehammer Games and other data, the first tentative schedule of the Sports Programme was drafted and approved by the Sports Commission in November 1994.

This schedule underwent ongoing revision as consultation with the IFs and television Rights Holders progressed and contracts were finalized. The addition of snowboard events to the Sports Programme led to the release of a second draft in January 1996. A third draft followed in November that contained a revised ice hockey schedule in light of the participation of National Hockey League (NHL) players, as well as feedback from the IFs and Rights Holders.

After the staging of the International Competitions Prior to the Games (ICPGs), adjustments to the starting time of some events were made and the final schedule was submitted to the IFs for approval. The IOC Executive Board approved the final schedule in May 1997, although the pairings for the ice hockey tournament and the curling draw were determined later by the respective federations.

### Coordination with the IFs

Inevitably, plans for a number of venues underwent modification and revision after the initial submission of the Nagano Games' bid documents to the IOC. All changes and additions were discussed with and authorized by the relevant IF before final approval was sought from the IOC. These included:

- Staging the short track speed skating events and figure skating events at the same venue (ISU)
- Relocating the biathlon site from Hakuba to Nozawa Onsen (IBU)
- Relocating some of the alpine skiing events from Yamanouchi to Hakuba (FIS)
- Changing the seating capacity at Ice Hockey Stadium 'A' (IIHF)



- Addition of curling to the Sports Programme (WCF)
- Addition of women's ice hockey events to the Sports Programme (IIHF)
- Addition of snowboard events to the Sports Programme (FIS)

A request from the IBU for special exemption to Japanese firearms laws to allow biathletes under the age of eighteen to carry weapons was cleared by NAOC with the appropriate government authorities. Similarly, a request to raise the starting point of the men's alpine skiing downhill was discussed and resolved satisfactorily through mutual cooperation between NAOC, the FIS, and the Nagano Prefecture Nature Conservation Study Council.

### IF Accommodations

Officials from the IFs such as TDs, competition juries, and referees, were accommodated at hotels in Nagano City or near the appropriate competition venue. Information counters staffed by volunteer interpreters were set up at these hotels to assist IF officials and provide them with the latest Games information. Fax machines were also available at the counters for direct communication with competition management staff at NAOC Operations Headquarters.

## International Competitions Prior to the Games

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From March 1996 through November 1997, a total of sixteen World Championships, World Cups, and other international competitions were held at the venues to be used for staging Olympic competitions. While these events were organized under the auspices of the winter International Federations, personnel from the national federations, the host sites, and NAOC were also included in the organizational structure to make preparations and manage the competitions. These International Competitions Prior to the Games (ICPGs) provided valuable opportunities for NAOC to observe and test preparations and operations for staging the Games. Venue

operations were complicated and complex, and involved a total of nearly 3,000 athletes and officials, and the coordinated efforts of some 10,400 operations staff, Japanese Self-Defense Force personnel, and volunteers. Approximately 228,000 spectators attended the ICPGs, and the atmosphere at events was festive and exciting. With the successful conclusion of the ICPGs, organizers became more confident that the Nagano Games, too, would be a success. The 1997 International Figure Skating Competition NHK Trophy was organized wholly by NHK and the Japan Skating Federation, however a part of the Games operations systems was tested.

Local citizens shovel snow onto the course at Snow Harp for a cross-country skiing World Cup event in Hakuba (Jan. 1997).



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NAGANO 1998



## ■ International Competitions Prior to the Games

Date	Competition	Participating Countries	Athletes & Officials	Spectators	Operations Staff
Mar. 1–3, 1996	1996 FIS Alpine Ski World Cup in Hakuba (Men Super-G)	15	227	28,500	1,157
Dec. 18–22, 1996	International Ice Hockey Nagano Cup '96 (Men's Tournament)	5	169	23,327	398
Jan. 11–12, 1997	1997 FIS World Cup Cross-Country in Hakuba (Women and Men Classical and Free)	21	202	4,925	808
Jan. 25–26, 1997	1997 FIS World Cup Ski Jumping in Hakuba (K90 Individual and K120 Individual)	13	77	25,800	547
Jan. 30, Feb. 1–2, 1997	1997 FIS World Cup Nordic Combined in Hakuba (Team and Individual)	12	73	10,960	996
Feb. 4–9, 1997	1997 FIS Freestyle Ski World Championships in Nagano (Women and Men Acros, Moguls and Aerials. Men Combined)	24	304	14,010	522
Feb. 14–16, 1997	1997 World Speed Skating Championships (Ladies and Men)	24	151	23,171	428
Feb. 14–16, 1997	Snowboard 1997 FIS World Cup in Shiga Kogen (Women and Men Giant Slalom and Halfpipe)	18	289	7,700	743
Feb. 15–16, 1997	FIL World Cup '97 in Nagano (Luge Doubles. Women and Men Single)	20	141	2,416	321
Feb. 22, 25–26, 1997	FIBT World Cup '97 in Nagano (Bobsleigh Two-Man and Four-Man)	15	177	3,915	321
Feb. 28–Mar. 2, 1997	Alpine Ski 1997 FIS World Cup in Hakuba (Ladies' Downhill)	11	135	18,600	1,155
Mar. 6, 8–9, 1997	Biathlon World Cup 1997 in Nozawa Onsen (Women and Men)	26	299	6,399	477
Mar. 8–9, 1997	Alpine Ski 1997 FIS World Cup in Shiga Kogen (Men Giant Slalom and Men Slalom)	16	217	21,100	1,110
Mar. 22–30, 1997	World Junior Curling Championships Karuizawa '97 (Women and Men)	11	120	8,497	521
Mar. 28–30, 1997	1997 World Short Track Speed Skating Championships (Ladies and Men)	25	241	10,350	420
Nov. 27–30, 1997	1997 International Figure Skating Competition NHK Trophy (Pairs. Ice Dancing. Ladies and Men Singles)	16	117	18,200	500
	Total		2,939	227,870	10,424

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## Pre-Games Testing

To make the most of the opportunity for staff to become familiar with operational procedures, venues for the ICPGs were organized as much as possible along the same lines that NAOC would implement for the Games. Whenever possible, systems were tested at all venues.

- **Staff Assignments**

Staff and personnel to be based at that venue during the Games, as well as essential personnel from contracted service companies and other groups, were assigned to each ICPG. In addition to the venue where they would be based during the Games, volunteers were assigned to other venues in order to give them a broader perspective and experience of international sporting events.

- **Facilities, Equipment, Systems**

As far as possible, facilities, equipment, and systems (telecommunications, sound, cable, and giant video screens, etc.) to be used at that venue during the Games were installed and tested. Timing, scoring, and results systems were tested at all the ICPGs.

- **Zones, Positions**

Parking areas, zones, and positions (i.e. mixed zones, photo positions, accreditation zones, etc.) were laid out as similar as possible to the configuration that would be in use for the Games. Accreditation check procedures and zone controls were also implemented and tested. Walkways and access paths were set up for each accreditation category to test their suitability.



The mogul finals for the 1997 Freestyle Ski World Championships held in Izuzuna Kogen (Feb. 1997)

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## Issues / Recommendations in the Lead-up to the Games

A number of important issues and recommendations related to Games operations arose during the ICPGs, and these required resolution before the Games.

- **Games Operations / Organization**

Cooperation between ORTO and the competition and operations management should be strengthened. Headquarters at each venue should be established as early as possible in order to coordinate preparations. Responsibilities for staff positions should be made clear. Emergency support should be available to assist in case of poor weather or other urgent situations.

- **Information Management**

Systems for the gathering, management, and transmission of information should be improved and a team responsible for information management established at each venue.

- **Staff / Volunteers**

Staff assignment to each venue should be completed as early as possible, and training sessions held. The duties of each section should be examined more carefully and interpreters assigned accordingly.

- **Liaison / Services for Dignitaries**

Procedures should be laid out to deal with accidents or other incidents involving athletes, officials, or other related personnel outside of competition hours. Protocol and response to visits by members of royal families or other dignitaries should be studied.



Playing the crowd at M-Wave (1997 World Speed Skating Championships)

- **Spectators**

The safety and comfort of spectator areas and location of spectator access ways should be studied in more depth. Facilities and services to assist the physically handicapped and elderly persons should be reviewed.

- **Transportation**

Ways to alleviate traffic congestion around / to venues should be studied. In particular, more effective roadside information and signage is required.

- **Facilities**

Adjustments should be made in preparation of facilities taking into account the needs of the competition and the geographical characteristics of the site.

- **Competitions**

Rescheduling of some events in Cross-country skiing and bobsleigh should be studied.



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



8  
Media Support

NAGANO 1998

## Media Support



The Common Working Room at the Main Press Centre (MPC)

Over 10,000 media personnel were in Nagano to cover the Games; of these, 8,329 received Games accreditation. Reports on the Games were filed by print and broadcast journalists and transmitted using the latest technology to sports fans all over the globe.

The role of the Media Support Department was to provide services and assistance to members of the world press to enable them to work efficiently and speedily, and to provide them with a comfortable working environment. Press facilities were centred at the Main Press Centre (MPC). Sub press centres (SPCs) were located at all competition venues and other Games

facilities. Accommodations were provided at the two Media Villages as well as at a number of designated media hotels.

Media reports emanating from Nagano helped to establish the Nagano Games' high reputation, and contributed to the furthering of the Olympic Movement worldwide. At the final daily Coordination Committee meeting, IOC Press Commission Chairman Kevan Gosper paid tribute to the close relationship between the Commission and Games organizers, and NAOC's "fantastic" and "outstanding" efforts in providing media services.



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## Organization

The Media Support Centre was established under the direction of NAOC Head of Media Ko Yamaguchi. It coordinated and relayed information related to media services between NAOC Operations Headquarters and the MPC, SPCs, Media Villages, and media hotels. In addition to the MPC, 17 SPCs were set up at competition and other facilities to disseminate information and support the media in their work.

Based at the MPC, the Head of Media worked in close cooperation with the IOC Press Commission and IOC Public Information Department to provide the press with a high level of service and support. He worked closely with ORTO'98, the IOC Radio & Television Commission, television broadcasters, and news services in disseminating information, and as Official Spokesman for NAOC, held a joint IOC / NAOC daily press briefing.

NAOC's Photo Chief Yasuo Azuma was also based at the MPC, and worked in conjunction with the IOC to provide a high level of service to all press photographers covering the Games.

To help plan and implement press services at the competition venues, experienced journalists were hired as press coordinators. Similarly, photo coordinators were commissioned to oversee photo services.

Accommodations for media personnel were provided at two Media Villages in Nagano City and more than 100 local hotels.



Aerial view of the MPC (right) and Big Hat (left)



Exterior of the MPC



## Accreditation

In consultation with the Accreditation section, the Media Support Department coordinated accreditation for the working press. Following guidelines stipulated in the IOC Media Guide, preparations were made for a maximum of 2,800 press personnel; eventually, a total of 2,586 press personnel were issued with accreditation cards. Deadlines for applications were earlier than for previous Games due to the introduction of the combined identity and accreditation card, and there were several hundred requests for changes, which resulted in a heavy work load for staff right until the start of the Games.

January 9, 1997	IOC approves revised press accreditation deadlines
January 13	First allocation of press accreditation by the IOC
February 1	Press accreditation application kit sent to each NOC
May 1	First deadline for press accreditation applications

Private offices were located on the second floor of the MPC.



May 26	Second allocation of press accreditation by the IOC
September 15	Second deadline for press accreditation applications
Early December	Combined identity and accreditation cards issued

## Booking

### • Rate Card

The working press from each NOC ordered necessary equipment and services ahead of time through a press rate card. The rate card, which met with full approval from the IOC, was sent out to each NOC along with the accreditation applications and other information one year prior to the Nagano Games. All applications were to be submitted to NAOC by April 1, 1997.

NAOC issued invoices for all items and services ordered, except for car rentals and travel insurance. Even after the deadline, staff were kept busy dealing with late applications, changes, and additions, but all requests were satisfactorily met.

### • Private Working Facilities

Private office space at the MPC and SPCs was set at ¥23,000 per square metre. Information on rental space on the second floor of the MPC was sent out along with the rate card. The four news agencies recognized by the IOC (AP, AFP, Reuters, Kyodo News) received priority in space allocation. Altogether, 67 news organizations reserved office space. The NOCs of the United States, Canada, Italy, Russian Federation, and Japan, and the Sydney and Salt Lake Games Organizing Committees also secured press office space at the MPC.

## ■ The 10 Largest Press Offices at the MPC

Kyodo News	Japan	400m <sup>2</sup>
Associated Press	USA	368m <sup>2</sup>
Agence France Presse	France	317m <sup>2</sup>
Reuters	Great Britain	217m <sup>2</sup>
Deutsche Presse Agentur GmbH	Germany	192m <sup>2</sup>
Knight-Ridder / Tribune News Service	USA	168m <sup>2</sup>
USA Today	USA	150m <sup>2</sup>
The Yomiuri Shimbun	Japan	147m <sup>2</sup>
The Asahi Shimbun	Japan	141m <sup>2</sup>
The Mainichi Newspapers	Japan	125m <sup>2</sup>

Several Japanese newspapers and international news agencies asked for private working space at the SPCs. A total of 1,524m<sup>2</sup> was reserved by 96 different organizations at the 17 SPCs.

## Main Press Centre (MPC)

### • Facilities

To establish the Main Press Centre, a newly constructed complex comprising two separate wings situated in a residential / commercial area 1.5km from Nagano Station was leased. After the Games, the main commercial building was converted into a department store, while the smaller wing is being used as a municipally-operated international convention centre. The two buildings are connected on the second floor and during the Games were also connected on the first floor. The MPC was located next to Big Hat, and the IBC was only a five-minute walk away.

During the Games, security checks were conducted at the front entrance to the main building. A common working room with space for 600 journalists, media information centre, general information counter, cafeteria, telecom service centre, and other services



Various services were available at the general information counter.

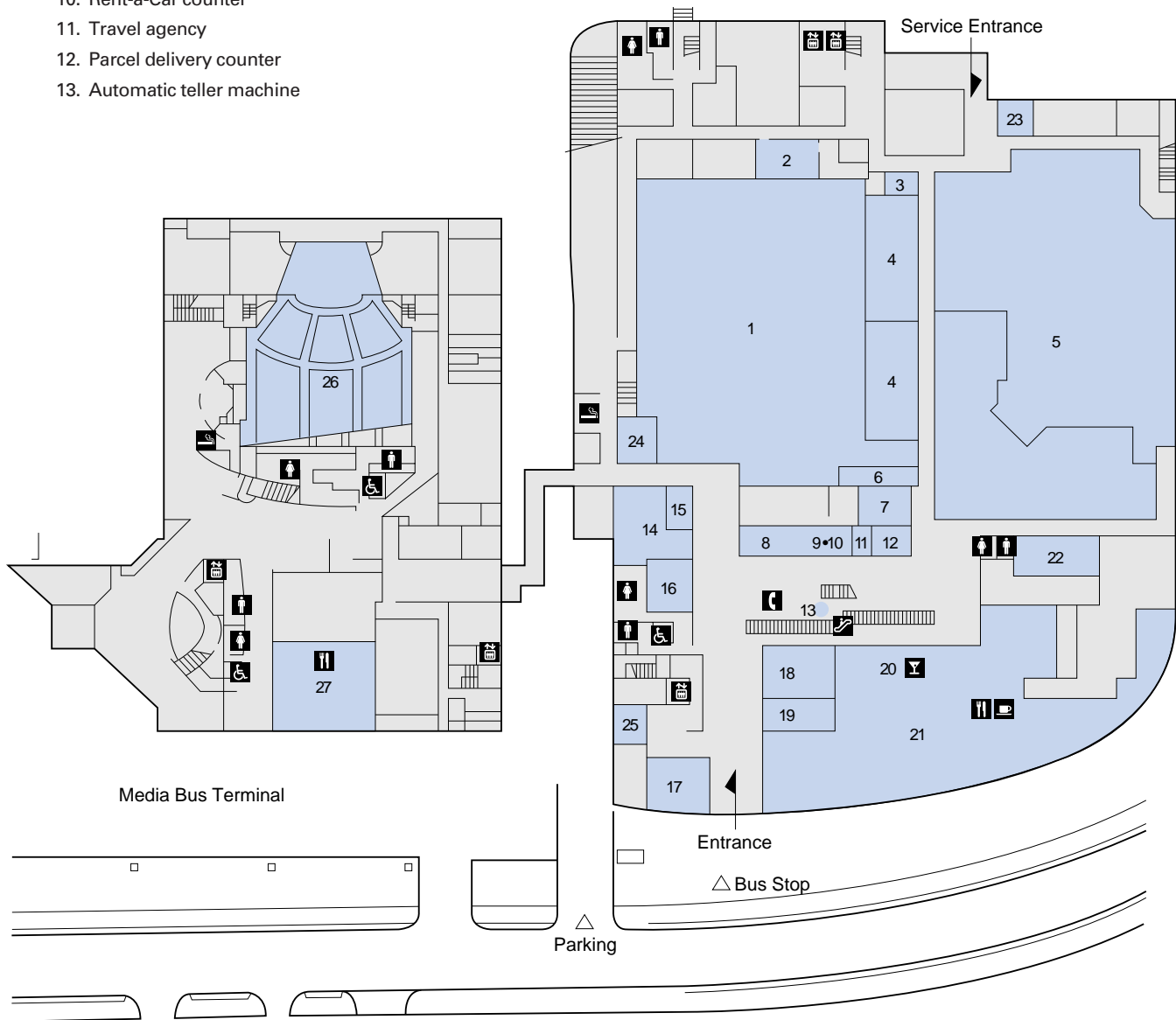
were located on the first floor. News agency and NOC press offices, and NAOC and IOC offices were located on the second floor. Parking was located on the third and fourth floor of the building, as well as on the roof. A passageway connected to the Press Conference Facilities wing, which contained the main press conference room and three smaller press conference rooms.

### • MPC Organization

Planning for the MPC began in April 1994. While the organizational and operational structure was based on the successful Lillehammer MPC, one significant feature implemented for Nagano was the placement of highly-skilled language volunteers at the MPC. From November 1997, the approximately 20 NAOC staff members responsible for operations at the MPC were stationed on site to complete final preparations. During the Games, NAOC staff, volunteers, and other personnel totalled 1,300. Five training sessions were held for volunteers, two of which were MPC-specific.

## ■ MPC Floor Plan (1st floor)

- |                                       |                                    |                                    |
|---------------------------------------|------------------------------------|------------------------------------|
| 1. Common Working Room                | 14. Media Information Centre (MIC) | 21. Cafeteria                      |
| 2. Telecom Service Centre             | 15. Post office                    | 22. Fastfood Counter               |
| 3. On demand print service            | 16. Bank                           | 23. Media Relations Support Office |
| 4. Camera services                    | 17. Sub Accreditation Centre       | 24. Information System Office      |
| 5. Imaging Centre                     | 18. Shop                           | 25. Timing Information             |
| 6. Photo lockers                      | 19. Clinic                         | 26. Main Press Conference Room     |
| 7. NAOC Photo Office                  | 20. Bar                            | 27. Restaurant                     |
| 8. General Information Counter        |                                    |                                    |
| 9. Transportation Information Counter |                                    |                                    |
| 10. Rent-a-Car counter                |                                    |                                    |
| 11. Travel agency                     |                                    |                                    |
| 12. Parcel delivery counter           |                                    |                                    |
| 13. Automatic teller machine          |                                    |                                    |



L – R: NAOC Vice President Yoshimura, IOC President Samaranch, IOC Press Commission Chairman Gosper, and NAOC Head of Media Yamaguchi break open a barrel of sake to officially open the MPC (Jan. 29, 1998).



- **Services**

Installation of computer and other office equipment for private working areas began on January 6, 1998. The MPC became fully operational on January 24, two weeks prior to the opening of the Games, and remained open 24-hours daily until February 25, three days after the close. News agencies with private space moved into their offices January 20 – 30, with the majority moving out by February 23. With the cooperation of Games' sponsors and other cooperating companies, a variety of services were available at the MPC, including restaurant, telecom service centre, imaging centre, camera services, bank, post office, travel office, and delivery services.

- **Ticketing for High Demand Events**

The IOC and NAOC set up a ticketing office to handle distribution of the special passes needed in addition to accreditation to gain access to press seating and photo areas for events with especially high demand and limited seating. These Prime Event Limitation (PEL) tickets included events such as the Opening and Closing Ceremonies, speed skating sprints, figure skating finals, and ice hockey final round games.

Hard at work in the MPC Common Working Room



The Eastman Kodak Imaging Centre



## ■ MPC at a Glance

Total Area	42,728m <sup>2</sup>	Cafeteria	440 seats
Common Working Area	1,430m <sup>2</sup>	Restaurant	100 seats
Private Working Area	5,100m <sup>2</sup>	Parking space	600 cars
Imaging Centre	1,714m <sup>2</sup>	NAOC staff / volunteers	759
Main Press Conference Room	600 seats	Sponsor, operations staff	600
No. of press conferences held	143	No. of people accessing the MPC	171,000
No. of people at press conferences	10,900	No. of special press passes	12,536
No. of inquiries at general information counter	2,200	No. of special photo passes	7,641



Various performances of traditional Japanese arts were held as part of the "Japanese Culture Nights" at the MPC.

## Japanese Culture Nights

For three evenings from January 31 – February 2, NAOC and the local Shinano Mainichi Daily Newspaper sponsored a series of Japanese culture nights at the MPC to introduce some of the traditional Japanese performing arts to the international media. The shows were well attended and on successive nights performances were staged by the Tsugaru *shamisen* group from Aomori Prefecture, the Suwa *taiko* group, and the Tokyo Asakusa traditional dance troupe.

In addition, a welcome party and goodbye party were held at the MPC, featuring such Japanese traditions as rice cake making and the breaking open of sake barrels, as well as a fashion show of clothing made from food and vegetable fibre textiles. Citizens' groups also set up a display of some 800 papier mâché dolls, which journalists were encouraged to take home with them as souvenirs.

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## Support at Venues

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Seventeen Sub Press Centres (SPCs) were set up at the competition venues, the stadium for Opening and Closing Ceremonies, Victory Ceremonies site, and the Olympic and Satellite Villages. SPCs at the competition venues opened from the first day of official practice sessions and closed on the last day of competition. For convenience, SPCs at competition venues were set up as near as possible to the mixed zones and photo positions.

Due to its location next to the Main Press Centre, only a small press conference room was set up at Ice Hockey Stadium 'A' (Big Hat). In Hakuba, a simple working room with telecommunications equipment was set up in the finish area for the men's downhill, as media personnel covering this event were supported by the SPC at the ladies' downhill venue.

- **SPC Organization**

Twelve press and thirteen photo coordinators with sports knowledge and extensive news / photo editing and Olympic or other relevant experience from major news and wire services in Japan were appointed to oversee press services at the competition venues. An additional nine press coordinators were selected from overseas. These press and photo coordinators were responsible for dealing with coverage requests from the journalists and photographers, and their assistance contributed greatly to smooth operations.

In addition to training during the ICPG competitions, press services staff also attended up to three training sessions at the venue to which they were assigned.



IOC press conference at the MPC Main Press Conference Room

- **Facilities**

SPCs for indoor competitions were set up within the venue facilities. In cases where enough space could not be secured, temporary structures were built as for outdoor competitions facilities. Working rooms, press seating, mixed zones, and rest areas were set up taking into consideration the number of people expected to use the facilities and time differences for filing reports overseas.

Plans for SPCs were developed in accordance with venue operations plans and suggestions from the IOC Press Commission, as well as in consultation with the technical delegate appointed by the relevant IF. Allocation of photo positions and ENG positions within the mixed zones was decided in cooperation with ORTO'98. Due to the complicated nature of setting up facilities while taking into account the requests of the different users, photo / ENG positions at some of the venues were not finalized until immediately prior to the Games.

## ■ SPC Facilities

Venue	Common Work Area Seating	Press Conference Room Seating	Press Seating	Photo Positions Seating	Mixed Zone (m <sup>2</sup> )
Alpine Ladies' DH / SG	320	170	–	300	700
Alpine Men's DH / SG	320	–	–	300	900
Cross-Country	270	160	–	300	500
Ski Jumping	320	140	–	200	550
Speed Skating	174	120	301	223	210
Figure Skating	200	120	362	210	180
Short Track	200	120	246	200	180
Ice Hockey 'A'	–	216	392	200	210
Ice Hockey 'B'	124	80	221	113	150
Bobsleigh / Luge	120	72	–	150	100
Alpine GS	300	195	–	300	450
Freestyle Moguls	120	85	–	150	180
Freestyle Aerials	120	85	–	130	216
Alpine Slalom / Snowboard GS	300	195	–	300	350
Snowboard HP	130	80	–	150	150
Biathlon	150	90	–	100	150
Curling	44	50	90	130	80
Opening and Closing Ceremonies	200	–	1,375	576	250
Victory Ceremonies	80	–	–	150	80
Olympic Village	60	–	–	–	–



The NAOC Spokesman responding to questions from the press.

The SPC at the stadium for Opening and Closing Ceremonies







Waiting for the action

## Press Conferences

### • Main Press Centre

Equipped with full sound, video, lighting, and interpretation facilities, the 600-seat main press conference room at the MPC was used for IOC / NAOC joint daily press briefings, and was also available for use by the NOCs, IFs, and OCOGs. With cooperation from the IOC, simultaneous interpretation services were provided in English, French, German, Russian, Chinese, and Japanese. As occasion demanded, Spanish or Korean replaced Chinese interpretation services.

With a sloping floor, positions for two ORTO'98 cameras as well as ENG / photo positions did not obstruct the view of journalists. Even for well-attended press conferences such as those held by IOC President Samaranch or by ice hockey teams, ample seating was available.

### ■ No. of Press Conferences(MPC)

• NAOC	32
• NOCs	67
• IOC	13
• Joint IOC / NAOC	17
• OCOGs	11
• Other	3
TOTAL	143

Three smaller rooms with a capacity of approximately 60 people each were also available, and were used for a variety of press conferences and interviews.

### • Sub Press Centres

Press conference facilities were set up in the SPCs at 14 competition venues. These were used for medallists' press conferences and by NOCs, and were equipped with a stage, standard sound equipment, and ENG / photo positions. In principle, press conferences at SPCs were conducted in English, but consecutive interpreting was provided by the IOC in cases where athletes did not speak English. Japanese-language simultaneous interpretation was provided at the venues for speed skating, figure skating / short track speed skating, ski jumping, and cross-country skiing. At other venues, Japanese-language services were available on request.

## Photo Services

The 542 photographers with Games accreditation were provided with high-quality service and facilities to assist them in their work.

### • Equipment / Guidebooks

The MPC Photo Office issued coloured





The media at work at the Kazakoshi Park Arena

armbands to differentiate official NAOC photographers from other accredited photographers using photo positions at competition venues. These armbands were provided by Eastman Kodak, Worldwide Imaging Partner for the Games, in accordance with specifications in the IOC Media Guide. Photographer guidebooks detailing photo positions, venue lighting, and courier services were also issued.

At the MPC and SPCs, equipment lockers were provided free of charge for photographers who did not have access to private working space. There were 360 of these lockers at the MPC, and thanks to vigilant security, only one incident of theft was reported.

- **Film Courier Service**

A film courier service was available at the competition venues for accredited photographers. The following day's schedule for pick-up was posted each day in the MPC at the entrance to the Common Working Room, as well as at the Photo Office and competition venue SPCs. Although there was some initial confusion, once photographers became familiar with the punctuality of the service, everything worked smoothly. Staff at the venue SPCs remained in contact with the MPC Photo Office to coordinate pick-up times if events were rescheduled.

During the Games, 486 courier deliveries were made from the SPCs to the MPC Photo Office. Excluding film delivered to the Kodak Imaging Centre, the Photo Office delivered a

total of 5,416 film bags (each containing 3 – 5 rolls of film) to the private offices at the MPC without a single mishap.

With the advent of digital camera technology it was expected that there would be a reduction in the usage of standard 35mm film, however the number of film bags handled actually exceeded initial projections. Furthermore, major Japanese press agencies, newspapers, and magazines set up portable automatic film developing equipment at some of the SPCs and processed approximately the same amount of film.

- **Film Developing Service**

To process and distribute film, Eastman Kodak set up a 1,700m<sup>2</sup> Imaging Centre at the MPC and an 80m<sup>2</sup> Sub Imaging Centre at the ski jumping stadium in Hakuba. During the Games, the MPC Imaging Centre processed some 64,644 rolls of mostly colour negative film, while the Hakuba Sub Imaging Centre handled 977 rolls.

## Coordinating Coverage

### Aerial Coverage Restrictions

To prevent accidents in the mountainous Nagano region, and aircraft noise disrupting ceremonies and Games operations, in October 1997 NAOC appointed an experienced aviation advisor to coordinate with the Ministry of Transportation, sports federations, the production team for the Opening and Closing Ceremonies, ORTO'98, news organizations, and other concerned parties. News organizations were asked to refrain from using helicopters or light aircraft for event coverage during the Games, and the Ministry of Transportation sent out briefing notes to aircraft charter companies. For the Opening and Closing Ceremonies, aerial coverage was limited to one helicopter each for ORTO'98, CBS, and a press representative.



## Coordination with the IOC and International Press Agencies

In making preparations for the Games, NAOAC worked in close cooperation with the IOC Press Commission, press agencies, and various newspapers.

### • Press Commission Working Group

Chairman Kevan Gosper and four other members of the IOC Press Commission paid a visit to Nagano in February 1995 to tour venue sites and discuss media services at the MPC / SPCs and NAOAC's plans for technology, accommodations, transportation, etc.

### • Inspection Visits by Representatives of the Press Commission

During the ICPG events, Matti Salmenkylä and Steve Powell visited each competition venue in Nagano and advised on such matters as the SPCs, photo positions, and mixed zones.

### • Press Commission Meeting

A meeting of the IOC Press Commission was held in Nagano on October 11 – 12, 1997 attended by Chairman Gosper and 24 members. Along with a tour of the venues, the Commission discussed final preparations for press services and facilities. The Press Commission members expressed great satisfaction with the state of readiness.

### • Meeting of the World News Press Agencies

One year before the Games, eleven leading international news agencies were invited to Nagano for an update / briefing on media services and preparations. Attending were AP, AFP, Reuters, Kyodo News, XINHUA NEWS AGENCY, Allsport, DPA, UPI, EFE, ANSA, and SID. It proved to be a good

forum for NAOAC to listen to the opinions and requests of the agencies.

### • International Press Meeting

A meeting for overseas press organizations was held in Nagano City from November 5 – 7, 1997 to explain Games-times press services as well as give participants a taste of Japanese culture and traditions. Attending were journalists from 13 newspapers from countries including the United States, Russia, Germany, and Sweden.

## Publications

Important information about the Games and explanations of media facilities and services were published in a 350-page media handbook. A total of 9,500 copies in English, 1,200 in Japanese, and 500 in French were distributed at the MPC and IBC along with souvenirs for the media from January 24, 1998. A complete record of the sports results from the Nagano Games was compiled and distributed at the MPC from the day following the closing of the Games.

The IOC Press Commission on a venue tour



# Nagano Olympic News Agency

In accordance with guidelines set out in the IOC Media Guide, the Nagano Olympic News Agency (NAONA) was established in April 1995, with Asahi Kameyama as Editor-in-Chief. Comprising personnel from NAOC, cooperating news agencies, and other commissioned professionals, NAONA was responsible for providing the media and other members of the Olympic Family, general spectators, and local citizens with the latest Games information. News and information was disseminated through Info'98 terminals, the Olympic Newspaper, and Olympic Radio. Easy accessibility and quick, accurate information provided by experienced journalists helped earn the Games' news services high marks.

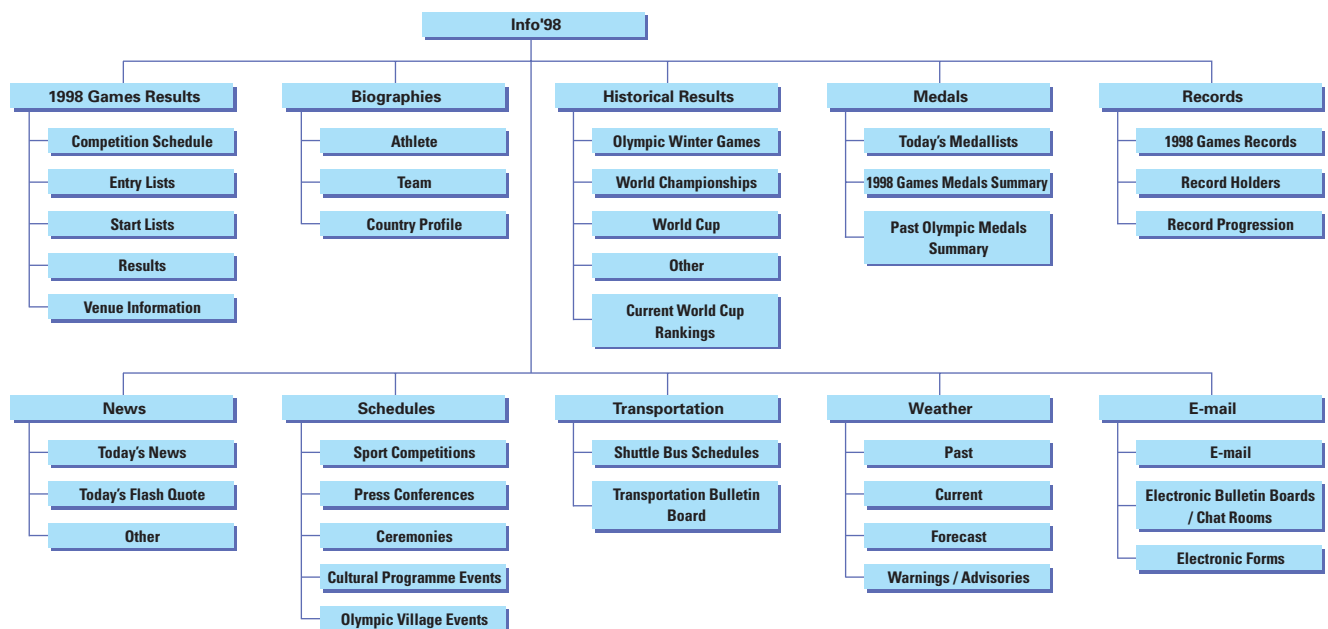
## Info'98

The Info'98 system enabled users to access Olympic information via a computer network. Competition results, athlete biographies, weather reports, and news in French, English, and Japanese were available to all Olympic Family members through special Info'98 terminals.

Developed in conjunction with IBM, Info'98 incorporated user-friendly Intranet technology for easy operation and access to required information. Internal e-mail for corresponding with Olympic Family members, as well as external worldwide e-mail via the Internet, was also available. The system was evaluated in trials conducted during ICPG events, and refinements and improvements added.

In all, 1,300 Info'98 terminals were installed at the MPC, IBC, all competition venues, and the Olympic Village and Karuizawa Satellite Village. The system became operational on the

### Information Available on Info'98





Reports for the Olympic Newspaper and Info'98 were put together in the NAONA Editing Office (Nagano City).

day the Olympic Village opened, and stayed online for 33 days from January 24 to February 25, 1998. During the Games, the system was accessed a total of 11.4 million times, and reached a peak of over 600,000 access requests on Day Six (February 12) of the Games.

### **Cooperation between News Agencies**

Two news organizations were responsible for writing and gathering news for Info'98, and the local Shinano Mainichi Daily Newspaper worked in cooperation with the Kyodo News Agency to provide writing and editing staff. Fifty-two journalists in all, including freelance journalists from around the world, wrote and edited the news in French, English, and Japanese. Twenty-one people were hired to provide translating services.

Other information, such as athlete biographies, historical results, and medal standings, was collated by a 20-person data research team comprised of three NAOC personnel, four translators, and a variety of volunteers, mostly students from Shinshu University's technology department. Experienced international sports journalists endorsed by the various International Federations were commissioned to compile information about the athletes for

entry into the Info'98 system.

### **Fast-Breaking News**

News was gathered from various sources and covered a wide range of topics. Flash quotes from athletes immediately following their event, reports from press conferences, Olympic Village or venue event information, and topics of general interest could all be found on Info'98. NAONA journalists sent their stories from each venue to the editing offices, where they were reviewed and translated for subsequent entry into the Info'98 system. Offering a balance of news stories in the three languages, a total of 2,200 news items in Japanese, 2,330 in English, and 2,000 in French were written. In principle, Info'98 staff worked to release news reports on the system within 15 minutes of their being filed. During the Games, they were successful in meeting this objective over 50 percent of the time.

In order to obtain flash quotes from the medallists, negotiations were held with the IOC and ORTO'98 to allow NAONA journalists access next to priority Rights Holders in the mixed zones. NAONA personnel were permitted to listen in during athletes interviews with the Rights Holders to capture the athletes' first words after their events.

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## Packed with information

Information on all the participating athletes and delegations at the Nagano Games was also available on Info'98. A total of 3,545 athlete biographies were entered into the system (of which 2,338 were accessed), and the system recorded a total of 1.6 million access requests for athlete and team information.

The following information was available on Info'98:

- **Biographies**

Basic information on each athlete's name, gender, date and place of birth, height and weight, interests, training centre, and languages spoken. Additional information included music and choreography for figure skaters, equipment used by skiers, and speed skaters' personal best times.

- **Historical Results**

Results from previous competitions, including past Olympic Winter Games, World Championships, and World Cups.

- **Medals**

Names of medallists and standings at the Nagano Games and past Olympic Winter Games. Medal standings at the Nagano Games were updated automatically from the results system.

- **Records**

World and Olympic Records for speed skating and short track speed skating. Information on past records.



Info'98 terminals were installed at every venue (Happo'one, Hakuba).





The first issue of the Olympic Newspaper rolls off the presses.

- **Schedules**

Schedules and information for competitions, cultural programme events, press conferences, ceremonies, and events at the Olympic Village. Continually updated and included a total of 309 press conferences and 111 cultural programme events. Competition schedules were updated automatically from the results system.

- **Transportation**

Shuttle bus timetables and routes for VIPs, media personnel, etc. according to category. Timetables were continually updated.

- **Weather**

Information on temperature, snowfall, wind velocity, etc. at each venue. Forecasts were provided by the Japan Meteorological Association. Updated three times daily.

- **1998 Games Results**

Schedules, entry lists, start lists, and results for all competitions. Information was updated automatically from the results system and included final and intermediate standings.



A total of 20 issues of the Olympic Newspaper were published.

## Olympic Newspaper

During the Games, twenty issues of the 24-page tabloid format Olympic newspaper entitled “Nagano 98” were published. Articles were written in French, English, and Japanese and extensive use was made of colour photography. Targeted mainly at the Olympic Family, approximately 60,000 copies were published on January 25, February 3, and daily from February 6–23.

Copies of Nagano 98 were distributed free of charge at the hotels used by the IOC, IFs, and NOCs, the Media Villages, Olympic Village and Karuizawa Satellite Village, MPC, IBC, and competition venues, and delivery was made before 6 a.m. The newspaper was available to the general public for ¥100 per copy.

NAONA set up its editing offices in Nagano City, and working space was allocated at the MPC and competition venues. In addition to journalists from the Shinano Mainichi Daily Newspaper and the Kyodo News Agency, freelance journalists were also contracted to write news stories. Including Info’98 staff, technical

support staff, translators, and volunteers, the NAONA editing offices had as many as 180 people working at any one given time. For the French-language editing desk, cooperation was received from the French government and the French NOC (CNOSF).

The newspaper offered an international balance of news stories. Results for all athletes in each competition were diligently recorded to provide a permanent record. Nagano 98 garnered wide praise for its easy-to-read format, and colourful use of photos and graphics. It featured some articles printed in all three languages, while other stories were offered exclusively in Japanese, English, or French to allow journalists freedom to fully convey their message in their native language.

A number of English and French articles were provided directly by the Associated Press (AP) and the Agence France Presse (AFP). Similarly, photographs were sourced not only through staff photographers, but also from AP, Kyodo News, and the Shinano Mainichi Daily Newspaper.



### ■ Staff at NAONA Editing Offices

Editor in Chief	1
Editors	30
Reporters	37
Photographers	9
Translators	21

### Olympic Radio

NAOC obtained a temporary license from the Ministry of Posts and Telecommunications to operate an exclusive FM radio station from the Fullnet Centre in Nagano City. Operating hours were 10 a.m. to 7 p.m. from January 14 – February 6, and 6 a.m. to 9 p.m. from February 7 – 22. To keep motorists on the expressways informed, the broadcast range covered the whole Olympic area, including Nagano City, Hakuba, Karuizawa, as well as the city of Matsumoto.

The latest information on competition schedules, traffic, and weather conditions, was broadcast in Japanese, English, and French. In addition to Olympic-related news, other international news was also broadcast in English and French for the benefit of the many overseas visitors in Nagano for the Games.

Before the Games, Olympic Radio helped to heighten the mood by broadcasting programmes on Olympic-related people and topics.

Olympic Radio was operated by a staff of 52, including 23 presenters. French-language presenters were enlisted with the cooperation of the French government.



Olympic Radio studio



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



9

Broadcasting

NAGANO 1998

# Broadcasting

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NAOC and ORTO'98 made the utmost efforts to provide the Rights Holders who purchased exclusive broadcasting rights with a top quality radio and television signal that would convey the mood and excitement of the Games. The service garnered high praise and there were no major problems or complaints. The results of an IOC survey indicated that the Nagano Games were watched in more countries and regions than any other previous Olympic Winter Games. In major markets such as Europe and North America, the large time differences and scheduling changes due to inclement weather had little effect on viewing rates, and an estimated cumulative total of 10.7 billion viewers around the world tuned in over the sixteen-day period. This figure was in line with the record-breaking number of television viewers estimated to have watched the 1994 Lillehammer Games. Overall, the number of hours of coverage broadcast was 55% greater than for the Lillehammer

Games, with interest in Japan especially high at approximately 1.8 billion viewers, roughly 2.5 times the number of viewers for Lillehammer.

## Organization

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- **ORTO'98**

The Olympic Radio and Television Organization (ORTO'98), host broadcaster for the Games, was created by agreement between NHK (the Japanese national broadcasting corporation), the National Association of Broadcasters (NAB), and NAOC in November 1993, and was established as a separate organization within NAOC. Because of the immense scale of resources required for producing the international signal, a committee with representatives from the organizations was set up to coordinate budgeting and staffing needs. Actual work began in Tokyo the following April, with production and engineering staff assigned from NHK and NAB member stations. ORTO'98 staff moved to Nagano in September 1997 upon the completion of the International Broadcasting Centre (IBC).

- **NAOC Broadcast Planning Department**

Created in April 1995 to coordinate information and activities between ORTO'98, the Rights Holders, and NAOC, the responsibilities of the Broadcast Planning Department included overseeing IBC construction and equipment installation, and the preparation and operations of broadcast facilities at all Games venues. In addition, Broadcast Planning handled arrangements for the accommodations and transportation needs of Rights Holders, ORTO'98 core staff, and production teams.

The main entrance of the IBC





Images from the venues were delivered via the DX / TX room.

- **Nagano Olympic Broadcasting**

During the Games, ORTO'98 and Broadcast Planning joined together to fully integrate service provided to the Rights Holders. In addition to 121 core personnel from ORTO'98 and 52 NAOC personnel, almost 600 operations staff were assigned to the IBC and broadcasting-related facilities at the various venues.

## Production of the International Signal

ORTO'98 utilised the latest technology to supply Rights Holders with a high quality international signal and provided coverage without bias towards any particular country, region, or athlete.

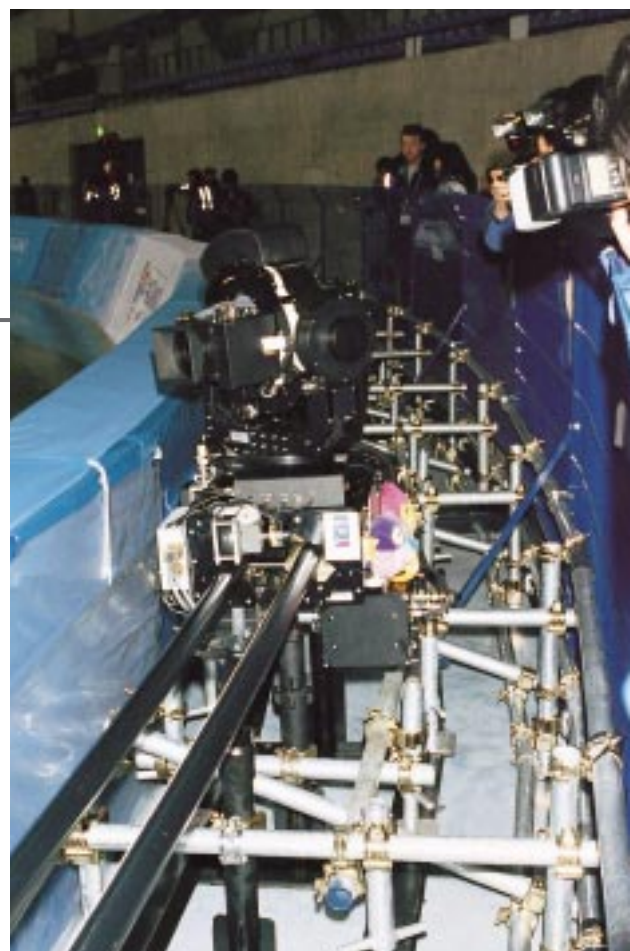
The international television signal was produced in NTSC format with 525 lines / 59.94Hz, together with stereo audio, opening and closing animation, graphics for athlete identification, results, timing, and slow-motion replays. Live footage was provided for all

competitions, the Opening and Closing Ceremonies, Victory Ceremonies, and press conferences at the Main Press Centre (MPC). One feed was provided for all broadcasts with the exception of curling, which had two feeds for all competitions except the final draw. A third feed for the round-robin curling competition was provided at the request of the Rights Holders. International radio signals were mixed separately in stereo, and distributed to Rights Holders in analogue stereo.

- **Coverage Philosophy**

The goal of ORTO'98 was to improve on the excellent coverage provided by NRK ORTO 94 during the Lillehammer Games. Specifically, this meant delivering the thrilling atmosphere and feeling at the venues to television viewers by providing detailed video and audio to accurately depict a real sense of the action, focusing on the athletes' skill, competitive strategies, and emotions. To create unique footage conveying a greater sense of speed and power, newly-developed equipment such as a

A special tracking camera followed skaters around the curve of the speed skating oval.



A similar camera captured the explosive power of the athletes at the start of the bobsleigh/luge track at Spiral.

## ■ Staff Assignments and Cameras

Event	Production Team	No. of Cameras	No. of Staff
Alpine Skiing Men's Downhill/Super G	NHK	29	144
Alpine Skiing Ladies' Downhill/Super G	NHK	29	127
Alpine Skiing Giant Slalom	TV Asahi	18	99
Alpine Skiing Slalom/Snowboard GS	FUJI TV	20	93
Alpine Skiing Combined (Slalom)	TBS Vision	13	41
Cross-Country Skiing	NHK	45	183
Ski Jumping	NHK	15	73
Freestyle Skiing	TV Asahi	12	63
Snowboard Halfpipe	NTV	12	61
Speed Skating	NTV	16	66
Figure Skating / Short Track Speed Skating	TBS	14	66
Ice Hockey Stadium 'A'	CBC (Canada)	19	47
Ice Hockey Stadium 'B'	TV Tokyo	20	88
Biathlon	YLE (Finland)	25	116
Bobsleigh/Luge	BBC (Great Britain)	33	86
Curling	CBC (Canada)	11	46
Opening Ceremony	NHK	22	121
Closing Ceremony	TBS	17	88
Victory Ceremonies	Nagano local TV consortium (NHK Nagano, SBC, NBS, TSB, ABN)	5	24
Press conferences held at the MPC	TBS	2	15
Balloon camera system	-	2	-
Helicopter coverage	-	2	-
Panorama cameras	-	5	-
<b>TOTAL</b>		<b>386</b>	<b>1,647</b>

tracking camera on the second curve at the speed skating oval and pole cameras in alpine skiing slalom events were introduced to provide fresh perspectives to winter sports coverage. Other new technology made use of microphones embedded in the ice at skating venues, adding a sense of immediacy to the broadcasts.

The creation of an exciting international signal demanded experienced production teams thoroughly familiar with the sports, and more than 1,600 personnel and 380 cameras from broadcasting organizations both within Japan and around the world were brought into service.

### • Production Facilities

ORTO'98 brought OB vans to the television compounds at the competition venues and set up temporary production rooms. Equipment included approximately 380 fixed, EFP

handheld, lipstick, and wireless cameras, 26 super slow-motion cameras, 102 VTRs, 26 cranes, 7 editing suites, 3 cable camera systems, and 19 character generators.

## Graphics

The international signal graphics were designed to be as simple and understandable as possible to allow commentators and viewers to focus on the athletes. Using the blue colour scheme of the Nagano Games, graphics were displayed over a semitransparent template, creating a stained glass effect. Repeated link tests of the graphics system were conducted to ensure speed, accuracy, and compatibility with the results and timing systems.

- **CIS (Commentator Information System)**

CIS was developed with the cooperation of NAOC's Results section to provide commentators with information specific to the Winter Games. System designers concentrated on making it easy to use by minimizing the number of operations necessary to retrieve information.



ORTO staff are ready for the start of the Opening Ceremony.

- **Delivery of the International Signal**

The international signal was transmitted according to the procedures outlined below:

<Before start>

- Live pictures provided from each venue 20 minutes before start of competition, with venue / event identification
- A 60-second countdown from 11 or 6 minutes prior to the start of competition depending on event. The final 5 seconds of this period was blacked out (i.e. at 10'05" or 5'05" before start of competition). For the Opening and Closing Ceremonies, countdown began 1 minute before the commencement of the Ceremony, with a 5-second black out before the start
- After the countdown, opening animation from 10 or 5 minutes before start of competition
- Aerial shot or wide-shot of venue with venue / event identification
- Shots to convey the atmosphere of the venue
- Graphics showing weather conditions



A crane camera at Central Square



The main studio of a Japanese broadcaster in the IBC

Commentary positions gave an outstanding view of the action (White Ring).



- Event-related graphics (course profiles, start list, etc.)
- <After conclusion>
- Playback of medallists' highlights after notification to commentators
- For competitions where the Victory Ceremony was held at the venue, the Victory Ceremony was covered as part of the international signal
- For competitions where the Victory Ceremony was held at Central Square, the international signal concluded with the flower ceremony

- One-minute countdown to ending animation was provided to commentators upon conclusion of the Victory Ceremony or flower ceremony
- Ending animation

The international radio signal was produced from 30 minutes before the start of competition until 30 minutes after the conclusion of the international television signal

#### • Competition Summary

Each day, ORTO'98 supplied Rights Holders with approximately one hour of competition summary in two or three installments, pieced together from the day's international signal. International broadcasting organizations which were not rights holders were provided with about six minutes of Olympic highlights in two installments daily.

### Unilateral Production Support

Rights Holders supplemented the international signal with their own unique feeds. Providing the Rights Holders with necessary facilities, equipment, and technical staff at the IBC and the competition venues to facilitate such unilateral operations was another major responsibility for ORTO'98 and NAOC.

Commentary positions were set up at vantage points that commanded an excellent view of competition, with space for three people at each position. The commentary positions were supplied with desks, chairs, an AEQ digital commentary unit, a CIS terminal, and a CCTV monitor.

Coordination of requests from Rights Holders for unilateral coverage was carried out with NAOC and other relevant personnel and arrangements made for camera positions. ENG camera positions were established at each competition venue to allow broadcasters to supplement the international signal, and these were



available on a first-come, first-served basis. Assignment of priority for flash interviews with athletes in the mixed zone immediately following competition was made in accordance with guidelines established in the 1993 IOC Media Guide.

The venue master control room was designated as the ENG injection point, and was outfitted with both D-3 VTR and DVC-Pro equipment. A television injection point was also set up at each competition venue as well as at the Olympic Village. NTSC was the standard video format.

- **Venue Management**

A venue management team was organized at each competition facility, headed by the ORTO'98 venue manager. These teams were responsible for ensuring that work for the Rights Holders and production teams proceeded smoothly, and for coordinating information with the NAOC venue manager and the competition director as necessary.

Other venue management responsibilities included operation of the RTV house and television compound, zone control, management of camera positions and commentary positions, and control of coverage from ENG positions and the mixed zone. The teams also managed transmission of pre / post unilateral coverage and ENG / TV injections, and provided production teams and Rights Holders with competition information.

- **Technical Coordination**

Space for Rights Holders to edit and produce programming was secured in television compounds adjacent to the competition venues. If a technical problem occurred, ORTO'98 technical staff assigned to the RTV house coordinated with NAOC, NTT, or other appropriate personnel to rectify the problem. ORTO'98 staff in the commentary control



The master control room at the alpine venue in Hakuba



The TV compound at the stadium for Opening and Closing Ceremonies

room were responsible for contacting the Commentary Switching Centre at the IBC in the event of problems with the system, and providing technical support for commentators.





Can't decide what to watch? A nine-screen multivision display at the IBC showed all the action.

## International Broadcasting Centre (IBC)

The International Broadcasting Centre was constructed on the grounds of a former textile mill 2km south of central Nagano City, in the immediate vicinity of NAOC Operations Headquarters, the MPC, and Big Hat. Nagano City acquired the disused mill, and leased it to NAOC. A year of remodelling and construction began in August 1996. Approximately 4,000 Rights Holder personnel, NAOC and ORTO'98 personnel, and other broadcast workers utilised the IBC as their main workplace during the Games. All video and audio prepared at competition venues was collated at the IBC for broadcast around the world.

The IBC was a one-storey facility with wide corridors and a simple layout to ease accessibility. To offer IBC-based personnel a taste of local culture, three rest areas featuring Japanese-style *ikebana* flower arrangements, displays of traditional dolls, and tea ceremony were set up. The IBC garnered high praise for its practical and pleasant design.

### • Facilities and Services

Total area of grounds	52,742 m <sup>2</sup>
Total floor space	31,064 m <sup>2</sup>
Rights Holders area	17,085 m <sup>2</sup>
NAOC / ORTO'98 area	4,000 m <sup>2</sup>

Telecommunications area	1,500 m <sup>2</sup>
General services / common area	8,479 m <sup>2</sup>
Parking space (no. of vehicles)	approx. 830 (incl. adjacent lots)

Electrical power was supplied from outside the IBC compound via two commercial high-voltage (6.6kV) feeders, one main and one reserve. Both technical power and domestic power were provided, with in-house generators as backup for technical power. Broadcasting and transmission equipment were backed up with a UPS system. The electricity supplied to the Rights Holders was AC 100V, 200V/60Hz, using a single-phase three-wire system.

Entrances to the IBC were located at the north and south ends of the building, and anyone entering was subject to accreditation and security checks using X-ray equipment and metal detectors. For persons without Games accreditation or without IBC access on their accreditation, day passes or visitor passes were issued contingent on the guarantee of a person with appropriate accreditation and access rights. All vehicles entering the IBC compound were required to have either an access pass or parking pass, and checks were carried out at both entrance gates. A security system was installed, as well as perimeter fencing mounted with 24-hour surveillance

cameras and infrared sensors. Safety measures included a fire truck stationed inside the compound, easy access to fire extinguishers, clear signage for escape routes and emergency exits, and installation of emergency lights. Smoking outside of designated areas was prohibited.

Shuttles buses linking the IBC with competition venues, the Media Villages, and other facilities departed from an area next to the IBC compound.

General services such as a restaurant, cafeteria, bar, fast food outlet, bank, post office, telecom service centre, medical clinic, shop, travel agent, freight shipping agent, and office cleaning were available at the IBC. A booking office and information office were set up to assist broadcasting personnel with their work.

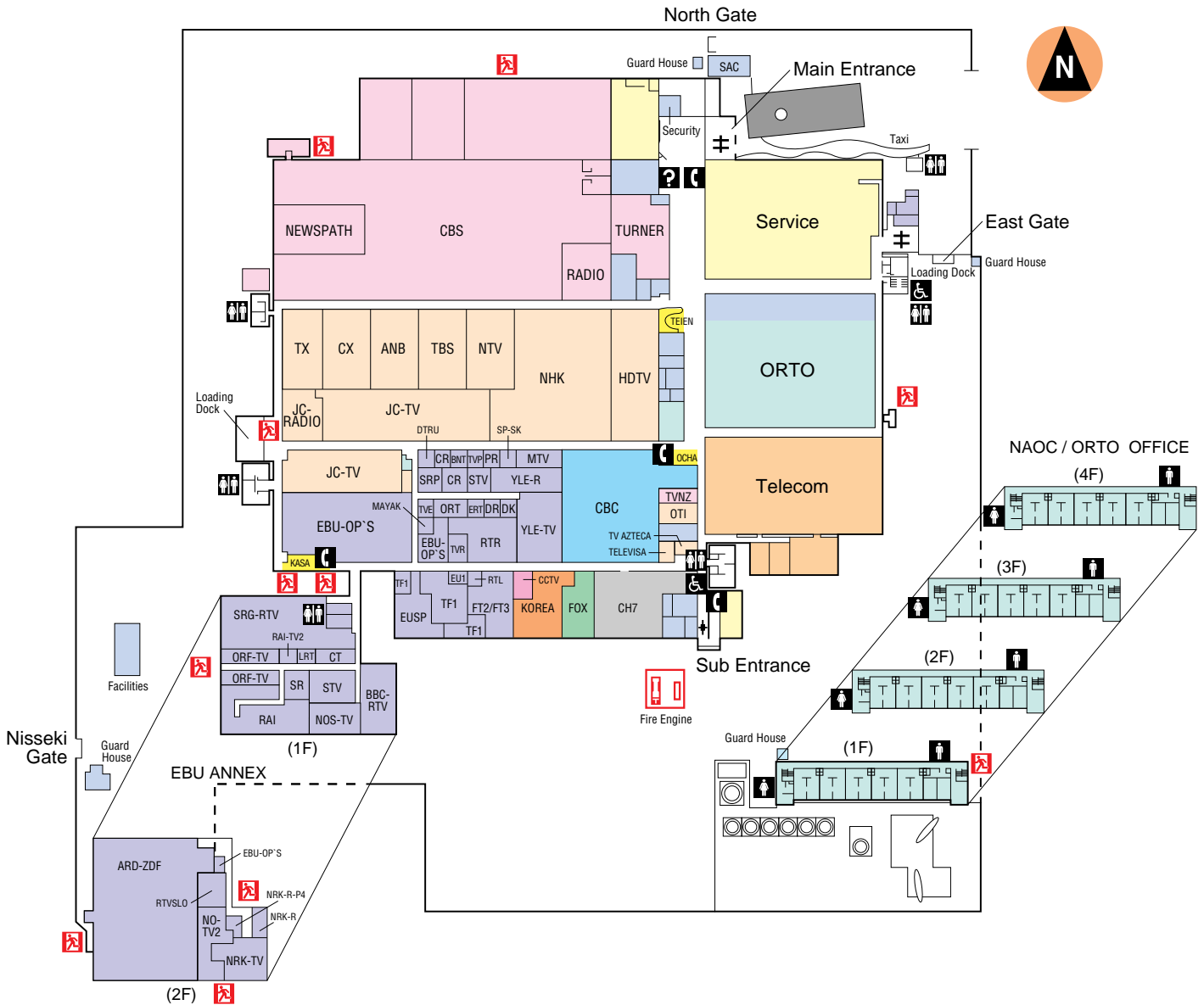
<Number of Users>

Restaurant	23,708
Cafeteria	97,313
Fast food outlet	43,751
Bar	10,354
Bank	8,356
Shop	24,890
Medical clinic	1,110
Travel agent	326
Freight shipping agent	2,514



Each broadcaster set up a control room at the IBC for production.

## IBC Floor Plan



## Technical Operations

### • Transmission of Video and Audio Signals

The international signal and unilateral signals produced at the competition venues were relayed to the ORTO'98 technical area at the IBC over fibre-optic lines. ORTO'98 used a codec with serial digital interface technology to convert signals to digital information to ensure minimal corruption even when transmitted over long distances. Audio commentary was transmitted via ISDN lines and dedicated digital lines provided by NTT. Rights Holders made use of NTT domestic telephone lines and KDD international lines to transmit the international signal and Olympic programming to their home countries.

### • Technical Facilities

As part of its effort to provide a reliable international signal, ORTO'98 constructed an approximately 1,800m<sup>2</sup> technical area as workspace for design and operation of technical facilities. Broadcasting equipment was supplied and assembled by Panasonic according to ORTO'98 specifications.

The international signal for both video and audio was transmitted via main and backup fibre-optic lines to the master control room in the Distribution Centre (DX), where it underwent synchronization and equalization. After that process, the international signal was then fed to the Rights Holders area. The international television signal delivered to the Rights Holders was in principle an NTSC composite analogue signal. Audio for the international television signal and the international radio signal was distributed in analogue stereo.

All transmissions for commentary and coordination between competition venues and the IBC, as well as between the IBC and overseas offices, were controlled through the Commentary Switching Centre (CSC).

The Transmission Centre (TX) served as the final checkpoint for video and audio signals earmarked for transmission over KDD and NTT landcables and satellite circuits. ORTO'98 was responsible for monitoring, making necessary adjustments, and switching for video and audio signals before release.

Commentary positions for alpine giant slalom (Mt. Higashidate) were located in a temporary structure unobstructed by the crowd.



Balloon cameras covered action from above.



Archival recording of the 450 hours of the international signal was carried out in the VTR Room, using 20 D-3 VTRs.

Other technical facilities in the IBC included a Quality Control (QC) room, summary editing room, video workshop, and an RF communication control room.



Television camera positions at Snow Harp

A cable camera at Snow Harp



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## Booking

Rental and maintenance services were available for Rights Holders. Booking requests for items on the published rate card were handled by the NAOC and ORTO'98 booking departments before the Games; during the Games, ORTO'98, NAOC, and the telecommunications companies jointly operated a booking office to handle booking requests.

Items available for booking included off-tube booths, editing suites, radio studios, and viewing / copying rooms, telecommunications equipment such as international / domestic telecommunications service, cellular telephones, CCTV, fax machines, commentary positions and cabins at competition venues, and office equipment and furniture such as copy machines, desks, chairs, and refrigerators.

## Information

Beginning immediately prior to the Games, representatives of NAOC and ORTO'98 held daily briefings with Rights Holders to share broadcast-related information and help solve problems. Information pertinent to all broadcasting personnel was disseminated through an IBC newsletter and CCTV information channel. Information was also available at the general information counter, and start lists and results lists were distributed. Rights Holders also had access to Games information through Info'98 terminals in the common-use area.

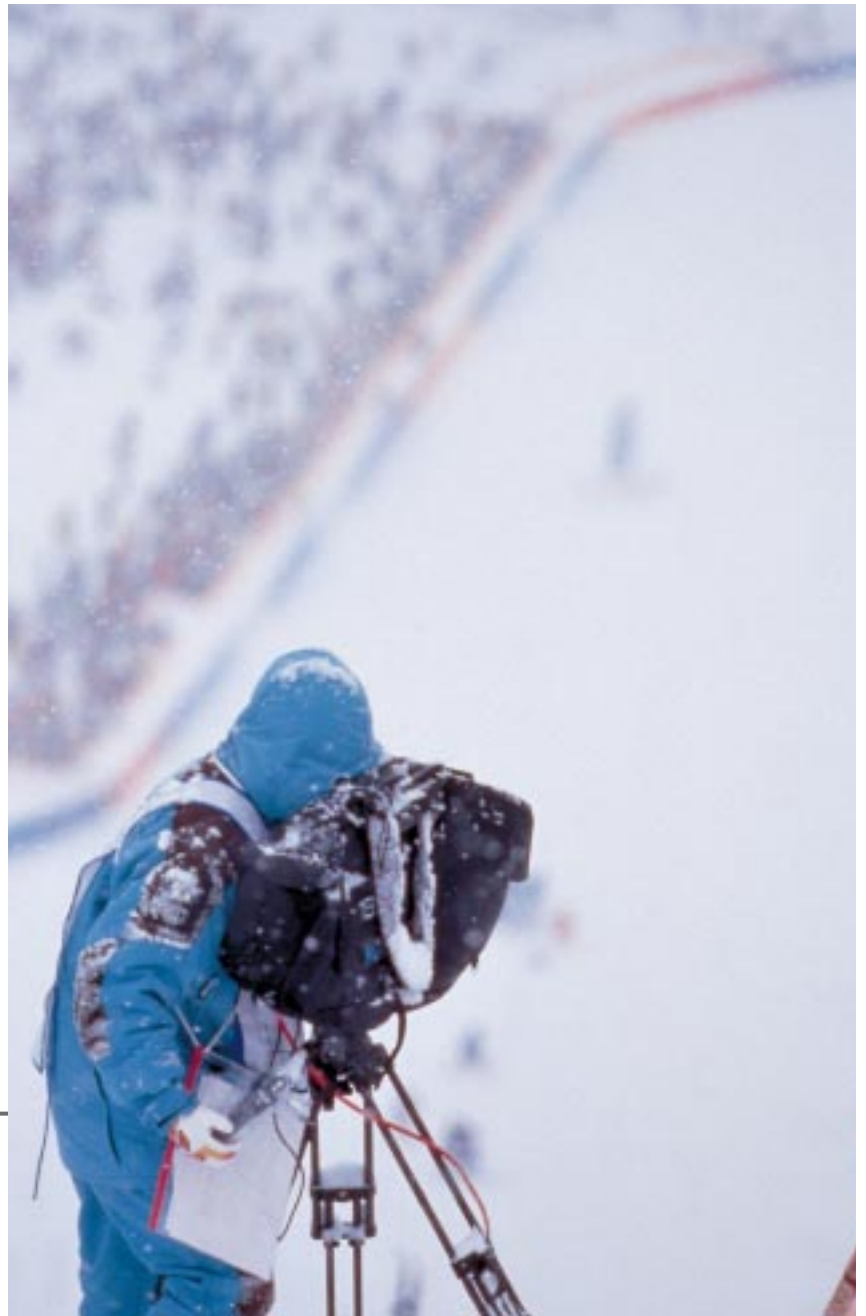
## World Broadcaster Meetings/ Olympic Broadcasting Advisory Committee

NAOC and ORTO'98 hosted World Broadcaster Meetings in Nagano City in May 1995 and December 1996 to update international broadcasting corporations and Rights Holders on the progress of preparations. A meeting of the Olympic Broadcasting Advisory Committee (OBAC) was held in November 1997. Bilateral

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meetings with Rights Holders were also held at these times.

An ORTO cameraman covering the ski jumping competition





LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



# 10

Technology

NAGANO 1998

# Information Systems

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Under the long-term agreement signed between the IOC and IBM, Worldwide Partner for the Games, information systems were to be transferred from Atlanta to Nagano, and then on to Sydney. NAOC set up its Information Systems Department in April 1993 with responsibilities covering development, testing, staff training, and systems operations and management. The department was staffed by specialists in systems development assisted by some 800 support technicians from IBM. Timing systems and support were provided by Gold Sponsor Seiko.

The information systems underwent continual development to meet the requirements of Olympic-related users, such as news and press agencies, and broadcasters. In close cooperation with the IOC, NAOC was successful in building a solid working relationship with users. Based on lessons learned from past Olympic Games, systems underwent thorough on-site testing in cooperation with timing and television broadcast partners during the ICPGs.

During the Games, newly developed information systems, such as a highly sophisticated results system and the Intranet-based Info'98

system, all functioned admirably. Accurate and reliable information was relayed in a timely manner through the efforts of support staff and volunteers, winning the confidence of users and greatly contributing to the success of the Games. IOC Director General François Carrard, who was deeply involved with the preparation of the information systems for the Nagano Games, commented that technology at the Nagano Games "...should be awarded a gold medal".

## Developing the Systems

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### Olympic Results & Information Services (ORIS)

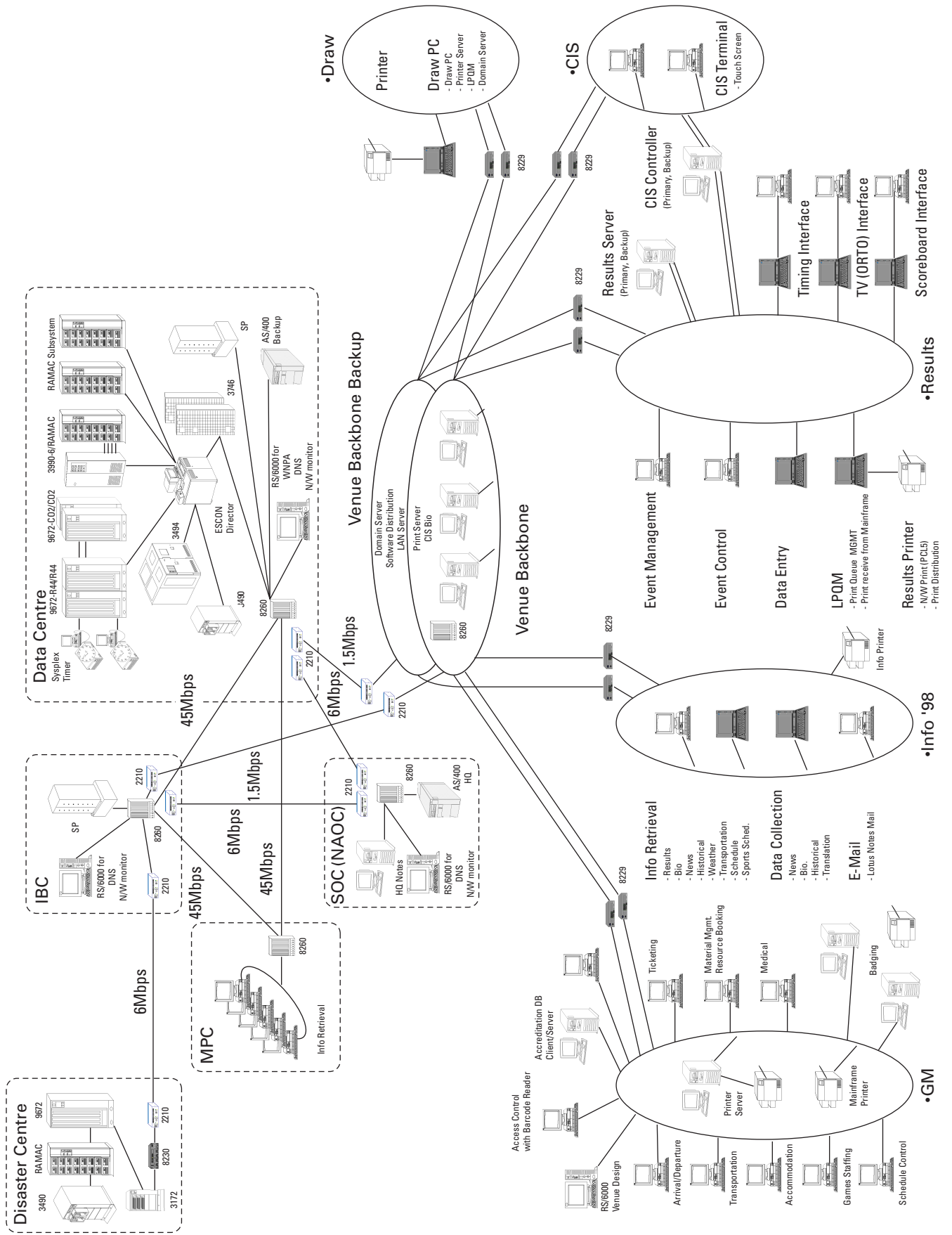
The InfoTech project (later known as ORIS) was launched by the IOC and NAOC in 1995 in an effort to consolidate the content and distribution time of information, such as competition results and athlete biographies. Working groups for each sport were set up to determine user requirements. Another working group led by the World News Press Agencies (WNPA) defined the standardized format for transmissions sent to news agencies and newspapers. The InfoTech documentation on user-requirements will be transferred to future Games organizers, providing them with clear guidelines and a basis for successful ORIS projects.

For the media, properly functioning information and telecommunications systems are crucial for their work (Main Press Centre).





# 1998 Information Systems





Times and rankings from the results system appeared instantaneously on stadium scoreboards (Spiral).

### Technology Working Group (TWG)

The Technology Working Group comprising the IOC, NAOC, and IBM was set up by the IOC under the chairmanship of Director General Carrard to discuss technology issues in the wake of the Atlanta Games. The group held seven meetings beginning in December 1996. NAOC and IBM presented plans and provided status reports on systems development and testing to systems users including WNPA members, CBS, NBC, and ORTO '98. The plans were discussed and reviewed to ensure their suitability. Representatives from the Sydney Organizing Committee for the Olympic Games (SOCOG) were invited to attend as observers.

### Restricted Technology Working Group (RTWG)

The RTWG was a small working group set up to deal more specifically with issues raised by the TWG. Headed by IOC Director General Carrard, the RTWG also included representation from the IOC's technology department, IBM, and IBM Japan. NAOC was represented by Director General Makoto Kobayashi and Director of Technology Nobuyoshi Sasagawa.

The group met six times between January – July 1997, and discussions focused on resolving issues concerning the contract between NAOC and IBM, budget, and securing of volunteers.

### Expectation Management

Upon recommendation from InfoTech and TWG, the Information Systems team at NAOC implemented an "Expectation Management" project to assess and confirm the suitability of the systems. To develop systems "by users for users", the project consulted with actual users throughout the ICPGs and Acceptance Tests, holding daily meetings and implementing a comprehensive followup.

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## Timing and Scoring

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- **Development and Testing**

NAOC selected Seiko as its partner for timing and scoring. Technology supplied by Seiko included equipment and backup systems for starting, intermediate, and finishing points, scoreboard modules, and connections with other partner systems. Timing and scoring equipment was developed to meet the latest competition rules and regulations of the International Federations, as well as the requirements of users. Timing and scoring data were sent to the results system, ORTO '98, CBS, and the Nagano Olympic Japan Consortium (NOJC), and were utilised for competition results lists, displays on scoreboards, and television graphics.

After the development phase, the timing, results, and ORTO '98 systems were connected for integration testing to verify inter-system compatibility. Tests were conducted for all events on the Sports Programme at the Nagano Games under the supervision of the technical delegates from the IFs, and all systems were approved. For ski jumping, the distance measurement system was utilised at several competitions under the supervision of sports federation officials, and approval from the FIS obtained.

- **Participation in the International Competitions Prior to the Games**

Seiko was the official timing and scoring sponsor during the ICPGs, except at the 1997 World Short Track Speed Skating Championships for Ladies and Men which already had a timing and scoring company contracted by the ISU. Seiko not only provided equipment, but also assigned staff who would be working at venues during the Games. The Japanese national federations similarly assigned staff to operate the systems.



All systems underwent comprehensive and thorough testing (M-Wave).

- **Scoreboards**

By the autumn of 1996, scoreboards for the ski jumping, cross-country skiing, and biathlon venues, as well as the centre cubic in Big Hat had been set up. Remaining scoreboards – four at alpine skiing, one at snowboard halfpipe, and two at freestyle skiing, plus the centre cubic in Aqua Wing – were installed by the following autumn. At indoor venues such as White Ring and M-Wave, scoreboards and/or giant video displays already installed as part of the permanent facility were utilised.

- **Support staff**

During the Games, 116 people in 18 scoreboard maintenance teams, and nine Seiko technicians, operated and maintained the scoreboards. An additional support staff of more than 200 people comprising competition officials and volunteers was on hand for equipment maintenance and integration testing. The maintenance of results backup



The latest results were delivered by runners to pigeon boxes at the MPC.

systems was contracted to Seiko.

## Results System

The results system comprised two main sub-systems. The venue results system operated during competition to support users at the venue and for the creation of reports such as start lists and results. The host results system sent processed data to remote users such as journalists and broadcasters at the MPC and IBC, as well as to the Info'98 system and WNPA agencies.

### Venue Results System

The venue results systems consisted of several workstations connected by LAN and functioned as a distributed processing system.

### Workstations

- The timing interface received times and the judges scores from timing and scoring systems.
- The database server recorded and saved the received data and competition results.
- One workstation managed competition progress data.

- The scoreboard controller sent data to scoreboards.
- The TV interface sent data to the TV graphics system.

The controller for the Commentator Information System (CIS) was connected to the same LAN. The CIS was also connected directly to the IBC, where some broadcasters had facilities for live coverage of competitions from their studio.

### Host Results System

The host results system interfaced with the accreditation system and managed the athletes / officials database. After the database was downloaded to the venue results system, all the names were checked by the IFs, NOCs, and broadcasters and used for creating start lists and results.

Duplicates of the database were kept in Info'98, print distribution, and WNPA systems for use in file creation, report printing, and data distribution. A priority order for data distribution was designed for each system to automatically prioritize the order in which data was sent, however manual checks were also conducted.

The host results system and the venue results system were connected using high-speed digital lines. The data transferred between the two systems used a "trigger" method, which worked by only copying required elements from each database. Triggers were sent mainly from the venue results systems to the host results system. An example of this was the Info'98 and WNPA systems, which copied only necessary data for each system from the database for display on Info'98 terminals and transmission to the press agencies.

Volunteers worked hard to print and deliver results.



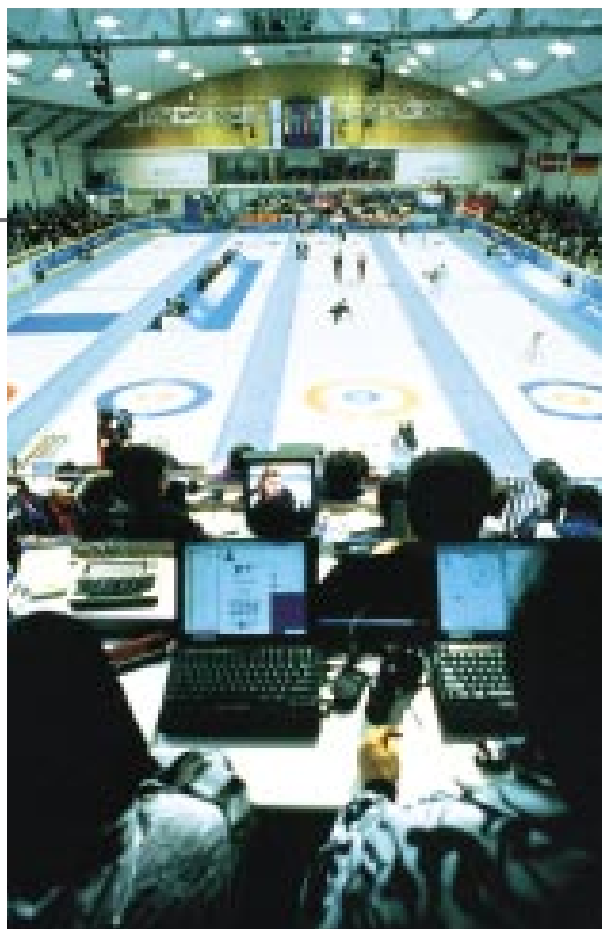
## Info'98 System

The Info'98 system provided Games information and electronic mail capability to the media and other Games personnel. Info'98 was developed for the media to obtain accurate, reliable and swift transmission of Games information, as a communication system, and as a data retrieval system for searching news articles provided by the Nagano Olympic News Agency (NAONA).

### Info'98 System Developed with Intranet Technology

Developed specifically for the Nagano Games using Intranet architecture, the Info'98 system featured online Games results and weather information input directly from the results system and the Japan Meteorological Association, and biographies, historical results, news, schedules, and transportation information. This information was collated and input by NAONA staff in English, French, and Japanese, and could be researched and printed out as necessary. The e-mail function allowed users to send and receive messages, and post messages on bulletin boards and forums. Messages could be sent not only between internal users at the Olympic sites, but also to users worldwide via the Internet, and this function proved very popular with members of the Olympic Family during the Games.

Full Info'98 service was available January 24 – February 25, 1998. Due to the disbursement of Games personnel to the various venues, however, the e-mail function went online from the previous November. The number and location of Info'98 terminals were reviewed three times between 1995 – 1997.



Results team staff entered competition data at rinkside (Kazakoshi Park Arena, Karuizawa).

#### No. of NAOC Info'98 Terminals

MPC	87
IBC	35
Olympic Village (incl. Karuizawa)	126
Competition venues	485
Non-competition venues	245
Total	978

Including Info'98 terminals rented by media organizations through the rate card, and terminals for data collection and entry, more than 1,300 Info'98 terminals were spread throughout 66 Olympic venues.



The Info'98 main menu.

### 11.4 Million Access Hits

The user-friendly Intranet-based system was praised highly for its reliability and quick response time (within 2 seconds) even when user traffic was heavy. Quick response time and high performance allowed Info'98 to display the latest results, including intermediate results, while the competitions were actually taking place. The total number of Info'98 access hits at the Nagano Games exceeded 11.4 million.

Info'98 Access Hits (millions)	
• 1998 Games Results	2.43
• Biographies	1.55
• Historical Results	0.44
• Medals	0.23
• Records	0.06
• News	1.46
• Weather	0.21
• Schedules	0.42
• Transportation	0.30
• E-mail	4.27
• Help / Introduction	0.07

One-day usage reached a peak of 600,000 access requests on February 12, when inclement weather forced a change in scheduling for alpine events.

Info'98 featured reliable, prompt, and accurate response even during periods of high demand, and versatile interfaces to handle a large volume of diverse information. The system was secure from intrusion from outside, and no major problems occurred during the Games. Info'98 earned high marks for its easy-to-use format and the high quality of its contents.

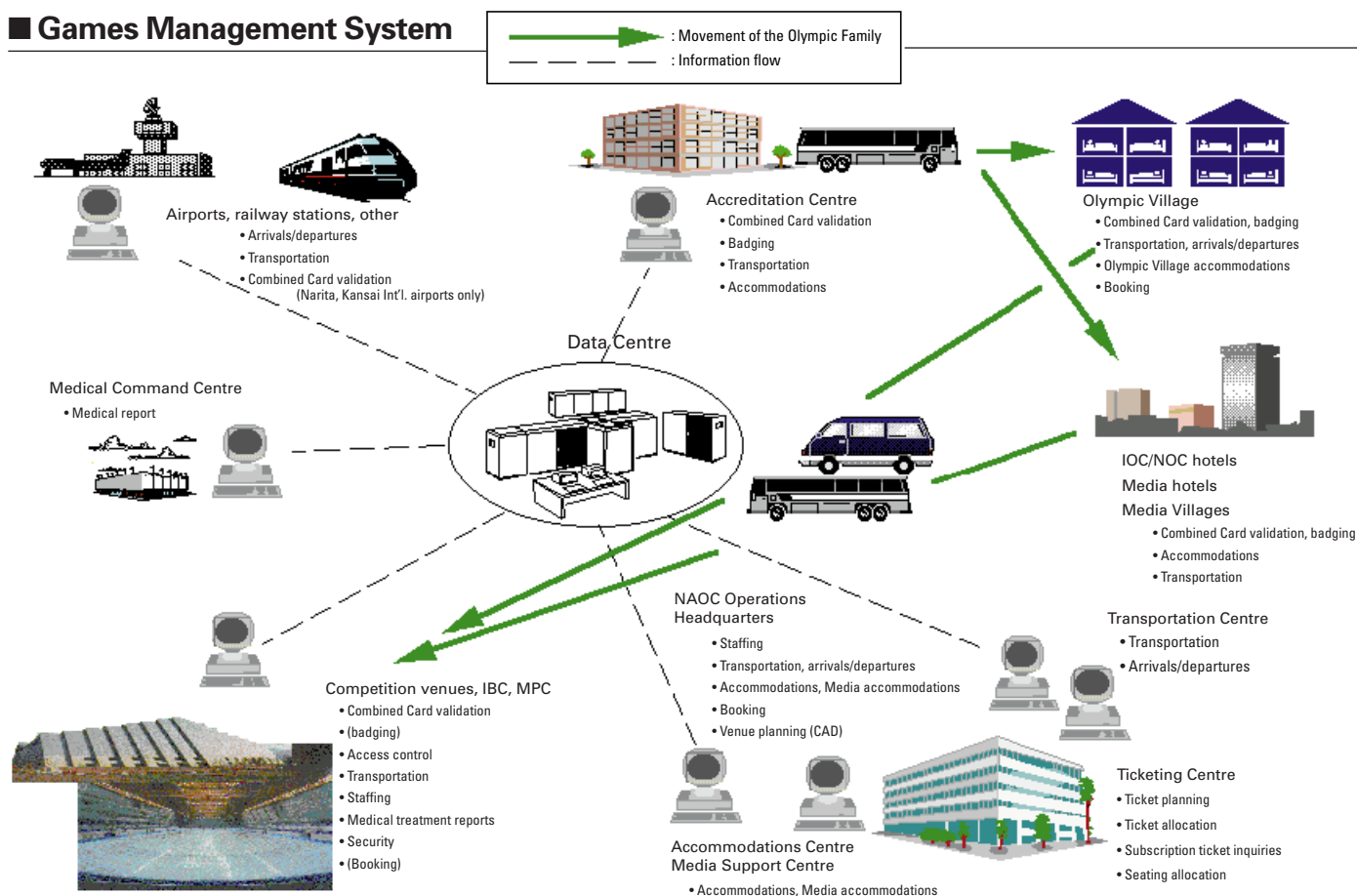
### Games Management System (GM)

The Games Management system (GM) was a general term used for all software applications utilised to facilitate Games operations. The database managed by each application was exchanged and shared, not only between GM applications, but also with the results and Info'98 systems. The accreditation and medical systems were modified from those used at the Atlanta Games, while the other GM applications were developed specifically for Nagano. The main systems are summarized below:

- **Accreditation**

For accreditation purposes and venue / zone access control, personal data such as name, organization, and Olympic function for all Olympic Family members was registered in the accreditation system, together with details on zone and access rights. Data on participating athletes also interfaced with the results system and the Info'98 e-mail system. Additional accreditation system functions were developed for the Nagano Games as a result of the change to the combined Olympic identity / accreditation card.

## Games Management System



### • Badging

Based on data entered in the accreditation system, the badging system was utilised to produce the first combined Olympic identity / accreditation cards at an Olympic Games.

### • Access Control

The access control system verified the validity of accreditation cards. A “negative list” of suspended or cancelled accreditation cards and other access control data was downloaded to the handheld bar code readers used at venue entrances to verify access rights. The data was downloaded every three hours through the venue requester workstation located in the security control rooms.

### • Games Staffing

The Games staffing system was used to match personal information on registered volunteers with requests from the various

departments. Venue and job assignments, notification of assignment, and changes to volunteer schedules were all managed by the Games staffing system. It was also used for statistical analysis of volunteers, assessing volunteer assignments, creating name lists, printing address labels, and managing uniform distribution.

### • Medical Reporting

Information about all treatments provided by NAOC medical staff during the Games was recorded on the medical reporting system, and this data was used to create the official documents submitted to the IOC Medical Commission. Medical reports were issued at the Medical Command Centre, where all data concerning medical treatment at all Games venues was collated. The basic medical reporting system was inherited from the Atlanta Games, but the report creation function was

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developed further using a PC spreadsheet application for high versatility.

- **Arrival / Departure**

This system organized arrival and departure information for members of the Olympic Family, and relayed data to the NAOC Transportation, Protocol, Accommodations, and Security departments. Transportation schedules between the designated airports were based on the arrival /

barriers, schedules were printed out in both English and Japanese for drivers and their passengers.

- **Accommodations**

There were two accommodations systems: one was the accommodations management system, which managed accommodations information of Olympic Family members (other than media), Sponsors, and staff in organization units ; the other was the media accommodation system, which managed media accommodations information in person units. Both systems managed reservations, hotel and room allocations, billing, and payments.

- **Resource Booking**

The resource booking system managed the acceptance of equipment and facility orders, billing of charges, and settling of accounts with respect to articles booked through the rate cards issued to Right Holders, the media, NOCs, and other Olympic personnel. Through the resource booking system, orders from each user were entered, bills were printed, payment details were maintained, and material sourcing and procurement status were checked.

- **Ticketing**

The ticketing system optimized efficiency for competition ticket management, including planning, subscriptions, ticket drawing, ticket inquiries, and seat allocations, as well as ticket sales, ticket printing, and creation of venue seat layouts and seating charts for ticket purchasers.

- **Olympic Village Accommodations**

The Olympic Village accommodations system was set up to manage check-in and check-out procedures. Additionally, it kept track of linen services, cleaning schedules,



During the Games, all systems were monitored at the Systems Operations Centre (SOC).

departure forms submitted, and a fax server was used to send confirmation lists.

- **Transportation**

The transportation system optimized transportation and driver schedules for members of the Olympic Family and Games operations staff, and facilitated reservations and management of the pool of assigned cars as well as dedicated vehicles. Reservations could be made using the computer workstations located at competition and non-competition facilities, as well as at major hotels and railway stations. The system was designed to provide reliable management for all vehicles at any transportation base. To overcome language



meal counts, staff schedules, security documentation, transportation within the village, and lodging reports.

- **Diplomas**

A diploma system was used to create the diplomas awarded in accordance with the Olympic Charter to the top eight athletes in all events, as well as the commemorative diplomas given to all participants including volunteers.

## System Architecture

NAOC and IBM constructed the Olympic network for data communication between the mainframe, AS / 400, and RS/6000-SP servers, and the workstations at all venues. The network was configured to allow high access and minimize the impact of any breakdown, no matter how severe.

### Multiple Backup Configurations

An ATM network connected the Data Centre, the International Broadcasting Centre (IBC), and the Main Press Centre (MPC) in a triangular link using super high-speed (45Mbps) lines. The main Olympic venues were connected to both the host computer at the Data Centre and the IBC using 1.5Mbps leased lines. This redundant network configuration was implemented to maintain system access at venues in the event of problems caused by failures to network equipment or Data Centre and IBC lines.

Even in the event of a Data Centre failure, it was possible to continue processing using the backup mainframe located in the Disaster Centre, where the duplicated system was configured and on standby at all times. The RS/6000-SP servers located in the Data Centre and the IBC were configured as a multisystem, which was capable of automatically switching servers or nodes when malfunctions were de-



**Info '98 terminals located at the Media Villages proved extremely popular.**

tected. The SP servers ran synchronously so that any server could backup the process of another server in case of failure.

In addition to these hardware and network backups, there were system backups in place so that the minimum information required could be delivered even in the case of a total system failure.

The perfection of the system architecture played an important role as well during preparation and installation, when thousands of computers and network equipment (see table next page) were prepared in the PC factory and installed at each venue. One of the most time-consuming tasks was software installation for all the equipment; this was carried out using the software distribution system, a tool also used at the Atlanta Games, that enabled automatic distribution of software including applications to the PCs installed at each venue. After installation at venues, the PCs received updates or replacement software whenever the PC configuration or applications were changed.

## ■ Equipment Utilised at the Games

	Results	CIS	Info'98	GM	INFRA	Total
PC servers	45	84	34	4	120	287
PC desktops	72	829	436	291	25	1,653
PC notebooks	663	24	813	213	25	1,738
Printers	230	0	773	221	0	1,224
RS/6000	4	0	20	0	15	39
AS/400	0	0	0	0	5	5
2210	0	0	0	0	249	249
8226	0	0	0	0	86	86
8229	0	0	0	0	196	196
8230	0	0	0	0	418	418
8230 LAM	0	0	0	0	182	182
8260	0	0	0	0	64	64
8281	0	0	0	0	13	13
Probes	0	0	0	0	29	29
Modems	0	0	0	0	50	50
Total	1,014	937	2,076	729	1,477	6,233

CIS (Commentator Information System): Information system for TV commentators

GM (Games Management System): Systems supporting Games operations

INFRA (Infrastructure): Basic requirements for systems (network equipment, shared servers, etc.)

NB: The above does not include equipment used for system development, testing, or OA.

## Games-time Operations

### Copy and Distribution

At past Games, the organizing committee department in charge of technology was responsible for the creation and delivery of time / results reports to the copy rooms, while the copying and distribution of the reports to the journalists and broadcasters was handled by the media support or public relations departments. For the Nagano Games, an end-to-end service, from creating the results lists through to distribution to end-users, was handled by the Technology Department. Results leaders had full responsibility for distributing lists to the SPC, press seats, and commentary booths at the venue. In cases when printing or distribution was delayed, whether it was caused by a

problem in the results system or other problem, the SPC at the venue and the System Operation Centre (SOC) were notified immediately. SOC contacted the MPC and IBC to notify end-users there of the delay through bulletin boards or other means. By notifying end-users in advance of any delay in the distribution of competition results, unnecessary inquiries and confusion were avoided.

On days when multiple competitions were being held, results were sent immediately to the copy rooms at the MPC and IBC. These reports were distributed to pigeon boxes and to the private offices of press organizations and broadcasters according to a predetermined priority order. Official results lists and corrected lists were distributed as soon as they were finalized and previously distributed material

promptly removed. Special attention was paid to appointing results leaders, as they had a wide range of responsibility including the management of copy runners' workloads and meal schedules.

### Quality Control

Quality control was enforced to regulate the timeliness and accuracy of information. It was particularly important to quickly relay information to end-users about changes in competition schedules caused by bad weather. Quality control staff were based in the results room at all competition venues. As this was where the most up-to-date and accurate event information was relayed, it was the most appropriate place to control the quality, accuracy, and promptness of information.

During the Games, any abnormality that might affect the quality of results information was reported to the Systems Operation Centre, which advised the MPC, IBC, and other relevant venues on appropriate action. If any system or network abnormalities including application and software problems were detected as part of routine monitoring carried out at SOC, staff immediately notified the competition venues results rooms.

Procedures for emergency situations were set in advance. For example, if the data communication line was cut and the link was lost from a competition venue, the emergency procedure was to instruct that venue to fax results lists to the MPC and IBC, and to inform the copy room at the MPC of the situation.

Quality control for the WNPA and Info'98 systems was carried out at SOC. Staff monitored messages transmitted from the WNPA system and requested re-transmission if errors were discovered. If delays in the system occurred, the press agencies were notified to switch to the backup system. Four members of the InfoTech / WNPA working group – three from Kyodo

News agency and one from USA Today – were appointed to this task because of their familiarity with the system and its contents. Quality control for the Info'98 system focused mainly on competition results data. All lists printed out from the results system were checked against the Info'98 screens, with particular attention being paid to athletes' names, finishing orders, and medal counts.



**Info'98 terminals and CCTV monitors, were set up to help the media in their work (MPC Common Working Room).**



Great care was taken when inputting results data.

### User Support & Help Desks

For the period from just before to just after the Games, user support & help desks staffed by a total of 362 volunteers were set up at all the competition venues, as well as at the IBC, MPC, and Olympic Village. The staff were responsible for routine checking of all Info'98 and CIS terminals installed at the venues, providing guidance with Info'98 usage, answering user questions, and general troubleshooting.

The number of user support staff varied according to the size and the service period of the venues. On average, there were three to five staff members on duty at all times at each competition venue, and five to ten people at the IBC, MPC, and Olympic Village. A mobile user support crew paid regular visits to smaller venues where no user support staff were stationed full time.

Between November 1997 and January 1998, user support volunteers attended a half-day or full-day training course on the information systems. During the Games, the volunteers were supported by other staff, including a number of overseas personnel from IBM and SOCOG who gave language assistance, Info'98 staff and developers who had detailed knowledge of software applications, and hardware support engineers from IBM. These additional support personnel were dispatched to venues on days when competitions were held.

User support staff mainly conducted on-site systems checks, but also provided active support to users calling in with problems. Questions that could be solved at the venue were dealt with by the user support staff under the direction of the venue information technology manager. Problems that could not be solved at the venue were referred to SOC for further instruction.

In cases where SOC assistance was required, a problem management database was accessible by remote and was used to enter and keep track of questions and problems. A user support bulletin board was also available on Info'98 to share information common to all venues. Any notices SOC sent to the venue information systems help desk were relayed by fax.

Complaints and inquiries regarding the contents of Info'98 were sent using an electronic form available on Info'98. By filling out the form, necessary information was sent automatically to both NAONA and the SOC Help Desk, enabling quick action to be taken.

The SOC Help Desk responded to a total of 1,055 inquiries between January 21 and February 25, including 397 calls concerning Info'98 (37.6%), 270 calls related to e-mail passwords (25.6%), 33 calls about CIS (3.1%), 92 calls concerning the Games Management system, (8.7%), and 263 calls about miscellaneous matters (24.9%). The busiest time for user support staff was before and during the first part of the Games. During this time, both users and user support staff became fully acquainted with the system, so that by the latter part of the Games, most problems were solvable at the venue without assistance from SOC, and the number of calls for assistance decreased. The peak was on February 3 when SOC responded to 70 calls. 863 calls representing 80% of all calls to the SOC Help Desk were made by February 10, the third day into the Games.

## Systems Operation Centre (SOC)

The Systems Operation Centre (SOC) operated and monitored the information systems during the Games. SOC served as the nerve centre for information systems – all computers, network equipment, applications, and data processing at all venues was monitored at SOC. SOC also issued instructions for solving problems that venue staff could not handle unilaterally, and maintained systems in good working order. NAOC based its response to technical and operational problems on detailed information obtained from SOC.

The SOC manager solved problems and applied temporary fixes based on the solution options presented through system monitoring. SOC took provisional approaches to problems while deciding on the optimal solution, the priority order, and the impact and importance. During the preparations phase, SOC functioned as the management office to coordinate smooth installation of information systems at each venue.

From December 1997 until the end of the Games, SOC worked in collaboration with the quality control team, user support & help desk staff, Network Management Centre, and the technology operation centre for Internet management, and interfaced with technology partners.



Over 100 people worked day and night in the Systems Operation Centre.

# Telecommunications

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From the very outset, NAOC was determined to establish a reliable telecommunications system to cope with the large and varied demands that would be made on it. Beginning in April 1994, efforts were concentrated on learning lessons from the Lillehammer and Atlanta Games. The excellent user-friendly system developed for Nagano achieved universal acclaim and became symbolic of the “high tech” Nagano Games.

A fibre-optic network was installed to link all competition venues and main non-competition venues, and the circuits for transmission of television signals, telephone lines, and telephone circuits handled the massive demands with ease. The number of radio sets and cellular phones proved to be ample, enabling quick and reliable transmission of information. The high quality sound systems and the giant video displays,

which for the first time in Olympic history were set up at all competition venues, helped to heighten the mood of excitement.

Thanks to the dedication and expertise of the technical staff of NAOC, NTT, KDD, Panasonic, Xerox, and Samsung, the telecommunications system operated reliably without mishap despite the severe winter conditions.

Within NAOC’s Telecommunications section, project managers were put in charge of the various subsystems, such as the closed circuit television system (CCTV) and the radio communications system. Telecommunications managers were assigned to each venue, as well as people in charge of training volunteers. Two hundred technology volunteers provided backup support at the venues.

The Network Management Centre at the IBC.

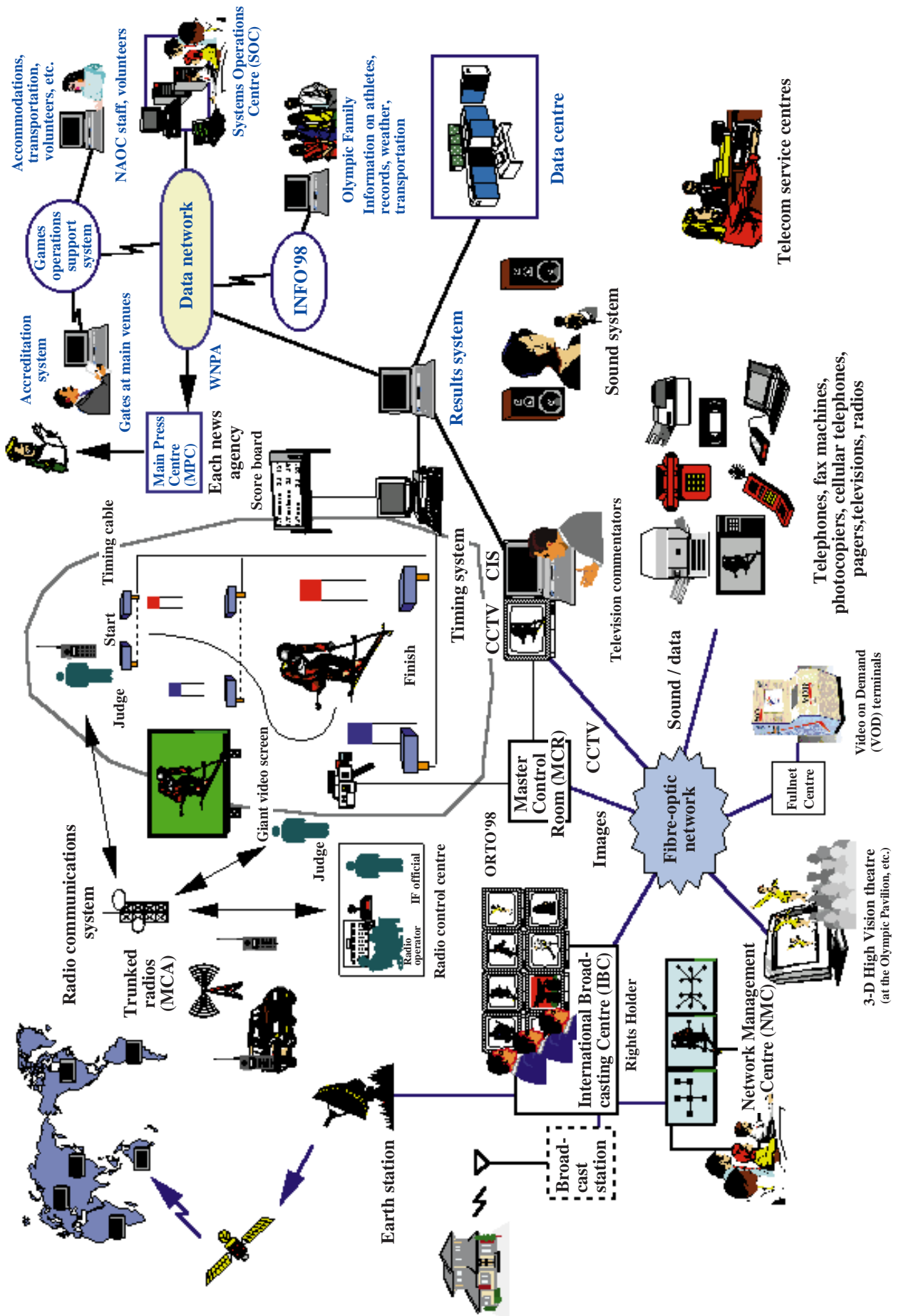


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NAGANO 1998



## Overview of Technology Systems





An efficient and user-friendly telecommunications system earned the praise and trust of the media (MPC).

## Telephones and Data Transmission

### Exclusive Telephone Network

To boost the reliability of voice transmission, each competition facility and the main non-competition facilities were linked by dedicated circuits as well as private branch exchanges (PBX) to create an exclusive “Olympic network”. All calls within the network were free of charge, with numbers comprising 5-digits. Calls could be made outside the network or abroad by first dialling ‘0’, and telephones offered various functions including call forwarding, conference call, and call pick up. Staff whose work required them to be frequently on the move were supplied with cordless telephone handsets that could be used in conjunction with the PBXs within a certain area, and functioned as PHS cellular phones outside the area. All rooms in the Media Villages were supplied with network phones. Twenty thousand copies of the official network telephone directory were distributed.

PBXs	22
Digital leased circuits (1.5M HSD)	92
ISDN 1500	152
Phones used by NAOC	6,602
Rented phones	2,629
Cordless phones	269

Average no. of calls each day during the Games	104,050
Average calling rate	825 erlangs
Total no. of calls on exclusive network	1,664,811

### Regular Business Phones

Rather than Olympic network telephones, regular business telephones were installed at locations such as airports and parking lots where there was relatively little demand. Fax machines were also connected to regular lines in order to alleviate demand on the Olympic network. A total of 1,647 regular circuits were used for Games operations, while 1,502 regular circuits were supplied for rental under the rate cards.

### Pay Phones

In response to NAOC’s request for the installation of temporary pay phones for domestic and international calls, NTT installed 763 temporary pay phones. KDD also installed 217 temporary pay phones, some of which could be used with credit cards. A number of the temporary pay phones were equipped to send faxes. A “phone home” room equipped with pay phones and sofas was set up in the Olympic Village for the athletes.

### Card Phones for the Press

All common working spaces at the MPC and SPCs were equipped with card-operated telephones at a ratio of one phone for every two seats. Telephone cards were available for purchase at telecom service centres, telecom counters, and vending machines. The NTT telephone card could be used for telephones equipped with ISDN lines. NTT supplied 887 card phones while KDD supplied 761.



## Mobile Communications Services Cellular Phone System

All the competition and non-competition venues as well as the main accommodation facilities and main roads were covered by the service area for cellular phones. NTT DoCoMo's 800MHz digital cellular phone service was utilised, with 33 new base stations constructed. Additionally, channels at the 17 base stations already in the area were increased to between three to five times the normal capacity. Four mobile base stations were brought to the area to cope with any surges in demand or as backup in case of system failure. Cellular phones, supplied by Samsung, Worldwide Partner for the Games, were compact in size with an extremely long battery life, and were capable of transmitting 9,600 bps of data, ensuring rapid transmission of articles by the press.

NAOC cell phones	2,500
Rented cell phones	2,367
No. of calls made within the Olympic Area	28,000,000

No. of callers using cell phones at peak  
413,000 (NTT DoCoMo users)

## Personal Handyphone System (PHS)

A Personal Handyphone System (PHS) service was available at all competition and main non-competition venues as well as on the streets of Nagano thanks to the efforts of NTT Central Personal Communications Network, Inc. There were 360 base stations. Samsung and NTT Central Personal Communications Network, Inc. donated 600 PHS terminals, which were used by staff working at competition venues or the immediate vicinity. The PHS terminals could also be used as cordless phones for the Olympic network and the number of calls during the Games rose to more than 180,000.

## Pagers

Some 2,990 pagers supplied by Samsung were utilised for Games operations. These pagers were capable of receiving messages up to 100 bytes of words or numbers from telephones, personal computers, or Info'98. NTT DoCoMo constructed three new base stations to



(Left) Athletes used cellular phones to spread the happy news soon after finishing their event. (Right) Radio communications were an important part of Games operations.

supplement the six base stations already in operation, thereby expanding service to cover the entire Olympic area including main roads. The pagers were used mainly for relaying information to bus drivers, NOC assistants, and volunteer supervisors. In addition, 2,120 pagers were rented out during the Games, with a total of 43,436 messages relayed overall.

### Data Transmission Services

A network was constructed specifically for data transmission, with three main servers linked in triangle formation by 45 Mb/s circuits. Data centres were linked with the venues by two 1.5Mb/s circuits. Small-scale Games operations facilities were set up with an ISDN or a digital leased circuit with capacity ranging from 64 Kb/s to 512 Kb/s, and ISDN networks were installed for backup. LAN token rings within the venues with a capacity of 15Mb/s were installed.

### Number of NAOC Data Network Circuits

High-speed digital leased circuits		
	(HSD 64K-512K)	38
	(HSD 1.5M)	37
	(HSD 6M)	7
	(HSD 45M)	4
ISDN	(64K)	144
	(1.5M)	5

### Number of Leased Circuits

Digital circuits (domestic)		
	(HSD 64K-384K)	24
Digital circuits (international)		
	(56K - 256K)	22
	(1.5M / 2M)	11
ISDN	(64K)	591
	(1.5M)	2



A mobile earth station was brought into service for transmitting information.



CCTV monitors at the commentary positions

### Video and Audio Transmission Services

The international signal containing video and sound was produced by ORTO'98 and sent from the competition venues to the IBC via 150Mb/s digital circuits supplied by NTT. Broadcasters rented 525 NTSC analogue video circuits, 7.5KHz and 15KHz analogue audio circuits, and digital circuits.

KDD provided overseas transmission services using numerous satellites and submarine optic cables to the USA. Two parabolic antennae were set up within the IBC – one aimed at the Pacific Ocean, and one aimed at the Indian Ocean. Additionally, a mobile up link station was set up on a truck. Highly reliable analogue circuits and the latest in digital compression technology were utilised.

#### Number of ORTO'98 Circuits

High-speed digital circuits (HSD 150M)	33
Analogue circuits (Fibre Video 150M)	7
Analogue circuits (Field Pick Up radio)	10
Coordination lines (3.4K - 4W)	125

#### Number of Rented Circuits

Domestic VandA	73
International VandA	18 (31 video)
Domestic audio	619
International audio	137

### Closed Circuit Television (CCTV)

A CCTV system was utilised for sending the international signal and other local transmissions from the IBC to the competition venues as well as major non-competition venues, including the Olympic Village. The international signal was transmitted to venues within Nagano City in analogue format by fibre-optic cable, while for outlying areas such as Hakuba and Shiga Kogen, it was compressed into digital MPEG II format and sent via satellite. The international signal from other venues was not relayed to the Victory Ceremony venue, the snowboard halfpipe venue, the curling venue, or the Satellite Village in Karuizawa. Only signals from relevant venues were sent to the commentary positions and press seats. Channels were leased to broadcasters to enable them to send the video they had captured back to the venues.

At its peak, 43 CCTV channels were brought into service: 17 were used for the international signal, seven for local broadcasts, four for satellite broadcasts, three were leased, one was an information channel, and one channel was reserved for the IOC. The Network Management Centre (NMC) was the nerve centre for management of the transmission channels and head ends. Television sets were linked to a home converter with a 550 MHz capability.



The centre cubic at White Ring boasted video screens on all four sides.

The international signal was transmitted to the two Media Villages, the Olympic Village, and for a fee to hospitality houses that a number of NOCs had set up in local restaurants. In these cases, the signal was sent along a local cable television network which meant that no new cables had to be laid, thus saving on cost. The hotel cable television system was used to provide each room in the IOC hotel with a four-channel selection of the international signal. The international signal was also made available for use on the giant video displays installed at the venues, and this helped to heighten the atmosphere. A video room was set up in the Olympic Village for athletes and coaches, where live images of competitions, replays and video copy service were available in PAL, SECAM, and NTSC format.

To enable accurate judging at competitions, cameras were fixed in select positions such as directly above the ice hockey goal posts, in prime position at the landing area at the ski jump venue, and at gates in the alpine skiing events. All of these images were transmitted to the judges using an independent CCTV system.

**CCTV transmission**

FV-450M (analogue) sections	13
MPEG II (digital) sections	2
CCTV modulators	94
CCTV amplifiers	148
CCTV outlets	7,000
Home converters	6,140
Total length of coaxial cables	110km



## Receivers and Cables

### Television, Video, and Radio Terminals

All commentary positions, press seats, and rooms in the Media Villages were equipped with 14-inch television sets, while the Olympic Family lounges and media cafes were set up with either 21 or 29-inch screens. Broadcast satellite antennae and tuners were installed so that competition venues not receiving the CCTV signal could receive NHK satellite programming which covered all the competitions. Competition officials at the cross-country venue were equipped with S-VHS-C video cameras so that checks could be carried out on skiing technique. S-VHS video tape recorders were utilised for verification and judging in alpine skiing, ice hockey, and cross-country events.

Each SPC was equipped with a radio / tape recorder to enable reception of Olympic Radio programming.

#### Television Equipment

14-inch sets	4,800
21 / 29-inch sets	1,300
Video tape recorders	170
TVs with video capability	120



A nine-panel  
multivision display at the  
MPC

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## Fax and Photocopy Equipment

A support staff of 250 Xerox employees worked shifts during the Games to service fax and photocopying equipment. A Xerox telephone centre was established in Nagano City to provide 24-hour backup service for repairs, guidance on usage of equipment, and replenishing paper supplies. Only 463 inquiries were directed to the centre, indicative of the reliability of machines designed to withstand extremely

NAOC fax machines:

Normal paper	411
Thermal paper	527

NAOC photocopy machines:

Colour	9
Black & white	426
Photocopy/fax machines	122
Total no. of copies	12.7 million
Rented fax machines	192
Rented photocopiers	127
Rented photocopy/fax machines	82

## Radio System

Four types of radio were used at the Nagano Games. A radio workshop was set up within NAOC Operations Headquarters to programme radio frequencies, install accessories, deliver radio sets, and carry out repairs. Pick-up and recharging services were available at each venue.

A total of 1,082 4 w simplex radio sets were distributed to competition officials, which were used mainly for communications in snow sports. Another 1,060 1 w simplex radio sets were used for communications over relatively short distances, for management within the venue, by medical and security personnel, and by parking attendants. Eighteen channels were arranged, each assigned to a particular venue or type of work.

A total of 1,350 extremely low power radios were used in the ice sports venues, car parks, or other areas for communication over a short distance.

As the trunked radio system allows for the use of radios over a wide area, it was utilised mainly by drivers. Four control stations and two repeaters with 92 channels were set up in the service area, and NAOC made use of 2,313 of these trunked radios, while 150 were leased to the Olympic Family. A total of 195,500 calls were made during the period of the Games.



Radio communications were an integral part of operations at outdoor venues, such as Spiral.

low temperatures and high humidity. Twice the amount of paper that was estimated to be necessary was stockpiled at each venue. A printing service corner was set up in the MPC where users could print out documents from their own computer or floppy disk, and this service was widely welcomed.



Bobsleigh and luge events were timed to 1/1000<sup>th</sup> of a second.

## Cables

With every Olympic Games, there is always a great demand on the cabling system. For the Nagano Games, cables were utilised for telephones and faxes, and also information systems such as Info'98 terminals. To cope with this demand, an integrated cable wiring system was installed at 16 competition venues and 16 non-competition venues. Metal cable was used for audio signals, while fibre-optic cable was used for data information on the trunk cable between the main cross connect and the horizontal cross connect. The installation of the integrated cable wiring system allowed for any changes in position or increase in numbers of terminals to be dealt with rapidly and easily. High-speed data transmission functioned smoothly despite low temperatures and high humidity, with not a single case of failure.

### Length of cable

Fibre-optic cable	37,900m
Metal cable	44,400m
CAT5 UTP cable (indoor use)	648,000m

### Information outlets

Audio	8,782
Data	3,826

## Timing Cables

Cables were integral to the timing and measuring systems, reliably relaying competition data for all the events.

Dual cables ensured high reliability, and wherever possible, cables were laid underground. Optical isolated distributors and internal modems were developed to ensure that irregular electric currents and surges in voltage would not affect computer terminals.

To reduce digging in environmentally-sensitive national parks to an absolute minimum, highly durable corrugated cables were laid on the surface. Competition officials and the Self-Defense Forces helped to lay cables

immediately prior to the start of competitions. During the ICPGs there were several incidents where snowcats and other snow-packing machines cut through cables; for the Games, the location of cables was decided in consultation with machine operators, and this succeeded in drastically cutting the number of such incidents to only two.

#### Length of Timing Cables

Indoor	1km
Outdoor	40km
Optical isolated distributors	72
Optical isolated internal modems	115

## Audio Systems and Giant Video Screens

### Audio Systems

Audio systems were designed to provide crystal-clear sound to spectators at the competition facilities. This was vital not only for providing information to spectators on the progress of the competition, but also to help generate a mood of excitement at the venues.

Playback equipment included cassette tape and compact disc players, supplemented by hard disc recorders and mini discs. Existing speaker equipment was used wherever possible, augmented by temporary installations where necessary. Central cluster speakers were installed temporarily at the figure skating venue and the ice hockey venues where music played an important role. Scattered speakers formed the backbone of the audio system at outdoor

Training session for operators of the radio system (alpine downhill venue).





competition venues where information needed to be relayed over a wide area. Painstaking research carried out in the early stages of the development of the audio system led to the development of waterproof minispeakers which would function even at temperatures of  $-20^{\circ}\text{C}$ . These speakers were tested in harsh weather conditions at the alpine skiing and cross-country venues with outstanding results. Sets of giant speakers were installed at the finish areas to enhance the thrill of the competition. On the alpine skiing courses, an optical transmission system was utilised for remote control of processors installed at various points within the venue. This ensured that there was no loss in the quality of sound being transmitted over long distances.

All efforts were made to ensure that construction work was kept to a minimum. For example, the use of corrugated cables designed to precise specifications reduced the amount of

cable laid underground to a minimum, and speakers were arranged to limit disturbance caused to the surrounding environment. In total, 600 speakers were installed.

- **Audio System Specifications (Indoor)**

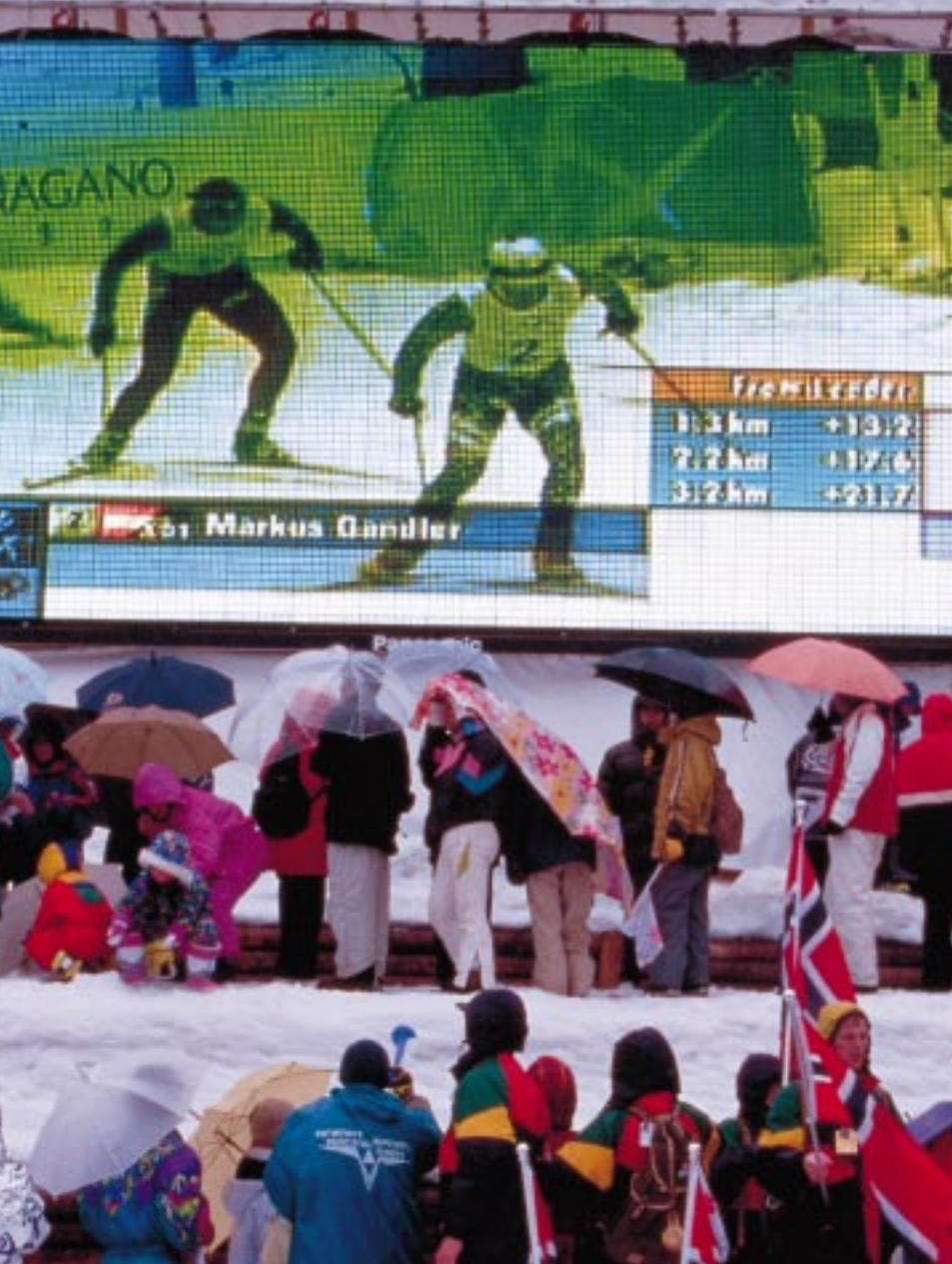
Frequency response	+/- 5dB (50Hz ~ 10KHz)
Maximum playing level	95dB (with capability for +10dB)
Sound pressure deviation	+/- 3dB
Clarity (STI)	over 0.5

- **Audio System Specifications (Outdoor)**

Frequency response	+/- 5dB (100Hz – 5KHz)
Maximum playing level	80dB (with capability for +10dB)
Sound pressure deviation	+/- 5dB
Clarity (STI)	over 0.6

The sound control room at M-Wave





Giant video displays were set up for the benefit of spectators.

#### Actual Data (Sound Pressure)

- Alpine venues
 

Course:	average 65 - 75 dB
Finish area:	average 75 - 90 dB
Audience noise pressure: max.	85 - 90 dB
  
- Other outdoor venues
 

Spectator areas:	average 75 - 90 dB
Audience noise pressure: max.	62 - 102 dB
  
- Indoor venues
 

Spectator areas:	average 80 - 90 dB
Audience noise pressure: max.	79 - 97 dB

#### Giant Video Displays

For the first time in Olympic history, giant video displays were installed at all competition

venues as well as at most non-competition venues, including the stadium for the Opening and Closing Ceremonies, the Victory Ceremonies site, the IBC, and the MPC. Replays of the action, scenes of local tradition and culture, and general information were shown on these displays, which were supplied by Panasonic.

#### Temporary Displays Installed

580-inch (with subtitle capability)	1
540-inch	1
380-inch	6
340-inch	3
260-inch	2
260-inch (transported by truck)	2
200-inch (LED)	6
170-inch (transported by truck, LED)	1
9-screen multivision	3

#### Permanent Displays Already at Venues

435-inch	1
400-inch	2
220-inch	2
16-screen multivision	1

### Network Management and New Technology

#### Telecom Service Centres

Telecom service centres were set up in the IBC, MPC, the Olympic Village, and the Satellite Village in Karuizawa, while telecom service counters were set up at the 17 SPCs. A total of 432 people including NAOC rate card managers, volunteers, and staff from KDD, NTT, and NTT DoCoMo, worked at the centres and counters to service the telecommunication needs of the Olympic Family. The following services were offered :

- Explanation of services available through the rate card
- Instruction on how to use equipment



- Pick-up and return of equipment, such as rate card cellular phones
- Repair or replacement of rented equipment
- Sale of telephone cards

Visits to the service centres/counters:	8,694
KDD and NTT telephone card sales	9,600
Requests for additional telephone circuits	166
Requests for additional cellular phones	504
Requests for additional pagers	211
Requests for additional Internet provider service	153

(Figures for the period January 11 – February 28)

## Network Management

The Network Management Centre (NMC) was set up at the IBC as the control station for the telecommunications system. Volunteers and personnel from NAOC, contracted companies, and sponsors were responsible for the maintenance of the telecommunications system at each venue. Operators of the audio systems and giant video displays worked under the direction of the venue production manager, but system maintenance came under the jurisdiction of the telecommunications managers. These managers were required to submit a daily report to the NMC and to report any irregular incidents immediately.

A 24-hour telecom help desk was set up at the NMC to deal with telephone inquiries or complaints. Language services at the help desk included not only Japanese and English, but also French, German, and Russian. It turned out, however, that most of the inquiries were dealt with in Japanese or English.

### NMC

Max. number of staff at a given time	50
Area (approx.)	224m <sup>2</sup>
Monitoring computers	50
Video monitors	130
100-inch giant video displays	3

### Telecom Help Desk

Inquiries regarding usage or services	1,475
Complaints	416



The Network Management Centre was the control station for telecommunications systems.



## Allocation / Authorization of Frequencies

As well as the vast numbers of radio sets utilised or distributed by NAOC, it was expected that many broadcasters and NOCs would bring in their own radio sets. To avoid potential problems and confusion, a steering committee was set up in 1995 to regulate frequencies. Representatives from the Ministry of Posts & Telecommunications involved with authorizing frequencies were also invited to sit on the committee.

A survey was conducted to establish the needs of users, and the ministry subsequently assigned to NAOC various frequencies that would not interfere with existing domestic radio stations. Any radio sets brought into Japan were inspected at the IBC and the Olympic Village to check whether the frequencies, output power, etc. were compatible for use with licensed conditions in Japan. Radio sets brought into

competition venues were checked by NAOC staff, after which a seal was affixed authorizing the set to be used. With the help of the Shin'etsu Telecommunications Bureau, frequencies at the venues were monitored and anyone found using an illegal set was advised on how to get it authorized.

Radio sets brought into Japan	1,910
Authorized frequencies	626
Ministry personnel to issue authorizations	25
Ministry personnel to monitor frequencies	50
Ministry vehicles to monitor frequencies	8

## Video on Demand

For the first time at the Olympic Games, a Video on Demand (VOD) system allowed users to access stored video footage of past Games as well as competition and other footage of the Nagano Games nearly instantaneously and free of charge. VOD terminals were installed at all competition venues, the MPC and IBC, the Olympic Village, Media Villages, as well as at the offices of the Nagano Prefectural Government, the town / village hall of host sites, Nagano Station, the reception area at NAOC HQ, and the Olympic Pavilion. The terminals at Nagano Station proved to be especially popular, with long lines of people eager to review footage. Athletes, too, greatly appreciated the opportunity to view their own exploits and footage of their teammates in action.

### Video footage available

International signal	All
Past Olympic Games	152 programmes
NAOC promotional videos	4 programmes
Tourism videos of Nagano	19 programmes
Number of VOD terminals	73

Monitoring radio frequencies at the Shin'etsu Telecommunications Bureau



Number of times accessed	135,000
Total viewing time	12,000 hours

### 3-D High Vision Theatre

In a joint project between NAOC, NHK and other broadcasting organizations, the latest technology was used to provide 3-D High Vision images of ceremonies and some of the competitions. These images were shown on four specially adapted screens allowing many thousands of people to experience the thrill of the Games as if they were at the venues themselves. IOC President Samaranch and a host of other VIPs were highly impressed with the theatres.

Technical assistance for live transmissions was received from the Ministry of Posts & Telecommunications, NTT, and KDD.

#### Programming

Men's ice hockey (live)	12 games
Edited highlights	21 programmes
Number of showings	177
Total number of viewers	53,596

#### Screen Specifications

Nagano Olympic Pavilion	250-inch
3-D theatre inside the IBC	150-inch

### Nagano Olympic Pavilion

During the period February 6 to 22, a total of 115,776 people visited the Nagano Olympic Pavilion set up in a local department store as part of the Cultural Programme. With easy-to-understand exhibits on the major technological innovations of the "high tech" Nagano Games, it was an opportunity for people to view the high technology side of the Games. The pavilion featured a 3-D High Vision theatre and simulations of competitions. Video on Demand terminals were installed, as well as Info'98 terminals, a 42-inch plasma television screen, computers linked to the Internet, and displays by the Special Olympics and an Olympic commemo-



Crowds packed the Olympic Pavilion to try out the latest technology.

orative exhibition. Technology sponsors including Panasonic, NTT, KDD, and NTT DoCoMo also set up display booths. Since the whole experience was designed to make the visitor feel as if they were at a competition, the Pavilion was dubbed "the extra competition venue".



LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



11

Transportation and  
Accommodations

NAGANO 1998

## Transportation

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Official cars were supplied by Toyota.

One of the main priorities for organizers was to provide safe and smooth-running transportation for all Games personnel and spectators. The challenge was to develop transportation plans to cope with geographical concerns, such as mountainous terrain, as well as to surmount logistical problems including changes to the competition schedule. Thanks to the marvellous cooperation of spectators and local citizens and the hard work of volunteers, transportation at the Games was of a high standard.

The transportation plans had to take into account Nagano's relatively distant location from international ports of entry, and the fact that

events were held in five widespread host sites. The number of access roads was often severely limited, with only a single main road to some Olympic venues. Within Nagano City, there was potential for traffic gridlock. Another consideration was the lack of large hotels near competition venues, which meant participants were spread out over a wide area. An effective transportation service, therefore, would require many vehicles, viable routes, and a large number of staff.

The most difficult aspect of transportation was that nothing could be finalized until the Games operations plan was complete. Any



MPC transportation information counter

changes in venue or the operations schedule meant changes to the transportation plans. It was also difficult to predict what transportation measures might be necessary until the final number of athletes and other participants was known. Organizing transportation for Games participants, from when they entered the country to when they returned home, required extensive coordination and cooperation with traffic authorities and local residents.

Future Games organizers should consider that Games participants do not always adhere to set guidelines and deadlines, and that during the Games, transportation requests may exceed

## Transportation Measures

Transportation was directed and coordinated from the Transportation Centre located at NAOC Operations Headquarters. The centre was divided into 10 different sections, each dealing with a particular area of the transportation plan. Close contact was maintained with transportation counters set up at each of the 14 designated airports / railway stations, 13 temporary spectator car parks, 15 competition/practice venues, the Olympic Village, Satellite Village in Karuizawa, MPC, IBC, and 10 other non-competition venues. In addition, regional



Volunteers at the airport help arriving athletes and officials.

those made before the Games. It is also imperative that a contingency plan be prepared for ensuring that Games personnel and spectators are rapidly informed of changes to transportation plans in the event of competition rescheduling.

transportation centres were set up in Hakuba and Yamanouchi, and a vehicle management centre established in Karuizawa.

Transportation services were run by staff from NAOC and private companies with the assistance of volunteers. Duties such as car park management and driving assigned vehicles were





Participants arriving at Matsumoto Airport from Kansai International Airport

With no traffic restrictions imposed on general traffic until February 6, shuttle bus schedules were difficult to finalize and some delays were experienced. There were also some delays in dispatching assigned cars; however, these initial problems were overcome as the Games progressed.

## Arrivals and Departures

Private transportation companies were contracted to arrange transport for Games personnel to Nagano and Karuizawa from the three designated airports (Narita, Kansai International and Nagoya). Staff were assigned to help with immigration procedures, and to provide information and guidance.

NOCs and the media generally travelled between Narita / Tokyo and Nagano (or Karuizawa) by coach bus, while IOC members and other Olympic Family members arriving in smaller numbers travelled by Shinkansen bullet train. The Shinkansen service between Tokyo and Nagano was increased by 23 round trips per day during the Games in order to handle the influx of Games personnel and spectators.

An extra 13 flights per day were scheduled

arduous, and hours were long. This demanding work carried with it heavy responsibility and required a great deal of stamina, all of which made staff recruitment difficult.

## Transportation for Games Personnel

Transportation services were available for a 33-day period, from the opening of the Olympic Village on January 24, until three days after the Closing Ceremony on February 25. Depending on their Olympic function, Games personnel used shuttle buses or were assigned cars for travel within the Olympic area.



The media bus depot at the MPC

**Volunteers at the Media Villages assisted people with getting where they needed to go.**

to fly Games participants arriving at Kansai International airport to Matsumoto, where they boarded coaches for their final destination. Participants arriving in Nagoya travelled to Nagano by coach.

In order to gather accurate information about participants' schedules an "Arrival and Departure Form" was sent out in advance. However, only 60% of the forms were returned, and most of these after the November 1997 deadline. Despite this disappointing response, organizers were able to accurately assess demand and dispatched vehicles in sufficient numbers to the airports, which resulted in smooth transportation upon arrival. In contrast, numerous changes in departure date / time and flights, and the fact that many participants were late in submitting their final departure details meant that transportation schedules for departure could not be thoroughly finalized. This led to confusion in some cases.

Since accommodation facilities were spread over a large area, NAOC's principal intention was to transport participants from the airport to a bus terminus set up in Nagano City, where they would transfer to smaller buses for their hotels. In actual practice however, whenever possible, buses took participants directly from the airport to their accommodations, or dropped them off nearby. The same system of direct transportation was also applied for departures. A computerized information system for transportation and accommodations was set up to register arrival and departure information. This involved a total of 31 computer terminals set up at airports, the Olympic Village, and other non-competition venues.

For the Games, 64.5% of participants arrived between February 1 – 6, while 74.3% departed between February 22 – 25.



**Checking the shuttle bus schedules**

The number of Games participants transported to and from designated airports between January 24 and February 25 is shown below, although there was also a large number of participants who used other ports of entry:

	Arrivals	Departures
New Tokyo Intl. (Narita)	8,074	7,580
Kansai International	861	685
Nagoya	419	209
TOTAL	9,354	8,474

### Olympic Area Transportation for NOCs

In principle, athletes were transported by shuttle bus and officials were provided with a number of assigned vehicles and drivers based on the size of their NOC delegation. Shuttle buses operated according to a fixed timetable and ran from the Olympic Village directly to venues on days when competitions or official practices were held, or followed a route covering a number of venues in one particular area. Athletes from different NOCs all shared the same buses, although one bus was placed at the disposal of each of the ice hockey teams.

Shuttle buses in Hakuba and Nozawa Onsen, where some athletes were staying in order to be closer to competition venues, were utilised less than expected, as NOCs preferred to use assigned vehicles.

NAOC provided a total of 316 dedicated vehicles to NOCs, who rented an additional 112 vehicles privately.



No. of Athletes / Team Officials*	No. of Vehicles
1 – 4	1
5 – 20	2
21 – 40	3
41 – 60	5
61 – 80	6
81 – 100	8
101 – 140	9
141 – 160	10
161 +	11

\* excluding 'As' officials

## Olympic Family Transportation

Most members of the Olympic Family made frequent use of the vehicles that they were assigned according to their accreditation status. These fell into three categories – T1 (assigned car), T2 (shared assigned car), and T3 (pool car). The vehicles were available for use from 6 a.m. to 12 midnight. At popular events where crowding was expected, shuttle buses ran from the IOC hotel and other locations, but these were generally underutilised. However, for travelling to certain events such as the Opening and Closing Ceremonies and the opening ceremony of the IOC Session, NAOOC strongly recommended the use of shuttle buses, and most participants followed this advice.



UPS counters were set up at the IBC and MPC to handle freight and luggage delivery.

## Media Transportation

For the media, buses were the primary mode of transportation and ran according to a fixed schedule. Media accommodations were spread over 107 locations served by a total of 76 bus routes (including special routes for events such as the IOC Session opening ceremony). There were three major bus routes for the media:

- Route 1: From the Media Villages / Hotels to the MPC and IBC. This was, with certain exceptions, a 24-hour service. There were many passengers in the mornings and evenings, but few during the daytime.
- Route 2: From the MPC and IBC to competition venues. There were direct buses to the venues, as well as buses that followed a set route stopping at several competition venues.



Roads were kept clear of snow to provide smooth and efficient transportation (Iizuna Kogen freestyle skiing venue).



The "Asama" Shinkansen bullet train began operations four months before the Games, cutting travel time between Nagano and Tokyo to 79 minutes.

- Route 3: From accommodation facilities directly to competition venues. Service was provided for media staying in Nagano City who were required to be at venues early in the morning to set up equipment or cover events.

Extra routes were set up for one-time events such as the Opening and Closing Ceremonies. In addition, at least 518 vehicles were hired privately by media personnel (including 'Rt' category).

### **Transportation for Games Operations Personnel**

Games staff were urged to use public transportation or walk whenever possible, although shuttle buses were also provided. Staff travelling by car from their homes were required to use specially designated parking areas, where they boarded shuttle buses to the venues. These departed according to a regular schedule and there were approximately 65 different routes. Competition officials were assigned accommodations near their work venue, or travelled in groups on communal shuttle buses. For this reason, it was important to ensure that those accommodated in a particular place were assigned to the same venue, and that people working in a particular venue were assigned to the same accommodations.

### **Spectator Transportation**

Safe and efficient transportation for more than 1.2 million expected spectators was crucial for the success of the Games. Although no dedicated transportation was provided for spectators between airports and Nagano, NAOC requested the scheduling of extra bullet trains, set up information counters at the airports, and helped spectators make train connections.

The transportation plan for each area took into account the expected number of spectators, existing public transportation, the surrounding road / rail network, and the availability of parking. Spectators were also surveyed to determine their preferred means of transportation.

NAOC successfully lobbied transportation authorities to increase the number of trains and

buses, and to extend timetables. At every opportunity, spectators were urged to make their way to competition venues on foot or by public transport. A “park and ride” system was enforced, whereby spectators left their cars at temporary car parks set up by NAOC, then paid a small fee to board shuttle buses for the venues. Spectator shuttle bus service was contracted from private companies. During the peak period, 480 buses a day were put into service.

The prefectural police and other traffic authorities also encouraged the general public to utilise public transport and refrain from using private vehicles. For those who did drive, a total of 17 temporary car parks – four in Nagano City, five in Izuna Kogen, five in Hakuba, and one each in Yamanouchi, Nozawa Onsen, and Karuizawa – with a capacity of over 23,000 cars, were set up. Upon prior request, physically challenged spectators were provided with special vehicle access and parking permits for parking close to competition venues. Furthermore, special lift vehicles were made available at major railway stations.

To avoid congestion at popular events, spectators using NAOC car parking areas were issued with tickets for different car parks according to their direction of travel.

The overwhelming response of the general public in using public transportation resulted in the car parks not being utilised as much as expected. Ironically, the willingness of spectators to take shuttle buses led to problems on February 11, when because of increased spectators due to event rescheduling, there was an insufficient number of buses from Nagano Station to the ski jumping venue in Hakuba. The number of buses was promptly increased, and no further problems were experienced in this regard.



Volunteers guide spectators at Spiral.

## Transportation of Baggage

A private freight company was contracted to transport sports equipment between the airports and the Olympic Village and other designated accommodations, as well as within the Olympic area. In principle, luggage that would not fit onto passenger trains or buses was to be loaded onto trucks, using one truck for several different groups of participants. However in practice, one truck was often provided for each busload of people. Members of the media brought more luggage than expected, and the number of trucks had to be increased. Originally, NAOC had planned to transport athletes' sports equipment the day after arrival so as to avoid arriving at the wax rooms and storage facilities in Nagano in the middle of the night. At the request of NOCs this plan was dropped and equipment was taken to Nagano the same day as the teams.

Baggage service was complicated by the fact that several NOCs requested delivery to accommodation facilities not designated by NAOC. Furthermore, many NOCs failed to submit requests for luggage pick-up by the deadline.

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## Transportation System Infrastructure

### Arrivals / Departures

Personnel were stationed at designated airports and railway station transfer points to provide support for arrivals and departures. All Games-related personnel travelling to Japan were also sent a transportation guide book.

NAOC worked in close cooperation with government and airport authorities to coordinate validation procedures for the new combined Olympic identity/accreditation card at airports.

Members of the Olympic Family carrying a combined card and valid passport recognized by the Japanese government did not require any additional visa, which greatly simplified immigration procedures.

### Bus Services

Taking into account the transportation routes and the results of spectator surveys, it was estimated that a cumulative total of 15,000 buses would be required during the Games period, with approximately 900 buses in operation on peak days. Most of the buses were provided through the cooperation of the Nagano Prefecture Bus Association, with extra buses brought in from five neighbouring prefectures.

Bus service within the Olympic area was divided into four different regions managed by privately contracted prefectural bus companies. These four companies worked in close cooperation to provide a reliable service and drivers who were all trained professionals.

A new computerized vehicle management system was introduced to cope with the large number of buses, unprecedented in scale in Nagano. The bus companies continually refined their plans and updated the number of vehicles required. Communication with bus drivers was

On peak days, approximately 900 buses were put into service. Extra buses were brought in from neighbouring prefectures.



through company radios already installed on the buses, as well as by MCA radios and pagers distributed by NAOC.

Due to poor weather during the Games, there were more changes to the competition schedule than anticipated, and therefore a greater number of buses was required. Finding extra buses at such short notice was a major challenge, but this was resolved by having Games personnel and spectators board the same bus when space allowed. The number of buses was constantly revised and streamlined where possible to increase efficiency. Covering 331 routes, a cumulative total of 16,000 buses were put into action during the Games period, with a maximum of 900 buses at peak times. These figures were very close to original estimates.

	No. of Buses	
	(Peak Periods)	Sum Total
Station loops	9	210
Athletes	129	2,194
Olympic Family	76	423
Media	237	4,553
Games operations staff	231	4,938
International Youth Camp	7	69
Spectators	482	5,632
<b>TOTAL</b>		<b>18,019</b>

Note: Since buses which carried both Games personnel and spectators have been counted twice, the total shown is greater than the actual number of buses utilised.

## Vehicles Services

For Games personnel entitled to use vehicles supplied by NAOC, usage was divided into four categories: privately-assigned cars, shared assigned cars, car pool, and NOC cars allocated based on the size of delegation. Six types of



vehicles were provided by Toyota, Gold Sponsor for the Games, and some 1,520 were utilised, including cars used by NAOC for Games operations.

**Shuttle buses were operated by professional drivers with experience driving in winter conditions.**

Category	No. of Vehicles
Privately-assigned car (T1)	236
Shared assigned car (T2)	268
Pool car (T3)	280
NOC car (T1n)	316
Games operations vehicles	420
<b>TOTAL</b>	<b>1,520</b>



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Cars were available for use between 6 a.m. and 12 midnight within the Olympic area. Since the working day was very long, the drivers of all but privately-assigned cars worked shifts. Vehicles were based in Nagano, Hakuba, Yamanouchi, Karuizawa, and the Olympic Village, and were managed from the Transportation Centre, or from regional transportation counters staffed by NAOC personnel and volunteers.

The reservation and management of vehicles was carried out by computerized vehicle control system. However, reservations for privately-assigned cars, shared assigned cars, and NOC cars could also be made by the NAOC-assigned volunteer assistant (see Vol.1, chapter 7), rather than through a Transportation Centre. At major hotels, the Olympic Village, and some train stations there were vehicles on standby, which were available for use without reservation. These cars were an integral part of trouble-free operations.

The transportation plan required that cars be reserved at least one day in advance and the driver informed of the next day's schedule; in practice, users often did not relay this information to

drivers until the last minute. This is something that future Games organizers should take into account. Communication with drivers was through cellular telephones, MCA radios, or pagers, depending on the vehicle category. Organizers of future Games should consider giving each driver a cellular telephone to facilitate easy communication.

It also proved difficult to obtain a supply of qualified drivers, particularly those with foreign language ability. Due to the long working day, drivers worked in shifts for a total of 1,800 people per day. A number of companies agreed to provide driving services for NOCs, with each company looking after the needs of one NOC. Toyota also agreed to provide drivers, and local government employees and volunteers were recruited, for a total of 44,325 shifts during the Games. Training sessions were held right until the start of the Games, and included explanation of duties and actual driving on the routes.

### Taxis

In anticipation that spectators and some Games personnel would use taxis, the Nagano Taxi Association was asked to provide vehicles on standby at certain venues. One hundred and three extra taxis were put into service to cover Nagano, Hakuba, Yamanouchi, and Nozawa Onsen. It was found that members of the media would often hire a taxi for an entire day or longer, and that other Games-related personnel also made frequent use of taxis.

Special vehicles were utilised for on-snow driving.





Parking was secured as close to the venues as possible.

### Exemption from Tolls

With the cooperation of the Ministry of Construction, the Ministry of Transportation, and road management authorities, certain vehicles for Games personnel such as privately-assigned cars and athlete buses were exempt from the usual expressway and highway tolls.

### Parking Permits / Access Permits

To relieve congestion around venues, vehicle access permits and parking permits were issued to tour buses and vehicles used by Games personnel. As these permits allowed users to access restricted roads, coordination was arranged with the police, and permits issued in advance to avoid any Games-time problems. NOCs or media personnel who rented cars privately, as well as travel companies operating tour buses, were able to purchase limited period parking permits. The price ranged from ¥2,000 – ¥10,000 depending on the number of days. A total of 39,536 joint parking / access permits were issued. Some 7,345 access-only permits were also issued.

### Transportation Routes

Regular traffic and Games traffic were separated as much as possible. Dedicated Olympic traffic lanes were created in certain areas for those possessing access permits. Emergency routes were also planned, but fortunately were not utilised.

### Car Parks

Car parks at and near venues were limited and reserved for Games personnel. A number of spectator parking areas were set up on public land in the vicinity of venues, and a “park and ride” scheme was implemented to avoid congestion.

The size of car parks for spectator use was planned based on the number of competition tickets issued, and spectator demand as estimated from two surveys.

Signs for shuttle buses were clearly visible, even in deep snow.



Snowploughs and local residents helped to clear roads leading to venues.



## ■ Parking at Competition Venues for Games Personnel

Venue	No. of Parking Areas	Vehicle Capacity
Ice Hockey Stadium 'A'	3	170
Ice Hockey Stadium 'B'	9	699
Ice Hockey Practice Rink	1	70
Speed Skating (M-Wave)	3	650
Figure Skating / Short Track Speed Skating (White Ring)	8	490
Freestyle Skiing	7	530
Bobsleigh / Luge	7	520
Alpine Skiing (Hakuba)	3	735
Ski Jumping	3	722
Cross-Country	8	760
Alpine Skiing (Mt. Higashidate)	4	410
Alpine Skiing / Snowboard Giant Slalom	5	565
Snowboard Halfpipe (Kanbayashi)	3	500
Biathlon	2	680
Curling	2	500
<b>TOTAL</b>	<b>68</b>	<b>8,001</b>

## ■ Spectator Parking

Area	No. of Parking Areas	Vehicle Capacity	No. of Cars Parked (cumulative)
Nagano	4	8,200	17,970
Iizuna	5	2,320	14,130
Yamanouchi	1	2,200	9,620
Hakuba	5	7,710	26,750
Nozawa Onsen	1	2,300	1,730
Karuizawa	1	500	3,250
<b>TOTAL</b>	<b>17</b>	<b>23,230</b>	<b>73,450</b>

## Traffic Control

Vital to the success of the traffic measures were the provision of accurate information, effective management and control of traffic flow and volume, and traffic restrictions implemented by the police. Up-to-the-minute information on traffic and road conditions was relayed from traffic authorities to the Nagano Prefectural Police Traffic Management Centre, where it was input to electronic roadside signboards and relayed for broadcast on Olympic Radio. The general public was kept abreast of traffic measures and road restrictions through a comprehensive publicity campaign utilising various media, including information leaflets, newspaper and radio announcements, and information at expressway service areas. A cumulative total of 6,235 people assisted with traffic measures.

The reduction of traffic volume within Nagano City was crucial. The municipal government and the prefectural police launched a campaign to reduce traffic volume by 30% during the Games. With the cooperation of over 60 organizations and associations, the public was asked to refrain from driving to work, or to share cars with neighbours or use public transportation. In addition, companies and schools were urged to close during the Games, or to stagger starting times to alleviate the rush hour.

The cooperation of the public, companies, and schools was remarkable, and during the first week of the Games, traffic levels within the city were reduced in line with stated goals.

A surge of interest during the second half of the Games resulted in more traffic on the roads, although this never exceeded normal levels.

A year before the Games, the Nagano Prefectural Police announced its traffic restriction guidelines. The police conducted an active programme of explaining and clarifying these restrictions to relevant cities, towns, and villages, companies, and the local populace. For specific hours in affected areas, roads were made off-limits to the general public, and special lanes dedicated to Olympic vehicles. Prior to the Games, details of restricted zones in the immediate vicinity of competition venues were announced, and those requiring access to these areas for work or commuting were required to obtain an access permit.

## Snow Removal

In August 1995, a Nagano Games Snow Removal Policy Committee was established with representatives from NAOC, the host sites, construction companies, and road and traffic authorities. During the Games, a snow control headquarters was established in Nagano City and regional centres set up in Nagano City, Iizuna, Yamanouchi, Hakuba, Nozawa Onsen, and Karuizawa to oversee 24-hour snow removal measures. The relevant authorities were responsible for clearing the roads in their jurisdiction, while venues and car parks were the responsibility of local governments, facilities managers, and NAOC staff. Local citizens often assisted in clearing footpaths.

In all, 675 km of road, and 79 car parks with an area of approximately 170 hectares were covered under the snow removal plan. Routes used for transporting athletes or officials were classified as “critical”, and these were cleared when snow reached a depth of 5cm. During the Games, an average of 142.8km of road per day was cleared for a total of 4,283.8km during the 33-day period of the plan.



104 low-emission vehicles were used in Games operations.

## Environmentally-Friendly Technology

In accordance with NAOC’s stated goal of respecting and working in harmony with the natural environment, a number of low-emission vehicles were utilised:

■ Type of Vehicle and Usage	No. of Vehicles
Natural gas passenger cars (VIP transport in the Nagano area)	30
Natural gas station wagons (staff use in the Nagano area)	30
Electric cars (athlete transport to/from Victory Ceremonies)	3
Hybrid minibuses (athlete transport to/from Victory Ceremonies, night transport of media)	1
Hybrid buses (spectator shuttle buses in the Hakuba area)	40
TOTAL	104

## Traffic Management Systems

The Olympic Games provided a valuable opportunity to promote the latest technology for traffic management and relaying information to drivers and pedestrians. The Japanese government has been developing an Intelligent

Transport System (ITS), and a part of this system was tested during the Nagano Games. Systems utilised during the Games proved highly effective for easing traffic flow.

Navigation systems relayed information about traffic restrictions implemented during the Games.



1,200 Games vehicles were equipped with the latest car navigation systems.

### ○ Universal Traffic Management System (UTMS)

A system of infrared beacons and ID sensors used for transmitting real-time information through a navigation system to drivers of Games vehicles. It comprises the following:

#### Public Transport Priority System (PTPS)

This system facilitated the smooth flow of Olympic traffic by changing traffic signals to green at the approach of a Games vehicle.

### Mobile Operation Control System (MOCS)

Management system displaying the positions of all sensor-equipped vehicles.

### Advanced Mobile Information System (AMIS)

Sensors provided drivers with real-time information about traffic congestion and restricted routes.

### Dynamic Route Guidance System (DRGS)

Display monitors informed drivers of the shortest available route to their destination, the estimated time of arrival, and best route to take.

Of the 1,520 cars utilising the ITS System, 1,010 were equipped with the navigation system giving information to drivers, and 510 were installed with only ID sensors to track their position. Two hundred buses were equipped with the navigation system, and 650 with ID sensors.

The MOC System was introduced for media buses on the southern and northern Nagano loop routes, and bus passengers were informed of the state of traffic by means of an indicator at bus stops.

### Vehicle Information and Communication System (VICS)

FM radio beacons placed at intersections and on expressways provided real-time information on traffic congestion, accidents, parking spaces, and Games information directly to the vehicle's navigation system.



The outside lanes of four-lane roads were reserved for Games traffic.

○ In order to provide traffic and Olympic information to drivers, a total of 42 roadside information stations equipped with computer terminals were set up at rest areas, the head office of the Nagano Prefectural Government, and at expressway service areas and parking areas.

## Accommodations

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Securing accommodations for all the people involved in the Games was one of the most complex aspects of Games operations. The challenge for organizers was complicated by a lack of Western-style rooms in Nagano City and surrounding areas, and that most of the existing facilities and rooms were relatively small.

Five years before the Games in 1993, NAOC launched a survey into accommodations. After careful consideration of the various options, agreement was reached with 900 hotels and inns to secure 17,700 rooms for persons who would not be housed at either the Olympic or Media Villages. For the period of the Games, NAOC booked a cumulative total of 234,000 room nights.

For staff at hotels and inns, three separate training seminars were conducted based on the accreditation categories of prospective guests.

NAOC also requested the cooperation of the local hotel industry in refraining from raising room rates during the Games, while keeping them informed on the status of the rooms.

The approximately 3,300 athletes and NOC officials were accommodated in the Olympic Village and Karuizawa Satellite Village (see Vol.2, chapter 7). Some 3,500 media personnel were housed in the two Media Villages, and an additional 4,000 stayed at area hotels.

### Specific Challenges

NAOC was responsible for providing hotel accommodation for all Olympic Family members and other Games personnel, including people affiliated with the IOC, the IFs, the NOC, media personnel not staying in the Media Villages, Sponsors, Observers, and other invited guests, as well as Games operations personnel

**The Asahi Media Village was situated near M-Wave. After the Games, it will be used for residential housing.**



such as competition officials, volunteers, NAOC and ORTO'98 staff, police, Self-Defense Force personnel, participants in ceremonies and Cultural Programme events, and contract staff.

Within the Olympic area there was a shortage of Western-style rooms with private bath and toilet, and on the whole, an insufficient number of rooms. The situation was compounded when a decline in the Japanese economy in the years following the announcement that Nagano would host the Games resulted in the cancellation of construction contracts for several new hotels. The existence in Nagano City of myriad types of hotels ranging from luxury resort hotel to small family-run inns, and a mixture of Japanese and Western-style rooms, demanded that NAOC staff pay close attention to the characteristics of each type of facility when assigning rooms. Furthermore, rooms at resort hotels and Japanese-style inns are generally made to accommodate large groups of people, and finding single-use rooms proved difficult.

Additional challenges were posed by the relatively small size of most facilities in Nagano, which meant that NAOC was required to sign accommodation agreements with a large number of facilities. Providing the level of customer service required by Olympic standards such as language services, facilities for late-night meetings, laundry and telecommunications services, acceptance of credit cards, and so forth was a major concern for smaller hotels.

### Accommodations Plans

NAOC set up an Accommodations Commission in April 1993 comprising representatives from the hotel and travel industries. In discussions over two and a half years, the Commission drafted an "Accommodations Plan" and an "Accommodations Management & Operations Plan" outlining procedures and standards (including fees and room charges), and schedules



The information counter at the Yanagimachi Media Village

for selecting and negotiating with accommodations facilities.

### Organization

NAOC's Accommodations section was established in April 1994 with a staff of nine, and this grew to 16 people by Games-time. Some aspects of accommodation arrangements were outsourced to professionals – three major travel companies worked jointly to set up an Accommodations Centre for Games-related personnel within the NAOC Secretariat. The four specialists assigned to the Centre worked with the Accommodations section to handle hotel negotiations.

### Securing Rooms

#### Assessing Demand

Beginning in January 1993, vital information was collected and assessments continually updated during the Games preparations stage.

In order that numbers be consistent throughout the process and work progress as smoothly as possible, accommodations plans were based, not on numbers of individuals, but on group units. Requests for accommodations were handled by the different departments and sections at NAOC, which allowed NAOC staff working directly with the persons needing accommodations to gather necessary information and also helped avoid double bookings. These requests were passed on to NAOC Accommodations, which was responsible for overall coordination and allocation of rooms for Games-related personnel. Negotiations were conducted three-way between Accommodations, the relevant section





Spectators stroll along the streets of Nozawa Onsen.

or department, and the organization making the request. By the spring of 1994, NAOAC had received requests for 12,400 rooms for 18,350 Olympic Family members and 4,850 rooms for 19,300 Games operations personnel.

### **Provisional Agreements with Accommodations Facilities**

In May 1994, talks began with host site governments and hotel industry groups to secure accommodations for Games personnel. NAOAC also obtained the cooperation of travel agencies and hotels in delaying acceptance of reservations from the general public.

The negotiation process began with a visit by NAOAC Accommodations personnel to each hotel, where a tentative agreement was reached on the number and type of rooms to be reserved for use by NAOAC. Details of the agreement were worked out in a formal contract no later than two years before the start of the Games.

Formal contracts detailed the type and number of rooms to be provided, the number of guests in each room, room rates, cancellation penalties, contact information, and a schedule of when the rooms would be occupied. In principle, the period of stay was for the 33-day period from January 24 to February 25, 1998. A 50% deposit was to be remitted by December 1, 1997, with the balance to be paid in full by March 31, 1998.

### **Setting Rates**

It was necessary to include room rates in the formal contracts to be signed with accommodation providers two years before the Games, and such rates were determined based on the normal rate for that type of room as of February 1995 plus estimated inflation.

Rates for accommodations were set not per person, but rather, per room. The price was determined for the maximum number of guests in that particular type of room. Even if the actual number of persons staying in a room were fewer than the maximum number possible, full rates would be charged. In practical terms, this method did create a higher accommodations cost for the Organizing Committee in cases where large rooms were assigned to small groups. However, from the perspective of the hotel industry, which stood to lose on maximum capacity revenues from regular guests, rates based per room were a minimum requirement. A per room charge also alleviated hotel concerns about widely varying numbers of guests during the period of the Games, and simplified calculation of accommodation charges.

- **Rates Including Meals**

Many of the Japanese-style inns requested that charges be based on their usual fee that included both dinner and breakfast. However, past Olympic Games show that long-term stays and the demands of work responsibilities mean that many guests are unable to take evening meals at their hotel. In addition, as there were some facilities that were unable to provide evening meals, room charges at all facilities included only breakfast. Guests were charged directly by the hotel if they chose to eat dinner at their place of accommodation.

- **Tax Exemptions**

National, prefectural, and local governments agreed to exempt Games-related personnel from the special regional consumption and hot spring usage taxes.

## **Negotiations for Accommodations**

In October 1995, NAOC began negotiations with the accommodation facilities with which provisional agreements had been signed. All hotels were within 90 minutes of Nagano City, and were concentrated around the competition venues. Government and company dormitories and other similar facilities were, as a rule, only utilised within Nagano City, where demand for accommodation was greatest.

By May 1996, NAOC had finalized contracts with approximately 900 facilities including hotels still under construction, securing about 16,500 rooms and thereby largely reaching expected targets. Once this figure was reached, local hotels began accepting reservation requests from the general public.



Welcome banners decorated the area around venues.

## Room Allocations

While negotiations with the hotels were in progress, assessments of expected demand for accommodation were being continually updated, and figures were revised at the end of 1995 and again in the summer of 1996. The estimated number of rooms needed rose to a total of 17,700 – a total of 11,100 rooms for the Olympic Family and 6,600 rooms for Games operations staff. In July 1996, NAOC began making preliminary room assignments and determining more precisely how many rooms at each facility would in fact be required.

Accommodation requirements for persons in different accreditation categories had been agreed upon between NAOC and the IOC. These requirements were given priority when assigning rooms. With the shortage of Western-style rooms with private bath and toilet facilities in Nagano City, some assigned rooms were in neighbouring towns. NOC guests, Sponsors, and other invited guests were assigned rooms in facilities outside Nagano City in hotels and inns



Inside the IOC hotel

with particularly high standards of service. Games operations staff were mainly lodged in Japanese-style inns, pensions, and small family-run hotels.

Rooms were allocated with consideration to area, room type, the requirements and wishes of guests, hotel services, budget, transportation, as well as the schedules of different groups using the hotel.

At the end of October 1996, the tentative room allocation plan looked like this:

### • Rooms for Olympic Family

IOC	784
IFs	350
NOCs	727
Media	3,806
Sponsors	3,473
Observers	163
Other guests	802
Subtotal	10,105

### • Rooms for Games Operations Personnel

Competition officials	696
Volunteers	1,114
Contract workers	1,749
Participants in Cultural Programme / Ceremonies	485
Self-Defense Forces / Police	342
ORTO'98 staff	889
NAOC staff	107
Subtotal	5,382

Remaining rooms to be allocated 2,169

Total: 17,656

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## Reservations and Invoices

Notices of reservations listing the name and address of the accommodation facility, number and type of rooms, and room rates were sent in November 1996. Upon confirmation of the reservations, an Accommodations Guide and schedule for payment was sent out. Requests for changes to reservations were accepted until January 31, 1997. Although there was not a large number of such requests, the finely intertwined nature of the system made adjustments an intricate task.

As NAOC was contractually obligated to the accommodation facilities for finalizing reservations and payment of deposits, organizations for whom the reservations had been made were requested to submit payment in full to NAOC. Invoices were sent out in May 1997, and although the payment deadline was July 31, 1997, only 82% of the room charges had been paid in full by the end of September. All payment for accommodations was eventually received.

## Finalizing Rooms / Advance Payment

To assist with preparations for guests, regular contact was maintained with the hotels and inns to update them on the status of room reservations as well as to provide information about which groups and organizations would be staying. In particular, hotels near ski resorts needed reservations confirmed as soon as possible so that they could take reservations from the general public for cancelled rooms.



Many spectators and Games personnel stayed at hotels and family-run inns like these.



A number of new hotels were built around Nagano Station.

NAOC contacted hotels in April, September, and again in October 1997 to provide information on guests and their duration of stay.

A significantly lower demand for accommodations than originally estimated, particularly from NOCs and Sponsors conducting hospitality programmes, led NAOC to cancel room reservations at 100 separate facilities in outlying towns in April 1997. More reservations were cancelled between April and September 1997, when a number of groups reduced the number of nights of accommodations they required, and hotels were advised of these changes as soon as possible.

The final deadline for cancelling room reservations without incurring a cancellation charge was October 31, 1997. Any cancellations after this date incurred a charge, which was set higher than the penalty levied against regular guests who cancelled. Based on the number of rooms reserved as of the October 31 deadline, NAOC paid a 50% deposit to the accommodations facilities on December 1, 1997.

## Pre-Arrival Preparations

In cooperation with Olympic liaison groups set up by the hotel industry, NAOC conducted training workshops for hotel staff beginning in 1995. Each of the three workshops focused on an underlying theme: “An introduction to the Olympic Games” (1995), “Crime/Disaster Prevention and Sanitation” (1996), and “Service Manual for the Games and Accreditation Categories” (1997). Supplementary lectures were given by persons with previous experience in international sports competition management



Spectators pack the area around the east exit of Nagano Station.

or participation in Olympic Games, and English conversation classes were offered to boost the confidence of staff dealing with international visitors over the telephone. Over 2,600 people participated in these training sessions.

Accommodation facilities were contractually obliged to offer only their standard services. However, because Games-related guests followed schedules that varied greatly from that of the average guest, the staff at many hotels and inns made extraordinary efforts and worked extremely long hours to provide extra services for their guests. Some hotels hired additional staff or renovated their facilities. Thanks to the enthusiastic support and efforts of the accommodation providers, only a few minor problems with service were encountered.

To ensure that services for international guests ran smoothly, Games volunteers with foreign language ability were assigned to hotels and inns that had no staff members conversant in a foreign language. For hotels where media personnel were staying, NAOC arranged for the temporary installation of additional public telephones and fax machines with international lines, and outsourcing of laundry services for accommodations with no in-house service. Various multi-language publications were distributed, including signage and banners, maps showing hotels and foreign exchange banks, safety instructions, and shuttle bus schedules. To avoid potential misunderstanding between hotels and their guests, NAOC sent explanatory information regarding hotel rooms, storage

space, and available facilities / services to organizations with room reservations.

## Guest Lists

Along with the confirmation sent to each organization upon receipt of payment, NAOC requested a list of the names of persons who were to use the rooms, as well as the name and telephone number of a contact person at each organization. Although the deadline for submission was November 30, 1997 a number of these lists were not received until the middle of January 1998.

## Games Services

### • Accommodations Centre and Offices

An Accommodations Centre was established at NAOC Operations Headquarters and was open 24 hours-a-day from January 24 to February 25. The centre and the accommodations offices which were set up in the IOC hotel and seven areas including the host sites, were staffed by NAOC personnel, volunteers, and travel agency professionals. Work at the Accommodations Centre included making changes to reservations, collecting payment for room charges, and settling accounts with the hotels and inns. The staff at the offices were responsible for dealing with any problems that arose at the hotels as well as providing support for language volunteers assigned to hotels.

The centre handled approximately 700 changes to room reservations after the October 1997 reservation deadline, over half of these arising between January 24 and February 25. When a need for more rooms became apparent after the Games had begun, NAOC conferred with the IOC Secretariat, which agreed to release some rooms it did not need. Other problems arose when NOC extra officials and other members arrived later than

expected: this induced a flood of calls from hotels and inns which had not been notified of the arrival changes. All of this kept staff at the Accommodations Centre and offices extremely busy until about February 10.

- **Settling of Accounts**

Games-related personnel were required to vacate their rooms by February 26. On the following day, NAOC sent a request to each accommodation facility asking for confirmation of the total room charges. After the charges were mutually confirmed in writing, payment in full for all outstanding balances was paid by March 18.

- **Statistics**

The cumulative number of room nights for the period January 24 – February 25 is as follows:

- **Olympic Family**

IOC	14,536
IFs	9,478
NOCs	12,000
Media	68,025
Sponsors	35,839
Observers	1,531
Other guests	1,235
	142,644

- **Games Operations Personnel**

Competition officials	13,175
Volunteers	15,269
Contract workers	34,298
Participants in Cultural Programme / Ceremonies	3,186
Self-Defense Forces / Police	7,921
ORTO'98 staff	14,974
NAOC staff	2,740
	91,563

TOTAL: 234,207 room nights

Many Games personnel stayed at hotels and inns near the Mt. Higashidate giant slalom venue in Shiga Kogen.





Restaurant at the Yanagimachi Media Village



Festive lights decorate the entrance of the Asahi Media Village.

## Media Accommodations

Of the accredited personnel from press organizations and television / radio broadcasters covering the Games, 3,500 were accommodated at the two Media Villages in Nagano City, and another 4,000 stayed at 105 area hotels and inns.

In consideration of the long hours that media personnel would work due to time differences, accommodations were secured as close as possible to the MPC, IBC, and competition venues. The Yanagimachi Media Village and the Asahi Media Village were located 4km and 6km respectively from the MPC and IBC in newly-constructed high rise complexes built by Nagano Prefecture and the Prefectural Housing Association.

All rooms at the Media Villages were in principle for single-person use. Based on rates charged at previous Games, prices were set at ¥14,000 per night including breakfast. Rates charged at hotels also included breakfast.

With the consent and understanding of the Japanese media, priority for reserving rooms at the Media Villages was given to overseas media personnel. This decision was taken with the convenience of overseas guests in mind, since there were few private hotels with foreign language services, and overseas visitors were unfamiliar with the geography of the area.

As the two Media Villages were to be used as residential housing facilities after the Games, residents during the Games were asked to follow Japanese custom by taking off their shoes at the doorway to the units. While the IOC Press Commission at first expressed concern that there might be complaints from the international media, they agreed to support NAOC's request, and no difficulties were encountered.

Information about media accommodations was sent out in January 1997 to the NOCs along with applications forms for Games accreditation and accommodations and the Media rate card. Although the deadline for media accommodations applications was April 1, requests for changes and additions continued to come in until just before the Games, and coordinating it all was an immense task.

## Media Villages

Officially, the two Media Villages were in operation from January 24 – February 25, 1998. However, in order to accommodate the large number of people from broadcasting companies in town making preparations for the Games, part of the Yanagimachi Media Village opened from January 7.

Each apartment unit consisted of 3 – 4 bedrooms at least 10m<sup>2</sup> in area, as well as one shower / toilet area per two rooms. Each room was provided with a television set equipped to receive the international signal as well as British and American satellite news services.

As well as Info'98 terminals, information desks were set up to provide general Games information. Shuttle bus service to the MPC and IBC was available around the clock, and for early morning competitions, buses ran directly to the venues.

The Media Villages were mostly staffed by Games volunteers, however three months prior to the Games, experienced personnel from leading hotels in Japan were stationed at the villages to help ensure the smooth running of operations. Including a number of hotel management students, 670 people at the Yanagimachi Village, and 430 people at the Asahi Village worked in three shifts daily to provide a highly efficient and comfortable level of service that earned many accolades from the resident guests.



A typical room at the Yanagimachi Media Village

### ■ Number of Residents Utilising Village Services Over the Games Period

	Yanagimachi	Asahi	Total
Residents at the Media Villages	2,192	1,243	3,435
Restaurant	5,485	3,434	8,919
Cafeteria	50,548	32,320	82,868
Bar	15,297	7,985	23,282
Bank	2,115	1,100	3,215
Laundry	1,372	626	1,998

### Media Hotels

A total of 105 hotels and inns were utilised for media accommodations in areas near competition venues. Services provided included 24-hour / day shuttle bus between the hotels and the MPC and IBC, an information bulletin board and desk staffed by volunteers with foreign language ability, and public telephones equipped with lines for international calls and computer transmission.

Area	Hotels	Rooms
Nagano City	56	2,183
Hakuba	43	445
Shiga Kogen	5	223
Karuizawa	1	28
<b>TOTAL</b>	<b>105</b>	<b>2,879</b>

In Nagano City, because of the high number of requests for hotel accommodations, an additional 96 rooms for media personnel were secured at public dormitories.



# Food Services

Food services for athletes, officials, and media personnel were provided in a hygienic and comfortable environment at the Olympic Village and other competition and non-competition venues. Along with providing a nutritious diet, menus reflected the food and religious customs of participating countries and regions, and introduced the foods of Japan and Nagano. In

total, 628,000 meals were provided and earned high praise in particular from the athletes for both quantity and quality.

Food service was provided at 72 cafeterias and restaurants at 24 facilities, among them the Olympic Village, Olympic Family lounges, IBC, MPC, Media Villages, media cafés, the Sponsor Hospitality Village, and the Sponsor hospitality tents.

Restaurant facilities were fun, friendly, and clean (MPC cafeteria).



## Operations

Bids for the contract to oversee catering services were solicited from four companies in June 1996. Emphasis was placed on choosing a company with a proven track record in providing food services for international sporting events, as well as with the relevant managerial experience to run all aspects of food services operations, including subcontracting companies, and providing a high standard of efficient service. Furthermore, expert advice regarding

### ■ Number of Meals Served at Games Facilities

Facility	Breakfasts	Lunches	Dinners	Evening snacks	Other	TOTAL
Olympic Village / Satellite Village	57,241	64,768	75,324	6,693	2,560	206,586
IBC Cafeteria	8,870	55,659	23,396	3,522	5,866	97,313
IBC Restaurant	867	7,473	9,286	3,035	3,047	23,708
MPC Cafeteria	4,219	29,082	17,294	3,787	7,996	62,378
MPC Restaurant	224	3,251	2,183	1,517	1,122	8,297
<b>Media Village (Yanagimachi)</b>						
Cafeteria	32,795	7,527	7,475	2,549	202	50,548
Restaurant			5,485			5,485
Bar					15,297	15,297
<b>Media Village (Asahi)</b>						
Cafeteria	16,831	5,929	8,443	802	315	32,320
Restaurant			3,434			3,434
Bar					7,985	7,985
Olympic Family Lounges (17)					23,618	23,618
Sponsor Village	1,655	11,082	9,713		7,706	30,156
Sponsor Tents (5)		4,409				4,409
Media Cafés (15)		42,788				42,788
International Youth Camp	3,340		3,699	51	725	7,815
<b>TOTAL</b>	<b>126,042</b>	<b>231,968</b>	<b>165,732</b>	<b>21,956</b>	<b>76,439</b>	<b>622,137</b>

\* Additionally, 6,386 boxed lunches were provided. Numbers include catering for functions and parties.

the layout of the temporary dining facilities was needed.

Filling all of the above criteria, AIM Services was selected to provide food consulting services. AIM Services drew up the basic plan, which was implemented by NAOC's Facilities Department under the supervision of three AIM Services staff members seconded to NAOC. A core of 554 personnel from contracted food



Meals at the Olympic Village were varied and designed to provide healthy nutrition, as well as cater to regional and religious preferences.



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service companies, was reinforced by staff employed on part-time contracts and culinary school students to make a total of 1,442 people in food services.

## Menu

The following considerations were given priority in developing menus:

- **Olympic Village Restaurant**
  - Respecting food and religious customs of the participating countries and regions
  - Providing a wide range of menus with a variety of food items
  - Providing the nutrition necessary for athletes
  - Including Japanese foods to introduce food customs of the host country

Typically Japanese foods such as *sushi*, *tempura*, and *sukiyaki* were offered on the menu, and Nagano specialities such as apples and mushrooms were used as ingredients in many items. Stands offering local delicacies such as *soba* noodles and *oyaki* buns were also set up. All these foods were a hit with village residents,

with *udon* noodles proving particularly popular.

Athletes and officials whose schedules took them away from the village at meal times, were provided with pasta lunches packed in heat-generating boxes.

The Chefs de Mission gave high marks for food services at the Olympic Village, and suggested the restaurant serve as a model for future Games.

- **Cafeterias at the IBC, MPC, and Media Villages**

In principle, the menu was the same as that at the Olympic Village, and comprised 65% western cuisine, 25% Japanese cuisine, and 10% Chinese cuisine.

- **IBC, MPC, Media Village Restaurants**

The menu consisted primarily of western foods made from local Nagano ingredients as well as ingredients from other regions of Japan. The type of food served in restaurants near these facilities was also taken into consideration.

- **Media Cafés**

Depending on the size of the facility, food service was provided in either convenience store style, or snack bar style.

## Sponsors

Sponsors also assisted in providing food services by setting up their own outlets. McDonald's set up food service counters at the Olympic Village, IBC, and MPC, while Kirin Beer set up a bar in the IBC.

The McDonald's food service counter at the IBC



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## Provision of Hot Drinks

As part of its TOP IV agreement, the Coca-Cola Company provided soft drinks, mineral water, and various kinds of canned tea and coffee to the Olympic Family as VIK. Staff from the Coca-Cola Company operated drinks services at the Olympic Village and locker room areas at competition facilities for athletes and officials, at the Olympic Family lounges for IOC members and VIP guests, and at the IBC, MPC, SPCs, and RTV houses for media personnel.

Hot drinks were provided at each of the facilities to help battle the cold weather.

## Food Services for Games Staff

During the period January 24 – February 25, all Games staff received boxed breakfast, lunch, dinner, and snacks. In principle, during a one-week cycle, the menu consisted of 17 different types of boxed meals. The meal boxes were ordered in bulk from official supplier Yamazaki Baking Co., Ltd. and delivered to each facility. Games personnel stationed at certain facilities, as well as the airports and train stations, received a meal allowance. Outdoor competition officials who started work early in the morning were provided with a supplementary light repast of bread and *onigiri* rice balls. A total of 546,000 meals – 455,000 boxed lunches and 91,000 meals at the cafeterias and restaurants – were served to Games personnel. While the quality of boxed meals was high, the one-week cycle proved somewhat repetitive for staff and volunteers stationed throughout the entire Games period.

## Concession Stands / Stores

Some 28 official NAOC concession stands selling refreshments and 45 selling Games merchandise were set up at the competition and ceremonies facilities. Eight Games' Sponsors offered products and services at 98 service counters, and the Post Office set up a total of 20 temporary counters. General stores selling daily



A relaxed setting was established at cafeterias.



Games merchandise was a big hit at concession stands.

necessities such as electrical products, magazines, and licensed goods were opened at non-competition facilities.

All of the stands, in particular, those selling Olympic merchandise, proved to be more popular than anticipated.

## Maintenance and Waste Disposal

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Cleaning staff at the Media Villages worked diligently to maintain high standards of cleanliness.



In order to welcome people coming from all over the world for the Games, staff made every effort to ensure that the venues were clean and properly maintained. From the outset, plans for Games operations were developed with the utmost consideration for the environment and included detailed programmes for reducing the overall amount of waste produced, recycling as much of the waste as possible, and properly

processing that which remained. For example, more than 2,800 recycling boxes were placed in venue locations convenient for Games personnel and spectators.

### Organization

In general, volunteers were responsible for picking up and collecting recyclable material and waste, and cleaning floors, while NAOC staff carried out the cleaning of venue headquarters and competition offices. Local maintenance volunteers took care of the curling venue in Karuizawa, including the cleaning of restroom facilities. The collection and separation of waste was mentally and physically demanding for the volunteers, however they enthusiastically tackled the job at hand.

The National Building Maintenance Association was contracted to handle the maintenance of 18 competition and non-competition facilities where specialized skills were needed, including the Olympic Village and the Media Villages. In total, 964 contracted staff were on hand for facility maintenance.

### Waste Processing

In order to reduce the amount of waste produced, spectators, Sponsors, delivery services, and staff at shops and concession stands were asked to keep packaging simple and to cooperate by taking any refuse away with them. Within the Organizing Committee, every effort was made to reduce waste, including making double-sided copies and finding further use for items that had already fulfilled their primary purpose.

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- **Separation into Six Categories**

In principle, separation of waste followed Nagano City by-laws for recycling. Garbage was divided into the following six categories: combustible materials, non-combustible materials, paper products, metal cans, glass bottles, and plastic PET bottles.

- **Recycling Boxes**

In order to facilitate separation of waste for recycling, 2,831 boxes for recyclables were placed at the venues. The mouths of the boxes were shaped specifically for the category of waste to be deposited, and simple pictures and instructions in Japanese, English, and French. Provided by Games' Sponsors the Coca-Cola Company and McDonald's, the boxes themselves were made of recyclable cardboard.

- **Collection from the Facilities**

NAOC worked with the host sites for contracting waste management services for waste disposal, while the Nagano Prefectural Recycling Association handled the collection of recyclables from all the venues.



Volunteers collecting waste at Izuna Kogen



The mouths of recycling boxes were shaped to ease the separation of trash.

Recyclable paper plates  
incorporating waste  
apple pulp



### Disposal of Waste

The amount of waste generated at the facilities was expected to be approximately 983 tonnes, but the actual amount produced was 896 tonnes, 8.9% less than projected. Approximately 325 tonnes (36.3%) was recycled, roughly matching recycling targets.

### New Ideas in Recycling

NAOC adopted a number of innovative new ideas for the recycling of waste. These included:

- **Fertilizer Made from Food Waste**

A fertilizer processor was installed in the Olympic Village to process the food waste from the 1,000-seat restaurant. The fertilizer was packaged and distributed as souvenirs to visitors to the village, as well as used to nourish village plants and trees.

- **Recycling of Tableware into Solid Fuel or Oil Form**

With the cooperation of official supplier Hitachi Zosen and utensil and tableware manufacturers, used apple pulp plates and plastic utensils from the Olympic Village and four other facilities' restaurants were separated and processed into solid fuel or light oil.

Category	Amount (t)	
Combustibles	561	(Delivered to host site treatment facility)
Non-combustibles	10	"
Paper	188	(Collected by Nagano Prefectural Recycling Association)
Cans	75	"
Glass bottles	25	"
PET bottles	31	"
Food waste	5.5	(Recycled into fertilizer)
Tableware	0.5	(Recycled into solid fuel/oil)
<b>TOTAL</b>	<b>896</b>	



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## Waste Liquids

In order to provide comfortable toilets with proper drainage systems, four types of portable toilets including flushing toilets were utilised at the venues. Waste from the toilets was disposed of by a company approved by the host site.

Disposal of chemicals and solutions used in photography developing by media personnel was contracted to an industrial waste processor.



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At the Olympic Village, food waste was composted into fertilizer.





LES XVIII<sup>es</sup> JEUX OLYMPIQUES D'HIVER  
THE XVIII OLYMPIC WINTER GAMES



12

Accreditation, Security,  
and Medical Services

NAGANO 1998

# Accreditation

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An essential part of operations at any Games, accreditation indicates the right to participate, depicts Olympic function, and determines access privileges for all Games-related personnel. The 84,370 participants in the Nagano Games were divided into 32 different categories depending on their Olympic function, and issued with an accreditation card.

At previous Olympic Games, participants were issued with two different cards – the Olympic Identity Card which served as a visa when presented along with a valid passport on entering the host country, and the Accreditation Card which enabled access to Olympic venues. To simplify the system and reduce waiting time, a new “Combined Card” merging the functions of the two cards was introduced at the Nagano Games. In cooperation with the Japanese government, it was arranged that there would be

no necessity for Combined Card holders to submit information at Japanese embassies before leaving their countries. The introduction of the Combined Card resulted in waiting times being drastically reduced.

## Introduction of the Combined Card

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At previous Olympic Games, all participants were issued with an accreditation card after arrival in the host country. Consequently, the majority of cards were issued in the one-week period prior to the Opening Ceremony, and all participants were required to proceed to an accreditation centre to have their cards issued, where they often had to endure long waits.

After the Atlanta Games in 1996, IOC President Samaranch suggested that a system of issuing athletes with accreditation cards before they left their home country should be looked into as a way of reducing waiting time upon arrival. The President repeated this advice at an IOC Executive Board meeting in October. NAOC spent the next month devising a new system, and a proposal to join the Olympic identity and accreditation cards into one “Combined Card” was presented to the next Executive Board meeting in November. The proposal was approved, and NAOC worked hard to develop and implement the new system in time.

### • Functions of the Combined Card

The Combined Card performed two functions. When presented with a valid passport it functioned as a visa permitting the bearer to enter and stay in Japan from one month before the Games to one month after the end of the Games. The Card also functioned as an accreditation card, giving the bearer access rights to Olympic venues and the Olympic transportation network.

Volunteers receiving their accreditation



## ■ Totals by Accreditation Category

Categories		Participants Registered	Participants Accredited	Accreditation Cards printed in advance
Aa	Athletes	4,120	2,305	3,918
Ac	Chefs de Mission and Attachés	166	150	146
Am	Team medical officials	343	282	312
Ao	Team officials	1,373	1,032	1,245
As	Extra team officials	1,122	869	958
B	IOC staff, IF Board members, etc.	480	445	424
E	Journalists	1,878	1,476	1,586
Ec	Main Press Centre personnel	317	215	223
Enr	Non Rights-holding media	189	123	136
Ep	Photographers	682	542	581
Et	Media technicians	315	230	245
G	Honoured guests	601	428	531
Gi	Distinguished guests	587	457	463
Gt	Transferable guests	770	383	51
H	Medical services and fire department	2,354	2,099	2,324
I	Guests	431	251	225
IF	IF presidents and secretaries general	46	40	41
IOC	IOC members	266	216	232
J	IF technical officials	242	223	230
NAOC	NAOC staff and volunteers, etc.	42,817	32,971	42,013
NOC	NOC presidents and secretaries general	289	213	243
O	Observers	609	491	389
ORTa	ORTO'98 senior staff	7	6	6
ORTb	ORTO'98 venue personnel	3,445	3,023	3,244
ORTc	ORTO'98 IBC personnel	66	50	59
P	Sponsors, suppliers, and vendors	22,333	17,668	19,100
RTa	RT senior staff	172	145	157
RTb	RT venue personnel	5,128	4,641	4,681
RTc	RT IBC personnel	1,122	957	892
S	Police and security personnel	12,225	12,200	12,163
TOP	Worldwide Partner executives	38	22	36
Y	Youth Camp participants	247	217	228
<b>TOTAL</b>		<b>104,780</b>	<b>84,370</b>	<b>97,082</b>

Procedures for the new "Combined Card" worked smoothly and earned the praise of many participants.

- **Issuance of the Combined Card**

NAOC sent application forms for accreditation to the Responsible Organizations representing all prospective Games participants, such as the IOC, IFs, and NOCs. The forms were filled out by the Responsible Organizations on behalf of all their delegates and returned to NAOC. The information was entered into the Accreditation System database and copies of the information were sent back to the Responsible Organizations for final checks. Information on NAOC volunteers and staff which had been stored in the Games Staffing System was transferred to the Accreditation System. After final checks, NAOC printed the Combined Cards and sent them to the Organizations along with a security seal to be affixed over the photograph of the bearer of the Card. After faxing NAOC to confirm receipt of the cards, the Responsible Organizations were responsible for: a) attaching the photograph of the applicant and covering it with the security seal; b) obtaining the signatures of the person responsible at the organization and of the applicant; c) handing the Card to the applicant.



Procedures for issuing Olympic identity cards at previous Games required submitting information to embassies. This was not necessary for the Nagano Games, as NAOC sent data on applicants directly to the Japanese government. Those not entitled to the Olympic identity card function had "Not valid as Olympic identity card" stamped on one side of the card.

In order to use the Card as an accreditation card to access Olympic venues, the bearer had to have his or her Card validated at one of the authorized validation counters after arrival in Japan, where the identity of the cardholder and eligibility to participate in the Games were checked. The information requiring confirmation was the same as at previous Games, however the process was greatly expedited as the need for issuing cards on the spot was eliminated.

At the Nagano Games, data for over 100,000 individuals was entered into the registration system, and 84,370 people were accredited. Of these, 6,200 missed the application deadlines and had to have their cards issued in person at an accreditation centre. This meant that 92% of participants had their cards

First in line to receive his card was NAOC Director General Makoto Kobayashi.



printed and issued in advance, resulting in a substantial reduction in waiting time.

## Accreditation Documents

### • Application Forms for Accreditation

In order to collect the necessary information on participants, NAOC sent out a total of 95,000 application forms in 31 different categories. The first set was sent to members of the press in February 1997, followed by the Rights Holders in May, and so on.

According to the IOC Accreditation Guide, the deadline for the return of application forms should be two months before the Games. For the new system, this deadline was brought forward by two months to October 1997 to give NAOC time to print and send out the cards in advance. Since the winter World Cup season had not yet begun by this time, some NOCs completed more application forms than were ultimately required, as they could not know which athletes would qualify. This increased paperwork was a source of dissatisfaction for some NOCs.

### • Sports Entry Forms

To enter their athletes into competition, NOCs were required to complete two forms: the preliminary “Entry by Number” form used to enter the expected number of athletes, and the “Entry by Name” form submitted later together with the “Eligibility” form which listed the names of individual athletes actually attending the Games. To simplify matters, Entry by Name forms were divided into snow sports and ice sports. NAOC took careful note of the size of delegations and other relevant information and held discussions as necessary at the Chefs de Mission Seminar and other meetings.

### • Image Consent Form

In accordance with advice from the IOC Legal Affairs Department, all Combined Card bearers were required to sign a form agreeing to be filmed, televised and recorded during the Games. Athletes and officials gave this consent when signing the Eligibility Form. Other Card holders signed the image consent form when having their Combined Card validated.

### • Accreditation Guide

The Accreditation Guide, written in English and French, gave information on all aspects of accreditation, including details of access rights, and procedures for re-issuing cards. These were distributed during Card validation procedures or when new cards were issued.

With his accreditation card clearly visible, Japanese Prime Minister Ryutaro Hashimoto takes his seat at the Opening Ceremony.





### Use of the Combined Card as a Visa

With its visa function, the Combined Card was extremely convenient for those countries and regions whose citizens normally require visas to enter Japan. For the two NOCs from areas not in possession of a passport recognized by the Japanese government, i.e. the Democratic People's Republic of Korea and Chinese Taipei, NAOC worked with the Japanese government to issue Combined Cards with a special stamp which functioned as official travel documents for delegations to enter Japan.

### Validation, Issuance and Re-issuance of Combined Cards

The most significant difference between the former accreditation system and the new Combined Card was the validation procedure. The Card distributed to participants in advance did not allow access to Olympic venues until it was validated. The validation process entailed checking the identity of the bearer against a passport, driving license, or other identification document, and affixing a validation seal to each card before sealing it in a tamper-proof card case. At the same time, the computer system was updated with the information that the participant's card had been validated.

The validation procedure took as little as 60 seconds and reduced waiting time considerably compared to previous accreditation systems that

required taking photographs and printing out the card. Card issuance and re-issuance, meanwhile, took only about 5 minutes. So that participants could proceed straight to their accommodations after arrival in Japan, validation counters were set up at the New Tokyo International Airport (6,479 people validated) and the Kansai International Airport (738 people validated) from January 24 right through the Games. In cases where validation could not be carried out at the airport, or where individuals did not have their card, validation / issuance was carried out in Nagano at the Main Accreditation Centre (MAC) or other accreditation centres.

Most of the staff and volunteers for the Games had their accreditation cards validated during training sessions held just prior to the Games.



## Other Types of Cards

In addition to the Combined Card, the following types of cards and passes were available.

- **Upgrade Card**

Issued to accredited Games participants requiring additional access rights to venues and zones not covered by their original card. The Guest Upgrade (U category) card gave access to Olympic Family lounges, and the Work Upgrade (Ut category) card allowed access in order to carry out work. NOC delegations were given one Upgrade (U) Card per 25 athletes. The 318 U cards and 9,537 Ut cards issued were valid throughout the duration of the Games.

- **Day Pass**

Functioned the same as the Upgrade Card, but was valid for only one day issued to a named individual. Applicants were required to apply for a day pass 24 hours in advance to the accreditation office of the venue to which they required access. A total of 8,774 of these day passes were issued during the Games. Day passes were available only to accredited participants, a fact which caused some initial confusion for those without accreditation who requested access.

- **Visitor Pass**

Those people not possessing accreditation and requiring temporary access to the Olympic Village, Satellite Village in Karuizawa, IBC, or MPC were issued with a visitor pass in exchange for their passport or other identification document. For the Olympic Village, the number of visitor passes granted varied according to the size of the NOC delegation. During the Games period, 11,763 visitor passes were issued for the above four venues.

- **Performer Pass**

Issued to performers in the cultural programme events including the Opening and Closing Ceremonies, and distributed by the Culture and Ceremonies section at NAO. More than 20,000 performer passes were used during the Games.

- **Emergency Pass**

This pass was issued at the discretion of the venue managers to provide access to unaccredited personnel in cases of emergency.



Volunteers checked accreditation at the venues.

## Organization and Staffing

From the autumn of 1992, a NAOA staff was dispatched to work in the Accreditation department at the Lillehammer Olympic Organizing Committee (LOOC) for one and a half years. NAOA's Accreditation section was established in April 1995 with a staff of five, which grew to 12 by Games-time. The introduction of the new system and the printing/sending out of the cards before the Games that the new system entailed, meant that staff had to work exceptionally hard under strict time constraints.

## Test Events and Volunteer Training

Accreditation procedures were first tested at the IOC Executive Board meeting held in Karuizawa in December 1995. After this, Accreditation staff continued work on accreditation procedures for the ICPG events. The Short Track Speed Skating World Championships in March 1997 provided an excellent chance for a full test run of the Olympic system and for staff and volunteers to gain experience. Volunteers proficient in foreign languages were assigned to accreditation-related duties and attended training sessions on theory and system operations. A total of 468 staff and volunteers worked 7,289 shifts during the Games.

## The Accreditation System

The computer system for accreditation was transported from Atlanta after the 1996 Olympic Games. In the summer of 1995, NAOA staff spent one month in Atlanta to learn how to operate the system.

The system and processes were significantly altered in November 1996 after the decision was made to introduce the Combined Card, and NAOA received much assistance from technicians at IBM, Worldwide Partner for the Games. The revised system was tested at the Short Track Speed Skating World Championships in March 1997, and additional alterations subsequently made. Despite severe time constraints the system was completed on schedule, and the hard work of staff ensured that the Combined Card system functioned without any problems during the Games.

## Accreditation Centres

### • Main Accreditation Centre (MAC)

The MAC was located near the White Ring arena. The introduction of the Combined Card eliminated the need for the larger facility originally planned, and the MAC was set up on a reduced scale.

At previous Games, the MAC was the focus of feverish activity for all those requiring Olympic accreditation, leaving a lasting and occasionally negative impression on participants. For the Nagano Games, the atmosphere at the MAC was calm, as most of the Olympic Family coming from overseas received validation at one of the international airports.

In September 1997, the Accreditation section moved operations to the MAC and entered Games mode. A fingerprinting system was installed for entry into the workroom and tight security enforced. The MAC contained a great deal of equipment, including 20 terminals for data input, 11 terminals for issuing cards, and several photographic systems



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for card issuance/re-issuance. The centre officially opened on January 7, one month before the start of the Games.

- **Sub Accreditation Centres**

Sub accreditation centres were set up at the IOC hotel, the Olympic Village and Satellite Village in Karuizawa, the IBC, and MPC. These centres offered the same services as the MAC, such as validation of Combined Cards, issuance / re-issuance, and the issuance of day passes.

### **Accreditation Offices**

Accreditation offices were set up at all competition venues and at the ice hockey practice rink. Most of these offices were staffed by volunteers who dealt with card validation and the issuance of day passes. However, as various venues were located at some distance from Nagano City, re-issuance of Combined Cards was also possible at Shiga Kogen (slalom / snowboard giant slalom venue), Nozawa Onsen (biathlon venue), Iizuna Kogen (bobsleigh / luge venue), as well as at Hakuba (cross-country skiing venue).

**Cards could also be issued / re-issued at the Main Accreditation Centre.**





Volunteers with language proficiency were assigned to the Main Accreditation Centre.

## Card Issuance

A summary of the accreditation cards issued for the various Olympic Family groups follows.

- **NOCs**

Of the 74 NOCs who were entered in the computer system, 72 NOCs attended the Games. NAOC based its calculation of the expected number of team officials on statistics from the Lillehammer Games. The Chef de Mission of each NOC was required to attend a meeting at the Olympic Village before the delegation arrived to determine the final numbers and names of participants, submit any outstanding documents, and sort out access privileges for officials. There were some Chefs de Mission who accompanied their delegation to Nagano without having first attended a Reception Meeting. In these instances, the delegations were required to wait in the lobby of the Olympic Village until details had been sorted out.

- **Guests and Observers**

NAOC adopted a flexible approach to accreditation for all guests, and everything proceeded smoothly. A new “TOP” category was created for the chief executives and guests of Worldwide Partners.

Numerous Observer groups were accredited, the largest of which was the 229-member delegation from the Salt Lake Olympic Organizing Committee (SLOC).

- **IFs**

The addition of curling, snowboard and women’s ice hockey events to the Nagano Games led to an increase in technical officials accredited in the “J” category in comparison to the Lillehammer Games. As well, the presidents and secretaries general of 10 summer sports IFs attended the Nagano Games.

NAOC complied with requests from five Federations to issue accreditation for servicemen (“P” category) providing athlete support, including 555 servicemen accredited for the International Skiing Federation (FIS).



Checking accreditation at the entrance to the Main Press Centre



Calm atmosphere at the Main Accreditation Centre (MAC)

- **Media**

Early application deadlines caused some problems in the press category and led to many changes just prior to Games-time. In all, 15% of the applications registered were cancelled due to last-minute changes in personnel. This situation also occurred at previous Games, and the timing of the accreditation procedure for the press should proceed with this in mind.

For Rights Holders, numbers accredited in the RT category increased significantly: for example, CBS brought 200 more personnel than they sent to Lillehammer.

- **NAOC and ORTO'98**

A total of 42,817 people were registered in the NAOC category. The Self-Defense Forces and competition officials accounted for 7,348 participants, and they were required to submit application forms. Information on the remaining 35,469 people was gathered from the Games Staffing System. A total of 3,079 people from ORTO'98 were accredited in subsections corresponding to the RT category (ORTa, ORTb, ORTc).

- **Sponsors / Vendors**

Most of the Sponsors and vendors working at the venues were accredited in the "P" category. A total of 17,668 people were accredited in this category, including 3,571 participants from Worldwide Partners, and 3,159 from Gold Sponsors.

A total of 2,091 cards were issued to NTT alone for staff carrying out maintenance checks on telecommunications systems.

The number of accreditation cards issued to operations staff increased significantly over the Lillehammer Games. This was due to the increase in the number of competitions and venues, and the fact that many volunteers could only work for a short period of time, meaning a greater turnover of staff than at previous Olympic Games.

Accreditation staff greeted visitors with a smile.



Metal detectors were used at entrances to competition venues.



## Security

The task of NAOC's Security section was to guarantee the safety of athletes and spectators, and to ensure a safe environment for all those involved in the Games. Implementing strict and effective security, while at the same time maintaining a relaxed and warm atmosphere at the Games, was one of the major challenges successfully surmounted.

The police presence helped to keep the streets safe.



### Overview of Games Security

The Nagano Games were held in the wake of a series of natural disasters and security scares both in Japan and overseas, such as the Kobe earthquake, the sarin gas subway attack in Tokyo, and the bomb attack in Centennial Park during the Atlanta Games. In light of these incidents, security was a top priority for the IOC, NOCs, and Sponsors, and security measures for the Nagano Games were subjected to close scrutiny both at home and overseas.

NAOC implemented autonomous security measures, but also worked in close cooperation with the police department. Games-related security such as checks at the entrance to venues was handled mostly by NAOC operations personnel; the police were responsible for general security both inside and outside venues, investigating suspicious objects, guarding VIPs, and implementing anti-terrorism measures.

Close contact was maintained at all times with the Nagano Prefectural Police, national police organizations, and the Ministry of Foreign Affairs. The Japanese government enforced strict immigration checks, and the police and related organizations introduced measures to combat terrorism and deal with possible requests for asylum. This resulted in prompt and effective reaction to incidents such as bomb scares, threatening mail sent to NOCs, and suspicious parcels found at NAOC HQ, and helped ensure that such incidents had no effect on Games operations.

During the 191-day implementation period of NAOC's security plan (Sept. 1, 1997 to March 10, 1998), a cumulative total of 49,629 shifts were worked by NAOC staff, volunteers and private security company employees at 32 venues.

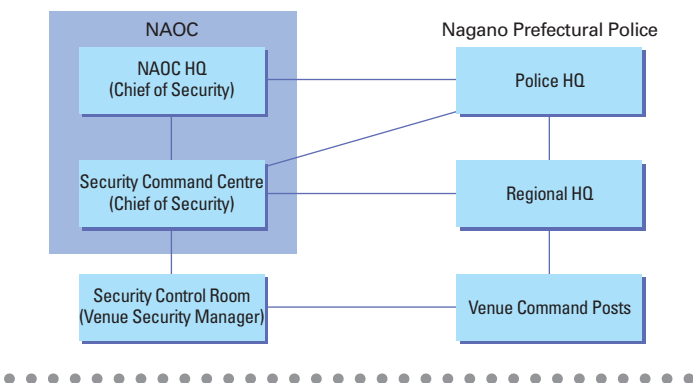
## ■ Security Equipment

- **Surveillance cameras**  
Installed at competition and non-competition venues. Monitored in security control rooms
- **Intruder alarm system**  
Installed around the perimeter of the Olympic Village and Satellite Village in Karuizawa, IBC, and MPC, with a master control device in security control rooms
- **X-ray machines**  
Placed at security check points at the Olympic Village, Satellite Village in Karuizawa, IBC, MPC, IOC hotel, and NAOC HQ. Used to check personal belongings for firearms and other prohibited items
- **Walkthrough / handheld metal detectors**  
Walkthrough: Installed at security checkpoints at non-competition and indoor competition venues and the ski jumping venue  
Handheld: Used at security check points to check for hidden weapons, etc.
- **Access control systems**  
Handheld bar code readers: Used at entrances to venues to check accreditation cards  
Iris scan system: Installed to control access to the rifle storage room at the Olympic Village  
Tracking surveillance cameras: Moving cameras used at the entrance to NAOC HQ. Monitored in the Security Command Centre  
Fingerkey system: Used at entrances to the MAC and the doping control laboratory
- **Multimedia terminals**  
Mobile terminals used to relay images via telephone lines to monitors at the Security Command Centre

## ■ Staff Responsibilities

- **Security control**  
Overall command, contact and coordination from security control rooms set up at venues
- **Monitoring security equipment**  
Checking equipment through monitors placed in security control rooms
- **Vehicle access checks**  
Checking of accreditation cards and vehicle access permits at entrances to venues
- **Security checks**  
Checking Olympic Family accreditation cards and spectators' belongings at entrances to venues
- **Venue patrols**  
Patrolling venues, dealing with suspicious individuals / packages, guarding the flags of participating countries and regions, other anti-crime measures
- **Zone control**  
Limiting access to different zones within venues to those with permission to enter
- **Torch Relay**  
Enforcing security at the Victory Ceremonies Site for the flame unification ceremony, and at Nagano City Hall for the arrival and departure of the Olympic flame

## ■ Security Organization



## Security Organization

NAOC's Transportation & Security section was formed in April 1993. A year later, the Security section became independent, and in April 1995 joined with the Accreditation section to form a Security Department. Most of the personnel in the Security section were officers from the Nagano Prefectural Police. In October 1997, the Security Command Centre headed by the Chief of Security was set up at NAOC Operations Headquarters.

Under the direction of the Chief of Security, staff at the Security Command Centre collated and disseminated information, and liaised with each venue and the police. Most venues had a security control room headed by the venue security manager, who took orders directly from the Security Command Centre. The venue security manager worked in close cooperation with police officers stationed in the Security Control Rooms. The contact network, which was based on analysis of contact networks at previous Games, was highly praised by the IOC, NOCs, and Sponsors for its efficacy in promptly transferring information from the point of origin to the Security Command Centre.

## Security Plan

The Security Plan was formulated in close consultation with the IOC's Security Delegate Ashwini Kumar, and with the Olympic section of the Prefectural Police Department. NAOC's Transportation & Security Commission was established in 1993, and a security sub commission comprising experienced police and fire department officers was set up in 1994. These commissions met five and six times respectively before the Games.

The basic security plan for the Games was drafted in 1994. This was followed by an implementation plan in 1996, and detailed procedures were set out in the Operations Manual in 1997.

Personnel from NAOC Security went to the Lillehammer and Atlanta Games to observe security programmes and anti-terrorism measures. In Japan, staff also attended the Asian Games in Hiroshima, and the World University Games in Fukuoka to learn about issues such as staff assignment, equipment, private security staff, and effective liaison with the police.



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Several international competitions prior to the Games (ICPGs) were held during the 1996 / 1997 winter season. These events provided valuable opportunity for staff to gain experience in Games security. At the World Short Track Speed Skating Championships held in March 1997, security staff and volunteers carried out security checks with metal detectors and accreditation checks with handheld bar code readers. As well as providing experience in using equipment, the ICPGs were a chance to verify and fine-tune security plans before the Games.

The Operations Manual was devised with the aim of implementing a security policy that was “simple, practical, and effective.” Each venue was also furnished with a venue-specific manual, reflecting local conditions. The venue security managers, whilst basing decisions on the manuals, adopted a flexible approach.

## Security Staff

A total of 49,629 shifts were worked by the following security staff:

- **NAOC Staff**

Comprising chiefly police officers seconded to NAO, staff worked at the Security Command Centre, or at venues as venue security manager (1,185).

- **Olympic Volunteers**

i) Support volunteers (4,524) from the prefecture and host sites who were assigned as venue security managers, assistant managers, and team leaders.



At the MPC, all personal belongings had to be scanned.

ii) General volunteers (22,996) assisted with ticket checks, zone control checks, and offered language support at venues. Approximately 4,500 of these were from volunteer fire brigades at host sites and were assigned to duties at the stadium for the Opening and Closing Ceremonies, and at competition venues, where they provided valuable backup.

- **Private Security Companies**

Eleven companies were carefully selected from across Japan to provide security personnel (20,924). With a few exceptions, each company was assigned to one particular venue to ensure effective liaison with the venue security manager, and efficient use of staff. Staff from private security companies were asked to keep in the background, while volunteers were assigned duties bringing them into direct contact with spectators and the Olympic Family. This ensured a vigilant yet friendly security system.

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## Training of Security Personnel

Training began in 1996, and included on-the-job training at the ICPGs, classroom theory, and on-site training at venues before the Games began. The Operations Manual was utilised extensively, and lessons were given in the practical use of equipment such as handheld bar code readers and metal detectors. Simulations were also carried out at venues. Although pre-Games training undoubtedly contributed greatly to the smooth running of security during the Games, there were some aspects of operations that were necessarily picked up on the job.

## Three Security Periods

Period One of security implementation covered the time from September 1997 until Opening Day on February 7, 1998. From September, around-the-clock security was provided at the IBC by a private security company. From October, security companies began patrols and provided electronic security at the Olympic Village, MPC, and the stadium for the Opening and Closing Ceremonies. Checking of “Set Up” passes (accreditation to enter venues for work purposes) was also conducted at certain venues. From early January 1998 onwards, around-the-clock security was implemented at the above venues, as well as at the Yanagimachi Media Village. After the Olympic Village opened on January 24, most venues required vehicle access permit and accreditation card checks. Access control was carried out using handheld readers, and surveillance cameras were utilised extensively.

Period Two encompassed the duration of the Games, and full security was implemented at all venues. Non-competition venues such as the Olympic Village and Satellite Village in Karuizawa, IBC, MPC, and IOC hotel were subject to strict security controls, including anti-terrorism measures. At competition venues, the level of security was reduced on days when there were no events held. Special arrangements were also implemented to cover visits by the Imperial Family, as well as for changes to the competition schedule due to bad weather.

In Period Three, security continued at the Olympic Village, MPC, and the two Media Villages until February 25, by which time all Games-related personnel had left. Security at the IBC remained in effect until March 10, when all equipment had been removed.

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Body checks at the Opening Ceremony stadium







Detector wands were used at hotels and other venues.

## Security Equipment

Equipment was selected after thorough examination of security installations at previous Olympics and at international sporting events held in Japan. Equipment and facilities such as security cameras which were already in place were used wherever possible, and security levels were varied according to the venue. Stringent security at key venues such as the Olympic Village and Satellite Village in Karuizawa, IBC, MPC, and IOC hotel included X-ray machinery for baggage checks and intruder alarm systems.

Immediately prior to the Games, a suspicious package was delivered to NAOC Operations Headquarters. Security staff acted swiftly to ascertain the contents with X-ray machinery under controlled conditions, and the contents turned out to be harmless.

The latest technology was used in high-risk areas at the Games. An iris scan system was used to control access to the rifle storage room at the Olympic Village, and a “fingerkey” fingerprint system was utilised at the MAC, and the doping control laboratory. In particular, the iris scan system received much publicity at home and abroad, and was praised by biathletes and officials.



Uniformed private security guards

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## Division of Responsibilities

- **General security control**  
NAOC staff and volunteers
- **Supervising security equipment / vehicle access checks**  
Private security companies
- **Entrance checks / venue patrols**  
Volunteers and private security companies
- **Competition venue / Olympic Village zoning control**  
Volunteers or private security companies
- **Guarding waxing rooms, rifle storage / gunpowder room, meeting rooms, etc.**  
Private security companies

Security staff were distinguished from other Games operations staff by armbands with the word “Security” printed in the official languages of the IOC, with the colour of the armband differing for venue security managers, volunteers, and private security company employees. The uniforms of private security company employees were clearly distinguishable, and together

with the colourful blue and yellow uniforms of the police, provided a deterrent to crime.

## Prohibited and Restricted Items

A set of “Spectator Rules” was devised that included a list of prohibited and restricted items such as weapons, bottles, cans, promotional literature, and propaganda. Searches for cans and bottles were particularly strict for the Opening and Closing Ceremonies, and at the competition venues.

## Cooperation from the Police and Fire Departments

In August 1997, NAOC signed a formal security agreement with the Prefectural Police Department, which covered information sharing, cooperation in fighting crime, and the handling of emergencies. The police also offered valuable assistance on issues which NAOC was not able to deal with unilaterally, such as terrorism, bomb threats, guarding VIPs, and visits to venues by the Imperial Family.

In November 1997, NAOC requested help

To serve and protect:  
vigilant security and  
police personnel



Area fire departments were on the alert.

with security from the fire departments based in the host sites. Fire service security stations were established near the venues, from where personnel carried out venue patrols, fire prevention activities, and fire drills. An aggregate of approximately 2,000 shifts were worked.

## Outline of Venue Security

### • Stadium for the Opening and Closing Ceremonies (Jan. 8 – Feb. 22)

No. of Spectators :

Opening Ceremony: 48,937

Closing Ceremony : 49,257

No. of Security Staff :

Opening Ceremony: 470

Closing Ceremony : 590

After lessons learned at the Opening Ceremony, 120 extra staff from three private security companies were brought in to carry out security checks at spectator entrances for the Closing Ceremony.

### • Olympic Village (Jan. 8 – Feb. 25)

A maximum of 100 personnel, with specialized equipment unique to the village including infrared cameras and the iris scan access control system. Imitation Japanese swords were a popular souvenir and 120 were brought in by athletes and officials. All had to be deposited with security staff to be picked up on departure.

### • Victory Ceremonies Site (Feb. 1 – 22)

The mood in Central Square reflected the excitement of the Games, and the area was always packed with spectators. An additional 100 private security guards were assigned when Japanese athletes won medals, for a maximum of 160 security staff coordinating crowd control.



### • Figure Skating Venue (Jan. 24 – Feb. 22)

Their Majesties the Emperor and Empress of Japan visited the venue three times, and there were also numerous visits by dignitaries from Japan and overseas. At peak times, approximately 130 security personnel conducted entrance checks.

### • Alpine Skiing - Hakuba (Jan. 24 – Feb. 19)

Changes to the competition schedule due to bad weather affected security plans and made it difficult to secure personnel. In such cases, the staff was supplemented by 20 extra private security guards, for a total of 180 security personnel.

## Medical Services

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A comprehensive medical services programme was developed to provide medical care, supervise doping control, conduct gender verification, and implement programmes for public health and sanitation. In November 1993, NAOC's Medical Services Commission, comprising 19 experts from medical and governmental organizations, was established under the chairmanship of IOC Medical Commission member Prof. Yoshio Kuroda to develop a medical services plan for the Games. In May of the following year, sub commissions were set up to formulate detailed plans relating to medical care, medical control, and public health and sanitation.

Medical services for the Games were developed in accordance with guidelines stated in the IOC Medical Code. Progress reports, inspections, and meetings were part of the regular co-ordination routine between NAOC and the IOC Medical Commission. During the Games, the IOC also conducted a number of biomechanical research projects under the supervision of Prof. Kazuhiko Watanabe from Hiroshima University.

### Organization

To coordinate overall medical services during the Games, a Medical Command Centre (MCC) was established at the Nagano Public Health Centre. Located near the IOC hotel, the Centre opened in December 1997 and remained operational for 100 days. Administered by a staff of 50, the MCC was responsible for coordinating with all related facilities and personnel regarding all aspects of medical services, doping control, gender verification, and public health and sanitation. The MCC was under the direction of NAOC's Chief Medical Officer Prof. Shigeaki Kobayashi of Shinshu University, who during the Games also served as NAOC's representative at the IOC Medical Commission plenary session and daily meetings.

First aid staff on standby at an alpine skiing venue





- **IOC Medical Commission**

Prior to the Games, NAOC and the IOC Medical Commission hosted a meeting for the NOC team doctors and physiotherapists.

During the Games, the IOC Medical Commission held its daily meeting at 10:00 p.m., when NAOC reported on the status of medical facilities, helicopters and other emergency vehicles, treatment of athlete injuries, and so forth. The Commission was headquartered at the Mitsui Garden Hotel in Nagano City.

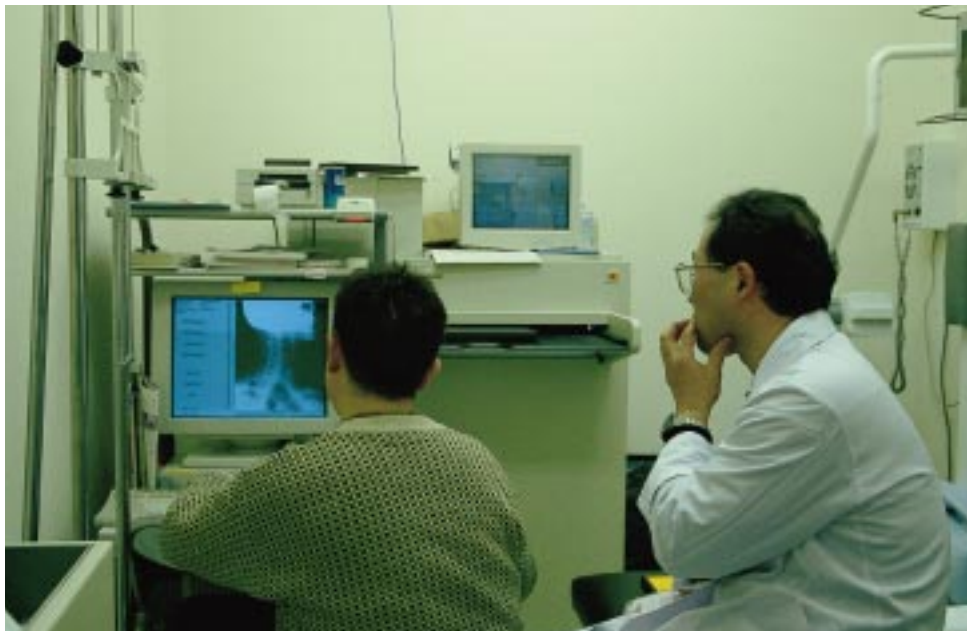
## Medical Care

A polyclinic was established in the Olympic Village and medical clinics / first aid stations were set up at 37 other locations within Olympic facilities. On any given day, these were staffed by a maximum of 480 people, for a cumulative total of some 7,700 staff over the period of the Games, during which time a total of 5,968 people sought medical treatment.

- **Olympic Village Polyclinic**

Located in the Residential Zone, the 500m<sup>2</sup> polyclinic boasted consulting rooms for general and specialist medical treatment, including orthopaedic and ophthalmological services, a dental clinic, treatment room, pharmacy, physiotherapy room, X-ray lab, examination room, doping control station, gender verification station, and office space for the IOC Medical Commission. With the cooperation of medical colleges and universities, a

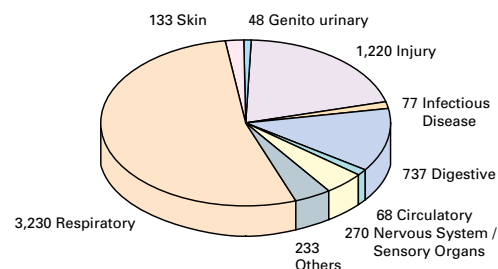
Inside the polyclinic at the Olympic Village



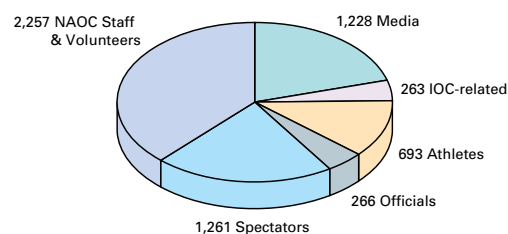
cumulative total of 1,900 doctors and nursing personnel worked in rotation (max. 70 / day) to staff the polyclinic for 33 days from January 24, during which time 1,347 cases were treated. A larger number of people than expected sought dental consultation; therefore, from February 1 onwards, two dentists were stationed full time.

In cases where additional treatment was required, patients were taken to the Nagano Red Cross Hospital in Nagano City, which served as the main Olympic hospital for athletes and the Olympic Family during the Games, or to other designated hospitals in the area. In all, eight people were taken to hospital by ambulance.

### ■ No. of Medical Examinations by Type



### ■ No. of Medical Examinations by Accreditation Category



### ■ Breakdown of Medical Cases Treated (Jan. 24 – Feb. 25)

Type of Disorder	Athletes	Officials	IOC-related	Media	NAOC Staff & Volunteers	Spectators	Total
Circulatory	5	12	14	9	8	20	68
Digestive	160	80	23	55	228	191	737
Endocrine / Metabolic	0	3	10	0	1	3	17
Genito urinary	2	5	11	11	12	7	48
Infectious Disease	1	2	7	17	34	16	77
Injury	390	64	69	116	311	270	1,220
Mental Disorder	0	0	0	2	3	1	6
Muscular-Skeletal	3	2	0	2	8	0	15
Nervous System / Sensory Organs	20	10	12	70	91	67	270
Obstetrics / Gynecology	0	0	0	1	1	5	7
Respiratory	96	66	89	891	1,475	613	3,230
Skin	9	9	9	28	53	25	133
Other	7	13	19	26	32	43	140
<b>Total</b>	<b>693</b>	<b>266</b>	<b>263</b>	<b>1,228</b>	<b>2,257</b>	<b>1,261</b>	<b>5,968</b>



A briefing session for doctors and nurses of Shinshu University Hospital

• **Clinics / First Aid Stations at Competition Venues**

Clinics operated on days when competitions or official practice sessions were held. At indoor venues, clinics were open from one hour before to one hour after competition (30 minutes before / after official practice sessions); at outdoor venues, from 90 minutes before competition to one hour after (60 minutes before / 30 minutes after official practice sessions). First aid stations began operations when the venue opened for spectators, and closed when the last spectator had left. A maximum of 380 medical personnel worked at the clinics and first aid stations on any given day, for a cumulative total of 4,900 shifts worked over the period of the Games.

• **Clinics / First Aid Stations at Non-Competition Venues**

A medical clinic and pharmacy were established at the Satellite Village in Karuizawa from February 4 to 15. A maximum of five staff on one given day worked here, with a cumulative total of 60 shifts over the 12-day period.

■ **Number of Medical Cases Treated at Venues**

Ice Hockey Stadium 'A'	256
Ice Hockey Stadium 'B'	85
Speed Skating	231
Figure Skating / Short Track Speed Skating	273
Bobsleigh / Luge	108
Curling	123
Alpine Men's Downhill	66
Alpine Ladies' Downhill	26
Alpine Giant Slalom (Mt. Higashidate)	34
Alpine Slalom (Mt. Yakebitai)	37
Cross-Country Skiing	92
Ski Jumping	197
Freestyle Skiing	129
Snowboard (Halfpipe)	61
Biathlon	95
IOC hotel (Kokusai 21)	285
IOC hotel (Mitsui Garden)	1
IBC	1,057
MPC	877
Opening and Closing Ceremonies	37
Olympic Village (Nagano)	1,347
Satellite Village (Karuizawa)	47
Other	504
<b>TOTAL</b>	<b>5,968</b>



Medical response helicopters were on standby at Iizuna Kogen.

The clinic at the IBC operated January 24 – February 25 (33 days), while the clinic at the MPC was open January 31 – February 25 (26 days). From January 31 onward the clinics operated 24 hours daily. Clinic personnel were busier than expected, and common colds constituted the majority of cases treated.

At the IOC hotel, around-the-clock medical service was provided for 24 days from January 30 to February 23.

A few people visited the stadium clinic on the days of the Opening and Closing Ceremonies. A further 20 or so spectators were treated on each Ceremony day at the first aid stations, mostly for colds. On both days, there were 3 – 4 cases when ambulances were required to transport patients to other medical facilities.

- **Cooperation from Hospitals and Dental Clinics**

In addition to the Nagano Red Cross Hospital, nine hospitals were designated for advanced treatment and for emergency cases when there was no NAOC medical facility in the vicinity. During the Games, a total of 101 cases were handled by these hospitals, including 68 cases at the Nagano Red Cross Hospital.

Three people were treated at the designated dental clinics.

- **Emergency Medical Transportation**

Ambulances were stationed at all competition venues and other venues where large numbers of Games-related personnel or spectators gathered. In total, 63 patients – 20 athletes, 2 officials, 18 spectators, 23 other Olympic Family members – were taken to hospitals by ambulance.

In accordance with guidelines set out by various International Federations, helicopters were on standby at competition venues where there was high risk of serious injury, i.e. alpine skiing downhill in Hakuba, and the bobsleigh and freestyle skiing aerials events in Iizuna Kogen. During the Games, helicopters were utilised three times to carry patients from Iizuna Kogen, and twice from Hakuba.





## Doping Control

A comprehensive doping control programme was carried out to ensure fair competition and continue the fight against the use of performance-enhancing drugs in sports. The programme was implemented under the direction of the IOC Medical Commission in full accordance with the IOC Medical Code.

To collect samples, doping control stations were set up at fifteen competition sites, at the Olympic Village Polyclinic, and at the medical clinic in the Satellite Village in Karuizawa. During the Games, a total of 206 doctors, clinical, nursing, and operations support staff worked in rotation to implement the drug testing programme. Testing was conducted at all events, and procedures regarding the number of athletes and test substances were established by the IOC Medical Commission in cooperation with NAOC, with input from the International Federations. In total, 621 samples were collected

and sent to the IOC-accredited laboratory located in Nagano City for analysis.

To avoid potential confusion with the IFs, NAOC published a “Doping Control Format”, a practice that was first adopted at the Atlanta Games. This Doping Control Format outlined drug testing controls, and its contents were written in consultation with and signed by a representative of each IF. While this Doping Control Format was largely successful in avoiding confusion at the Nagano Games, it is recommended that a more comprehensive Format be adopted at future Games, including details of procedures, materials, and banned substances decided in consultation with the IOC Medical Commission.



Testing for performance-enhancing drugs

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- **Doping Control Stations**

The location and layout (waiting room, sample collection room, and toilet) of doping control stations were standardized and set up under the direction of the IOC Medical Commission. Strict security controls were put in place to ensure that only authorized personnel were allowed entry, and staff were recruited from throughout Japan and overseas. Seven training seminars were held between July and December 1997 to familiarize staff with doping procedures and protocols.

- **Doping Control Laboratory**

A Doping Control Laboratory with a staff of 32 was set up in the Nagano Public Health Centre under the direction of the IOC Medical Commission. NAOC contracted Mitsubishi Kagaku Biochemical Laboratories to carry out chemical analysis of the samples. Around-the-clock security, including utilisation of advanced fingerprint identification systems, was implemented at the MCC to prevent unauthorized entry.

- **Blood Testing**

In consultation with the IOC Medical Commission and in cooperation with NAOC, the FIS and IBU carried out blood testing at cross-country skiing and biathlon events. As results from haemoglobin tests determine the eligibility of an athlete to participate, the International Federations assumed all responsibility for testing as well as associated expenses for procedures and staff.

- **Positive Result at Snowboard**

In routine testing conducted after the men's snowboard giant slalom event on February 8, gold medallist Ross Rebagliati of Canada tested positive for marijuana metabolites. At its daily meeting in the evening of February 10, after listening to explanations offered by Rebagliati and other parties, by majority vote the IOC Medical Commission recommended to the IOC Executive Board that Rebagliati be sanctioned. At a press conference the following day, the IOC Executive Board announced its decision to strip Rebagliati of his medal.

The decision of the IOC Executive Board was appealed by the Canadian Olympic Association (COA) and referred to the Court of Arbitration for Sport (CAS) for independent arbitration. On February 12, CAS overturned the IOC's decision and reinstated Rebagliati. In rendering its decision, CAS ruled that the IOC had erred in disqualifying Rebagliati as the IOC Medical Code did not classify marijuana as a prohibited substance, nor did it specify sanctions for usage unless specifically so requested by individual sports federations. As no such agreement between the IOC and the FIS existed, CAS ruled that the IOC had no grounds for imposing punishment.

The latest technology was utilised to analyse doping control samples.



### Gender Verification

Of the 815 female athletes participating in the Nagano Games, 679 did not have a valid gender verification card issued by the IOC and were therefore required to undergo testing. Tests were conducted by isolating crude DNA from buccal smears taken from the athletes' mouths.

Samples were collected at the Olympic Village Polyclinic's gender verification station, and samples were sent to the gender verification laboratory set up at the Nagano Municipal Hospital for analysis.

### Public Health and Sanitation

With the cooperation of the Nagano Prefectural Department of Public Health and Sanitation and other related organizations, a programme to ensure high standards of food and health hygiene and prevent sickness and the spread of disease was implemented. During the Games there were no occurrences of food poisoning or other sanitation-related incidents.



Medical staff check on the condition of a fallen athlete (Hakuba Ski Jumping Stadium).

### Biomechanics Research Projects

The IOC Medical Commission carried out a total of nine biomechanics research projects in the seven sports on the programme at the Games. Footage of athletes in action was taken by a series of cameras and subjected to three-dimensional computer analysis. Knowledge gained from this project will be used to provide future athletes with the best possible conditions in which to reach their physical limits, as well as to help in the prevention and treatment of sports injuries.

During the Games, a "Sports Science Education Project" exhibition consisting of 28 photographic panels and seven videos on sport science topics was set up at the various competition venues and at elementary and junior high schools within Nagano City.

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## ■ Executive Board, Steering Committee, Advisors

### Executive Board

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IGARASHI KOZO  
NOSAKA KOKEN  
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KAWAGUCHI MIKIO  
SASAKI YOSHIO  
KUWATA KOICHIRO  
ISOZAKI YOZO  
TAKAGAWA HIDEO  
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AOKI MAKOTO  
TOMONO YOSHIHEI  
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NISHIZAWA YUTAKA  
HATOYAMA KUNIO  
MORIYAMA MAYUMI  
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YOSANO KAORU  
SHIMAMURA YOSHINOBU  
OKUDA MIKIO  
KOSUGI TAKASHI  
HAYASHI KATSUYA  
HIRAIWA GAISHI  
HIRANO SHIGERU  
NISHIYAMA HEISHIRO  
KAMIJO MITSUTO  
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SAITO HIROYUKI  
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SAKURADA TOSHIO  
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SHIOJIMA SUMIHIRO  
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KATAGIRI TADASHI  
KITANO TSUGUTO  
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SATO SHUNICHI  
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KONDO TAKASHI  
SATO KAZUTAKA  
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SAITO AKIRA  
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OGIMURA ICHIRO  
CHOSA HIROAKI  
HAYASHI KATSUYA  
MATSUDAIRA YASUTAKA  
MIYAKAWA TSUYOSHI  
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OZATO SADATOSHI  
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KAMEI HISAOKI  
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YOSANO KAORU  
OKUDA MIKIO  
KOSUGI TAKASHI  
MORI YOSHIRO  
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KONO YOHEI  
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KAJIWARA KEIGI  
OZAWA KIYOSHI  
FUNADA HAJIME  
ASO TARO  
USUI HIDEO  
ETO SEISHIRO  
NUKAGA FUKUSHIRO  
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KURATA HIROYUKI  
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MURAI JIN  
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WAKABAYASHI MASATOSHI	AOKI SHINJI	SATO MEGUMU
IDE SHOICHI	NAGAI TAKANOBU	IKEHATA SEIICHI
NAKAJIMA MAMORU	OKANO YUTAKA	SUZUKI KAZUMI
KARASAWA SHUNJIRO	YAMASAKI TAKU	ITO KOSUKE
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SHIMOJO SHINICHIRO	IGARASHI KOZO	NAKAJIMA GENTARO
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HAYASHI YOSHIRO	SHIRAKAWA KATSUHIKO	
FUJII HIROHISA	IWASAKI JUNZO	
TAKEMURA MASAYOSHI	ISHIDA KOSHIRO	
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WATANABE MICHIO	ETO TAKAMI	
MUTO KABUN	NAKAYAMA MASAACK	
KAKIZAWA KOJI	NAKANISHI SEKISUKE	
IKEDA YUKIHIKO	IE TOMOO	
YAMASHITA TOKUO	KITA SHUJI	
NIWA YUYA	UEHARA KOSUKE	
OUCHI KEIGO	SATO MORIYOSHI	
MORII CHURYO	TAKAGI MASAACK	
KAN NAOTO	OKABE SABURO	
TANABU MASAMI	INAGAKI JITSUO	
HATA EIJIRO	NAKAYAMA TOSHIO	
KATO MUTSUKI	NAKANISHI KEISUKE	
OKAWARA TAICHIRO	KANDA ATSUSHI	
NOROTA HOSEI	TAMAZAWA TOKUICHIRO	
OHARA ICHIZO	NODA TAKESHI	
FUJIMOTO TAKAO	TAKATORI OSAMU	
OCHI IHEI	KUBOTA MANAE	
WATANABE KOZO	TERASAWA YOSHIO	
KUMAGAI HIROSHI	KOMURA MASAHIKO	
TSUKAHARA SHUNPEI	MIYAZAKI ISAMU	
SATO SHINJI	TANIKAWA KANZO	
OKUDA KEIWA	WATANABE SHOICHI	
ITO SHIGERU	EDA SATSUKI	
KAMEI SHIZUKA	TANAKA MAKIKO	
HIRANUMA TAKEO	URANO YASUOKI	
KAMEI YOSHIYUKI	NAKAGAWA HIDENAO	

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KURIHARA MASARU  
FUJIKAWA TOMOMI  
KUROSAWA TAKEO  
MURAMATSU YASUHIKO  
KIYOKAWA MASAJI  
AOKI HANJI  
KAGAMI HIDEO  
TSUDA TADASHI  
Former Councillor  
SUZUKI SHUNICHI  
NAGANO SHIRO  
ASAKAWA KIYOSHI  
FUKUMURA AKIRA  
OZAO HIROSHI  
MIYAUCHI YUKIO  
OKUYAMA NORIO  
NAKAHIRA KAZUO  
TAKAHASHI CHOJIRO  
ISHII TORU  
KUWABARA KEIICHI  
MASUYAMA MICHIO  
SUZUKI MASAYUKI  
MINOBE YOSHIAKI  
SHIMAMURA KATSUO  
TSUTSUI NAOKAZU  
HIGASHI YASUTAKA  
SATO SUSUMU  
SUGITA YAHEI  
HAMAGUCHI SHIGEICHI  
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IIZAWA KIYOSHI  
MIYAKAWA TSUYOSHI  
NISHIZAKA NOBORU  
OKAZAKI JOICHI  
SAKURADA TOSHIO  
TOYOSAWA NOBUAKI  
Former Chairman  
CHIBA TAKESHI  
Former Member  
SUGIYAMA SHIGETOSHI  
KASAHARA KAZUYA  
OBATA TOSHITAKA  
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Member  
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HAGIWARA FUMIO  
HIRABAYASHI GENJI  
ISHIGAMI TAKURO  
ISHIKAWA SATOSHI  
KAMIJO SEIICHI  
KATAOKA ISAO  
KIKUCHI NOBORU  
KOBAYASHI SADA O  
KODAMA MIKIO  
KUWAMOTO HEIHACHI  
MARUYAMA SHOJI  
MATSUMOTO MITSUO  
MATSUZAWA TOSHIYUKI  
MIYASHITA TOMIO  
MOMOSE KOKI  
MURASATO TOSHIKI  
NAKAGOSHI YASUNARI  
NAKAMURA KIYOHICO  
NAKAYAMA YASUNARI  
OKAZAKI JOICHI  
OTSUKI YUZURU  
SAITOH HIROYUKI

SASAKI TAKASHI  
SATO KAZUO  
SHIOJIMA SUMIHIRO  
SHIRAKAWA HIROSHI  
TAKANO HARUHIKO  
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TSUKADA YOSHIKI  
YAGUCHI KEN  
YAMAZAKI YOSHIYA

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YAGI YUSHIRO  
KITANO TSUGUTO

Former Member  
OKAMOTO YUSAKU  
ONIKURA HIROKI  
SANO MASAYUKI  
UNNO AKIRA  
UESUGI TAKAHIRO  
KASAYA AKIO  
KITAMURA TATSUO  
NOTO TSUNEO  
HATAYAMA TASUKU  
TOMII SUMIHIRO  
GOZU MASARU  
SUZUKI AKIHIKO  
SUZUKI SYOZO  
MIYABAYASHI SYUJI  
OKADA IZUMI  
OKAMURA KATSUJI  
KUDOU KIMITERU  
KODAMA TAMAKI  
HISAKURA TADASHI  
SATO KAZUTAKA  
SHINOHARA MASAYUKI  
MIYAZAWA NOBUO  
YAMAGUCHI SUMIKAZU  
TSUCHIYA SATORU  
MIYAZAKI KAZUMI  
KASAHARA KAZUYA  
NITTA SATORU  
MARUYAMA YOSHIMITSU  
KASHIWABARA SHIGENOBU  
KAWASAKI AKIRA  
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MUROI KENZO  
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HISAKURA TADASHI  
HUJIMORI MITSUZO  
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ISHIGAMI TAKURO  
ISHIKAWA SATOSHI  
KAMEOKA KANJI  
KATAOKA ISAO  
KOBAYASHI HIROSHI  
KODAMA TAMAKI  
KUWAMOTO HEIHACHI  
MATSUZAWA TOSHIYUKI  
MIYASHITA TOMIO  
NAKAYAMA YASUNARI  
NANBU TAKAAKI  
NISHIZAWA SEIICHI  
NITTA SATORU  
OKAZAKI JOICHI  
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SATO KAZUO  
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YAMAMOTO JUNJI  
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TSUCHIGAHATA TAKESHI  
YAGI YUSHIRO  
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NARITA ICHIRO  
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SAITO ATSUSHI  
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SAKAI AKIRA  
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SATO NOBUO  
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ASAZUMA SYOKICHI  
FUYUNO TAKUMA  
KAI KORENARI  
SHINOMIYA NOBUTAKA  
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KASAHARA HIDEJIRO  
KATO SHIGEKI  
KONDO YOSHIYUKI  
KURATA HARUO  
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MIYANAGA TAMIO  
MUGURUMA MAMORU  
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MISUMI HARUO  
MORI AKIRA  
NAKATO YASUO  
NAKAZAWA TAKATO  
OGA YOSHITERU  
OKAZAKI JOICHI  
ONUMA TERUO  
SHIMADA KIYOTAKA  
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SUGIMOTO KIYOE

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SASAJIMA TAKAYUKI  
KUROKAWA YUJI  
UENO KAGEFUMI  
SOEDA MASATAKA  
KOBAYASHI YOSHITAKA  
UEHARA YOSHIHARU  
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NAKAYAMA YASUNARI  
NISHIZAWA SEIICHI  
OKAMOTO KEIJI  
OKAZAKI JOICHI  
ONO MANABU  
TAKEMOTO HITOSHI  
YAMAURA MORIHISA

##### Former Member

KASAHARA KAZUYA  
NAKA TADASHI  
YAMANAKA YASUNORI  
ISHIKAWA NORIHISA  
SHINOMIYA NOBUTAKA  
ONO YASUAKI  
HISAEDA JOJI  
KONDO YOICHI  
MURAMATSU SHIGENOBU  
HORIE MITUSADA  
TUCHIYA SATORU  
MIYAZAWA NOBUO  
OSADA TAKESHI  
OKADA IZUMI  
UCHIBORI GENSAKU

IIZAWA KIYOSHI  
OKADA YUICHI  
OKAMURA KATUSHI

### Transportation & Security

#### Chairman

NAKAMURA TADAO

#### Member

AZEGAMI KAZUYOSHI  
BANBA MASAO  
FUJISAWA KINSYO  
ITO YUTAKA  
KASAHARA KOICHI  
KATAYAMA YOSHITAKA  
KOINUMA NORIYOSHI  
MATSUZAWA TOSHIYUKI  
MIYAHARA MASAYOSHI  
MIYAZAKI KAZUMI  
NAGANO KUNIO  
NAKAMURA SYUICHI  
NAKAYAMA YASUNARI  
OKAZAKI JYOICHI  
OSAWA MITSUYUKI  
OTA RYUICHI  
SHIRAI MASATAKE  
TAKAHASHI YUTARO  
TAKIGAWA NAOHISA  
WADA KENJI  
WAJIMA TSUNEYOSHI  
YAMAKAMI AKIHIKO  
YAMATO TADAOMI  
YAZAWA KUNIO

#### Former Member

NAGAOKA TOSHIO  
ICHINOSE HIROSHI  
TAKIZAWA CHITARU  
TAKEHANA YAJYURO  
ARAI MINORU  
KAWANO KOICHI  
KIDO YOSHITO  
FUKASAWA FUMIO  
KONDO TAMON  
MOTOKAWA YONOSUKE  
KAMIKADO YOTARO  
EGAWA AKIO  
NIKAI NAOTO  
TSUCHIYA SATORU  
OKADA TOSHIO  
SHIMIZU NOBORU  
SHINOHARA MASAYUKI  
HANAOKA KATSUAKI  
MIYAZAWA AKIRA  
TANAKA KAZUJI  
MACHIDA MAKIO  
SUMITA TAKAYOSHI

YASUI TSUNEJI  
MIYAZAWA MINORU  
TAKAIKE MOTOYUKI  
KAMIOTA HIDEHIRO  
MACHIDA MITSUYUKI  
TOKIZAWA TAKERO  
SATO KAZUTAKA  
KASAHARA KAZUYA  
YAMAZAKI TETSUO  
SHIMONO HIROJI  
SAKANAKA HIDENORI

### Accommodations

#### Chairman

NISHIYAMA HEISHIRO

#### Member

ARUGA YUTAKA  
AZEGAMI KAZUYOSHI  
HOSHINO KASUKE  
KATAGIRI YOSHIO  
KIZAWA MASAYOSHI  
KOHNO NORIO  
KOUZU YASUMICHI  
MASUDA SHUJI  
MASUI TAKEHITO  
MATSUZAWA TOSHIYUKI  
MIYAZAKI KAZUMI  
NAKAYAMA YASUNARI  
OKAZAKI JOICHI  
ONO HISAO  
SATO YASUHARU  
SHINDO NOBUMARU  
TANAKA YASUAKI  
TSUCHIHASHI HUMIYUKI  
TSUKADA INAO  
WATANABE MASAHUMI  
YAMAZAKI YOSHIYA  
YANAGISAWA EIJI

#### Former Member

KASAHARA KAZUYA  
KAZAMA KENJIRO  
SATO KAZUTAKA  
SATO YOSHIZUMI  
ICHIKAWA MAMORU  
SATO BUSHICHI  
SHIOZAWA ISAO  
NAGAMI MASATOSHI  
SHINOHARA MASAYUKI  
TAKEUCHI YOSHIHARU  
TSUKADA KIYOSHI  
TSUCHIYA SATORU  
TERASAWA KAZUO  
HAMADA TAKASHI  
HIROSE KIKUO

### Medical Services

#### Chairman

KURODA YOSHIO

#### Member

CHIBA SHIGETOSHI  
FURUTA SEIICHI  
HATAYAMA YOSHIYUKI  
KATSUYAMA TSUTOMU  
KAWAHARA TAKASHI  
KINOSHITA FUMITAKE  
KOBAYASHI SHIGEAKI  
KOMIYAMA ATSUSHI  
MIYAZAKI TADAAKI  
MORI TATSUO  
MOROZUMI KAZUO  
NAGASE KANAHIKO  
NAKAYAMA YUJIRO  
OKAMURA EINOSUKE  
TERASHIMA TOSHIKO  
TODOROKI TOMOKAZU  
UEDA SHIGERU  
YAJIMA HIROMICHI

#### Former Member

KUSUNOKI MASANORI  
KOBAYASHI SUSUMU  
OGAWA AKIMI  
HOTCHI MASAO  
KOBAYASHI TOMIJIRO  
NISHIMURA NAOKICHI  
OKADA YUICHI  
AOKI TAKESHI  
TERAYAMA KAZUO  
FUJISHIMA HIROMICHI  
MANO AKIRA  
KOJIMA HITOSHI  
YANAGISAWA NOBUO  
KIRIHARA SHIGEMITU  
FURUIKE YOSHIRO  
MASE IWAO

### Ceremonies

#### Chairman

KAGAMI HIDEO

#### Member

FUJII TOKITAKA  
FUNAYAMA TAKASHI  
HAGIMOTO HARUHIKO  
HOZUMI YASUO  
KARUBE HIROSHI  
MATSUI ATSUTAKA  
MIYOSHI KIYOTATSU  
MORIYAMA AKIKO  
OKAZAKI JOICHI  
TOYA KUNIHIRO

## ■ Sub Commissions

UDO YUMIKO

Former Member

SINOMIYA NOBUTAKA  
ONO YASUAKI  
HISAEDA JOJI  
SUGIYAMA SIGETOSHI  
KASAHARA KAZUYA  
TAKEDA TSUNEKAZU  
TOKUNAGA HARUO  
MURAMATSU AKIO  
UEHARA YOSHIHARU  
YAMAZAKI MASAKAZU  
YAMANE MOTOYO  
KUSANO MITUYO

### Design

Chairman

BABA YUJI

Deputy Chairman

MIYAMOTO TADANAGA

Member

AZUMA YASUO  
HARADA TAJI  
KAWASUGI SHUJI  
MORIYAMA AKIKO  
NAKAYA HIDE  
OKA MASAKO  
TANAKA KUNIHARU  
YANAGISAWA KYOKO

### Alpine Skiing

Chairman

MARUYAMA SHOJI

Member

AZEGAMI KAZUYOSHI  
HISAKURA TADASHI  
KINOSHITA SENRI  
KOBAYASHI KIYOSHI  
KODAMA MIKIO  
KODAMA TAMAKI  
KONDO KENJI  
KONO HIROAKI  
MARUYAMA HITONARI  
MIYATA MORIO  
MURAMOTO TOSHIHARU  
MURASATO TOSHIAKI  
SATO SHUNPEI  
TAHARA KAZUMASA  
TAJIMA YUKIYASU  
TAKANO HARUHIKO  
TOMII SUMIHIRO  
TOMII OSAMU  
TSUCHIYA KEN  
UCHIKAWA MASAO  
YAGUCHI TADAKATSU

Former Member

UNNO AKIRA  
HATAYAMA TASUKU  
NOTO TSUNEO  
MOCHIZUKI MAKOTO  
SEKI KINSIRO  
MARUYAMA SYUJI  
KUDOH KIMITERU  
SATO KAZUTAKA  
MATSUZAWA TOSHIYUKI  
SHINOHARA MASAYUKI  
MARUYAMA YOSHIMITSU  
KASHIWABARA SHIGENOBU  
MARUYAMA TATSUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI

### Cross-Country Skiing

Chairman

YAGUCHI KEN

Member

HASHIMOTO YASUAKI  
HAYAMI HIDEKAZU  
MIYATA MORIO  
MIYAZAWA TAKARA  
MURASATO TOSHIAKI

SATO KINJI

SATO SHUNPEI

SHIMIZU KOICHI

TAKANO HARUHIKO

TAYAMA SHIGEHARU

UCHIKAWA MASAO

WADA AKIRA

WADA KOZO

Former Member

KITAMURA TATSUO

SATO KAZUO

AOYAMA ATSUSHI

SATO KAZUTAKA

MATSUZAWA TOSHIYUKI

MARUYAMA YOSHIMITSU

KASHIWABARA SHIGENOBU

MARUYAMA TATSUO

KAWASAKI AKIRA

SAKAI TAKESHI

MUROI KENZO

MOMOZAWA HIDEAKI

ISHIKAWA SATOSHI

### Ski Jumping

Chairman

NAKAMURA KIYOHICO

Member

KASAYA AKIO  
KIRIKUBO KATSUYOSHI  
MIYATA MORIO  
MORI HIDEIMITSU  
MURASATO TOSHIAKI  
SATO SHUNPEI  
SHIMIZU TAKEHITO  
TAKANO HARUHIKO  
UCHIKAWA MASAO  
UEHARA KINJI  
YASUMURA ISAMU

Former Member

ONO MANABU  
FUJISAWA RYOICHI  
SATO KAZUTAKA  
MATSUZAWA TOSHIYUKI  
MARUYAMA YOSHIMITSU  
KASHIWABARA SHIGENOBU  
MARUYAMA TATSUO  
OTA HIROKI  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI

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**Freestyle Skiing**

## Chairman

OTSUKI YUZURU

## Member

AZEGAMI TOMOHIRO  
GOZU KEIICHI  
INOMATA HIDETO  
KURATA YASUTAKA  
MURASATO TOSHIKI  
NISHIZAWA SEIICHI  
NOGUCHI HIROHARU  
SATO SHUNPEI  
TAKANO HARUHIKO  
YAMAMOTO KAZUYA

## Former Member

HATAYAMA TASUKU  
OKAMURA KATSUJI  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOSAWA HIDEAKI  
ISHIKAWA SATOSHI**Speed Skating**

## Chairman

MATSUMOTO MITSUO

## Member

ARUGA TOYOFUMI  
HANAOKA KAZUHIDE  
HATAKEYAMA MUTSUO  
HOSHINO JIN  
IRISAWA KOICHI  
ITOH YOSHIMASA  
NAGAKUBO TADAO  
NISHIZAWA SEIICHI  
TAKANO TAKASHI  
TAKANO HARUHIKO  
UMEGAKI SUSUMU  
USHIYAMA MASAHIRO  
YAMAMOTO KAZUYA

## Former Member

SHIRAKAWA HIROSHI  
UEHARA TOMIZO  
FURIHATA NORIHIKO  
OKAMURA KATSUJI  
NITTA SATORU  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI**Figure Skating**

## Chairman

TSUCHIGAHATA TAKESHI

## Member

AMAKO KENJI  
CHINO MASUO  
FUJIMORI MITSUZO  
KIMURA SHINICHI  
MATSUMOTO MITSUO  
NISHIZAWA SEIICHI  
ONO NAGAHISA  
TAKANO HARUHIKO  
TANAKA EIJI  
YAMAGAMI YASUSHI  
YAMAMOTO KAZUYA  
YAMAZAKI HIROO

## Former Member

OKAMURA KATSUJI  
KOYAMA YUKIO  
NITTA SATORU  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI**Short Track Speed Skating**

## Chairman

SHIRAKAWA HIROSHI

## Member

HONMA YASUHIKO  
IGARI SHINGO  
IMAI KYOICHI  
IWASHIMA NAOMI  
IWATA EIICHI  
KURODA MIKIYA  
MATSUMOTO MITSUO  
MATSUYAMA TAKASHI  
NISHIZAWA SEIICHI  
SUGAI YASUHIRO  
TAKANO HARUHIKO  
YAMAMOTO KAZUYA

## Former Member

KAMEOKA KANJI  
DOBASHI HISATOSHI  
HATTA TATSUO  
OGURA MITSURU  
HARA KATSUHIKO  
OKAMURA KATSUJI  
NITTA SATORU  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHIMUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI**Ice Hockey**

## Chairman

KATAOKA ISAO

## Member

CHIBA TETSUO  
FUKUDA NORIO  
HAGIWARA FUMIO  
KIMIZUKA SUSUMU  
MATSUZAWA KUNIO  
NISHIZAWA SEIICHI  
OHASHI SHIGEKI  
TAKANO HARUHIKO  
YAMAMOTO KAZUYA  
YAMAZAKI YASUNOBU

## Former Member

OKAMURA KATSUJI  
NITTA SATORU  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI  
AIKAWA TERUO  
FUKAYA MASAMI**Biathlon**

## Chairman

KUWAMOTO HEIHACHI

## Member

AKIMOTO MOTOE  
FUNAKI YOSHINORI  
ISHIGAMI TAKURO  
KOJIMA TADAHARU  
MOMOSE KOKI  
SATO KAZUO  
TAKANO HARUHIKO  
TANAKA EIICHI  
TAYAMA SHIGEHARU

## Former Member

AOYAMA ATSUSHI  
SATO KAZUTAKA  
MIYAZAKI KAZUMI  
MATSUZAWA HAKUJI  
YAMAMOTO YOSHIKI  
MARUYAMA YOSHIMITSU  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI

---

ISHIKAWA SATOSHI

### **Bobsleigh**

Chairman

TSUKADA YOSHIKI

Member

ISHIGAMI TAKURO  
KUBO SHIGETO  
NISHIZAWA SEIICHI  
SUGITA HIROSHI  
SUZUKI SHOZO  
TAKANO HARUHIKO  
WASHIZAWA KOICHI  
YAMAMOTO KAZUYA

Former Member

SUZUKI AKIHIKO  
ICHIKAWA KAZUHIKO  
SATO TASUKU  
MIYAJIMA AKIRA  
MIYABAYASHI SYUJI  
OKAMURA KATSUJI  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI

### **Luge**

Chairman

TSUKADA YOSHIKI

Member

ASAKAWA TSUKASA  
HORIE SANTEI  
ISHIGAMI TAKURO  
ITOH TORU  
NAKAGAWA SHINJI  
NISHIZAWA SEIICHI  
TAKANO HARUHIKO  
YAMAMOTO KAZUYA

Former Member

SUZUKI AKIHIKO  
ICHIKAWA KAZUHIKO  
SATO TASUKU  
MIYABAYASHI SYUJI  
OKAMURA KATSUJI  
MIYAZAWA NOBUO  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI  
ISHIKAWA SATOSHI

### **Curling**

Chairman

SAITOH HIROYUKI

Member

ISHIGAMI TAKURO  
ITOH AKIRA  
KASHIWAGI AKINORI  
KIDA TSUNEO  
KOBAYASHI HIROSHI  
KOBAYASHI SADA  
KOMATSU MAKOTO  
MAKINO SEIJI  
NAKAYAMA YASUNARI  
SUZUKI MICHIKO  
TAKANO HARUHIKO  
UEDA YUICHI  
YAMAZOE YOSHIO

Former Member

NAMIKI HIROMICHI  
TSUCHIYA SATORU  
NITTA SATORU  
KAWASAKI AKIRA  
SAKAI TAKESHI  
MUROI KENZO  
MOMOZAWA HIDEAKI

### **Snowboard**

Chairman

SASAKI TAKASHI

Member

AZEGAMI KAZUYOSHI  
CHIBA HARUHISA  
HIRAOKA MASAYUKI  
HISAKURA TADASHI  
KINOSHITA TOMOHIRO  
MATSUYAMA YOSHIYA  
MOCHIZUKI MAKOTO  
MURASATO TOSHIKI  
OYAMA SHOSAKU  
SATO SHUNPEI  
TAKANO HARUHIKO  
TAKEFUSHI SINICHI  
TOMII SUMIHIRO  
YAMAMOTO AKIO

Former Member

IKEGAMI MITSUNORI  
KASAHARA KATSUJI  
KONO HIROAKI  
SEKI KINSHIRO  
KOBAYASHI NORIKAZU  
SHINOHARA MASAYUKI  
SAKAI TAKESHI  
MOMOZAWA HIDEAKI

### **Nordic Combined**

Chairman

NAKAGOSHI YASUNARI

Member

HASHIMOTO YASUAKI  
HAYAMI HIDEKAZU  
KIRIKUBO KATSUYOSHI  
KITAJIMA MITSUNORI  
MIYAJIMA HIRAKU  
MIYATA MORIO  
MURASATO TOSHIKI  
SATO SHUNPEI  
TAKANO HARUHIKO  
UCHIKAWA MASAO  
WADA KOZO

Former Member

UESUGI TAKAHIRO  
UEHARA KINJI  
HAYASAKA KIYOSHI  
MORI HIDEMITSU  
MATSUZAWA TOSHIYUKI  
MARUYAMA TATSUO  
OTA HIROKI  
MOMOZAWA HIDEAKI

### **Marks Protection Working Group**

Chairman

WATANUKI TAKAO

Member

ABE KENSHO  
HIRAMATU JUNKO  
HIROSE KIKUO  
KATSUI MITSUO  
KOBAYASHI HIDEO  
MIMORI SHIGEMICHI  
NISHIDA YOSHIO  
WAKITA AIJIRO  
YANAGISAWA KYOKO

### **International Youth Camp**

Chairman

SHIMADA KIYOTAKA

Member

AOYAGI TOMOKATSU  
ARAI REIKO  
ARAKAWA YOSUKE  
ENDO YUKIO  
FUJII TOKITAKA  
HANAOKA KATSUAKI  
IMAI TOSHIE  
IZAWA KAZUMA  
KAMADA YUZO  
KARUBE HIROSHI

KOGA YOSHIMASA  
KOMEKI YOSHITO  
MINEMURA RIEKO  
OKAZAKI ZYOICHI  
SASAJIMA TAKAYUKI  
SATO TADAYOSHI  
SHINOHARA MOTOFUMI  
YANAGISAWA YASUAKI

Former Member

YOSHINO TADASHI  
KASAHARA KAZUYA  
ONO YASUAKI  
HISAEDA ZYOJI  
SATO NORIO  
MATHUDA TOSHIKI  
HAYASHI KAZUHIRO  
KOBAYASHI MAFUMI  
UTUNOMIYA TAKEO  
NAKAMURA KUNIHIRO  
FURUKOSHI NORIO  
UEHARA YOSHIIHARU  
MIWA YOJIRO  
O'CONNOR DANIEL

**Transportation**

Chairman

KASAHARA KOICHI

Member

AZEGAMI KAZUYOSHI  
FUJIWARA MITSUGU  
HANDA HIDENORI  
HOTAKA TAKAO  
INOSHIRO TADAKI  
ISHIBASHI SYUICHI  
KURASHIMA TAMOTSU  
MASUDA NAOKI  
MATSUDA HIDEO  
MATSUZAWA TOSHIYUKI  
MIYAHARA MASAYOSHI  
MIYAZAKI KAZUMI  
NAKAJIMA SHOJI  
NAKAMURA KAZUO  
NAKAYAMA YASUNARI  
OGIWARA KEIZO  
OGUCHI AKIO  
OKUHARA KENJI  
SATO AKIO  
SAWA TADAYUKI  
SHIMODA MITSUYOSHI  
TOITA RENJIRO

Former Member

KASAHARA SEICHIRO  
MIYAGI TOSHIHISA  
HASEGAWA YUTAKA  
ASAMI TAKESHI

NOZAWA KAZUYUKI  
TERADA YOSHIMICHI  
ISHIYA TOSHIFUMI  
TAKEDA MAMORU  
SAWAGUCHI MICHITOYO  
YUMOTO KAKICHI  
KAWAGUCHI ISAO  
MAEKAWA KATSUHIKO  
YAZAWA HISAMICHI  
MIURA YOSHIHIRO  
TAKAHASHI MASAO  
MOMOSE YOSHIO  
TSUCHIYA SATORU  
KURASHINA KAZUMASA  
SHINOHARA MASAYUKI  
MURAYAMA SHIGERU  
YANAGISAWA KAZUNORI  
OSADA MASAOKI  
KONDO SEICHIRO  
HIRABAYASHI KAZUMI  
SHIBUYA ROKURO  
OIKE TOSHIKAZU  
SAKAMOTO AKIRA  
MACHIDA KATSUTOSHI  
AOKI TADAO  
NOMOTO HIROSHI  
OTA RYUICHI  
HIRASAWA YUKIO  
MIYAZAWA MINORU  
TAKAIKE MOTOYUKI  
IWATA MASUMI  
SUZUKI SETSUO  
WAKE TOSHIO  
SATO KAZUTAKA

**Security**

Chairman

WADA KENJI

Member

AKAHANE SETSUO  
AZEGAMI KAZUYOSHI  
FUJIWARA MITSUGU  
FURIHATA SHIZUO  
ICHIKAWA KAZUO  
KATAYAMA MASAO  
KOBAYASHI YOSHIYUKI  
KOGOI YOSHIYUKI  
MATSUZAWA TOSHIYUKI  
MIYAZAKI KAZUMI  
NAKAYAMA YASUNARI  
OGUCHI AKIO  
OKAMURA EINOSUKE  
OOIKE TOSHIKAZU  
OZAWA HIDEKI  
TSUCHIYA ISAMU

TSUCHIYA KATSUO  
YAMAMOTO KAZUYA

Former Chairman

MIYAZAWA AKIRA  
TANAKA KAZUJI

Former Member

ASAOKA TOSHIYASU  
YONEMOCHI MATSUO  
KOBAYASHI HIDEO  
KANEKO MINORU  
YANAGISAWA ATSUSHI  
KOIKE HIDEO  
OSADA MASAOKI  
MACHIDA KATSUTOSHI  
TAKAHASHI MASAO  
MOMOSE YOSHIO  
KASAGI KAZUO  
MATSUI JYUNJI  
SATOU KAZUTAKA  
SHINOHARA MASAYUKI  
TSUCHIYA SATORU  
AOKI TOSHIKAZU  
OKAMURA IZUMI  
AOKI MUNEAKI  
KAZAMA YOSHIKAZU  
KODAMA YUKINORI  
SHIMIZU TAKEHIKO  
TAKAGI SYOUZI

**Medical Care**

Chairman

KOBAYASHI SHIGEAKI

Member

FURIHATA SHIZUO  
ICHIKAWA KAZUO  
ICHIKAWA SUMIO  
IJIMA NOBUKO  
KASAHARA HIROSHI  
KASAI TAKESHI  
KATAYAMA MASAO  
KITAGAWARA YUZURU  
KOGOI YOSHIYUKI  
MIKI KAZUNORI  
NAKAJIMA HARUYOSHI  
NISHIMURA HIROYUKI  
OKAMURA EINOSUKE  
OKUDERA HIROYUKI  
ONISHI YUTARO  
OTSUKA AKIRA  
TAKASAWA HARUO  
TAKEMAE NORIKI  
TSUTIYA KATSUO  
URATA HIROYUKI  
WAJIKI MASAHISA  
YOKOYAMA HIROSHI

Former Chairman  
TERAYAMA KAZUO

Former Member  
ASHIHARA FUMIO  
ODANAKA ICHIO  
KARIBE TSUNEO  
KOBAYASHI SUSUMU  
MIYAZAKI TADAAKI  
MIYAMOTO HAJIME  
KAZAMA RYOICHI  
KODAMA GODAI  
AOKI MUNEAKI  
SHIMIZU TAKEHIKO  
YASUDA EIICHI  
YOSHIDA YUKIO

#### Medical Controls

Chairman  
KATSUYAMA TSUTOMU  
Member  
FURIHATA KENICHI  
MOROZUMI KAZUO  
TSUKAKOSHI KATSUMI  
UEKI MAKOTO  
YAJIMA KUNITAKA  
Former Member  
FURUIKE YOSHIRO

#### Public Health and Sanitation

Chairman  
HATAYAMA YOSHIYUKI  
Member  
AKAZAWA TOMIO  
HANAI KATSURO  
IDE KAZUTOSHI  
KINOSHITA FUMITAKE  
KOBAYASHI FUMIMUNE  
KOZU MASAHIRO  
NAGASAWA NOBORU  
NAKAMURA KAZUO  
OGIWARA YOZO  
SHIMADA SHIGENORI  
TAKEFUSHI OSAMU  
YANAGISAWA YASUO  
YOKOSAWA MORINOBU  
YOSHIKAWA TAKESHI  
Former Chairman  
FUJISHIMA HIROMICHI  
Former Member  
NISHIYAMA TAMOTSU  
MURAMATSU HITOSHI  
YAMAMOTO ETSUZO  
KONNDO TOSHIKI  
NAGAI ICHIRO

SHIOKAWA SUSUMU  
UCHIDA EISUKE

#### Torch Relay

Chairman  
TOYA KUNIHIRO  
Member  
FUJII TOKITAKA  
HAYAMI KIYOMI  
HIRABAYASHI GENJI  
HIRASAWA YUKIO  
KAWAI KIYOSHI  
MATSUMOTO ISAO  
OGUCHI AKIO  
OKAZAKI JOICHI  
OTAGIRI SUSUMU  
SATO NOBUYUKI  
SAWA TADAYUKI  
SUZUKI KATSUMUNE  
UCHIBORI GENSAKU  
YANO FUMIKAZU  
YONEZAWA SADAHIRO  
Former Member  
HIROOKA KEIJIRO  
SAKAMOTO AKIRA  
MACHIDA KATSUTOSHI  
SEIKA YOSHIO  
TOKUNAGA HARUO  
SAKA AKIRA  
SUZUKI MOTOHISA  
UEHARA YOSHIHARU  
MORINAGA NORIO  
NANBU TAKAAKI  
KASAHARA KAZUYA  
OTA RYUICHI

#### Selection Committees

##### Goals for the Games

Chairman  
CHIZUKA KENICHI  
Member  
AOKI YUMIKO  
NISHIDA YOSHIO  
SAKURADA TOSHIO  
SHIRATSUCHI KENJI

##### Mascot Names

Chairman  
WATANUKI TAKAO  
Member  
AOKI YUMIKO  
FUKUSHIMA SOICHIRO  
HIRAMATSU JUNKO  
IWASHITA TOKUJI  
KOBAYASHI NUKIO  
NISHIDA YOSHIO  
SHIRATSUCHI KENJI  
WASHIZAWA SHOICHI  
YAMAGUCHI SUMIKAZU  
YANAGISAWA MAKOTO  
YOKOI KEIKO

##### Posters

Chairman  
TAKEDA TSUNEKAZU  
Member  
AOBA MASUTERU  
HIROSE KIKUO  
KISHIMOTO KEN  
KOJIMA MASAOKI  
MORIYAMA AKIKO  
NAGAKUBO HATSUE  
NISHIDA YOSHIO  
ODAGIRI AKIRA  
SASADA FUMIKAZU  
TAKITA AYUCHI  
TANAKA IKKO  
YANAGISAWA KYOKO

##### Promotional Songs

Chairman  
TAKEDA TSUNEKAZU  
Member  
KOTANI MIKAKO  
MARUYAMA JUNKO  
MATSUSHIMA HIROSHI



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NISHIDA YOSHIO  
SAEGUSA SHIGEAKI  
SHIOZAWA SOKICHI

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KOBAYASHI MAKOTO  
Chief of Protocol  
KAGAMI HIDEO  
Special Representative of the Director General  
for External Affairs  
KUROKAWA TSUYOSHI  
Special Representative of the Director General  
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Senior Advisor  
KEGAI OSAMU  
ICHIMURA ISAO  
TAKANO HARUHIKO  
YAMAGUCHI SUMIKAZU  
Senior Advisor, Special Advisor for International  
Relations  
YOSHIDA SOICHIRO  
Head of Media  
YAMAGUCHI KO  
NAONA Editor in Chief  
KAMEYAMA ASAHI  
Photo Chief  
AZUMA YASUO  
Chief Medical Officer  
KOBAYASHI SHIGEAKI  
Sports Director  
TAKEDA TSUNEKAZU  
Assistant Sports Director  
MURASATO TOSHIAKI  
Deputy Director General  
WATANABE FUMIO  
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Deputy Director General  
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Managing Director of the Tokyo Liaison Office  
KASAHARA KAZUYA  
Managing Director, ORTO'98  
SUGIYAMA SHIGERU  
Vice Managing Director, ORTO'98  
SUGITA HIDEO  
Staff  
ABE SHUNICHI, AGATSUMA  
TAKASHI, AIBA MASAOKI, AIZAWA  
MASAHIRO, AKASU ICHIRO, AMANO  
SHIGEYUKI, AOKI KAZUO, AOKI  
SHUICHI, AOKI TSUTOMU, ARAI  
HIROSHI, ARAI HIROYUKI, ARAI  
IKUO, ARAI MASAOKI, ARAI  
SHINICHI, ARAI TAKASHI, ASAHI  
YOSHIMI, ASANO HIROYUKI,  
ASHIZAWA AKIRA, ATOBE MASAOKI,

ATOBE TOSHIO, BABA TAKECHIKA,  
BABA YUMIKO, BARR KATHERINE,  
BESSONOVA ALESYA, BIDDLE  
RANDY, BOUTEILLER CATHERINE,  
BRILL BRIAN, BRILLET CAROLINE,  
CARVELL SHARON, CHAMBERS LISA,  
CHIMURA KEIICHI, CHOULOCHAS  
JUSTIN, COMBARET REMY, CONLIN  
SAMANTHA, CRETIN FLORENCE,  
DAVIS ANN MARIE, DEL CAMPO  
SONIA, DENDA TAKESHI, DENDA  
YOSHIIRO, DEZAWA WATARU,  
DOMITTER CHRISTOPHER, DUMIC  
SLOBODAN, EBATA AI, EBIKO  
HITOSHI, EBISAWA HIROSHI, EIRAKU  
ASUKA, EMORI MAMORU, ENDO  
HAJIME, ENDO JUN, ENDO JUNJIRO,  
ENOMOTO NORIKO, ETO YUKIHARU,  
FAULKNER LEANNE, FAYOL  
NICOLAS, FRANK HILARY, FUJIHASHI  
NORIYUKI, FUJII TAKAO, FUJIE  
MICHIOYOSHI, FUJIKI KOHEI,  
FUJIKURA NOBUYOSHI, FUJIMOTO  
MASAHIRO, FUJINUMA KEIKO,  
FUJISAWA KEN, FUJISAWA YOJIRO,  
FUJITA SATOSHI, FUJIWARA AKIRA,  
FUJIWARA MICHIMASA, FUKAI  
KATSUYOSHI, FUKAZAWA  
HIROMITSU, FUKAZAWA TOMOMI,  
FUKUDA MAKIKO, FUKUHARA  
MINORU, FUKUOKA KAORU,  
FUNATSU MASAMI, FURUKAWA  
MASAFUMI, FURUSAKA KAZUTOSHI,  
FURUUCHI RIKI, FURUYA TAKAO,  
GOMYO HIROKAZU, GOMYO YASUO,  
GOTO ATSUSHI, GOTO HIDEO, GOTO  
MASARU, GRAY DAVID, GRIMBERT  
PHILIPPE, HAGIWARA YUKIMASA,  
HAJIMA KATSUHIRO, HAMADA  
HITOSHI, HAMADA NOBUKO,  
HAMAMURA KUNIO, HANAZAWA  
NAHOMI, HANDA HIDETOSHI, HARA  
ASATA, HARA HIROAKI, HARA  
KAZUKI, HARA MIEKO, HARA  
TAKAFUMI, HARADA KAZUHITO,  
HARADA RYOSUKE, HARADA  
TOKUHO, HARUMIYA TAKASHI,  
HASEGAWA HIROSHI, HASEGAWA  
MEGUMI, HASEGAWA NORIKO,  
HASHIDA MICHIKO, HASHIMOTO  
CAROL, HASHIMOTO KENICHI,  
HASHIMOTO SHOICHI, HASHIZUME  
AKIRA, HASWELL ANNE, HATA  
AKIKO, HATA AKIYOSHI, HATANO  
MIYAKO, HATSUMI KAZUTOSHI,  
HATSUSIMA KIKUO,

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HAYAKAWA MASAHIRO,  
HAYAKAWA RYOICHI, HAYAKAWA  
YUKO, HAYASHI HIROMICHI,  
HAYASHI KATSUOMI, HAYASHI  
MASAO, HAYASHI MICHIIHIKO,  
HAYASHI MIWA, HAYASHI NOBUO,  
HIDA JUNPEI, HIDAI MASAHIRO,  
HIGASHIMURA TAKAYUKI, HIGUCHI  
HIROSHI, HIGUCHI HIROYUKI,  
HIGUCHI KAZUO, HIGUCHI MINORU,  
HIGUCHI YOSHIO, HINKLE HOLLY,  
HIRAI ATSUSHI, HIRAI YOSHITO,  
HIRAIWA MASAMITSU, HIRANO  
MASASHI, HIRAOKA TAIGA,  
HIRASAWA TOSHIHIDE, HIROTA  
MITSUHIRO, HIRUMACHI AYAKO,  
HISHIKAWA YOKO, HOFFMEISTER  
MEIKE, HONGO YUMI, HONMA JUNE,  
HONMA YOSHITAKA, HORA NOBUO,  
HORI AKEMI, HORI JUNICHI,  
HORIUCHI CHIEKO, HORIUCHI  
HANAKO, HORIUCHI MEGUMI,  
HORIUCHI MITSU HARU, HORIUCHI  
MITSUO, HOSHINA KENSUKE,  
HOSHINO MASAHIKO, HOSODA  
ISAMU, HOSOI YOICHI, HOSOKAWA  
TAKASHI, HOYA MUNEO, ICHIKAWA  
TOSHIHIKO, ICHIOKA SUSUMU, IDA  
KATSUHISA, IDE AYUMI, IDE HIDEKI,  
IHARA KIYOSHI, IHARA TORU, IHARA  
TSUKASA, IIDA HIROYUKI, IIDA  
YOSHINORI, IIJIMA HIROSHI, IIJIMA  
KAZUHISA, IIJIMA NORIHIKO, IIJIMA  
SATOSHI, IIJIMA YOSHIFUMI, IIZAWA  
NORIKO, IKEDA CHIKASHI, IKEDA  
IWAO, IKEDA KIYOSHI, IKEDA  
SHOICHI, IKEDA YOSHIMI, IKEDA  
ZENICHI, IMAI JUN, IMAI  
KATSUYOSHI, IMAI RYUGO,  
INADAMA MINORU, INAGAKI KEN,  
INAKI SETSUKO, INAMURA  
MASAHIRO, INAO MIZUHO,  
INOKUCHI SHINJI, INOUE ATSUSHI,  
INOUE EIJI, ISEKI HIROKAZU, ISHIAI  
TAKANORI, ISHIBASHI KIYOKO, ISHII  
TAKAYUKI, ISHIKAWA NORIHISA,  
ISHITA KOICHI, ISHIZAKA HIROMI,  
ISHIZAKA MAKOTO, ISOGAI  
HIROUMI, ISOM PHIL, ITO AKIHO, ITO  
ATSUSHI, ITO HIROSHI, ITO HISASHI,  
ITO ISAMU, ITO OMI, ITO  
TSUNEYUKI, IWAMATSU ISOSHI,  
IWAMATSU KAORI, IWAMOTO  
MITSUHIRO, IWAO HIROHIDE,  
IWASAKI KOJI, IWATA EIICHI, IWATA  
TAKAHIRO, IZAWA NOBUKO,

JAMES DOMINIC, JOSHITA KENICHI,  
JUSTIN WHITNEY, KAGAMI  
TOMOHIRO, KAJITA MASAKATSU,  
KAKEGAWA MASAHIRO, KAKUHARI  
TOMOYUKI, KAMADA TOMIO,  
KAMADA KEIGO, KAMADA  
YASUTARO, KAMEWARI HIDETO,  
KAMIMURA YASUNORI, KAMO  
YOSHINORI, KANAI NORIO, KANAI  
YUKO, KANAZAWA SHOJI, KANDA  
HIROKAZU, KANDA TOSHIYUKI,  
KANEKO MEGUMI, KANEKO  
NOBUTO, KARAKI MANABU,  
KARASAWA EIICHI, KARASAWA  
FUMIHIKO, KARASAWA HISAYOSHI,  
KARASAWA NOBORU, KARASAWA  
SADAHISA, KARASAWA YUTAKA,  
KARITA TEIJI, KASAHARA CHIHO,  
KASAHARA KENJI, KASAI YUKI,  
KASHIWA WATARU, KASHIWAGI  
MIHO, KASUGA KAZUYUKI, KASUGA  
YOSHIHIRO, KATAGIRI KOICHI,  
KATAGIRI YOSHIKO, KATAGIRI  
YUICHI, KATAOKA AKIO, KATO  
HIROAKI, KATO KAZUHIKO, KATO  
KOICHI, KATO SHIGEKI, KATO  
TAKASHI, KATO TOMOHIKO,  
KATSUMI AKIHISA, KATSUNO  
HIDEKI, KATSUOKA MITSURU,  
KAWAI TOSHIO, KAWAKAMI  
KIYOSHI, KAWAKAMI SHINOBU,  
KAWAKUBO KINKO, KAWAMINAMI  
KOJI, KAWAMURA KAZUTADA,  
KAWANO MASAMI, KAWAOI AKIKO,  
KAWASAKI YUKIKO, KAWASHIMA  
SATOSHI, KAYUKAWA TAKAYUKI,  
KAZAMA SAYAKA, KAZAMA  
TETSUYA, KAZAMA YUTAKA, KELLY  
KATHERINE, KEMPER AMANDA,  
KENMOCHI KATSUO, KENMOTSU  
DAIKICHI, KIKUCHI KOICHI, KIMINO  
TAMAKI, KIMURA HIROYUKI,  
KIMURA SHINICHI, KINOSHITA  
HIROFUMI, KINOSHITA TETSUO,  
KINOSHITA YOSUKE, KISO TOSHIO,  
KITABAYASHI HISAO, KITADA SHOJI,  
KITAJIMA MOTOHISA, KITAMURA  
NATSUMI, KITAMURA SEIGO,  
KITAMURA TADASHI, KITAMURA  
TATSUYA, KITAMURA TSUTOMU,  
KITAMURA TSUTOMU, KITAYAMA  
SHINICHI, KITAZAWA RYUJI,  
KITAZAWA SHINICHI, KITAZAWA  
TAKASHI, KITTA TADAYUKI, KIUCHI  
IZUMI, KIUCHI YOSUKE, KIYONO  
HIDETOMO, KIYOSAWA YUICHI,

KOBAYASHI AKIKO, KOBAYASHI  
AKINOBU, KOBAYASHI FUMISHIGE,  
KOBAYASHI HIDEKI, KOBAYASHI  
HIDEYUKI, KOBAYASHI HIROICHI,  
KOBAYASHI HIROKAZU, KOBAYASHI  
HIROSHI, KOBAYASHI HIROYUKI,  
KOBAYASHI HITOSHI, KOBAYASHI  
HITOSHI, KOBAYASHI ISAMU,  
KOBAYASHI JUNKO, KOBAYASHI  
JUNYA, KOBAYASHI KEIJI,  
KOBAYASHI KEIKO, KOBAYASHI  
KENGO, KOBAYASHI MASASHI,  
KOBAYASHI MASAYUKI,  
KOBAYASHI MISA, KOBAYASHI  
MIWAKO, KOBAYASHI MORIO,  
KOBAYASHI NAOKO, KOBAYASHI  
REI, KOBAYASHI SEIICHI,  
KOBAYASHI SEIJI, KOBAYASHI  
TADASHI, KOBAYASHI TAKASHI,  
KOBAYASHI TAKASHI, KOBAYASHI  
TATSUKICHI, KOBAYASHI TOICHI,  
KOBAYASHI TORU, KOBAYASHI  
TSUYOSHI, KOBAYASHI YOICHI,  
KOBAYASHI YOSHIAKI, KOBAYASHI  
YUJI, KODAIRA TAKASHI, KODAMA  
TAKAHIRO, KOIDE SHIGEMASA,  
KOIKE AKEMI, KOIKE HARUO, KOIKE  
MUTSUO, KOIKE SHUICHI, KOIWA  
HIDEKI, KOJIMA TOSHIHIRO, KOJIMA  
YOSHIFUMI, KOMAGATA HIROYUKI,  
KOMAGATA YOSHIYUKI,  
KOMAMURA KATSUKI, KOMATSU  
NAGAYASU, KOMATSU YASUHIRO,  
KOMAZAWA AKIRA, KONDO  
MASATOSHI, KONDO YOSHIHIKO,  
KONG NORMAN, KOSAKA TEIJI,  
KOYAMA KAZUSHI, KOYAMA  
SHINICHI, KOYAMA TOMOMI,  
KOYAMA YASUNORI, KOYAMA  
YOSHIHIKO, KOYANAGI KIMHIKO,  
KOZU AKI, KUBO KAZUYA, KUBOTA  
KATSUNORI, KUDO MIHO, KUDO  
SHINICHI, KUDO YUKIMI, KUMAGAI  
HISASHI, KUMAGAI KENKICHI,  
KUMAI KAZUTAKA, KUMAKAWA  
SHINJI, KUNO TORU, KUNO  
TSUNESHI, KURAMATSU KENZO,  
KURAMOTO SAKAE, KURANOUCI  
CHIHO, KURASHIMA AKIRA,  
KURASHIMA TAKEJI, KURENUMA  
MASAO, KURITA MASAKAZU,  
KURITA TAKASHI, KURODA KEIICHI,  
KUROIWA AKIHIKO, KUROKI IKUKO,  
LARRABEE HART, LENNARTZ  
GEORG, LEUNG MICHELLE, LEVY  
RICHARD, LI GUOFANG, MAAZ UTE,

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MABESOONE LAURENT, MACHIDA HIROMI, MACHIDA NAOKI, MACHIDA TERUYO, MAEDA YOSHIKAZU, MAEZAWA MAYUMI, MANSON ICHEL, MARUTA FUJIKO, MARUYAMA AKI, MARUYAMA AKIRA, MARUYAMA FUMIHIRO, MARUYAMA HIDEKI, MARUYAMA KENJI, MARUYAMA NAOKO, MARUYAMA SHINJI, MARUYAMA SUSUMU, MARUYAMA TADAYOSHI, MARUYAMA TAKANOBU, MARUYAMA TAKUMI, MASEKI TAKASHI, MASUDA TETSUYA, MATERON GRACE ANN, MATSUDA SHINYA, MATSUGAKI YOSHITERU, MATSUKI HITOSHI, MATSUKURA YOSHIAKI, MATSUMOTO HIROAKI, MATSUMOTO MASANORI, MATSUMOTO TATSUYA, MATSUMOTO YUKIKO, MATSUMOTO YUKIYASU, MATSUMURA AKIHIKO, MATSUNO KENEI, MATSUO JINO, MATSUTANI YUKO, MATSUZAWA HIROAKI, MAUER MARTIN, MERA HITOSHI, MIKOSHIBA YASUTO, MINEMURA HACHIRO, MINEMURA SATOSHI, MINEYAMA TAKAFUMI, MISAWA MASATAKA, MISHIMA HIROAKI, MISUNO YUMI, MITSUI MASAYUKI, MITSUI SHINICHI, MITSUIISHI MASATOSHI, MIURA TETSUYA, MIYADERA TOMOYUKI, MIYAHARA KAZUYOSHI, MIYAHARA NOBUAKI, MIYAHARA SHIGERU, MIYAIRI SHOJI, MIYAJIMA KAZUHIRO, MIYAJIMA MITSUYOSHI, MIYAJIMA TETSURO, MIYAJIMA YOSHINORI, MIYAKOSHI ISAO, MIYAKOSHI YUKO, MIYAMOTO JIRO, MIYAMOTO KEIZO, MIYAMOTO SHINICHI, MIYAMOTO SHUJI, MIYAMOTO TAKASHI, MIYAO EIKO, MIYAO KEIKO, MIYAO KENJI, MIYAO YORIKO, MIYASAKA SHIZUO, MIYASAKA SHUNICHI, MIYASHITA HIROFUMI, MIYASHITA KUNIKO, MIYASHITA SACHIKO, MIYASHITA YOSHITO, MIYATA HIDEO, MIYATSU MASANORI, MIYAUCHI HIROAKI, MIYAZAKI ATSUSHI, MIYAZAKI HIDEHIKO, MIYAZAKI JUNICHI, MIYAZAKI KIYOTAKA, MIYAZAKI MASAYUKI, MIYAZAKI SUSUMU, MIYAZAKI TOMOKO, MIYAZAWA ISAMU, MIYAZAWA KAZUHEI,

MIYAZAWA KAZUHIKO, MIYAZAWA KENJI, MIYAZAWA MASARU, MIYAZAWA NAOTO, MIZUNO MORIYA, MIZUSHINA KAYA, MOMOSE KIYOSHI, MOMOSE YOSHIKO, MORI GENTARO, MORI KAZUO, MORI SUNAO, MORI YOSHINORI, MORI YUKIKO, MORISHITA KENICHI, MORITA YOSHIO, MORIYAMA MIKIJ, MOROZUMI KUMIKO, MOROZUMI MASARU, MOTOI OSAMU, MOTOYOSHI AKIKO, MUKAI TAKESHI, MURAKAMI KENICHI, MURAKAMI TAKUMI, MURATA HIROSHI, MURATA ICHIRO, MURAYAMA RYUICHI, MURAYAMA SHIGENOBU, MURAI KENZO, NAGAHARA RYUICHI, NAGAHASHI MASAKO, NAGAI MASASHI, NAGAI NORIO, NAGAMACHI TORU, NAGASAWA KOICHI, NAGASAWA SHINSUKE, NAITO IKUO, NAITO MIYUKI, NAKABAYASHI YUJI, NAKADA TOMOYOSHI, NAKAGAWA YUMIKO, NAKAGOMI KAZUNORI, NAKAGOMI TSUTOMU, NAKAJIMA MASATO, NAKAJIMA RYUGO, NAKAJO TADAAKI, NAKAJUKU SATOSHI, NAKAMURA AKIHIKO, NAKAMURA HIDEO, NAKAMURA HIROKO, NAKAMURA IKUKO, NAKAMURA KATSUHIRO, NAKAMURA KATSUO, NAKAMURA KAZUTOSHI, NAKAMURA KENJI, NAKAMURA MAKOTO, NAKAMURA MASATO, NAKAMURA MAYUMI, NAKAMURA RIKI, NAKAMURA SHINICHI, NAKAMURA SHOEI, NAKAMURA YORIO, NAKAMURA YOSHIAKI, NAKAMURA YUKI, NAKANO MOTOO, NAKANO YOSHIO, NAKAO EIKO, NAKAO YOSHINOBU, NAKASONE SATOSHI, NAKATA KAZUHIRO, NAKAYAMA CHIAKI, NAKAYAMA KAORU, NAKAYAMA NORIAKI, NAKAYAMA RIMI, NAKAYAMA SACHIKO, NAKAZAWA MASAHARU, NAKAZAWA MICHIAKI, NAKAZAWA MINORU, NAKAZAWA YOKO, NAKAZAWA YOSHIAKI, NARITA TETSUYA, NEVINS DAVID, NICHOLSON PETA, NIHONMATSU AKIRA, NIINOMI TOMOHIRO, NIITSU HIDEITO, NIITSU JUNICHI, NINOMIYA ATSUSHI, NINOMIYA KIYOKAZU,

NISHIHARA SEIICHI, NISHIHARA YOSHIHIDE, NISHII NAKAKO, NISHIKAWA SEIJI, NISHIMURA KAZUMI, NISHIMURA KENJI, NISHIMURA KENJI, NISHIMURA NOBORU, NISHIMURA TAKUYA, NISHIYAMA JUNICHI, NISHIYAMA MASAFUMI, NISHIZAKI IZUMI, NISHIZAWA KENICHI, NISHIZAWA MAKI, NISHIZAWA MASARU, NISHIZAWA SHINICHI, NISHIZAWA TAKESHI, NOMOTO SATOMI, NOSHI KENJI, OBARA KOICHI, OBI TOKUJI, OBINATA ETSUO, OBINATA HIDEAKI, O'CONNELL STEPHEN, ODA YOSHIYUKI, OGAKI TAKAYOSHI, OGAWA MIEKO, OGIHARA KOICHI, OGIHARA TAKAHIRO, OGIWARA ASAKO, OGIWARA CHIZUKO, OGUCHI EIICHI, OGURA YASUO, OGUSHI KANICHI, OHASHI KATSUMI, OHASHI SHIGEKI, OIKAWA CHIKAGE, OIKAWA YUJI, OISHI MAKOTO, OJIMA NOBUHISA, OJIMA SATOKO, OKABE KOICHI, OKABE NORIKAZU, OKADA MINORU, OKAMURA TOSHIO, OKANIWA KAZUYOSHI, OKATOMI MASANOBU, OKAZAWA TSUTOMU, OKUBO ATSUMI, OKUBO KIYOTAKA, OKUMOTO MASAO, OKUMURA DAINI, OKURA AKIKO, OKURA KIMIKA, OKUSA NOBORU, OKUSA TAKAHIRO, OKUTSU KENJI, OMAE KEIICHI, ONDA MASATSUGU, ONEZAWA YOSHIYUKI, ONISHI MIZUKI, ONISHI TAKESHI, ONO EIKO, ONO KEIJI, ONO SAKASHI, ONOZAWA HIROO, ONUKI HIDEO, ONUKI TERUO, OSADA KYOKO, OSAWA NORIE, OSAWA YOICHI, OSHIMI ZENICHI, OSHITA TETSUSHI, OTA TERUO, OTA TSUKASA, OTA YASUO, OTA YOSHIO, OTA YUTAKA, OTAGIRI NOBORU, OTAWARA NORIKO, OTSUKI MICHI, OYA KENICHI, OYAKE RYOZO, OYAMA MASAHARU, OYAMA TETSUO, OZAWA HIDEAKI, OZAWA HISAE, OZAWA SABURO, OZAWA SHINICHI, OZAWA TOSHIO, PARKINSON ROBERT, PARKMAN MARK, PARR KAREN, PHILLIPS MARK, RADICH MICHAEL, ROCCA FREDERIQUE, RODRIGUES LUIS, SAEGUSA TETSUICHIRO, SAITO MASAOKI, SAJIKI SONOE, SAKAGUCHI NOBORU,

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SAKAGUCHI SHUJI, SAKAI SHUICHI,  
SAKANO CHIHAYA, SAKATSUME  
TOSHIKI, SAKO SATOKO, SAKURADA  
KENZO, SANO HIROSHI, SASAGAWA  
KEIICHI, SASAGAWA NOBUYOSHI,  
SASAHARA HIROSHI, SASAI HARUO,  
SASAKI AKIRA, SASAKI KAZUTOSHI,  
SASAKI SHOICHI, SATO HIDEO, SATO  
HIROFUMI, SATO HIROKO, SATO  
HISAO, SATO KENICHI, SATO  
MITSURU, SATO RENKO, SATO  
SHUNPEI, SATO TAKESHI, SATO  
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